

# CityFOCUS

highlighting issues important to Dubuque residents

// Fall 2014 //

## OUTCOMES

**out·comes (noun):** “Final products or end results; consequences; issues.”

*What does it mean for Dubuque residents and businesses?*

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# CITY MANAGER'S MESSAGE



## Outcomes (RESULTS!): What Does it Mean to Residents and Businesses?

Ours is an agenda driven by Mayor Roy D. Buol and the City Council through their role as policy makers, their at least twice-per-month City Council meetings, and their annual strategic planning session where they set the City's vision, mission, five-year goals, and annual priorities. The Mayor and City Council inform their process through a robust community engagement strategy that leads to significant community support and participation and very productive partnerships at the implementation level.

This is not just conjecture as the National Civic League has recognized the Dubuque community three times (2007, 2012, and 2013) in the last six years as an All-America City. Only 10 communities receive this recognition each year through an intense national competition. It is unprecedented for a community to be recognized three times in just six years for what has been described as the academy award of civic engagement. Through this process, the National Civic League awards panel has scrutinized the general methodology used by Dubuque and has specifically looked at the America's River project, the Downtown Master Plan, Crescent Community Health Center, efforts to improve grade-level reading, veteran-oriented programs, workforce development efforts, and the Historic Millwork District revitalization initiative.

This publication is intended to review the results of the direction provided by the Mayor and City Council. The implementation of their agenda is driven by the very professional City of Dubuque department managers listed on page 23 in partnership with the creative Leadership Team (staff who report directly to department managers), the wonderfully talented City employees, dedicated members of the City boards and commissions, enthusiastic volunteers, committed partner organizations and businesses/employers, and caring residents, sometimes organized through neighborhood associations and sometimes just people rolling up their sleeves and getting involved.

We could describe all the activities that occur to make things happen, including the measured outputs, like number of meetings, number of hours worked, amount of money spent, but just counting outputs (and they are closely measured and monitored) would not tell the important story.

We will attempt to tell this important story in this publication, not highlighting outputs, but describing outcomes. OUTCOMES are the RESULTS of the activities and efforts. Outcomes are WHAT IT MEANS FOR THE RESIDENTS AND BUSINESSES. Outputs can usually be counted. Outcomes are many times measurable, which we will attempt to do as often as possible within this document. This is important as one of the key community partnerships, Sustainable Dubuque, transitions to be more reflective of its data-driven offspring, Smarter Sustainable Dubuque. Sustainability is the lens with which city operations and community activities are viewed with data-driven decisions allowing review of outcomes to create a powerful foundation for future community success.

Are all outcomes occurring at a satisfactory level? No. While serious crime is down 38 percent since 2007, it still exists at unsatisfactory levels. According to the U.S. Census Bureau, Dubuque's poverty rate (percentage of population below the poverty level) was 13.2 percent for 2008-2012. Much more work needs to be done here. While unemployment is at 3.9 percent and almost 60,000 people are working in Dubuque County, future progress will only come with strategic and deliberate action. Much of the progress noted in this publication came with significant investment including debt at very attractive interest rates. The goal is to reduce City indebtedness over time.

I recently heard an interview of Larry Keeley, author of the book, "Ten Types of Innovation: The Discipline of Building Breakthroughs," who pointed out that innovation is not only the creation of a single product, like the smartphone, but the integration of products and resources to achieve better results. Dubuque plans to continue to innovate to lead to outcomes that will achieve greater community and individual success.

One of the ways to achieve greater success is to retain and build a workforce to grow our local economy. The Inclusive Dubuque initiative, a collaboration of 30 local organizations and businesses described in detail on page 19, is doing that by advancing equity and inclusion.

The diversification of our economy continues to be illustrated by the recent ranking of Dubuque as one of the 10 best American cities in which to work in technology. The ranking was compiled by SmartAsset.com, which collected data on wages and cost of living for 200 cities, ranking them on pay for technology workers, percentage of technology workers in the workforce, and low cost-of-living indices.

You will find out in this publication that Dubuquers are seeing more job opportunities, higher wages, higher home values while living in a safer community, with more quality-of-life amenities, one of the best medical care delivery systems, and a premier elementary, secondary and post-secondary education system, all while paying a level of taxes and fees that is very favorable compared to large communities across the state.

This publication is about outcomes (RESULTS!) and the foundation that must be built to get them. The only thing that really matters is, what does it mean to you? ☺

Sincerely,

# DUBUQUE CITY COUNCIL



ROY D. BUOL  
MAYOR



RIC W. JONES  
AT-LARGE



DAVID T. RESNICK  
AT-LARGE



KEVIN J. LYNCH  
1ST WARD



KARLA A. BRAIG  
2ND WARD



JOYCE E. CONNORS  
3RD WARD



LYNN V. SUTTON  
4TH WARD

## CITY COUNCIL GOALS & PRIORITIES

### 2029 VISION STATEMENT

The city of Dubuque is a progressive, sustainable city with a strong diversified economy and expanding global connections. The Dubuque community is an inclusive community celebrating culture and heritage and has actively preserved our "Masterpiece on the Mississippi." Dubuque citizens experience healthy living and retirement through quality, livable neighborhoods with an abundance of fun things to do and are engaged in the community, achieving goals through partnerships. Dubuque city government is financially sound and is providing services with citizens getting value for their tax dollar.

### FIVE-YEAR COMMUNITY GOALS FOR A SUSTAINABLE DUBUQUE

- Economic Prosperity
- Environmental Integrity
- Social/Cultural Vibrancy

### FIVE-YEAR CITY GOALS

- Planned and Managed Growth
- Partnering for a Better Dubuque
- Improved Connectivity – Transportation and Telecommunications

### CITY MISSION STATEMENT

The City's mission is to deliver excellent municipal services that support urban living and a sustainable city plan for the community's future and facilitate access to critical human services which result in financially sound government and citizens getting services and value for their tax dollar.

### FIVE-YEAR ORGANIZATIONAL GOAL

- Financially Responsible City Government and High Performance Organization

### POLICY AGENDA 2014-2016

#### Top Priorities (in alphabetical order)

- Arts and Culture Master Plan
- Central Iowa Water Association: Direction, Funding
- City Staffing Level: Evaluation, Direction, Funding
- Five Flags Center: Evaluation, Direction
- Inclusive Community: Action Plan
- Police: Review Best Practices
- Street Improvement Program: Funding

#### High Priorities (in alphabetical order)

- Annexation: Direction on Specific Actions
- Emerald Ash Borer: Policy, Program, and Funding
- Housing Code and Inspections: Review, Update/Upgrade
- Indoor Aquatic Center
- Port of Dubuque Park: Development
- Skate Park
- Workforce Market-Rate Housing

Sustainable Dubuque is a community that embraces economic prosperity, environmental integrity, and social/cultural vibrancy to create a sustainable legacy for generations to come.



#### Dubuque is a community that values...



Community Design



Smart Energy Use



Resource Management



Regional Economy



Green Buildings



Community Knowledge



Healthy Local Foods



Community Health & Safety



Reasonable Mobility



Healthy Air



Clean Water



Native Plants & Animals

# Goal 1: Planned and Managed Growth

Guide growth to protect a strong, vibrant residential/central business core providing a thriving mixed-use downtown, safe and healthy neighborhoods, increased visual appeal and beauty throughout the city, and provide quality services to entire the community.

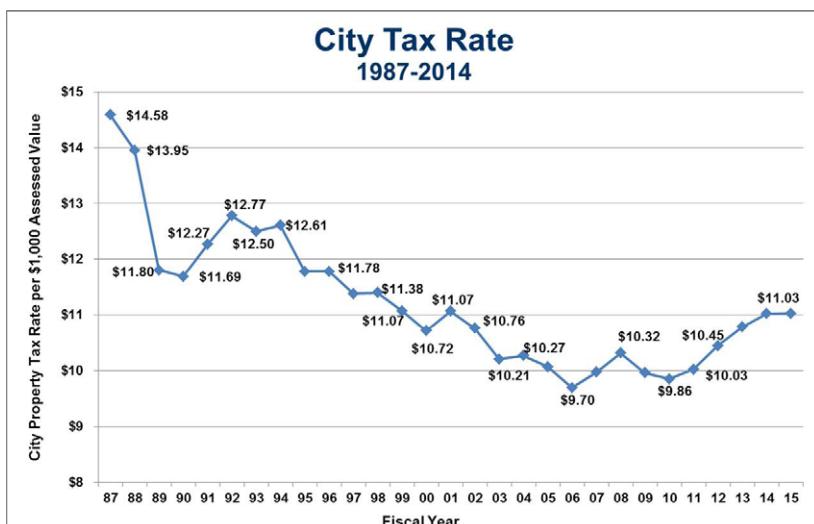
## Why is this goal important?

