DEPARTMENT BUDGETS
DUBUQUE REGIONAL AIRPORT

The Dubuque Regional Airport provides quality, viable, competitive Airport services and facilities while promoting sustainable economic development within the region.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
- Airport Commission Goals
- Airport Layout Plan
- National Air System Plan
- State Air System Plan

PARTNERSHIPS
- Airports Council International-North America (ACI-NA)
- American Airlines Group
- American Association of Airport Executives (AAAE)
- Dubuque Area Chamber of Commerce
- Dubuque County Departments
- Experimental Aircraft Association (EAA)
- Greater Dubuque Development Corp (GDDC)
- Iowa Public Airports Association (IPAA)
- Local Area Business Partnerships
- Table Mound School
- Travel Dubuque
- University of Dubuque Aviation Program

PEOPLE
- Airport Tours to Various Groups
- Annual Airport Open House
- EAA Young Eagles Flights
- North American Trainers Assoc. Formation Clinic (NATA)
- UD for Kids Program
- Annual Legislative Staffers Visit

Department Budgets
The Airport is supported by 17.96 full-time equivalent employees, which accounts for only 36.01% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by -8.40% in FY 2019 compared to FY 2018.
Overview
The Dubuque Regional Airport is owned by the City of Dubuque and is operated and managed by an Airport Commission as a department of the City of Dubuque. Airport Administration is responsible for the analysis, priorities, and the appropriate allocation of resources for the management and control of all Airport employees, facilities, property and legislative priorities. The Airport consists of 1,248 acres, two runways (6,500 x 100 and 6,325 x 150), air traffic control tower, airline and general aviation terminals, numerous corporate and private-use hangars and a joint-use facility, which includes airfield maintenance and 24-hour aircraft rescue firefighting staff.

The Airport tenants include commercial airline service with American Airlines providing regional jet service through Chicago O’Hare International Airport and leisure flights with Sun Country Airlines to Laughlin, NV and Gulfport/Biloxi, MS. The University of Dubuque fields a fleet of approximately 24 light aircraft for their aviation program. Multiple local companies base their corporate aircraft fleet at the Airport while other smaller general aviation aircraft are based locally and have aircraft maintenance services provided by a privately-owned company.

### Administration Funding Summary

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<tr>
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<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
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### Administration Position Summary

<table>
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<tr>
<td>Airport Manager</td>
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<tr>
<td>Airport Operations/Maint. Supervisor</td>
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<tr>
<td>Accountant</td>
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<td>Marketing Coordinator</td>
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<td><strong>Total Full-Time Equivalent Employee’s</strong></td>
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### Highlights of the Past Year

This past year was an exciting time at the Airport. A few of our accomplishments were:
- Construction of an additional large corporate aircraft hangar
- Construction of an access road between the general aviation side of the airfield and the commercial terminal side
- July 3rd Aircraft on display for viewing
- Passed annual Federal Aviation Administration Part 139 inspection with no discrepancies
The newly constructed commercial airline terminal had its first year of operation. The first flight from the terminal was on June 9, 2016.

Road Construction to provide access between Commercial Airline Terminal and General Aviation side of airfield
The Airport is required to have an annual FAA inspection for Part 139 compliance. This incorporates everything the airport can control such as, pavement conditions, maintenance, emergency procedures, lighting, navigational aids, and equipment to maintain these items, as well as, all the buildings necessary to house equipment and staff.

Performance Measures

**Airport Administration - Activity Statement**
Provide quality, viable, competitive airport services and facilities while promoting sustainable economic development within the region.
Outcome #1: Economic Development by continuing to promote the Airport provided services while providing the highest level of service and continued safe operation in full compliance with all applicable security regulations.

- The Airport held their annual Open House/EAA Fly-In Breakfast in September with an estimated over 2,000 people in attendance. This event is hosted by the Airport with American Airlines, TSA, University of Dubuque and other Airport tenants providing staff and information to the public.

DID YOU KNOW?

American Airlines enplanements at Dubuque Regional Airport have increased over 7% since 2014
Outcome #2: Continue to stabilize and expand commercial airline service for the Tri-State region to meet existing and future passenger traffic needs.

Airport Staff met with American Airlines, Sun Country Airlines, Allegiant and Eastern Airlines for continued or expanded service.

Dubuque Jet Center

Overview
The Airport Commission operates the Dubuque Jet Center which offers a Fixed Based Operation (FBO) to assist with all general aviation needs. The FBO normally operates 17 hours a day (24 hours with notice) providing sales of aviation fuel, ground handling, hangaring and concierge services for general aviation, corporations, and the commercial airlines. The FBO makes arrangements for catering, car rental, hotels, chartering services, recommends places to visit, restaurants to dine, directions to local facilities and attractions, as well as calls for reservations and shuttles.

<table>
<thead>
<tr>
<th>Dubuque Jet Center Funding Summary</th>
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<tr>
<td>FY 2017 Actual</td>
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<td>Expenditures</td>
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<td>Resources</td>
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<thead>
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<th>Dubuque Jet Center Position Summary</th>
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<td>Asst. fixed Base Operations Supervisor</td>
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<tr>
<td>Accountant</td>
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<tr>
<td>Line Service Worker</td>
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<tr>
<td>Receptionist</td>
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<tr>
<td><strong>Total Full-Time Equivalent Employees</strong></td>
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</tbody>
</table>
The Dubuque Jet Center hosted the 11th annual formation clinic for the North American Trainer Association (NATA) members prior to the week-long Air Venture event in Oshkosh, WI. NATA is an independent, non-profit corporation dedicated to the restoration and safe flying of North American Trainers such as the AT-6/SNJ/Harvard, NA-64, NA-50, TB-25, TF-51 Mustang, and T-28 aircraft. In 1987, a formation flying program was started and has expanded to cover virtually all organizations who have members flying warbirds. Dubuque has continually been selected to host the T-6 aircraft.

Performance Measures

**Dubuque Jet Center - Activity Statement**

Provide the aviation community with a responsive and customer service driven Fixed Base Operation (FBO), which characterizes our slogan of "Hospitality is our Hallmark" by providing all aircraft, crew and passengers with competitive quality services in a safe, efficient, and hospitable manner.

**Goal: Financially Responsible, High Performance Organization**

**Outcome #1:** Maintain and operate a safe, responsive, efficient and hospitable oriented Fixed Base Operation to promote fueling and aviation ground handling services at Dubuque Jet Center.

- The FBO helps to support local and transient businesses by providing ground handling services for their aircraft and passengers. Ground handling services for the commercial charter airlines includes servicing the aircraft with fuel, lavatory services, light cleaning of interior of aircraft and deicing, as well as, loading and unloading of passenger baggage, and check-in and boarding of passengers.
Dubuque Jet Center staff apply deicing fluid to a business jet.

- Airport Fixed Base Operations Staff receive specialized training for fueling, ground handling, deicing and airfield operations.

Airport employees began providing ground handling services for charters in May, 2016

- The Dubuque Jet Center helps with hangaring and fueling University of Dubuque aircraft.

Construction was completed on this corporate aircraft hangar in June, 2017
DUBUQUE REGIONAL AIRPORT
Airport Operations and Maintenance

Overview
Dubuque Regional Airport Operations and Maintenance Staff provide an airport which is open to the flying public year-round by ensuring Airport safety and compliance and is responsible for meeting FAA Part 139 compliance standards for all the runways, taxiways, navigational aids, fueling agents, firefighting, parking areas and roadways, as well as ensuring compliance with EPA, OSHA, DNR, FCC, NFPA, Spill Prevention Control Program and Storm Water Pollution Prevention Plan, ADA, and TSA requirements.

24-hour coverage is provided by three Operations Specialists whose duties include aircraft rescue and firefighting services (ARFF), medical first responder and security services for certified air carriers. Airport Maintenance is responsible for maintaining the Airport in an operationally safe, secure and efficient manner by providing for the maintenance of runways and taxiways, parking lots, entrance road, supervision of farm lease operations, weed and grass control, snow/ice removal on both landside and airside areas including all Airport owned buildings, aircraft hangars and the Commercial Airline Terminal.

The Airport is required to have an annual FAA inspection for Part 139 compliance. This incorporates everything the airport can control such as, pavement conditions, maintenance, emergency procedures, lighting, navigational aids, and equipment to maintain these items, as well as, all the buildings necessary to house equipment and staff. The airport can’t control outside influences such as aircraft arrivals and departures.

<table>
<thead>
<tr>
<th>operations and maintenance Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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<table>
<thead>
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</thead>
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<td>Airport Operations Specialist</td>
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<tr>
<td>Mechanic</td>
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<tr>
<td>Maintenance Worker</td>
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<tr>
<td>Laborer</td>
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<tr>
<td>Total FT Equivalent Employees</td>
<td>7.23</td>
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</tbody>
</table>

Performance Measures

Airport Operations and Maintenance - Activity Statement
Ensure continued safe operations of the Airport and all facilities while maintaining safety and security for regional travelers.
Outcome #1: Ensure airport safety by maintaining Part 139 safety compliance.

- Maintain a secure facility in full compliance with all applicable FAA and TSA security regulations and policies.
- Extensive documentation utilizing all the Federal Aviation Administration guidelines for safety and security is maintained daily. This documentation includes an airport snow and ice plan, emergency evacuation plan, drivers program, and daily inspections of airside and landside facilities.

Outcome #2: Maintain a safe airside and landside by providing a maintenance program for 28 miles of pavement, 450 acres of grass and six miles of security fence.

- Maintaining a safe airside and landside includes mowing to remove visual and operational hazards for aircraft and maintaining the aesthetics of the grounds by keeping them properly trimmed, efficient snow removal in winter, pavement improvements to prevent deterioration of runways, taxiways and all landside road surfaces and maintain all airfield signage, lighting, pavement markings.
DUBUQUE REGIONAL AIRPORT

Outcome #3: Airport Rescue and Fire Fighting (ARFF)

- Provide 24 hour FAA Part 139 Aircraft Rescue Fire Fighting and First Responder Medical services.
- Provide aircraft rescue and fire-fighting coverage, emergency medical, security, and law enforcement support in accordance with applicable FAA and TSA requirements.

Did you know? Airport staff provides an average of one tour per week during the summer months for area preschool, Boy and Girl Scouts, University of Dubuque Career advancement and other.
BUDGET OFFICE

The Budget Office is responsible for establishing a fiscal plan to guide the allocation of resources and to provide analysis of financial and performance information to City Council, management, City Departments and the citizens to maintain fiscal integrity and accountability, as well as to support effective decision making.

SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES

PEOPLE
The Budget Office encourages citizens to participate in the budget process starting with the annual citizen budget meeting with the City Manager, budget hearings with the City Council and through the City’s WebQA application.

PARTNERSHIPS
To maintain budgetary compliance, the Budget Office works with State and County agencies including the State of Iowa and Dubuque County. In addition, the Budget Office works with Bond Counsel, a Financial Advisor and the Finance Department.

PLANNING
The Budget Office works with all City Departments and Divisions to ensure adequate funding to carry out City Planning Initiatives.
The Budget Office is supported by 3.00 full-time equivalent employees, which accounts for 86.68% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 3.27% in FY 2019 compared to FY 2018.
BUDGET OFFICE

Overview
The Budget Office is responsible for the overall preparation, development, reconciliation, compliance and implementation of the City’s annual operating and five-year capital budgets. Included in this work is the development of all budget reporting guidelines, debt issuance and compliance with Local and State reporting requirements.

In addition, the Budget Office coordinates with various city departments with reporting and filing obligations of alternative funding sources such as grants and user fees. Maintenance of the five-year financial plan is critical in providing decision makers with strategic financial information. Budget staff regularly monitor and report on operating and capital budget activities, as well as report on debt related activities.

<table>
<thead>
<tr>
<th>Budget Position Summary</th>
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<tbody>
<tr>
<td>BUDGET DIRECTOR</td>
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<tr>
<td>SENIOR BUDGET ANALYST</td>
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<tr>
<td>GRANT ADMINISTRATOR</td>
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</tr>
<tr>
<td><strong>Total Full-Time Equivalent Employee’s</strong></td>
<td><strong>3.00</strong></td>
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**Highlights of the Past Year**
- Executed a debt reduction plan in conjunction with the City Manager’s Office
- Continued implementation a new software to create all budget documents that eliminates errors and redundant, time consuming work for the budget office as well as other departments.
- Implemented a pilot ranking system for the Capital Improvement Program, which included additional collaboration between Departments to develop the Capital Improvement Program.
- Expanded performance measure reporting to identify Key Performance Indicators and start a change in measuring "How Much?" to outcome based language "Is anyone better off?"

**Future Initiatives**
- Continue to expand performance measure reporting to include real time reporting to the public through open data.
- Implement a new program for asset management and a performance measure ranking system for evaluating funding in the operating budget.

**Performance Measures**

**Budget Office - Activity Statement**
Establish a fiscal plan to guide the allocation of resources and to provide analysis of financial and performance information to City departments, management, Council and the citizens to maintain fiscal integrity and accountability of City operations.
Goal: Financially Responsible, High Performance City Organization

Outcome #1: The City of Dubuque maintains its financial reliability by receiving a bond rating no lower than Aa2 on City general obligation bonds

A bond credit rating is an indicator of the City’s overall financial strength, the amount of debt, the fund balance reserves and the confidence in the City’s revenue stream. Bond ratings indicate long-range planning and sustainability. AAA rated bonds are considered the safest for investors, with the least risk of default.

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<thead>
<tr>
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<th>FY 2015/16 Actual</th>
<th>FY 2016/17 Actual</th>
<th>FY 2017/18 Projected</th>
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<td>Aa3</td>
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Things we are doing to regain our Aa2 rating:

- Continue to increase the General Fund Reserve each year ($1,050,000) until we reach a consistent 20% of operating revenues. The City started this in FY 2015.

- Pursuing alternative financing, mainly through State Revolving Fund Loans to receive lower interest rates for projects.

- Reviewing all administrative policies and procedures for the administration of grants, as well as all other finance related administrative policies to create efficiencies and increased reliability in procedures.

Outcome #2: The public will be knowledgeable about the City’s budget and is provided several means to obtain information about how their tax dollars are being spent.
The budget office used successful pieces of the FY 2017 community input process and implemented them for the FY 2019 input process which included:

- Surveys that were available online for the community to provide input
- A budget input meeting was held at the City Council Chambers to gain additional resident input.
- All responses and suggestions were incorporated into the FY 2019 budget hearings for City Council.

**Citizen Impact:** This will help streamline the budget process allowing for more public input, engagement and transparency.

**Receive the Government Finance Officers Association Distinguished Budget Presentation Award**

*In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan and a communications device.*

- The City of Dubuque has received this award for the past twelve years.

This award recognizes that the budget office is providing budget policies and documents that are understandable and meaningful to the public. For the FY 2018 budget, the City of Dubuque received "**Special Capital Recognition**" for its presentation of capital expenditures and impact of capital investments on operating budget.

**Performance Measures:** The GFOA also has a special recognition for outstanding performance measure reporting during the budget process. Our goal is to receive this recognition in the next two years through the new reporting available with open data.
BUILDING SERVICES

The mission of the Building Services Department is to provide exceptional professional and responsive building services for residents, contractors and developers in the City of Dubuque. These services protect and enhance the investment, safety, welfare, equity and resiliency of our community. Through these efforts, the Building Services Department supports healthy and viable neighborhoods and businesses.

The Building Services Department delivers its mission through two core services: Construction Services and Facility Management.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
- Interact daily with citizens, contractors, developers, architects, engineers, and other business professionals offering them outstanding service on demand.
- Providing our permit applicants and contractors with quality and informative inspections ensuring their projects meet all codes providing safe structures for our entire community.
- Effective communicate and collaborate with other City Departments ensuring an efficient delivery of service to support our financial sound high performing organization.

PLANNING
- Building Services participates in Design Review Team meetings during the preliminary design phase offering insight and solutions from a code perspective.
- Preserve Historic structures by utilizing the Existing Building Code and Historical Property compliance method during the Plan Review.
- Promote an Inclusive community for all by reviewing projects to meet the ADA and Fair Housing regulations, Financial support offered through our Downtown ADA Assistance Program.
- Ensure our facilities are properly maintained, project long term facility management budgeting and planning, offering our citizens and employees a clean safe facility.

PARTNERSHIPS
The Building Services Department coordinates with many construction professionals, nonprofits, public and private sector agencies and residents. The Building Services Department views its role in these relationships as partnerships for development. The following chart illustrates some, but not all the partnerships the department helps foster.
The Building Services Department is supported by 11.75 full-time equivalent employees, which accounts for 67.20% of the department expense as seen below. Overall, the department's expenses are expected to increase by 0.35% in FY 2019 compared to FY 2018.
BUILDING SERVICES  
Code Compliance

Overview

**Code Compliance:** Building code compliance begins with permit application and plan review. The Building Services Department is the primary point of contact and coordinator of this process. The department serves as liaison between all other city departments with a role in construction regulation and review. The department guides customers through the necessary channels and advises on all building code matters to provide concise, timely, and informative building review comments to ensure a positive customer experience. Our Department performs inspections for commercial and residential construction projects including; Building, Plumbing, Electrical, HVAC, Signage, Fire Systems, and ADA compliance. Our inspection staff provides comprehensive inspections from start to finish to ensure structures are code compliant, safe, and accessible for use.

**Vacant Abandon Building Licenses:** Building Services performs annual inspections an issues Vacant Abandon Building (VAB) Licenses on vacant properties per the 2015 IPMC to ensure these properties meet the intent of the code and our local ordinance. The VAB Licenses provide a mechanism to monitor and inspect vacant or abandoned buildings to ensure such buildings are not creating a public nuisance or endanger the safety and welfare of the community.

**Building Codes, Certifications & Boards:** Our Department has adopted the 2015 IBC, IEBC, IRC, IPC, IMC, IFGC, IPMC, 2010 ADA, and the 2014 NEC codes. Staff enforces all applicable local codes and ordinances, as well as State of Iowa adopted codes more stringent that our own. Our Department has a Building, Electrical, and Mechanical and Plumbing Board of Appeals to support our Department and community as needed. The Board of Appeals afford property owners the opportunity to appeal the interpretation of the code or request flexibility in materials. All staff members are committed each year to maintain and earn new certifications through professional development to expand their knowledge in order to provide the best possible services for residents and business owners.

**Problem Property Management:** In response to residents’ concerns, department referrals, or observations made by staff, the Building Services Department will conduct inspections on residential and commercial properties where there is concern that the properties are not in compliance with applicable building or property maintenance codes.

**Storage Container Licenses:** The Building Services Department licenses and storage containers in the City of Dubuque.

**Solar Permits:** The Building Services Department conducts plan review and inspections for new solar installations.
BUILDING SERVICES

FOG Permits: The Building Services Department provides support and education for business owners and contractors installing grease interceptors. Staff inspect interceptors to ensure interceptors are installed properly and capturing grease before it enters into the city’s sewer system.

Programs and Incentives: The Building Services Department offers the Downtown ADA Assistance Program and the Neighborhood Enhancement Lighting Program. The Downtown ADA Assistance Program is designed to assist businesses with the cost of becoming ADA compliant. Qualified applicants can receive 25% of eligible accessibility improvement costs to buildings in the Downtown Urban Renewal District. The Neighborhood Enhancement Lighting Program provides a dollar for dollar match up to a maximum amount for residential property owners who install either an approved front yard or rear yard light fixture(s) that also improve lighting levels on public sidewalks and alleys.

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<th>Code Compliance Funding Summary</th>
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<tr>
<td>Expenditures</td>
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<td>Resources</td>
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<tr>
<th>Code Compliance Position Summary</th>
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<tr>
<td>FY 2019</td>
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<tr>
<td>Building Services Manager</td>
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<td>Permit Clerk</td>
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<tr>
<td>Inspector II--FT</td>
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<tr>
<td>Inspector II--PT</td>
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<tr>
<td>Total Full-Time Equivalent Employees</td>
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Highlights of the Past Year

- The Building Services Department Issued 4,225 Permits in Calendar Year 2017 (CY17). This represents a 3% increase from CY 2016
  - Electrical Permits Issued: 943
  - Plumbing Permits Issued: 693
  - Mechanical Permits Issued: 1142
  - Building Permits Issued: 1447
• A total of 70 new single-family homes were constructed in CY17, a decrease of 30 homes from Calendar 2016.

• Staff completed over 300 hours of plan reviews in CY17, with over 143 commercial construction projects, and over 70 single family homes. Plan review revenue was over $21,600 in CY17. Plan review was only $110 per project, a very low cost compared to the benefit received in the reduction of change orders and time delays during construction.

• A total of 831 buildings were inspected for ADA compliance since the programs inception. 64% have achieved full compliance and thirty-nine percent (36%) are partially compliant.

• Our staff has inspected and issued over 50 vacant abandon licenses in CY17, which is a 50% increase from CY16. This increased workload is due is due to increased coordination between multiple departments ensuring VAB’s are maintained per our local codes and ordinances.

• Inspection Staff has spent over 500 hours this year on problem property inspections which are unrelated to revenue from permitted work. This reflects an increase of 200 hours, or 40% above CY16.
BUILDING SERVICES

• Implementation of Accela permitting software offering huge benefits to the public and private sector allowing them real time access to all permit applications, plan review status, issuance approval, inspection records, and final approval or issuance of Certificate of Occupancy. Accela offers efficient online permitting and payment process providing each user to save and create a custom account to save them time and labor when applying for multiple permits throughout the year.

• Implemented the Navigator tracking and mapping software for our inspector vehicles through our ArcGIS software, and incorporated the electronic version of the I-Codes into our new permitting software. Both items were FY17 improvement packages; we saved over $6500 through teamwork and research to incorporate these items using alternative resources.

Future Initiatives

• Continue training and integration of Accela into the organization. By leveraging this resource to its fullest potential, multiple departments will benefit from increased collaboration and efficiency. Opportunities include implementing the public interface and transitioning all enforcement activities to Accela.

• Continue to promote the Downtown ADA Accessibility program to enhance equity and accessibility in the community.

• Maintain professional certifications and licenses to maintain a high Insurance Service Organization (ISO) ranking, provide residents with outstanding service and value.

• Remain active with problem property enforcement through collaborative efforts with all city departments. Ensure properties are maintained per our local codes and ordinances offering clean, safe, and healthy buildings and neighborhoods.

• Maintain membership and active participation from our Building, Electrical, and Mechanical/Plumbing Boards of Appeals, keeping them informed and active in all code related issues or concerns, allowing them an opportunity to make a positive contribution reflecting the views of our entire community.

Performance Measures

Code Compliance - Activity Statement
Provide management, administrative and public information services to internal and external customers while ensuring the efficient daily operation of the Dubuque Fire Department.

Goal: Robust Local Economy

Outcome #1: Maintain safe, accessible buildings for the public to work in
BUILDING SERVICES

• Performed Plan Reviews on over 200 projects in the past year
• Provided informative and detailed inspections assisting our permit holders in making their projects code compliant and safe on over 4000 permits.
• Proper Plan Reviews and Informative Inspections remove costly change orders, time delays, and frustration, enhancing the quality and effectiveness of the service we offer.

Citizen Impact: Citizens can be confident their buildings are bid accurately, constructed safely, meet all required codes, and completed on time and within budget due to proper planning and effective communication between the public and private sector.

Goal: Sustainable Environment

Outcome #2: Resilient energy efficient buildings are being constructed, FOG reduction, and Historical preservation or our older structures.

• Providing Plan reviews and inspections per the 2015 Energy Code for all aspects of construction, while encouraging and promoting the use of solar power, and other Green Building alternatives.
• Utilization of the compliance method of scoring the project from the 2015 International Existing Building Code, or Article V of the Historic Building Ordinance to help sustain and preserve the Historical character of our structures while still making them safe, resilient, and energy efficient.
• Reduction of energy consumption due tighter building envelopes and new energy code requirements, increase in solar permitted projects.
• Detailed and supportive FOG plan reviews and inspections are being performed greatly reducing the amount of FOG into our sanitary system.
• Re-Development of our existing Historical buildings avoiding vacancies, blight, or de-construction to sustain the fabric and history of our community.

Citizen Impact: Knowledgeable staff performing plan reviews assisting owners, developers, contractors, and architects work thru construction challenges to meet standards without compromising safety, energy loss, FOG, or historical integrity of our existing buildings.

Goal: Partnership for a Better Dubuque

Outcome #3: Reduced blight within the city. Proactive code enforcement efforts reducing problem properties and blight to sustain and increase property values.
BUILDING SERVICES

- Increase code enforcement efforts on problem properties and VAB licenses and inspection. 50 VAB licenses were issued and inspected, and over 500 hours in problem property code enforcement.

- Reduction of unlicensed and un-inspected VAB’s, harder code enforcement on problem properties has motivated owners to repair, renovate, or sell to a responsible owner who will repair and maintain the property.

- Safer and cleaner communities with increased pride and motivation in our citizens to maintain their properties through the reduction of problem properties. Quality living conditions that are safe, healthy, clean and code compliant.

Facility Management

Overview
Building Services Department provides Facility Management services for City Hall, City Hall Annex, Historic Federal Building and the Ruby Sutton Building, formerly known as the Multicultural Family Center (MCFC), and the 5th Street Restrooms. Responsibilities include routine custodial services, maintenance, repairs, and monitoring or HVAC systems. Our staff is responsible for planning and projecting major renovation work and non-routine replacement of equipment. Staff schedules routine maintenance on our generators, elevators, HVAC equipment, fire alarm and sprinkler systems, backflow valves, and security systems. Manage the ordering of all janitorial supplies needed to perform our routine services per facility.

These facilities are open to the public Monday through Friday, 8 a.m. to 5 p.m. In addition, the MCFC is open during the evening hours and weekends occasionally hosting public events. The Historic Federal Building is also open in the evenings for City Council meetings and work sessions, City Commission meetings, public meetings and other special programs throughout the year. The Federal building also has leased space to other tenants; Juvenile Court Services, United State Postal Service, and others that draw in hundreds of employees working in this facility each day, and thousands of citizens on an annual basis. City Hall restrooms and exterior grounds are used to host the Farmers Market Event each summer, allowing thousands of citizen’s access to our public restrooms, and providing valuable space for vendors around the exterior of City Hall. Our Maintenance Supervisor and our four-person Custodial Staff maintain over 115,000 square feet of interior floor space on a daily basis.

<table>
<thead>
<tr>
<th>Facility Management Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$335,745</td>
<td>$360,240</td>
<td>$377,267</td>
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<tr>
<td>Resources</td>
<td>$239,374</td>
<td>$238,727</td>
<td>$233,104</td>
</tr>
</tbody>
</table>
BUILDING SERVICES

Highlights of the Past Year

• Building Services Staff have begun implementation improvement measures outlined in the 2017 ADA Transition Report for public facilities. Through these efforts, public buildings and facilities will be more accessible for all residents.
• Purchased and installed the electronic version of the I-Codes for use with Accela inspection software. The electronic agreement with the International Code Council resulted in a savings of $1,660 this year and a total savings of $9,192 in year two and three of our contract.
• HVAC Assessment study for the Federal Building.

Future Initiatives

• Replace aging and undersized hot water heaters with new boilers to heat and melt snow and ice along all sidewalks adjacent to City Hall. The current system does not have enough capacity to heat the 13th street sidewalk.
• Implement In-Vision Facility Management Software and continue to build the Facility Management Database to assist with scheduled maintenance and projecting short and long-term projects and equipment replacement.
• Develop and issue RFP’s for ADA improvements to be made to each facility based on the ADA transition report.
• Transition remaining standard light fixtures to LED replacements in facilities managed by the Building Services Department.
• Continue to make strategic, long-term facility decisions to improve the efficiency of buildings and government services.
• Automatic floor scrubber for City Hall City Hall. The vinyl composition tile flooring will be much more efficient and effective than the mop and bucket method currently used to clean the floors.
• Transition of the part-time Inspector II position to a full-time Inspector II position. Savings from an eliminated full-time inspector position will be used to transition a current part-time Inspector II position to a full-time Inspector II position. In addition to inspections, ADA and plan review, this position will dedicate 25% of time to managing maintenance requests from employees on buildings owned by the city.
• Begin Phase I of the Dilapidated Building/Structure Identification and Assessment project. This project will result in a complete inventory and evaluation of all buildings in the Greater Downtown Urban Renewal District (GDURD). Essential to this project will also be the development of a revitalization plan for buildings and areas identified in the assessment.

<table>
<thead>
<tr>
<th>Facility Management Position Summary</th>
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</thead>
<tbody>
<tr>
<td>Maintenance Worker</td>
<td>1.00</td>
</tr>
<tr>
<td>Custodian</td>
<td>4.00</td>
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<tr>
<td><strong>Total Full-Time Equivalent Employees</strong></td>
<td><strong>5.00</strong></td>
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</table>

Department Budgets
BUILDING SERVICES
Performance Measures

Facility Management - Activity Statement
Manage and maintain our facilities to provide a clean, safe, accessible, and comfortable working environment for staff and the public to be proud of and enjoy.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Create safe and welcoming buildings for the public and employees
- Make ADA accessibility improvements based on the Consultants inspection and reports.
- Continue to construct a facility maintenance data base to insure all facilities are well maintained and proper service schedules are being met.
- Utilize the facility management software and data base to accurately address long-term maintenance issues and building preservation.
- Continue to make strategic, long-term facility decisions to improve the efficiency of buildings and government services.

Citizen Impact: Maintaining city facilities ensures efficient and cost effective operations that protect the investment of taxpayers. Regular maintenance also preserves the character of City-owned historic buildings.

Goal: Partnership for a Better Dubuque

Outcome #2: Serve as a positive and responsible Landlord
- Work to positively educate the public on how historic buildings can be redeveloped, maintained and put back into productive use.
- Fully develop a facility management plan and software to insure all facilities are efficiently and effectively maintained and well managed.
- Lead by example by making annual strides to reduce energy consumption per facility by making steady sustainable, resilient, and accessible improvements.

Citizen Impact: As a Facility Manager maintaining quality facilities attracts tenants and provides a revenue stream for the city and reduces costs to the tax-payer. Taking a leadership role in reducing energy consumption promotes others to do the same and creates an attractive work environment for current and new employees.
The Cable TV Division embraces the Sustainability Principle of Community Knowledge by producing video programs on City initiatives for distribution to the community via the local government access cable channels or the City’s website. The Cable TV Division also supports the local access community through coordination of the various access origination sites and working with the Cable TV Commission to disseminate funding through the Capital Grant for Access Equipment and Facilities. The Cable TV Division also acts as a liaison between local cable subscribers and the cable company.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
Cable TV provides local programming to publicize efforts and initiatives of City Departments and partner agencies.

PARTNERSHIPS
The Cable TV Division partners with Mediacom, Dubuque Community Schools, and Loras College as origination sites for Dubuque’s five public, educational, and governmental (PEG) access channels. These partnerships provide a diversity of locally produced programming available to cable subscribers.

PEOPLE
Cable TV staff remains current with regulatory and legislative trends affecting telecommunications, and with video production equipment and software to better serve the needs of the City of Dubuque and the local community. Cable TV plays a key role in citizen engagement via the City’s cable channels and online videos.
Cable TV is supported by 2.25 full-time equivalent employees, which accounts for 75.81% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by -7.28% in FY 2019 compared to FY 2018.
Overview
The Cable TV Division operates two local government access channels available to local cable subscribers. The primary channel, CityChannel Dubuque, is also streamed live to the Internet via the City’s website.

Besides providing coverage of City Council, Zoning Advisory Commission, and County Board of Supervisors meetings, CityChannel Dubuque produces a variety of informational and cultural programming about local government and Dubuque.

CityChannel Graphics provides 24/7 access to the graphic announcements seen in between scheduled video programs on CityChannel Dubuque, including frequently updated weather information and important announcements such as winter parking restrictions. The audio for this channel is a feed from NOAA weather radio station WXL64 serving Dubuque, providing round-the-clock weather information and severe weather alerts.

Both channels are based in the TV Control Room at City Hall Annex with digital editing facilities and automated playback of programming. In addition, the Media Room at the Historic Federal Building houses a production facility for broadcasting live meetings and a small studio for recording interviews and announcements.

The Cable TV Division acts as a liaison between the Cable Company and local cable subscribers. It works with the Cable TV Commission to oversee requests for funding from the Capital Grant for Access Equipment and Facilities to provide local organizations with equipment with which to produce programming for the local community. The Cable TV Division also monitors legal and regulatory matters pertaining to telecommunications that may impact the community.

<table>
<thead>
<tr>
<th>Position Summary</th>
<th>FY 2019</th>
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<tbody>
<tr>
<td>Cable Television Coordinator</td>
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<tr>
<td>Video Producer</td>
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<tr>
<td>Intern Video Producer</td>
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</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>2.25</strong></td>
</tr>
</tbody>
</table>
HD Facilities/Digital Delivery. With the April 2017 installation of the new wide projector screen in the City Council Chambers, the Cable TV Division completed the three-year upgrade to be able to originate all productions in high definition (HD) and deliver the two city channels digitally to cable subscribers in Dubuque. In September 2016 the four public, educational, and governmental (PEG) access origination sites replaced their old analog modulators with new encoders to send true digital signals to the cable company’s head for delivery to local cable subscribers. This upgrade significantly improved the quality of the pictures and sound.

Drone Implementation. The Cable TV Division is working with UASolutions Group, an aviation consultant, to get the City of Dubuque properly certified to fly drones under a public Certificate of Authority (COA) and under new Federal regulations for using drones (Part 107). In September 2017, employees of the Cable TV Division, the Police and Fire Departments, Engineering, and the City’s Senior Counsel received two days of ground-school training to pass the Federal Aviation Administration’s (FAA) Part 107 exam. In the ensuing weeks many of these employees took and passed that exam and received their remote pilot certificates. As of November 2017, those employees holding such certificates are able to fly drones for City business. Authority from the FAA to fly under the public COA is pending.

Monthly Construction Updates. The Cable TV Division continued to produce monthly construction updates for the Bee Branch Watershed Flood Mitigation Project and the Southwest Arterial/US52 Project. Bee Branch updates ended with the opening of the Upper Bee Branch Creek Greenway in July 2017. Southwest Arterial updates continued through November 2017 when work went on hiatus for the winter months.

Equipment Upgrades. In FY 2017 the Cable TV Division replaced its two editing systems to powerful new computers that have
PUBLIC INFORMATION OFFICE
CABLE TV DIVISION

Future Initiatives

• **Best Use of PEG Channel Capacity.** Mediacom’s state franchise to provide cable service in Dubuque calls for five PEG channels. We will continue to work with the Cable TV Commission to ensure that these are being used in the best possible way to serve the community.

• **The Sunset of the Capital Grant for Access Equipment & Facilities.** As the end of the term of Mediacom’s first state franchise for Dubuque approaches, we will look to maximize the benefit of the funding we receive.

• **Supporting City Council Goals & Priorities.** By airing City Council meetings, recording civic events, and producing programs that help City departments tell their stories, we will continue to support City Council goals & priorities by helping keep the community informed about what’s happening in City government.

Performance Measures

**Cable TV - Activity Statement**

Provide information on City services and initiatives to citizens and visitors to Dubuque through local cable access and the internet and remain current on legal and regulatory trends in telecommunications.

**Goal: Experiences and Activities**

**Outcome #1:** Remain a key source of information regarding City initiatives to citizens and visitors by producing programs distributed through the City’s government access cable channel, featured videos and online video archives.

Produced in FY 2017:

- 43 City Council meetings
- 9 Zoning Advisory Commission meetings
- 9 Civic events (Parades, groundbreakings, ribbon cuttings, awards ceremonies, the State of the City Address, and other events)
- Numerous short videos, promos, and public service announcements to inform and inspire local residents
- Various programs in partnership with other City departments & divisions to help tell their stories.
- Programs in partnership with community organizations, such as the League of Women Voters candidate forums.
Maximize the City’s cable channels as key sources of information about the City.

CityChannel Dubuque and CityChannel Graphics run 24 hours a day, seven days a week on the cable system in Dubuque and is streamed live on the City’s website. To keep people tuning in, there must be fresh programming and information.

CityChannel Graphics utilizes a bulletin board graphics system that cycles through a series of City-related announcements with a background of NOAA weather radio station audio. These same graphics are seen in between programs on CityChannel Dubuque:

- Commission meeting notices
- Holiday closings
- Road construction notices
- Library events

- Public meetings
- Winter parking restrictions

- Program guide – CityChannel Dubuque program listings are automated and update every 10 minutes to show upcoming programs.
- Downtown weather data – This information comes from a weather station atop City Hall Annex with new data displayed on the air every five minutes, resulting in more than 100,000 notices per year.
DID YOU KNOW?
Weather data from the City Hall Annex weather station is also available online at www.wunderground.com? Since October 2011 this data has been uploaded every couple of minutes, creating a valuable and informative data archive.

Goal: Connected Community

Use the City’s website as a means of extending CityChannel Dubuque and the City’s video programs to non-cable subscribers as well as a worldwide audience.
The online streaming upgrade to include mobile devices continues to pay dividends as more and more people are accessing our videos on devices other than computers. In FY 17 we had:

- 36,922 total page views
- 15,133 total visits
- 14,015 total unique visitors
- Access breakdown: 52% desktop, 48% mobile

Supporting the Sustainability Principle of Community Knowledge
With Community Knowledge as our mission, the ultimate outcome is an informed citizenry. Through our on-air programming and online archives, we are a prime source of information for city residents about many issues that affect them directly. Secondarily, we hope to foster a small amount of civic pride as we attempt to showcase some of the reasons why Dubuque is such a great place to live, work, and raise a family. CityChannel Dubuque is the best place to see Dubuque on television.
Outcome #2: Facilitate the production of local access programming by working with the Cable TV Commission to distribute funds to local non-profit organizations through the Capital Grant for Access Equipment and Facilities.

The City’s 2005 municipal cable television franchise agreement with Mediacom calls for an annual grant program to purchase equipment with which to produce local public, educational, and governmental programming. Qualified organizations – those with a principal place of business within City limits or a principal regular meeting place within City limits – may apply for funding from this program.

In FY2017, $316,758 was distributed to purchase equipment for the following organizations:

- HD equipment for the Historic Federal Building City Council meetings
- Video storage for the Cable TV Division
- Digital routing equipment for the PEG origination facilities at Loras College & Dubuque Community Schools.
CITY ATTORNEY’S OFFICE
The mission of the City Attorney’s Office is to provide legal counsel to the City Council, City Manager, and all officials and departments of the City in matters relating to their official duties so that the City delivers excellent municipal services that support urban living and a sustainable City plan for the community’s future and that facilitate access to critical human services which result in financially sound City government and citizens getting services and value for their tax dollar.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS, AND PEOPLE LEADING TO OUTCOMES

PLANNING
Provides counsel and direction to all City departments so that they may perform duties and responsibilities to ensure economic prosperity, environmental/ecological integrity, and social/cultural vibrancy throughout the community.

PEOPLE
Cross-training among City Attorney’s Office staff delivers quality customer service and allows staff to deliver services that exceed citizen expectations. Investment in training allows a high quality, knowledgeable, and informed workforce.

PARTNERSHIPS
Staff of the City Attorney’s Office volunteer with numerous local and state partnerships to implement the City Council’s community vision. Staff also develops and implements processes that help provide solutions for community challenges and opportunities.
The City Attorney’s Office is supported by 4.62 full-time equivalent employees. Overall, the department’s expenses are expected to increase by 4.6% in FY 2019 compared to FY 2018.

**Expenditures by Category by Fiscal Year**

- **Employee Expense**
  - FY 2017: $670,656
  - FY 2018: $715,560
  - FY 2019 Requested: $667,623

- **Supplies and Services**
  - FY 2017: $244,909
  - FY 2018: $247,208
  - FY 2019 Requested: $249,943

- **Machinery and Equipment**
  - FY 2017: $500
  - FY 2018: $566
  - FY 2019 Requested: $566
CITY ATTORNEY’S OFFICE

Overview
The chief legal officer of the City of Dubuque is the City Attorney, who provides counsel and direction to the City by attending meetings of the City Council and selected boards and commissions. The City Attorney is assisted by two full-time Assistant City Attorneys, a Paralegal, and a Legal Assistant. The City Attorney’s Office represents the City in all cases before the federal and state courts and administrative agencies where the City has an interest.

The City Attorney’s Office processes all claims and suits for and against the City and provides written opinions to the City Council, boards and commissions, the City Manager, and City departments. The City Attorney’s Office assists in the preparation and review of legal documents, legislation, and other matters in which there is a City interest.

The City Attorney’s Office prosecutes ordinance and traffic violations, represents City boards and commissions, provides advice on legal opinions to officials, department managers, and City employees, and drafts legal documents, memoranda, and opinions.

<table>
<thead>
<tr>
<th>Position Summary</th>
<th>FY 2019</th>
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<tr>
<td>PARALEGAL</td>
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<tr>
<td>ASSISTANT CITY ATTORNEY</td>
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<td>CITY ATTORNEY</td>
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<td>SENIOR COUNSEL</td>
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<td><strong>Total FT Equivalent Employees</strong></td>
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Highlights of the Past Year

- **Derby Grange LLC** - Entered into an agreement for a residential development at the northwest corner of John F. Kennedy Road and Derby Grange Road; the agreement anticipated adjacency and identified urban renewal as a mechanism for facilitating public improvements while stimulating private development and the provision of funds for low and moderate income housing throughout the City; attended City Development Board hearing on annexation in May 2017 which was approved; easements acquired to facilitate installation of water and sewer service to development and approximately an additional 200 acres in the area.

- **Key West Drive and Twin Ridge Areas** - Water and utility extensions coordinated with purchase of water system and county road improvements. Increased water pressure and quality to residents in these areas and expanded water service further beyond city limits south and toward the Airport.

- **Southwest Arterial Project Property Acquisitions** - Seven condemnation appeals in District Court.
CITY ATTORNEY’S OFFICE

- **Bee Branch Project Property Acquisitions** - Continuing environmental issues for Morrison Brothers Property and Blum Properties for the Bee Branch Project.

- **Bee Branch Railroad Project** - Review construction documents and negotiation documents for the railroad acquisition for the Bee Branch Project.

- **Flexsteel, Inc.** - Development Agreement with Flexsteel, Inc. and Redevelopment Project Agreement with Flexsteel, Inc. and Dubuque Initiatives.

- **Property Tax Appeals** - Disposed of eight property tax appeals on behalf of the Board of Review.

- **City Insurance Schedules** - Complete revision of City’s standard insurance schedules for City projects and property

- **Water and Other Utility Extensions** - Obtained easements and properties necessary to run utilities beyond city limits out to the airport; secure new and future utility customers outside of city limits through the annexation process

- **Airport Arbitration** - Arbitration award to W.C. Stewart Construction. Funds paid to W.C. Stewart.

- **3000 Jackson Street** - Enforcement and encouragement of sale to save the historically significant structure located at 3000 Jackson Street. Worked with City staff and potential new owners to establish a schedule and pathway toward demolition, stabilization, safety, and repair of this historically significant building.

- **Land Exchange for Timber-Hyrst Park** - Facilitated property transactions with property owners near City owned land for future development of a park.

**On-Going & Future Initiatives**

- **South Pointe** - Working with Developer for a residential development on Rockdale Road; urban renewal identified as a mechanism for facilitating public improvements while stimulating private development and the provision of funds for low and moderate income housing through the City.

- **Housing TIFs** - On-going work with multiple developers to explore the use of Housing TIF to facilitate housing development.
CITY ATTORNEY’S OFFICE

- **English Ridge URA Amendment and North Cascade Road URA Amendment** - Added property to urban renewal area for purposes of facilitating additional public improvements which were not contemplated at the time of original adoption to facilitate construction and funding of CIWA water purchase.

- **CIWA** - Settlement Agreement signed January 2017. Addition of pump station and extension of water lines to expand service further beyond city limits and to areas in the Highway 20 and Southwest Arterial corridors. Assist with connection of new and expanded service areas to existing City water distribution system.

- **Miracle League** - Negotiating an agreement that contemplates City park use for the establishment, operation, and maintenance of a field and baseball league for people with disabilities.

- **Pre-Annexation Agreements** - Continue planned and managed growth and corresponding service extensions through the execution of pre-annexation agreements with property owners living in annexation study areas.

- **Abandoned Property Reclamation (Iowa Code 657A.10A)** - Work with City departments to identify abandoned/vacant properties throughout the City and successfully obtain title to the properties; rehabilitate the properties and sell to new home owners.

- **Monitoring of Vulnerable Properties** - Tracking of properties in foreclosure, bank-owned property, County owned property, and property for which the County is eligible to take ownership.

- **Voluntary Compliance Agreement** - On-going compliance with the Housing and Urban Development’s Voluntary Compliance Agreement. Forty hours of training provided to City staff as well as required Board/Commission members and City Council.

- **Enhanced Neighborhood Support** - Collaborate with departments to enforce City Code violations and to ensure compliance with judgments and court orders.

- **Source of Income** - On-going committee work and research as part of the two-year process to provide further direction to City Council.

- **Departmental and Legal Code Enforcement** - Collaboration with departments to develop work flow processes and procedures resulting in more consistent, uniform code enforcement and data gathering and tracking for properties throughout the City.

- **Rent to Own** - Meeting with State representative to discuss data gathering and evaluate whether state regulation is necessary.
CITY ATTORNEY’S OFFICE

Performance Measures

City Attorney's Office - Activity Statement
Provide legal counsel to the City Council, City Manager, and all officials and departments of the City in matters relating to their official duties.

Goal: Financially Responsible, High Performance City Organization

Outcome #1: Provide timely, cost-efficient, quality services, and advice to support the City Council, City Manager, and all City departments in fulfilling their missions and goals.

By providing general counsel, the City Attorney’s Office reduces the City’s cost from having to consult with outside counsel and provides timely and effective legal advice to departments and partner agencies. This also ensures City staff complies with all laws and regulations and allows the City to respond to citizens, City staff, and community needs and projects in an expedited and effective manner.

Where Our Time Goes

- General Counsel: 24%
- Legal Opinions: 17%
- Contracts and Other Legal Documents: 37%
- Conveyance of Real Property: 8%
- Ordinances and Resolutions: 14%

- GENERAL COUNSEL - Provide day-to-day legal advice to City Council, the City Manager, administration, and boards and commissions of the City; attend meetings, conferences, and City Council meetings/work sessions to ensure City staff is complying with all laws and regulations.
CITY ATTORNEY’S OFFICE

• LEGAL OPINIONS - Research and draft opinions on legal matters in response to requests of City Council and other City officials.

• CONTRACTS AND OTHER LEGAL DOCUMENTS - Draft and/or review contracts and other legal documents to which the City is a party such as development agreements, which bring jobs and growth to the City.

• CONVEYANCE OF REAL PROPERTY - Prepare deeds, examine titles, and conduct closings necessary for acquisition and disposition of real property.

• ORDINANCES AND RESOLUTIONS - Research relevant law and prepare measures to implement policy decisions of City staff.

Goal: Partnering for a Better Dubuque

Outcome #2: Provide excellent customer service and promote workplace diversity.

The City Attorney’s Office acquires information that is useful to the City Attorney’s Office in performing its services and cooperates with local organizations to provide timely and effective services, and also allows the City Attorney’s Office to operate more effectively.

• TRAINING – Provide training such as landlord, fair housing, and leadership training and advice to assist in implementation of City policies.

• CUSTOMER SERVICE - Provide courteous and timely referrals and response to citizen inquiries.

Staff of the City Attorney’s Office attend annual conferences which provide advances and developments to the law so that staff can effectively communicate the changes to other City staff.

• CONTINUING LEGAL EDUCATION - City Attorney Crenna Brumwell, Assistant City Attorney Maureen Quann, and Senior Counsel Barry Lindahl attended a total of 146 hours of continuing legal education during 2016.
CITY ATTORNEY’S OFFICE

CITY STAFF INVOLVEMENT IN THE COMMUNITY

<table>
<thead>
<tr>
<th>Barry Lindahl</th>
<th>Crenna Brumwell</th>
<th>Maureen Quann</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjunct Lecturer at the University of Iowa College of Law</td>
<td>Board Member, Foster Grandparent Program, part of Operation New View</td>
<td>Serves on the Dubuque Museum of Art Special Events Committee</td>
</tr>
<tr>
<td></td>
<td>Board member for Mentor Dubuque</td>
<td>Member of the Riverview Center Board of Directors</td>
</tr>
<tr>
<td></td>
<td>City’s Prescott School Partnership</td>
<td>Trustee on the Clarke University Board of Trustees</td>
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<tr>
<td></td>
<td>Every Child/Every Promise</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wonder Women Planning Committee for Girl Scouts</td>
<td></td>
</tr>
</tbody>
</table>

🏠 Goal: Great Place to Live 🏡

Outcome #3: Advance, advocate, and safeguard the interests of the City within the bounds of the law and sustain City operations by assuring the City operates in accordance with municipal law.

The City Attorney’s Office provides timely and effective legal advice on all legal issues and disputes. This helps reduce the costs of services by preventing future lawsuits and claims.

- **LITIGATION / LAWSUITS** - Handle civil cases initiated by the City or brought against the City and provide a defense from lawsuits for the City and City employees and protects public taxpayers from lawsuits and assures the City operates according to law.

- **HUMAN RIGHTS** – Administration, screening, review, and investigation of third party complaints of discrimination filed under Title 8 of the City Code; Review of Action Plan and Voluntary Compliance Agreement with HUD for complying with terms and conditions.

- **SIMPLE MISDEMEANOR COURT** – Responsible for the prosecution of all violations of City criminal and civil codes before the Iowa District Court for Dubuque County.

- **CLAIMS** – Process and investigate all claims filed against the City of Dubuque and collaborate with Public Entity Risk Services for those in excess of the deductible.

- **GRIEVANCE ARBITRATIONS AND CIVIL SERVICE APPEALS** – Represent the City in grievance arbitrations and hearings before the Civil Service Commission.
CITY CLERK’S OFFICE
The City Clerk’s Office is the official record keeper for the City Council. The City Clerk’s Office prepares, administers, maintains and distributes records of all City Council actions as well as provides City Council members and City staff the necessary documents for fulfillment of their respective legislative and administrative responsibilities. The City Clerk’s Office administers programs covered by the State Civil Service law and issues licenses and permits for categorical businesses and activities as set out by ordinance and state law.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
The City Clerk’s Office strives to provide courteous and professional service while offering access to official records and services through current web page information, initiation of boards and commissions memberships, City Life and Speaker’s Bureau programs, and Sister City relationships.

PARTNERSHIPS
The City Clerk’s Office partners with citizens, staff, multiple local and state agencies and businesses to aid in effectively conducting business by utilizing and sharing knowledge to serve as a resource for general city information. These partnerships include: State Alcohol Beverages Division, Iowa League of Cities, Dubuque Main Street, Greater Dubuque Development Corporation, media outlets, non-profit special events organizers, community service agencies, and Dubuque County offices.

PLANNING
City Clerk staff participate in local, regional and national efforts that advance the City’s mission statement and City Council priorities as well as to help in educating the public on the duties and purpose of the City Clerk’s Office.

OUTCOME

-367-
The City Clerks Department is supported by 3.31 full-time equivalent employees, which accounts for 76.29% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by -3.89% in FY 2019 compared to FY 2018.

Expenditures by Category by Fiscal Year
CITY CLERK’S OFFICE

Overview
The City Clerk’s Office serves as a general information center for citizens and is directly responsible to the City Council for preparation of agendas and maintaining minutes and official records for the City.

Administration: Responsible for records management for all documents related to City Council meetings maintaining compliance with state and local codes and City policies.

Boards and Commissions: Facilitates the advertisement of vacancies, receipt of applications, and processing of Oaths of Office for the City’s boards and commissions including orientation and Intercultural Communication training in partnership with the Human Rights Department.

Civil Service: Provides administrative duties for the Civil Service Commission as provided by Chapter 400 of the Iowa State Code in partnership with the Personnel Department.

Permits and Licenses Administered:
- Alcoholic beverage sales and service licenses
- Bicycle
- Second-hand merchandise dealers
- Solicitors licenses
- Taxi company and operator licenses
- Tobacco sales

Position Summary

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<tr>
<th>Position</th>
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<tr>
<td>City Clerk</td>
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<tr>
<td>Assistant City Clerk</td>
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</tr>
<tr>
<td>Permit Clerk</td>
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</tr>
<tr>
<td>Intern-Seasonal</td>
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<tr>
<td><strong>Total FT Equivalent</strong></td>
<td><strong>3.31</strong></td>
</tr>
</tbody>
</table>

~Professor William Bennett Munro (1934) "No other office in municipal service has so many contracts. It serves the mayor, the city council, the city manager, and all administrative departments without exception. All of them call upon it, almost daily, for some service or information. Its work is not spectacular, but it demands versatility, alertness, accuracy, and no end of patience. The public does not realize how many loose ends of city administration this office pulls together."
CITY CLERK’S OFFICE

**Special Events:** Processes requests for special events, festivals, and block parties through an online permit process and with the review and approval by the Special Events Committee and the Iowa Alcohol Beverage Division.

**Sister City Relationships Advisory Commission:** Promote Dubuque’s global presence and diversity in accordance with the Commission’s mission statement and that of the Sister Cities International organization.

**Highlights of the Past Year**

- Files from 1920 through 1980 stored at the Historic Federal Building sorted and original documents categorized enabling a better searching process. - records reorganization, retention and management.

- 213 safe and community-focused Special Events were permitted.

- Permit Clerk began attending Iowa Municipal Professionals Institute implementing department succession planning.

- Established a “Notify Me” email notification system for the Boards and Commissions vacancies.

- Establishment of the Resilient Community Advisory Commission in conjunction with the Sustainability Coordinator.

**Future Initiatives**

- Amend Boards and Commissions application to include demographics information in order to support the City’s commitment to diverse representation of the community in appointed positions.

- Establish a new Mobile Vendor application by combining current and similar applications to streamline the application process.

- Continue execution of records reorganization, retention and management.

- Implement an electronic process for event organizer to utilize previous event information in submitting future event applications.

- Establish the Sister City Relationships Advisory Commission as a 501c3 non-profit organization to expand its mission.

- Install Sister City signage to raise awareness of and promote Dubuque’s international partnerships.
City Clerk’s Office - Activity Statement
The City Clerk’s Office is committed to accurately recording and preserving the actions of the City Council; providing information and support to the Mayor and City Council, City staff, and the public in a timely, courteous, and fiscally responsible manner to encourage a transparent city government.

Goal: Financially Responsible, High Performance City Organization

Outcome #1: Transparent City government and access to decision-making processes, including availability of user-friendly technology options.

The Office of the City Clerk strives to provide documents efficiently and accurately that allow the Mayor and City Council to make educated, effective and informed decisions while providing residents access to the same information.

This objective is accomplished by:

- Preparing, distributing and posting agenda materials, minutes and public hearing documents in a timely, efficient, and streamlined manner.

- Promoting the “Notify Me” e-mail notification feature on the City of Dubuque’s website www.cityofdubuque.org to enhance citizen accessibility to City Council agenda documents, related supporting documents, video feeds of meetings, and past and current minutes.

<table>
<thead>
<tr>
<th>COUNCIL ACTIONABLE ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITEMS</td>
</tr>
<tr>
<td>Agenda Items</td>
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<tr>
<td>Resolutions</td>
</tr>
<tr>
<td>Ordinances</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CITIZEN SUBSCRIBERS</th>
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<tbody>
<tr>
<td>ITEMS</td>
</tr>
<tr>
<td>“Notify Me” Subscribers</td>
</tr>
<tr>
<td>Boards and Commission Vacancies List</td>
</tr>
<tr>
<td>Council Events Calendar</td>
</tr>
<tr>
<td>City Clerk Events Calendar</td>
</tr>
</tbody>
</table>
CITY CLERK’S OFFICE

What’s in it for me… (WIFM)?
Citizens can access a video explaining how the City of Dubuque City Council meetings function and learn the procedures set by code governing such things as public participation and council actionable items at www.cityofdubuque.org

- Financially sound and responsible City government
- Easy, convenient access to City information and services
- Service value for taxes and fees

Outcome #2: All users have access to a variety of user-friendly services that provide an efficient connection to secure City information and data.

The Office of the City Clerk aims to ensure that pertinent documents are readily available and accessible to the public so they can access pertinent documents in a timely and more efficient manner.

This objective is accomplished by focusing on the following:
- Sorting, scanning and archiving documents to allow convenient access to searchable, electronically archived materials.
- Working toward succession planning by providing appropriate cross training, continuing education and certification opportunities for staff; saving tax dollars through efficiencies and sharing of office duties.
- Maintaining exceptional customer service through high-level professional knowledge and integrity.
What's in it for me?
Citizens, City staff, candidates, voters and media can access pertinent
documents in a timely and efficient manner as well as increasing staff’s
ability to respond quickly and accurately to customer requests thus
bolstering a more transparent government.

- Easy, convenient access to City information and services
- Secure City information, including personal information
- Leveraging community resources - bigger “bang” for tax dollars

Goal: Experiences and Activities

Outcome #3: Safe community events and festivals that bring the Dubuque community
together - residents meeting residents.

The Office of the City Clerk works directly with multiple entities through the Special Events
application/permitting process to ensure that residents and visitors enjoy many quality and safe
fairs, festivals, parades and other special events that occur each year within the City.

This objective is accomplished by focusing on the following:
- Provide citizens, agencies and departments with relevant and consistent
  information pertaining to services, programs, and regulations to help insure
  robust family oriented activities for all generations.

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Event Permits Issued</td>
<td>126</td>
<td>139</td>
<td>123</td>
<td>132</td>
<td>167</td>
<td>213</td>
</tr>
</tbody>
</table>

Value to residents:
- Diverse and abundant choices for residents’ leisure time
Goal: Partnering for a Better Dubuque

Outcome #4 - Increased, meaningful resident engagement in City governance processes.

The Office of the City Clerk works to recruit and retain a diverse and qualified pool of boards and commission applicants.

This objective is accomplished by focusing on the following:

- Using multiple forms of inclusive advertisement, announcement and search strategies designed to find diverse and qualified applicants.
- Include wording that emphasizes the city’s commitment to diversity and inclusion.
- Engage in inclusive recruitment activities and proactive outreach.
- Keep current members informed and engaged through relay of City information and educational opportunities.

<table>
<thead>
<tr>
<th>PARTNER CONNECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITEMS</td>
</tr>
<tr>
<td>FY 12</td>
</tr>
<tr>
<td>Members Appointed</td>
</tr>
<tr>
<td>Boards &amp; Commission applications processed</td>
</tr>
</tbody>
</table>

Value to resident:

- More ownership of “end” products - residents involved in the process and support outcomes
- Opportunities to become involved in City governance and planning
CITY CLERK’S OFFICE

Outcome #5 - Partnering for equity among all residents

The Office of the City Clerk works directly with the Civil Service Commission and the Personnel Department to ensure fair practices in the promotion of Civil Service positions which lead to a diverse pool of qualified candidates.

This objective is accomplished by focusing on the following:

- Overseeing entry-level and promotional written tests to ensure the integrity, unbiased and impartial testing process.

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Service tests administered</td>
<td>22</td>
<td>17</td>
<td>20</td>
<td>16</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>Civil Service applicants tested</td>
<td>1013</td>
<td>1038</td>
<td>708</td>
<td>682</td>
<td>420</td>
<td>667</td>
</tr>
<tr>
<td>Civil Service applicants certified for potential employment</td>
<td>383</td>
<td>354</td>
<td>450</td>
<td>396</td>
<td>349</td>
<td>307</td>
</tr>
</tbody>
</table>

Value to resident:

- Opportunities to become involved in City governance and planning
- More ownership of “end” products - residents involved in the process and support outcomes

Outcome #6 - Provide City services responsive to the community

The Office of the City Clerk works directly with multiple entities through the application, licensing/permitting process to promote an environment that leads to compliance with all State laws and local ordinances.

This objective is accomplished by focusing on the following:

- Provide citizens with relevant and consistent information pertaining to State and local regulations.
CITY CLERK’S OFFICE

- Emphasize electronic access initiatives that increase information availability to all.

<table>
<thead>
<tr>
<th>PARTNER CONNECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITEMS</td>
</tr>
<tr>
<td>Liquor license applications processed</td>
</tr>
<tr>
<td>Tobacco permit applications processed</td>
</tr>
<tr>
<td>Other Licenses issued (Solicitor, Secondhand, Taxi Company/Drivers, etc.)</td>
</tr>
<tr>
<td>Bike Licenses</td>
</tr>
</tbody>
</table>

Value to resident:
- Financially sound and responsible City government
- Service value for taxes and fees
- Customer-focused City service delivery

The City Clerk’s Office is located on the first floor of City Hall and is open from 8:00 a.m. to 5:00 p.m. Monday through Friday for face to face communications as well as providing an extensive amount of information and fillable applications from the City’s website at [www.cityofdubuque.org](http://www.cityofdubuque.org). Allowing citizens enabling citizens to conduct business 24/7.
Dubuque operates under the council-manager form of local government, which combines the political leadership of elected officials in the form of a city council, with the managerial experience of an appointed local government manager, the city manager.

The City Council is supported by 3.50 full-time equivalent employees, which accounts for 57.95% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by (0.09)% in FY 2019 compared to FY 2018.
Department Budgets

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

CITY COUNCIL 2017

GOALS & PRIORITIES

2032 VISION STATEMENT
Dubuque 2032 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2032 has preserved our Masterpiece on the Mississippi, has a strong diverse economy and expanding connectivity. Our residents experience healthy living and active lifestyles; have choices of quality, livable neighborhoods, have an abundance of fun things to do, and are engaged in the community.

CITY MISSION STATEMENT
Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. Dubuque city government’s mission is to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city, plan for the community’s future; and facilitate access to critical human services.

CITY OF DUBUQUE GOALS 2022
- Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity
- Vibrant Community: Healthy and Safe
- Livable Neighborhoods and Housing: Great Place to Live
- Financially Responsible: High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery
- Sustainable Environment: Preserving and Enhancing Natural Resources
- Partnership for a Better Dubuque: Building Our Community that is Visible, Livable, and Equitable
- Diverse Arts, Culture, Parks, and Recreation Experiences and Activities
- Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

POLICY AGENDA items are issues that need direction or a policy decision by the City Council, or need a major funding decision by the City Council, or issues that need City Council leadership in the community or with other governmental bodies. The policy agenda is divided into top priorities and high priorities.

2017-2019 POLICY AGENDA
TOP PRIORITIES (in alphabetical order)
- Central Avenue Revitalization: Streetscape and Business Development
- Citywide Flower Planting Program
- Communitywide Solar Strategy
- Comprehensive Plan: Adoption
- East-West Corridor Study Implementation
- Master Plan for Chaplain Schmitt Island
- South Port Redevelopment Master Plan
- Splash Pad

HIGH PRIORITIES (in alphabetical order)
- Crime Prevention Program Expansion
- Dilapidated Buildings/Structures
- Five Flags Center Study
- Inclusive Dubuque
- Keeper Boulevard Revitalization Report
- Multicultural Family Center: Colts Building Direction and Funding
- RiverCruise Docking Facilities
- Roosevelt Road Water Tower

MANAGEMENT AGENDA items are issues for which the City Council has set the overall direction and provided initial funding, may require further City Council action or funding, or are major management projects that may take multiple years to implement. The management agenda is divided into top priorities and high priorities.

2017-2019 MANAGEMENT AGENDA
TOP PRIORITIES (in alphabetical order)
- CHANGE Program: Implementation
- Citywide Traffic Signal Synchronization
- Comiskey Park Expansion and Renovation
- Crescent Community Health Center: Development Agreement
- Greater Dubuque Development Corporation Downtown Transformation
- Residential Housing Upgrade/Flood Protection Program
- Westside Water System: Implementation

HIGH PRIORITIES (in alphabetical order)
- Affirmatively Furthering Fair Housing Plan: Development
- Cartograph Partnership: High-Performance Government
- City Performance Measures/Open Data Catalog/Data-Driven Governance
- International City/County Management Association (ICMA) Fellowship International Exchange
- Leisure Services Department Assessment
- Parking Ramp Maintenance: Direction/Funding
- Teen/Young Professionals/Seniors: Jackson Park Pilot Program
- Water & Resource Recovery Center Nutrient Trading

Over the course of three evening sessions in August 2017, City Council members reaffirmed the 15-year vision statement and mission statement and identified eight five-year goals for the city. They also identified top and high priorities for a 2017-2019 policy agenda as well as a management agenda for projects and initiatives planned for 2017-2019.

Rev. 11/13/17
2017-2019 MANAGEMENT IN PROGRESS

- Steeple Square Campus
- Transit Service Expansion
- Riverfront Lease Gallion Sites (2)
- Workforce Market-rate Housing
- Industrial Park Development
- Brownfield Area-wide Planning
- Economic Impact of Historic Preservation – Marketing Plan
- Phased Historic Architectural Survey
- Marketing Dubuque Jet Center Services
- Art on the River Winter Edition
- CityFocus Magazine on Economic Development
- Art on the River Exhibit
- America’s River II
- Sale of Art on the River Sculptures
- Air Service Expansion
- Dubuque Industrial Center South
- Opportunity Dubuque Job Training Programs
- Leadership Enrichment After School Program (LEAP)
- Text to 9-1-1
- Radio System Upgrade to P25
- Neighbor/Neighbor Pilot Initiative
- Fats-Oils-Grease (FOG) Program Inspections and Enforcement
- Dispatcher Training
- Communication Rational Quality Assurance
- CAD Connection to City Camera Network
- “Smart 9-1-1” Building Profiles
- Ambulance Replacement
- ADA Audit
- Community Solar Action Plan
- Source of Income Implementation of Recommendations
- Non-Emergency Mobile/Portable Radio Units Replacement
- Water and Resource Recovery Center
- Fire Pump Replacement
- 2018 Community Health Needs Assessment/Health Improvement Plan
- Automatic Fire Station Alerting Project
- Fire Department Accreditation
- Housing Grants for Homeowner Rehabilitation
- HUD Volunteer Compliance Agreement
- FDA Volunteer Retail Food Regulatory Standards
- Police Officer Recruitment and Retention
- 21st Century Policing; Action Plan
- Healthcare Coverage for Residents from the Marshall Islands
- Diverse Police Hiring
- Equity Report
- Code Enforcement Accela Program
- Flood Wall/Levee Brooch Study and Action Plan
- Housing Department Equity Plan
- Abandoned/Vacant Buildings Report
- Direct Entry and Employee Access Center
- WaterSmart Portal Software Implementation
- InVision Software for ADA improvements
- Autolink of Finance Community Plus and Laserfish
- SRF 2017 Debt Issuances (Keeper Project)
- Grant Management Software
- Debt Reduction Plan Implementation
- Mobile Asset Management Software
- Labor Negotiations and Contract
- Water Source Initial Plan and Distribution Hydraulic Model
- I-Net Future: Strategy and Actions
- City Website Audit
- Code of Ordinances

2017-2019 MAJOR PROJECTS

- Water Department Mailings for Barrington Lakes and CIWA Customers
- Emerald Ash Borer Program Implementation
- CNG Truck Purchase (3)
- Bee Branch Community Orchard
- Community Climate Action and Resiliency Plan
- Iowa Economic Development Authority Community Energy
- Recycling Program
- Path Forward (Air Quality) Plan
- Four Mounds Foundation/HEART Program
- Purchase of Service Program
- My Brother’s Keeper
- Sister Cities Program
- Airport Sanitary Lagoon Removal
- The Jule Evening Service Implementation
- Smart Transportation Program
- Bus Routes

- Fire Headquarters and Stations ADA Compliance Upgrades
- Fire Station HVAC and Lighting Improvement Projects
- 17th Street/West Locust Reconstructions Project
- Thomas Place Retaining Wall Repair
- Lowell Street Retaining Wall Repair
- Cummins Court Wall Repair/Water Main Replacement
- 22nd Street/Kaufman Avenue Reconstruction Project
- HVAC Upgrades
- Municipal Service Center Improvements
- Water Main Extension Projects
- West 3rd Street Reservoir Back up Generator Purchase/Solar Projects (2)
- Liquid Deicer Blending System Upgrade Project
- Cell 9 Phase III Landfill Expansion
- Washington Street 30” Force Main
- Pipelines Inspection Equipment Upgrade Project
- Water Department Wall Maintenance
- Bee Branch Project Municipal Separate Storm Sewer System (MSS) Permit Compliance Program/Projects
- Energy Efficient Street Lights
- Water Tank Inspection and Maintenance
- Former Dubuque Brewing & Malting Building Project, 3000 Jackson St.
- Flexsteel Project
- Southwest Arterial Project (DOT)
- Bee Branch Watershed Flood Mitigation Project
- Historic Millwork District Public Projects
- Five Flags Theater and Ham House Building Improvements
- Grand River Center
- Creekwood Park
- The Jule Operations & Training Center Project
- East-West Roundabouts
- Traffic Signal Upgrade (1)
- Upper Bee Branch CP Railroad Crossing
- North Cascade Road Reconstruction Project
- Washington Street Improvement Project
- Menards Frontage Road Project
- Military Road Reconstruction Project
- Chavenelle Road Rehabilitation Project
- Chavenelle Road Hike/Bike Trail Project
- ADA Curb Ramp Projects
- University and Grandview Roundabouts
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CITY MANAGER’S OFFICE
The City Manager’s Office plans, organizes and manages all activities of the City organization so as to provide leadership so that all City Council priorities, policies, and programs are successfully implemented and effectively managed. This includes the City Council Policy Agenda and Management Agenda to assure quality public services are responsive to the citizens and that we operate as a High Performing Organization.

SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES

PEOPLE
- Establish a culture of quality customer service and deliver services that exceed citizen expectations.
- Invest in staff development to improve leadership capacity and increase leadership effectiveness.
- Attract, engage and retain a high quality, creative and diverse workforce.
- Promote and invest in employee health and safety.

PLANNING
Work with all City Departments and Divisions to perform the duties and responsibilities specified in the City Charter to ensure economic prosperity, environmental/ecological integrity and social/cultural vibrancy exist throughout the community and are incorporated into daily activities.

PARTNERSHIPS
- Develop and foster over 50 Local, State, Regional, Federal and National partnerships to implement the City Council’s community vision.
- Increase citizen engagement in local governance processes.
- Develop team-processes that lead to innovative solutions for community challenges and opportunities.
The City Manager’s Office is supported by 9.77 full-time equivalent employees, which accounts for 75.08% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 3.40% in FY 2019 compared to FY 2018.
Overview

The City Manager is employed by the City Council to serve as the chief administrative officer of the City. In that capacity the City Manager is responsible by virtue of the Code of Iowa for all personnel functions, enforcements of all laws, advising the City Council, delivery of City services, supervision of all construction contracts and development agreements, financial management and conducting the general business affairs of the City. Management promotes the City’s interests in legislative affairs, grant opportunities and active engagement in city activities for employees and the citizens of Dubuque.

The City Manager’s Office works with over 50 Local, State, Regional, Federal and National partners to implement the City Council’s community vision, policy agenda and management agenda and to serve as an active participant in various economic and community development initiatives. These efforts are organized around team building efforts that improve the productivity, efficiency and transparency of city operations as well as partner organizations. This is done by building trust, encouraging team work, removing organizational and interpersonal barriers, which block effective accomplishment of objectives, improving internal communications and building management and interpersonal skills and capability.

<table>
<thead>
<tr>
<th>Management/Administrative/Legislative Funding Summary</th>
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<tbody>
<tr>
<td><strong>Expenditures</strong></td>
</tr>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>FY 2018 Budget</td>
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<tr>
<td>FY 2019 Requested</td>
</tr>
<tr>
<td><strong>Resources</strong></td>
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<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>FY 2018 Budget</td>
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<tr>
<td>FY 2019 Requested</td>
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<table>
<thead>
<tr>
<th>Management/Administrative/Legislative Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City Manager</strong></td>
</tr>
<tr>
<td><strong>Assistant City Manager</strong></td>
</tr>
<tr>
<td><strong>Office Manager</strong></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
</tr>
<tr>
<td><strong>Communications Assistant</strong></td>
</tr>
<tr>
<td><strong>Management Intern</strong></td>
</tr>
<tr>
<td><strong>Total Full-Time Equivalent Employee’s</strong></td>
</tr>
</tbody>
</table>
CITY MANAGER’S OFFICE

Highlights of the Past Year

• SmartAsset.com named Dubuque as one of the 10 best American cities to work in technology.

• Dubuque recognized in 2015 by Intelligent Community Forum as one of the world’s SMART21 Communities.

• Dubuque recognized by Forbes as one of the Top 10 Best Small Place for Business and Careers.

• In 2017, Dubuque received the All-America City award for its Campaign for Grade-Level Reading.

• The Bee Branch Watershed Flood Mitigation Project received the Outstanding Achievement Award from the US Conference of Mayors Livability Awards Program. The project also was recognized by the US Environmental Protection Agency for excellence and innovation in clean water infrastructure through the Performance and Innovation in SRF Creating Environmental Success (PISCES) program.

• Alot Travel ranked Dubuque #12 on its list of the “30 Best Small Cities in the United States”. Dubuque was the only Midwestern city in the top 20 and one of just two Iowa cities to make the list.

• The city received $200,000 REAP grant for Eagle Point Park phase two environmental restoration.

• The city received a $508,000.00 Department of Interior Land and Water Conservation Fund Outdoor Recreation Legacy Partnership grant for Comiskey Park expansion.

• The city received $200,000 EPA Brownfield cleanup grant for the Blum property.

• The city received $133,507 HUD grant for the Family Self-Sufficiency program.

• The city received an IDOT marketing grant for $7,500 for the promotion of the intermodal Center.

Future Initiatives

• Continue efforts to address issues of equity, diversity and inclusion, including partnerships with Inclusive Dubuque and other public and private sector organizations.

• Continued implementation of the City’s open data and open performance measure transparency tools, and other efforts to create a High Performance Organization.

CITY MANAGER’S OFFICE

• Continue efforts to improve the city’s response performance rate of citizens issues.
• Continue to advance City partnership with county, state and federal governments to deliver programs, policies and appropriations for Dubuque residents.

• Continue to work collaboratively with City private sector and non profit partners to realize City Council goals and priorities.

Performance Measures

Management - Activity Statement
Provides oversight and coordination of daily operations to translate City Council goals and priorities into active programs in the most cost effective manner possible.

Goal: Robust Local Economy

Outcome #1: Maintain a competitive tax rate that minimizes the tax burden of citizens
Dubuque has the second LOWEST taxes per capita in the state. Dubuque’s proposed FY19 rate is 2.71% less than the FY18 rate. The highest ranked city (Council Bluffs) is 68.98% higher than Dubuque’s taxes per capita, and the average is 44.3% higher than Dubuque.

Did you know?
The tax rate in 1987 was $14.58 per thousand compared to proposed FY19 rate of $10.60 per thousand. The FY 1987 rate is 27.2% higher than the proposed FY2019 rate.

Nearly 60% of your city property tax is spent on public safety, public works and infrastructure.

Outcome #2: Provide the resources, tools and partnerships to insure the successful implementation of the City Council Goals & Priorities
To minimize financial risk, provide fiscal diversity and hold in check the property tax burden, the City aggressively pursues federal, state and private funding to assist in the implementation of the annual Policy Agenda.
CITY MANAGER’S OFFICE

In the past three years, the City has received over $133 million in federal and state grants to help fund projects and City staff continues to pursue funding and partnership opportunities to help keep taxes and fees down. In addition, the City received $98.5 million in financial assistance from the State of Iowa for the Bee Branch Watershed Flood Mitigation Project and a HUD Resiliency Grant Award of $31.5 million.

Outcome #3: Maintain an efficient citizen response rate
Just as actively engaged employees are more productive and committed to the success of their organizations, highly attached residents are more likely to actively contribute to a community’s growth. There is also a positive correlation between community attachment and local economic success.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Specific Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome #3: Maintain an efficient citizen response rate</td>
<td>Just as actively engaged employees are more productive and committed to the success of their organizations, highly attached residents are more likely to actively contribute to a community’s growth. There is also a positive correlation between community attachment and local economic success.</td>
</tr>
</tbody>
</table>

### Department Budgets

<table>
<thead>
<tr>
<th>Department Budgets</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average time to resolve a citizen issue</td>
<td>15.72 days</td>
<td>13.81 days</td>
<td>12.37 days</td>
</tr>
<tr>
<td>Percent of issues resolved in 10 days or less</td>
<td>79%</td>
<td>79.43%</td>
<td>73%</td>
</tr>
<tr>
<td>Average time to resolve a citizen issue - All Departments</td>
<td>n/a</td>
<td>16.03 days</td>
<td>10.16 days</td>
</tr>
<tr>
<td>Percent of issues resolved in 10 days or less - All Departments</td>
<td>n/a</td>
<td>80.3%</td>
<td>82.18%</td>
</tr>
<tr>
<td>Percent of issues resolved in 30 days or less - All Departments</td>
<td>n/a</td>
<td>90.8%</td>
<td>92.5%</td>
</tr>
</tbody>
</table>

Outcome #4: Make Dubuque a desirable place to live, work and play.
The City of Dubuque is committed to serving our citizens by creating an atmosphere to ensure that Dubuque remains a community where everyone has a balance of means, opportunity and avenues of support to prosper. The City of Dubuque’s transition to a more data driven organization translates into a high performing organization focused on outcomes and community.

Did you know?
Today there are over 60,000 people working in Dubuque County as compared to 37,608 in 1983. The population in the United States is projected to increase by 28 million people in the next 10 years and 124 million people by 2060.

In 2016, Forbes.com featured Dubuque as among the best places in America to climb the economic ladder to success. In 2016, Dubuque also received first place by the National League of Cities for our work in developing creative and effective programs to improve cultural diversity. In 2015, MoneyGeek also ranked Dubuque 38th out of 29,260 US cities of the “Best Small Cities to Make a Living.” In 2017, Alot Travel ranked Dubuque #12 on its list of the “30 Best Small Cities in the United States”. Dubuque was the only Midwestern city in the top 20 and one of just two Iowa cities to make the list.
Overview
The Sustainable Dubuque vision, as identified by a community-led task force in 2006, is as follows: “Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, social/cultural vibrancy and environmental integrity to create a sustainable legacy for generations to come.”

The Sustainability Office provides education, outreach, and coordination on sustainability issues and activities both within the City organization as well as to the various stakeholders, business and citizen groups that comprise the Dubuque community. The Sustainable Community Coordinator works directly with city departments to ensure capital projects and operating programs meet the sustainability vision identified by the City Council and builds partnerships between the City of Dubuque and national, state and local entities to further sustainability initiatives and to strengthen local leadership in this arena.

The Sustainable Community Coordinator manages the Green Iowa AmeriCorps program, which provides audit, weatherization, and energy-related education services to the community.

<table>
<thead>
<tr>
<th>Sustainability Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainability Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Sustainable Community Coordinator</td>
</tr>
<tr>
<td>Sustainable Dubuque Intern</td>
</tr>
<tr>
<td>Total Full-Time Equivalent Employee’s</td>
</tr>
</tbody>
</table>

Highlights of the Past Year
• The Resilient Community Advisory Commission began meeting in March 2017, and conducted its first strategic planning session in July 2017. Commissioners are utilizing the STAR Community Rating system to advise City Council regarding strategies to create a more resilient community.
CITY MANAGER’S OFFICE

• The City and Community Foundation of Greater Dubuque received a Partners for Places Equity Grant. The purpose of the grant is to build the skills, knowledge, and capacity of City departments and non-profit organizations located in the Washington Neighborhood so that they can better engage with traditionally un-engaged and underrepresented populations in our community.

• The 10th Annual Growing Sustainable Communities Conference was held in conjunction with the Heartland Sustainability Directors Network, Upper Midwest American Planning Association (APA) and Iowa American Public Works Association (APWA) conferences, attracting nearly 1,000 attendees to Dubuque.

• Green Iowa Americorps extended its reach by securing support to add four Sustainable Schools Corps members to the Dubuque Community School District and Holy Family School system. The members will integrate sustainability into curriculum and facilities management in both systems.

• Dubuque hosted a Design And Resiliency Team (DART) technical assistance visit in September, where a national team of resiliency experts met with the public and developed recommendations related to climate adaptation, public health, and social equity. The Sustainable Community Coordinator participated in a DART visit in Vinalhaven, Maine, providing technical assistance regarding social resiliency and downtown design.

• Community-wide solar strategy includes installation of rooftop arrays on five fire stations, announcement of two solar installations by Alliant totaling nearly 5 MW, and improvement to permitting and zoning practices to reduce the soft costs of solar installations on residential and commercial structures.

• Through the International City Managers Association (ICMA), Dubuque hosted environmental management fellows from Cambodia, Singapore, Indonesia, and Vietnam. Dubuque also completed its obligation to provide technical assistance through an ICMA Climate Change exchange by sending three staff to Santiago, Dominican Republic.

Performance Measures

**Sustainability - Activity Statement**
Coordinate, facilitate, and implement sustainability initiatives, including capacity building for the community and technical guidance for the City organization, to assist Dubuque in becoming a more sustainable city, environmentally, socio-culturally, and economically.
Outcome #1: Partner for sustainability.

Through the Sustainable Dubuque Community Grants program, increase the number of opportunities for residents, businesses, and non-profits to lead efforts to become a more viable, livable and equitable community.

*This measure tracks the number of Sustainable Dubuque Community grants given, which must focus on at least one Sustainable Dubuque principle and include a component of community education or engagement. Each grantee is required to report on community impact; a sample of those impacts is below.*

<table>
<thead>
<tr>
<th>Number of awards given (as percent of total applications received)</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Marks Youth Enrichment received funds to support nature and sustainability-focused enrichment opportunities. Funding was used to transport students to Sinsinawa Mound and Swiss Valley Nature Center, and complete gardening activities. Eighty-nine percent of students in the 2017 summer program maintained or increased their literacy skills.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Smokestack received funding to create a 2,000 square foot pocket park adjacent to their building, incorporating native plantings, educational signage, and public art. Forty-five volunteers engaged in the project, 60% of which lived within walking distance of the location. The property manages stormwater and reduces urban heat island affects.

Goal: Financially Responsible, High Performance Organization

Outcome #2: City government use of sustainable practices in daily operations.

*Adopting sustainability practices in a variety of ways helps to save citizens money, protect the environment and improve the quality of life for residents.*

Five solar arrays were installed on fire station roofs in 2017. Total capacity is approximately 150 kW, and is anticipated to save the City approximately 30% over utility rates. The environmental benefits equate to displacing CO2 emissions from the annual electric use of 425 homes.
Outcome #3: Reduce the community’s carbon footprint 50% below 2003 levels by 2030.
The 50% by 2030 Community Climate Action & Resiliency Plan is a non-binding, voluntary effort to identify opportunities to reduce Dubuque’s community GHG emissions. The plan provides information to inform goal-setting and budget decisions, provides an adjustable roadmap to achieve the 50% goal, and provides community education about Dubuque’s GHG emissions.

The community has experienced an 11% reduction in GHGs as compared to the 2003 baseline. An update of the baseline is anticipated in 2018.
Overview

Neighborhood Development works to organize and to develop the resources needed to create and maintain a vital community by working closely with citizens to determine the priorities of each neighborhood and to collaborate in finding the best way to meet those priorities. The approach focuses on citizen involvement, leveraging resources, and establishing positive relationships through communication.

Highlights of the Past Year

- Bee Branch Greenway opened in 2017 resulting in improved safety, reduced risk of flooding, increased property values, increased desirability of neighborhood, and additional green space and recreational opportunities for neighborhood residents.

- Neighbor2Neighbor pilot has continued throughout the community empowering people to get to know their neighbors and build better relations and safer communities.

- Concentrated Community Housing Initiatives investment in purchasing and rehabilitating homes in the Washington Neighborhood has resulted in additional owner occupied properties. Improved housing conditions and additional homeowners will help stabilize the neighborhood and increase property values making it a more attractive neighborhood where people want to live and invest.

- Significant improvements to the physical appearance of Dubuque’s east side and north side neighborhoods through the green alley program, bee branch, housing acquisition, and improvement code enforcement will lead to increased feelings of safety and further investment in the neighborhoods.

<table>
<thead>
<tr>
<th>Neighborhood Development Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Neighborhood Development Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Neighborhood Development Specialist</td>
</tr>
<tr>
<td>Total Full-Time Equivalent Employee’s</td>
</tr>
</tbody>
</table>
CITY MANAGER’S OFFICE

Future Initiatives

• Support the organization of a resident-led neighborhood group in the Washington Neighborhood.

• Evaluation and possible expansion of Neighbor2Neighbor from a pilot program to a fully implemented program throughout the community.

• Participation in Inclusive Dubuque’s Equity sector work group on Housing and Safe Neighborhoods.

• Support efforts of the True North Development Corporation to revitalize Dubuque’s Urban Core and North End.

• Development of a Coalition of Neighborhoods so neighborhood associations can learn from each other and work cooperatively on issues of mutual concern. Encourage coalition to identify training opportunities to grow capacity building and leadership.

• Work with the Fenelon-Hill and Hilltop Ivy-League neighborhoods to return them to active functioning neighborhood groups.

DID YOU KNOW?
Dubuque has nine active neighborhood associations that are working to improve their neighborhoods? There are 68 neighborhoods (representing 4,382 members) who share ideas and information through a secure on-line website, NextDoor. City is also supporting the pilot program, called Neighbor2Neighbor, a resident driven program aimed at increasing interaction, collaboration, and strong relationships among neighbors with intent of making our neighborhoods healthier, safer, and friendlier.

Performance Measures

Neighborhood Development - Activity Statement
Develop strong neighborhoods by empowering neighborhood associations and residents to identify and address quality-of-life partnerships with the City to create stronger, safer, and more resilient neighborhoods.

Goal: Partnership for a Better Dubuque
CITY MANAGER’S OFFICE
Outcome #1: Have safe, healthy, inclusive neighborhoods citywide

Neighborhood Grant funds allow neighbors opportunities to design projects to improve conditions in the neighborhoods and meet the needs of neighborhood residents. The Neighborhood Grant Program provides resources for neighborhood revitalization and community building.

- 22 separate grants were awarded to neighborhood groups and non-profits operating in our community’s low/moderate income neighborhoods. Sixteen smaller community building grants were awarded to groups for activities such as neighborhood block parties, family fun day at Comiskey, Music in Jackson Park, movies in the park, neighborhood holiday celebrations, and Juneteenth celebration.

<table>
<thead>
<tr>
<th>Grantee Partner</th>
<th>Activity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>North End Neighborhood</td>
<td>Communication Project</td>
<td>$ 691</td>
</tr>
<tr>
<td>St. Mark Youth Enrichment</td>
<td>Summer Enrichment Program</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>North End Neighborhood</td>
<td>Communication Project</td>
<td>$735</td>
</tr>
<tr>
<td>Historic Bluffs Neighborhood</td>
<td>Arlington Community Garden</td>
<td>$859</td>
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<tr>
<td>Valley View Neighborhood</td>
<td>Communication Project</td>
<td>$80</td>
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<tr>
<td>Valley View Neighborhood</td>
<td>Neighborhood Beautification Project</td>
<td>$1,000</td>
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<tr>
<td>Downtown Neighborhood</td>
<td>Beautification Project</td>
<td>$ 115</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$8,480</strong></td>
</tr>
</tbody>
</table>
CITY MANAGER’S OFFICE

Did you know? 12,115 residents benefited from the Community Development Block Grant funded neighborhood grant program. These included summer enrichment programs for neighborhood youth, clean-up and beautification projects, newsletters, and projects to build pride in one’s neighborhood.

Goal: Experiences and Activities

Outcome #2: Have community events and festivals that bring the Dubuque community together-residents meeting residents.

Outcome #3: Have family oriented programs and activities.
Successful neighborhoods require engaged citizens in efforts to promote capacity building and community involvement to improve the overall quality of life. Increased community involvement through neighborhood events and participation in resident interaction activities will result in neighbors feeling safer and more connected in their neighborhoods. Staff provides support for these activities through planning, funding, and technical assistance.

Did you know? The Safe Community Task Force recommended increasing resident participation using such vehicles as clean up campaigns, neighborhood picnics, new welcome events and other strategies developed by residents.

<table>
<thead>
<tr>
<th></th>
<th>FY 2016/17 Actual</th>
<th>FY 2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of events/meetings</td>
<td>89</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Number of participants</td>
<td>4,200</td>
<td>5,000</td>
<td>5,000</td>
</tr>
</tbody>
</table>

Music in Jackson Park

Point Neighborhood Cook-out
Goal: Financially Responsible, High Performance City Organization

Outcome #4: Easy, convenient access to City information and services.

Outcome #5: Opportunities to become involved in City governance and planning.

✓ Neighborhood Development Specialist facilitates communication and cooperation between the City and neighborhood associations.

✓ Residents are empowered through increased awareness and education including access to city services, and other community resources, leading to problem solving and healthy communities.

✓ Conducted education and outreach efforts on:
  Before and After School Programs
  Successful Rental Property Management Program
  Inclusive Dubuque and Equity Profile
  Education opportunities for adults such as Opportunity Dubuque
  Community Gardening and healthy food options
  Imagine Dubuque
  HUD Resiliency Grant Opportunities

✓ Provided information/assistance with educational enrichment programs such as:
  After school Programs
  Summer Enrichment Programs
  Resource Fairs
  Opportunity Dubuque
  Multicultural Family Center’s event
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ECONOMIC DEVELOPMENT

Economic Development formulates and implements strategies which retain and create jobs, enhance the tax base, stabilize the local economic base and encourage economic self-sufficiency, working primarily in the areas of downtown, Historic Millwork District, riverfront and industrial park development – thus improving the community’s overall quality of life.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
We work to attract and retain an appropriate mix of businesses for the purpose of increasing employment opportunities, attracting skilled workers and to provide the town with a stable economy. We focus efforts on creating healthy, diverse neighborhoods in the community.

PLANNING
We facilitate projects related to the preparation and administration of City plans and work with businesses and consultants to plan and develop areas such as the Historic Millwork District, the Downtown, the Port of Dubuque, Urban Renewal Districts and the Industrial and Technology parks to generate income and employment opportunities along with a strong tax base.

PARTNERSHIPS
We support partnerships among business, communities and nonprofit organizations that strengthen the economic health and quality of life for the city of Dubuque. We promote economic development assistance to area businesses in cooperation with federal, state and local agencies.
The Economic Development Department is supported by 3.50 full-time equivalent employees.

Expenditures by Category by Fiscal Year

- Employee Expense
  - FY 2017: $288,280
  - FY 2018: $336,716
  - FY 2019: $341,796

- Supplies and Services
  - FY 2017: $2,130,177
  - FY 2018: $2,147,131
  - FY 2019: $2,255,835

- TIF Rebates
  - FY 2017: $3,576,245
  - FY 2018: $3,958,763
  - FY 2019: $2,947,370

- Machinery and Equipment
  - FY 2017: $806
  - FY 2018: $1,230

- Administrative Recharge
  - FY 2017: $—
  - FY 2018: $—
  - FY 2019: $—

- Debt Service
  - FY 2017: $3,793,392
  - FY 2018: $3,032,853
  - FY 2019: $10,293,136

The Economic Development Department is supported by 3.50 full-time equivalent employees.
ECONOMIC DEVELOPMENT

Administration

Overview
The Economic Development Department provides professional leadership in economic development, downtown redevelopment, riverfront and industrial development. Economic Development offers many different financial incentives to encourage property development/improvement and job creation. Some of the programs include:

- **Tax Increment Financing (TIF)** - An incentive program which captures the increased property taxes a business pays from improving their property. This incentive can be used to help pay for needed infrastructure improvements or to provide grants to the business. Businesses must commit to job creation in the community or must have an extraordinary positive impact for the community to offer this incentive.

- **Land Discounts** - The sale of city-owned property to businesses that commit to significant job creation in the community.

- **Downtown Rehabilitation Program** - This includes façade, design and financial planning grants and loans. These incentives are available in the Greater Downtown Urban Renewal Area, including the Washington Neighborhood, the Historic Millwork District, and other areas.

- **Downtown Housing Incentive** - Funds the rehabilitation of vacant downtown buildings into affordable, market rate rental housing.

- **State of Iowa Programs** - The department partners with the State of Iowa to provide incentives for qualifying projects from the following: High Quality Jobs program, Workforce Housing tax credits, Historic tax credits, and Community Development Block Grant funds.

- **EPA Brownfields Assistance** - The department and its consultants provide funds to alleviate real or perceived contamination on properties in order to promote economic development.

### Administration Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>16,006,060</td>
<td>9,908,628</td>
<td>8,221,940</td>
</tr>
<tr>
<td>Resources</td>
<td>15,665,682</td>
<td>9,206,510</td>
<td>7,545,163</td>
</tr>
</tbody>
</table>

### Administration Position Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Director</td>
<td>1.00</td>
</tr>
<tr>
<td>Economic Development Project Coordinator</td>
<td>1.00</td>
</tr>
<tr>
<td>Confidential Account Clerk</td>
<td>0.50</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>2.50</strong></td>
</tr>
</tbody>
</table>
ECONOMIC DEVELOPMENT

Highlights of the Past Year

• Continued to improve downtown properties through the rehabilitation loans and grants.

• Along the Central Corridor, Economic Development has partnered with Iowa State University to conduct a building and business inventory. This information will be used to continue to create economic development opportunities for building owners and businesses in the Corridor.

• Several development agreements have been negotiated this past year: in the Industrial Center West, Roasting Solutions (Verena Street Coffee) has constructed a new facility, adding 10 jobs in the coming years; Rite Hite is expanding its operations facility, adding 24 jobs in the coming years; and in the downtown area, 1501 Jackson Street is being renovated into 12 apartments in the former school on the St. Mary’s campus.

• Implementation of Housing Urban Renewal Districts, encouraging the development of needed housing inventory for all income levels. The past year saw the expansion of the English Ridge Housing Urban Renewal Area, assisting in the development of 205 residential properties in the Area, as well as generating approximately $3.2 million for affordable housing throughout the Dubuque community. The North Cascade Road Housing Urban Renewal Area has also expanded, assisting in the development of 202 residential properties in the Area, as well as generating approximately $4.5 million for affordable housing throughout the Dubuque community.

• Concentrated efforts in the redevelopment of the South Port area through an EPA Brownfields Area Wide Planning grant.

Future Initiatives

• Economic Development staff has begun the process of becoming a Certified Site with the Iowa Economic Development Authority. This certification process will place portions of the Dubuque Industrial Center West on the State’s website as a “development ready” site - making it more marketable to national firms seeking a new location.

Performance Measures

Community Development - Activity Statement
Identify resources and partnerships within a broad context of economic development approaches to improve the quality of life for the citizens of Dubuque.
ECONOMIC DEVELOPMENT

Outcome #1: Improve the economic health of our community

*When the income of an area rises, it indicates that businesses are performing well and residents have more money to spend, increasing the overall standard of living.*

- Provide financial tools for businesses to develop and prosper
- Encourage local businesses to improve their sustainability and profitability by developing their offerings of sustainable products and services and their use of sustainable products, services, and practices.
- Create/Attract new jobs and businesses in the sustainability sectors.

Development Agreements

Economic Development staff facilitate, prepare and monitor development agreements in conjunction with the Legal Department. We work with developers and businesses to prepare a tailored agreement that corresponds with their expansion/development plans, as well as meets City Council’s objectives of local expansion, affordable market rate housing creation, and job creation.

Our staff currently monitor approximately 90 development agreements to ensure that the developers/employers meet the requirements within the agreements, which include required minimum physical improvements, timing of improvements and job creation. Staff also monitor and prepare Tax Increment Financing rebates as outlined in the agreements. The Economic Development Department continuously seeks additional funds from public and private sources that we can use to provide access to several programs which can be tapped to encourage business growth in Dubuque.

Outcome #2: Facilitate the development of a Place-Based Economy

*This effort is crucial to strengthening the roots of our locally owned businesses and enhancing Dubuque as a pro-business city and entrepreneurial environment*

- Focus on growing the local economy, which is deeply rooted in our geographic, physical and human capital strengths, for long term economic stability. This is an opportunity to center on strong place development throughout the city, building a unique city form and fabric that continues to attract a talented workforce and fosters collaboration.

Outcome #3: Workforce Development & Diversity

*Recruitment and retention of valuable employees is now recognized as one of the most important issues facing corporate America.*

- Work with Inclusive Dubuque to address inequities identified in our community via their Equity Profile, particularly in the area of economic wellbeing.
ECONOMIC DEVELOPMENT
Arts & Cultural Affairs

Overview
The Arts & Cultural Affairs Office works to strengthen the city’s arts initiatives and improve coordination between various arts groups by working with the Arts and Cultural Affairs Advisory Commission. Additionally, the Arts & Cultural Affairs Office manages the Art on the River program and administers two City grant programs awarded to local arts and cultural organizations.