Desired outcomes for residents and businesses:

- Stable property taxes for residents and businesses
- More job opportunities for all skill levels
- Choice of livable neighborhoods
- Opportunities for our children and grandchildren to stay in Dubuque
- Predictable future development
- Quality services to residents

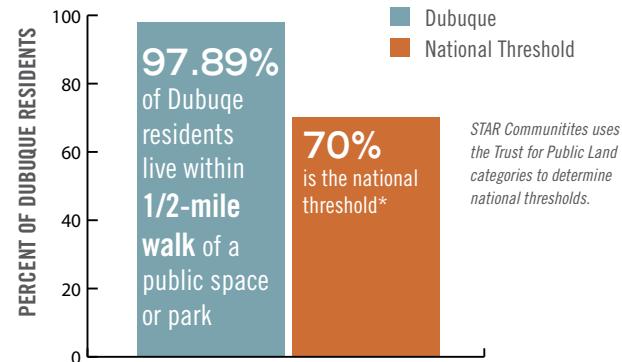


## How is Dubuque achieving this goal?



**Annexation:** Dubuque has grown from 15,832 acres in 1993 to 20,248 acres in 2014, a 28 percent increase in 21 years through voluntary annexation. By extending city utilities to industrial parks, nearly 7,000 acres were opened for private development since 1996 and the city's assessed value has increased by over \$174 million.

### PROXIMITY TO PUBLIC SPACE/PARK



### Downtown Revitalization

Improvement	1985-2013	% since 2000
New Construction	\$242 million	92%
Building Rehab	\$260 million	87%
Real Estate Sales	\$145 million	69%
Public Improvements	\$97 million	93%
Facade Renovation	\$16 million	81%
Net New Jobs	+4,294	70%
<b>TOTAL IMPROVEMENTS</b>	<b>\$650 million</b>	<b>90%</b>

191 new downtown housing units in the last two years

### Upward Mobility

In Dubuque, children born to parents in the nation's lowest income category\* had a 17.9 percent chance of being in the highest income category before reaching age 30. The national average is 10.6 percent.

Dubuque ranks in the top 8 percent of the 741 areas examined, and 1st out of 58 among similar-sized areas!

\*category = quintile or 20%

Source: The Equality Opportunity Project, 2013



## Wastewater Treatment:

Dubuque's Water & Resource Recovery Center underwent a nearly \$70 million upgrade that was completed in 2013 and currently operates at 65 percent of its capacity. It features methane production/capture and co-generation to produce electricity and create heat for the operation of the facility. It is expected to be electrically self-sufficient within a few years and will save \$250,000 in annual energy expenses. It also now better serves local industries by accepting high-strength waste. The project is more environmentally friendly than the former waste incineration and responded to a US EPA consent decree.



Dubuque's Eagle Point Water Plant is supplied by five shallow and four deep wells and does not use water from the Mississippi River. The plant produces an average of **7 MILLION GALLONS** of treated water per day. The plant has the capacity to produce up to **18 MILLION GALLONS** per day.



In 1997, Dubuque was selected as having the best-tasting municipal water in the world at the International Water Tasting & Competition. Water is becoming more important as water shortages are occurring across the country and around the world.



The distribution system is composed of over

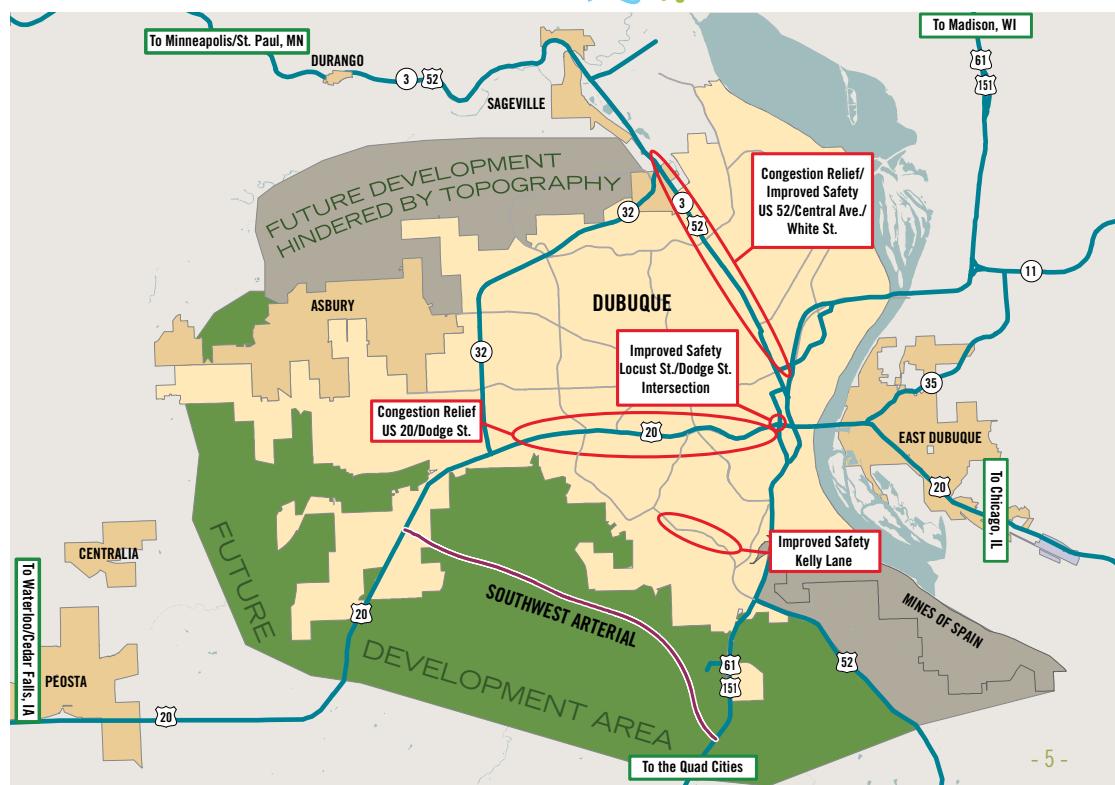
**321 MILES** of WATER MAINS + **5,770** CONTROL VALVES + **2,876** FIRE HYDRANTS + **23,500** SERVICE CONNECTIONS



### Comprehensive Plan:

The comprehensive plan is a City Council-adopted document that outlines the vision for the future growth and development of the city. It is built with ideas and input from city residents, and reflects a consensus of community values. The plan provides a roadmap to guide the physical, social and economic development of the city. The Planning Services Department is in the early stages of seeking public input to rewrite Dubuque's Comprehensive Plan. Public meetings will be announced and additional information is available at [www.cityofdubuque.org/comprehensiveplan](http://www.cityofdubuque.org/comprehensiveplan). See the back cover of this publication for information on opportunities to be involved in this process.

The Southwest Arterial will be completed by 2019 and will connect the Dubuque Technology Park on U.S. Hwy 61/151 with the new Dubuque Industrial Center West near U.S. Hwy 20. It will remove freight/truck traffic from downtown and residential neighborhoods and encourage hundreds of millions of dollars of development throughout the project corridor.



# Goal2: Partnering for a Better Dubuque

The City of Dubuque has developed and fostered over 50 local, state, regional, federal, and national partnerships to implement the City Council's community vision. The partnerships provide federal and state lobbying and advocacy for Dubuque, economic and workforce development, education excellence, culture and arts initiatives, support for families and children, public safety, housing opportunities, healthcare and wellness programs, historic preservation, transportation, and delivery of human services, creating a sustainable city and increased resident engagement in the city's governance processes.



## Why is this goal important?

Desired outcomes for residents and businesses:

- Bigger “bang” for tax dollars
- Enhanced economic development opportunities
- More ownership of end products – people involved in the process, and support outcomes
- Better access and use of facilities
- Protection of your interests

## How is Dubuque achieving this goal?

### Large-Scale Change through Collective Impact

The City of Dubuque and its partners utilize the Collective Impact Model to achieve change in our community. This approach features government, non-profit, philanthropic, and private sector partners working toward the same goal, measuring the same things, sharing information, and coordinating actions.



Greater Dubuque Development is a regional economic development organization serving the Greater Dubuque area. This non-profit organization was founded in 1984, a partnership forged among local governments, the business community, organized labor, and the non-profit sector. Greater Dubuque focuses on business retention and expansion, workforce solutions, new business recruitment, and sustainable innovation.

**Over the past 30 years, employment in Dubuque County has increased nearly 60 percent!**



## Helping Our People Excel

Since 2008, the City of Dubuque, the Community Foundation of Greater Dubuque, and others have partnered to support Project HOPE to increase access to services in order to connect unemployed and underemployed youth and adults to education and employment opportunities.

Project HOPE is an initiative to ensure a vibrant community and to reduce poverty by ensuring all people have access to education and employment. Project HOPE helps to develop systems and partnerships that are easier to access and navigate, with a focus on building connections to education and employment opportunities for disengaged adults and young people.

**Re-engage Dubuque** is a partnership between the Dubuque Community School District, Northeast Iowa Community College (NICC), the Community Foundation of Greater Dubuque and the City of Dubuque through the Project HOPE initiative.