<table>
<thead>
<tr>
<th>Arts &amp; Cultural Affairs Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Arts and Cultural Affairs Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Arts &amp; Cultural Affairs Coordinator</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
</tr>
</tbody>
</table>

Highlights of the Past Year
Updated the arts granting system to reflect:

- National standards and best practices - professional, unaffiliated jury panel; independent financial review; and blind funding assignment
- Diversity equity and inclusion initiatives that have been advanced city wide

Coordinated 12th year of Art on the River program which expanded to include:

- A keynote speaker from primer arts organization Americans for the Arts, Patricia Walsh
- Hosted Public art and Community workshop with 40 attendees local and regional
- Youth reception and tour featuring professional, local musicians age 18 and under
- Audio guide App Otocast for improved community engagement

Co-ordinated Annual Arts and Business events:
2nd Annual Arts and Business Luncheon - From Philanthropy to Investment: Aligning Arts & Business Strategies to Support Economic Vitality and Growth. Featuring speakers from the Arts and Business Council of Chicago and Elkay manufacturing (90 attendees)

- Business of the Arts evening event -- Making a Living, Making Music. Featuring music licensing professional from Broadjam.com. This event focused on providing practical and business strategies, and industry insight to local musicians. (22 attendees)

Finalized the Master Plan Community Enactment Strategy and presented to Council
ECONOMIC DEVELOPMENT
Future Initiatives

1. Master Plan Community Enactment Strategy - convening community stakeholders to participate in moving forward with the master plan. The Community enactment strategy adopted by City Council includes:

   • Public art and Infrastructure
     This group focuses on policies that demystify the process for application to and exhibition of Public Art.

   • Accessibility Engagement and Inclusion -
     This group focuses on the inclusion of neighborhoods in different areas in Dubuque, creating and maintaining awareness of the other; improving access to existing programs, fostering a welcoming atmosphere, create a model for engagement of marginalized groups and traditionally included groups.

   • Creative Economy, Artists and Entrepreneurship
     This group generates policy support for artists and entrepreneurs and recommends activities that create the environment to support the sector.

   • Capacity and Investment
     This group focuses on partnerships that lead to investment in the arts, percent for art initiatives, discovery of new funding streams and resources, cultivation of resources of individuals, businesses and community.

   • Branding and Communication
     This group will recommend and execute communication concepts consistent with the established identity of Dubuque.

2. Arts and Business Symposium- An expansion of the current Arts and Business events focused on the wide range of topics that affect both the arts and business. This can include the opportunity for multiple speakers and a workshop.

3. Arts and Science Alliance - a program that will bring together artists, tradesmen, engineers and IT professionals and students in a collaborative space with the aim of creating or curating multidimensional, technologically infused art with a sustainability focus.

4. Junior Commission- a group with members ages 16- 25 that operates as an arm of the Advisory commission. Under the supervision of staff and the commission, this group will work together on initiatives specifically focused on engaging their own age group to assist in the city wide effort to retain young people.

5. Illumination project - pairing with private sector to illuminate local land marks including but not limited to one or more of the bridges in Dubuque.
ECONOMIC DEVELOPMENT
Performance Measures

Arts & Cultural Affairs - Activity Statement
Present a visible presence in the community as a proactive leader in the arts community of Dubuque. Leverage resources to help grow Dubuque's creative economy.

_goal: Experiences and Activities_

**Outcome #1:** Coordinate the Arts and Culture Special Projects Grant Program and distribution of annual operating budget support

*Since 2005, the City of Dubuque has provided **over $2.8 million** to area arts and culture organizations and other non-profits for programs that reach thousands of Dubuque adults and children each year.*

<table>
<thead>
<tr>
<th>Organization</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bell Tower Productions</td>
<td>$212,620.57</td>
</tr>
<tr>
<td>Colts Drum &amp; Bugle</td>
<td>$375,057.00</td>
</tr>
<tr>
<td>Dubuque Arts Council</td>
<td>$70,798.84</td>
</tr>
<tr>
<td>Dubuque Chorale</td>
<td>$19,231.66</td>
</tr>
<tr>
<td>Dubuque Fine Arts Society</td>
<td>$32,007.58</td>
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<tr>
<td>Dubuque Museum of Art</td>
<td>$282,123.81</td>
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<tr>
<td>Dubuque County Historical</td>
<td>$553,639.00</td>
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<tr>
<td>Dubuque Symphony Orchestra</td>
<td>$515,644.00</td>
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<tr>
<td>Fly-By-Night Productions</td>
<td>$23,969.48</td>
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<td>Julien Dubuque Int'l Film Festival</td>
<td>$35,977.72</td>
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<td>Northeast Iowa School of Music</td>
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<td>Four Mounds Foundation</td>
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<td>Grand Opera House</td>
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<td>Dubuque Arboretum</td>
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<td>Dubuque Community School Foundation</td>
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<tr>
<td>Clarke University</td>
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<tr>
<td>Voices Productions</td>
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<tr>
<td>Matter/Creative Adventure Lab</td>
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<td>Dubuque Main Street</td>
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<tr>
<td>Rising Star Theatre Co</td>
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<tr>
<td>Healing Moments</td>
<td>$3,000.00</td>
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<tr>
<td>Studio Works/DAAC</td>
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<tr>
<td>Multicultural Family Center</td>
<td>$5,175.00</td>
</tr>
<tr>
<td>Friends of Mines of Spain</td>
<td>$5,000.00</td>
</tr>
</tbody>
</table>
ECONOMIC DEVELOPMENT

St. Mary's Church $6,005.00
Music Men $1,320.16
Friends of St. Mary/Steeple Square $16,492.00
Children of Abraham $3,500.00
Downtown Christian Outreach $2,800.00
DubuqueFest Fine Arts Festival $4,877.35
TOTAL $2,864,766.06

DID YOU KNOW?
The non-profit arts and culture industry in Dubuque generates $47.2 million in annual economic activity, supporting 1,530 full-time equivalent jobs and generates $5 million in local and state government revenues and $36.7 million in household income to local residents.
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EMERGENCY COMMUNICATIONS

Ensure the appropriate response is dispatched that meets or exceeds the expectations and needs of the public that is requesting service through effective and efficient dispatching of emergency personnel to the scene.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
The Communications Center works with different agencies in the Dubuque area to ensure that all emergency needs are provided when requested by citizens and visitors of Dubuque.

PEOPLE
The Communications Center works with citizens and emergency response personnel to make sure that the needs of the citizens are answered.

PARTNERSHIPS
The Emergency Communications Department partners with many city, county and state departments as well as 11 non-profits and organizations throughout the city and county to provide quality services that are consistent with the City Council goals and priorities.
The Emergency Communication Department is supported by 18.28 full-time equivalent employees, which accounts for 91.97% of the department expense as seen below. Overall, the department's expenses are expected to increase by 2.80% in FY 2019 compared to FY 2018.

Expenditures by Category by Fiscal Year
EMERGENCY COMMUNICATIONS

Overview
The Emergency Communications Center employees are the first of the first responders. We are committed to answering all 9-1-1 and non-emergency calls with professionalism, integrity and compassion while efficiently dispatching police, fire and emergency medical services. Customer service is essential to our success, so we treat each caller with empathy and respect. Our dedicated and highly trained professionals routinely offer life-saving medical instructions in addition to providing accurate public safety information. Dubuque County 9-1-1: always there, always ready. The Emergency Communications Center is also the after hours answering point for most city services. The Communications Center is responsible for all the 911 phone and radio equipment used in Dubuque County. Service is provided 24 hours a day, 7 days a week.

<table>
<thead>
<tr>
<th>Emergency Communications Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Communications Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Lead Public Safety Dispatcher</td>
<td>4.00</td>
</tr>
<tr>
<td>Public Safety Dispatcher - FT</td>
<td>9.00</td>
</tr>
<tr>
<td>Public Safety Dispatcher - PT</td>
<td>3.55</td>
</tr>
<tr>
<td>Records Clerk - PT</td>
<td>0.73</td>
</tr>
<tr>
<td><strong>Total Full-Time Equivalent Employees</strong></td>
<td><strong>18.28</strong></td>
</tr>
</tbody>
</table>

Highlights of Fiscal Year 2016
- Radio Vendor Contract Signed/Dubuque County Financing
- Automated Dispatching of City Fire.

Future Initiatives
- Radio System Replacement
- Remodeled Communications Center
- Quality Assurance of Call Taking
- Computer Aided Dispatch Interface to City Cameras

Performance Measures

Emergency Communications
The Dubuque Emergency Communications Center strives to answer and dispatch calls within national guidelines and to dispatch appropriate personnel in order to provide the best outcomes and utmost safety to the citizens of Dubuque.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Quicker response times for dispatch result in quicker response times for agencies involved and quicker citizens get requested services.
- Provide expedient and effective handling of emergency calls including phone handling and radio dispatching of proper response units.
- 97% of all calls answered in 10 seconds or less
97.30% of all 911 calls are answered in 10 seconds or less (National Average is 90%)
**EMERGENCY COMMUNICATIONS**

Total Calls for Service handled by the Dubuque Communications Center for FY16 and FY17 with the FY18 being the average change over the last 5 years added to the FY17 numbers:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18 Revised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubuque Police</td>
<td>58,820</td>
<td>56,184</td>
<td>57,487</td>
</tr>
<tr>
<td>Dubuque Co Sheriff</td>
<td>28,304</td>
<td>24,977</td>
<td>26,673</td>
</tr>
<tr>
<td>Dubuque Fire</td>
<td>6,221</td>
<td>6,598</td>
<td>6,875</td>
</tr>
<tr>
<td>County Fire*</td>
<td>2,431</td>
<td>2,468</td>
<td>2,621</td>
</tr>
<tr>
<td>County Law **</td>
<td>11,643</td>
<td>10,658</td>
<td>11,086</td>
</tr>
<tr>
<td>No Agency Events</td>
<td>6,307</td>
<td>7,008</td>
<td>7,078</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>113,726</strong></td>
<td><strong>107,893</strong></td>
<td><strong>111,820</strong></td>
</tr>
</tbody>
</table>


**County Law** - Asbury, Cascade, Epworth, Farley, Dyersville, New Vienna, Peosta Police Departments and Dubuque County Conservation.

Due to the increasing severity of calls and the time it takes to process calls, more manpower hours are required to handle calls. The speed of processing and the availability of personnel to respond affects the time it takes for citizens to get the help they request.

**Outcome #2: Education and outreach** - To continue to teach the public appropriate use for 911 communications.

Provide community outreach and education to the public to ensure appropriate use of 911.

- **1st grade Student in City of Dubuque And Dubuque County**
  - When to call 911?
  - When to use non-emergency number?
  - How to dial 911 from different types of phones?
  - What to say to the 911 Dispatcher?
  - What to do to help get the correct personnel on the scene?

<table>
<thead>
<tr>
<th>Number of schools In Dubuque City/County presented class to</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25</td>
<td>27</td>
</tr>
<tr>
<td>Number of classes taught</td>
<td>58</td>
<td>62</td>
</tr>
<tr>
<td>Number of students</td>
<td>1145</td>
<td>1240</td>
</tr>
</tbody>
</table>
EMERGENCY COMMUNICATIONS

- Other activities completed by the Communications Center staff for Community Outreach in the past year:
  - Cub/Boy Scout and Girl Scout Tours
  - High School and College Tours
  - Northeast Iowa Community College Safety Days
  - Western Dubuque Safety Day for 5th Grade Students
  - National Night Out
  - Rural Community Presentations
  - Dubuque County Fire Association Meetings
  - Dubuque County EMS Association meetings
  - State of Iowa 911 Council
  - Dubuque County Fire Association
  - Dubuque County EMS Association
EMERGENCY MANAGEMENT
Through an all hazards approach, we utilize resilience as the capacity of our local jurisdictions to plan and prepare for, respond to, and recover from disasters in a coordinated response.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
The Emergency Management Director leads a planning process that contains stakeholders from the City of Dubuque, Dubuque County and local organizations to maintain a comprehensive emergency management plan.

PEOPLE
The Emergency Management Director is an Iowa Certified Emergency Manager (CEM) and exceeds the minimum standards as set in Iowa Code and Administrative Rule.

PARTNERSHIPS
The Emergency Management Agency works with the City of Dubuque, Dubuque County and its other cities, fire departments, police departments, sheriff’s office, emergency medical services, area non-profit organizations active in disaster, public health, hospitals, schools and businesses to have a coordinated planning process and exercise schedule to prepare for disasters.
The Emergency Management Agency will gather agency costs for response to a disaster and then will invoice the responsible party. The HAZMAT budget gives the Emergency Management Agency the spending authority in a major event or multiple events.
EMERGENCY MANAGEMENT

Overview
Emergency Management provides a comprehensive emergency management program that includes planning, response, recovery and mitigation from natural and human made disasters. With a focus of building a resilient community, the emergency management director coordinates emergency preparedness training, national incident management training and disaster recovery training to cities, staff, emergency responders and citizens.

Emergency Management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters.

Through all hazards training and preparedness our municipalities and public safety agencies will be able to respond in a coordinated and efficient manner to lessen the losses of our citizens and to assist them in recovering from events.

Disaster Trainings Coordinated:
- Senior Officials Workshop
- Annual Hazardous Materials Operations Class
- National Incident Management System (NIMS) classes
- Incident Command Classes for EMS and Emergency Responders
- Hazard Mitigation Planning for local officials
- Public Information Officer Classes
- Communications Unit Leader Training (COM-L)

Grants Administered:
- Regional Homeland Security Preparedness and Training Grants
- Local Emergency Planning Committee Grants
- Dubuque Racing Association grant for the Emergency Responder Training Facility
- Assistance to Firefighters Grant for the communications systems upgrade and replacement of county wide air compressor trailer
- Emergency Management Performance Grant, which is a pass through performance grant tied to planning, preparedness, mitigation, response and recovery.

City of Dubuque Tabletop Disaster Exercise - April 2017
EMERGENCY MANAGEMENT
Highlights of the Past Year

• The review, update and revision and ultimately state approval of our Comprehensive Emergency Management Plan maintaining compliance with state and federal regulations.

• Functional severe weather notification exercise with all cities participating with their outdoor warning sirens, visits to vulnerable population centers and emergency responder radios.

• City of Dubuque tabletop emergency operations center (EOC) exercise

• Response to major wind storm and flood in July 2017 in which Dubuque and Dubuque County were designated as a Presidential Disaster Area allowing local governmental entities to be eligible for reimbursement of storm response.

• Organized a response from the Iowa Conference of the United Methodist Church and St. Marks Church, Cedar Rapids, to respond with their disaster chainsaw crews and assist citizens in need of assistance with tree and debris removal.

Future Initiatives

• Planning, conducting and evaluating multiple tabletop and functional exercises at the EOC, which will incorporate the requirements for many local entities and organizations.

• Disaster preparedness outreach is a priority and welcoming the technological advances for warning and coordination.

• Continue to work with city staff on committees that include EOC activation policies, city disaster exercise planning, water main break, levee preparedness and civil unrest developing and updating plans as necessary.

• Participate and continue to develop the Dubuque Community Awareness and Emergency Response (CAER) group, which conducts training and obtains equipment, which is readily available to respond to hazardous materials emergencies along the Mississippi River. This group will focus on limiting damage and maintaining environmental integrity of the community aligning directly with the Sustainable Dubuque goals.

• Serve as the project manager as we design and implement an upgrade to our 911 emergency radio system. The new P25 phase 2 radio system will meet current federal communications standards. The system will provide interoperability with our mutual aid partners who we call for assistance in a disaster.
EMERGENCY MANAGEMENT

- Continue the process to have our Multi-Jurisdictional Hazard Mitigation Plan approved by FEMA. This plan ties directly to current and future mitigation projects and grant funding to lessen the impacts of disasters on citizens and businesses.

Performance Measures

**Emergency Management - Activity Statement**
Plan and prepare for, respond to, and recover from natural and human made disasters in a coordinated response utilizing our local government and agency resources.

**Goal: Financially Responsible, High Performance Organization**

**Outcome #1:** Maintain an adequate level of disaster preparedness that meets State and Federal planning requirements and minimizes the impact of natural or human made disasters by continuing to maintain the Dubuque County Comprehensive Emergency Plan.

**Citizen Impact:** Maintaining compliance ensures that all financial recovery grants and loans are available to qualifying disaster victims and municipalities.

In 2015, the comprehensive emergency management plan conversion to emergency support functions completed a five-year transition plan. The plan approved by the State of Iowa Homeland Security and Emergency Management Division, allows local government and public safety agencies to be eligible for federal disaster and emergency preparedness grants and funding. The annual requirement includes submission of 20% of the plan annually. This ensures a five-year review of the entire plan.

Preparedness plans reviewed and updated annually include:

1. Dubuque City/County Severe Weather Plan - includes key information and warning policies and procedures to warn citizens of impending threatening weather. Also includes activation policies on outdoor warning sirens.
EMERGENCY MANAGEMENT

2. Winter Storm Plan - provides guidance in restoring emergency services, maintaining emergency routes to hospitals and other critical infrastructure.

3. Excessive Temperature Plan (In cooperation with City Health Services). This is key to opening cooling centers and providing critical information to residents who need assistance during these events.

4. Multi-Jurisdictional Hazard Mitigation Plan - This plan provides guidance to local governments of projects and other ideas that may be implemented to lessen the effect of disasters to the public and will lessen the effect of a disaster.

Preparedness Activities include:

• Assisting the City of Dubuque Fire Department with the maintenance of the outdoor emergency warning system and conducting regular tests of the system throughout the City and County.

• Testing and operating the local Cable TV over ride system in the event of a local emergency or event affecting the City of Dubuque and Dubuque County

• Providing twenty-four coverage of storm warning and operations at the Emergency Operations Center through a coordinated effort by the staff of the City and County.

Outcome #2: Maintain a working relationship between all City Governments, County Government and public safety agencies to provide a uniform emergency response to reduce the impact of disasters to individuals and minimize damage to property. All disasters start at the local level and they also conclude at the local level. It is imperative that the county and cities provide mutual aid assistance to one another to start the immediate response to a major event.
EMERGENCY MANAGEMENT

- To provide coordination activities and resources to local municipalities, emergency response agencies and other disaster response partners to provide a holistic approach to responding to disasters.

- The Emergency Operations Center (EOC) includes a key group of command staff that assemble early to assess the approaching weather system, severity and prepare for the impacts. The group can expand or contract as indicated by the event. The key EOC staff include the emergency management director, fire chief, law enforcement and volunteers who respond to provide assistance in the EOC. City staff have radio capabilities to communicate vital information to the EOC and to receive updates from the EOC. This provides early asset deployment to citizen’s request for assistance and provides early notification of impending events to the community.

The key to successful working relationships during a disaster includes:
- The planning process of developing response and mitigation plans. This ensures our stakeholders are familiar with the other entities they will work with and also they have a familiarity of the plans.

- Providing training to local emergency responders and staff that respond to emergencies.

- Maintaining a great working relationship with our partners in neighboring jurisdictions, regional EMA’s, the state and also FEMA.

- Exercising plans and conducting tabletop, functional and full scale exercises with community members.

- Emergency management provides the conduit to request outside mutual aid disaster assistance from other regional municipalities and counties through the Iowa Mutual Aid Compact. This will provide us assistance with personnel and equipment to help us respond to and recover from disasters.

Resilient communities minimize any disaster’s disruption to everyday life and their local economies. Resilient communities are not only prepared to help prevent or minimize the loss or damage to life, property, and the environment, but they also have the ability to quickly return citizens to work, reopen businesses, and restore other essential services needed for a full and timely economic recovery.

Outcome #3: Actively promote Emergency Management activities to ensure citizens are prepared for unforeseen disasters and promote an atmosphere of personal security.

The emergency management director participates in educating the citizens for emergency preparedness activities and talks to schools, groups, organizations and citizens to provide information to help them prepare their emergency plans.

When a local disaster exceeds the response and recovery capabilities of the local and state governments, federal aid can be requested by the Governor and awarded through a Presidential Disaster Declaration.
As you can see from the chart, there have been local disasters that qualified for a Presidential Declaration. The information in the chart below shows the total dollar amount of public assistance damages for all governmental entities and non-profits for each of the presidential disasters since 2001. By having a compliant comprehensive emergency management agency, local jurisdictions are eligible for disaster recovery assistance from the State of Iowa and FEMA.

Note - Dubuque County was declared a disaster area in 2017, however the current damage figures are not available as jurisdictions are in the process of submitting all paperwork.
The mission of the Engineering Department is to promote public safety by providing engineering services related to the planning, development, construction, and maintenance of the City’s public infrastructure systems.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Engineering continues in its emphasis on public information meetings concerning projects that have a significant impact on property owners. These meetings provide an opportunity for meaningful exchange between the City and property owners on the project scope and its impact.

PLANNING
Engineering coordinates its project planning with multiple City Departments. In addition, the department is involved in the Dubuque Metropolitan Area Transportation Study and works with the East Central Intergovernmental Agency in planning projects. This ensures a regional view is considered in project development.

PARTNERSHIPS
The Engineering Department works with the Iowa Department of Transportation (IDOT), the Access Board, Federal Highway Administration (FHWA), East Central Intergovernmental Agency (ECIA), Dubuque County, Historic Preservation Commission, Neighborhood Groups, Tri-State Trail Vision and many other entities when planning and constructing projects.
The Engineering Department is supported by 30.23 full-time equivalent employees, which accounts for 57.76% of the department expense as seen below. Overall, the department's expenses are expected to increase by 37.91% in FY 2019 compared to FY 2018.
ENGINEERING DEPARTMENT
Activity: Right-of-way Management and Streets

Right-of-Way Overview
Right-of-way (ROW) is land which is owned by the City to provide a defined area for essential facilities and services for all such as transportation, communication, water, sewer, power in order to provide, sustain, enhance and develop a progressive, safe community. Typically, the width of public ROW is 50, 60, or 64 feet, although other widths may occur. Right-of-Way Management involves monitoring the public right-of-way for approved, and prohibited, activities and placements; excavations for utilities, sidewalks and driveways - inspections, installations, appeals, repairs of new and replacements; dumpsters, sidewalk cafes, retaining walls, snow clearing, easements, accessibility and licenses of encroachment. This activity also includes the maintenance of records of above activities for compliance of right-of-way access and amenities.

Utility Locate Service Overview
The Engineering Department provides locates for City-owned utilities as part of the Iowa One Call locate service. These utilities include water main, sanitary sewer, storm sewer, electric and fiber optics. The goal of the Iowa One Call locate service is to minimize the risk of damaging any type of underground facilities. The City responds to approximately 7,000 locate requests per year. In order to accurately respond to One Call requests, the Engineering Department uses surveying and GIS equipment to map the locations of existing and newly constructed infrastructure.

Streets Overview
Street activity involves planning, inspection and reconstruction and major maintenance for streets and alleys. The City maintains a pavement management system which contains a ranking and condition which helps to identify the Capital Improvement Projects for next 5 year period. The projects are designed to accomplish goals of sustainability, mobility, affordability, constructibility and long lasting results as well as be in compliance with the latest standards and specifications, federal, state and local regulations. Assessable projects for reconstructions are prepared by this Activity. This activity is highly called upon during emergency events and crises. Agency involvement may include Iowa Department of Transportation (IDOT), State Historical Preservation Office (SHPO) and various railroads.

<table>
<thead>
<tr>
<th>Right-of-way and Streets Funding Summary</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>
ENGINEERING DEPARTMENT

Highlights of the Past Year

Southwest Arterial

• English Mill Road reconstruction (657) project was substantially completed in June 2017. Current cost is approximately $3.9 Million.

• Military Road reconstruction (664) project is currently under construction and is approximately 50% complete. Cost projection $5.2 Million.

• US20 / Seippel interchange WB Ramp D bridge was substantially completed in August 2017. Current cost is approximately $853,000.

• US20 / Seippel interchange WB Ramp D paving was substantially completed in October 2017. Current cost is approximately $850,000.
ENGINEERING DEPARTMENT

• Menards Frontage Road (37) project is currently under construction and is approximately 30-40% complete. Work will continue during the 2018 season. Cost projection $8.8 Million.
• US20 / Seippel interchange grading (38) project is currently under construction and is approximately 90% complete. Cost projection $6.4 Million.
• West grading (25) project, from English Mill to Catfish Creek is currently under construction and is approximately 80% complete. Cost projection $8.8 Million.
• East grading (36) project, from Catfish Creek to US61-151 is currently under construction and is approximately 70% complete. Cost projection $6.7 Million.
• US 20 Interchange, Eastbound Ramp C Bridge (237) bids in December 2017.
• US 20 Mainline Dual Bridges Over Catfish Creek (211) bids in December 2017.
• Southwest Arterial Overpass Bridge Over US Highway 20 (42) bids in December 2017.
• US61-151 Elmwood Drive Bridge Over Granger Creek (41) bids in December 2017.

Notable Project Accomplishments

• Construction of the Grandview-Delhi-Grace Roundabout
• Deck rehabilitation of 3 bridges. This included Cedar Cross Road, Old Mill Road and Fremont Avenue bridges.
• Reconstruction of 22 alleys into Green Alleys.
• Chavenelle Road and NW Arterial intersection left turn lane improvements.
• Completion of the NW Arterial Hike/Bike Trail Phase 5 from Holliday Drive to Chavenelle Drive, including sidewalk work to open the other end of the bridge at Bergfeld Pond Recreation Area.
• Provided construction inspection services on private subdivision developments, including; South Pointe; Rustic Point; Timber-Hyrst; and English Ridge.
• Reconstruction of 17th Street from Pine Street to Washington Street is currently under construction (HUD Resiliency Project)

Future Initiatives

• Continue with construction and the completion of the Southwest Arterial in December 2019
• Resurfacing of US 52 / Central Avenue Phase 4, between 9th and 21st streets
• Initiate final engineering and property acquisition phase for the University Avenue overlap area as part of the East-West Corridor improvements.
• Design and construction of Kauffmann Avenue from Central Avenue to Kane Street (HUD Resiliency Project)
• Design and construction of 17th Street from Elm Street to West Locust Street (HUD Resiliency Project)
• Design and construction of W. Locust Street from 17th Street to Foye Street (HUD Resiliency Project)
• Design rehabilitation improvements for Chavenelle Road from NW Arterial to Radford Road.
Goal: Connected Community

Outcome #1: Provide safe walking pathways throughout the City, including pedestrian access ramps

Citizen Impact:
Staff react to complaints concerning sidewalks and ramps. Staff also proactively inspect pedestrian corridors to ensure people of all abilities have access. By making sure pedestrian facilities meet current standards, it minimizes the chance of people tripping and making travel easier for people with disabilities.

Did you know?
In 2017 the City of Dubuque sent out 434 notices to properties due to either defective sidewalks or failure to shovel the sidewalk.

Many Dubuque residents have mobility issues. Pedestrian access ramps that are constructed correctly, improve the accessibility of these limited mobility individuals. When the City resurfaces or reconstructs streets, the access ramps are evaluated and upgraded to meet current American with Disability Act requirements.
Outcome #2: Manage the work in right of way permits.

Citizen Impact:
If work in the right of way is not managed, the City may not have information on the type of pavement repair that may have occurred, if the utility is buried at the correct depth, does the contractor have proper insurance, etc. The City manages all right of way excavations by issuing permits to work in the right of way. The permits are tracked in a central database that allows multiple departments to see what work may have occurred and who performed the work. This ensures every department has the same information.

Did you know?
The City holds monthly coordination meetings with all utilities to help coordinate all utility work that may occur in the right of way. This coordination effort helps with minimizing the amount of excavations that may occur in a given area and reduces the inconvenience to the public.

There were 235 excavation permits and 219 driveway/sidewalk permits issued in 2017. The Engineering Department adopted a new excavation policy so that damage to City streets and other infrastructure is minimized.

The Engineering Department responds to approximately 7,000 Iowa One Call locate requests per year to locate City-owned utilities which include water main, sanitary sewer, storm sewer, electric and fiber optics.

Goal: Connected Community

Outcome #3: Provide complete, safe and efficient street systems

Citizen Impact:
By constructing streets that utilize perpetual pavements, we create a strong transportation network that minimizes the inconvenience to the traveling public and reduces long terms costs. The current average condition rating for all streets in Dubuque is 78 on a scale of 100. The objective is to increase the street rating each year.

Did you know?
The City of Dubuque has over 300 centerline miles of streets. All of these streets were scanned in the fall of 2013 and again in the fall of 2015. The Engineering Department entered all of this data into a pavement management system so the street degradation can be measured and future maintenance can be planned based on the objective data.
Did you know?
The City has a Complete Streets Policy that was adopted in 2011. As part of that policy, all street reconstruction projects must attempt to make the street as complete as possible. This includes accommodations for vehicles, transit, bicycles and pedestrians. Recent projects following the policy include the Historic Millwork District Complete Streets Project, the 9th and 11th Street One-way to Two-way Conversion Project and the Elm Street Reconstruction Project (9th to 12th Streets). The City also has a pavement marking fund that can be used toward bike lanes and shared bicycle area markings called “sharrows”. Additionally, there is a fund for enhanced cross-walks to help in school areas and other high traffic pedestrian zones.

Did you know?
The City is actively trying to expand the amount of hike/bike trails available to citizens. To date the City has constructed 9.97 miles of trails since 1999.
ENGINEERING DEPARTMENT
Activity: Stormwater Management

Overview
The mission of the City’s Stormwater Management Utility is to help protect the health of citizens and both the natural and built environment by designing, implementing, and maintaining an effective, efficient municipal stormwater management system. The City of Dubuque has the responsibility as private property owners: manage stormwater on its property.

Projects range from the construction of new detention basins and the extension of storm sewer systems to the rehabilitation of existing storm sewer systems. Programs range from ditch, storm sewer, and detention basin maintenance to limiting pollutants associated with stormwater runoff. Major projects include the twelve phases of the Bee Branch Watershed Flood Mitigation Project (Carter Road Detention Basin, W. 32nd Street Detention Basin, Bee Branch Creek Restoration, Green Alley/Impervious Pavement Reduction, etc.), storm sewer redesign and construction in conjunction with street reconstruction projects, and the replacement/extension of storm sewer systems to address specific drainage issues.

<table>
<thead>
<tr>
<th>Stormwater Funding Summary</th>
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</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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<tr>
<th>Stormwater Position Summary</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Civil Engineer II</td>
</tr>
<tr>
<td>Civil Engineer II - Service Fund</td>
</tr>
<tr>
<td>City Engineer</td>
</tr>
<tr>
<td>City Engineer - Service Fund</td>
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<tr>
<td>Engineering Technician</td>
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<td>Engineering Technician - Service Fd</td>
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<tr>
<td>Engineering Assistant II</td>
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<tr>
<td>Engineering Assistant II - Service Fd</td>
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<tr>
<td>Survey Party Chief - Service Fund</td>
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<tr>
<td>Survey Technician - Service Fund</td>
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<tr>
<td>Project Manager - Service Fund</td>
</tr>
<tr>
<td>Utility Locator - Stormwater</td>
</tr>
<tr>
<td>Utility Locator - Water</td>
</tr>
<tr>
<td>Confidential Account Clerk</td>
</tr>
<tr>
<td>I&amp;I Inspector</td>
</tr>
<tr>
<td>Confidential Account Clerk - Service Fd</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
</tr>
</tbody>
</table>
ENGINEERING DEPARTMENT

Highlights of the Past Year

• Entered into a funding agreement with the Iowa Economic Development Authority (IEDA) establishing that the City will receive $23.1 million in HUD National Disaster Resiliency Competition grant funding for Phase 7, Phase 8, and Phase 12 of the Bee Branch Watershed Flood Mitigation Project;
• Completed construction of the Lower Bee Branch Creek Restoration Project (Phase 4 of the Bee Branch Watershed Flood Mitigation Project) floating island and basin overlook improvements;
• Completed construction of upper Bee Branch Creek Restoration Project (Phase 7 of the Bee Branch Watershed Flood Mitigation Project) from the railroad tracks south of Garfield Ave. to Comiskey Park north of 24th Street;
• Entered the final design stage of the Bee Branch Creek Railroad Culverts Project (Phase 7 of the Bee Branch Watershed Flood Mitigation Project). This segment of the Bee Branch Creek Restoration Project involves the installation of culverts through the Canadian Pacific at 506 Garfield Avenue.
• Initiated the design phase of the 22nd St/Kaufmann Ave Storm Sewer Improvements (Phase 8 of the Bee Branch Watershed Flood Mitigation Project) that will result in upsizing the storm sewer, relocation of utilities, and complete street reconstruction from Elm Street to Kane Street;
• Initiated environmental cleanup activities on the property to house the Bee Branch Flood Mitigation Maintenance Facility (Phase 9 of the Bee Branch Watershed Flood Mitigation Project);
• Initiated the design phase of the 17th St./W.Locust St. Storm Sewer Improvements (Phase 12 of the Bee Branch Watershed Flood Mitigation Project) that will result in upsizing the storm sewer, relocation of utilities, and complete street reconstruction along 17th Street from the Bee Branch Creek to W. Locust Street and continuing up W. Locust towards Kirkwood Street as funding allows; and
• Started construction of the first segment of the 17th St./W.Locust St. Storm Sewer Improvements (Phase 12 of the Bee Branch Watershed Flood Mitigation Project) along 17th Street from Pine Street to Washington Street.

Future Initiatives

• Engineering design of the Bee Branch Flood Control Pumping Station Gates and Primary Electrical Service Replacement Project (Phase 5 of the Bee Branch Watershed Flood Mitigation Project);
• Construction of the Bee Branch Railroad Culverts Project (Phase 7 of the Bee Branch Watershed Flood Mitigation Project);
• Construction of the 22nd St/Kaufmann Ave Storm Sewer Improvements Project (Phase 8 of the Bee Branch Watershed Flood Mitigation Project); and
• Construction of the 17th St/W. Locust St Storm Sewer Improvements Project (Phase 12 of the Bee Branch Watershed Flood Mitigation Project).
ENGINEERING DEPARTMENT
Performance Measures

Stormwater Management - Activity Statement
Provide a storm and surface water system that protects the health and safety of citizens, controls damage from storms, and protects the environment.

Goal: Great Place to Live

Outcome #1: Engineer, construct, and maintain facilities to mitigate the effects of flooding

The Engineering Department continues to analyze various segments of the public drainage systems in order to identify improvements that will mitigate the effects of flooding. When deficiencies are identified, improvements throughout the entire watershed are considered. Some drainage issues involve hundreds of properties, both public and private. In order to address these issues, the entire watershed must be considered and sometimes major drainage improvements are appropriate.

Citizen Impact:
While most homeowners can install gutters and downspouts and install landscaping that forces water to flow away from their house, sometimes they can be powerless to protect their home from flooding - flooding that inundates water heaters, furnaces, and electrical boxes, and can cause fires.

Did you know?
Flood disasters have repeatedly impacted residents and businesses (over 1,370 properties) in the Bee Branch watershed. Between 1999 and 2011, six Presidential Disasters have issued due to the damage estimated at $70 million caused by the flooding.

Major Project
Bee Branch Creek Restoration Project

The Bee Branch Creek Restoration involves replacing almost a mile of storm sewer with a creek and floodplain through an area where the Bee Branch/Couler Creek once flowed a 100 years ago. This “day-lighting” of the buried creek allows stormwater to safely move through the area without flooding adjacent properties. During heavy rains, stormwater rises out of the creek and fill the green space instead of flooding streets and homes. The project represents two phases of the Bee Branch Watershed Flood Mitigation Project that when complete will prevent an estimated $582 million in damages over the coming century.
Outcome #2: Design and oversee construction of street/public right-of-way drainage systems to mitigate flooding and make the street available to the public during a rain event.

Drainage systems are designed to strike a balance between initial capital costs, maintenance costs, and public protection with consideration given to public safety, environmental protection, and need for maintenance. Storm sewers are evaluated and typically reconstructed in conjunction with a street reconstruction project. Storm sewer improvements are also evaluated throughout the City as issues arise. These improvements are prioritized with funding programmed into the five-year Capital Improvement Program budget.

Citizen Impact:
Street drainage systems allow general traffic and emergency vehicles to safely utilize the street to travel through the community.

Did you know?
Streets themselves function as part of the overall stormwater drainage system. Curb and gutter sections collect stormwater and direct it to storm sewer intakes which allow the runoff to enter into the underground storm sewer pipes.

Goal: Sustainable Environment

Outcome #3: Maintain or improve the quality of stormwater runoff in accordance with the federal Clean Water Act.
After it rains, the streets look cleaner -- and that's a problem. Stormwater rushing over paved surfaces picks up everything from oil to pesticides to sediment and then flows, either directly or via a storm sewer, into the Bee Branch, Catfish Creek, and Mississippi River. The pollutants in stormwater can lead directly to fish kills and unsafe conditions for citizens.

Did you know?
According to the U. S. Environmental Protection Agency, stormwater runoff is the #1 source of surface water pollution.
ENGINEERING DEPARTMENT

Outcome #4: Help mitigate the potential for pollution and flooding due to the development of private property.

The City of Dubuque has ordinances and associated policies in place to mitigate increased runoff typically associated with land development or land use changes. Development and redevelopment plans are reviewed and construction sites are inspected to ensure compliance with applicable ordinances and policies.

Activity: Sanitary Sewer Collection

Overview

The City of Dubuque’s Sanitary Sewer Collection system serves just less than 30 square miles of contiguous property with approximately 300 miles of piping and over 7,000 manholes. With roughly 21,000 private connections from homes and businesses, the public system delivers wastewater to the Water and Resource Recovery Center (W&RRC) where it is treated in accordance with the federal Clean Water Act before being discharged in the Mississippi River.

Collection system improvements are managed by the City’s Engineering Department under the City Engineer. Operations and maintenance of the collection system are managed by the W&RRC and the Public Works Departments. Funding for operations, maintenance, and improvement projects is generated via revenues collected during monthly billings of private and public users. The funds are collected and maintained in an Enterprise Fund and are only available for work directly associated with the sanitary sewer collection system.

<table>
<thead>
<tr>
<th>Sanitary Sewer Collection Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$211,925</td>
<td>$464,176</td>
<td>$516,028</td>
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<tr>
<td>Resources</td>
<td>$211,925</td>
<td>$464,176</td>
<td>$516,028</td>
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<table>
<thead>
<tr>
<th>Sanitary Sewer Collection Position Summary</th>
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<tbody>
<tr>
<td>City Engineer</td>
<td>0.10</td>
</tr>
<tr>
<td>City Engineer - Service Fund</td>
<td>0.20</td>
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<tr>
<td>Civil Engineer II</td>
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<tr>
<td>Project Manager</td>
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<td>Project Manager - Service Fund</td>
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<tr>
<td>Engineering Technician</td>
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<tr>
<td>Engineering Technician - Service Fund</td>
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<tr>
<td>Survey Party Chief - Service Fund</td>
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</tr>
<tr>
<td>Survey Technician - Service Fund</td>
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<tr>
<td>Secretary</td>
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<tr>
<td>Secretary - Service Fund</td>
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<tr>
<td>Confidential Account Clerk</td>
<td>0.25</td>
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<tr>
<td>Confidential Account Clerk - Svc Fund</td>
<td>0.15</td>
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<tr>
<td>Utility Locator</td>
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<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>3.95</strong></td>
</tr>
</tbody>
</table>
ENGINEERING DEPARTMENT

Highlight of the Past Year

• Maintained compliance with the 2011 Consent Decree among the City of Dubuque, the U.S. Department of Justice, the U.S. Environmental Protection Agency, and the State of Iowa. The stated purpose of the Consent Decree is for the City of Dubuque to take all necessary measures to achieve full compliance with the federal Clean Water Act, Iowa water Pollution Control Laws, and the City’s NPDES Permit. The City’s goal is to eliminate all sanitary sewer overflows.

• Completed the rehabilitation of over 6,200 lineal feet of sanitary sewer along with 55 manholes in accordance with the Consent Decree. This work further reduces instances of extraneous, non-stormwater from inflowing or infiltrating into the sanitary sewer collection system.

Future Initiatives

• Continued use of the sanitary sewer SCADA system to monitor for increased flows to the system and ward off potential overflows.

• Continue successful inflow and infiltration reduction measures including sewer pipe rehabilitation and replacement; manhole rehabilitation and replacement; and source detection through inspection and flow metering.

• Construction of the Kerper Boulevard Sanitary Sewer Project.

• Construction of the sanitary sewer extension to serve the Derby Grange Road area.

• Reconstruction of the Marquette Place sanitary sewer system.

Performance Measures

Sanitary Sewer Collection - Activity Statement
Define and implement capital improvements to improve the City’s existing sanitary sewer collection infrastructure and provide direction and standards for future expansion and connections to the system.

Goal: Sustainable Environment

Outcome #1: Reduce inflow and infiltration (I&I) into the sanitary sewer collection system and work to eliminate the source or secure the sanitary sewer from the source

The City continues to develop and further refine a sophisticated computer model of the sanitary sewer system to help assess the necessary capacity of various sewer elements. Sewers found to have insufficient capacity are then scheduled for replacement, and if possible, done as part of a street reconstruction project. Over the years, the City has also developed an Inflow and Infiltration (I&I) Program to help eliminate storm water inflow and groundwater infiltration into the City’s sanitary sewer collector system. In addition to replacing segments of the sewer system where I&I is evident, the City also rehabilitates these sewers and manholes through a process that requires no excavation. Instead, a liner is placed inside the existing pipe, resulting in what amounts to a brand-new pipe.
ENGINEERING DEPARTMENT

Outcome #2: Reduce incidents of Fats, Oils and Grease related SSO’s through education, inspection, corrective action and enforcement

Fats, Oils, and Grease (FOG) Program
Implementing a fats, oils, and grease program is an important part of the City’s compliance with its Sanitary Sewer Capacity, Management, Operation and Maintenance Program (CMOM). The City’s CMOM program was developed as part of a required submission under the terms of the Consent Decree entered into by the City, the State of Iowa, and the United States in 2011. The primary objective of a FOG Program is to reduce incidents of FOG related SSO’s through, education, inspection, corrective action, and enforcement.

Did you Know?
When warm Fats, Oils, or Grease are poured down a drain it may appear that it would not clog a sewer, but when it cools it becomes a solid, coating the sewer pipe, and restricting the flow of wastewater. This can lead to a sanitary sewer overflow and sewer back-ups into homes and businesses.

Outcome #3: Prepare for future expansion and sanitary sewer service needs

As the City grows through the development of agricultural property or through annexation, steps are taken to extend sanitary sewer and water main to service those areas. The recent expansion of sanitary sewer south toward the airport provides the City with the foundational infrastructure needed for future utility extensions to serve the Granger Creek Sewershed consisting of over 5,700 acres. More recently, the City has undertaken the task of extending sanitary sewer to provide service to developments off of Derby Grange Road.
ENGINEERING DEPARTMENT
Activity: Traffic Engineering

Overview
This Activity is responsible for overseeing the planning, inspection and daily operation of active projects for the movement of pedestrians, vehicular traffic, fiber optic expansion, street lighting, traffic signals, traffic controls, fiber optic and communications infrastructure, traffic and security cameras, traffic signage and pavement markings throughout the City and provides guidance to the Public Works Department. Other activities involve the review and recommendations for parking meter districts, residential parking districts and accessible parking spaces according to local, state and federal guidelines. This activity is highly called upon during emergency events and crises. Agency involvement with IDOT, FHWA, State Bureau of Transportation Safety.

Projects included Northwest Arterial Conduit/Fiber Project, Fiber along University Avenue, Grandview-Delhi-Grace Roundabout Project as well as, fiber maintenance and extensions, traffic cameras, traffic counts, and pavement markings.

<table>
<thead>
<tr>
<th>Traffic Engineering Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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<td>Expenditures</td>
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<table>
<thead>
<tr>
<th>Traffic Engineering Position Summary</th>
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<tr>
<td>Confidential Account Clerk</td>
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<td>Utility Locator</td>
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<tr>
<td>Traffic Engineering Assistant</td>
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<td>Traffic Engineering Assistant - Svc Fd</td>
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<tr>
<td>Total FT Equivalent Employees</td>
<td>1.50</td>
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</tbody>
</table>

Highlights of the Past Year
- During the 2017 year more than 10.5 miles of fiber duct was installed due in part to joint private/public agreements between the city and data providers.
- Fiber conduit was installed along Chavenelle Road from NW Arterial to West of Radford Road (5,290 feet) and another 9,350 feet was installed connected Chavenelle Road to Sieppel Road (including ECIA and south to the business park. This will ultimately tie into US 20 and the SW Arterial.
- Installation of fiber duct along Kerper Boulevard from 11th at Elm to Kerper at Hawthorne Street (11,650 feet - currently under contract).
- Installation of 1,650 feet of fiber duct along Roosevelt Extension.
- Rebuilt 5,600 feet of fiber conduit and 10,000 feet of fiber along US 20 from Wacker to Grandview Avenue.
- Established a 5,280-foot run of fiber along Cedar Cross Road. From US 20 south to Cedar Cross Ct.
- Constructed 900 feet of fiber and duct along Grandview Ave
- Worked on acquisition of 25,000 feet of fiber conduit through the city from downtown to the west end.
- Reconstructed traffic signals at Windsor and 22nd and at Windsor and Rhomberg Ave.
- Grandview at Loras Traffic Signalization Reconstruction Project
- Completion of Hwy 20 corridor microwave vehicle detection conversion.
ENGINEERING DEPARTMENT

Future Initiatives

• Continue work on safety grants
• Reconstruction of traffic signals at Asbury and Carter and Asbury at Chaney along with a fiber inner-connect and ITS improvements.
• Reconstruction of fiber optic route along US 20 from Devon Drive to Wacker Drive (near completion)
• Installation of fiber and electrical duct along Grandview Avenue from US 151 to Grandview at Delhi (under design)
• Fiber maintenance and extensions
• Traffic Camera maintenance and additions
• Continued work on Dubuque’s STREETS traffic management program.
• Update Pavement Markings
• Continued efforts to improve Dubuque’s communications infrastructure through private/public partnerships to enhance bandwidth and redundancy and to promote economic growth.

Performance Measures

Traffic Engineering - Activity Statement
Overseeing planning for the movement of pedestrian and vehicular traffic to ensure the City’s transportation infrastructure is in a state of good repair for the purposes of public safety and the efficient movement of people, goods and services.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Reduce energy and maintenance costs as well as increase safety by replacing existing street lights with LED lighting.
This objective helps vehicles, bikes and pedestrians safely navigate the corridor by providing lighting that is evenly distributed. LED lighting is also more efficient and don’t require the same maintenance as High Pressure Sodium Lights. The energy costs are reduced by 50% by using LED lights which last 15 years versus 5 to 6 years for high pressure sodium.

Did you Know? The City of Dubuque owns 2,188 street lights of which:
• 1,379 are high pressure sodium
• 7 are incandescent
• 146 are metal halide
• 656 are LED
Outcome #2: Provide a road network that ensures a high level of safety for vehicles, cyclists, and pedestrians.  
Over the past couple of years the City of Dubuque has been installing microwave detection at intersections and continues to update several intersections each year. This system provides multiple benefits since it doesn’t have to be replaced during roadway repairs and can detect vehicles and bikes.

Did you know?  
Currently 32 intersections have microwave detection installed at them. Over the next year, the City of Dubuque is planning on installing them at 5 additional intersections. In the future microwave detection will be installed at the rate of 3 to 4 intersections a year. Microwave detection improves the efficiency of the intersection. It allows the intersection to be very reactive at night when the volume of traffic is down since it can detect vehicles that are 140 feet away which will minimize the time spent at these traffic signals.

Outcome #3: Update traffic signalization infrastructure to Intelligent Transportation Systems (ITS) by providing improved levels of service and quicker response to signal and traffic control conditions and issues by connecting them to the Traffic Operations Center.

The system is interconnected by using fiber that connects to each intersection or key location and is connected into a switch to communicate to the equipment in the field. This allows the City of Dubuque make changes to the timings, detection or devices from the Traffic Operations Center. In case of unforeseen road closures in can be difficult to reach the intersections effected to make the necessary changes but could be made from the Traffic Operations Center and then sent to the equipment and can use cameras to monitor the situation.

Citizen Impact: This updated infrastructure has allowed the Traffic Engineering staff the ability to react faster to changing traffic conditions. Currently there are six different traffic management plans for the US 20 corridor to move traffic. With the coordinated traffic control in this corridor delays have been reduced so
ENGINEERING DEPARTMENT

traffic may only stop at one intersection during peak traffic. This is in contrast to previous years where vehicles would be delayed at multiple intersections.

Outcome #4: Maintain and Seek new grants for Traffic Signal / Intersection Improvements.

The City of Dubuque traffic engineering department has successfully received many grants in the last 14 years to assist with roadway improvements. In the last few years the engineering department has received grants for the following that will be constructed beginning in the Spring of 2018 through the Fall of 2018;

- Grandview Ave at University Ave intersection improvements (roundabout proposed)
- NW Arterial at Pennsylvania westbound right turn lane improvement (planned for summer of 2018)
- NW Arterial at JFK eastbound right turn lane improvement. (planned for spring of 2018)

Recently Constructed projects include
- Grandview Ave at Loras Blvd signal reconstruction (completed fall of 2017)
- Grandview Ave at Delhi Roundabout project (constructed in Summer of 2016)

Citizen Impact: This improved infrastructure will allow citizens to get through these intersections quicker and more safely. These grants often times pay for a majority of the project at minimal cost to the tax payer. These improvements also help cut vehicle emissions which is better for the environment and health of the city.

Outcome #5: Continued growth of traffic operation cameras and security cameras.

The City of Dubuque now has over 1,009 security cameras with over 500 of these on the public streets. These cameras record events for 30 days and are commonly used for the following:

- Observe traffic signal operations and allow engineers in the Traffic Operations Center to make changes to the signals remotely and view if the changes have the desired effect on traffic.
- Used during accidents to determine what happened before/during/after the accident along with assignment of fault.
- Used for investigations of criminal behavior.

Citizen Impact: These cameras help improve the traffic signal timings and operations which help keep the signals and other transportation systems at optimal efficiency which minimizes daily commute times. They are also relied upon by police during accident investigations and many citizens request video evidence of their accident to assist them with their claim. These security cameras also keep the citizens safer by assisting law enforcement.

Did you know?
The Traffic department for the City of Dubuque currently has over 57 miles of conduit installed and 30.7 miles of fiber. This fiber is also used for other City entities including police and fire, sanitary sewer flow metering, and wireless water meter program. This fiber is also the critical communications pathway for the over 1,000 cameras located throughout the city.
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LEISURE SERVICES
FACILITY DIVISION

The Facility Division provides for the effective and efficient maintenance of buildings and equipment and administration of management contracts for Five Flags Civic Center and Grand River Center, ensuring facilities and programs that provide an increased QUALITY OF LIFE and creates opportunities for both citizens and visitors.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE
LEADING TO OUTCOMES

PLANNING
Planning is necessary to develop an ongoing capital improvement plan to keep up each building. SMG and Platinum Hospitality work together and separately to provide venues for conferences, weddings, family events, trade shows, entertainment, business meetings, events and more. Each works to meet the needs of individuals, businesses and event planners.

PEOPLE
The Grand River Center as the conference and education center and Five Flags as the civic center both provide increased quality of life for the residents of Dubuque as well as positive visitor experiences for travelers to the area.

PARTNERSHIPS
Efforts are coordinated with the Dubuque Area Visitor and Convention Bureau. Often local professionals represent their professional association to bring their state and/or national conference to Dubuque. Partners at Five Flags include many theatrical and performing groups.
The Leisure Services Facilities Division is supported by 0.15 full-time equivalent employees. Supplies and services accounts for 85.19% of the department expense as seen below. Overall, the department's expenses are expected to increase by 20.12% in FY 2019 compared to FY 2018.
LEISURE SERVICES
FACILITY DIVISION

Overview

Five Flags Civic Center is a City owned building managed day-to-day by SMG Management located in the heart of downtown. It is a multipurpose facility which hosts sporting events, theatrical performances, concerts, meetings and conventions, high school and community college graduations, sporting events and much more. Five Flags Civic Center features an arena, historic theater, meeting rooms and intimate performance stage called the Bijou Room.

The Grand River Center is a City owned building managed by Platinum Hospitality. Dubuque’s iconic convention and education center is located in the Port of Dubuque overlooking the Mississippi River and Riverwalk. The conference center has meeting rooms, a ballroom and exhibit hall allowing a variety of uses of the space for large and small events.

Leisure Services initiates capital improvement projects for these facilities ensuring the long-term viability and functionality of these buildings.

<table>
<thead>
<tr>
<th>Five Flags Civic Center Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
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<table>
<thead>
<tr>
<th>Five Flags Civic Center Position Summary</th>
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</thead>
<tbody>
<tr>
<td>Leisure Services Manager</td>
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</tr>
<tr>
<td>Total FT Equivalent Employees</td>
<td>0.15</td>
</tr>
</tbody>
</table>
LEISURE SERVICES
FACILITY DIVISION

Highlights of the Past Year

▪ Five Flags hosted 335 performances / events with total attendance of 80,393 in Fiscal Year 2017, a 12% increase over Fiscal Year 2016.

▪ Five Flags Center hosted Kenny Rogers, its highest grossing ticketed event ($146,500) since the building opened in 1979.

▪ Five Flags Center increased its Facebook Followers by 48% (9,500) in 2017, and has increased web traffic to their website by 33%.

▪ Five Flags Center staff and General Manager were recognized by the Dubuque Chamber of Commerce as Innovator of the Year for bringing more events into Five Flags Center, Dubuque 365 Magazine Impact Award for Best New Event for Wags at the Flags, SMG Community Service Award and Dubuque Chamber of Commerce Movers, Shakers and Newsmakers for efforts in the community.


▪ Events were held at Grand River Center 342 days out of 365 for 93% usage and recorded 174,707 attendees in calendar year 2017.

▪ Grand River Center created a new website and social media imprint.

▪ Grand River Center had many public exhibit hall events in 2017, some new to Dubuque and some annual including Radio Dubuque, Dubuque Sports and Rec, Dubuque Boat Show, Dubuque Car Show, Callahan Craft shows, Home Show, Jurassic Quest, Best Fest, Hope Church, Easter Eggxtravaganza, UPA Weight Lifters, Midwest Chess, Mac and Cheese Fest, Paranormal Expo, Keystone, Dubuque Ink and Art, Kids Expo, Aquinas Communication 98.3, United Sports Gun Show, and Her Night Out TH Media. Iowa Knights

<table>
<thead>
<tr>
<th>Grand River Center Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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<tbody>
<tr>
<td>Expenditures</td>
<td>$372,289</td>
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<tr>
<td>Resources</td>
<td>$5,720</td>
<td>$9,890</td>
<td>$18,564</td>
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</table>
LEISURE SERVICES
FACILITY DIVISION

of Columbus was held in Dubuque for the first time and there were over 600 attendees - over 300 brother Knights plus families and friends.

- Association of Business Industries was at Grand River Center for the second time (since 2011) with over 400 plus attendees. The Taking Care of Business Conference is Iowa’s premier statewide business conference featuring world class speakers, including Robert Richman, culture strategist and co-creator of Zappos Insights, and author and leadership coach Tommy Spaulding.

- Capital improvements to each facility improve the experience of visitors and attendees.

Future Initiatives

- Full building and marketing study/assessment has been initiated for Five Flags Civic Center which will evaluate and give direction for the future including viability, future uses, expansion or renovation. City Council 2016-2018 High Priority.

- Continue energy efficient initiatives at Grand River Center.

- Continue updating technology throughout the Grand River Center.

- Five Flags Center is obtaining sponsorships to lower the subsidy for taxpayers.

- Increase programming at Five Flags for families with co-promoted and self-promoted national touring shows including providing a rehearsal space for shows going on tour.

- Continue to reduce operating expenses and increase revenues in Fiscal Year 2019 at Five Flags.

Performance Measures

Five Flags Civic Center and Grand River Center - Activity Statement

- Provide venues for community and civic activities in addition to entertainment, cultural events and activities.
- Events and activities bring tourists to Dubuque, increasing spending in our community.
- Ensure positive experience of attendees with well maintained, professionally managed Centers.
- Provide for QUALITY OF LIFE venues for our citizens and visitors.
Outcome #1: Become a regional hub for arts and culture by partnering with arts and culture organizations.

Five Flags Civic Center and Theater are home to arts and cultural opportunities as well as community events. Performing arts events were held including Dubuque Symphony Orchestra, Rising Star Theater Company performances, high school performances, dance studio recitals and performances, Fly-By-Night Productions, Colts Drum & Bugle Corps and Julien Dubuque International Film Festival. 56% of activities at Five Flags were concerts, entertainment or performing arts. Performing arts increased from 43% in Fiscal Year 2016 to 51% in Fiscal Year 2017 and entertainment increased from 2% in Fiscal Year 2016 to 8% in Fiscal Year 2017.

What does this mean to the citizens of Dubuque?

Our citizens have many different kinds of opportunities to experience arts and culture at Five Flags Civic Center and Theater.

Outcome #2: Partner for support of families and children.

Five Flags and Grand River Center host community events and activities that support families and children.
This is just a partial list:

<table>
<thead>
<tr>
<th>Grand River Center</th>
<th>Five Flags Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maria House Opening Doors Gala</td>
<td>Dubuque Symphony Orchestra 2017/2018 Season</td>
</tr>
<tr>
<td>Holy Family Gala</td>
<td>Rumble by the River Annual Wrestling Tournament</td>
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<tr>
<td>Special Olympics</td>
<td>Multicultural Family Center Taste of the World</td>
</tr>
<tr>
<td>Kids' Expo</td>
<td>Toys-for-Tots Dubuque Kids' Christmas Party</td>
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<tr>
<td>Bald Eagle Days</td>
<td>Jungle Jack Hanna</td>
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<td>Dubuque Sports and Rec Fest</td>
<td>NICC Graduation &amp; Nurse Pinning Ceremonies</td>
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<td>Loras College / Clarke University Athletics</td>
<td>Sesame Street Live</td>
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<tr>
<td>Boy Scouts of America</td>
<td>Paw Patrol Live! The Great Pirate Adventure</td>
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<tr>
<td>Midwest Starz Dance</td>
<td>Circus performances</td>
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<tr>
<td>Jurassic Quest</td>
<td>Harlem Globetrotters</td>
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<td>Make-A-Wish Gala</td>
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<td>Hope Church</td>
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<td>Dubuque County Right to Life Dinner</td>
<td>Indoor Soccer Practices</td>
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<td>Midwest Chess</td>
<td>Dubuque Dance Studio &amp; Studio 5678 Recitals</td>
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<tr>
<td>Body and Soul Yoga Conference</td>
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<td>Dubuque Community Schools</td>
<td>Julien Dubuque International Film Festival</td>
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<td>St. Mark's Community Apples for Kids</td>
<td>Dubuque Community School District High School Graduation</td>
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<td>Boys' and Girls' Club</td>
<td>Colt Cadets Tryouts &amp; Rehearsals</td>
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<td>Dubuque Humane Society</td>
<td>Iowa Winter Games Soccer Location</td>
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<td>Pink Ribbon Open</td>
<td>Rising Star Theatre Company 2017/2018 Season</td>
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<tr>
<td>Stonehill St. Francis</td>
<td>Winter Indoor RC Car Showdown</td>
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<tr>
<td>Clarity Clinic</td>
<td>Bull riding</td>
</tr>
<tr>
<td>Mercy Foundation</td>
<td>Bill Blagg Illusionist</td>
</tr>
</tbody>
</table>

What does this mean to the citizens of Dubuque?
Children and families have access to two city-owned facilities that provide space for each event. Events include fundraisers that support non-profits that provide valuable services to children and families.
Outcome #3: Infrastructure and amenities support economic development and growth.
The Five Flags Center has partnered with local businesses including hotels, restaurants and casinos to bring people through their doors before or after an event. Five Flags has offered discounted room rates at the Holiday Inn & Hotel Julien, and has also given patrons promotional coupons to go to Q Casino. While the feasibility study has not been completed, Five Flags Center estimates that their events contribute $5,000,000 in economic impact to the city of Dubuque.

Conferences bring money into the local economy. The City of Dubuque and the Sustainable City Network hosted the 9th Annual Growing Sustainable Communities Conference. As hosts of the event, $21,000 was paid to Platinum Hospitality for rental and food services of the Grand River Center. Platinum Hospitality reinvested the fees into wages of staff living locally, local food and drink vendors, supplies for maintenance purchased from local businesses and more. There were 398 attendees from 22 states across the country for this two-day event. Each year the Grand River Center hosts numerous conferences - national, regional and state.

What does this mean to the citizens of Dubuque?
Dollars are brought to Dubuque from conference attendees and spent at gas stations, retail shops and for airfare tickets in the Dubuque Regional Airport.
Outcome #4: Visitors have positive experience and return to the Five Flags and the Grand River Center and Dubuque.
Regional ticket buyers of events at Five Flags Center contribute to the economy of Dubuque by making an “experience”, staying at hotels, dining at local restaurants before the event and patronizing one of the many late-night establishments on Main Street of local casinos.

Those visitors to our community, Five Flags Civic Center and the Grand River Center have an economic impact on our community initially. Their exposure to Dubuque results in trips back to Dubuque for another conference or return trip with their family. In some cases visitors have decided to move and make Dubuque their home. Grand River Center has become a location for destination weddings.

What does this mean to the citizens of Dubuque?
Young professionals determine where they want to live then find a job there. Adult children whose parents still live in Dubuque are returning to raise their family.
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FINANCE DEPARTMENT
The Finance Department provides the City Council, City Manager, City Departments, Boards and Commissions, other governmental agencies, vendors and the public with reports and financial data that is accurate, timely and meaningful and which satisfies the need for sound fiscal policy formulation, efficient City financial management and full disclosure of City finances.

SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES

PEOPLE
The Finance Department communicates to the citizens, bond holders, financial institutions and state agencies through the comprehensive annual report and required state reporting, the financial position of the City. The Utility Billing Department communicates to the citizens through direct contact, phone and monthly newsletters.

PLANNING
The Finance Department works with all City Departments and Divisions to ensure all internal and external reporting is relevant, accurate and timely.

PARTNERSHIPS
To meet the standards of external reporting, the Finance Department works with the State of Iowa as well as our external auditor, bond counsel, financial advisor, investment managers and local financial institutions, insurance providers and the Budget Office. Utility billing staff works with Landlords, County Treasurer and several social service organizations within the community.
FINANCE DEPARTMENT

Resources and Property Tax Support

The Finance Department is supported by 15.94 full-time equivalent employees, which accounts for 44.36% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by -1.98% in FY 2019 compared to FY 2018.

Expenditures by Category by Fiscal Year
Overview
Financial Services provides financial policy, cash management, debt management, accounting, payroll, accounts payable, purchasing, risk management, grant assistance, auditing and reporting for the City of Dubuque.

Administration: Includes oversight and support for all activities in the form of administering the financial functions for the City of Dubuque. Risk management, loss control review, property, machinery and equipment coverage, pollution liability, builders’ risk and liability insurance coverage.

Accounting:
• Maintain the financial system to record, summarize, verify and analyze financial transactions.
• Disclose information in an understandable manner that facilitates financial interpretations, opinions, and conclusions.
• Treasury management, including accounts payable, accounts receivable, payroll, purchasing coordination, and risk management.
• Document and summarize annual operations, to satisfy reporting needs.
• Review and audit expenses.
• Assemble, audit, and update payroll data for processing.
• Maintain payroll information on a calendar year and fiscal year basis for reporting.
• Provide accounting services to Dubuque Initiatives and Subsidiaries (DI), and Dubuque Metropolitan Area Solid Waste Agency (DMASWA).

Grants:
• Maintain administrative policy to guide grant related activities.
• Prepare documents for annual single audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirement, Cost Principals, and Audit requirements for Federal Awards, (Uniform Guidance), and the Schedule of Expenditures Federal Awards (SEFA).
• Administer AmeriCorps grant reimbursement requests and prepare reports.

Treasury: Receipt and deposit revenues daily, insure cash available for daily operations, invest excess cash and establish custody of all holdings, and oversee debt service payments.
FINANCE DEPARTMENT


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<th>Financial Service Funding Summary</th>
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<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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<tr>
<th>Financial Service Position Summary</th>
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</thead>
<tbody>
<tr>
<td>FY 2019</td>
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<tr>
<td>Finance Director</td>
</tr>
<tr>
<td>Assistant Finance Director</td>
</tr>
<tr>
<td>Purchasing Coordinator</td>
</tr>
<tr>
<td>Accountant</td>
</tr>
<tr>
<td>Account Clerk 1</td>
</tr>
<tr>
<td>Payroll Specialist</td>
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<tr>
<td>Secretary</td>
</tr>
<tr>
<td>Intern</td>
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<tr>
<td>Total FT Equivalent Employees</td>
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</table>

Highlights of the Past Year

- Received an external unmodified audit opinion that the financial statements fairly state the financial position of the City.

Future Initiatives

- Increase volume of purchase card transactions to maximize the rebate revenues available to the City, and streamline payment processing for routine purchases.
- Online Employee Time Sheet
- Purchase Grant Reporting software
- Streamline Accounts Payable workflow
Financial Services - Activity Statement
Preserve the City’s strong financial condition through responsible financial strategies and effective management of City resources.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Service value for taxes and fees

Comprehensive Annual Financial Statement

The Government Accounting and Standards Board (GASB) pronouncements for governmental reporting, recognizes that power rests in the hands of the people. The first objective for any governmental financial reporting is an accountability that requires governments to justify the raisings of public resources and the purpose for which those resources are used.

The Comprehensive Annual Financial Report (CAFR), contains externally audited financial statements, notes to the financial statements, and required supplementary information. A statistical section includes current and nine years of past history for financials trends, revenue capacity, debt capacity, demographic and, economic information, and operating indicators.

DID YOU KNOW?
The City has received the Certificate of Excellence in Financial Reporting for 29 consecutive years.

Outcome #2: Opportunities to become involved in City governance and planning

The Investment Oversight Advisory Commission
Five members from the community meet quarterly to review the City’s investments and insure that all investments adhere to the City’s investment policy, state and legal requirements, and recommended best practices for preservation of capital, liquidity, and a reasonable return on investment. The City has over $26 million in professionally managed investments.
DID YOU KNOW?
The City’s investment policy was re-certified July 2017, by the Association of Public Treasurers of the United States and Canada.

Outcome #3: Easy, convenient access to City information and services

The City of Dubuque Finance Department’s main goal is to provide meaningful and timely financial data to satisfy the need for sound fiscal policy and full disclosure. This website promotes open government and financial transparency by providing a searchable portal of payments made by the City of Dubuque. Amounts are shown for the current and past five fiscal years. Information is updated weekly.

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Matures Less than 1 Year</th>
<th>Matures 1 to 5 Years</th>
<th>Matures 6 to 10 Years</th>
<th>Matures More than 10 Years</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money Market /Mutual Funds/Cash</td>
<td>$19,449</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$19,449</td>
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<tr>
<td>US Treasuries</td>
<td>16,132</td>
<td>0</td>
<td>27,028</td>
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<tr>
<td>Federal Agency Obligations</td>
<td>26,536</td>
<td>158,296</td>
<td>2,299</td>
<td>226,630</td>
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<tr>
<td>Managed Account Long Term CD</td>
<td>2,500</td>
<td>2,439</td>
<td>0</td>
<td>4,939</td>
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<tr>
<td>Corporate Stock</td>
<td>1,003</td>
<td>0</td>
<td>0</td>
<td>1,003</td>
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<tr>
<td></td>
<td>$65,620</td>
<td>$160,735</td>
<td>$2,299</td>
<td>$295,181</td>
<td></td>
</tr>
</tbody>
</table>
FINANCE DEPARTMENT
Utility Services

Overview
Utility Services is responsible for maintaining positive customer relations for over 24,000 customers. Utility services include water, sewer, stormwater and refuse. Utility Billing staff work with customers answer questions, schedule service, solve problems and collect payments. The billing activity manages the customer data base and depository for all utility billing and parking violations. Bills are computed and issued, and monies are received and recorded. Staff is available to address customer's service needs and billing inquiries.

<table>
<thead>
<tr>
<th>Utility Services Funding Summary</th>
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<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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<table>
<thead>
<tr>
<th>Utility Services Position Summary</th>
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</thead>
<tbody>
<tr>
<td>FY 2019</td>
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<tr>
<td>Finance Director</td>
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<tr>
<td>Utility Billing Supervisor</td>
</tr>
<tr>
<td>Accountant</td>
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<tr>
<td>Account Clerk 1</td>
</tr>
<tr>
<td>Cashier</td>
</tr>
<tr>
<td>Water Meter Inspector</td>
</tr>
<tr>
<td>Water Meter Service Worker</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
</tr>
</tbody>
</table>

Highlights of the Past Year
- Purchase of Central Iowa Water Systems (321 new water accounts)
- Key West Drive - 5 new water connections
- Airport - 17 water connections/18 sewer and water connections

Future Initiatives
- WaterSmart
- Paymentus online payment software
- Superion 17.2 upgrade
- Upgrade customer information and billing software
- Improvements in E-billing
- Addition of new accounts as new subdivisions are completed

Performance Measures

Utility Services - Activity Statement
Provide quality service to utility customer through prompt response to customer requests, accurate receipting, recording, and safekeeping customer accounts.
Outcome #1: Secure City information, including personal information

The Council approved the City’s Identity Theft Prevention Program, in 2008. The policy establishes procedures to identify “Red Flags” that can detect and prevent or mitigate any identify theft. The policy and procedures protect the City’s data, and provide the appropriate response if a violation is detected. The policy establishes procedures to prevent a person from establishing service under a false name that could lead to identity theft, or gain unauthorized access to account information. The Red Flag committee, consisting of employees from Legal, Information Services, and Finance, meets semi-annually to review existing policy, report on any concerns, and update policy if needed.

DID YOU KNOW?
Approximately 24,000 utility bills are generated monthly

Outcome #2: Easy, convenient access to City information and services

Empowers the customer to monitor usage, identify leaks, become more sustainable, and lower their bill. Currently, 4% of our customers utilize the portal.

This water management website was first implemented in 2013 and significantly upgraded in late 2017. Free of charge to the customer, the website allows customers to monitor their water usage hourly, set up automatic alerts if the water consumption may indicate a leak, and help customers set a personal goal for water conservation to stay within their parameters. The upgraded website promotes an interactive environment that encourages customers to be sustainable with tips and tools to better manage water usage. More enhancements will become available so that the customer can get billing and payment history, a copy of the current bill, and make a payment in a one stop website. These additional features will encourage more customers to go to the website and then explore all information available to them.

E-Billing and Billing History Website

The City offers e-billing which allows customers to receive their bill by e-mail. In 1st quarter 2018, an upgraded, and more streamlined option, will be available that should encourage even higher participation.

Customers receive an e-mail notification that their bill is available and then can login to their account for further detail.
FINANCE DEPARTMENT

Customers can scroll through the website to see not only current billing information, but also past billing history and payments.

Customers can make online payments using a credit or debit card, or by e-check.

E-Bill Customers

Outcome #3: Customer-focused City service delivery

The City still offers walk in face to face contact for our customers. Some customers prefer the personal interaction either in person or by phone, even as more and more customers are switching to the convenience of web based 24 hour access for paying bills, obtaining billing and payment history, starting and stopping service, or reporting a billing concern.

The customer has multiple options for paying that include the payment counter in City Hall, the drop box located outside City Hall, US mail service, direct debit to their bank account, or online website payments.

Coming in 2018, the City is partnering with Paymentus to offer enhanced online payment options that include scheduling payment dates and recurring payments.

DID YOU KNOW?
Customers have online access to their current and past billing, payment and consumption history.
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FIRE DEPARTMENT

Dubuque Fire Department works to protect, assist and educate our community and visitors with pride, skill and compassion.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Provide quality assistance and solutions to our citizens and visitors who often have nowhere to turn in time of need. We engage the community through school groups, neighborhoods and community activities.

PLANNING
Prepare and train with other city departments, county agencies, health care providers, and private agencies to assure quick response to disasters and emergencies affecting the community.

PARTNERSHIPS
Create and maintain strong relationships with area fire, EMS, and law enforcement, utilities, and health care providers to assure the best-possible response to emergencies.
The Fire Department is supported by 90.16 full-time equivalent employees, which accounts for 88.5% of the department expense as seen below. Overall, the department's expenses are expected to increase by 0.58% in FY 2019 compared to FY 2018.
Overview
Fire Administration is responsible for developing long and short-range goals for fire and EMS service, establishing policy for twenty-four hour a day operations and conducting all other administrative duties of the Fire Department.

The Fire Department force consists of 90 personnel with 6 stations, housing 5 engines (pumpers), 2 ladder trucks, 2 ambulances, and a command vehicle.

| Administration Funding Summary |
|----------------|----------------|----------------|
|                | FY 2017 Actual | FY 2018 Budget | FY 2019 Requested |
| Expenditures   | $900,758       | $528,354       | $463,637          |
| Resources      | $158,001       | $8,478         | $7,337            |

<table>
<thead>
<tr>
<th>Administration Position Summary</th>
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</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Fire Chief</td>
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<tr>
<td>Intern</td>
</tr>
<tr>
<td>Secretary</td>
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<tr>
<td>Total FT Equivalent Employees</td>
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</table>

Highlights of the Past Year
- Update to Strategic Plan Goals and Objectives
  - Completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with employees.
  - Updated Strategic Plan Appendix 1 (Goals and Objectives) for 2017.

DID YOU KNOW…
Members of the fire department attend community events. If you would like to see us at your event, neighborhood or service club meeting just call with your request 563-589-4160

- Creation of Department Policy Manual
  - Annual update to department policy manual.
  - Conversion of applicable general orders to policy statements.
- Completion of updates to Mutual-aid and 28E agreements with other agencies.
- Insurance valuations done on all six fire stations.
- Power purchase agreement resulting in installation of solar arrays on five fire stations.
- Worked with various other departments to create procedures for establishing an Emergency Operations Center during emergencies.
- Fire station automatic alerting (phase 1) completed and system rules and procedures established.
**Future Initiatives**

- Continue programming that encourages and supports fire service careers in the community.
  - Serve as mentors for paramedic and firefighting students who are not otherwise affiliated with a response agency.
    1. Provide ride-a-long and job-shadow opportunities for six students in calendar year 2018.
  - Strengthen partnerships with local schools to educate youth on fire service/EMS careers.
    1. Participate in five career day activities, completing presentations to middle and high school groups by May 1, 2019.

- Continue to implement industry best practices to shorten response time to calls for service.
  1. Assess responses by call type to determine correct units are being sent and apply corrections by July 1, 2018.
  2. Implement phase two and three of automatic alerting fire stations by end of FY2019.
  3. Reduce response time by setting benchmark for leaving the station within 80 seconds of dispatch.
  5. Long-range benchmark goal of first unit on scene within 5 minutes 20 seconds of dispatch.

<table>
<thead>
<tr>
<th>First Unit Dispatch to On Scene</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Suppression 90th Percentile</td>
<td>7:46</td>
<td>6:41</td>
</tr>
<tr>
<td>EMS 90th Percentile</td>
<td>6:14</td>
<td>6:25</td>
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</tbody>
</table>

- Seek industry best practices that reduce the road miles traveled by heavy fire apparatus.
  1. Request alternate vehicle styles and features to maximize efficiency for FY2019.
  2. Implement refinements in computer dispatching system interface with automatic alerting to maximize system features by October 1, 2018.
FIRE DEPARTMENT
Performance Measures

Fire Administration - Activity Statement
Provide management, administrative and public information services to internal and external customers while ensuring the efficient daily operation of the Dubuque Fire Department.

Goal: Healthy and Safe

Outcome #1: Recruit a diverse workforce that represents the citizens of the community
1. Provided equipment support and hands-on learning assistance to a “Down Town” EMT training course in partnership with NICC to expand career training to a broader audience of students.
2. For FY2017 a total of 56 hours of ride-a-long were provided to seven people interested in fire service careers or training in a fire/EMS related field.
3. Partnered with Multicultural Family Center and “Future Talk” program to create a career orientation program reaching 19 teenage youth.
4. Department personnel participated in seven career fair events, including presenting 16 times to middle, high, and college students.
5. Fire Department intern program in place providing career exploration opportunities for two interns per fiscal year.

Goal: Financially Responsible & High Performance Organization

Outcome #2: Pursue National Accreditation
1. Annual appraisal of all major program activities completed.
2. Implemented new reporting mechanism for National Fire Protection Association response tracking.
3. Re-focused organizational objectives to incorporate self-assessment of operations

Outcome #3: Maintain a reliable fire apparatus fleet
1. Updated a five-year replacement schedule for apparatus.
2. Policies in place that maintain service life through reduction of miles traveled by heavy ladder trucks.
1. Switch to new ambulance chassis, providing better ride and improved fuel mileage.
2. Established re-fueling alternatives for west-end fire engine. Creates more in-service availability to west-end and lowers miles driven.

Training

Overview
The training activity provides training to the members of the fire department in all disciplines of our response. In addition to member training this activity is also responsible for testing of apparatus pumps, hose, and ladders. Training oversees promotional testing, entrance examinations, company training, and the new member training academy. The training officer also serves as the department safety officer, and hazardous materials response coordinator and provides training to other city department employees.

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<th>Training Funding Summary</th>
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<td>FY 2017 Actual</td>
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<td>Expenditures</td>
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<td>Resources</td>
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<tr>
<th>Training Position Summary</th>
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<tr>
<td></td>
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<tr>
<td>FY 2019</td>
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<tr>
<td>Assistant Fire Chief</td>
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<tr>
<td>Total FT Equivalent Employee</td>
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</tbody>
</table>
Highlights of the Past Year

• Aggressive training to improve fire suppression response
  ◦ Six incident commanders have completed certification in Blue Card Incident Command. This nationally recognized certification provides better coordination and control of emergency incidents.
  ◦ All firefighters participated in two live-fire training events. This training incorporated the latest industry “best practices” for structural fire attack.

• Train on Special Hazards
  ◦ Hazardous Materials Team trained with the Dubuque CAER group to practice containing hazardous materials released on open water and frozen waterways.
  ◦ Technical Rescue Team trained on removing victims from above ground tanks and sub-surface spaces at the National Education Center for Agricultural Safety in Peosta.
  ◦ Firefighters hired in 2017 completed an 8-week, 320-hour fire academy exceeding the state standard requirements for new firefighters.

• Firefighter fitness
  ◦ Peer Fitness Trainers incorporated fitness and lifting education into the annual fire academy for new firefighters.
  ◦ Peer Fitness Trainers provided training for all firefighters on proper lifting techniques while moving patients.

Future Initiatives

• Develop fire officer skills
  ◦ Three additional officers to Blue Card incident command training during FY 2019.
  ◦ Pursue purchase of a web-based training platform to provide officer development programming. Implement by January 1, 2019.

• Provide training and support of firefighter fitness
  ◦ Maintain Peer Fitness Trainer certifications for three members.
  ◦ Present department-wide training in FY2019 for wellness using the Wellness/fitness Initiatives guidelines from national organizations.

• Assure the accuracy of training records and certification
  ◦ Recover from Iowa Fire Service Training Bureau breakdown in certification. Ensure all requirements for re-testing of personnel and current certifications are completed by October 1, 2018.
FIRE DEPARTMENT
Performance Measures

Training - Activity Statement
Develop and strengthen the firefighter's knowledge, skills and abilities so as to provide professional and proficient service to the Dubuque Fire Department and the community it serves.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Be prepared for high risk, low frequency events
1. Technical Rescue Team completed rescue scenarios from unique elevated heights.
2. Two members completed the “Crude by Rail” hazardous materials course at Texas A&M. Focuses on response to crude oil train emergencies.

Outcome #2: Provide Current and Relevant Training
1. All firefighters participated in two “Live Fire” drills at the county training center in 2017.
2. Three Assistant Fire Chiefs certified in Blue Card incident command training.
3. Acquired structures were used for hands-on drills to practice modern-day firefighting skills. This provides real-life and unfamiliar layouts to train on firefighting tactics.

Outcome #3: Promoting Firefighter fitness and wellness
1. Three PEER fitness trainers provided instruction on use of recently acquired fitness equipment.
2. Mental Health trainers presented information on coping techniques related to occupational hazards of high stress to all members.
Overview
The ambulance activity is committed to safeguarding our citizens and visitors by providing excellence in pre-hospital emergency medicine. The ambulance service delivers efficient, prompt advanced life support and transportation in times of medical and traumatic need in both emergency and non-emergency situations. Two paramedics staff each of the ambulances along with a first arriving fire engine staffed with a paramedic.

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<th>Emergency Medical Services Funding Summary</th>
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<td>FY 2017 Actual</td>
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<td>Expenditures</td>
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<td>Resources</td>
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<tr>
<th>Emergency Medical Services Position Summary</th>
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<td></td>
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<tr>
<td>FY 2019</td>
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<tr>
<td>Ambulance Medical Officer</td>
</tr>
<tr>
<td>Fire Captain</td>
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<tr>
<td>Fire Lieutenant</td>
</tr>
<tr>
<td>EMS Supervisor</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year
- Awarded EMS-Gold by the American Heart Association for excellence in heart attack care.
- Transitioned EMS reporting to new vendor software with mobile device capabilities.
- Replacement ambulance ordered and being built.
- Transitioned to a new Medical Director.
- Installed power cot-loading devices on three ambulances.
FIRE DEPARTMENT

Future Initiatives

• Implement advanced EMS hands-on training opportunities for all personnel using new training manikins before July 1, 2018.
• Establish definitive national criteria for measuring cardiac survival rates for calendar year 2018.
• Present “hands-only” CPR training events to the public in calendar year 2018, reaching 300 people.
• Complete the quality control program for EMS in FY2018 and use evaluations to implement training initiatives for FY2019.
• Assess EMS equipment needs on Paramedic Engines, and develop a five-year replacement schedule for equipment for FY2020.

Performance Measures

Emergency Medical Services (Ambulance) - Activity Statement

Provide the highest level of pre-hospital care to our community.

Goal: Healthy and Safe

Outcome #1: Provide advanced emergency care as quickly as possible while reducing on-scene times for ambulances

1. Paramedic engine companies had a travel time less than 4 minutes and 37 seconds to 90% of the EMS calls for service. By maintaining good distribution of available companies patients start receiving paramedic care quickly.

DID YOU KNOW?

Every fire engine or ladder truck carries an Automated External Defibrillator (AED). This assures the closest apparatus can “shock” a heart attack victim if needed.

Outcome #2: Maintain out-of-hospital cardiac arrest survival above the American heart Association national average

1. Survival rate for Dubuque Fire/EMS patients in FY17 was 9.6%.
FIRE DEPARTMENT

2. Dubuque firefighters trained over 150 people in “Hands-only” CPR during EMS week in May 2017.

DID YOU KNOW?
Fire engines and ambulances are tracked by GPS so that the closest unit is sent to your location.

Fire Suppression

Overview
The Fire Suppression activity protects life and property by responding to all types of calls for service. Call types include but are not limited to: fires, hazardous material releases, specialized rescues and emergency medical responses with the EMS activity resources. In addition the suppression activity performs fire inspections and assigned rental housing inspections, hydrant maintenance, personnel training and maintains/cleans all buildings, vehicles and equipment assigned. The activity is provided from 6 fire station locations using 18 vehicles and 72 personnel to maintain 24 hour per day availability.

<table>
<thead>
<tr>
<th>Fire Suppression Funding Summary</th>
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<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<td>Resources</td>
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<table>
<thead>
<tr>
<th>Fire Suppression Position Summary</th>
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<tbody>
<tr>
<td>FY 2019</td>
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<tr>
<td>Assistant Fire Chief</td>
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<tr>
<td>Fire Captain</td>
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<tr>
<td>Fire Equipment Operator</td>
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<tr>
<td>Fire Lieutenant</td>
</tr>
<tr>
<td>Firefighter</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
</tr>
</tbody>
</table>

Highlights of the Past Year

- Established a common review process for significant incidents. System is used by all shifts to share information on lessons learned. Reports are shared across all shifts for training purposes.

- Implemented new fire hose loads that improve speed of deployment for a faster water application time.

FIRE DEPARTMENT

- Maintained a review process for dispatch irregularities. Clarified and corrected dispatch procedures to better match needs.

- Placed new Self-Contained Breathing Apparatus in service resulting in added features and reduced maintenance costs.

**Future Initiatives**

- Develop and practice procedures for operations during computer system down-time. Create work-arounds for lost technology in mobile computer terminals and office computers. Practice use in FY2019.

- Replace aging fire hose to meet NFPA standards. Continue replacement of 2 ½” fire hose based on age as budget allows.

- Place new fire engine in service at Fire Headquarters in 2018.

**Performance Measures**

**Fire Suppression - Activity Statement**

Provide the highest level of pre-hospital care to our community.

**Goal: Healthy and Safe**

Outcome #1: Control fires while still small, keeping property damage to a minimum for property owners

1. Control fires by keeping flame spread within the room of origin at 65% of structure fires (excluding out buildings).
2. For FY2017, 93% of structure fires were controlled within the room-of-origin.
Outcome #2: Reduce Fire Hazards through Inspections

1. In-service fire crews used tablet computers to complete 1407 business inspections in FY 2017

DID YOU KNOW?
Firefighters perform inspections, present programs, flush fire hydrants, perform vehicle and building maintenance, and do most of their training while in-service and available to respond to calls for service?

Fire Prevention Overview
The Fire Prevention Bureau is committed to preventing fires before they occur through community education involving schools, neighborhood associations, civic groups and business. Fire prevention is also achieved through safety inspections of rental and business occupancies. If a fire does occur the Fire Marshal’s office will investigate fire cause and origin of the affected property. Working with other city departments the Fire Marshal’s office reviews new construction and improvement plans in an effort to promote a safe working environment and continued operation.

Fire Prevention Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
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<td>Resources</td>
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Fire Prevention Position Summary

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Fire Marshall</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant Fire Marshall</td>
<td>1.00</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
<td>2.00</td>
</tr>
</tbody>
</table>
FIRE DEPARTMENT
Highlights of the Past Year

• Staff worked on update to the fireworks ordinance to meet new State law requirements and determine appropriate code application and monitor permits. Also, performed inspections of local firework sales locations.
• Implemented enhanced inspection program for exterior fire escapes.
• FMO staff presented youth fire academy program to middle school-aged children and Future Talk participants reaching 29 students.
• Implemented new third-party inspection tracking system for private fire protection equipment.
• Fire Prevention took over the inspection tracking of 439 commercial kitchen suppression systems formerly done by the Building Services Department.

Future Initiatives

• Develop a Community Risk Reduction Program. Completion by October 2018.
• Continue smoke detector installation program in FY2019 after loss of funding from Iowa State Fire Marshal’s Office.
• Add fire escapes and private fire hydrant inspections to the third-party tracking system in 2018.

Performance Measures

<table>
<thead>
<tr>
<th>Fire Prevention - Activity Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect and assist our community and visitors in cases of fires and other hazards through education, safety inspections of existing properties and plan reviews of future projects.</td>
</tr>
</tbody>
</table>

Goal: Healthy and Safe

Outcome #1: Improve Exterior Fire Escape Code Compliance
1. Send out inspection notification to 75% of fire escape owners in FY 2018, with remainder sent in FY 2019.
FIRE DEPARTMENT

Outcome #2: Ensure building safety and fire code regulations for businesses
1649 fire inspections were completed in FY 2017. We are meeting our goal to complete business inspections within a three-year cycle.

Outcome #3: Maintain a robust program to install smoke detectors in targeted occupancies
Using grant funded smoke detectors from the Iowa State Fire Marshal and the American Red Cross, Dubuque firefighters installed 1108 detectors in FY 2017.
GEOGRAPHIC INFORMATION SYSTEMS (GIS)  
(Maps & Data)

The Geographic Information Systems (GIS) office is responsible for the supervision, development, use, and maintenance of the City’s Geographic Information System, and coordinates these duties with other City departments, partners to City projects, other government groups and private sector businesses.

SUCCESS IS ABOUT PEOPLE, PARTNERSHIPS, AND PLANNING LEADING TO OUTCOMES

PEOPLE
GIS has the unique opportunity to work with all departments on data collection and sharing. This allows the GIS Coordinator/Analyst to foster and promote communication between departments, eliminating data and information siloes and improving efficiency in day to day operations of data management.

PARTNERSHIPS
Partnerships are fundamental to the success of the City’s GIS. The GIS Office partners with all city departments and many external agencies, including the Greater Dubuque Development Corporation (GDDC), East Central Intergovernmental Agency (ECIA), Dubuque County, City and County Law and Emergency Response, and private development and consulting agencies. When someone needs information, the GIS Office is where they stop.

PLANNING
GIS works with all City Departments and Divisions by providing important maps and data for all City Planning Initiatives.
GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Overview

GIS stands for Geographic Information System: a combination of computer hardware, software, customized applications, and geographic data used to perform data capture, analysis, cool map displays, production, and asset management. The City of Dubuque uses GIS in all city departments and divisions, both in the office and in the field.

What does GIS look like? Imagine a layer cake. On the bottom, there’s a plate (aerial images - picture Google Maps), then there’s your first layer of cake (the land you live on), then maybe a layer of raspberry filling (streets), another layer of cake (utilities), a layer of frosting (buildings), and finally it’s topped with sprinkles (hydrants). When you slice yourself a piece of the cake, you’re grabbing an area - maybe you would compare it to a neighborhood or a block. GIS contains layers upon layers of data and features (the land parcels, utilities, etc) for the entire City and beyond.

DID YOU KNOW? The City of Dubuque has over 1,200 GIS data layers in its main database. This number has doubled in the past 3 years. This does not include hundreds more layers of department-specific data maintained elsewhere in project folders. That’s one tall cake!

GIS, as it relates to the City of Dubuque, is very complex. GIS is an office of one full-time person: the GIS Coordinator/Analyst. During the summer months, a seasonal GIS Technician joins the staff and updates a number of useful datasets. This individual is typically a college student or recent graduate with previous experience in GIS. An architectural intern also assists in the implementation of the ADA Transition Plan and asset management system in GIS.

GIS has evolved significantly since its beginning in the City Organization in 1996. What began as a mapping tool has evolved into a massive data store of geographic information and a library of Dubuque- and geographic-specific data. This data is used for everything from the creation of a simple road map of the City, to a highly complex and complete asset management system, with links to videos and pictures of maintenance activities, records, and all the information about each feature we need to keep.
GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Below is a visual example of what GIS looks like - assets in the field, mapped, with data about that asset contained in the database attached to the point in the map.

<table>
<thead>
<tr>
<th>Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>GIS Coordinator</td>
<td>1.00</td>
</tr>
<tr>
<td>GIS Applications Specialist</td>
<td>0.50</td>
</tr>
<tr>
<td>Architectural Intern</td>
<td>0.50</td>
</tr>
<tr>
<td>GIS Intern - Seasonal</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>2.25</strong></td>
</tr>
</tbody>
</table>

GIS is no longer confined to a desktop application. City employees are currently utilizing over 200 unique mobile mapping and web applications. Web maps and applications specifically designed for certain users or projects are quickly replacing the pdfs and hard copy maps we’ve used consistently in the past. Users can gather and identify information about their projects quickly and easily wherever they are, and can complete mapping and asset management tasks on their iPads, phones, or the internet wherever they are. Users no longer have to wait until they get back to their offices to do their updates or to find the information they’re looking for.
GEOGRAPHIC INFORMATION SYSTEMS (GIS)
The GIS office manages all functions related to the City’s GIS as shown below:
GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Highlights of the Past Year

GIS and Legacy/Enterprise Database Integration
A legacy or enterprise database are databases and applications that house a large amount of data and are used by multiple departments within an organization, making their existence and use very important in day-to-day tasks. The City has several legacy/enterprise databases, including but not limited to:

- GIS
- Accela permitting software, used to issue building, construction, rental, demolition permit;
- WebQA Citizen Response Management, an application that collects non-emergency calls for service, including weed complaints, icy streets and sidewalks, overgrown trees, etc.;
- Community/Finance Plus, the City’s utility billing and finance and budgeting software;
- Superion, the City and County’s emergency computer aided dispatch software.

This year, the GIS Office was able to integrate GIS with these databases and applications. The most important part of this integration is addressing. Other features GIS was able to provide include maps of the City, parcel information, and ownership.

Why is this important?

Consistency is Key. Po-TAY-to, Po-TOT-o.
Address consistency is crucial. Since time began, anyone using any of the systems above has been able to type in any address they wanted for an entry in the system. Because each system is used by multiple departments, there were multiple entries for the same address.

In emergency response situations, addresses, street names and address ranges are incredibly important. The dispatch operator and the software they use need to be able to quickly identify a correct address or intersection, and be able to effectively route the emergency vehicles and responders to that location. Consistent addressing and road centerline address ranges allow this to happen. The City GIS Office and the County GIS Office work together with Emergency Communications to keep this data accurate and consistent throughout the City and County. Every minute counts in an emergency situation.

Data Automation. Absorb the information.
When people fill out online forms, a lot of times the data they need to enter will auto-populate. “You mean if I type in my address, I don’t have to fill in my city, state, and zip every time? Awesome!”

The address database in GIS is more than addresses. It includes other information like wards, neighborhoods, zoning, subdivisions, refuse collection days, historic districts, and address types to name a few. With this information being readily available in GIS, much of that information, if necessary to the other application, can be sucked right in without someone having to go find that information on their own.
Bee Branch/Healthy Homes HUD Resiliency Project
GIS has been an integral part of data collection and management for this project.

There are many different moving pieces. There are essentially three components to the healthy home portion of the project: the Home Advocate work being done by the Visiting Nurse Association (VNA), the inspections completed by East Central Intergovernmental Association (ECIA), and applications and project administration being done in-house. Both the VNA and ECIA are subcontractors on this project. Each home has an address and a project ID. When we were looking for the best way to track all the information we’d be gathering, it made the most sense to put it into GIS. GIS is available to everyone related to the project through web applications. GIS has great tools for data capture and reporting.

Using our GIS platform, the GIS Office as able to develop geospatial surveys based on the information each group was collecting. This information, in turn, has been mapped out using GIS, and all the related data from each survey has been connected using the Project ID. This model allows all the stakeholders to view information from other parts of the project, and doesn’t require them to carry paper documents from place to place. Everything is also web-enabled, so the data can be accessed anywhere. This interactive type GIS model is shown below:
**Future Initiatives**

**Continued Work with the Bee Branch Healthy Homes - HUD Resiliency Project**

The work for this project is far from over. While the ball for information is rolling within the organization, we want to roll the ball outside the organization, as well. We want to share the mapping applications and data with the Iowa Economic Development Authority and the US Department of Housing and Urban Development. On top of the web mapping applications and ability to extract data from there, the GIS Office also plans to create dashboards related to specific points of data being collected in the project.
GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Story Map Generation: Story maps are a way we can share stories and background about our everyday tasks and projects. There are many templates we can use to engage the public with narrative, pictures, maps, and data. The City is currently using a couple of different story maps on a few projects, including Green Alley development. The GIS Coordinator/Analyst hopes to expand these story maps into more comprehensive information in each department. The story maps, couple with the City's Open Data Initiative, will give the public more insight to the daily operations and background of City functions.

Implementing new GIS Software - ArcMap to ArcGIS Pro
The future of desktop GIS is in a newer produce called ArcGIS Pro. The majority of the functionality from ArcMap still exists, but it also incorporates some helpful tools from GIS's past. The GIS Coordinator/Analyst will participate in a number of instructor-led courses to familiarize herself with the application, and will in turn train desktop GIS users in the organization.
PUBLIC HEALTH

Public Health provides an effective service to protect, maintain and promote the physical and environmental health and well-being of the citizens of the community.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
- Dubuque County Community Health Needs Assessment and Health Improvement plan is a community-wide effort to assess the community’s health needs and decide how to meet them.
- The Dubuque County Healthcare Preparedness Coalition is a multi-disciplinary partnership that assesses jurisdictional risks and responds cohesively to public health incidents and emergencies.

PEOPLE
The Health Services Department activities strive to respond to conditions that affect the overall health of the community in a timely manner.

PARTNERSHIPS
Partnerships allow public health to perform its activities in an effective, efficient and inclusive manner. Some partners include the Crescent Community Health Center, Iowa Department of Public Health, Dubuque Community Schools, Dubuque Visiting Nurse Association, and many others.
The Health Department is supported by 5.58 full-time equivalent employees, which accounts for 60.83% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by (2.49)% in FY 2019 compared to FY 2018.

**Expenditures by Category by Fiscal Year**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Expense</td>
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<td>$312,460</td>
<td>$336,951</td>
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<tr>
<td>Supplies and Services</td>
<td>$475,793</td>
<td>$488,592</td>
<td>$445,294</td>
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<tr>
<td>Machinery and Equipment</td>
<td>$2,935</td>
<td>$1,125</td>
<td>$12,895</td>
</tr>
</tbody>
</table>

Expenditures by Category by Fiscal Year

The Health Department is supported by 5.58 full-time equivalent employees, which accounts for 60.83% of the department expense as seen below. Overall, the departments’ expenses are expected to decrease by (2.49)% in FY 2019 compared to FY 2018.
Overview
Community Health provides assessment, assurance and policy development, to address public health problems and issues in the community. The Health Services Department works with the Dubuque County Board of Health to carry out public health core functions and essential services necessary for an effective public health system. Although the primary responsibility of the Public Health Specialist, all Health Services Department staff contribute to community health activities.

Administration plans, budgets, coordinates and supervises the various activities of the Health Services Department and participates in public health assessment, assurance, and policy development for the community, often working with partner organizations. Its prime responsibility is to plan programs and develop policies based on the community health needs assessment and emerging health issues and emergencies as required, respond to health related complaints and requests in a professional manner.