Re-engage Dubuque connects young people ages 16 to 21 who did not complete high school to alternative education options and post-secondary education/training. Re-engagement coaches work with these young people to develop personalized plans for completing a high school diploma or a High School Equivalency Diploma (HSED) and exploring options for further study.

**Outcome:** Since August 2012, the initiative's coaches have connected with nearly **190 dropouts** and **enrolled 180** of them in online courses, alternative and/or traditional high schools and adult education programs. **Thirty-seven percent** have completed this program.

**Earn It, Keep It, Grow It** is a financial literacy program teaching families skills to better utilize their financial resources.

- **BankOn Dubuque** connects unbanked and under-banked families to traditional bank accounts through partnerships with the majority of our community's financial institutions.

**Outcome:** **Fifty-one families began a banking relationship.**

- **Opportunity Passport** provides matched Individual Development Accounts and financial literacy training to youth aging out of foster care through a partnership with Dupaco and Four Oaks.

**Outcome:** **Fifty young adults acquired over \$23,000, which was matched by the Community Foundation of Greater Dubuque.**

# Initiatives & Partnerships

- *AmeriCorps Partners in Learning Program*
- *City Boards & Commissions*
- *Clarke University*
- *Community Foundation of Greater Dubuque*
- *Crescent Community Health Center*
- *Distinctively Dubuque*
- *Dubuque Area Chamber of Commerce*
- *Dubuque Area Convention and Visitors Bureau*
- *Dubuque Area Labor-Management Council*
- *Dubuque Community School District*
- *Dubuque County*
- *Dubuque Initiatives, Inc.*
- *Dubuque Main Street*
- *Dubuque Metropolitan Area Solid Waste Agency*
- *Dubuque Metropolitan Area Transportation Study*
- *Dubuque Racing Association*
- *Dubuque Regional Humane Society*
- *DuRide*
- *East Central Intergovernmental Association*
- *Every Child | Every Promise*
- *Faces & Voices*
- *Federal Government*
- *Four Mounds Foundation*
- *Greater Dubuque Development Corporation*
- *HEART Program*
- *Historic Millwork District Revitalization*
- *Inclusive Dubuque*
- *Local businesses, churches, and not-for-profits*
- *Loras College*
- *Multicultural Family Center*
- *Neighborhood Associations*
- *Northeast Iowa Community College*
- *Project HOPE*
- *Proudly Accessible Dubuque*
- *State of Iowa*
- *Sustainable Dubuque*
- *University of Dubuque*
- *University of Wisconsin-Platteville*
- *Washington Neighborhood Development Corporation*
- *Washington Tool Library*



# Partnering for a Better Dubuque (continued)



In September 2009, the City of Dubuque and IBM Research announced a partnership to make Dubuque a living laboratory and one of the first "smarter" sustainable cities in North America. This initiative was named Smarter Sustainable Dubuque and its goal is to provide Dubuque residents and businesses what they need (information and tools specific to their circumstances) to do what they want (save money, conserve resources, and improve the local economy and environment).

Since the inception of Smarter Sustainable Dubuque, the City of Dubuque, IBM Research, and a diverse group of public and private partners are participating in and have completed a series of five pilot projects: Smarter Water (2010), Smarter Electricity (2011), Smarter Travel (ongoing), Smarter Health and Wellness (2013), and Smarter Discards (2014). More than 2,000 Dubuque households participated in one or more of these pilots over the past five years and gained insights on their households and businesses. The Greater Dubuque Development Corporation Business Consortium is an important part of these projects.



## Since 2005, the Washington Neighborhood Reinvestment Strategy has accomplished:

- Fifty-five new homeowners
- Thirty-two rental properties converted to owner-occupied homes
- Ninety owners used City homeowner rehab programs
- Community Housing Initiatives partnering with City to rehab 20 homes
- The Washington Neighborhood Development Corporation (WNDC) has existed since 2009 as a nonprofit corporation to promote revitalization efforts in the Washington Neighborhood.



This collective impact initiative, with the Greater Dubuque Development Corporation as the backbone organization, brings employers, funding partners, workforce experts and educators together to meet the workforce needs of local employers. Dubuque Works focuses on three goals:

- **Human Capital:** Partners identify and address recruitment, retention and relocation needs as defined by greater Dubuque employers;
- **Skill Development:** Partners build workforce capacity by enhancing training pathways 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.

Partners include: Greater Dubuque Development Corporation, the Telegraph Herald, Dubuque Area Chamber of Commerce, Iowa Workforce Development, Northeast Iowa Community College, Dubuque Area Labor-Management Council, Community Foundation of Greater Dubuque and East Central Intergovernmental Association.

## As of 2013:

- Educated 1,000+ middle and high school students about career opportunities
- Hosted 500 students from eight schools at a career and technical fair highlighting healthcare, manufacturing, and construction careers
- Recruited over 75 businesses to host interns
- Helped more than 464 newcomers have a smooth transition to the community
- Enrolled 103 participants from 32 businesses in the Distinctively Dubuque program to help newcomers form strong connections and become a part of their new community.



# every child | every promise



**The mission of Every Child | Every Promise is to engage the entire community in building a real commitment to deliver every promise to every child.**

Every Child | Every Promise, in strategic alliance with the Community Foundation of Greater Dubuque, engages our community to promote collaboration among youth-serving agencies, eliminate duplication of services, gather effective data and create a more efficient system to deliver the Five Promises to youth: Caring Adults, Safe Places, a Healthy Start, An Effective Education and Opportunities to Serve.

## Out-of-School Time Initiative

- Every Child | Every Promise and its partners are helping to expand learning time beyond the regular school day/year. Thanks to these efforts, the Dubuque Community School District received a grant to implement the **Leadership After-School Program (LEAP)** in two of Dubuque's middle schools. LEAP offers a variety of after-school activities that are free for participants and include a healthy snack. **Outcome: More than 500 students at Jefferson and Washington Middle Schools participated in the LEAP after-school program last school year.**

## Third Grade Reading Initiative

- Every Child | Every Promise served as a catalyst for the **Dubuque Campaign for Grade-Level Reading**. This collaborative effort by funders and non-profit partners to ensure that more low-income children succeed in school and are prepared for college, a career, and active citizenship. The initiative focuses on the most important predictor of school success and high school graduation: grade-level reading by the end of third grade.

## Data-Driven Decision Making

- In order to maximize resource and make informed decisions about what's best for young people, ECEP supports a system to collect and share data, call the Results Scorecard. This system is shared by partners and engages organizations and community members into action. **Outcome: 14 Community Partners now utilize Results Scorecard to share data.**



In FY 2014, **2,319** children registered for the Carnegie-Stout Public Library Summer Reading Program and 57 percent completed.

**13,663** people attended library programs for youth in FY 2014.



**HEART**



Dubuque, Iowa

## Four Mounds HEART Program

The Four Mounds Foundation has provided innovative approaches to engage at-risk and disconnected youth since 1995. Partnering with the City of Dubuque, Dubuque Community Schools, and Four Oaks of Iowa, the **Housing Education and Rehabilitation Training Program (HEART)** was created. HEART participants receive special education services because they have not had great success in a traditional classroom and are identified as at-risk for dropping out.

Students in the HEART program are leading community revitalization while building themselves up – working toward post-secondary education, developing viable careers, and becoming better leaders.

## Impact

- Over 6,300 young people have participated in exceptional vocational training, team building, and recreational programs
- Converted 30 units of derelict, rental housing into 21 homes, made available to first-time homeowner, working families
- To date, HEART students are achieving a 93 percent graduate rate, above that of their peers in the general population
- Twenty-nine students participated during the 2013-14 school year



# Goal 3: Improved Connectivity: Transportation and Telecommunications

Provide improved traffic flow throughout the city by reducing traffic congestion, attaining better street conditions, elimination of obstructions, improved visibility and increased commercial air service.

## Why is this goal important?

Desired outcomes for residents and businesses:

- Reduced traffic congestion and improved traffic flow
- Better conditions of streets, eliminated obstructions, and improved visibility
- Commuting through telecommunications
- Greater economic opportunities
- Air access to multiple hubs



## How is Dubuque achieving this goal?

### Annual Street Repaving Program

The Public Works Department has repaved over 190 centerline miles, almost two-thirds of Dubuque's 310 miles of streets, over the past 20 years through Dubuque's annual asphalt overlay program. Each year, old asphalt is ground off the streets to be paved and is recycled into the new asphalt used to repave the very same streets. Not only are streets made safer and smoother, but property owners are not assessed for any of the costs, unlike street reconstruction projects. This program is funded instead with monies from Iowa's Road Use Tax Fund (gas and diesel fuel tax.)



ANNUAL STREET  
REPAVING PROGRAM



### Commercial Air Service



Dubuque residents and businesses have convenient access to quality, viable, and competitive airport services and facilities. In 2013, more than 32,000 passengers used one of the Dubuque Regional Airport's three daily flights to Chicago O'Hare International Airport to connect to almost 220 destinations. So far in 2014, 91 percent of those scheduled departures and scheduled arrival flights were completed. The airport's new \$40 million terminal project is scheduled to be completed in 2016 and will offer more conveniences and amenities for travelers and make Dubuque a more attractive candidate for an additional airline and/or second connection hub.



The Public Works Department plows nearly **310 MILES OF STREETS** during and after each snow event, enabling residents to get to work, school, and appointments, and allowing the delivery of important goods and supplies.

## The Southwest Arterial - Looking Ahead

In 2013, the City of Dubuque and the Dubuque Metropolitan Area Transportation Study (DMATS) successfully negotiated the transfer of the Southwest Arterial project to the Iowa Department of Transportation (IDOT). The IDOT, DMATS, Dubuque County, and the City of Dubuque have budgeted over \$100 million to build the Southwest Arterial over the next five years.

Following the completion of the Southwest Arterial in 2019, the project has the potential to generate \$80 million in property taxes, \$1.67 billion in economic output, \$653 million in labor income, and \$1.02 billion in value added from 2021 to 2030. The Southwest Arterial will also annually generate \$135 million in state and local taxes and \$130 million in federal tax from new economic development, as well as save \$30 million for the 10-year period. This project will also generate \$16 million in property tax, \$304 million in economic output, \$24 million in state and local taxes, and \$24 million in federal taxes due to economic development, in addition to \$3 million in safety savings from 2030 onwards.



COMPLETE STREETS IN THE MILLWORK DISTRICT

### Complete Streets



Through the Complete Streets Program, adopted by the City Council in 2011, the City's engineering department can design and construct streets for all users, including cars, trucks, public transit, bicycles, and pedestrians, making the street system more efficient and providing people more choices in travel. Recent projects following the policy include the Historic Millwork District Complete Streets Project, the 9th and 11th Streets One-way to Two-way Conversion Project, and the Elm Street Reconstruction Project (9th to 12th streets).



### JULE RIDERSHIP UP 28 PERCENT IN FIVE YEARS

Public transit ridership in Dubuque has increased 28 percent over the past five years. Rides per year have increased from 373,376 in fiscal year (FY) 2009 to 478,370 in FY 2014, an

increase of over 100,000 rides. An improved route structure launched in January 2014 and based on collection of empirical data through Smarter Sustainable Dubuque offers faster bus transportation between downtown and the west end as well as new service areas, increased service for some areas, trip times shortened by up to 50 percent, and extended service hours.

## Bike/Hike Trail Connectivity

Since the adoption of the Dubuque Heritage Trail Master Plan in 1996, a 29-mile network of on-street routes and off-road trails has been developed with connections to parks and the Mississippi riverfront, through the community's oldest neighborhoods and the downtown, and to the community's west side shopping and employment centers.

Prior to 2000, **no residents** lived within a mile of a bike/hike trail network. As of 2012, an estimated **81 percent of the population** lived within one mile of a designated trail.

According to the 2010 Census, approximately six percent of the workforce in the Tri-State area walks to work daily. This is more than double the national percentage for walking of 2.38 percent.

### CONNECTING WORKERS TO JOBS



In late 2013 and early 2014, The Jule coordinated with Greater Dubuque Development Corporation and businesses in Dubuque Industrial Center West to evaluate work hours and transportation needs and connections for workers traveling to the DICW. This collaboration led to installation of additional bus stops, a bus shelter and increased service; pickups in the industrial park were previously every hour and were increased to every 30 minutes and service had ended at 4:55 p.m. and now goes until 6:15 p.m. Since January 2014, an average of 2,151 rides/month were provided on the Yellow Line that serves Dubuque Industrial Center West, a 76 percent increase in ridership from the previous service that provided an average of 1,221 rides/month.



# Goal 4: Economic Prosperity

Diversify the regional Dubuque economy by retaining, expanding and growing local businesses, attracting new businesses, maintaining an abundance of employment opportunities for persons of all skill and education levels, and offer top quality-of-life options embracing a community where young professionals want to live and raise their families.

## Why is this goal important?

Desired outcomes for residents and businesses:

- Young professionals want to live here
- Our children want to stay or return to raise their families
- More retail, service and entertainment opportunities – keeping dollars in Dubuque
- Insulation from economic cycles through diverse businesses
- Variety of job opportunities for residents
- Variety of education opportunities and internships for those jobs
- Entrepreneurial opportunities to start and grow businesses in the community

When more people are employed in the community, it signifies that the community is conducive to economic growth and that more people have wages, which increases their quality of life.

## How is Dubuque achieving this goal?



before



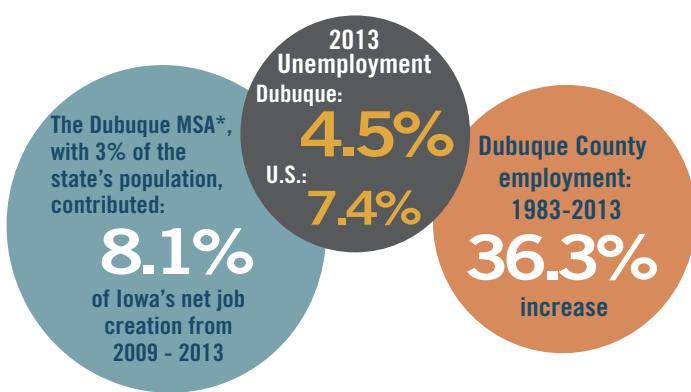
after

### Port of Dubuque

Over \$400 million of public and private investments made in the Port of Dubuque have transformed an under-used and polluted industrial area into a vibrant area with a variety of employers and community and tourism attractions.

### Infrastructure & Amenities to Support ECONOMIC DEVELOPMENT AND GROWTH

- Industrial/Business Parks
- Streets & Utility Services
- Air Service
- Housing
- Parks & Recreation Programming



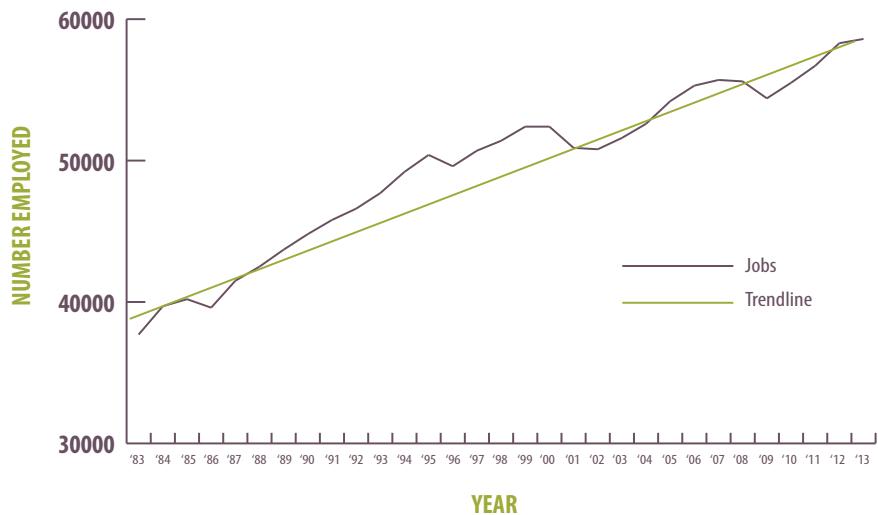
\* Metropolitan Statistical Area

### Percent Change per Capita Income: 2000-2012

32.8% Dubuque  
34.9% State of Iowa  
29.9% U.S.

*Dubuque exceeded the national growth by 2.9%*

## HISTORICAL EMPLOYMENT TOTALS - DUBUQUE COUNTY

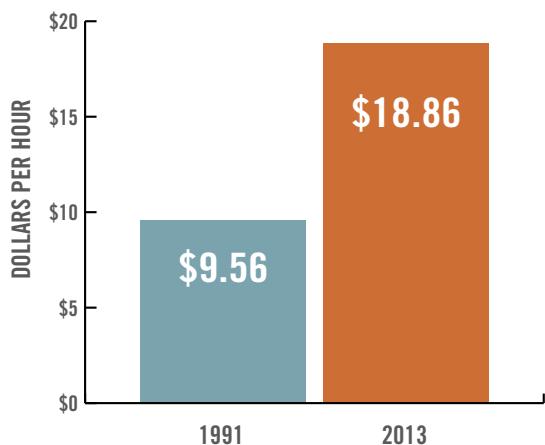


## Regional Employment Comparison November 2012-2013

City	Population	1-yr. Change in # of Jobs
Decatur, IL	75,407	4.3% decrease
Peoria, IL	115,687	2.2% decrease
Manhattan, KS	56,069	3.5% decrease
Dubuque, IA	57,637	1.35% increase