**Health Administration/Community Health Funding Summary**

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
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<tr>
<td>Expenditures</td>
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<td>$261,993</td>
<td>$244,079</td>
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<td>Resources</td>
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<td>$9,769</td>
<td>$12,207</td>
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**Health Administration/Community Health Position Summary**

<table>
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</thead>
<tbody>
<tr>
<td>Public Health Specialist</td>
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<tr>
<td>Public Health Intern</td>
<td>0.14</td>
</tr>
<tr>
<td>Secretary</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total Full-Time Equivalent Employees</strong></td>
<td><strong>2.14</strong></td>
</tr>
</tbody>
</table>

**Highlights of the Past Year**

- EPA PM Advance Plan and activities for Air Quality PM 2.5 level reduction and continued with EPA Air Quality education grant with University of Iowa
- Updated Animal Control Ordinance
- Advisor for City Employee Wellness Committee
- Attended National League of Cities Green and Healthy Homes Workshop
PUBLIC HEALTH

Future Initiatives

▪ Further developed SOCRATA dashboard for Public Health data and outcomes
▪ Facilitate refinement of FOG program, policies, and procedures

Performance Measures

**Community Health- Activity Statement**
Maintain and enhance factors that contribute to the public health and welfare of the citizens of Dubuque.

**Goal: Financially Responsible, High Performance Organization**

**Outcome #1:** Provide, maintain, and educate on measures to prevent and control the spread of infections, communicable and environmental diseases and threats.

▪ Prepare for, respond to, and recover from public health emergencies and problems.
▪ Work cooperatively with community health partners to prevent and control the spread of infections, communicable and environmental diseases and conditions.
▪ Build and maintain collaborative relationships with community partners that support public health assessment, planning and program implementation.
  - Seasonal health and emerging disease information provided to local media upon request
  - Participated in the Integrated Pest Management Program (IPM) Task Force which included drafting an IPM plan for the City.
  - Planning for Iowa Mission of Mercy Clinic.

*Participating in preparedness training and drills ensure that in the event of a public health emergency all participating partners are familiar with their agencies role and implementation of the public health preparedness plan is tested.*

▪ Participate in the Dubuque County Health Care, Executive Committee Member

▪ County Public Health Preparedness exercise being scheduled/planned for 2017 in conjunction with Emergency Management. Planned and executed City Management Team Emergency Operations Center (EOC) exercise. Exercise also held with Airport, Public Health, and EMS.
PUBLIC HEALTH

Outcome #2: Assure accessibility and quality of primary care and population-based health services

Crescent Community Health Center celebrated its 10th anniversary October 2016. See link for video.

- 6,263 patients served; 58% of these patients from the 52001 ZIP code which includes all of the Washington and North End neighborhoods
- 824 were children
- 48% have incomes at or below 100% of the federal poverty level
- 33% had no insurance
- Dental Visits: 9,723 (up from 9,112 in FY15)
- Medical Visits: 9,097 (Up from 7,370 in FY14)

Outcome #3: Reduce the incidence of environmental health hazards in residential living environments

Did You Know?
The Public Health Specialist and Healthy Homes staff are providing local health and social agencies and providers with Healthy Homes program information and education.

- Partner with the Bee Branch Healthy Homes Program for implementation of the HUD Natural Disaster Resiliency grant.
- Assisted with presentation to Dubuque Board of Realtors

Hospital Emergency Department Asthma Visits

![Graph showing asthma visits from 2007 to 2015]
PUBLIC HEALTH

Outcome #4: Mobilize community partnerships to identify and investigate public health problems and emerging issues

- Bi-hospital infection control committee member
- Dubuque County Wellness Coalition, Co-Chair
- Air Quality Task Force
- GHHI Resource Group
- University of Iowa College of Public Health Board of Advisors
- Dubuque County Health Care Preparedness Coalition
- Dubuque Opioid Response Task Force

Health Services Department maintains agreements:
- IDIA- Food Inspections
- IDPH- Swimming pool, tanning, tattoo inspections
- IDPH/Dubuque County Board of Health- Childhood Lead Poisoning Prevention Program, Annual
- Dubuque Regional Humane Society- Annual
- Dubuque VNA- Childhood Lead Poisoning and Healthy Homes Services
- Crescent Community Health Center - Health Care Access

Did you know? The Dubuque County Health Preparedness Coalition meets regularly to assess and plan for public health emergencies. Recent accomplishments include: completion of IDPH Preparedness capabilities, review and update of the Preparedness Plan.

Environmental Health

Overview
Environmental Health promotes a safe and healthy environment by assuring sanitary conditions and practices in accordance with municipal public health and environmental ordinances, codes and regulations.

The Environmental Health Activity:
- Responds to resident weed, garbage, and nuisance complaints
- Inspects public swimming pools and spas
- Provides information on indoor air quality and other environmental issues
- Inspects tanning and tattoo facilities
- Assures food safety through inspection and licensing of food and food service establishments, temporary food stands and mobile food units.
PUBLIC HEALTH

**Highlights of the Past Year**

- Training and orientation of an additional Environmental Sanitarian which replaced Environmental Sanitarian who is now the Bee Branch Healthy Homes Coordinator.
- FDA modified the National Voluntary Retail Food Protection Standards. All Standards will need review, updating, and completion.

**Future Initiatives**

- Complete cycle of the FDA National Voluntary Retail Food Protection Standards
- Go fully digital on field inspections
- Education and training for new sanitarian
- Continue data collection of bedbug incidence and conduct enforcement for hotels along with targeted education and enforcement.

### Food Inspection/Environmental Health Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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</thead>
<tbody>
<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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</table>

### Food Inspection/Environmental Health Position Summary

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Environmental Sanitarian</td>
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</tr>
<tr>
<td>Total Full-Time Equivalent Employees</td>
<td>2.00</td>
</tr>
</tbody>
</table>
Goal: Environmental Integrity

Outcome #1: Assure safe and sanitary non-residential swimming pools and spas, tattoo and tanning facilities by providing a minimum of one inspection per year within Dubuque County under a contractual agreement with the Dubuque County Board of Health and the Iowa Department of Public Health (IDPH).

- Enforce environmental health rules and regulations.
  - All facilities inspected a minimum of once per year per IDPH contract:
    - Pools/Spas: 45
    - Tanning facilities: 10
    - Tattoo parlors: 27
  - Tanning operator certification exams administered: 8
  - Pool/Spas closed for “Unsanitary Conditions”: 0
  - 100% of tanning operators maintaining/meeting training requirements

Did You Know?
Public swimming pools and spas are inspected for both water quality and safety measures annually.

Outcome #2: All school lunch programs, licensed food service establishments, mobile unit/pushcarts, temporary food service establishment, retail food establishments, Hotels, motels and bed & breakfast inns are inspected and licensed through a contract with Iowa Department of Inspections & Appeals.

Ongoing, regular and follow-up inspections of food establishments protect the public from food borne illness and outbreaks.

- Food Inspections Conducted: 535
- Outstanding past due inspections: 141
- Complaint Inspections: 40
- Temporary food stand licenses issued: 135
- New establishment/change of ownership licenses issued: 45
PUBLIC HEALTH

A total of 403 food establishments are inspected on a risk-based system. Of these, 257 are inspected annually.

- Number of active Certified Food Protection Managers: 299
- Hotel Complaints: 8

Working with the Building Services Department, the Environmental Sanitarian requires all food facilities to meet Food Code requirements prior to issuance of alcohol and food licenses.

Did You Know?
In order to obtain a new food establishment or food service establishment license, a plan review packet must be submitted and approved.
- Facility must pass inspection
- Policies and procedures along with trained staff must be in place

Outcome #3: Alleviate overgrown weeds, improper garbage/refuse storage and disposal and other public nuisances through code enforcement

- Nuisance citations issued: 7
- Nuisance violations corrected by hired contractor: 52
- Nuisance complaints: 366

Outcome #4: Provide information, education, and assistance on environmental health risks and Healthy Homes principles.

The Health Services Department provides current information on new and recurring environmental health issues such as radon, bed bugs, mold, rodents, vermin, etc.

Did you know?
Environmental health staff maintains the most current information available on the Health Services Department website. Bedbug information is the most frequent request for environmental health topics.
PUBLIC HEALTH
Animal Control

Overview
Animal Control enforces the City Animal Ordinance which provides for licensing of all cats and dogs, the prohibition of dogs and cats running at-large within the city, inoculation of all dogs and cats against rabies, investigation of animal bites and assurance of proper rabies confinement, prohibition of harboring a vicious or potentially vicious animal or dangerous animal and prohibition of animals causing serious disturbance or nuisance.

<table>
<thead>
<tr>
<th>Animal Control Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
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<td>Resources</td>
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<td>$190,250</td>
<td>$194,879</td>
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<table>
<thead>
<tr>
<th>Animal Control Position Summary</th>
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<tbody>
<tr>
<td>Animal Control Officer</td>
<td>1.44</td>
</tr>
<tr>
<td>Total Full-Time Equivalent Employees</td>
<td>1.44</td>
</tr>
</tbody>
</table>

Highlights of the Past Year
• Implemented pets in parks enforcement procedure
• Updated pet license enforcement procedure and tactics
• Updated Animal Control ordinance

Future Initiatives
• Evaluate pets in parks enforcement procedure
• New Animal Control Officer education and training
• Review Humane Society Contract reporting and trends
Animal Control - Activity Statement
Protect the public health by abating and investigating animal nuisances, preventing the spread of rabies and providing information regarding animals to citizens.

Outcome #1: To respond to and abate the problems and nuisances of dogs and cats within the city limits by impounding stray dogs and cats, investigating complaints regarding barking dogs and animals roaming at large and other animal nuisances, and live-trapping dogs and cats.

Enforcement of the Animal Control Ordinance promotes responsible pet ownership and provides city residents with guidance for living with and among pets.

- Animal Control officers responded to 1,073 complaints
- Police Department responded to 525 complaints during times Animal Control Officers are not on duty
- 48 citations were issued for violations of the Animal Control ordinance.

Outcome #2: To control the spread of rabies among animals and between animals and humans

By assuring accurate and rapid investigation of animal bite incidents, assuring the rabies observation of animal bite incidents, assuring the rabies observation of biting dogs and cats by a licensed veterinarian, apprehending and ordering the laboratory diagnosis of biting, wild and non-domesticated animals for rabies, enforcing the rabies immunization and licensing of all dogs and cats within the city.

- 10,086 Pet Licenses Sold
- 1,532 Citations for Failure to License Pet

City of Dubuque Pet Licences

<table>
<thead>
<tr>
<th>Year</th>
<th>Licences Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>6,000</td>
</tr>
<tr>
<td>FY11</td>
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<tr>
<td>FY12</td>
<td>7,000</td>
</tr>
<tr>
<td>FY13</td>
<td>7,500</td>
</tr>
<tr>
<td>FY14</td>
<td>8,000</td>
</tr>
<tr>
<td>FY15</td>
<td>8,500</td>
</tr>
<tr>
<td>FY16</td>
<td>9,000</td>
</tr>
<tr>
<td>FY17</td>
<td>9,500</td>
</tr>
</tbody>
</table>
OUTCOME #3: Assess and evaluate animal bites, injuries and attacks for determining potentially vicious and vicious animal declarations.

The City Animal Control Ordinance addresses several aspects of responsible pet ownership such as rabies vaccination, licensure, leash laws, running at large, vicious and nuisance issues.

- 18 Animals (that have bitten) surrendered to Animal Control, which is down from 21 in FY16
- 138 Animal Bites
- 2 Vicious/Potentially Vicious Declarations

**Did You Know?**

- Per the Iowa Department of Public Health, there were 12 cases of animal rabies reported in Iowa in 2015-most commonly found in bats and skunks.
- Approximately 4.5 million dog bites occur each year in the US.

OUTCOME #4: To respond to the problems and nuisances of wild animals within the city by: providing citizens with possible abatement methods and consultants and suggesting ways to discourage animals from habitation; and attempting to capture of wild animals suspecting potential rabies exposure.

Wild animal trappers must be certified by the IDNR. A list of certified trappers is maintained by the Health Services Department. Currently 4 certified animal trappers do business in the city of Dubuque.

**Did you know?**

In the state of Iowa, rabies was diagnosed in 3 dogs and 1 cat in 2015.
HOUSING AND COMMUNITY DEVELOPMENT
The Housing and Community Development Department creates safe, healthy, affordable housing for all that promotes strong, sustainable, and inclusive communities.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
The Department coordinates public planning process to provide affordable housing, neighborhood and economic development. These plans assess the needs of the community and identify how federal, state, and local resources work together to make Dubuque a great place to live.

PEOPLE
The Department supports four boards and commissions providing avenues for citizens to impact policy and become involved in community development. Housing focuses on engaging with low and moderate income populations to inform, adapt, and evaluate programming offered through the

CHANGE

PARTNERSHIPS
Partnerships provide a holistic approach to meet housing and community development needs. Local partners develop housing, provide social and human services, and empower youth to take an active role in community development and neighborhood revitalization.
The Housing Department is supported by 23.82 full-time equivalent employees, which accounts for only 24.91% of the department expense as seen below. Overall, the departments' expenses are expected to increased by 5.83% in FY 2019 compared to FY 2018.

**Expenditures by Category by Fiscal Year**
Comprehensive Housing Activities for Neighborhood Growth and Enrichment, or C.H.A.N.G.E., is a strategic approach to providing housing, neighborhood, and community development activities that keep Dubuque a great place to call home. Housing & Community Development staff work closely with residents, non-profits, neighborhood groups, businesses, resident, and neighborhood partners to coordinate local, state, and federal resources to meet community needs. We strive to create a more viable community by providing decent housing and suitable living environments while expanding economic opportunities for residents in all neighborhoods.

The Department supports several boards and commissions working to advance the goals of the City of Dubuque. Through the boards and commissions, citizens can provide input on the policies that shape the City’s housing and community development strategies. The Community Development Advisory Commission ensures meaningful input from residents in the planning, implementation, and assessment of the City’s Community Development Block Grant funded programs. The Housing Code Appeals Board hears requests to grant extensions of time for compliance or variance from specified housing code provisions. The Housing Commission works to understand and meet the housing needs of the community and recommend specific actions to address the housing needs of low- and moderate-income residents. The Housing Trust Fund Advisory Committee recommends policy direction and oversight for the administration of the Housing Trust Fund. Active, informed, and educated board and commission members work with multiple other City departments to strengthen their understanding of the housing and community resources and needs.

Staff, board, and commission members participate in annual Fair Housing trainings, focused on equity and identifying and addressing barriers to fair housing in the community. By integrating an equity lens into the planning and use of resources, staff at Housing & Community Development continually evaluate strategies for outreach, access, and use of programs and services.

<table>
<thead>
<tr>
<th>Administration and Community Development Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administration and Community Development Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Housing/Community Development Director</td>
</tr>
<tr>
<td>Housing/Community Development Director CDBG</td>
</tr>
<tr>
<td>Housing/Community Development Director Sec 8</td>
</tr>
<tr>
<td>CDBG/HCV Supervisor</td>
</tr>
<tr>
<td>CDBG/HVC Supervisor- CDBG</td>
</tr>
<tr>
<td>Community Development Specialist Section 8</td>
</tr>
<tr>
<td>CDBG Specialist</td>
</tr>
<tr>
<td><strong>Total Full-Time Equivalent Employees</strong></td>
</tr>
</tbody>
</table>
HOUSING AND COMMUNITY DEVELOPMENT

Highlights of the Past Year

C.H.A.N.G.E. - Comprehensive Housing Activities for Neighborhood Growth & Enrichment

Housing Rehabilitation and HomeOwnership

Homeowner Rehabilitation Loan - 10 units ($370,021)
Provides 0% interest loans up to $25,000 for improvements such as all code violations, deteriorated lead-based paint, weatherization, general re-modeling, beautification, and access for persons with disabilities.

Home Repair Program - 8 units ($37,639)
Provides loans up to $5,000 for painting, siding, roofing, rebuild existing porch, concrete replacement, windows, tuck-pointing, soffit and fascia repair, gutters, waterproofing and drainage control, foundation repair, electrical repair, window wells, exterior stair repair or replacement. Interior repairs are limited to emergency repairs, health and safety improvements, accessibility or ADA upgrades, and insulation and efficiency improvements.

OATH Program - OFFICER AT HOME INCENTIVE PROGRAM - 2 units ($55,000)
This program is created to improve security and safety in communities throughout the City by offering. This program makes homeownership more affordable for officers.

First Time Homebuyer - 22 units ($152,000)
Provides $5,000 loan to help purchase your first home. Households under 30% area median incomes could be eligible to receive $25,000. The properties available for assistance are any property within the city limits but outside of the Washington Neighborhood.

Accessibility Rehabilitation Program - 3 units ($34,760)
Provides forgivable loans to property owners and homeowners to provide physical accessibility in housing units.

Washington Neighborhood Homebuyer Program - 21 units ($445,000)
Provides loan assistance for down payment assistance on home purchases in the Washington neighborhood. Loans range from $10,000 - $25,000, based on household income.

Washington Neighborhood Homeowner Rehabilitation Program - 1 unit ($15,000)
Provides 0% interest loans up to $25,000 for improvements such as all code violations, deteriorated lead-based paint, weatherization, general re-modeling, beautification, and access for persons with disabilities.

HOUSING REHABILITATION TOTALS - 66 UNITS = $1,109,150

MARGINAL PROPERTIES - CHI - 10 units ($250,000)
The purchasing of marginal properties for the purpose of rehab and resale with a focus on converting properties from multi-family to single-family properties.
Housing and Community Development

Lead and Healthy Homes Program - 58 units completed, ($1,577,740)
Dubuque’s Lead and Healthy Homes Program has received federal Housing & Urban Development (HUD) funding of $3.2 million to assist 129 income eligible owner occupied and rental residential property owners to remove lead-based paint hazards in homes with children under the age of 6 residing or visiting.

The Bee Branch Healthy Homes Resiliency Program - 2 units completed, 10 units contracted = 12 units ($212,921)
The Bee Branch Healthy Homes Resiliency Program includes $8.4 million to assist 320 income eligible owner-occupied homes, single-unit rentals, and small, multi-family residential units make repairs and implement on-site storm water management principles to decrease environmental health and safety issues from flooding.

From January 1, 2016 - October 31, 2017, 175 total units have been addressed with funds totaling $2,829,215

Originally projected was $19 million and 739 units from 2016-2021

Dubuque Source of Income Committee Report and Actions
The direction provided by the City Council was to continue work on expanding option #4 and option #6:

Option #4. Adopt and implement a mix of educational/outreach programs to increase participation in Housing Choice Voucher program.

Option #6. Adopt and implement a mix of financial incentives/policies for creation of Housing Choice Voucher units throughout community.

Final Recommendations
The Source of Income Committee is recommending a collective impact approach to implementing the City Council’s direction to continue to work on expanding option #4 and option #6 through a re-branding and redesign of the Housing Choice Voucher program.

There are a variety of programs that exist within different public, private and non-profit agencies that are not collectively orchestrated to address low-income renter issues around the city like they could. It is also clear that the topic of Housing Choice Vouchers and greater issues related to affordable, quality low income rental units is complex and a collective impact model is needed.

Collective impact initiatives involve a backbone organization, in this case the City, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

The collective impact model for Re-branding the Housing Choice Voucher program will be led by the City’s Housing & Community Development Department as the backbone organization. The Department will utilize the Commissions and other advisory groups that play an important role in the governance of Department programs. Members are community volunteers whose contributions help maintain and improve the quality of life for Dubuque residents.
HOUSING AND COMMUNITY DEVELOPMENT

**Housing Commission**: Carries out analysis of housing needs and meeting such needs and making results of such studies available to the public; recommends proposed projects in area of low/moderate income housing; and monitors the City's housing programs.

**Community Development Advisory Commission**: Identifies community development needs, particularly the needs of persons of low/moderate income through monitoring and evaluating program activities funded by the Community Development Block Grant.

** Resident Advisory Board**: Provides the City and the Assisted Housing Participants with a forum to provide input about the policies and procedures for the Assisted Housing Program.

The Source of Income Committee has served an important research and dialogue role for the past two years. There will be an implementation strategy presented to City Council in January 2018

**Future Initiatives**

- Support Inclusive Dubuque Action Plan
- Continue to coordinate with Source of Income Work Group
- Purchase of Services Grant: Furthering Equity through Partnerships
- Voluntary Compliance Agreement
  - Increase efforts to Affirmatively Further Fair Housing
- C.H.A.N.G.E.
  - Continue acquisition of vacant and abandoned properties
  - Increase homeownership opportunities

**Performance Measures**

**Administration and Community Development - Activity Statement**

Ensure policies and plans are in place to support the housing and community development needs of the community.

**Goal: Partnership for a Better Dubuque**

**Outcome #1**: Coordinate Purchase of Services Grant providing support for organizations meeting the human service and community development needs as identified in the City Council Goals and Priorities.

**Key Performance Indicator**: Partnerships promoting equitable service delivery in Fiscal Year 2017: 9

The Community Development Advisory Commission receives, scores, and makes funding recommendations for community partners through the Purchase of Service Grant application program. These grants provide funding for human service programs that further the City’s goals, objectives, and priorities.
### Outcome #2: Administer housing programs in compliance with the Voluntary Compliance Agreement (VCA).

The Department must amend, maintain, and administer the Housing Choice Voucher Program and Community Development Block Grant program, and with all applicable plans, in compliance with HUD’s reporting standards. The City has maintained compliance and is entering the fourth year of the seven-year VCA agreement.

The City of Dubuque needs a variety of safe, healthy, and affordable housing options. The City inspects rental housing regularly for quality and safety, but by far the biggest housing problem most households in Dubuque experience is affordability. The Housing Choice Voucher program is the main way the City of Dubuque provides affordable housing. The City tracks several housing problems, including: incomplete plumbing or kitchen facilities, cost burden (paying over 30% of household income for housing), and overcrowding.

### Key Performance Indicator: Households experiencing no housing problems as reported by the U.S. Department of Housing and Urban Development from custom tabulations of the American Community Survey.

<table>
<thead>
<tr>
<th>Partnerships</th>
<th>Purchase of Service Grant Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Mark Youth Enrichment: Before &amp; After School Program Staffing &amp; Professional Development Opportunities</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Hillcrest Family Services: Diversity Committee</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>St. John’s Lutheran Church</td>
<td>$10,728.00</td>
</tr>
<tr>
<td>Opening Doors: Cottage Industry Startup</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Dubuque Dream Center</td>
<td>$10,728.00</td>
</tr>
<tr>
<td>Lutheran Services in Iowa: Community Wraparound</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>Riverview Center: Sexual Assault Therapy Services</td>
<td>$6,250.00</td>
</tr>
<tr>
<td>Cedar Valley Friends of the Family: Northeast Iowa Shelter Services</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>My GEAR Outreach</td>
<td>$2,500.00</td>
</tr>
<tr>
<td><strong>Total Awards in Fiscal Year 2017:</strong></td>
<td><strong>$92,706.00</strong></td>
</tr>
</tbody>
</table>
OUTCOME #3: Safe, healthy, and affordable housing options throughout Dubuque.

The City of Dubuque is committed to making housing choice a reality for all citizens. The City conducts an Analysis of Impediments (AI) to identify and take appropriate action to correct barriers to fair housing. The community needs identified in the AI, Consolidated Plan, Annual Plan, and ancillary documents guide the City’s efforts and resources to promote housing opportunities throughout the community. The Department will continue to support the efforts of the source of income work group.

The Analysis of Impediments was updated in 2015 and identifies barriers to fair housing in Dubuque and steps taken to address those barriers. The City will begin the next Assessment of Fair Housing in January, 2018. To help provide additional affordable units throughout the community, the City of Dubuque is supporting the development of quality, affordable, well-managed housing in areas of opportunity throughout the City. Housing & Community Development staff work with Economic Development, Planning Services, and Neighborhood Development staff to ensure proposed housing projects involve neighborhood participation, meet identified needs, and increase quality of life for residents. The successful 2015 application to fund Applewood IV provided 54 units of quality, affordable housing. The City recognizes there is a need for affordable housing throughout the City and encourages development of affordable units in areas of opportunity. An area of opportunity is a block group with less than 37.7% benchmark level for poverty concentration, allowing more housing choice throughout the community.

**Key Performance Indicator:** Number of City-supported affordable rental housing developed in areas of opportunity.

### City-Supported Mixed-Income & Senior Housing Developments

<table>
<thead>
<tr>
<th>Application Year</th>
<th>Housing Development</th>
<th>Affordable Units</th>
<th>Market Rate Units</th>
<th>Area of Opportunity</th>
<th>Project Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>Central Avenue Historic Residents</td>
<td>24</td>
<td>3</td>
<td>Yes</td>
<td>Applied for 2018 Tax Credit Awards</td>
</tr>
<tr>
<td>2016</td>
<td>University Lofts</td>
<td>43</td>
<td>5</td>
<td>Yes</td>
<td>Developer Declined Award</td>
</tr>
<tr>
<td>2016</td>
<td>Marquette Hall</td>
<td>25</td>
<td>3</td>
<td>Yes</td>
<td>Awarded 2017 Tax Credits</td>
</tr>
<tr>
<td>2016</td>
<td>Fifteenth Street Apartments</td>
<td>32</td>
<td>4</td>
<td>Yes</td>
<td>Awarded 2017 Tax Credits</td>
</tr>
<tr>
<td>2015</td>
<td>Applewood IV - Senior Housing</td>
<td>54</td>
<td>6</td>
<td>Yes</td>
<td>Completed October 2017</td>
</tr>
</tbody>
</table>
HOUSING AND COMMUNITY DEVELOPMENT

Neighborhood Revitalization

Overview
Neighborhood Revitalization assists homeowners and rental property owners in rehabbing their properties to facilitate compliance with City housing code regulations, rehabilitation standards, weatherization, beautification, accessibility and lead based paint removal. Staff uses federal, state and local funds for rehabilitation of housing to revitalize neighborhoods and create affordable housing for new and existing homeowners and rental property owners. Staff facilitates projects ranging from minor home improvements to large-scale housing rehabilitation to preserve the historic character of the neighborhood and assist new homebuyers in acquiring homes and existing homeowners. Staff also facilitates deconstruction when rehabilitation is not feasible. The Neighborhood Revitalization Programs increases community and owner pride, fosters relationships between residents and increases taxable value of their properties through renovations.

Neighborhood Revitalization: Programs and Services offered include:
• Local Housing Trust Fund Committee; strategic initiative
• Homebuyer Programs
• Rehabilitation Programs
• Washington Neighborhood Incentives Program
• C.H.A.N.G.E. Initiative
• HOME Workshop

<table>
<thead>
<tr>
<th>Neighborhood Revitalization Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$411,869</td>
<td>$450,121</td>
<td>$365,880</td>
</tr>
<tr>
<td>Resources</td>
<td>$411,240</td>
<td>$450,121</td>
<td>$365,424</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Neighborhood Revitalization Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehabilitation Supervisor</td>
<td>1.00</td>
</tr>
<tr>
<td>CDBG Specialist</td>
<td>0.50</td>
</tr>
<tr>
<td>Inspector</td>
<td>1.00</td>
</tr>
<tr>
<td>Secretary</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total Full-Time Equivalent Employee’s</strong></td>
<td><strong>3.50</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year
• Revised Programs to increase participation for low/moderate income households
• Increased marketing by Rehabilitation Supervisor becoming Circles Initiatives Homeownership Advocate
• Increased homeownership throughout the City by 26 households
• Closed out Neighborhood Stabilization Program (NSP), completing a total of 12 projects.
• Increased opportunities for <30% median income households to purchase properties anywhere in the City of Dubuque by 5 households.
HOUSING AND COMMUNITY DEVELOPMENT

Future Initiatives

• Increase awareness and attendance at “HOME Workshops” to further participant’s knowledge of homeownership
• Increasing homeownership to help stabilize and promote safe neighborhoods
• Facilitate preservation, conservation and rehabilitation of historic properties
• Maintain revolving loan portfolio of approximately $5.5M and 521 loans
• Continue rehabilitation efforts to increase tax base
• Continue to minimize slum and blight properties through the C.H.A.N.G.E. Initiative (Comprehensive Housing Activities for Neighborhood Growth Enrichment)

Performance Measures

<table>
<thead>
<tr>
<th>Neighborhood Revitalization - Activity Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide opportunity for decent safe housing for low-moderate income families and rental properties by administering programs of financial and technical assistance to rehabilitate their properties and become homebuyers.</td>
</tr>
</tbody>
</table>

Goal: Robust Local Economy

Outcome #1: Increase homeownership opportunities by encouraging citizen participation through education, financial counseling, outreach and incentive programs.

<table>
<thead>
<tr>
<th>Increase Homeownership</th>
<th>FY16 Actual</th>
<th>FY17 Actual</th>
<th>FY18 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington Neighborhood Homebuyers</td>
<td>6</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>First Time Homebuyer Program</td>
<td>11</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>WN rental units converted to homeowners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Washington Neighborhood</td>
<td>FY16 Actual 5</td>
<td>FY17 Actual 4</td>
<td>FY18 Projected 6</td>
</tr>
</tbody>
</table>

Homeownership takes a huge role in sustaining neighborhoods. Homeowners take pride and engage with their neighbors. Children feel a sense of security, stability and can improve health and school outcomes.

“Homeownership is having pride to have someone come to your house” – Homebuyer

“Homeownership means independence. It is a sign that says you are a responsible adult.” Homebuyer
HOUSING AND COMMUNITY DEVELOPMENT

Outcome #2: Improved properties through financial assistance to revitalize neighborhoods.

Increase outreach and marketing efforts to promote neighborhood revitalization.

Outreach is very important in order to reach the appropriate people who need the assistance and also to tell our story of the great many things we do in the City of Dubuque.

Staff supports the HOME Workshop, Neighborhood Association Meetings presentations; participates in Washington Neighborhood activities, National Night Out, Lender Workshops and City Life, etc.

Agency Partners:
- Operation New View
- Area Lenders
- Dubuque Board of Realtors
- Four Mounds/HEART Program
- Habitat for Humanity
- Greater Dubuque Development Corporation (GDDC)
- Community Foundation of Greater Dubuque

The HOME Workshop consists of four classes:
- City Programs and Useful Tips
- The Keys To Your Home - Spending Plans and Credit
- Basic Banking/Mortgage Process/Insurance - How Important is it?
- Energy Efficiency/Home Maintenance

<table>
<thead>
<tr>
<th>HOME Workshop</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>FY18 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Participants to-date</td>
<td>63</td>
<td>44</td>
<td>50</td>
</tr>
<tr>
<td>Became 1&lt;sup&gt;st&lt;/sup&gt; Time Homebuyers</td>
<td>22</td>
<td>21</td>
<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outreach</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>FY18 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Association Presentations</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Other outreach activities</td>
<td>17</td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>

“I learned so much that I didn’t know, information from various sources were presented in one locations and I had the ability to ask questions.” - Homebuyer, regarding HOME Workshop
Overview
Safe, healthy, and resilient housing coordinates housing code enforcement and housing grant program efforts to ensure the City’s residents have safe and healthy affordable housing options. Homes made safe from environmental hazards lead to improved physical and mental health of occupants. The City has adopted the International Property Maintenance Code to provide a clear and consistent standard for code enforcement so that all residents can experience safe, healthy and resilient housing opportunities.

A safe, healthy and resilient home results in a decreased economic burden because of reduced school and work absenteeism and decreased health care costs. In addition, pride of ownership is fostered through housing programs as property owners and occupants are educated on proper maintenance and assisted with property improvement. These comprehensive interventions not only stabilize individual homes but also strengthen neighborhoods by allowing residents to remain in properties that continue to be affordable while becoming more safe, healthy, and sustainable.

Rental licensing, inspections & code enforcement provides services to rental property residents, property owners and the public including licensing and regular inspection of rental properties as mandated by Iowa Code. In addition, inspection staff responds to citizen complaints for exterior environmental concerns including grass, trash and snow/ice and to housing code complaints in owner occupied and rental units. Successful inspection procedures gain compliance with the locally adopted property maintenance code through a variety of methods. Staff coordinates enforcement and rehabilitation resources with other City Departments on nuisance, vacant, abandoned and unsafe properties.

The Lead and Healthy Home Program provides financial assistance to low-and moderate-income homeowners and rental property owners to reduce or eliminate lead-based paint hazards in their properties. In addition, financial assistance is available to assist with remediating health and safety deficiencies within a home. The program is targeted to assist families with children under the age of 6. The Program performs comprehensive lead inspections and property assessments that utilize the 7 basic Principles found within the International Property Maintenance Code. These principles are:

- Keep it Dry
- Keep It Safe
- Keep it Maintained
- Keep It Clean
- Keep it Pest Free
- Keep it Well Ventilated
- Keep It Containment Free

In 2015 the City was awarded new Lead and Healthy Homes grant funding totaling $3.2 million to complete lead hazard remediation in 129 homes in the next three years. The lead hazard assistance awarded each unit was on average $14,200 plus each unit received an average of $2,500 for health and safety remediation. The current grant Program is scheduled to reach completion on November 15, 2018. All units will be completed and HUD funds expended and receipted.
HOUSING AND COMMUNITY DEVELOPMENT

The Bee Branch Healthy Homes Resiliency Program (BBHH) helps Dubuque residents meet unmet structural needs and empower individuals to be part of the creation of more resilient housing through onsite storm water management principles and sustainable, healthy homes behaviors. The program captures a integrated approach with property owners via programming that assesses their residence (rental or owner occupied) and their family structure for opportunities to create a more resilient home and family. The program is fully funded with U.S. Department of Housing and Urban Development, Community Development Block Grant National Disaster Resiliency (CDBG-NDR) grant funds. The grant is part of a $96,000,000 State of Iowa award based on the Iowa Watershed Approach (IWA) that accomplishes six specific goals: 1) reduce flood risk; 2) improve water quality; 3) increase resilience; 4) engage stakeholders thorough collaboration and outreach/education; 5) improve quality of life and health, especially for vulnerable populations; and 6) develop a program that is scalable and replicable throughout the Midwest and the United States. Dubuque’s award also includes significant storm sewer improvements in the same watershed that these home repairs will be completed, creating larger collective impact.

Eligible repairs and improvements for the structure may include: Furnace and water heater upgrades, concrete flat work, soil grading, gutters and downspouts, tuck pointing, foundation repairs, point source mold remediation, sump pump and drainage systems amongst others. Home advocates help the program assess the family’s personal circumstances and any opportunities to improve their situation through agency referrals related to healthcare, skillset improvement for underemployed individuals, educational needs, utility assistance, childcare resources and other avenues for personal development.

Services include:
- 5 year forgivable loans for cost of repairs
- Home advocacy services and follow up
- Whole home structural inspection and assessment services
- Lead hazard reduction activities where warranted

<table>
<thead>
<tr>
<th>Safe and Healthy Housing Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safe and Healthy Housing Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Rental Inspect/License Supervisor</td>
</tr>
<tr>
<td>General Housing Specialist</td>
</tr>
<tr>
<td>Inspector - General Fund</td>
</tr>
<tr>
<td>Inspector - CDBG</td>
</tr>
<tr>
<td>Inspector - Seasonal General Fund</td>
</tr>
<tr>
<td>Inspector - Seasonal CDBG</td>
</tr>
<tr>
<td>HUD Resiliency Grant Coordinator</td>
</tr>
<tr>
<td>Permit Clerk</td>
</tr>
<tr>
<td>Lead Paint Supervisor</td>
</tr>
<tr>
<td>Lead Paint Assistant</td>
</tr>
<tr>
<td>Lead Paint Inspector</td>
</tr>
</tbody>
</table>

**Total Full-Time Equivalent Employee**s **8.02**
HOUSING AND COMMUNITY DEVELOPMENT

Highlights of the Past Year

Rental Licensing, Inspections & Code Enforcement Summary

- Increased active rental licenses to 3540 rental licenses
  - 11,247 Rental units licensed (includes dwelling & rooming units).
- 3,476 Inspections recorded (includes re-inspections)
- 1,227 Citizen Service Center requests received and responded to
- 53 Municipal infractions issued for various code violations including non-licensed rental properties and/or property maintenance code violations when all other enforcement efforts had failed
- Continued acquisition abandoned properties using state law to petition for title (8 properties in total have been awarded to the City)
  - 4 have been deconstructed and converted to green space
  - 1 structure was completely renovated/reconstructed
  - 3 are under review for financial viability and project planning
  - 14 pending petitions
- Increased Lead and BBHH program referrals and improved coordination to ensure that all properties that participate in housing programs are fully code compliant upon completion.
- Training provided to first responders, ensuring all staff can recognize serious code violations and make proper referrals to the appropriate agency for follow up.

Lead and Healthy Homes Program “Let’s Attack Lead Poisoning”

- Lead and Healthy Homes Program on pace to reach or exceed all HUD benchmarks and expense targets. Cumulative results:
  - 118 Lead Inspections completed through FY 2017
  - 118 Healthy Homes Inspections completed through FY2017
  - 58 Homes made lead safe
- Collaboration with Visiting Nurses Association (VNA) and participants to provide case management services, environmental inspections, education, and remediation in units housing lead poisoned children
- Education and promotion of eradication and prevention of lead poisoning occurrences in children under the age of six
- Alliance with Housing Choice Voucher Program to promote and proactively provide lead safe units
- Lead Inspector received International Code Council Certification as Property Maintenance Inspector
- Resurgence of Green and Healthy Homes Initiative (GHHI) concepts and collaboration to become a hub to centralize referrals, braid funding sources, and provide community resources

Bee Branch Healthy Homes Resiliency Program

- Fully executed $8.4 million contract with Iowa Economic Development Authority (IEDA)
- Obtained $400,000 match from the Lead and Healthy Homes Program to do 25 Resiliency Units
- Fully executed sub contracts for home advocacy with the Visiting Nurse Association (VNA) and technical services with East Central Intergovernmental Association (ECIA)
HOUSING AND COMMUNITY DEVELOPMENT

- Hired Resiliency Coordinator and Grant Administrator to coordinate programming and collaborate with private and public community partners
- Collaboration activities ongoing with the University of Iowa Flood Center and Center for Evaluation and Assessment of program activity and impact
- Procurement process integrated with State and Local policies and approved by funder
- (38) unit applications approved and inspected, and advocacy services provided

Future Initiatives

Rental Licensing, Inspections & Code Enforcement Summary
- Create priority based inspection schedule where each of the 11,386 residential rental units will be routinely inspected and the time between inspections will be determined based on the specific needs of each property as determined through meaningful data.
- Coordinate enforcement efforts with all CHANGE program initiatives to restore marginal properties and stabilize challenged neighborhoods by preventing further deterioration or blight.
- Maintain safe, healthy neighborhoods citywide for affordable housing options
- Continue to increase accountability of problem property owners and tenants, while minimizing costs and obstacles experienced by high quality rental properties to ensure continued success.

Lead and Healthy Homes Program
- Make application to Housing and Urban Development Department for refunding of Lead and Healthy Homes Program
- Continued GHHI collaboration
- Contribute to additional lead safe affordable housing options
- Additional staff to receive International Code Council Certification

Bee Branch Healthy Homes Resiliency Program
- (20) additional units expected to be awarded by 2017 calendar year end, and an additional (45) awarded by end of FY 18.
- (75) additional units expected to be awarded and completed FY 19.
- Through October 2017 additional (21) approved applications, (3) structural projects completed, with an additional (7) contracts awarded.
- (75) family assessments will be completed for the purpose of understanding social resiliency and assisting families in navigating community resources in FY 19.
- Increase awareness of the program and continue to approve applications
- Support local economy and trade contractors through continued public competitive project bidding process
- Grow community resource group for participant growth
- Compile collective impact data and create online story map presence
- Build structure for replicable model for other communities
Safe & Healthy Housing - Activity Statement
Safe & Healthy Housing provides residential property inspections, a report of conditions, resources to correct deficiencies, and ultimately a safe and healthy home that improves quality of life.

Goal: Sustainable Environment

Outcome 1: Improve environmental health
Reduce the number of lead poisoned children, work and school absenteeism, hospital and emergency visits, and occurrence of medical problems by performing inspections that identify and correct safety and health hazards within a residential unit.

- Lead Inspection/Risk Assessment
- Healthy Home Inspection

**DID YOU KNOW**

86% of homes inspected showed damp and mold growth
76% have electrical hazards
70% have lead hazards

### HEALTH IMPACT – Reduced Lead Poisoning in Children
*National Average 1.6%

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Target Area</td>
<td>12.8%</td>
<td>8.6%</td>
<td>4.5%</td>
<td></td>
</tr>
<tr>
<td>City Wide</td>
<td>10.8%</td>
<td>6.8%</td>
<td>2.8%</td>
<td>1.5%*</td>
</tr>
</tbody>
</table>

*The Centers for Disease Control and Prevention now recognizes a reference level of greater than 5 ug/dl to identify children with higher than average blood lead levels. The 2007 Iowa Department of Public Health shows 78.1% of children under the age of 6 with a confirmed EBL > 5 ug/dl. This lower value will allow children with lead exposure to receive earlier action to reduce detrimental effects.

Outcome 2: Facilitate sustainable, safe, healthy, resilient, efficient and affordable housing and neighborhoods.
Each property visit or point of contact is an opportunity to engage residents and property owners who share in the responsibility and are accountable for maintaining and improving the residential housing stock.
HOUSING AND COMMUNITY DEVELOPMENT

Housing Inspections: 3476 inspections recorded (Including re-inspections)
- Exterior Property Code Enforcement
- Complaint and Referrals Inspections
Citizen support center requests leading to complaint inspections
- 346 Grass/weed complaint inspections
- 535 Garbage complaint inspections
- 346 Other requests responded to by Housing Inspection staff

TOTAL RENTAL LICENSING INSPECTIONS = 2358 (includes re-inspections)
- Initial Inspections: Performed on regular rotation (NOTE: 11,328 units to inspect)
- Re-inspections: Follow up on all listed inspection types
- Complaints: Housing code complaint Inspections
- Exterior: Exterior structure inspection for housing code violations

TOTAL NUMBER OF GENERAL HOUSING INSPECTIONS = 2358
- Section 8 Initial: Initial inspection performed before occupancy and/or assistance is provided
- Section 8 Biennial: Regularly scheduled inspection of assisted housing unit performed at least once every 2 years following an initial inspection.
- Shelter Plus Care: Initial inspection performed before occupancy and/or assistance is provided (Program provides emergency placement)
- Tenant Based Rental Assistance
HOUSING AND COMMUNITY DEVELOPMENT
TOTAL NUMBER OF ASSISTED HOUSING INSPECTIONS = 1118

Outcome 3: Increase Number of Resilient Households
Increase the number of families assisted through the program by processing applications, inspecting/assessing the family situation, and provide education for maintaining a stable living environment.

- Assess Family and provide resources, track results
- Inspect the property and assist in process to make meaningful repairs creating a healthier living environment

<table>
<thead>
<tr>
<th>Increase Resilient Households</th>
<th>FY17 Actual</th>
<th>FY18 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td># Applications Approved</td>
<td>38</td>
<td>70</td>
</tr>
<tr>
<td># Unit Repairs Completed</td>
<td>0</td>
<td>75</td>
</tr>
<tr>
<td># Advocacy Assessments</td>
<td>27</td>
<td>60</td>
</tr>
</tbody>
</table>

Outcome 4: Support Small Business Growth
Capture economic impact of the program in the community by tracking number of businesses completing work for the program and number of employees benefitting from the program.

- Work with partners to support Targeted Small Business
- Develop multi-faceted ways for small businesses to work with the program

<table>
<thead>
<tr>
<th>Support Small Business</th>
<th>FY17 Actual</th>
<th>FY18 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td># Contracts Awarded</td>
<td>0</td>
<td>75</td>
</tr>
<tr>
<td># People employed by Contracts Awarded</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>Total $$ Awarded in Contracts Rental Unit (25)</td>
<td>$0</td>
<td>$345,475</td>
</tr>
<tr>
<td>Total $$ Awarded Single Family Unit (50)</td>
<td>$0</td>
<td>$1,247,500</td>
</tr>
</tbody>
</table>

Sustainable Living
Overview
Sustainable Living Programs improve the lives of people living in poverty by building community partnerships and creating a community where all have the opportunity to contribute and succeed. Housing stability is provided from US Department of Housing and Urban Development (HUD) funding for rental assistance

<table>
<thead>
<tr>
<th>Sustainable Living Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$6,213,702</td>
<td>$5,547,297</td>
<td>$6,203,310</td>
</tr>
<tr>
<td>Resources</td>
<td>$5,856,569</td>
<td>$5,461,274</td>
<td>$5,984,257</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainable Living Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary</td>
<td>1.00</td>
</tr>
<tr>
<td>Assisted Housing Specialist</td>
<td>4.00</td>
</tr>
<tr>
<td>Assisted Housing Supervisor</td>
<td>1.00</td>
</tr>
<tr>
<td>Assisted Housing Coordinator</td>
<td>1.00</td>
</tr>
<tr>
<td>Inspector I</td>
<td>0.80</td>
</tr>
<tr>
<td>Total Full-Time Equivalent Employee's</td>
<td>7.80</td>
</tr>
</tbody>
</table>
HOUSING AND COMMUNITY DEVELOPMENT

Housing Choice Voucher (HCV) Program
The Housing Choice Voucher Program is a federal program for assisting very low income families, the elderly and the disabled to afford decent, safe, and sanitary housing in the private market. In FY 2017, $4.9 million was paid directly to property owners in the City of Dubuque in the form of housing assistance payments. Participants of the HCV Program paid at least $2.1 million for utilities and tenant share of the property rents.

Housing Choice Voucher Homeownership
The HCV Program permits eligible participants the option of purchasing a home with their voucher assistance rather than renting. The assistance may be provided for 15 years if the initial mortgage has a term of 20 years or longer. In 2015, the Housing & Community Development department committed to helping more voucher holders achieve homeownership. The Voucher program, First Time Homebuyer program, and Circles Initiative came together.

2015: Circles and Rehab Partner to reach first-time homebuyers
HOUSING AND COMMUNITY DEVELOPMENT

The Family Self-Sufficiency (FSS) program staff develops local strategies to help voucher families obtain employment that leads to self-sufficiency. The program enables HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. The FSS program also provides access to child care, transportation, education, job development, and household skills training, affirmatively furthering fair housing, financial and homeownership options. An interest-bearing account on behalf of the FSS family is established and when a family’s rent increases as a result of increased earned income, a deposit is made into the family’s account. Once the family fulfills all of its FSS obligations under the contract including the obligation to be welfare-free for 12 consecutive months, the family earns the escrow account established on their behalf.

Project Based Assisted Housing Programs
City of Dubuque Public Housing Agency contracts with Rose of Dubuque, L.P. to provide rental assistance for low-income seniors and disabled persons who need to reside at an assisted-living facility. Seventeen units in the 70-unit assisted-living facility are designated as Project Based Vouchers.

The Moderate Rehabilitation Program provides rental assistance for individuals/families residing in 14 units under contract with private property owners.

Continuum of Care Homeless Assistance (aka Shelter Plus Care)
The Phoenix Housing Project has been in operation in Dubuque since 2007. The project’s goal is to provide permanent, supportive housing to homeless individuals/families with disabilities. Included in the priorities of the City of Dubuque Consolidated Plan is to increase the housing options and related services for disabled persons and homeless individuals/families. Agreements in place clarify duties of participants, private housing providers, City of Dubuque Public Housing Authority, East Central Development Corporation (Sponsor Agency), and referring agencies. East Central Development Corporation is the primary contact with the client.

Highlights of the Past Year
Housing Choice Voucher
We are committed to providing excellent service to program participants, property providers, and to the community.

- Four participants purchased homes. A total of 32 participants of either FSS and/or HCV have purchased a home through the various programs offered since FY 2002. Prior to 2002, six households purchased homes.
- Compliance with the HUD Voluntary Compliance Agreement based on bi-annual reporting which is addressing the disproportionate housing needs in the community.
- Implemented online application for Housing Choice Voucher program, Project Based Voucher program and Moderate Rehabilitation program.
- Achieved designation as a high performing Public Housing Agency by providing efficient use of Housing & Urban Development resources to maximize the impact of housing choice vouchers based on measurement in 14 key areas.
  ◦ Selection of applicants from the waiting list
  ◦ Reasonable rent
  ◦ Payment Standards
  ◦ Verification of family income
  ◦ Annual Reexaminations
Family Self-Sufficiency (FSS)

In FY 2017, 125 households participated in the FSS program. As of June 30, 2017, the average annual earned income at the start of FSS was $9,327 and the average earned annual income at FSS graduation is $25,881 (increase of 177%). Two of these FSS graduates became homeowners in FY 2017.

- Seven people graduated from FSS in FY 2017, bringing our graduate total to 109.
- Those FSS Graduates earned a total of $34,037 in escrow. The highest escrow earning payment was $20,792.14.
- As of June 30, 3017, Fifty percent (50%) of the households have an established escrow account totaling $176,749.55.

Continuum of Care Homeless Assistance

In FY 2017, $71,118 was provided to community property owners for rental assistance; however, HUD also requires a 25% match of either cash or in-kind contributions. With our partners within the Dubuque Community, the in-kind match of services provided to participants well exceeded the basic match requirement and totaled $103.663 or 138% of the total grant dollars. A total of 15 households consisting of 16 adults and 8 children were assisted.

Community Partners include:

<table>
<thead>
<tr>
<th>Crescent Community Health Center</th>
<th>Hillcrest Family Services</th>
<th>Hillcrest Mental Health</th>
<th>Iowa Workforce</th>
</tr>
</thead>
</table>

*Figure: Bar chart showing the number of graduates, escrow earners, and the highest escrow paid over the years.*
HOUSING AND COMMUNITY DEVELOPMENT

East Central Development Corporation (ECDC) provides case management to the clients. They follow the Housing First Model which is an approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness. ECDC use a client centered approach when working on goals and supports, which means the client takes an active role in knocking down their barriers.

Performance Measures

Sustainable Living - Activity Statement
To provide decent, safe, and affordable housing to low income families by administering housing assistance programs and support to increase economic security and self-sufficiency. The objective is to improve the lives of people living in poverty in order to help make a sustainable community with opportunities for all by engaging people across class barriers.

Goal: Great Place to Live

Outcome #1: Ensure implementation of programs that are accessible and free from discrimination.
- Maintain designation as a high performing Public Housing Agency
- Outreach to increase:
  - Home ownership opportunities for very low income and minority households.
  - Information and understanding of the assisted housing program for non-English speaking households.

Outcome #2: Improve the lives of people living in poverty by increasing participation in self-sufficiency programs.
Encourage self-sufficiency of low income families and assist in the expansion of opportunities which address educational, socio-economic, and other community services and needs.
- Assist families to achieve increases in income by maintaining a minimum FSS Program of 125 participants.
- Increase marketing and outreach efforts to ensure affirmative marketing strategies.
- Identify the segments of the eligible population which are least likely to apply for housing by communicating with sources to develop positive relationships and diversify the housing community.
- Increase participation of minority households in homeownership programs

Outcome #3: Promote freedom of housing choice while integrating lower income and minority persons into the community
The HCV program is the largest federal program for assisting very low-income families, the elderly and the disabled to obtain affordable, decent, safe and sanitary housing in the private market in housing of their own choice.
- Encourage participants to locate units outside areas of high poverty
- Maintain exception rent areas
- Provide an incentive to private property owners to rent to lower income persons
HOUSING AND COMMUNITY DEVELOPMENT

- Inspections performed on a biennial basis
- Inspections are performed without cost
- Provide information to private property owners who are not familiar with the program

- Increase participation/attendance at the Resident Advisory Board
  - All participants of the Voucher program are encouraged to attend monthly board meetings
  - Purpose of the Board is to learn about opportunities available throughout the community and to provide feedback and suggestions for the administration of the program

Dubuque Circles® Initiative

Overview
The Dubuque Circles Initiative is part of an innovative national movement that works to engage individuals and the community to resolve poverty. Circles® USA is a research based campaign that was developed due to the realization that social service agencies struggle to provide those in poverty with long term solutions. The model uses best practices in several disciplines including community engagement, case management, peer-to-peer counseling, and leadership development. It creates long term solutions that contribute to maintaining an equitable community by increasing social resiliency, fostering a diverse community that is safe and welcoming, connecting residents to resources through partnerships, community collaboration and collective impact.

The Dubuque Circles Initiative uses the framework and culture from Bridges out of Poverty: Strategies for Professionals and Communities (R.Payne, P. DeVol, T. Smith, 2001) Copyright by aha! Process, Inc. and is presented in partnership with aha! Process, Inc. Bridges is a book and workshop designed to provide training that addresses and breaks down individual, institutional/community, and policy barriers that keep people and communities from achieving equitable economic stability.

Individual:
Under-resourced residents take an active role in creating their personal goals of achieving prosperity. This process begins with 20 weeks of personal development using a curriculum called Getting Ahead in the Workplace (P. DeVol 2013) Copyright by DeVol & Associates, LLC and is presented in partnership with aha! Process Inc. Participants then put their plans into action with the support of 2-5 community volunteers and attend weekly programming to expand their knowledge and practice what they’ve learned.

Institutional /Community
Circles partners with all sectors to offer well rounded resources already available in the community. These partners lead programming, have mutually beneficial referral systems for clients, and/or offer specialized resource options specifically for Circles participants. In addition, Circles staff is trained to facilitate Bridges out of Poverty and Workplace Stability. These trainings offer a comprehensive way for our community to learn about and address socio-economic class difference.
Getting Ahead (engaging under-resourced and/or non-minority residents)

Getting Ahead is the first step an under-resourced resident takes when beginning their journey with Circles. This 20 week, research-based personal development curriculum guides participants in creating the path to a stable, secure future. Participants examine their own experience of poverty, assess their financial, emotional, social, and other personal resources, and learn how they can build these resources in their lives. It offers concepts and tools that allow participants to create attainable goals for their future. The class is facilitated in a safe learning environment with the support of peers and graduated participants.

<table>
<thead>
<tr>
<th>Getting Ahead Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
</tr>
<tr>
<td>182</td>
</tr>
</tbody>
</table>

Goal: Weekly Community Engagement: Engaging all residents to foster diversity and create a welcoming and inclusive community.

Graduates who complete the 20-week personal development process, are then identified as “Circle Leaders,” they can attend weekly community engagement meetings to expand their knowledge and practice what they’ve learned in Getting Ahead. They are matched with 2-5 self-sufficient community volunteers identified as “Allies,” who support them in this process. Every Tuesday evening volunteers and staff meet with Circle Leaders to actively work toward goals. A donated meal is served, and educational youth programming is provided through partnerships established at every weekly meeting, year-round. Circles partners with various community sectors to offer well rounded resources already available. These partners help lead programming at weekly meetings, have mutually beneficial referral systems for clients, and/or offer specialized resource options specifically for Circles participants.

Key Performance Indicator: Weekly Attendance. In 2016, Circles averaged 50 participants attending Tuesday meetings.

Weekly Participation

<table>
<thead>
<tr>
<th>Fiscal Year 2016</th>
<th>Average Weekly Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ally</td>
<td>13.8</td>
</tr>
<tr>
<td>Circle Leader</td>
<td>9.7</td>
</tr>
<tr>
<td>Community Members</td>
<td>2.8</td>
</tr>
<tr>
<td>Getting Ahead Participants</td>
<td>8.2</td>
</tr>
<tr>
<td>Childcare Volunteers*</td>
<td>6.4</td>
</tr>
<tr>
<td>New to Circles</td>
<td>5.3</td>
</tr>
<tr>
<td>*Does not include children receiving childcare services</td>
<td>49.8</td>
</tr>
</tbody>
</table>
**HOUSING AND COMMUNITY DEVELOPMENT**

Some of the programming offered at Circles Weekly Meetings:

- Leadership development
- Employment soft skills training
- Financial empowerment workshops
- Peer support groups
- SMART Goal assessment
- Career and education planning
- Advocacy within systemic structures

<table>
<thead>
<tr>
<th>Allies served</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017: 35</td>
</tr>
<tr>
<td>Cumulative (2010): 85</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Circle Leaders served</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017: 15</td>
</tr>
<tr>
<td>Cumulative (2010): 50</td>
</tr>
</tbody>
</table>

**Guiding Coalition** (Building strong community partnerships and expanding connectivity)

These hands-on committees are made up of community volunteers and lead by City staff. Designed to bring diverse groups of people together and involve various sectors of the community including businesses, in action-oriented leadership roles aimed toward building capacity for the initiative.

In FY17 there were 13 active volunteers working on coalition teams.

Committees:

- Economic Stability-works to develop employment/education opportunities and training
- Resources-secures partnerships and financial resources for participants and the initiative
- Big View-focuses on breaking systemic and policy barriers to resolving poverty
- Recruitment/Retention-assists in volunteer/participant outreach
- Community-assists with the activities of the weekly community engagement meetings

Circles weekly community engagement meetings brings together a diverse population and continues to promote and foster a vibrant community that is inclusive and welcoming. The Analysis of Impediments to Fair Housing identified a lack of minority role models as a factor limiting housing choice. Circles connects with community members in ways that build social capital. Intentional recruitment and training engages populations that otherwise might not learn about our programs. Training assists to retain leaders and volunteers, but also allows other groups to replicate the Getting Ahead and Circles model throughout the community.

**Demographics FY17**

<table>
<thead>
<tr>
<th></th>
<th>Circle Leaders</th>
<th>Allies/Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>18%</td>
<td>39%</td>
</tr>
<tr>
<td>Female</td>
<td>82%</td>
<td>61%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>60%</td>
<td>91%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>12%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>
HOUSING AND COMMUNITY DEVELOPMENT

Bridges out of Poverty and Workplace Stability

These trainings offer insight on the systemic, community and individual barriers that block those experiencing daily instability from success, as well as concrete tools to prevent and reduce poverty. Bridges is a comprehensive way for our community to address poverty by bringing people from all sectors and economic classes together to improve job retention rates, build resources, improve outcomes and support those who are moving out of poverty. Trainings are done on both a large community level as well as smaller scale, catered for specific businesses and organizations.

Highlights of the Past Year

- Provided 80 hours’ personal development by implementing Getting Ahead in the Workplace as the new 20-week personal development curriculum to support employment retention. 18 residents completed the course in FY17
- Staff received training and certification to use the newest material published by aha! Process, Workplace Stability (the equivalent of Bridges out of Poverty) designed for the business sector.
- Provided 18 hours of systemic education and engagement through a continued collaboration with Inclusive Dubuque and by partnering with the Planning Department to host an Imagine Dubuque dialog at Circles via our Big View meetings (every 4th Tuesday), that address systemic barriers our residents face
- Provided 36 hours of leadership development workshops with community partners and collaboration and by presenting Bridges out of Poverty training.
- Provided 72 hours of financial empowerment workshops using Your Money Your Goals a curriculum designed and offered by the Consumer Financial Protection Bureau.
- Continued collaboration with Dupaco Community Credit Union to ensure the success of the Money Match program for Circle Leaders.

Future Initiatives

- Engage business sector using Workplace Stability and offering Getting Ahead in the Workplace to entry-level employees experiencing daily instability.
- Continue providing Workplace Stability training(s) to the business sector. Similar to the workshop presented in October of 2017 with 85 business leaders in attendance.
- Partner with local entry level employers and to begin to provide supportive services to assist with retention of lower income employees.
- Develop new outreach and engagement strategies to offer Getting in the Workplace to entry-level employees.
- Collaborate with Dubuque Works via Greater Dubuque Development Corp. to support pathways to employment and education opportunities.
- Collaborate with Opportunity Dubuque via NICC to support pathways to education and skill development.

Performance Measures

<table>
<thead>
<tr>
<th>Dubuque Circles® Initiative</th>
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<tbody>
<tr>
<td>Mission Statement: To inspire and equip families and communities to resolve poverty and thrive.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision Statement:</th>
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</thead>
<tbody>
<tr>
<td>A community where all have the opportunity to succeed and contribute.</td>
</tr>
</tbody>
</table>
HOUSING AND COMMUNITY DEVELOPMENT

Goal: Great Place to Live

Outcome #1: Engage community members from all sectors and socio economic backgrounds in building unity across differences to resolve poverty.
Circles engages 50-75 community members from all socio economic classes every Tuesday evening, all year round. These meetings are one of the best examples of equity in action in Dubuque.

- Increase number of skilled volunteers who can support participants in reaching their goals.
- Implement refined training for volunteers to further facilitate understanding and conversation across economic class lines.
- Evaluate and refine Leadership Track programming.
  - Created to guide low income participants in becoming active and successful contributors in the community and workforce.
- Engage and involve low income participants in the creation and implementation of Circles.
  - Ten percent of Guiding Coalition committee members must be low income participants.
  - Low income participants meet every 2nd Tuesday to collectively problem solve, share ideas, offer support, and subsequently provide feedback for meeting/training topics.
- Remove barriers to participation in Circles
  - Securing of donated weekly meals for every weekly meeting.
  - Encourage volunteer-led ride sharing to Circles
  - Manage Kids’ Corner educational programming as childcare for participants.
- Identify new potential partnerships with outside organizations and businesses that could provide tools and resources for families as they work their way out of poverty.

Goal: Robust Local Economy

Outcome #2: Educate and empower under-resourced community members to be financially responsible, get off of state benefits, and to build wealth & equity.

- Every participant of Getting Ahead opens a bank account, if they do not already have one.
- Continue to provide workshops on income tax savings and create plans with individuals to help them save more money form their tax returns.
- Continue to offer the Dupaco Money Match program and encourage participants to save for wealth building assets.
- Continue to provide asset building workshops
  - Developed and delivered through partnerships with various community programs already providing financial literacy services.
  - Educates low income participants in areas such as budgeting, banking, credit repair and development, and home ownership.

Key Performance Indicator: Financial empowerment: 72 Hours of Personal & Professional Development
HOUSING AND COMMUNITY DEVELOPMENT

Outcome #3: Bridge gaps and build skills so under-resourced individuals can succeed in their education and employment goals.

- Recruit a larger number of working poor individuals into the Getting Ahead in the Workplace class, who can benefit from soft skill and leadership development.
- Evaluate and refine Leadership Track programming
  - Created to guide participants in becoming active and successful contributors in the community and workforce.
- Develop relationships with potential employers looking to recruit and/or retain employees in entry level workforce.
  - Streamline a process for employers to refer employees into the Getting Ahead class
  - Support employers by providing training using Workplace Stability so that they can better understand the needs of employees experiencing daily instability.
- Support and evaluate participant success in achieving goals
  - Participants choose one track: employment or education.
  - Participants work through a five phase process: participants assess, address, obtain, sustain and maintain their educational and employment goals.
HUMAN RIGHTS DEPARTMENT

Department Goal: partnering to ensure equitable opportunities to be engaged in the community, to access City and community services, and to meet basic needs. In all we do, we treat compliance with current civil rights laws as the bare minimum required, not the end goal.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Reach-in strengthens relationships between City government and traditionally marginalized communities for the purpose of engaging individuals in governance, ensuring access to City services, and supporting connections to other community institutions.

PLANNING
Departments throughout the organization will be using the Equity Profile results and information from the Government Alliance on Race & Equity to develop & implement department equity plans.

PARTNERSHIPS
Inclusive Dubuque is a network of people and institutions focused on meeting the economic and cultural needs of the community. The Equity Profile will be completed by the fall of 2015, with partners then leading community action planning workgroups.
The Human Rights Department is supported by 5.00 full-time equivalent employees, which accounts for 76.48% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 22.49% in FY 2019 compared to FY 2018.

**Expenditures by Category by Fiscal Year**

- **Employee Expense**
  - FY 2017: $311,037
  - FY 2018: $342,320
  - FY 2019: $369,834

- **Supplies and Services**
  - FY 2017: $82,263
  - FY 2018: $82,987
  - FY 2019: $112,306

- **Machinery and Equipment**
  - FY 2017: $1,906
  - FY 2018: $1,425
  - FY 2019: $390,311
  - FY 2019: $480,265
Overview
Organizational Development includes partnering with other City Departments to ensure workforce equity amongst our staff, equitable community engagement, and equitable access to government services.

<table>
<thead>
<tr>
<th>Organization Development Funding Summary</th>
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</thead>
<tbody>
<tr>
<td>FY17 Budget</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization Development Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Training &amp; Workforce Dev. Coordinator</td>
</tr>
<tr>
<td>Community Engagement Coordinator</td>
</tr>
<tr>
<td>Director</td>
</tr>
<tr>
<td>Intake Specialist</td>
</tr>
<tr>
<td>Equity Outreach Coordinator</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
</tr>
</tbody>
</table>

Highlights of the Past Year
- Equity Teams:
  - Developed a self-assessment tool for the organization’s four equity goals.
  - Worked with six departments to complete the assessment for purposes of plan development.
  - Developed a reporting tool that will help to establish a data baseline with partners who, collectively, are receiving 2.7 million in FY18 contracted and purchased services funding.
  - Amended contracted and purchased services agreements to require partners to work with staff to identify ways to advance equity and inclusion through their programs.
- Co-sponsored and presented at Iowa Convening of Government Alliance on Race and Equity.
We support departments in their efforts to recruit and retain a high quality, diverse workforce, to ensure equitable access and delivery of City services, and to engage the community in decision making so that services are responsive to community needs.

**Future Initiatives**

- Facilitate equity planning with three additional departments.
- Work to improve City of Dubuque score on the Municipal Equality Index
Goal: Financially Responsible, High Performance Organization

Outcome #1: Provide easy access to City information and services for all

Service: Facilitate Equity Teams

We facilitate six cross-departmental teams focused on the following goals:

Goal 1: Advancing equity through workforce recruitment and retention
Goal 2: Advancing equity through grant, contract, and purchased services
Goal 3: Advancing equity through service delivery and community engagement
Goal 4: Advancing equity through collective impact partnerships

The first three of these goals involve working at the individual and institutional levels within City government and with partners, while the final goal involves external partnerships across sectors to begin to address systemic issues.

Over the past year, we have continued our work with Police, Leisure Services, Housing, Planning, Public Works, and our own department on workforce development, with the following results in terms of successful hiring.
The above chart shows cumulative staffing levels (FT/PT) from personnel records for the end of year 2011 as compared to the end of year 2016.

Overall, we have seen the following changes since adding a Training and Workforce Development Coordinator in 2009:

**BETWEEN 2007 AND 2016:**
- employees of color increased from 14 to 65
- female employees increased from 323 to 351

**BETWEEN 2009 AND 2016:**
- female staff on leadership team increased from 12 to 37
- staff of color on Leadership team increased from 0 to 8

**AS OF 2017:**
- 14 of 27 Department Managers are female and 2 are African-American
In terms of equitable delivery of City services, we support departments in establishing data baselines and reviewing the equity impact of department decisions and programs, making adjustments as needed to improve outcomes.

For the first time in 2016, the Human Rights Campaign ranked the City of Dubuque in its Municipal Equality Index. We received a score of 82 and immediately began efforts to improve the score in preparation for the 2017 ranking.

Program: Equity and Intercultural Workshops for City Staff

This year, 46 staff attended 10.5 hours of Intercultural Foundations Workshops offered by the Facilitation Team, bringing the total number of staff who have completed a minimum of 10.5 hours of workshops to 819.

We also arranged for training for 257 City staff members designed to introduce the Fair Housing Action Plan, examine its relationship to fair and equitable delivery of City services, and introduce Results Based Accountability as a method to develop strategic and collaborative approaches to addressing the complex social issues surrounding the plan.

"This training provided a new way to look at problems and find ways to improve while keeping disparate impact in mind."
- Participant in Housing Equity Workshop

"Keep an open mind and seek data to insure no unintended consequences occur."
- Participant in Housing Equity Workshop
Overview
Community Development involves partnering with various groups and organizations within our community to ensure fairness in access and use of opportunities and services necessary for residents to meet their basic needs. We support efforts to create a community filled with residents who are better informed about government and how to access government services, and who are actively involved to positively impact equity and access to basic needs in the community and in the institutions to which they belong. We pay particular attention to groups that have been disproportionately excluded from opportunities.

<table>
<thead>
<tr>
<th>Community Development Funding Summary</th>
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<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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<table>
<thead>
<tr>
<th>Community Development Position Summary</th>
<th>FY 2019</th>
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</thead>
<tbody>
<tr>
<td>Equity Outreach Coordinator</td>
<td>.50</td>
</tr>
<tr>
<td>Community Engagement Coordinator</td>
<td>.50</td>
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<tr>
<td>Director</td>
<td>.50</td>
</tr>
<tr>
<td>Intake Specialist</td>
<td>.50</td>
</tr>
<tr>
<td>Training &amp; Workforce Dev. Coordinator</td>
<td>.25</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employee’s</strong></td>
<td><strong>2.25</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year

- Inclusive Dubuque Network: completed hate and bias incident response plan, implemented “I’m a Dubuquer” campaign, completed Facing Diversity: Marshallese Stories, developed a nine-month peer learning program focused on advancing equity and inclusion within and across organizations.

- My Brother’s Keeper network partners collaborated on summer STEM program.
HUMAN RIGHTS DEPARTMENT

- Community networking: developed and maintained a network of connections with the following community groups and organizations:

The focus of the network is to strengthen intercultural relations in Dubuque and to develop partnerships to identify and address barriers to equitable access and participation in government and in the community.

Future Initiatives

- Cultural Snapshot: An Introduction to the Latinx Community.

Performance Measures

Community Development - Activity Statement
Engage residents and organizations as partners in ensuring equal opportunity, fairness, and access to government and community services around basic human needs

Goal: Partnering for a Better Dubuque
**HUMAN RIGHTS DEPARTMENT**

**Outcome #1: Partner for equity.**

*Initiative:* Inclusive Dubuque is a local network of leaders from faith, labor, education, business, nonprofit and government dedicated to advancing justice and social equity in our community.

91 community members have been active in sector groups related to education, housing, employment, health, transportation, and arts & culture.

70 community members participated in community conversations.

45 community members (and growing) of various identities tell their stories at www.imadubuquer.com

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“To be a Dubuquer is a good thing. As our city changes and grows, it is time to expand our imagination of what it means to be a Dubuquer. Instead of using this word to draw a line between who’s in and who’s out, let’s expand the circle of who’s in and open our hearts to all who call Dubuque home.” Sam Giere

---

*Initiative:* My Brother’s Keeper is a network of non-profit organizations and volunteers who are working to support youth of color and low income youth of various ages to improve school achievement, graduate from high school, and proceed to college and/or a career.

Over the past year, network partners:

- Improved data sharing among partners and between schools and MBK partners
- Connected with others seeking to impact youth of color around key indicators
- Increased awareness/focus on outcomes/challenges facing young people of color
- Improved disaggregation of data to understand disparities in our education system and other systems impacting youth of color
- Strengthened bridges between leaders in anchor institutions and leaders in community organizations directly serving youth of color
Service: Facilitate Cash Out Equity Team, which is focused on working with grant and contract partners to advance equity within individual programs/institutions, as well as across institutions through collective impact partnerships.

Information below details outcomes of collective impact partnerships focused on advancing equity in education and employment.

CAMPAIGN FOR GRADE-LEVEL READING-2017 SUMMER ACADEMY
- 88% of academy students maintained or increased literacy skills
- 96% of students attended 12 days or more (50%+)
- All students who attended 50% or more of the days, 88% had test scores that increased or remained the same

RE-ENGAGE DUBUQUE - 2016-17 SCHOOL YEAR
- 38 students re-engaged
- Of these, 33 completed their high school degree: 13 white males, 2 black males, 1 Hispanic/Latino male, 1 Native Hawaiian/Pacific Island male; 14 white females, 1 black female, 1 Hispanic/Latino female
- Five completed their High School Equivalency Diploma - 3 white males and 2 white females

OPPORTUNITY DUBUQUE - FISCAL YEAR 2017
- As of June 30, 2017, 609 students have enrolled in Opportunity Dubuque through Northeast Iowa Community College since June 2012. Thirty-four percent of enrollees for whom we have data are racial and ethnic minorities.
- Of the 452 graduates contacted for follow-up, 95% were successful in being employed or continuing their education within 6 months of completion.
- 408 of those 452 graduates provided information on their race or ethnicity, and 27% identify as people of color.
HUMAN RIGHTS DEPARTMENT

Program: Equity and Intercultural Workshops for community partners

This year we offered a 32-hour workshop entitled Advancing Equity using an Intercultural Approach. 26 people participated in the workshop, including participants from two departments creating equity plans and five organizations who receive City funding.

Post surveys indicated that:
• 100% of participants agreed that they took away new approaches they will use in the future;
• 90% agreed that they were able to identify and practices ways to begin to address inequities in their institution;
• 95% agreed the workshop helped them to understand the influence of implicit bias on perceptions;
• 90% agreed the workshops helped clarify the differences between equality and equity;
• 94% agreed the workshop improved their understanding of individual factors influencing equity, 80% agreed it improved their understanding of institutional factors, and 90% agreed it improved their understanding of systemic factors.

Participants indicated they will do the following differently as a result of the workshop:
• establish a diversity, equity, and inclusion committee;
• integrate changes into team building and wellness programs;
• be more considerate of the needs of others;
• distinguish between subjective and objective evaluation of the work;
• work more within a structure and less as an individual;
• speak up when inequities exist and work to communicate more effectively about equity and inclusion;
• work through struggles and communicate openly.

Total participants in all workshops since 2009: 538.

Those who have participated in the 32-hour workshops serve as trainers and resources in their organizations and the community. This group now consists of 148 people from the following sectors:
Service: Information and referral: This year, 227 people contacted us with specific questions about discrimination complaints or questions about meeting basic needs.

The most frequent areas where people were seeking assistance related to employment and housing needs, and more than half of the contacts did not involve allegations or concerns of discrimination.

21 contacts resulted in the filing of formal discrimination complaints for investigation by the Legal Department. During FY17, the Legal Department closed 18 cases.

The public also connects with us through the internet, where they are able to learn about everything from legal requirements to upcoming programs and events.
Outcome #2: Increase resident engagement in City governance processes

Project: Source of Income Dialogue Sessions

89 people participated. Of those submitted demographic information, 39 identified as housing providers, 2 as renters, and 23 as “other.” Four individuals identified as other than white. Participants were of a variety of age ranges, lived in neighborhoods throughout the community, and have lived in Dubuque for a short time up to more than 50 years.

23% of participants indicated that their opinion of the HCV program changed because of the dialogue, 69% indicated they were very or somewhat likely to correct misinformation about the HCV program since participating, and 44% of housing providers indicated they are somewhat or very likely to participate in the HCV program.

Pre-and-post surveys indicated a very slight shift in perspective as a result of the dialogues, including:

- a decrease in the number of people who felt it should be acceptable to advertise “No Section 8”
- an increase in the number of people who think HCV renters have trouble finding housing because of bias,
- an increase in the number of people agreeing that the HCV program is more burdensome than beneficial for housing providers,
- an increase in the number of people who think accurate information would reduce assumptions about renters and increase housing provider participation,
- an increase in the number of people favoring an ordinance,
- an increase in the number of people favoring requiring housing providers to pay attention to practices that create inequity,
- an increase in the number of people favoring providing more housing options throughout the community through government or private partnerships, and
- a decrease in the number of people favoring providing additional incentives to housing providers to participate.

Evaluations of the process overall were positive, with the following areas for improvement: obtaining participation better reflecting the diversity of people and views, particularly renters, clarifying how decision makers would be using the results of the process, and enhancing trust that dialogue results would lead to better decision making and be seriously considered by policymakers.
INFORMATION SERVICES

Information Services provides efficient, effective and functional use of resources to create a resilient and sustainable information technology deployment for the City of Dubuque.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
Information Services works with all City Departments and Divisions to ensure the latest technology is available to carry out City Goals and Initiatives.

PEOPLE
A knowledgeable and competent staff provides leadership in the technology activities for the City of Dubuque including help desk, systems planning and implementation, network administration and telephony. Information Services staff regularly attend annual conferences and education sessions to gain knowledge and best practices.

PARTNERSHIPS
Information Services successfully integrates people, process and technology by fostering partnerships and consistently delivering solutions that serve as the foundation of City operations. Technology support is provided for close to 700 end-users including Greater Dubuque Development Corporation and City and County public safety which includes 911 Dispatch, Dubuque County sheriff, jail and police.
Information Services is supported by 9 full-time equivalent employees, which accounts for 57.28% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 3.16% in FY 2019 compared to FY 2018.

<table>
<thead>
<tr>
<th>Expenditures by Category by Fiscal Year</th>
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</thead>
<tbody>
<tr>
<td>Employee Expense</td>
</tr>
<tr>
<td>FY 2017: $737,087</td>
</tr>
<tr>
<td>FY 2018: $741,118</td>
</tr>
<tr>
<td>FY 2019: $776,101</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
</tr>
<tr>
<td>FY 2017: $541,293</td>
</tr>
<tr>
<td>FY 2018: $562,835</td>
</tr>
<tr>
<td>FY 2019: $549,551</td>
</tr>
<tr>
<td>Machinery &amp; Equipment</td>
</tr>
<tr>
<td>FY 2017: $18,507</td>
</tr>
<tr>
<td>FY 2018: $9,500</td>
</tr>
<tr>
<td>FY 2019: $29,250</td>
</tr>
</tbody>
</table>
INFORMATION SERVICES

Overview
The City of Dubuque maintains a centralized, full service data center for all City departments and divisions. This service is provided by implementing information processing techniques to securely gather, compute, store, process and convey information. The work of this activity provides:

- **User Technology Support**: Providing high quality of technical solutions and support services to all users. This work includes technology problem response, installation/upgrades, print and production services and communications and network services.

- **Technology Direction and Assistance**: Providing the solutions and services that maximize the investment in technology.

- **Resilient and Secure Technology Infrastructure**: Insuring that data is secure, safely stored and continuity of business is insured.

The major functional areas of Information Services are:

**User Technology Support.** Information Services staff provides troubleshooting and implementation assistance to over 700 end-users in the areas of software problem determination, debugging, hardware maintenance, repair and procedural problem solving. User support for over 200 different applications is provided with approximately 5000 hours by staff expended in this activity. In addition, off-hours computer assistance is available on weekends and holidays.

**Technology Direction and Assistance.** Staff provides implementation assistance to new and upgraded software applications such as the Sungard Financial System and Transit ITS projects as well as technology assistance needed for new construction projects such as the new transit garage and Upper Bee Branch Creek Restoration Project. The Bee Branch project included digital signage, SCADA, and lighting control assistance.

**Print and Production Services.** Information Services provides legacy system production job scheduling, print services along with automatic financial and applications data transfer (i.e. ACH.) All production job schedules, outputs and equipment are created and monitored for accuracy, security and completeness. Equipment is monitored for service needs. Annually the print services produce approximately 415,000 prints and processes 350,000 inserts with a majority of these mailed for revenue generating and informational purposes.
INFORMATION SERVICES

Resilient and Secure Technology Infrastructure. Information Services provides monitoring, detection and alerting for networks, connected servers, storage and end-points. Using a combination of intrusion detection, firewalls, e-mail security, change management and a system of regular patch and update management along with real time alerts provides a system that maximizes security of mission critical data and communications. Data traffic on internal external, process control (SCADA, Lighting systems) public safety and traffic/camera systems are monitored. All servers and application data residing on those servers is replicated and backed up between the data center at DLEC and City Hall Annex. Tape backups are created on a regular schedule and stored off-site. Cloud hosted applications are required to meet industry best practices for replication, backup and recovery. Working in partnership with Racom, Information Services provides monitoring and trouble-shooting for the wireless networks which include mobile computers in the public safety vehicles, remote water meter readings and surveillance cameras.

Communications and Network Services Information Services specifies, supports and works with departments to better utilize features and functionality of the City’s communications resources. As the city becomes an “always and anywhere” connected workforce, unified communication and access to data resources in the field are key to organization efficiency and effectiveness. Mobile device deployment continues to show a growth in both applications and number of devices. In past year Information Services has played an important role in identifying needs and availability of fiber optic conduit and cable for public-private partnerships. Working in partnership with GDDC and Engineering with new public private Master Services Agreements (MSA’s). The value-added services translate directly into operating and capital cost savings and expanded services in addition to expanded broadband for the community.

<table>
<thead>
<tr>
<th>Position Summary</th>
<th>FY 2019</th>
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<tbody>
<tr>
<td>Information Services Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior Network System Administrator</td>
<td>1.00</td>
</tr>
<tr>
<td>Lead Application/Network Specialist</td>
<td>3.00</td>
</tr>
<tr>
<td>Information Technology Specialist</td>
<td>1.00</td>
</tr>
<tr>
<td>User Technical Support</td>
<td>1.00</td>
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<tr>
<td>Help Desk Technical Support</td>
<td>1.00</td>
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<tr>
<td>Information Services Intern</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>9.00</strong></td>
</tr>
</tbody>
</table>
Highlights of the Past Year

- On-going design, implementation and training for Sungard Public Safety Software serving City and County law enforcement and Fire

- Significant development for both Open Performance and Open Data applications

- Migration implementation and training completed on work to a fully integrated Microsoft environment

- Public/Private Fiber Optic and Conduit agreements completed including WIN, CS Technologies, ATT, Centurylink, Mediacom and ImOn

- Installation of new storage area networks with total storage of approximately 400TB. The configuration includes (2) Storage Area networks for “structured data” and 2 “Data Lakes” serving a rapidly growing need for high speed large storage capacity.

- In 2017 IS began a more expanded role in specification, monitoring and server management of Milestone traffic and surveillance video applications.

- Other projects involving new and/or upgraded software included the DBQIQ Water portal, Neptune remote meter readings, Office 365, Socrata Open Data and Open Performance, Body Cameras, SCBA, and Accela permitting and licensing.

Future Initiatives

- Continuing Open Data initiatives including Open Performance Measures, Open 311 and access to open data sets

- Implementation of updated technologies including financial software, and Code Enforcement

- Implementation of a 3rd data center for back-up, failover and high availability operations

- Continue work with Cartegraph on implementation and support of process and products in support of a high-performance data driven organization

- Continue work with leveraging investments in Fiber Optic and Conduit sharing specifically concentrating on update of sites served by I-Net fiber
**INFORMATION SERVICES**

**Performance Measures**

<table>
<thead>
<tr>
<th>Information Service – Activity Statement</th>
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<tbody>
<tr>
<td>Provide efficient, effective and functional use of resources to create a resilient and sustainable information technology deployment for the City of Dubuque.</td>
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</table>

**Goal: Financially Responsible, High Performance City Organization**

**Outcome #1: Providing high quality of technical solutions and support services to all users.**

Whether it is for daily access or in a disaster situation, the City’s end-users and residents have an expectation that their technical resources will be accurate, supported by a technically competent and “user friendly” staff and readily available.

**What this means to the resident**

Technology resources are highly available with a service delivery of 99% uptime for users of technology providing citizen and organization services.

**This objective is accomplished by:**

- Providing a highly available and scalable technology environment consisting of:
  - Virtualization of servers at a 9:1 ratio
  - A regular replacement schedule for servers, workstations and mobile devices
  - Efficient use of large capacity Storage Area Networks (SANs) 10 TB and Data Lake 387 TB
- Maximizing the use of a fast, robust and scalable communications services - both wired and wireless
- Clustering resources to provide failover in event of hardware failure.

**Performance Measures**

**KPI: Overall Up-Time: 99%**

- Replaced 106 personal computers
- Installed 7 ESXi Host Boxes
- Installed 1 Log management Appliance
- Updated 27 of 75 virtual Servers
Outcome #2: Providing the solutions and services that maximize the investment in technology assets.

The investment in technology is maximized when:

- End-users are equipped and capable of using technology resources where and when needed.
- Investment in current technology is leveraged

**What this means to the resident:**
Investments in technology are maximized.

**This objective is accomplished by:**

- Use of products within a "suite" of product offerings so integration and support for that integration is built in to the product
- Using software solutions that are highly available and functional across desktop and mobile devices
- Using tools that regularly alert and notify of security, performance and availability issues
- Use of Western States Alliance/NASPO and State of Iowa contract pricing to leverage buying power
- Identifying and using capacity management tools to project growth and use of network and storage capacity
- Solutions and services provide proactive monitoring and alerting
- Automating regular processes such as software update delivery
- Educating end users on technology resources and the availability of data assets
- Continuing staff education and collaboration
- Expanded use of mobile applications
- Use of AirWatch mobile device management
- Use of tools such as Zenworks to provide regular and automatic updates to applications
- Planned and managed use of wired and wireless technology and assets
- Vigilant watch of technology reports to be proactive in defense of the latest security vulnerabilities.

**Performance Measures**

**KPI:** 3% increase in budgeted annual software costs

- Storage growth: 15-20% / Year
- The average cost per Gigabyte across all SANS is .05
- Staff Provided Training/Education: 50 sessions
- Planned “down” time for System Maintenance: 72 hrs
INFORMATION SERVICES
Outcome #3: Insuring that data assets are safe and continuity of business is insured.

Although the potential for the City’s technical infrastructure and data assets exposure to internal and external threats is always present; those dangers are minimized through effective processes, policies and applications.

What this means to the resident:
Data is safe, the technology environment is resilient and citizen services are provided with a high level of accuracy and availability.

This objective is accomplished by:
Partnering with resilient service providers
Monthly production schedule for legacy operations
Maintaining a system of backups, virus detection and inoculation, web site filtering and monitoring and off-site storage.
Implementation of highly available network, telephony and mobile resources
Implementing a change management policy for systems
Production jobs are delivered on schedule and accurately
Maintaining security of systems per standards of HIPPA, employment and law enforcement
Leveraging cloud and hosted resources where there is a good “fit”

Performance Measures

KPI: 0% successful compromise or intrusion
• Security and Performance notifications: 100% received and acted upon
• System breach/compromise attempts:
  Blocked inbound breach/compromise attacks at the firewall:
    44 Intrusions, 24 Viruses
  Outbound compromise blocked at spam filter:
    136 Phishing attacks, 60 Viruses
• Backup Job Success: 99.9%
• Production jobs delivered on-time: 100%

DID YOU KNOW? The average cost to remediate, restore and inform customers per breach of the system is estimated at $141 per record.
The Carnegie-Stout Public Library strives to improve the quality of life by providing resources that enhance and contribute to individual enjoyment, enlightenment and knowledge and that enhance the literacy of youth.

**SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES**

**PLANNING**
The Library is implementing a five-year strategic plan, which focuses on outreach and youth literacy.

**PEOPLE**
Library staff involved in outreach through delivery of materials to 13 residential care facilities and nursing homes, programs at the Boys & Girls Club, Jefferson, Washington, and Eleanor Roosevelt Middle Schools, and the Multicultural Family Center.

**PARTNERSHIPS**
- Dubuque Community School District, local colleges & universities.
- Community non-profit organizations: Boys & Girls Club, Girl & Boy Scouts, Family History Center, AmeriCorps, AARP Foundation, Iowa Workforce Development, Quilts of Valor Foundation, Herb Society of Dubuque, Parents as Teachers, and many more.
- Local business: Hy-Vee, Kennedy Mall, Mediacom, KDTH, Sedona Staffing, and many banks and retail businesses.
The Carnegie-Stout Public Library is supported by 34.15 full-time equivalent employees, which accounts for 63.27% of the department expense as seen below. Overall, the department expenses are expected to increase by 5.00% in FY 2019 compared to FY 2018.

**Expenditures by Category by Fiscal Year**

- **Employee Expense**
  - FY 2017: $2,412,028
  - FY 2018: $2,360,773
  - FY 2019: $2,436,871

- **Supplies and Services**
  - FY 2017: $966,339
  - FY 2018: $977,523
  - FY 2019: $1,067,778

- **Machinery and Equipment**
  - FY 2017: $72,628
  - FY 2018: $77,310
  - FY 2019: $83,025

- **Debt Service**
  - FY 2017: $224,152
  - FY 2018: $222,430
  - FY 2019: $220,025
The Carnegie-Stout Public Library Maker Space
Grand Opening January 21, 2017

McCullough Creative and Carnegie-Stout win two Addy Awards for the library’s FY 17 Promotional Campaign
CARNegie-Stout Public Library

Adult Services

Overview
Provides and promotes Library services and collections for adult citizens of Dubuque for the purpose of supplying information, encouraging recreational reading, listening and viewing, and enhancing intellectual development.

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<thead>
<tr>
<th>Adult Services Funding Summary</th>
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<tbody>
<tr>
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<tr>
<th>Adult Services Position Summary</th>
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<td>FY 2019</td>
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<td>Librarian I - FT</td>
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<td>Librarian I - PT</td>
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<td>Library Director</td>
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<td>Librarian II</td>
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<td>Library Aide - FT</td>
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<td>Total FT Equivalent Employees</td>
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Highlights of the Past Year

- The selection and utilization of the adult digital materials increased significantly over the previous fiscal year.
- Innovative programs were developed off-site to complement existing, successful programs. New programs included the new off-site “Geek Out” book club. Also new is the “Carnegie-Sprout” seed library, and hands-on programs like cupcake decorating and a variety of craft programs for adults.

Future Initiatives

- Promote and teach people to use Kindles, which is made possible by a grant from the C-SPL Foundation. Kindles will be used to check out e-Books to those in assisted living facilities that may not be able to visit the library.
- Strengthen and grow community partnerships to find and meet the diverse needs of citizens.
- Create new programs to reach all segments of the community both at the library and off-site to meet patrons where they gather.

Performance Measures

Adult Services - Activity Statement
The Library Adult Services Activity provides and promotes library services and collections for adult citizens of Dubuque for the purpose of supplying information, encouraging recreational reading, listening and viewing, and enhancing intellectual development.
Goal: Experiences and Activities

Outcome #1: Provide customer service and materials that are relevant to the needs and interests of library users and the community.

• In the past year, downloadable audio book utilization grew by 21%.
• The collection of e-Books now numbers 11,425 titles.

Respond to questions in person, by telephone, text, e-mail, chat, and through social media.

• Librarians responded to 49,459 questions last year; 50% of these questions involved research.

Outcome #2: Present a wide range of informational and recreational programs to interest adults in all age ranges

• Attendance to adult programs increased 17%
• Last year the library offered programs in partnership with other organizations including the African American Museum of Iowa, the Dubuque Community School District, the Dubuque County Extension Master Gardeners Program, the Dubuque Grand Opera House, the Dubuque Symphony Orchestra, Iowa State University Extension, Loras College, Mindframe Theatre, the Quilts of Valor Foundation, and Video Games Etc.

Did you know? that the library’s popular NERF program went viral and was featured in nationwide newspapers?

Did you know? that you can check out vegetable, herb, and flower seeds from the library along with growing tips?
Outcome #3: Foster a personal connection between Dubuque citizens and government. Use the Internet and social media to increase awareness of library services.

- In the past year, the library’s online interactions with patrons increased 30% across social media and instant messaging platforms.
- The library kept Dubuque citizens informed at the national and local government levels through outreach at local schools, the Farmer’s Market, and more.

Youth Services

Overview
Provides and promotes Library services and collections for youth ages 0-17 to enhance early childhood literacy, encourage lifelong reading, and meet the informational and recreational needs for children and young adults.

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<th>Youth Services Funding Summary</th>
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<td>Expenditures</td>
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<td>Resources</td>
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CARNEGIE-STOUT PUBLIC LIBRARY

Highlights of the Past Year

• Updated the Teen Zone web pages.
• Added additional Summer Reading enrichment programs to the weekly schedule.
• Launched a monthly email newsletter for those interested in teen events.
• Created a schedule for social media marketing.
• Attended 10 outreach community events to highlight services to children.
• Added an “Early Literacy Station” computer made possible by a grant.
• Partnered with United Way to offer evening story times called the “Sprout into Reading” program.
• Created “Book Bundles,” which is a themed collection of picture books for checkout.
• Added VOX® audio books to the collection.

Future Initiatives

• Introduce new Children’s Library Cards.
• Partner with the Dubuque Community Schools to implement a “Lunch and Learn” program for elementary school children attending schools designated as “in need of assistance.”

Performance Measures

Youth Services - Activity Statement
Provides and promotes Library services and collections for children and young adults to enhance early childhood literacy, encourage reading and meet informational and recreational needs.

Goal: Experiences and Activities

Outcome #1: Provide new informational and recreational material to youth ages 18 and younger to increase enjoyment of reading, while maintaining and enhancing literacy skills.

To maintain or increase the number of print and non-print materials available to youth

• 4,438 titles were added the Youth Services collection and 138,886 children’s items were checked out last year!
• The circulation of young adult material last year totaled 12,801 and 747 new items were added to the collection.
• 25 Vox audio book titles were added to the collection.
CARNEGIE-STOUT PUBLIC LIBRARY

Outcome #2: Establish partnerships with other agencies to bring library programs to under-served youth.

To increase the number of outreach visits to the community.

- The Library provided 157 programs to area day care centers in partnership with AmeriCorps.
- The Library reached 106 children through “Becca’s Book Adventures” at the Boys & Girls Club.
- The Library provided 24 programs in partnership with the Dubuque Community School District in the Leadership Enrichment After School Program (LEAP).
- In partnership with United Way the library is offering an evening Storytime called “Sprout into Reading” with each participant receiving a free book.
- The Library created a separate outreach Summer Reading Program with St. Mark’s Youth Enrichment Summer School.

Did you know? The Library has Book Bundles! A Book Bundle is a group of themed children’s picture books bundled together and labeled so you can grab and go.

Did you know? The “Reading with Rover” program is more popular than ever with the library’s new mascot, Valentino joining. You can join Val and his friends on the 2nd Saturday of every month.

Did you know? The Library now has VOX audio books available to check out. The permanently attached VOX Reader transforms an ordinary print book into an all-in-one read-along. There’s no need for computers, tablets or CDs. Children simply push a button to listen and read.

Materials Check-Out and Distribution

Overview
Enable residents of Dubuque to apply for and receive a library card and to borrow materials in an atmosphere of courteous and friendly attentiveness, maintain the borrower records for the Library, and provide outreach to facilities with home-bound residents.
Highlights of the Past Year

- Carnegie-Stout partnered with the Dubuque County Library District to expand its reciprocal borrowing agreement. Dubuque residents, especially those living in the western part of the city, that do not get downtown as often as they would like, can order library materials online and pick them up at the Asbury branch location of the Dubuque County Library.

Future Initiatives

- Expand library card sign-up events in the community.
- Explore the feasibility of a delivery service for the homebound.

Performance Measures

Materials Check-Out & Distribution - Activity Statement
Enable the residents of Dubuque to apply for and receive a library card and to borrow materials in an atmosphere of courteous and friendly attentiveness, and maintain the borrower records for the library. Circulation serves as a steward of taxpayer dollars by ensuring materials are lent and returned and/or replaced when damaged or lost.

Goal: Experiences and Activities

Outcome #1: Provide a high quality of life in the City of Dubuque by accurately maintaining library materials and records so that every library user may fully enjoy all available resources.
Outreach Services

Outcome #2: Provide outreach services through the delivery of bulk loans to nursing homes and residential care facilities and remote drop off and pick up sites for citizens unable to visit the library.

• Support an outreach program designed to meet the needs of people residing in nursing homes and residential care facilities through the delivery of 6,813 titles in bulk loans to 12 remote sites.
• Established an enhanced reciprocal borrowing program with the Dubuque County Library District for a one year trial.

User Access

Outcome #3: Users of the Carnegie-Stout Public Library will have access to a wealth of current and popular materials when they want it.

• Dubuquers accessed 17 informational databases about 50,000 times last year.
• Dubuquers checked out nearly 60,000 digital items last year including e-Books, e-Audio, movies, magazines, and music.
• 41% of items requested, but not available, were filled within 7 days, and an additional 22% were filled within 8 to 14 days. Overall, over 87% of items not available were filled within 30 days.

Item Checkouts

Outcome #4: Provide the means for library users to check out materials in a welcoming, convenient method suitable for their tastes.

• Dubuquers checked out a total of 577,218 items in FY17.
• Dubuquers checked out over 211,000 items using a self-check machine in FY 17.

To reduce the total outstanding fines/ lost materials dollars by the end of FY17.

• The library introduced an early-intervention program that reminds people of fines and/or fees that are due before the amount due grows larger or too much time passes reducing the success rate of collection.
• The library received $130,039 in fines and fees during FY 2017, of which approximately $9,000 was to replace lost or damaged materials.
DID YOU KNOW? Nearly 284,000 people visited the library last year - a 9% increase compared to the previous year. The average number of visitors a day is about 791.

Information Technology Services

Overview
Information Technology Services provides a knowledgeable and competent staff offering direction and support for the entire scope of technology in the library and online for enhanced patron access. This scope includes the Maker Space, desktop support, database programming, network administration, and server maintenance.

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<th>Information Technology Services Funding Summary</th>
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<tr>
<th>Information Technology Services Position Summary</th>
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<tr>
<td>FY 2019</td>
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<tr>
<td>Lead Application Network Analyst</td>
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<td>User Support Specialist</td>
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<td>Maintenance Worker</td>
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<td>Information Services Intern</td>
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<td>Total FT Equivalent Employees</td>
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Highlights of the Past Year
The Grand Opening of the Maker Space, complete with a ribbon cutting took place on January 21, 2017. During this full-day community event the library hosted a “How to Festival.” Dozens of activities were demonstrated throughout the library featuring the Maker Space materials and equipment. Nearly 3,000 people have worked in the space in ten months and 57 workshops/programs have been held. The community is using the library in a collaborative way that shares knowledge among citizens of all ages.