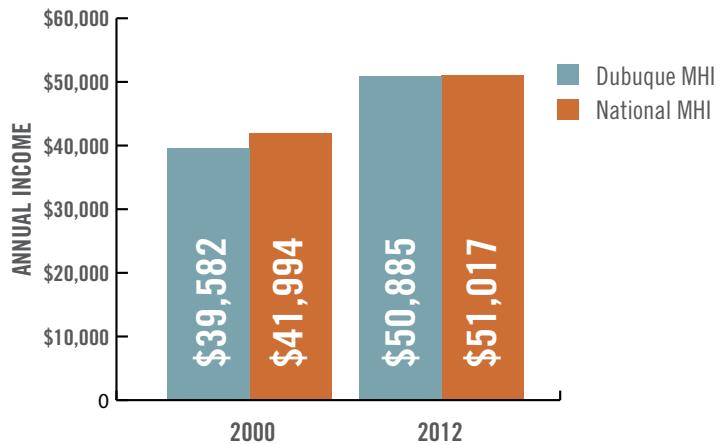
Source: USA Today Jobs Report, Dec. 2013

## AVERAGE HOURLY WAGE



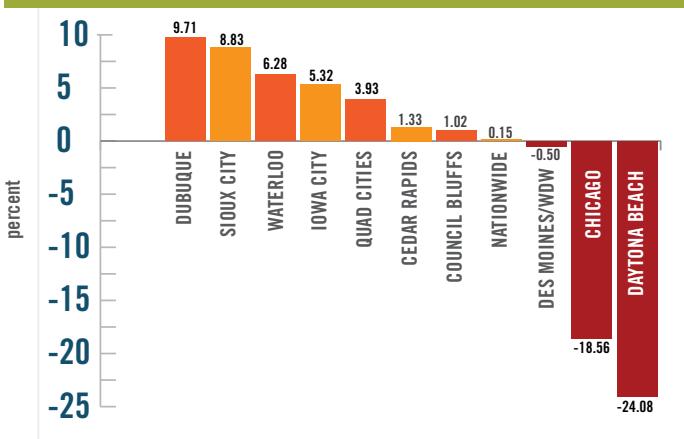
The average hourly wage rose from \$9.56 in 1991 to \$18.83 in 2013, exceeding inflation by 15 percent.

## MEDIAN HOUSEHOLD INCOME



In 2000, Dubuque's Median Household Income (MHI) (\$39,582) was six percent below the national MHI (\$41,994.) In 2012, Dubuque's MHI (\$50,885) was just one percent below the national MHI (\$51,017.)

## HOME PRICE APPRECIATION: 2008-2013



Source: Federal Housing Finance Agency

## POPULATION CHANGE: 1970-2010



# Economic Prosperity (continued)

## Impact of TIF (Tax Increment Financing) in Dubuque

NEW INVESTMENT	\$556,901,732*
RETAINED JOBS	6,287**
NEW JOBS	3,341**
TOTAL JOBS	9,628**

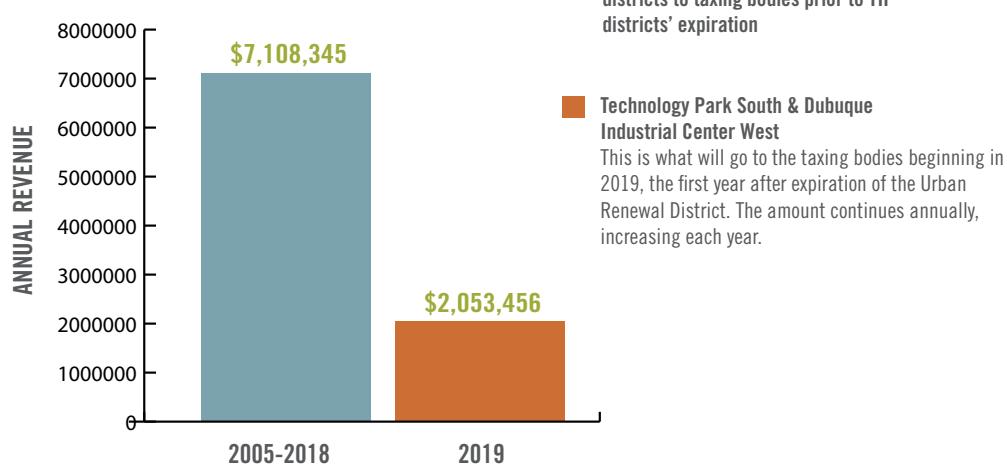
\*as of 3/2/2012

\*\* as of 12/6/2013



DUBUQUE TECHNOLOGY PARK - SOUTH

## City of Dubuque New Taxing Bodies Tax \$ From TIF District Revenues



■ Portion of tax levy returned from all TIF districts to taxing bodies prior to TIF districts' expiration

■ Technology Park South & Dubuque Industrial Center West

This is what will go to the taxing bodies beginning in 2019, the first year after expiration of the Urban Renewal District. The amount continues annually, increasing each year.

## Dubuque Industrial/ Technology Parks Cover Over 1,000 Acres in Dubuque

Park	# of Employees
Port of Dubuque	1,290
Dubuque Industrial Center West	1,285
Dubuque Industrial Center	1,244
Dubuque Technology Park	1,028
Kerper Court Industrial Area	710
Dubuque Industrial Center North	116

**6,443 employees**

## Did You Know?



Dubuque was ranked **one of the ten best American cities to work in technology** by SmartAsset.com (August 2014). The ranking was based on pay for tech workers, percentage of tech workers in the workforce (representing high levels of opportunity in the field), and low cost-of-living indices. Tech workers in Dubuque make **1.86 times more** than the city average, the highest ratio on this top 10 list.



According to a 2009 Economic Impact Report issued by the Iowa Office of Aviation, the Dubuque Regional Airport has an annual economic impact of more than \$34 million.



Reducing the number of problem properties in Dubuque provides for stable property taxes and more livable neighborhoods. The number of identified problem properties has been reduced from 29 in 2010 to 18 in 2014.



Dubuque Senior High School was named **one of the top schools in the country** in the US News & World Report's 2008 "Best High Schools" rankings.



Northeast Iowa Community College was named one of the nation's **Top 10 Community Colleges** for 2011 by the Aspen Institute.



## Opportunity Dubuque

Fifty-three percent of local employers identified “workforce” as their greatest barrier to future growth, according to interviews conducted by Greater Dubuque Development Corporation.

Opportunity Dubuque is a unique, collaborative job-training effort developed in response to local employers' needs for a skilled workforce. Through this initiative, the unemployed and under-employed are able to complete a short-term certification program to upgrade their skills. This program creates non-credit to credit career pathways and ultimately fills employers' demand for talent in high-wage, high-demand careers.

This program eliminates financial barriers to participants by providing scholarships. From those without a high school diploma to dislocated workers, the program has provided opportunities to those who needed it most, while at the same time, strengthening local businesses by providing the workforce they need. Local employers are engaged in designing the training/curriculum and support orientation, training, and interview.

## Housing Choice Voucher Program Family Self-Sufficiency

Family Self-Sufficiency (FSS) is a U.S. Housing and Urban Development (HUD) program for Housing Choice Voucher Program participants. The program encourages communities to develop local strategies to help participants obtain employment that will lead to economic independence and self-sufficiency. Since 1997, 87 people have graduated from Dubuque's FSS program. The program has tripled in size and now serves 126 families.

- **91% of the graduates are off Dubuque's housing assistance program**
- **Graduates increased their annual income by 279% and their earned annual income by 834% while completing the program**



### Opportunity Dubuque is designed to assist:

- the unemployed and underemployed,
- high school students interested in hands-on learning,
- dislocated workers who need to brush up on new skills to become more marketable, and
- referrals from local community groups and non-profits.

### Outcomes:

- 239 accepted training with 100 percent cost paid
- 114 currently in training
- 117 graduates: 93 percent of all manufacturing graduates are employed; 95 percent of CNC employed; 97 percent of welding employed
- expanded into information technology certificate program: 91 placed into program
- grew from eight to 24 participating employers in just two years

### Future Plans:

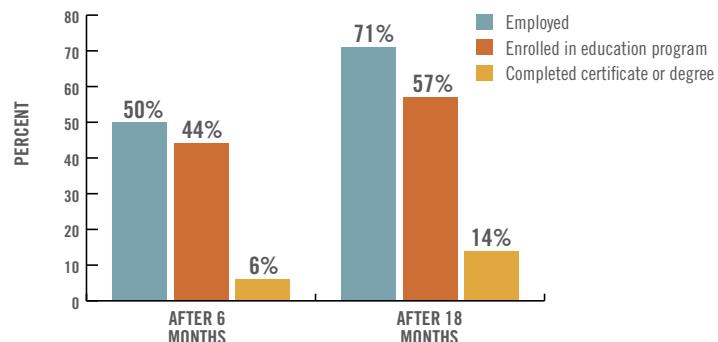
- expanded manufacturing training
- expand to information technology and skilled Iowa internships

Opportunity Dubuque is funded by the City of Dubuque, Mystique Casino, and the Dubuque County Board of Supervisors. The initiative arose out of Project HOPE and is now a partnership between Northeast Iowa Community College, Greater Dubuque Development Corporation, East Central Intergovernmental Association, Community Foundation of Greater Dubuque, Dubuque Community School District, and IowaWorks.