Future Initiatives
- Enhance the library’s website providing greater visibility of programs, the collection and adding a technology blog.
- Create how-to videos on the library’s YouTube channel for informational databases, 3D printers and the equipment featured in the Maker Space.
- Add virtual reality equipment for public use in the Maker Space.
Performance Measures

Information Technology Services - Activity Statement
To provide a knowledgeable and competent staff that provides direction and support for the entire scope of technology in the library and online for enhanced patron access. This scope includes administration of digital materials and informational databases, desktop support, database programming, network administration, and server maintenance.

Goal: Experiences and Activities

Outcome #1: Provide Dubuque citizens with convenient access to information, services, and entertainment through technology.
- The 3D printers have logged 3,660 hours and used 26,048 grams of filament.
- Technology-based classes numbered 265, attracting 1,060 people who learned everything from basic programming with Raspberry Pi’s to navigating the library’s digital databases.
- The Telegraph Herald in digital format launched from the library’s web site. Over 28,000 searches have been completed since its introduction in the second quarter of FY 2017 resulting in 89,000+ issues viewed.

Outcome #2: Provide vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions.

The equipment listed below has been made available in the Maker Space for public use:

- 11 iPads
- 6 MacBook Pros
- 3 High-quality microphones
- 2 Lulzbot Taz 5 3D printers
- 1 3D scanner
- 2 Apple TV’s
- 1 VHS to DVD convertor
- 1 Slide and film to DVD convertor, which includes 8mm and Super 8mm film, 135 mm slides, 126 and 127 negatives and slides, 110 negatives and slides
- 1 GoPro camera and accessories
- 1 Video camera and accessories
- 10 Makey-Makey
- 2 Ozobots
- 1 Set of Lil’ bits
- 2 Sets of Snap Circuits
- 1 Green Screen
- 1 Cricut, cutting machine for scrapbooking
- 1 Cuddlebug, die cutting and embossing machine
- 3 Sewing machines
- Adobe Creative Cloud software
- 5 Raspberry Pi’s, mini computers used for teaching basic computer science
Did you know? you can check out digital cameras, a camcorder, a Go-Pro camera, snowball microphones, Apple TV or Chromecast, projectors, and a 3D pen at no charge with your library card?
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LEISURE SERVICES
PARKS DIVISION

The Parks Division enables and fosters full enjoyment of the parks, open spaces, and recreational facilities of Dubuque in a manner that demonstrates and fulfills the city’s commitment to social equity, economic viability and environmental responsibility.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
Planning is essential for existing and new development of all areas maintained by the Park Division. The City, community and other organizations work together to provide viable, equitable, and sustainable areas for the public to enjoy.

PEOPLE
Provide service in the most efficient manner and help Dubuque citizens gain a greater knowledge and appreciation of what is involved in providing the park system. Volunteers are utilized whenever possible.

PARTNERSHIPS
The Park Division works with various State, County, Private, and Non-Profit entities. This is to ensure sound development and management of all City assets maintained and operated by the Park Division. Some of these include: Dubuque County, Iowa Department of Natural Resources, Hillcrest Family Services, Dubuque Arboretum, Four Mounds Foundation, and the Dubuque Historical Society.
The Park Division is supported by 36.68 full-time equivalent employees, which accounts for 63.93% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 3.62% in FY 2019 compared to FY 2018.

Expenditures by Category by Fiscal Year
Overview
Park Maintenance provides daily maintenance and security of all parks, park and building repairs and improvements, grounds maintenance, trail maintenance, emergency storm damage response/repair, park inspections, athletic field and court maintenance, equipment and playground maintenance and maintenance of water features and irrigation systems. It also includes maintenance of all park equipment and vehicles.

Park Maintenance:
Maintenance staff maintains 16 community parks, six neighborhood parks, 24 mini parks, 6 new parcels for park development and a Pet Park for a total of 974 acres. Other maintenance responsibilities include 3.4 miles of median strips, 12 miles of roadway, 5 miles of sidewalks, 26 miles of off-road paved multi-use trails and 40 other areas.

Staff assists with maintenance of the Richard J. Slattery Arts and Recreation Center, grounds and exterior of the Ham House Museum, Bunker Hill building, McAleece Park and Recreation Complex, Veterans’ Memorial disc golf course, Town Clock Plaza and Flora and Nicholas J. Sutton swimming pools. Assistance with snow removal at various locations and facilities is also accomplished through this activity.

Park Patrol:
Park Patrol works to keep the parks safe for the citizens’ enjoyment of leisure time activities and provides information about the park system and assistance to park patrons.

Park Equipment Maintenance:
Park equipment maintenance is essential for maintaining equipment and vehicles in such condition that repair costs are kept to a minimum. It allows for crews to work without interruption as well as preventative maintenance of all equipment and vehicles that are managed by the Park Division.
LEISURE SERVICES
PARKS DIVISION

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<th>Park Maintenance Funding Summary</th>
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<td>Laborer II - Stormwater</td>
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<td>Laborer II</td>
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<td>Laborer I</td>
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<td><strong>Total FT Equivalent Employees</strong></td>
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### Highlights of the Past Year
- Completion of Northwest Arterial trail from Holliday Drive to Chavenelle Road. City Council 2016-2018 major project.
- Completion of tuckpointing project at Historic Ham House. City Council 2016-2018 major project.
- Began maintenance duties of Bee Branch Creek Greenway.

### Future Initiatives
- Development of Creek Wood Park. City Council 2017-2019 major project.
- Completion of Chavenelle Road hike/bike trail. City Council 2017-2019 major project.
- Completion of Skate Park project. City Council 2015-2017 management agenda.
- Focus on mobility throughout parks and department assets to improve ADA accessible compliance. City Council 2017-2019 management in progress.
- Implementation of Eagle Point Park Environmental Restoration Management Plan.
LEISURE SERVICES
PARKS DIVISION
Performance Measures

Park Maintenance - Activity Statement
To develop a high QUALITY OF LIFE by developing and maintaining a safe, clean, functional and attractive system of parks and recreation facilities to meet the passive and active leisure time needs for all residents and visitors.

Goal: Robust Local Economy

Outcome #1: Establish Eagle Point Park as a National Historic Landmark.

What does this mean to citizens?
Eagle Point Park is the premier park for the Park Division and a source of pride for the Dubuque community. Having the park on the National Historic register creates numerous possibilities. It continues to draw people from all over the country to come and visit the park. It facilitates the City’s desire to continue to protect and preserve the park for future generations. A National Historic Landmark designation also allows for federal funds to upkeep and maintain the park reducing costs to the citizens.

Goal: Financially Responsible, High Performance Organization

Outcome #2: Reduce maintenance costs by converting various park areas of turf to natural and native areas.
The conversion of certain areas of park space provides for more natural park settings. Native and natural areas promote a healthy environment while decreasing maintenance costs of those areas. These types of natural and native areas also provide for a diverse ecosystem for Monarchs and other species of birds. The Park Division currently maintains 42 acres of natural area.

What does this mean to citizens? Converting some turf areas to natural or native would allow for decreased staff time, less equipment fuel and less equipment maintenance. The benefits are a beautiful natural landscape with minimal maintenance. Typically most park areas are mowed 27-30 times a year to keep the grass maintained. Natural and native areas reduces that to 1 or 2 mowing cycles per year.
LEISURE SERVICES
PARKS DIVISION
Public Landscape Maintenance

Overview
Public Landscape Maintenance provides for seasonal grounds maintenance of non-park, city owned properties including the Port of Dubuque, Downtown, Dubuque Technology Park, Dubuque Industrial Center West and the Gateways and Green Corridors.

Port of Dubuque Maintenance:
Port of Dubuque maintenance provides for tree maintenance, trash collection, flower bed and planter maintenance and snow removal. It provides the services in the following areas of the Port of Dubuque: Ice Harbor Park, 5th and Bell Streets, Portside Building Plaza, city-owned areas, 3rd and Bell annual flowers, Riverwalk beds, and McGraw-Hill parking lot.

Downtown Maintenance:
Downtown Maintenance provides for the maintenance of the area of Main Street from 9th to 5th streets, 8th Street, 7th Street, and 6th Street, from Locust to Iowa streets, and the grass medians on Iowa Street and Washington Park. It assists with preparation for community festivals including Dubuque Fest, Friday Jazz, Lunchtime Jam, and holiday decorating. It also partners with downtown businesses for cost effective snow removal to keep businesses open and operational.

Business Park Maintenance:
Business Park Maintenance provides for the maintenance of Dubuque Technology Park and Industrial Center West and South. This is accomplished by maintaining the grass, shrubs, trees, ponds, and trails.

Gateways and Green Corridors:
Gateways and green corridors enhance the environment of the city by planting and maintaining flowers, shrubs, and trees in locations such as Grandview Avenue, Highway 20, the downtown highway connector and main City entries.

Greenhouse:
The city greenhouse is important for the purpose of growing, planting and maintaining plants and flowers for use in all parks, around City buildings, turnarounds, diverters, median strips downtown, Port of Dubuque, and business park maintenance, and various other locations throughout the city including Gateways and new park areas with landscaping.
LEISURE SERVICES
PARKS DIVISION

Highlights of the Past Year

▪ Continued to convert annual flowerbeds to perennial beds.
▪ Continued to manage all annual flower beds, hanging baskets, and planters for the 2017 season with limited staff.

Future Initiatives

▪ Develop a plan to manage and maintain annual and perennial landscapes. City Council 2017-2019 policy agenda top priority.
▪ Develop a plan for the Bee Branch community orchard. City Council 2017-2019 management in progress.
▪ Develop a landscape plan for the Highway 20 corridor from Locust Street to Cherokee Drive.
▪ Develop a plan for annual and perennial landscaped beds along Grandview Avenue Boulevard.

Performance Measures

Non-Park Maintenance - Activity Statement
To support a high QUALITY OF LIFE by planning, developing and maintaining the formal and informal public landscaping and natural areas in and around the City, demonstrating an appreciation for the environment
Outcome #1: Create a City that is beautiful and a source of pride by providing dependable maintenance and flower displays.

What does this mean to citizens?
Hanging baskets, decorative planters and floral landscapes provide an appealing aesthetic to City landscapes. Various photo opportunities are created through landscape and floral displays created by the Park Division. Many times baskets or floral landscapes are seen in magazines and articles such as Julien’s Journal and the Travel Dubuque visitor’s Guide. These amenities promote the City as an enjoyable, appealing place to visit. It also provides the City with a sense of place and community.

Outcome #2: Provide opportunities for physical activity to improve fitness and mental health through continuing to expand the City’s trail system as an interconnected system.

What does this mean to citizens?
The Park Division maintains numerous trails throughout the City. The trail system needs to be continued to connect all areas of the City. The trail system is beneficial as it connects with other local City and County trail systems. The trails make our communities more livable and improve the economy through tourism. Trails also preserve and restore open space for all citizens to enjoy.

Forestry

Overview
Forestry is responsible for the maintenance of all trees between the sidewalk and curb, trees on city property and in parks. Tree pruning, tree removal and emergency work after storm events, with a primary focus on public safety and hazard reduction are the work performed by the forestry staff.

The Forestry activity also includes snow removal duties at the Downtown parking ramps.
LEISURE SERVICES
PARKS DIVISION

Highlights of the Past Year

▪ Hired new Urban Forester.
▪ Began partnership with newly formed Trees Forever Dubuque community group.
▪ Continued implementation of Emerald Ash Borer (EAB) Readiness Plan with injections and removal of poor condition ash trees.

Future Initiatives

▪ Continue to investigate funding sources for EAB.
▪ Create policy decisions related to EAB program implementation. City Council 2017-2019 management in progress.

Performance Measures

Forestry - Activity Statement
To support a high QUALITY OF LIFE by improving the environment through the planting and maintenance of trees.

Goal: Partnership for a Better Dubuque

Outcome #1: Citizens understand the value and benefits of trees through continued education.

What does this mean to citizens?
Trees provide numerous benefits to the environment as well as to the community and homeowner. Trees combat climate change, improve air quality, and reduce storm water runoff. Property values are typically higher with properties that have trees and landscaping versus those that do not. Trees also create a more natural environment in developed areas. Educating homeowners and businesses about the benefits of trees allows for a healthy environment since trees provide fuel, shelter, food, clean water, recreation opportunities, and homes for birds, insects and other animals.
The City has 5,245 street trees that are maintained by Park Division staff. Approximately 24% of those trees are ash trees.

Three trees placed strategically around a home can cut summer air conditioning needs by up to 50 percent.
TRANSPORTATION SERVICES DEPARTMENT
PARKING DIVISION

The Parking Division provides for the parking needs of the public and residents of the City of Dubuque, long term planning to meet future parking needs to support and encourage economic growth and stability in concert with residential parking needs in the downtown area.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Working within the community to make parking safe, convenient and cost effective for those that live work and play in Dubuque.

PLANNING
Always planning for the future. Working with developers, homeowners and businesses to assure sufficient and high-quality parking is available to sustain growth.

PARTNERSHIPS
Parking works closely with Dubuque Main Street, Greater Dubuque Development Corporation and other local developers and businesses to assure sufficient quantities of parking are available.
The Parking Division is supported by 9.65 full-time equivalent employees, which accounts for only 12.35% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 1.83% in FY 2019 compared to FY 2018.
Central Business District Parking

Overview
The Central Business District is composed of the Downtown area, the Port of Dubuque and the Historic Millwork District. Addressing parking issues such as variable on-street paid parking in the commercial district, residential permit parking, parking validation programs, parking requirements for new development, a parking information campaign, increasing the parking inventory, shared parking arrangements and additional enforcement of existing regulations.

The Parking Division manages thirteen parking lots in the downtown area and two in the Port of Dubuque. The parking lots in the downtown area have a capacity of 488 and 521 spaces in the Port of Dubuque. The parking lots operate on a combination of monthly reserved parking and parking meters.

The parking ramps in the downtown area have a capacity of 2803 and the ramp in the Port of Dubuque has 1069 spaces.

The Parking Division is an enterprise fund within the City of Dubuque. Subsequently, operating expensed must be covered by generated revenue from the parking system. The revenue derived for parking charges supports parking operations.

Off street parking (ramps and lots) provide monthly, daily, hourly and event parking services to downtown area residents, workers, and visitors so they can park their vehicles in secure, customer friendly and well maintained parking facilities.

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<th>Central Business District Parking Funding Summary</th>
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<td>FY 2017 Actual</td>
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<td>Total FT Equivalent Employees</td>
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TRANSPORTATION SERVICES DEPARTMENT
PARKING DIVISION

Highlights of the Past Year

▪ Integrate Parking into Smart Travel Models
▪ Increased Usage of Mobile Pay Application

Future Initiatives

▪ Increase Training with Parking Enforcement Staff
▪ Work with Dubuque Main Street and Greater Dubuque Development to Assist with Downtown Parking Needs to Promote Business Development
▪ Assess the demand for specific parking spaces to be more efficient in billing procedures

Performance Measures

Central Business District Parking
Manage the parking system by addressing parking supply, mobility, facilities and improvements that contribute to the effective management of parking resources for residents, the workforce and visitors to Dubuque.

Goal: Robust Local Economy

Outcome #1: Provide, maintain and improve an accessible, functional and self-supporting parking system.
Support a parking system designed to meet the needs of the patrons of downtown businesses, residents and retail.
  • We constantly analyze the needs of customers in the downtown area and make adjustments to make parking more convenient
  • Every Ramp Fully Recorded with Camera Coverage
  • We are able to provide a very safe parking environment that addresses customer’s needs along with evaluating short and long term parking needs to incentivize economic growth along with promoting a livable downtown area.

Support residential, commercial and retail development by way of managing parking assets and creating additional parking areas as development need are identified.
  • Continue to improve the condition and appearance of municipal parking ramps through a preventative maintenance program and maintaining the aesthetic qualities by continued evaluation and inspections.
  • Address parking inventory/supply, uniformity of parking allocation and ease of access.
Overview
The Parking Division manages 1859 street and lot parking meters. These consist of time increments of 20 minute, 40 minute, 1 hour, 2 hour, 4 hour and 10 hour.

Parking Code Enforcement - Parking enforcement is an activity that came to the Parking Division from the Police Department in the year 2000. We currently have six part time officers that provide enforcement for the downtown area and one of those officers provides parking enforcement in the residential and business areas outside of the downtown area.

In July, 2013 the Parking Division installed new parking meters allowing customers to use their mobile phones to pay for parking. With the launch of the new system, residents and visitors to Downtown Dubuque are now able to conduct their parking transactions by mobile phone, a new service that will allow parkers an opportunity to save time and money by using their mobile phone to pay for parking. Motorists may initiate parking sessions from the comfort of their vehicle, or while walking to their destination – without ever needing to deal with cash or coins!

<table>
<thead>
<tr>
<th>Metered Parking Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$257,594</td>
<td>$308,671</td>
<td>$303,909</td>
</tr>
<tr>
<td>Resources</td>
<td>$1,113,820</td>
<td>$1,132,147</td>
<td>$1,100,515</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metered Parking Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Meter Checker</td>
<td>3.30</td>
</tr>
<tr>
<td>Parking Revenue Collector</td>
<td>0.73</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
<td>4.03</td>
</tr>
</tbody>
</table>

Highlights of the Past Year
- Expanded on usage of Passport Parking Application

Future Initiatives
- Evaluate new types of meters, such as pay stations, as meters need replacement
- Re-evaluate each meter length, to ensure compatibility with businesses in the area
TRANSPORTATION SERVICES DEPARTMENT
PARKING DIVISION

Performance Measures

<table>
<thead>
<tr>
<th>Metered Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>The on-street parking meter program provides parking meter revenue collection, installation and maintenance services to the City of Dubuque for citizens, visitors and businesses so they can have reliable metered parking.</td>
</tr>
</tbody>
</table>

Goal: Robust Local Economy

Outcome #1: Promotes business activity by creating the turnover needed to promote the generation of a good customer flow.

Asset Management
One of the most efficient ways of handling on-street parking is by way of discussions with parking generators in the area. Determine the needs of the business and adjust parking time limits to create turnover in the area that best suits the type of businesses in the particular block(s). These short term meters are placed as close as possible to the customer entrances and exits, considering street design and traffic patterns. It is important to develop and maintain a dialogue with businesses to evaluate their needs.

Outcome #2: Promotes a community that is pedestrian safe due to parking design and results in a management of parking to maximize the available space.

Enforcement
Enforcement is of course the means by which we encourage people to abide by the rules. It also creates order and allows for the effective management and use of parking space availability. There is a component of traffic management and both pedestrian and vehicular safety comes along with proper, fair and consistent enforcement that benefits the whole community.

<table>
<thead>
<tr>
<th>Violation Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expired Meter Violations</td>
<td>15,253</td>
</tr>
<tr>
<td>Courtesy Meter Violations</td>
<td>9,724</td>
</tr>
<tr>
<td>Alternate Side Parking</td>
<td>2,662</td>
</tr>
<tr>
<td>Disabled Parking Violation</td>
<td>373</td>
</tr>
</tbody>
</table>
PERSONNEL OFFICE
The Personnel Office is committed to providing expertise in attracting, developing and sustaining a high quality workforce committed to excellent services.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Improve the productivity and efficiency of operations by continuing organizational development and team building with emphasis on development of supervisory staff, improved intra and interdepartmental effectiveness through the use of Employee Involvement Teams and maintenance of management skills and processes.

PLANNING
The Personnel Office works with all City Departments and Divisions to ensure vacancies are filled and highly skilled employees are available to carry out City Planning Initiatives.

PARTNERSHIPS
The Personnel Office works with local partners including United Way, Prescott School, Crescent Community Health Center, Maria House, Multicultural Family Center, the Dubuque Area Labor Management Council and the Road to Success/Bridges Initiative.
The Personnel Office is supported by 3.63 full-time equivalent employees, which accounts for 81.18% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 44.54% in FY 2019 compared to FY 2018.
PERSONNEL OFFICE

Overview
The City of Dubuque Personnel Office is responsible for carrying out all the activities essential to the effective administration of the personnel function such as:

1. Assisting operating departments in the areas of recruitment, selection, placement, and training of employees
2. Representing the City in collective bargaining with five employee unions and administering union contracts
3. Maintaining centralized personnel records
4. Administering the Non-bargaining Unit Personnel Manual
5. Administering all benefits
6. Ensuring compliance with state and federal employment related laws and regulations and overseeing the safety function
7. Administering, through the Health Care Committee, health, prescription drug, dental, life, and disability insurance plans
8. Maintaining all workers compensation records and coordinating claims management with the third party administrator and department managers

Position Summary

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Personnel Assistant</td>
<td>1.00</td>
</tr>
<tr>
<td>Secretary</td>
<td>1.00</td>
</tr>
<tr>
<td>Secretary PT</td>
<td>0.63</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>3.63</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year

- The Healthcare Committee implemented three additional clinical drug prescription programs since 2012. The programs are step therapy, prior authorization and drug quantity management. Savings related to these programs from June 1, 2012 through August 31, 2017 is $307,256.
- On August 3, 2015, the City entered into an agreement with our pharmacy benefit manager that will provide additional savings through higher formulary rebates and drug discounts. The annual savings over the next three years is $756,465.
- On July 1, 2017, Wellmark Blue Cross Blue Shield of Iowa became the City’s third-party administrator for the medical plan. The projected savings for Fiscal Year 2018 is $1,215,000.
- In the spring of 2017, agreements were reached for a five-year period with the Firefighters Association and the Teamsters, Transit and Operating Engineers Unions.
PERSONNEL OFFICE

Future Initiatives

- Continue staff participation on the ICC Steering Committee to increase understanding across cultures when delivering City services and creating a welcoming community and organization.
- Continue to implement changes to the health and prescription drug plans in order to contain the increase in cost of providing these coverages.
- Conduct a market check of the City’s pharmacy benefit management services.
- Conduct a request for proposal for health benefit consulting and actuarial services.

Performance Measures

Personnel Office - Activity Statement
The Personnel Office is committed to providing expertise in attracting, developing and sustaining a high quality workforce committed to excellent services.

Goal: Financially Responsible, High Performance City Organization

Outcome #1: Ensure equal employment opportunities for all employees and applicants for employment.

The Personnel Office provides leadership and services to maximize the potential and ability of employees and promote employee success.

- Top talent is recruited by coordinating, advertising, screening, interviewing, testing and selection

<table>
<thead>
<tr>
<th>Employee Demographics</th>
<th>Fiscal Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Male</strong></td>
<td><strong>Female</strong></td>
</tr>
<tr>
<td>White</td>
<td>White</td>
</tr>
<tr>
<td>Black</td>
<td>Black</td>
</tr>
<tr>
<td>Hispanic</td>
<td>Hispanic</td>
</tr>
<tr>
<td>Asian or Pacific</td>
<td>Asian or Pacific</td>
</tr>
<tr>
<td>Islander</td>
<td>Islander</td>
</tr>
<tr>
<td>American Indian</td>
<td>American Indian</td>
</tr>
<tr>
<td>or Alaskan Native</td>
<td>or Alaskan Native</td>
</tr>
<tr>
<td>650</td>
<td>342</td>
</tr>
<tr>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>All Columns</strong></td>
</tr>
<tr>
<td>1054</td>
<td>1054</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department Budgets</th>
<th>Fiscal Year 2012</th>
<th>Fiscal Year 2013</th>
<th>Fiscal Year 2014</th>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
<th>Fiscal Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirements</td>
<td>14</td>
<td>31</td>
<td>19</td>
<td>16</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td>Vacancies</td>
<td>90</td>
<td>86</td>
<td>88</td>
<td>82</td>
<td>81</td>
<td>55</td>
</tr>
<tr>
<td>Applications Processed</td>
<td>5,407</td>
<td>5,360</td>
<td>3,761</td>
<td>3,349</td>
<td>4,223</td>
<td>2,547</td>
</tr>
<tr>
<td>Civil Service</td>
<td>862</td>
<td>1,138</td>
<td>1,085</td>
<td>863</td>
<td>714</td>
<td>702</td>
</tr>
</tbody>
</table>
Outcome #2: Provide compensation and benefits plan that promotes a satisfied and engaged workforce.

The City is able to attract and retain highly skilled employees by providing a competitive compensation and benefit package resulting in high quality and innovative services for the Citizens of Dubuque.

Maintain a comprehensive and sustainable benefits package:
- Analyze benefits and recommend changes as needed to ensure a competitive benefit package
- Oversee the medical, prescription drug, disability and life insurance programs, the flexible spending program and all other employee benefit programs
- Minimize healthcare premium increases for the City and employees
- Support the development and maintenance of the City’s classification system to ensure competitive salaries to enable the City to hire and retain the best qualified employees
The mission of the Planning Services Department is to provide friendly, knowledgeable and professional City Planning, Historic Preservation and Development Services to city residents to ensure a Viable, Livable and Equitable Dubuque.
PLANNING SERVICES
SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS
LEADING TO OUTCOMES

PEOPLE
Planning Services staff interacts daily with customers to facilitate review of residential, office, commercial, institutional and industrial development proposals through an open, transparent, service-oriented process. Staff resolves zoning enforcement issues by working with residents and businesses to achieve voluntary compliance. Staff also works with the Zoning Advisory Commission and Zoning Board of Adjustment by facilitating neighborhood input on development proposals to:

- promote a sound, safe, healthy, and sustainable community,
- encourage good development and support the conscientious developer,
- protect existing property values and uses, and

PLANNING
Planning Services staff works with the Long-Range Planning Advisory Commission to create a viable, livable, and equitable community and plan for a better future through the long-term Comprehensive Plan and strategic short-term plans for urban renewal and revitalization.

Planning Services staff works with the Historic Preservation Commission to protect, promote and enhance the historic, cultural and aesthetic resources that make Dubuque a unique, identifiable and vital community through preservation planning, design guidelines, technical assistance and financial incentives.

PARTNERSHIPS
Planning Services staff collaborates with City departments; local, state and federal agencies; private sector and non-profits to facilitate development, enhance neighborhood quality, and support regional efforts. Major collaborations include: sustainability, annexation, riverfront development, downtown and neighborhood revitalization, public health, watershed management, and regional parks, open space and bike/hike trail systems.
The Planning Services Department is supported by 8.38 full-time equivalent employees, which accounts for 85.88% of the department expense as seen below. Overall, the department's expenses are expected to increase by 4.08% in FY 2019 compared to FY 2018.
PLANNING SERVICES
Development Services

Overview
Development Services focuses on fostering and building partnerships with residents, business owners, entrepreneurs and developers through the efficient, knowledgeable and professional facilitation and coordination of public and private development activities in the city. This is achieved by providing accurate information concerning City plans, policies and ordinances to the Zoning Board of Adjustment, Zoning Advisory Commission and the City Council, and to other City staff, developers, applicants, and residents. Additionally, staff is continually working to build relationships with the community at large by encouraging voluntary compliance with the City’s zoning code to improve the quality of life in our neighborhoods and business districts.

<table>
<thead>
<tr>
<th>Development Service Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>FY 2019 Requested</td>
</tr>
<tr>
<td>Expenditures 455,204</td>
</tr>
<tr>
<td>Resources 65,767</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Development Service Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Associate Planner 1.00</td>
</tr>
<tr>
<td>Assistant Planner 2.00</td>
</tr>
<tr>
<td>Zoning Enforcement Officer 1.00</td>
</tr>
<tr>
<td>Secretary 0.40</td>
</tr>
<tr>
<td>Total Full-Time Equivalent Employees 4.40</td>
</tr>
</tbody>
</table>

Did you know?
Planning Services staff facilitates Development Review Team meetings with City Engineering, Fire, Water, Building and Planning Departments to review subdivision plats, site plans, and conceptual development plans. Developers, property owners, contractors, architects and engineers attend the meetings to discuss their projects. Applicants benefit from a one-stop service with approval in as few as 7 days.
PLANNING SERVICES
Highlights of Fiscal Year 2017

Interactive Zoning Map - The Interactive Zoning Map is an online web mapping application that allows users to zoom into an aerial photo of a property and receive parcel, address and zoning information. Try out the Interactive Zoning Map online at www.cityofdubuque.org/2251/City-of-Dubuque-Zoning

Citizen Impact:
It was created to give citizens, appraisers, Realtors, etc. 24-hour access 365 days a year. This tool has reduced telephone zoning inquires by about 60%.

FY 2017 Plan Review Refinements - Working with the Development Review Team, Planning Services staff created flowcharts for plan review refinements for processing site plans for construction projects and preliminary and final plats for subdivisions.

Citizen Impact:
These refinements allow the Development Review Team to more thoroughly review and approve office, commercial, institutional, and industrial developments while meeting community goals for sustainable development through an open, transparent process.

FY 2017 Approved Development (Sq. Ft.)

Chaplain Schmitt Island - Planning Services coordinated amending the Master Plan and adoption of a Planned Unit Development (PUD) ordinance and design guidelines to facilitate implementation of the master plan’s outcomes for 3 planning areas: Lake Peosta Chanell, Island Resort, and Island Destination. For more information, visit www.cityofdubuque.org/DocumentCenter/View/34397
PLANNING SERVICES
Future Initiatives


Performance Measures

**Development Service - Activity Statement**
Coordinate and facilitate development review and zoning compliance in an efficient and ‘people-oriented’ manner, fostering and building partnerships with residents, business owners, entrepreneurs and developers.

**Goal: Robust Local Economy**

Outcome #1: Provide effective customer service, knowledge of development regulations and department efficiency to encourage voluntary compliance and effectively service the citizens of Dubuque. Planning Services staff work proactively and positively to educate the public on zoning regulation and encourage voluntary compliance with those regulations, facilitating planned and managed growth.

SAME DAY REVIEW AND SIGN OFF
• Limited Setback Waivers
• Adjustment of Front Yard Setbacks

Zoning Enforcement Officer responded to over 340 complaints in FY2017 within 24 hours of receiving a request.

**Goal: Financially Responsible, High Performance City Organization**

Outcome #2: Provide seamless communication to ensure that the City Council, City Manager, Boards, Commissions, and citizens remain informed about development activities within the city. Information provided by Planning Services staff is a critical component of the decision-making process. Providing information to various City departments, City Manager, City Council, boards and commissions through GIS mapping and analysis, written reports, or verbal presentations is vital to these groups making informed and impartial decisions regarding development.
PLANNING SERVICES

Zoning Board of Adjustment review and approval time is usually between 21-25 days from application deadline.

Zoning Advisory Commission review and approval time is typically 55 days from application deadline to City Council approval.

Did you know?
Planning Services Staff conducts an ongoing customer service survey of applicants to the Zoning Board of Adjustment, Zoning Advisory Commission, and Historic Preservation Commission. The survey asks customers about their experiences and the quality of services provided by staff. In FY2017, staff rated 100% in all areas.

Customer Service Survey Results FY 2017

- Adequately inform applicants of process: 100%
- Expertise (knowledgeable): 100%
- Timeliness (prompt & efficient): 100%
- Staff Friendliness: 100%

***The above statistics are based on a voluntary customer survey and only reflect the results of those surveys received by the Planning Services Department during Fiscal Year 2017.
PLANNING SERVICES
City Planning / Historic Preservation

Overview
The primary function of City Planning is to engage the community in developing and updating a long-term vision and Comprehensive Plan for future growth and development. Planning Services staff also plays an active role assisting the Dubuque Metropolitan Area Transportation Study (DMATS) and increasing access to trails and bike routes.

Historic Preservation works to promote, protect and enhance the city’s historic, cultural, aesthetic and environmental resources. Supporting the Long Range Planning Advisory Commission and Historic Preservation Commission in their roles and responsibilities is a primary responsibility of Planning Services staff. Staff also ensures qualifying projects comply with State and Federal preservation requirements, such as Section 106 reviews.

<table>
<thead>
<tr>
<th>City Planning / Historic Preservation Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

City Planning / Historic Preservation Position Summary

| Planning Services Manager | FY 2019 | 1.00 |
| Assistant Planner | 1.00 |
| Planning Technician | 1.00 |
| Secretary | 0.60 |
| Planning Intern | 0.38 |
| Total Full-Time Equivalent Employees | 3.98 |

Highlights of Fiscal Year 2017

*Imagine Dubuque 2037: A Call to Action - 2017 Comprehensive Plan* - Beginning in FY2017, the City launched a community engagement process to create a meaningful and focused plan for the City of Dubuque. The plan reflects the shared vision and goals of Dubuque residents and stakeholders and adopted on September 18, 2017.

*Eagle Point Park National Register of Historic Places (NRHP) Nomination* -- Planning Services staff completed the nomination in FY2016 - FY2017. The nomination will provide much deserved recognition of the park’s significance as well as create opportunities for financial incentives to preserve and enhance Eagle Point Park.

*Grants for Parks*: Planning Services staff assisted with successful grants for Valentine Park expansion and Eagle Point Park’s environmental restoration management plan.
PLANNING SERVICES

Did you know?
- Dubuque’s historic, compact downtown neighborhoods provide safe, accessible access to public transit, parks, employment and schools
- 98% of Dubuque residents live within a 1/2 mile walk of a park or open space

Future Initiatives

Implementation of the 2017 Comprehensive Plan - A collaborative process with community stakeholders, businesses, organizations, and residents is planned.

Kerper Boulevard Revitalization - This is a High Priority of the City Council’s 2017-2019 Policy Agenda. Creation of a master plan for revitalization of vacant sites and a complete streets design are envisioned to spur economic growth.

Historic Preservation Surveys, Evaluations and Nominations - As a Certified Local Government, the City is required to prepare historic/architectural surveys, evaluations and nominations to identify and list properties eligible for the NRHP

Historic Preservation Economic Impact Study and Master Plan -- Developing an in-depth study which identifies the benefits of preservation to the community’s economic prosperity, environmental integrity and social cultural vibrancy will inform creation of a master plan and serve as a preservation marketing piece.

Performance Measures

<table>
<thead>
<tr>
<th>City Planning and Historic Preservation - Activity Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate city planning and historic preservation in an engaging and community-oriented manner which promotes, protects and enhances the City’s environmental, economic and cultural resources as well as facilitates future growth and development.</td>
</tr>
</tbody>
</table>

Goal: Partnering for a Better Dubuque

Outcome # 1: Manage the update of the City of Dubuque Comprehensive Plan using through collaborative public engagement opportunities. Drafting and implementing a citywide vision for future development is essential for the City of Dubuque. The Comprehensive Plan is a document which reflects the values of the community as a whole and is developed through extensive public engagement and consensus-building. The Comprehensive Plan is the principal opportunity for residents to communicate their values and vision for the future of the city. The goals and strategies outlined in the comprehensive plan are used to inform and plan important policy decisions such as land use and budgeting.

PLANNING SERVICES

The Long Range Planning Advisory Commission oversaw a consultant-led community engagement process that involved input using a wide range of communication channels in
FY2017. The process was highly representative of community demographics. With adoption of the plan, a 2017-2019 Top Priority of the City Council’s Policy Agenda was achieved.

Did you know?
Approximately 6,000 people shared over 12,500 ideas during the year-long community-wide engagement process for the 2017 Comprehensive Plan – Imagine Dubuque 2037: A Call to Action. The Comprehensive Plan and supporting documents are available to view and download at www.cityofdubuque.org/ImagineDubuque.

Goal: Great Place to Live

Outcome #2: Promote, enhance and preserve the community’s historic and cultural resources. The Planning Services Department in conjunction with the Historic Preservation Commission provides technical assistance to property owners and developers on issues including funding sources, National Park Service Preservation Briefs, Secretary of the Interior’s Standards for the Treatment of Historic Properties, and the City’s Architectural Guidelines. Planning Services staff also coordinates with consultants on historic, architectural and archaeological surveys, evaluations and nominations of significant cultural resources in the community.

Historic Preservation Commission review and approval time is usually between 15 -20 days from application deadline.

Investment in historic and downtown neighborhoods was $18.2 million in FY2017.

Did you know?
The City of Dubuque has designated 10 local landmarks. All are listed in the National Register of Historic Places. Two are also designated as National Historic Landmarks: Old Jail and William M. Black steam dredge. Learn more about Dubuque’s landmarks at www.cityofdubuque.org/331/Historic-Preservation.
Outcome #1: Increase access to trails and bike routes. Planning Services coordinates planning and development of bike/hike trails and facilities within the City of Dubuque and the urbanized region, and helps secure state and federal grants.

Did you know?
Since 2014, 100% of homes are within 3 miles of an off-road trail and 80% of homes are within a 5-minute bike ride of a trail.

Outcome 2: Assist Dubuque Metropolitan Area Transportation Study (DMATS). Planning Services staff serves on the DMATS Technical Advisory Committee and helps coordinate community land use planning and development projections with the updates and implementation of the DMATS Long Range Transportation Plan.

In FY2017, Planning Services staff assisted DMATS staff with the update and adoption of the 2045 Long Range Transportation Plan.
The Mission of the Dubuque Police Department is to provide a safe and secure environment for citizens, visitors and guests so they can experience a stable, thriving community free of danger, injury or threat of harm.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
The Dubuque Police Department offers seven opportunities for the community to become involved in policing:
1. Auxiliary Police
2. Citizen’s Police Academy
3. Youth Academy
4. DARE
5. Child Passenger Safety Project
6. Dubuque Police Ride Along Program
7. Police Explorer Program

PLANNING
The Dubuque Police Department works with all City Departments and Divisions to ensure professional police service.

PARTNERSHIPS
The Dubuque Police Department utilizes partnerships with other Public Safety organizations, including Dubuque County, US Department of Justice, and the State of Iowa to collaborate and take advantage of funding opportunities.
The Police Department is supported by 119.56 full-time equivalent employees, which accounts for 86.31% of the department expense as seen below. Overall, the department's expenses are expected to increase by 1.90% in FY 2019 compared to FY 2018.
Overview
The Police Department is responsible for providing community service and protection, creating a safe and secure environment for the citizens we serve. It also provides for maintenance, equipment, materials, supplies and repairs necessary for the operation of the department at the Dubuque Law Enforcement Center; as well as completing all requirements to maintain our status as an accredited law enforcement agency. Service is provided 24 hours a day, seven days a week.

Police Administration oversees four divisions within the department: Community Oriented Policing, Criminal Investigation, Patrol and Staff Services. Staff Services encompasses Records and Identification and Training activities. Each division contains both sworn and civilian personnel. Each division is led by sworn personnel with a rank of Captain. The senior management team is comprised of the Chief of Police, one Assistant Chief and six captains.

<table>
<thead>
<tr>
<th>Administration Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administration Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Police Chief</td>
</tr>
<tr>
<td>Assistant Police Chief</td>
</tr>
<tr>
<td>Account Clerk Confident</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
</tr>
</tbody>
</table>

Highlights of the Past Year

Dubuque K9 Project

- Beginning in July 2016, community members began contacting Chief Mark Dalsing about doing something to show support for the Dubuque Police Department. These individuals then collaborated with a local financial institution and launched the Dubuque K9 Project; and began soliciting funds.
- The project raised funds to purchase and equip a specialized police vehicle, purchase a new K9, and provide training funds for the K9 and handler, including multiple other necessary expenses.
- On September 19, 2017, a meet and greet event was held, and donors were invited to meet Officer Kane Hoffman and Wisco, and the entire Dubuque Police K9 Unit. Any remaining funds will be retained for future K9 related expenses and/or replacements.
DUBUQUE POLICE DEPARTMENT
Traffic Study

• As part of the fiscal year 2017 budget, Dubuque Police requested and received funding for an independent researcher to conduct a study on Dubuque Police Department traffic stops to identify any potential disparity in traffic stops, and the results of stops, based on driver’s statuses as members of a protected class.
• Traffic stops is the largest area where officers have the discretion to act or not, thus making it one of the best areas to review for indications of bias.
• The study, conducted by St. Ambrose University, examined traffic stop behavior of the Dubuque Police Department using data from 2015 and analyzed over 5,000 traffic stops. The investigation focused on two broad categories of discretionary police conduct: racial disparity in vehicle stops and disparity in the outcome of disposition of a stop.
• Conclusions: very low levels of disparity in traffic stops and low levels of disparity in citations.

21st Century Policing Strategies: The Dubuque Police Department has adopted the President's Task Force on 21st Century Policing as a guide to establish 'best practices' for the department. The report focuses on six pillars and contains dozens of recommendations and action items suggested for local, state and federal agencies to pursue. The department has reviewed and identified strategies, programs, and policies already in place and will work on implementing others.

Performance Measures

<table>
<thead>
<tr>
<th>Administration - Activity Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Chief of Police and Executive Staff of the Police Department are responsible for the overall direction and leadership of the Department. Staff accomplishes this task by establishing departmental policies and goals.</td>
</tr>
</tbody>
</table>

**Goal: Financially Responsible, High Performance Organization**

**Outcome:** Safe and secure community environment where all people are treated with dignity and respect, thereby improving quality of life and positively impacting crime levels.
DUBUQUE POLICE DEPARTMENT

Develop a yearly departmental budget and monitor expenses
Police Administration develops an annual budget for the police department based on prior expenses and review of all needed supplies, services and equipment. Expenditures are monitored throughout the year, ensuring fiscal responsibility of city funding. Included in the budget process is identifying and obtaining alternate funding sources and completing mandatory reporting.

Regular Review of Calls for Service, and Direct Response
This objective helps us monitor and maintain a quick response time for police calls for service, and to gather information for incident based reporting. This review also assists the department in determining shift and division manpower allocation, and identifying areas of concern for additional enforcement and special initiatives.

2012 2013 2014 2015 2016 2017

| Applicants | 289 | 214 | 174 | 164 | 185 | 151 |
| Hired      | 5   | 7   | 8   | 7   | 6   | 9   |

The Dubuque Police Department applies annually to the US Department of Justice and the State of Iowa, to request financial assistance to supplement our annual city budget. Examples of requested items include body armor, narcotics enforcement personnel and overtime, and crime prevention and traffic safety overtime, equipment and activities.

In FY17 the Dubuque Police Department responded to 56,184 Calls for Service ranging from Code 1 emergency calls to lower priority, service type calls such as property damage, noise disturbances, parking complaints and traffic stops.
DUBUQUE POLICE DEPARTMENT

Recruitment, Selection and Training of Police Officers

- Physical testing and written exams are conducted annually to maintain a fresh civil service list of available police officer candidates.
- Officer candidates go through a rigorous testing and screening process before being hired and attending the Iowa Law Enforcement Academy. All academy graduates are then closely monitored and evaluated as they progress through the field training officer program, all to ensure a successful training program, well trained officers, and low employee turnover.
- We work closely with the City Personnel Department, Workforce Development Coordinator and a recruitment team of internal and external partners throughout the year to ensure a viable candidate pool.
- Ongoing recruitment is conducted through career days, guest lecturing at local colleges, internships and Community Resource Officers to ensure the Dubuque Police Department is visible to prospective candidates.

Community Oriented Policing

Overview
This activity promotes positive relationships between police and community, establishing a problem solving philosophy by addressing the causes of crime and encourages long-term innovative problem solving, improving law enforcement-community partnerships with better quality communication.

Community Oriented Policing Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$1,441,979</td>
<td>$1,466,373</td>
<td>$1,470,670</td>
</tr>
<tr>
<td>Resources</td>
<td>$179,050</td>
<td>$179,726</td>
<td>$184,928</td>
</tr>
</tbody>
</table>

Community Oriented Policing Position Summary

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Captain</td>
<td>1.00</td>
</tr>
<tr>
<td>Police Lieutenant</td>
<td>1.00</td>
</tr>
<tr>
<td>Police Corporal</td>
<td>4.00</td>
</tr>
<tr>
<td>DARE Police Officer</td>
<td>1.00</td>
</tr>
<tr>
<td>School Resource Officer</td>
<td>3.00</td>
</tr>
<tr>
<td>Police Officer</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>12.00</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year

- Community Policing works closely with individuals taking advantage of an annual employment opportunity in the form of a paid internship through federal grant funds. The formal position name is Community Resource Officer and offers part time employment and many of these individuals have gone on to become officers with the department, which also aids in employee retention.
DUBUQUE POLICE DEPARTMENT

- Organizational Changes: The Community Policing Division includes the School Resource Officers. In 2017, the DARE position was transitioned to Community Policing to assist in traditional SRO duties in addition to traditional DARE duties. As part of this organizational change, SRO officers are trained in traditional DARE duties to assist as needed.

Future Initiatives

- Continue to invest resources in collaborative activities with Leisure Services Imagination Playground
- Explore expanded collaboration with Dream Center staff and programs

Performance Measures

Community Oriented Policing - Activity Statement
This activity enhances police services by shifting the focus of police work from responding to individual incidents to addressing problems identified by the community and emphasizing the use of problem-solving approaches to supplement traditional law enforcement. This is demonstrated by involvement with the City of Dubuque Housing Department, School Resource Officers, Public Information, and involvement with landlords and neighborhood associations.

Goal: Partnership for a Better Dubuque

Outcome #1: Foster positive relationships between police and community in order to establish a problem solving philosophy

Community Involvement with neighborhood associations, landlord associations and other community based groups. Supports the goal of promoting positive relationships.

Continued partnership with City of Dubuque Housing Department
Established in April 2008, the Housing Investigator Position continues to be an integral part of the COP Unit by investigating violations of the rules and regulations of the voucher program.

- The COP unit was established in 1995 and since that time has partnered continuously with the Internal Working Group made up of other City departments. The members of this group are a routine resource for other department divisions. COP Officers also work closely with the City’s Neighborhood specialist and regularly attend scheduled neighborhood association meetings and activities.

- Members of the COP Unit also participate in other departmental functions, including Honor Guard, Mobile Field Force, Tac Team, Child Safety Seat Program, departmental instructors, accident reconstructionist, DARE instructor, Council Security operations, and other specialty positions.
In FY17 the Dubuque Police Department performed approximately 6,000 background checks for landlords on prospective tenants at no charge to the landlord. There have been nearly 36,000 checks conducted through the programs since its inception in FY12.

Type of Investigations: April 2008 - June 2014

- Application Validity: 1%
- Criminal Behavior: 5%
- Misrepresentation: 14%
- Absent: 2%
- Fraud: 1%
- Missing Information: 1%
Since August 2014, the Dubuque Police Department and City Attorney’s Office have been tracking calls for City services to individual buildings. Through October 2016, over 32,000 calls have been reviewed. 1,085 properties warranted follow up as they had 3 or more calls within 30 days. Of those, 127 have been found to be in violation of the Nuisance Ordinance and enforcement action was taken against the property owner.

The Dubuque Police Department has been conducting Crime Free Multi-Housing training since 1995. It was rebranded to “Dubuque Successful Property Management” in 2015. The training is offered twice per year. Police, Housing, Legal, and Neighborhood Specialist are all actively present at and promote the program, which is mandated by City Code. A total of 1,685 landlords have taken the training since it became mandatory.
This objective contributes to reducing juvenile crime by providing juveniles with the opportunity to interact positively with police officers and through both informal contact and educational programs. School Resource Officers (SRO’s) also utilize outside resources, such as Juvenile Court Services (JCS). SRO’s also have had a long standing positive relationship with the Dubuque Community School District and maintain a constant, open dialogue.

**SRO Daily Activities:**
- Educational Programs in Dubuque Schools
- Investigations
- Student Supervision
- Investigations of school based incidents
- School safety initiatives

**DID YOU KNOW??**
The Dubuque Police Department has had a version of the SRO since the 1970’s. The original Juvenile Liaison Officer covered all of the schools in the DCSD as well as all case review for coordination with the juvenile court system. The Juvenile Liaison officer was the sole school officer until 2000 when a second position was created through a federal grant and the positions were renamed as School Resource Officers. Additional officers were added in 2002 and 2011.

The Dubuque Police Department SRO’s cover all 18 schools in the Dubuque Community School District, as well as at the local parochial schools on an as needed basis. The SRO positions are jointly funded by the Dubuque Police Department and Dubuque Community School District.
Overview
The Criminal Investigation Division (CID) conducts in-depth investigations into major crimes that occur, including death investigations, sexual abuse, robbery, arson, child abuse, dependent adult abuse, kidnapping, serious assault, major financial crime and computer related crimes.

CID is staffed by a captain, a lieutenant and eight investigators. CID is also assigned an additional lieutenant and two investigators that work primarily in narcotics enforcement and are assigned to the Dubuque Drug Task Force (DDTF).