The Circles Initiative is part of an innovative national movement that connects volunteers and community leaders to families wanting to make the journey out of poverty. There are barriers that keep even the most motivated from achieving prosperity. Circles breaks down these barriers by expanding opportunity and support for families as they create their own paths to stability.

### CIRCLES GRADUATES % ACHIEVING AFTER 6 & 18 MONTHS



# Goal 5: Environmental Integrity

Preserve Dubuque's natural and historic resources by creating a more livable community with abundant opportunities for a healthy lifestyle through healthy living environments (homes, neighborhoods and community), clean air and water and the use of alternative energy sources.

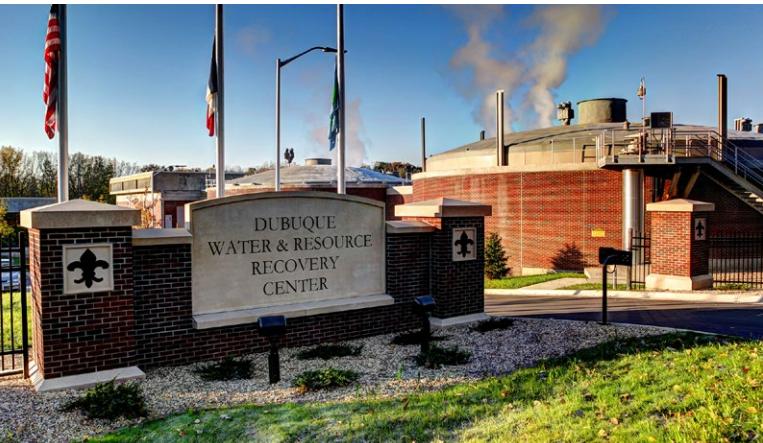
## Why is this goal important?

### Desired outcomes for residents and businesses

- Protecting the natural and historic resources and environment of Dubuque
- City government using sustainable practice in daily operations
- Healthy living environments: homes, neighborhoods and community
- Clean water and air
- Creating a more livable community
- Opportunity for a healthy lifestyle including local food products



## How is Dubuque achieving this goal?



The \$70 million upgrade of Dubuque's Water & Resource Recovery Center was completed in late 2013, the result of the largest capital improvement project in the City's history at that time. The facility now utilizes anaerobic digestion to manage bio-solids, eliminating incineration of solids from the treatment process. The innovative design, construction, and management of this facility are expected to cut heating and cooling usage by up to 30 percent, reduce electrical demands by 75 percent, and improve the quality of treated water released back into the environment. Additionally, the new treatment process produces a beneficial by-product, fertilizer for farm fields.



The Park Division grows 80,000 annual flowers from seed in its own greenhouse that are planted in the park system and on City property. Additionally, over 412 hanging flowering baskets are grown for display throughout the year.



### Historic Preservation:

It is said that the most sustainable building is the one that is already built. In the city of Dubuque, over \$63 million in State Historic Tax Credits has been reserved to assist in the rehabilitation of 45 historic properties.



## Dubuque's 50% by 2030 Community Climate

**Action and Resiliency Plan** is a non-binding, voluntary effort to identify opportunities to reduce Dubuque's community greenhouse gas emissions 50 percent below 2003 levels by 2030. Initiatives that reduce greenhouse gas emissions benefit Dubuque by invigorating the local economy; lowering energy consumption and utility bills; creating safer and more efficient transportation networks; improving air and water quality; improving waste management; and improving health and safety. From 2003 to 2011, the community reduced emissions by five percent.



## Bee Branch Watershed Flood Mitigation Project

The Bee Branch Watershed Flood Mitigation Project is a multi-phased investment to mitigate flooding, improve water quality, stimulate investment, and enhance quality of life within the Bee Branch Watershed.



A watershed is an area of land that drains to the same place. Dubuque's 6.5 square-mile Bee Branch Watershed drains to the Bee Branch Creek and is located entirely within the city limits. This project consists of several infrastructure improvements that will reduce the volume of stormwater, slow the rate of stormwater, and safely move stormwater through the flood-prone area.

As part of the project, the City will convert all 240 alleys in the Bee Branch Watershed to "green alleys," which feature permeable concrete pavers. These specially designed pavers allow water to pass through the surface and filter into the soil below. The green alleys are expected to reduce the amount of stormwater runoff in the watershed by up to 80 percent and prevent flooding. In addition to reducing stormwater run-off, the green alleys will replenish ground water and help prevent pollutants on roadways from running off into the storm sewer system, and ultimately, the Mississippi River. Twenty-four alley conversions are expected to be completed in 2014, with 50 planned for 2015. More information is available at [www.cityofdubuque.org/greenalleys](http://www.cityofdubuque.org/greenalleys).

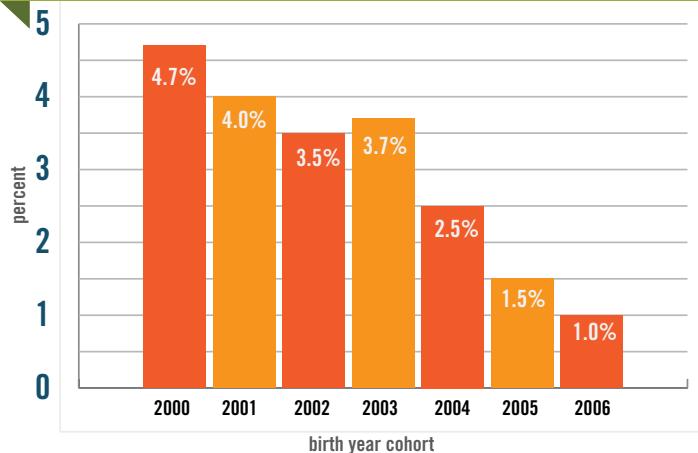


## Lead Hazard Control Program

Dubuque's Lead Hazard Control Program provides community education on lead poisoning and utilizes funds to provide financial assistance to low- and moderate-income homeowners and rental property owners to reduce lead-based paint hazards in homes with young children. All Iowa children must be tested for lead poisoning before starting kindergarten. This graph shows the decline in the number of Dubuque children who are lead poisoned.



### PERCENT OF POSITIVE CHILD LEAD POISONING TEST RESULTS



Of children tested nationally, the average for positive tests is 0.62%

## Green Alley Conversions

### ALLEY BETWEEN FOYE ST. & ELLIS ST. - BEFORE



### ALLEY BETWEEN FOYE ST. & ELLIS ST. - AFTER



The Iowa Department of Natural Resources (IDNR) recently conducted a fish assessment in the Lower Bee Branch Restoration Area, from the detention basin west/north to Maple Street. They found 15 species of fish including bluegill, largemouth bass, northern pike, pumpkinseed and yellow perch. The IDNR reported, "The work that the City of Dubuque has completed on the Bee Branch has provided benefits to the natural resources and the citizens of Iowa through the creation of 'new' aquatic areas and by providing additional fishery resources in the city of Dubuque."

# Goal 6: Social/Cultural Vibrancy

Promote mutual understanding, knowledge, and acceptance of others to become an inclusive community in which all feel welcome and included. Residents are involved in their neighborhoods and have numerous opportunities to experience arts and culture. Public health provides equitable and fair services focusing on prevention and wellness. Positive cultural values foster respectful relations between diverse cultures and races.

## Why is this goal important?

Desired outcomes for residents and businesses:

- Everyone is welcome in the Dubuque community
- Living life without fear or threats
- Equal treatment for all by City staff
- City services are available for all and delivered in an equitable and fair manner
- City workforce reflecting the diversity of the community
- Opportunities to experience arts and culture



## How is Dubuque achieving this goal?

### Arts and Culture Impact



Arts and culture nonprofits are a **\$47.2 million** industry in the city of Dubuque, supporting **1,530 full-time equivalent jobs** and generating **\$5 million in local and state government revenue**.

Nonprofit arts and culture organizations, which spend **\$17.6 million** annually, leverage a remarkable **\$29.6 million** in additional spending by arts and culture audiences—spending that pumps vital revenue into local restaurants, hotels, retail stores, and other businesses. Investing in arts and culture is investing in an industry that supports jobs, generates public and private revenue, is a cornerstone of tourism, enhances our quality of life, and provides an excellent return on investment.

Since 2005, the City has awarded over **\$2.4 million** to area arts and culture organizations and other non-profits for **programs that reach thousands of Dubuque adults and children** each year. These funds have leveraged nearly \$1 million in additional community support for arts and culture events and programs.

**1.2 million**  
people annually attend arts and cultural events in Dubuque.

**62%**  
of non-resident visitors' primary reason for visiting Dubuque was to attend a specific arts event.



### Building Unity out of Diversity

The Multicultural Family Center offers over 30 programs (totaling over 100 hours) per month. The MFC has an independent not-for-profit board of directors and partners with over 75 local organizations to welcome new residents to Dubuque and offer events to educate the public and connect people of many cultures.

[www.mfcdbq.org](http://www.mfcdbq.org) | 563-582-3681



**Crescent Community Health Center** is a local medical and dental clinic providing basic (primary) medical and oral health care to individuals and families who are uninsured, underinsured, and those with various types of insurance. The cost of services for uninsured patients is figured on a sliding fee scale and discounted based upon the household income and size. Patients from any area are welcomed to this practice.

- 6,377 patients served (including over 1,500 children); half of these patients are from the 52001 ZIP code which includes all of the Washington and North End neighborhoods.
- 64 percent have incomes at or below 100 percent of the federal poverty level



## Summer Reading Pilot Impacts Playgrounds

During the summer of 2014, the Leisure Services Department's Free Playground Programs at Lincoln, Marshall, and Prescott Schools, and Comiskey Park offered a new traveling reading program. Developed in partnership with local AmeriCorps staff, this program utilized eight Sony E-readers (mobile electronic devices designed for the reading digital "e-books") and a curriculum that encouraged participants to read several books throughout the summer while participating in the playground program. Fifty children between the ages of seven and 12 participated in the program which helped them retain or improve their reading skills while introducing them to technology to which they may not have had access.



## INCLUSIVE dubuque

Connecting People • Strengthening Community

We all gain from creating a place where all people can lead better lives and contribute their best. A community that enables everyone to learn and grow is a strong community. Inclusive Dubuque is a local initiative established in late 2013 focused on strengthening a vibrant and welcoming community, to ensure our region's success today and into the future. Its mission is to advance equity and inclusion to meet the economic and cultural needs of a diverse community. An Equity Report will be produced in the spring of 2015 to provide data for a future course of action.

### Ensuring Dubuque's Future:

- A skilled workforce is important for the jobs of the future. Fifty-three percent of local employers identified workforce as their greatest barrier to future growth, according to interviews conducted by Greater Dubuque Development Corporation.
- A quality education system can meet the needs of tomorrow's economy. The forecast for 2018 from the Center on Education and Workforce emphasizes that 30 million new and replacement jobs in the US will require at least some level of college education. However, US colleges and universities are only expected to produce 20 million graduates by that time.

### Definitions for Context:

- **Diversity:** Those who bring a unique perspective or life experience to the decision-making table, but focusing particularly on racial and ethnic groups; lesbian, gay, bisexual, and transgender populations; people with disabilities, and women.
- **Equity:** Improving equity means promoting justice, impartiality, and fairness within the procedures and processes of institutions or systems, as well as their distribution of resources.
- **Inclusion:** The degree to which individuals with diverse perspectives and backgrounds are able to participate fully in the decision-making process of an organization or group.

The City of Dubuque is one of 30 mission partners committed to Inclusive Dubuque's model to build a movement to bring about change through cross-sector collaboration.

### Year One Highlights:

- Grew mission partners from 22 to 30 and connected with dozens of community partners.
- Facilitated 37 Idea Exchanges engaging over 1,425 people
- Supported 22 events
- Launched website and developed email list
- Secured funding commitments for three years

For more information, visit [www.inclusivedbq.org](http://www.inclusivedbq.org) or call 563-588-2700



# Goal 7: Financially Responsive City Government

## and High-Performance Organization

City government is ethical, transparent, and responsive to its residents and changing community and needs. The public is safe and secure and the community is prepared to respond to emergencies, natural disasters, catastrophic acts, and other events that threaten the health and safety of the public. Financial assets are maximized, protected, analyzed, and reported accurately, and are understandable and useful.

### Why is this goal important?

Desired outcomes for residents and businesses:

- Customers can conveniently access city services, official public records, and other information.
- Residents, businesses, and public safety agencies work together for a safe community.
- The work environment for employees is healthy, safe, and productive.
- The City maintains fiscal integrity and accountability and provides support for effective decision making.

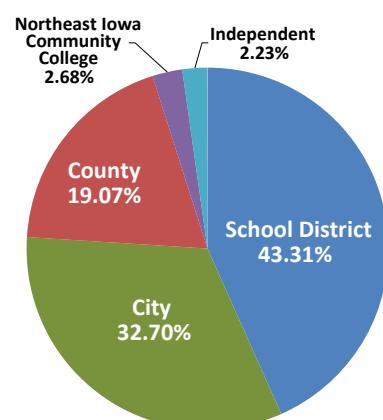


### How is Dubuque achieving this goal?

The City's mission is to deliver excellent municipal services that support urban living, and contribute to a sustainable city. The City plans for the community's future, and facilitates access to critical human services. The result is a financially sound city government and citizens getting services and value for their tax dollar.

Dubuque's Ranking Among Iowa's 10 Largest Cities	
Issue	Rank
Property Tax Rate per Capita	LOWEST
City Portion of Property Tax Rate	2nd LOWEST
Water Rate	2nd LOWEST
Trash/Refuse Rate	5th LOWEST
Sanitary Sewer Rate	5th LOWEST
Stormwater Rate	2nd HIGHEST

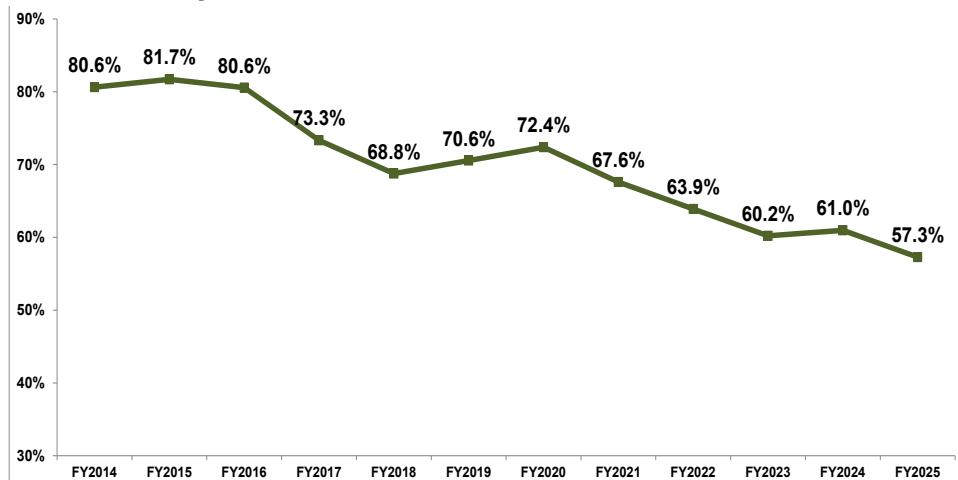
### Where do your property taxes go?



\* "Independent Authorities" includes City Assessor, County Hospital (Sunnycrest Manor), Dubuque County Agriculture Extension, and the Tuberculosis and Brucellosis Eradication Fund.

The City of Dubuque uses debt to accomplish the important infrastructure and economic development projects that must be done. Deferred infrastructure projects become more expensive over time because of continued deterioration and inflation. This low-interest rate environment is the perfect time to issue debt. The City does NOT use debt for operating expenses and, by state law, must have a balanced budget. The City uses debt to finance major projects much like a homeowner uses a home mortgage. Beginning in FY 2016, the amount of the City's outstanding debt will begin to decrease. It should also be noted that most of the City's outstanding debt is not paid with property taxes (except Tax Increment Financing), but is abated from other revenues, like water, sewer, and stormwater fees.

## Statutory Debt Limit Used (as of June 30 each year)



### Renegotiated Riverfront Leases

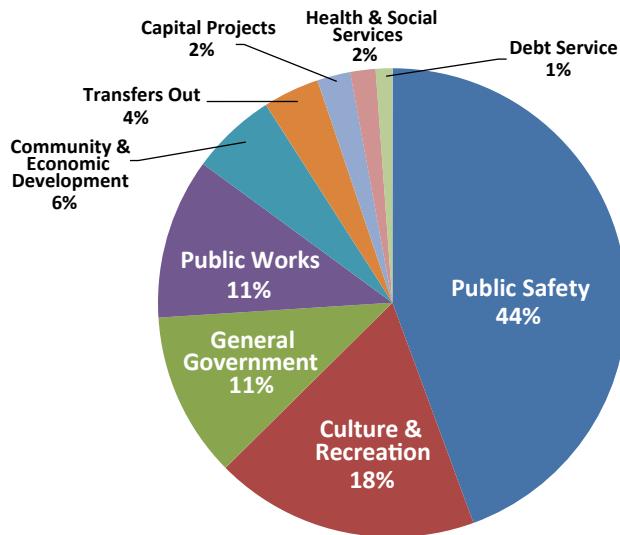
FY 2012 Lease Payments \$526,018  
 FY 2013 Lease Payments \$610,992  
 FY 2014 Lease Payments \$1,235,662  
 FY 2015 Lease Payments \$1,956,303  
 Increase of \$1,430,285 to the General Fund over four years. Four riverfront leases have been renegotiated with three left to be renegotiated.

## Top 10 Debt Uses (as of June 30, 2015)

#	Project	Amount Outstanding
1	Stormwater	\$73,918,628
2	Water & Resource Recovery Center	\$67,832,000
3	Parking Improvements	\$39,712,036
4	Water Improvements	\$18,818,160
5	Downtown Incentives/Improvements	\$18,185,453
6	Tax Rebates/Bonds to Businesses	\$17,716,537
7	Expansion of Industrial Centers	\$13,817,395
8	Roshek Building Loan Guaranty	\$10,000,000
9	Sanitary Sewer Improvements	\$7,799,469
10	America's River Project Refunding	\$4,795,000
	<b>Total</b>	<b>\$272,594,678</b>

## FY 2015 GENERAL FUND EXPENDITURES

The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except enterprise funds (parking, refuse/trash, sewer, stormwater, and water.)



**44% = PUBLIC SAFETY** (animal control, building inspections, crime prevention, emergency management, flood control, fire, police)



**18% = CULTURE & RECREATION** (AmeriCorps, arts and cultural affairs, civic center, conference center, library, marina, parks, recreation)



**11% = GENERAL GOVERNMENT** (city attorney and legal services, city clerk, city council, city hall and general buildings, city manager, finance, information services)



**11% = PUBLIC WORKS** (airport, maintenance of streets, bridges, and sidewalks; snow removal, street cleaning, street lighting, traffic control)



**6% = COMMUNITY & ECONOMIC DEVELOPMENT** (economic development, housing and community development, neighborhood development, planning and zoning)



**4% = TRANSFERS OUT** (to funds other than General Fund)



**2% = CAPITAL PROJECTS**



**2% = HEALTH & SOCIAL SERVICES** (community health, health regulation and inspection, human rights)



**1% = DEBT SERVICE** government capital projects, tax-increment financing (TIF) capital projects



## Public Safety: Part 1 Crimes (2002-2013)

Peak (Year)	CY 2013	CY 2013 vs. '02-'13 Avg.	CY 2013 vs. Peak Year
Crimes Against Persons	149 (2007)	108*	Down 6.9% Down 27.5%
Crimes Against Property	2,327 (2007)	1,791	Down 13.4% Down 23%

\* Increases in aggravated assaults in 2012 and 2013 due to code changes in domestic assaults, and the Dubuque Police Department elevating other crimes to aggravated assault during annual reviews is not reflected above. However the above represents an accurate/equivalent comparison of the same code sections over the calendar years examined.

### Crime Clearance Rates:

#### Crimes Against Persons:

Dubuque Police Dept. Clearance (Avg. FY08-FY13): 76%  
National 2012 Clearance: 47%

#### Crimes Against Property:

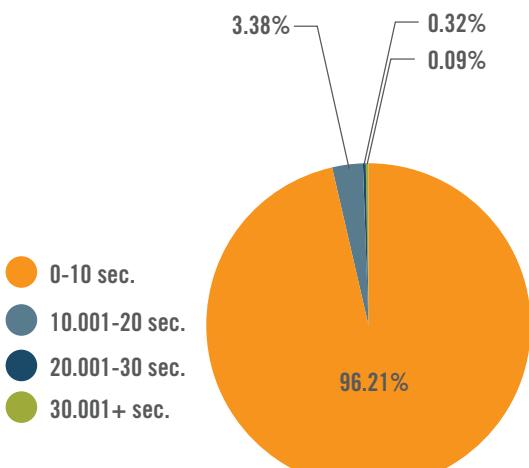
Dubuque Police Dept. Clearance (Avg. FY08-FY13): 26%  
National 2012 Clearance: 19%

\*Source: Federal Bureau of Investigation's (FBI) Uniform Crime Reporting Program



### 96 percent of all 911 calls are answered in 10 seconds or less (national average is 90 percent)

Shorter response times for dispatch result in faster response times for agencies involved and quicker requested services for residents.



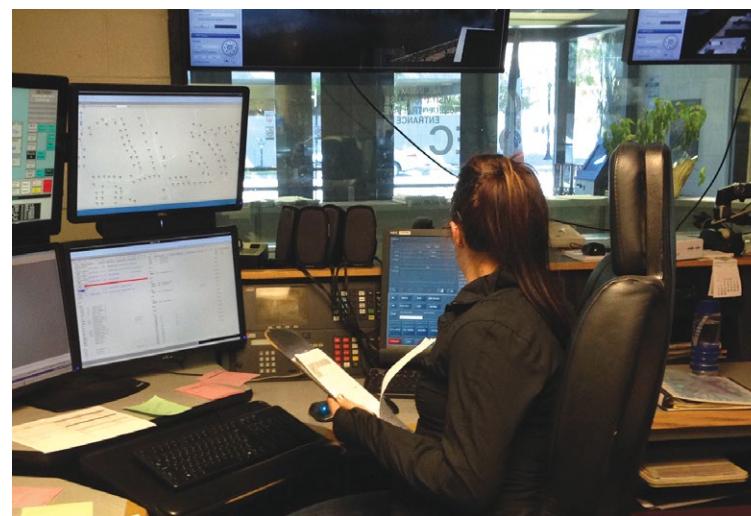
### Dubuque Fire Department and the Community EMS Cardiac Arrest Survival Rate

The cardiac arrest survival rate in Dubuque is **twice the national average**.

From FY 2011-2013, the average two-week survival rate for out-of-hospital cardiac arrest 911 service calls in Dubuque is 13.7 percent. According to the American Heart Association, less than eight percent of people who suffer cardiac arrest outside the hospital survive.



Dubuque is one of the **Top 10 U.S. Places for Healthcare**: According to Commonwealth Fund, **Dubuque ranked #2 out of 306** markets in 2012 based on access, prevention and treatment, potentially avoidable hospital use and cost, and healthy outcomes. A Thomson Reuters study found that Dubuque is also the **second-lowest metro in the nation for the amount of health care spending** for the commercially insured.



# City of Dubuque Department Managers



**Jonathan Brown**  
Water & Resource Recovery  
Center Manager



**Cori Burbach**  
Sustainable Community  
Coordinator



**Laura Carstens**  
Planning Services Manager



**Mary Rose Corrigan**  
Public Health Specialist



**Mark Dalsing**  
Police Chief



**Kevin Firnstahl**  
City Clerk



**Randy Gehl**  
Public Information Officer



**Teri Goodman**  
Assistant City Manager



**Bob Green**  
Water Department Manager



**Bob Grierson**  
Airport Manager



**Susan Henricks**  
Library Director



**Maurice Jones**  
Economic Development  
Director



**Chris Kohlmann**  
Information Services  
Manager



**Jennifer Larson**  
Budget Director



**Kelly Larson**  
Human Rights  
Director



**Barry Lindahl**  
City Attorney



**Mark Murphy**  
Emergency  
Communications Manager



**Alvin Nash**  
Housing & Community  
Development Director



**Jerelyn O'Connor**  
Neighborhood Development  
Specialist



**Randy Peck**  
Personnel Services Manager



**Gus Psihoyos**  
City Engineer



**Rich Russell**  
Building Services  
Manager



**Rick Steines**  
Fire Chief



**Cindy Steinhauser**  
Assistant City Manager



**Ken TeKippe**  
Finance Director



**Mike Van Milligen**  
City Manager



**Don Vogt**  
Public Works Director



**Marie Ware**  
Leisure Services Manager

Questions or feedback for department managers can be sent via the “Contact Us” quick link on the City of Dubuque’s website at [www.cityofdubuque.org](http://www.cityofdubuque.org) or call 563-589-4100.



**Crenna Brumwell**  
Assistant City Attorney



**Maureen Quann**  
Assistant City Attorney



**Trish Gleason**  
Assistant City Clerk



**Juanita Hilkin**  
City Manager Office Manager



50 W. 13th Street  
Dubuque, IA 52001



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ECRWSS  
US POSTAGE  
PAID  
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MSU

D  B  Q  E

"U" make Dubuque.

**Connected and informed residents are critical to local government.**

City Life is a free program that provides you with an opportunity to create a personal connection with your local government, share experiences as a Dubuque resident, visit city facilities, learn about the different services departments provide, and contribute to your community in a way that matters to you.



*CityLife*  
DISCOVER | INTERACT | SHARE

[www.cityofdubuque.org/citylife](http://www.cityofdubuque.org/citylife)

Contact Nikola at 563-589-4182 or [npavelic@cityofdubuque.org](mailto:npavelic@cityofdubuque.org)



Next session  
coming in  
Spring 2015

More information and application  
details can be found at  
[www.cityofdubuque.org/citylife](http://www.cityofdubuque.org/citylife)  
or by calling 563-589-4182.

## Develop a New Comprehensive Plan: Your input is critical



For more information on Dubuque's Comprehensive Plan update and public input opportunities, call 563-589-4210 or visit [www.cityofdubuque.org/comprehensiveplan](http://www.cityofdubuque.org/comprehensiveplan).

Sign up for email and text message notifications at [www.cityofdubuque.org/notifime](http://www.cityofdubuque.org/notifime) and select "Comprehensive Plan Update News and Information."

## EDITORIAL INFORMATION

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