### Criminal Investigation Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditures</strong></td>
<td>$1,711,145</td>
<td>$1,688,986</td>
<td>$1,771,101</td>
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<tr>
<td><strong>Resources</strong></td>
<td>$27,090</td>
<td>$46,360</td>
<td>$59,800</td>
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</table>

### Criminal Investigation Position Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Captain</td>
<td>1.00</td>
</tr>
<tr>
<td>Police Lieutenant</td>
<td>2.00</td>
</tr>
<tr>
<td>Police Corporal</td>
<td>5.00</td>
</tr>
<tr>
<td>Patrol Officer</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>13.00</strong></td>
</tr>
</tbody>
</table>

### Highlights of the Past Year
- Increased collaboration with Patrol Investigators
- Continued high clearance rate - **88%** in CY16

### Future Initiatives
- Continue to dedicate investigation resources to the largest areas of investigation, including sex crimes, deaths (other than homicide) and child endangerment
- Explore opportunities to add general crime investigators to CID
- Continued partnership with DHS (Department of Human Services)
- Identify training needs for new investigators
- Traffic and surveillance camera work station planned in unit
DUBUQUE POLICE DEPARTMENT

Performance Measures

Criminal Investigation (CID) - Activity Statement
This department provides comprehensive investigation of criminal offenses, death investigations, recovery of stolen property and deterrence of illegal drug use and criminal activities. CID personnel also contribute significant hours to other departmental functions, including but not limited to: tactical and hostage negotiation teams, marksman/observer unit, water rescue and recovery team, departmental training, Citizen Police Academy, public speaking engagements, and providing pre-employment polygraph tests.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Provide a safer community by deterring crime, and decreasing

Provide review and advice on all criminal investigations
This objective provides emphasis on the apprehension and conviction of offenders, protection of victims and witnesses and recovery of stolen property and illegal substances.

2016: 195 Closed Investigations

- Sex Crimes: 43.0%
- Weapons: 12.0%
- Robberies: 2.0%
- Deaths/Homicide: 8.0%
- Other: 28.0%
- Theft-Financial: 7.0%
DUBUQUE POLICE DEPARTMENT

Collaboration with the Dubuque County Attorney’s Office
Coordinating criminal investigations with the county attorney’s office allows us to clear by arrest both violent and property crimes. Ongoing dialogue between investigators and attorneys as investigations evolve contribute to informed, intelligent decisions on arrests and effective prosecution.

Support Dubuque Drug Task Force activities
These objects allows us to decrease the availability of illegal substances by coordinating investigations with other departments, including state, federal and other law enforcement agencies involving illegal drug activities.

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</thead>
<tbody>
<tr>
<td>Narcotic Violations Filed</td>
<td>109</td>
<td>145</td>
<td>120</td>
<td>124</td>
<td>113</td>
</tr>
<tr>
<td>Federal Indictments</td>
<td>8</td>
<td>11</td>
<td>5</td>
<td>7</td>
<td>22</td>
</tr>
<tr>
<td>Drug Endangered Child Investigations</td>
<td>73</td>
<td>75</td>
<td>34</td>
<td>34</td>
<td>36</td>
</tr>
<tr>
<td>Number of Children</td>
<td>111</td>
<td>94</td>
<td>44</td>
<td>54</td>
<td>37</td>
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<tr>
<td>Meth Lab Sites</td>
<td>11</td>
<td>25</td>
<td>9</td>
<td>13</td>
<td>8</td>
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<tr>
<td>Meth Lab Dump Sites</td>
<td>29</td>
<td>11</td>
<td>12</td>
<td>16</td>
<td>15</td>
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• The Dubuque Drug Task Force (DDTF) is a collaborative effort between the Dubuque Police Department, the Dubuque County Sheriff’s Department and Dubuque County Attorney’s Office. It has been in existence since the early 1980’s.
DUBUQUE POLICE DEPARTMENT

Patrol

Overview
Prevent and control conduct threatening to life, property and public order by responding to reports of crimes, accidents and other emergencies, identifying criminal activity and hazardous conditions and taking appropriate action.

<table>
<thead>
<tr>
<th>Patrol Funding Summary</th>
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<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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<table>
<thead>
<tr>
<th>Patrol Position Summary</th>
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<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
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<tr>
<td>Police Lieutenant</td>
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<tr>
<td>Police Corporal</td>
</tr>
<tr>
<td>Patrol Officer</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
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</tbody>
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Highlights of the Past Year
• Continued participation in FTO (Field Training Officer) Program to properly train new officers for solo patrol
• Continued high level of performance and fast response despite being the division most impacted by officer vacancies.

Future Initiatives
• Continue to devote resources to Neighborhood Resource Team with the intent to expand the number of officers in the unit

The Patrol Division utilizes four officers assigned as Neighborhood Response Team to follow up on crimes reported to Patrol and provide extra resources to neighborhoods seeing increases in crime. These uniformed investigators additionally investigate financial crimes, burglaries, and other crimes for their fellow Patrol officers, thereby freeing up other officers for immediate response to calls. They also collaborate with the Criminal Investigation Division on major crimes as needed.
DUBUQUE POLICE DEPARTMENT

Performance Measures

Patrol - Activity Statement
This activity is responsible for providing response to emergency and routine situations requiring police attention. Patrol personnel also contribute significant hours to other departmental functions, including tactical and hostage negotiation teams, marksmen/observer unit, departmental training, and participating in Citizen Police Academy as instructors and/or demonstrators.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Safe and secure community environment where all people are treated with dignity and respect, thereby improving quality of life and positively impacting crime levels

Provide response to calls for service
Calls for service are prioritized by Emergency Communications center staff and police officers are dispatched accordingly. Calls for service range from Code 1 emergency response to incidents such as accidents with injury, ambulance assists and felonies in progress; to Code 5 lower priority calls such as parking violations. The department also must respond to special or unusual incidents such as preplanned events like such as presidential visits and the annual 4th of July celebration, to unplanned emergency events like natural disasters.

• Calls for Service:
  Priority 1: Emergency calls (injury accidents, burglaries in progress)
  Priority 2: Property damage accidents, burglar alarms
  Priority 3: Noise disturbances, parking complaints
  Priority 4: Cold property crime investigations, delayed response
  Priority 5: Traffic stops

Did You Know?
Citizens can make an online request for traffic enforcement through the department’s web page at www.cityofdubuque.org/police

• The Dubuque Police Department issued over 9,000 traffic citations in 2016:
  • Top 3 Citations for 2016:
    • Speeding: 2,097
    • No Proof of Insurance: 1,434
    • Failure to Maintain Control: 644
Accident Investigations

Outcome #2: Collaboration with law enforcement agencies in domestic violence investigations.

Officers responding to calls for service involving suspected abuse are required to contact the Department of Human services, and the patrol division also maintains a domestic crime unit to provide for additional follow-up on domestic cases and participation in a domestic crime coalition made up of representatives of the police department, Dubuque County Sheriff’s Department, County Attorney’s office, Department of Corrections, and the YWCA Domestic Violence Program.

Staff Services

Overview

Staff Services encompasses several activities. One supervisor with the rank of Captain oversees Staff Services, Training, and Records and Identification. Daily operations include providing clerical support to all divisions, training, Traffic Unit, Accreditation and maintaining official records of the police department.

<table>
<thead>
<tr>
<th>Staff Services Funding Summary</th>
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<tr>
<td></td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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</tbody>
</table>
DUBUQUE POLICE DEPARTMENT

Highlights of the Past Year

• Completion of the Body Worn Camera Initiative

Future Initiatives

• Staff Bureau will continue to have primary responsibility for the department’s Body Worn camera program
• Staff education and training on WebQA and MyDBQ applications

Performance Measures

Traffic Unit Activities

This unit works closely with the patrol division in proactive traffic enforcement, intervention, prevention issues related to various traffic concerns including but not limited to; speed, operating a motor vehicle while under the influence, accident prevention and investigation, child and adult seat belt use, and motor vehicle noise. Because of current department staffing levels, we have two of three positions filled.
The Dubuque Police Department Traffic Unit works closely with the Engineering Dept. to ensure that the City’s Speed Shields are constantly deployed in areas of concern.

**2016 Traffic Unit Highlights:**
- 2,520 Citations
- 108 Warnings
- 343 Accidents Investigated

**Outcome #1:** Provide crime prevention and public information to the community in order to establish and maintain a positive relationship with citizens.

**Maintain Accreditation**
Accreditation standards assure citizens that the police department meets specific criteria set forth by national and state Commissions. Accreditation is a voluntary program and provides objective evidence of an agency’s commitment to excellence and leadership, resource management, and service delivery. Currently there are only six accredited agencies in Iowa.

- The Dubuque Police Department was originally accredited in 1993 and was reaccredited for the seventh time in Baltimore, MD in July 2016. Accreditation is through the Commission on Accreditation for Law Enforcement Agencies. CALEA will be switching to a 4 year reaccreditation cycle so the department will next go through the process in 2020. The current number of accreditation standards is 484. Examples include Code of Ethics, Performance Evaluations, Critical Incident Management, and Agency Role & Responsibilities.

**Community Benefit:** Citizens have increased confidence in their police department because essential management procedures and practices are defined and followed, resulting in strengthened crime prevention and law enforcement capabilities.
Identify training opportunities and schedule appropriate personnel.
The Police Department must meet mandatory certifications as required by state law and to meet accreditation standards each year. Our training Lieutenant is responsible for locating available training, scheduling, making travel arrangements, and keeping records of all training activities.

The types of specialty training needed varies, depending on resignations, promotions and newly hired officers. Included with this objective is maintaining our library of reference and training materials in order to have the most current version of state codes and other reference materials as needed.

Examples of Mandatory Certifications:
- Weapons instructors
- Defensive tactics instructors
- K9 Handler certification
- CPR & First Aid
- DHS (Department of Human Services) mandatory reporting

Examples of Continuing Education/Specialty Training:
- Annual firearms training
- In-service training topics: Defensive Tactics, Rifle Training, Underwater Rescue, etc.
- Accident Investigations
- School Resource Officer
- Drug Recognition Expert (DRE)
- Governor’s Traffic Safety Bureau Conference

The Training Division organizes and presents The Citizen Police Academy each year. Participants attend 10 weekly sessions and interact with officers to experience how police officers are trained and perform their duties. To date, the Police Department has presented 21 annual sessions.
DUBUQUE POLICE DEPARTMENT

Coordination of the annual entrance exam testing & hiring process

- The Training Division organizes the entire hiring process:
  - Testing: Includes physical fitness testing and written exam
  - Initial Interview: Group interview conducted with a panel of interviewers
  - Formal Interviews: Panel interview, and final interview with Chief of Police
  - Hiring Process: Physical, mental health screening, background check
  - ILEA: Employee attends the 14 week Law Enforcement Academy
  - FTO Program: Dubuque Police 5 month Field Training Officer Program
  - Solo Patrol: Training Complete - Officer begins Patrol Duty

DID YOU KNOW??
It takes approximately one year from initial testing until an officer makes it to the streets on solo patrol.
Dubuque Police Department

Outcome #2: Have readily available Police Vehicles and associated equipment to be able to provide efficient response to service calls.

Maintain all Police Systems and Infrastructure
- All equipment is evaluated annually and maintained as needed due to age/wear/use
- Software & Licensing is renewed or upgraded to ensure continued compatibility and compliance with federal mandates.
- The Police Department maintains 23 in-car video systems, 25 in-car computers and 60 personal computers, plus special use computers for investigations, servers, printers, and data storage devices.

The Dubuque Police Department has a Systems Analyst from the City Information Systems department dedicated to police, and a Computer Support Specialist to assist with system infrastructure.

Did you know?
Patrol Vehicles are designed specifically for police use and require additional modification and preparation to be used. Specialty equipment and supporting systems include:
- Lights/Sirens
- Car Camera
- Radar
- Radio
- Computer
- Printer
- Software
- Licensing
- Weapons
- AED
- Suspect Transport
- Data Collection
- Server Storage
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PUBLICATION INFORMATION OFFICE
The City of Dubuque Public Information Office (PIO) facilitates an accurate and consistent flow of public information to the City’s various constituencies to increase public awareness about the activities, programs, and services provided by the City of Dubuque.

SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES

PLANNING
The Public Information Office supports all departments/divisions in their planning activities and assists with promoting opportunities and tools to provide public input into those processes.

PARTNERSHIPS
The Public Information Office frequently collaborates with Greater Dubuque Development Corporation, Community Foundation of Greater Dubuque, Dubuque Area Convention and Visitors Bureau, Dubuque Area Chamber of Commerce, East Central Intergovernmental Association, Dubuque Main Street, and Dubuque Community School District.

PEOPLE
Public Information Office staff serve on Leadership Team, the Green Team, the Employee Recognition Committee, Convention and Visitors Bureau Advisory Board, Multicultural Family Center Marketing Committee, The Jule Marketing Committee, and the Local Emergency Preparedness Committee.
The Public Information Office is supported by 5.00 full-time equivalent employees, which accounts for 69.40% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 17.09% in FY 2019 compared to FY 2018.

Includes Public Information Office and Geographic Information Systems.
PUBLIC INFORMATION OFFICE

Overview
The Public Information Office communicates the goals and activities of city government to the city’s many publics, both internal and external. The Public Information Office oversees the Cable TV Coordinator and Geographic Information System (GIS) Coordinator/Analyst. Services provided by the Public Information Office include:

Publications & Graphic Design
  • The Public Information Office assists the City Manager, departments, and divisions with content development and graphic design assistance for print publications, event displays, signage, direct mail, and other media.

Online Presence Management
  • The Public Information Office is responsible for the overall management of the City’s website and citizen response management system and supports departments and divisions through training and direct assistance with their online content management.
  • The Public Information Office also manages the City’s main accounts on Facebook, Twitter, NextDoor, and LinkedIn.

Media Relations
  • The Public Information Office issues news releases and announcements to area media outlets to publicize information related to City programs and services. The Public Information Office also serves as a liaison to media and coordinates responses to media inquiries and interview requests.

Bee Branch Watershed Flood Mitigation Project Communications
  • The Bee Branch Watershed Communications Specialist is a member of the Public Information Office staff and coordinates all communications and outreach efforts related to the Bee Branch Watershed Flood Mitigation Project.

<table>
<thead>
<tr>
<th>Position Summary</th>
<th>FY 2019</th>
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</thead>
<tbody>
<tr>
<td>Public Information Officer</td>
<td>1.00</td>
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<tr>
<td>Communications Specialist</td>
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</tr>
<tr>
<td>Bee Branch Communications Specialist</td>
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</tr>
<tr>
<td>Bee Branch Communications Specialist</td>
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</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>2.75</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year
• Bee Branch Creek Greenway Ribbon-Cutting & Opening Celebration in July
• City Expo 2017 held in September after 3-year hiatus
• 11th Annual State of the City Address
• Supported outreach efforts related to “Imagine Dubuque” Comprehensive Plan
• Marketed bidding opportunities for Bee Branch Health Homes to local contractors
• Media day for new cell and Dubuque Metro Landfill
• Communications support of Water Department’s New Water Main Break SOP
PUBLIC INFORMATION OFFICE

- 35% increase in City of Dubuque Government Twitter Followers
- 16% increase in City of Dubuque Government Facebook Page Likes
- 52% increase in Nextdoor.com Dubuque subscribers

Future Initiatives

- Return of City Expo as an annual event
- Development of "Bee Keeper" Bee Branch Watershed stewardship program
- Continued promotion of Open Budget and Open Expenses transparency tools and other open data modules including Open Performance (Socrata)
- Internal audit of website content
- Review of social media policy and development of strategy

Performance Measures

Activity Statement
Increase awareness and understanding of City services and programs and facilitate increased transparency of City government, to promote citizen trust and satisfaction in City government.

Goal: Experiences and Activities

Outcome #1: Actively promote the services, programs, projects, and initiatives of the City of Dubuque to residents and stakeholders through publications, correspondence, online content, social media, media outlets, public access television, and presentations.

As more and more people choose social media and other digital communications and their preferred way to receive information, the City must make these communication channels a high priority. The options listed above are a direct channel to residents and stakeholders; information is not filtered or modified and detailed information is made available.

To achieve this objective, the benefits of these information sources will be promoted to residents and stakeholders. Those benefits include:

- Free, timely, and accurate information delivered directly to you;
- Links to additional details and background; and
- Opportunities to provide feedback.

DID YOU KNOW?
As of Nov 2017, nearly 5,500 Tweets and Retweets have been shared with @CityofDubuque followers since the account was created.

Nearly 120 news items were distributed as “News Release” Notify Me messages in FY 2017.
Goal: Financially Responsible, High Performance City Organization

Outcome #2: Maintain an up-to-date, comprehensive, and interactive City website for residents and stakeholders to access information and communicate with City staff and elected officials.

Most residents and stakeholders have access to the City’s website which enables them to submit requests for service, questions, comments, complaints, and information requests at their convenience. This enables 24/7 access to local government – whenever is convenient for residents. By empowering residents and stakeholders to submit requests directly, they can monitor the progress on their request and receive responses directly from the appropriate department/division. Additionally, if more requests are submitted directly by residents, it will reduce the amount of time spent by staff taking calls and entering requests into the system.
DID YOU KNOW?
In FY 2017, 17,419 service requests were processed through WebQA, the City's citizen response management system. Of that total, 16.8% (2,934) were submitted directly through the Citizen Support Center on the website by residents. The remainder was entered into the system by City staff in response to phone calls and staff observations.

To submit a service request, visit www.cityofdubuque.org/citizensupport

Top 5 Service Requests Submitted by Residents: FY 2017

- Recycling Bin Request: 1,000
- Garbage/Junk/Nuisance: 174
- Grass/Weed Complaint: 157
- Abandoned Vehicle: 150
- Contact Us: 150
The Public Information Office launched MyDBQ, the City’s free app, in June 2015. The app integrates with the City’s citizen response management system and offers residents the option of using a mobile device to make service requests. Users can choose from more than 40 different service request types. As of November 2017, the app had been downloaded 1,648 times, a 34% increase since November 2016. As of November 2017, 1,090 service requests were submitted through the app.

Download details at www.cityofdubuque.org/myDBQ

Top Ten Page Visits (with exception of homepage):
Nov. 1, 2016 – Nov. 1, 2017

1. Housing and Community Development (53,184)
2. Leisure Services (37,640)
3. Job Opportunities (37,003)
4. Police (29,745)
5. Pay a Bill of Fine (27,781)
6. City Services Guide (25,739)
7. Utility Billing (22,473)
8. The Jule (21,414)
9. Dubuque Employment Opportunities (21,220)
10. Eagle Point Park (17,930)

Top 10 Most-Frequently Used Search Terms
on Website: Nov. 1, 2016 – Nov. 1, 2017

1. Eagle Point Park (169)
2. CODI (City of Dubuque Intranet) (150)
3. Shot Tower (132)
4. Mechanical Permits (129)
5. Swim Lessons (123)
6. Housing (122)
7. Flora Pool (118)
8. Bee Branch (111)
9. Housing Choice Vouchers (101)
10. Parking (95)

DID YOU KNOW? In 2017, 48% of the devices used to visit the City website were mobile (smartphone or tablet), a 6.7% increase of 2016. Of the mobile devices, almost 85% were smartphones.
PUBLIC INFORMATION OFFICE

Outcome #3: Provide timely and accurate information related to the Bee Branch Creek Watershed Flood Mitigation Project to residents and businesses directly impacted by the project and other stakeholders.

The scope, duration, and location of this project significantly impact many residents and stakeholders. By providing frequent updates on the project timeline, progress, and impacts to properties, vehicular and pedestrian traffic, schools, and businesses, those residents and businesses most impacted can prepare and project-related inconveniences can be minimized. Stakeholders, in the broader sense, include all Dubuque residents and stormwater utility customers.

- All project-related information is available at www.cityofdubuque.org/beebranch. All project-related construction updates, detour notifications, public meeting notices, and other news are posted to the project’s Notify Me (520 subscribers as of 11/16/2017, a 13% increase since November 2016), Facebook page (626 likes as of 11/16/2017, a 48% increase since November 2016), Twitter account (274 followers as of 11/16/2017, a 23% increase since November 2016), and residents on Nextdoor.com. Many are also shared on the City’s social media channels.

- A City Journal program updating viewers on the Upper Bee Branch Creek Restoration Project was produced and aired in January 2017.

- Wrote script and helped produce a seven-minute “Bee Branch Watershed Flood Mitigation Project Overview” video which is now featured on the project’s homepage.

- Created several new sections of the project website including Bee Branch Healthy Homes Resiliency Program (www.cityofdubuque.org/bbhh), Bee Branch Watershed Beekeepers (www.cityofdubuque.org/beekeepers), Bee Branch Creek Greenway (www.cityofdubuque.org/beebranchcreekgreenway), and the Bee Branch Maintenance Facility and Brownfield Cleanup Grant (www.cityofdubuque.org/beebranchbrownfieldcleanup).

- Designed postcard, created handout, wrote press release, and promoted Bee Branch Healthy Homes contractor information session in March 2017. Over 100 contractors attended the event.

- A four-page Bee Branch Watershed Flood Mitigation Project newsletter was mailed to all properties in the Bee Branch Watershed in May 2017. This is approximately 13,000 addresses. The next is scheduled to be mailed by in late-November or early-December 2017.

- Wrote copy and designed 20-page Beekeepers Activity Book which was distributed to the elementary schools in the watershed before the opening of the Bee Branch Creek Greenway. Created a five-minute animated video to accompany the activity book using the free website PowToon. The video was used during creek and stormwater safety presentations to students. Both the activity book and video are available online.
PUBLIC INFORMATION OFFICE

• Designed all graphic elements along the Bee Branch Creek Greenway including the interpretive signs, light pole banners, utility cabinet vinyl wraps, the static and electronic signs at the 22nd St. and 24th St. kiosks, dedication plaque, and the no swimming, no wading signs.

• Designed materials and promoted all Bee Branch-related leisure services programming including the Lower Bee Branch Cleanup and Geocaching event, Free Family Fishing Day, Bicycle Safety Check, four classes offered in partnership with Iowa State University Extension and Outreach, the Dubuque School District Elementary Fun Run, and the inaugural Bee Branch Creek Greenway Fall Festival.

• Work on the East Blum site U.S. EPA Brownfield Cleanup grant community relations plan and West Blum site grant application including all community engagement related to the project. To date, we’ve received 290 online forms from residents providing input on the future maintenance facility with space for public use and recreational area along the Lower Bee Branch Creek.

• Held 13 community engagement events between November 2016 and November 2017 including presentations and/or tours of the Bee Branch Creek Greenway to community service organizations, travel groups, neighborhood associations, and local schools.
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PUBLIC WORKS
The Public Works Department provides for the timely and efficient delivery of numerous essential public services, ensures a safe, pleasant and sustainable community environment, and provides for the effective movement of goods and citizens on city streets.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
Department planning is focused on greater effectiveness and efficiencies in the maintenance of Dubuque’s street, riverfront, and sewer infrastructure, the maintenance of the City’s vehicles and heavy equipment, the management of the municipal solid waste and recyclables generated by our citizens, and the management and operation of the DMASWA’s facilities.

PEOPLE
Public Works staff are provided professional development opportunities to improve their knowledge and expertise in order to provide for the development and promotion of public education and customer outreach programs to schools, civic organizations, city councils, county supervisors, and citizens throughout Dubuque and Delaware counties.

PARTNERSHIPS
In addition to its strong partnerships with the Engineering, Water, Leisure Services, Fire, and Police departments, the Public Works Department partners with numerous state and federal agencies. It also has contractual partnerships with the City of Asbury, Dubuque County, Scott County, Delaware County, Loras College, the University of Dubuque, the Iowa Northland Regional Council of Governments, Keep Iowa Beautiful, and the Dubuque County Conservation Board.
The Public Works Department is supported by 91.96 full-time equivalent employees, which accounts for 52% of the department expense as seen below. Overall, the department's expenses are expected to increase by 1% in FY 2019 compared to FY 2018.
Overview
The Public Works Director directs and supervises the activities of over ninety-two (92.09) full time, part-time and seasonal employees including, 87 full time, two (2) part-time, nine (9) seasonal workers and one (1) shared worker with the Park Division. Those workers are responsible for maintaining and cleaning Dubuque's streets, alleys, sanitary sewers, storm sewers, retaining walls, sidewalks, steps and riverfront. Street and traffic sign repairs, traffic signal and street light maintenance, utility location support, refuse collection, floodwall operations, landfill operations, yard waste collection, DMASWA administrative and education support, large item collection, curbside recycling collection, e-scrap recycling, rural recycling drop-off facilities, composting operations, household hazardous materials regional collection center, landfill methane management, Port of Dubuque facility maintenance, JULE fleet maintenance, and City fleet maintenance are also administered through this activity. The Assistant Public Works Director is also based in this activity, assisting the Public Works Director and managing the department in his absence. Also based in this activity are the department's Account Clerk II, Secretary, and part-time Clerical Assistant.

<table>
<thead>
<tr>
<th>Administration Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administration Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Public Works Director</td>
</tr>
<tr>
<td>Assistant Public Works Director</td>
</tr>
<tr>
<td>Account Clerk II</td>
</tr>
<tr>
<td>Secretary</td>
</tr>
<tr>
<td>Clerical Assistant</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
</tr>
</tbody>
</table>

Highlights Fiscal Years 2015 - 2017
- Received and responded to 4,658 citizen requests for service in FY 2015
- Received and responded to 6101 citizens requests for service in FY 2016
- Received and responded to 8,369 citizen requests for service in FY 2017

Future Initiatives
- Recruit and retain a highly qualified and well-trained diverse work force
- Continue to improve the high level of customer service provided to our citizens
Public Works Administration - Activity Statement
Provides direction and supervision for all department service activities to provide a safe and aesthetically-attractive community in which to live, work and play.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Improved quality of life in the city of Dubuque by providing efficient, effective and timely service delivery to ensure a safe and pleasant community environment.

Public Works Department staff provide 24/7 citizen service through twenty-four separate departmental service activities in a timely and responsible manner.

This objective is particularly important since the department is not staffed for 24/7 operations supervision. As a result, the workers on the streets and in the sewers are trained to be problem-solvers and authorized to make decisions when the Public Works Director and Street and Sewer Maintenance Supervisor are not available for on-site command.

Outcome #2: Provide effective and timely response to citizen requests for information and service in order to avoid disruption in our citizens’ daily activities.

Respond to citizen requests for emergency action within one (1) hour.

Even though the Public Works Department is not considered a public safety department, a citizen who has raw sewage filling the basement of his or her home, or a citizen trying to get to work or the hospital during a blizzard or ice storm, would likely assert that public health, safety, and welfare are at stake. As a result, departmental response must be immediate no matter the time or day.

Respond to citizen requests for information or non-emergency action within 72 hours.

Citizens frequently assume that the many essential services provided by the Public Works Department are supported by 24/7 staffing. Since that is not the case, responses to citizen inquiries and requests for non-essential service can take as long as 72 hours to complete.

DID YOU ALSO KNOW?
The Public Works Department received and responded to 8,369 WEBQA requests for service in FY2017 which is 37% increase over FY 2016 requests (2,268 requests)

DID YOU ALSO KNOW?
The additional services added to the Public Works Department’s responsibilities over the last 40 years are: Riverfront Maintenance, Floodwall Operations, Street and Traffic Lights, Utility Location Support, Port of Dubuque Maintenance, Yard Debris and Food Scraps Collection, Large Item Collection, Recyclables Collection, Purina Drive Barge Terminal Maintenance, DMASWA Composting Operations, DMASWA Household Hazardous Materials Management, DMASWA Education Outreach, DMASWA Discarded Electronics Recycling, DMASWA Rural Recycling Drop-offs, and, DMASWA Landfill Methane Management.
PUBLIC WORKS
Street Maintenance

Overview

Street Maintenance (Funded by Road Use Tax Dollars)
Provides for maintaining and repairing 280.43 centerline miles of city streets, curb and gutter, alleys, including 80 green alleys, 10 sets of City steps, 61 sets of City walks, and numerous guardrails and large retaining walls. It also provides for the safe and functional mobility of pedestrians and motor vehicles.

Street Cleaning (Funded by Road Use Tax Dollars)
Sweeping, flushing and cleaning 280.43 miles of city streets and cutting weeds and brush on City properties and right-of-way ensures attractive and sanitary streets, alleys and other City-owned properties through a systematic street cleaning program utilizing mechanical and vacuum street sweepers, a street flusher/vacuum vehicle, a road kill/litter/sweeper-debris collection truck, and weed/brush-cutting tractors and mowers.

Snow and Ice Control (Funded by Road Use Tax Dollars)
This activity is responsible for maintaining an effective and efficient road transportation network by systematically anti-icing, deicing and plowing Dubuque’s public streets. It provides for removing snow from the downtown area and from the City-owned steps and walks noted above. Snow plow/deicer routes are determined in advance and priority routes include the city’s arterial street network. Anti-icing and deicing operations are initiated and carried out in such a manner as to keep streets safe for motor vehicle travel.

Street/Traffic Light Maintenance (Funded by General Fund/Road Use Tax Dollars)
Street/Traffic Light Maintenance operates and maintains Dubuque’s traffic signal system, which currently contains 115 sets of traffic signals. Dubuque’s street light system is actually two separate subsystems, with separate ownership and responsibility for maintenance and operation: Alliant-owned street lights total 2,620 with 1,209 of those lights being high pressure sodium and 1,411 being LED lights. The City-owned street light system is made up of 1,153 high pressure sodium and 884 LED lights, 7 incandescent and 146 MH for a total of 2,190 street lights. All City owned street lights and traffic signals are maintained by the Public Works Department’s two traffic signal technicians. Our traffic technicians also assist in the installation, maintenance and repair of the City wide camera system and weather warning siren system.

Street Signs and Markings (Funded by Road Use Tax Dollars)
This activity is responsible for fabricating new street name signs, repairing damaged traffic and street name signs and poles, and installing all street, traffic, tourist, and informational signs in the city. It also provides for the safe and efficient movement of pedestrians and traffic on Dubuque’s streets and alleys through the proper placement, installation and maintenance of the noted signs.
### Street Maintenance Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$5,947,189</td>
<td>$6,162,336</td>
<td>$6,051,246</td>
</tr>
<tr>
<td>Resources</td>
<td>$3,222,118</td>
<td>$3,257,028</td>
<td>$3,405,884</td>
</tr>
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</table>

### Street Maintenance Position Summary

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreman - Maintenance</td>
<td>2.75</td>
</tr>
<tr>
<td>Foreman - Snow and Ice</td>
<td>0.90</td>
</tr>
<tr>
<td>Field Supervisor - Maintenance</td>
<td>0.73</td>
</tr>
<tr>
<td>Field Supervisor - Snow and Ice</td>
<td>0.17</td>
</tr>
<tr>
<td>Truck Driver - Maintenance</td>
<td>3.87</td>
</tr>
<tr>
<td>Truck Driver - Snow and Ice</td>
<td>1.00</td>
</tr>
<tr>
<td>Truck Driver - Street Cleaning</td>
<td>0.83</td>
</tr>
<tr>
<td>Utility Worker - Maintenance</td>
<td>3.85</td>
</tr>
<tr>
<td>Utility Worker - Snow and Ice</td>
<td>0.85</td>
</tr>
<tr>
<td>Equipment Operator I - Street Signs</td>
<td>0.45</td>
</tr>
<tr>
<td>Equipment Operator I - Maintenance</td>
<td>3.88</td>
</tr>
<tr>
<td>Equipment Operator I - Snow &amp; Ice</td>
<td>1.72</td>
</tr>
<tr>
<td>Equipment Operator I - Street Clean</td>
<td>0.00</td>
</tr>
<tr>
<td>Equipment Operator II - Traffic</td>
<td>0.02</td>
</tr>
<tr>
<td>Equipment Operator II - Street Signs</td>
<td>0.85</td>
</tr>
<tr>
<td>Equipment Operator II - Maint.</td>
<td>0.94</td>
</tr>
<tr>
<td>Equipment Operator II - Snow &amp; Ice</td>
<td>1.12</td>
</tr>
<tr>
<td>Equipment Operator II - Street Clean</td>
<td>3.21</td>
</tr>
<tr>
<td>Assistant Horticulturist - Maint</td>
<td>0.25</td>
</tr>
<tr>
<td>Assistant Horticulturist - Snow and Ice</td>
<td>0.17</td>
</tr>
<tr>
<td>Custodian I</td>
<td>0.38</td>
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<tr>
<td>Laborer - Street Signs</td>
<td>0.67</td>
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<tr>
<td>Utility Worker Apprentice</td>
<td>1.00</td>
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<tr>
<td>Laborer - Street Cleaning</td>
<td>0.36</td>
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<tr>
<td>Maintenance Worker - Maintenance</td>
<td>0.07</td>
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<tr>
<td>Maintenance Worker - Snow</td>
<td>0.16</td>
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<tr>
<td>Traffic Signal Technician II - Street Sign</td>
<td>0.01</td>
</tr>
<tr>
<td>Traffic Signal Technician II - Snow</td>
<td>0.12</td>
</tr>
<tr>
<td>Traffic Signal Technician II - Traffic</td>
<td>1.86</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
<td>32.19</td>
</tr>
</tbody>
</table>

### Highlights of Fiscal Years 2014-2017

- Completed asphalt overlay projects on 26 streets equaling 4.35 centerline miles in calendar 2014, on 34 streets equaling 6.29 centerline miles in calendar 2015, 50 streets equaling 7.11 miles in 2016 and 43 streets equaling 7.64 miles in 2017.

- Completed full depth concrete repairs on 11 streets in calendar 2014, 17 streets in calendar 2015, on 10 streets in 2016 and 10 streets in calendar 2017.
Assisted in the installation of 172 ADA curb ramps (116 contractors and 56 Public Works)

Purchased one heavy duty/snow and ice control dedicated CNG fueled dump truck in 2017 (the first municipally owned in the state of Iowa).

Purchased one CNG bi-fuel ½ ton pick-up truck in 2017.

**Future Initiatives**

- Identify and adopt new technologies which will improve the effectiveness and efficiency of Dubuque’s snow and ice control program
- Reduce the quantity of deicing chemicals applied per lane mile on Dubuque’s streets without reducing the City’s current high standard of snow and ice control service
- Evaluate the additional use of CNG powered maintenance vehicles.

**Performance Measures**

**Street Maintenance - Activity Statement**

Provide for the safe and efficient movement of motor vehicles on City streets and alleys and the safe movement of pedestrians on public sidewalks and steps maintained by the department. Also, safeguard public health and provide for the general welfare of residents and visitors to the community through street sweeping and weed-cutting on City-owned properties and along City right-of-way.

**Goal: Connected Community**

**Outcome #1: Provide an effective and efficient road transportation network.**

Asphalt overlay 5 centerline miles of streets in fiscal year 2019. In calendar year 2017 a 7.64 mile overlay project was completed.

The Public Works Department’s asphalt paving program provides for safe, smooth, and well-maintained streets by correcting pavement deficiencies, extending the useful life of City streets, and thereby delaying the need for costly street reconstruction projects. In FY19, five (5) centerline miles of streets will be paved, along with constructing ADA-compliant curb ramps to meet the updated guidelines for curb ramp construction on streets receiving an asphalt overlay.

**DID YOU KNOW?**

Studies show that for every $1 spent on street pavement preventive maintenance projects, it would cost $4 to $5 more if those preventive maintenance projects were delayed and more extensive pavement rehabilitation is needed at a later time.
PUBLIC WORKS

SNOW AND ICE CONTROL

Plow open for safe travel arterial streets within 18 hours and residential streets within 48 hours of the cessation a winter storm.

This program provides for the safe and efficient movement of motor vehicles and public safety vehicles throughout the city during and after winter storm events.

Maintain an effective and efficient pedestrian walkway network by clearing City-maintained walks in a timely and efficient manner after winter storms.

This program provides for the safe movement of pedestrians on City walks and steps after winter storms.

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</tr>
</thead>
<tbody>
<tr>
<td>Number of Storms</td>
<td>26</td>
<td>42</td>
<td>19</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>Total Seasonal Snowfall</td>
<td>54.5”</td>
<td>63.3”</td>
<td>33.7”</td>
<td>34.8”</td>
<td>27.1</td>
</tr>
<tr>
<td>Salt Used for De-icing</td>
<td>5,246 tons</td>
<td>13,411 tons</td>
<td>5,346 tons</td>
<td>3,242 tons</td>
<td>3,474 tons</td>
</tr>
</tbody>
</table>

Citizen Requests
During the winter of 2016-2017, the department received a total of 303 Web Q/A requests for service related to snow and ice control. By responding to these requests for service in a timely manner, our citizens are provided a safe environment in which to commute to work, school, and home.

DID YOU ALSO KNOW?
The City has a Snow Plow Progress Mapping system. Visit www.cityofdubuque/snow for additional information.
PUBLIC WORKS

Strategies

Anti-icing:
Under certain conditions, the use of liquid deicers for pre-storm anti-icing application is often the most cost effective and environmentally safe practice for snow and ice control. Pre-storm anti-icing operations require approximately 25% of the material at 10% of the overall cost when compared to standard storm post-onset de-icing methods. The total amount of liquid deicer used for anti-icing operations during the winter of 2016-2017 was 23,007 gallons.

De-icing:
The department’s FY19 budget requests include funds for labor and equipment to maintain 24/7 plowing and de-icing operations during winter storm events and for the purchase of 7,000 tons of roadway deicer salt at an estimated cost of $45.20/ton.

Outcome #2: Provide clean and attractive streets and neighborhoods by maintaining City Right-of-Way (ROW) and properties.

In order to provide our citizens and visitors an aesthetically attractive and sanitary community environment, Public Works Department crews sweep streets and downtown alleyes, and also cut grass, weeds and brush on City properties and along City right-of-way.

Street cleaning not only removes debris and litter from street gutters, but prevents those materials from entering the storm sewer system, which drains into the Mississippi River.

Outcome #3: Safe and efficient movement of pedestrians and vehicles on Dubuque’s streets and alleys is aided by the proper placement, installation, and maintenance of traffic signals, street lights, street signs, and traffic signs.

This activity safeguards public health, safety and general welfare through the installation and maintenance of all traffic control equipment and related electrical systems.

Public safety is also assured by maintaining all City-owned street lighting and street camera equipment, including light heads, poles, and wiring systems. 115 traffic signal installations and 2,173 City-owned high pressure sodium and LED street lights are maintained by the department’s two technicians.

Sign Replacement Program
In calendar 2017, 49 street names, 47 JULE, and 593 other types of traffic control signs and posts were installed or replaced at various locations throughout the city.
Sewer Maintenance provides for a safe and clean municipal environment by inspecting, cleaning and repairing Dubuque’s sanitary and storm water sewers. Dubuque’s sanitary sewer system consists of 309 miles of gravity-flow pipe and 7,642 manholes. Department workers also inspect, clean and repair Dubuque’s stormwater sewer system, which consists of 152 miles of pipe, 6,301 catch basins, and 1,997 manholes.

### Highlights of Fiscal Years 2015 - 2017
- Cleaned or Inspected 138.81 miles of the sanitary sewer system pipe in calendar 2015 (through 11/1/15)
- Cleaned or Inspected 74.3 miles of the sanitary sewer system pipe in calendar 2016 (through 11/1/16)
- Cleaned or Inspected 143 miles of the sanitary sewer system pipe in calendar 2017 (through 11/30/17)

### Future Initiatives
- Identify and adopt new techniques to improve the department’s maintenance of the City’s sanitary sewer system, in conformance with USEPA guidelines.
Sewer Maintenance - Activity Statement
Provides for a safe and clean municipal environment by inspecting, cleaning and repairing Dubuque's sanitary and storm water sewer systems.

Goal: Sustainable Environment

Outcome #1: Reduce the number of sanitary sewer basement back-ups and non-basement sanitary sewer overflows attributed to compromised City sewer lines.
With the goal of reducing sanitary sewer overflows and basement back-ups, the Public Works Department routinely cleans 25 miles of pipe previously identified and classified as warranting predictive/preventive maintenance. The department will also clean and inspect at least an additional 50 miles of City gravity-flow sanitary sewer pipe not scheduled for annual maintenance.

Timely Response to Sanitary Sewer Service Requests
The Public Works Department provides 24/7 response to sanitary sewer service requests. Most requests are responded to in less than one hour from the time of receiving the request to arriving at the scene, including nights, weekends and holidays.

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Service Requests:</td>
<td>116</td>
<td>126</td>
<td>96</td>
<td>96</td>
<td>97</td>
</tr>
<tr>
<td>Private Sewer Problems</td>
<td>98</td>
<td>110</td>
<td>85</td>
<td>84</td>
<td>86</td>
</tr>
<tr>
<td>City Sewer Problems</td>
<td>18</td>
<td>16</td>
<td>11</td>
<td>12</td>
<td>11</td>
</tr>
</tbody>
</table>

Root Control
Intrusive tree roots in a sanitary sewer line are one of the main causes of sanitary sewer overflows and basement back-ups. The Public Works Department manages an annual intrusive root-killing program, with the actual work performed by an expert private contractor.
Riverfront Maintenance and Operations

Overview
Riverfront Maintenance and Operations provides for the Public Works Department’s maintenance of:

- over 6.5 miles of riverfront shoreline and two public boat ramps;

- accessible and aesthetically-attractive municipal waterfront areas that can be fully utilized by recreational, commercial and industrial interests;

- Dubuque’s 6.2 mile long floodwall system, which includes four permanent and one temporary pumping facilities, four auxiliary power generators, one harbor closure gate system, twelve storm sewer closure gates, five 16’ vehicle access gates, and two 4’ pedestrian access gates; and,

- American Trust River’s Edge Plaza, the Alliant Energy Amphitheater, the Mississippi Riverwalk, the Port of Dubuque’s parking lots, the Riverwalk boat-mooring quay, the Port’s shoreline, and other City-owned infrastructure in the Port of Dubuque. Lighting, sweeping, watering, landscaping, mowing, snow clearing, and other maintenance along Dubuque’s entire riverfront are also provided as needed and required.

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sewer pipe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>inspection footage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>using CCTV equipment</td>
<td>131,118</td>
<td>85,387</td>
<td>65,936</td>
<td>95,383</td>
</tr>
</tbody>
</table>

DID YOU KNOW?
The Public Works Department’s digital sewer inspection reports, along with sewer construction documents, are both linked to the City’s Geographic Information System (GIS).
Highlights of the Past Year

• Provided staff support in preparation for Americas River Festival in the Port of Dubuque
• Provided pre-event preparation for 65 private and public events held in the Port of Dubuque in 2017

Future Initiatives

• Provide design input and recommendations for the improvement of the landing area for large capacity passenger riverboats in the Port of Dubuque

Performance Measures

**Riverfront Maintenance and Operations - Activity Statement**
Provide for safe, accessible and aesthetically-attractive municipal waterfront areas for full utilization by recreational, commercial and industrial interests.

**Goal: Experiences and Activities**

Outcome #1: Provide maintenance of riverfront shoreline, including the Port of Dubuque, to ensure that citizens and visitors can enjoy the Mississippi River and the Port’s many amenities.
PUBLIC WORKS

A high level of maintenance at the City’s two public boat launch/landing facilities, along Dubuque’s shoreline, and in the Port of Dubuque provides our citizens and visitors aesthetic and safe access to and enjoyment of the Mississippi River.

Outcome #2: Provide flood protection to the community by maintaining and operating the City’s 6.2 mile long floodwall system.

Make continual improvements to the City’s floodwall infrastructure through the acquisition of temporary flood barriers, re-establishment of operational easements, and conducting a study which would provide contingency plans and secondary protection measures for essential public infrastructure.

Provide timely closing of the floodwall’s access gates and storm sewer outlets, mobilizing and operating its portable 10” pumps, and operating the floodwall’s four permanent pumping stations - all vital components of Dubuque’s flood control system.

Protecting Dubuque’s tremendous public and private investment in its Mississippi River floodplain area, which is vital not only to preserving its economic base, but also ensuring that many of its older residential neighborhoods are not compromised and rendered uninhabitable.

Vehicle Maintenance

Overview

Vehicle Maintenance maintains and repairs the City’s fleet of 584 trucks, buses, heavy equipment, automobiles, and other machinery. Machinery, vehicles, and equipment maintained include the major fleets belonging to the Public Works, Police, Fire, and Water departments, along with the buses of the JULE public transit system.

<table>
<thead>
<tr>
<th>Vehicle Maintenance Funding Summary</th>
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<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>
Highlights of the Past Year

- Successful recruitment of mechanics to fill all vacant positions.
- Successful recruitment of Fleet Maintenance Supervisor.
- Provided technical training for two mechanics related to heavy duty CNG fueled vehicles.

Future Initiatives

- Recruitment and retention of experienced heavy equipment and diesel engine mechanics.

Performance Measures

Vehicle Maintenance - Activity Statement
Maintain and repair the City’s fleet to ensure safe and efficient operation of all City-owned vehicles.

Goal: Financially Responsible, High Performance Organization

Outcome: City vehicles and heavy equipment are always ready to provide timely service to the public in a cost-effective manner.

The Public Works Department maintains the entire City fleet, except for the vehicles belonging to the Airport Department. Public safety vehicles, Police/Fire year-round and Snow/Ice Control in the winter, must be ready to respond to any emergency at any time to protect the public from bodily harm and property damage.

The department’s nine mechanics and two service workers will receive training annually to keep them abreast of the latest automotive and equipment technologies.

While greater reliance on outsourcing vehicle repairs has allowed the department to reduce its complement of mechanics over the last fifteen years, those private sector service providers are not available to service an ambulance, fire truck, police car, or snow plow truck at 3AM on a
The department continues to evaluate the use of compressed natural gas (CNG) as a vehicle fuel for the City’s heavy trucks, pickup trucks, SUVs, and automobiles.

Three City/department goals are the commitment to reduce the City fleet’s carbon footprint, improve the fleet’s overall fuel efficiency, and reduce the City’s reliance (vulnerability) on fuels from outside the USA.

The department will continue to explore/evaluate the use of CNG vehicle fuel, hybrid power, and plug-in powertrain technologies for future City vehicles.

The City already is using CNG-fueled and electric/gas-engine hybrid vehicles. Yet to be evaluated are diesel/hydraulic-launch hybrid trucks and plug-in electric automobiles. While the benefits of improved fuel efficiency and reduced carbon footprint are obvious, initial higher purchase costs for alternative technology vehicles, new clean diesel engine technology, low oil/conventional vehicle fuel prices, and constantly evolving alternative technologies argue for continued comparison before any attempts at mass fleet conversion.

Resource Management

Overview
The Resource Management Activity provides City curbside collection services that reduce public health risks and improve community livability, while seeking to optimize materials diversion away from landfilling. The Public Works Department provides efficient refuse collection and disposal service to 20,000 residential and small business customers through the City’s Pay-As-You Throw (PAYT) program. It also monitors City compliance with all collection-related environmental and safety regulations, facilitates community aesthetic improvements, and assists in the protection of Dubuque’s environment. This activity also provides for the efficient collection of recyclable materials from the City’s 20,000 customers. Recycling bins and carts are provided to the City’s customers for the recycling of a full spectrum of paper, plastic and metal materials. Another activity service is the collection of furniture, appliances, and other large and/or bulky items for subsequent recycling or landfill disposal. The curbside collection of yard debris materials (grass, leaves and brush), food scraps, and compostable paper is the activity’s fourth service.

<table>
<thead>
<tr>
<th>Resource Management Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>
PUBLIC WORKS

Highlights of the Past Year

• The purchase and distribution of 881 large (95 gallon) wheeled carts to its “star” (3+ bins weekly) recycling customers.
• The installation of five (5) multilingual (English and Spanish) ReThink Waste graphic design decals on five (5) recycling collection vehicles.
• Purchased the first Cab-over Resource Management Collection vehicle for the fleet.
• Created new hard and e-copy Resource Management brochure in English, Spanish and Marshallese.
• Over 586 customers downloaded the Rethink Waste mobile device.

Future Initiatives

• The department will incorporate an equity lens into its operation to continually evaluate its curbside collection services for the purposes of improving operational efficiencies and diverting more materials from landfill disposal.

• The department is continuing to explore the possible future use of CNG-fueled collection vehicles.

• Completion of Solid Waste Study.

• The department is evaluating the greater use of City-owned carts for the collection of refuse, recyclables, and yard/food debris.

• The department will propose the collection of electronics to the City’s large item collection to improve city service delivery.

Performance Measures

<table>
<thead>
<tr>
<th>Resource Management Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Resource Management Coordinator</td>
</tr>
<tr>
<td>Lead Sanitation Driver</td>
</tr>
<tr>
<td>Sanitation Driver</td>
</tr>
<tr>
<td>Sanitation Laborer</td>
</tr>
<tr>
<td>Custodial I</td>
</tr>
<tr>
<td>Seasonal Sanitation Driver</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
</tr>
</tbody>
</table>
Outcome #1: Increase the percentage of collected municipal solid waste diverted from landfill disposal. **What does this mean to the citizens of Dubuque?** By diverting waste from landfills, we help preserve natural resources and protect the environment.

![Graph showing waste diversion percentages]

Outcome #2: Increase customer convenience, and advance worker safety through expanded use of City-owned, wheeled collection carts.

![Graph showing cart subscribers per year]

**Dubuque Metropolitan Area Solid Waste Agency (DMASWA) Overview**

This activity provides a wide range of municipal solid waste management options to citizens and businesses in the tristate region through the Public Works Department’s contracted operation and management of the DMASWA's facility and programs, which are owned by the 28E partnership of the City and County of Dubuque. The DMASWA's landfill is designed for the disposal of municipal solid waste, serves Dubuque, Delaware, Grant, and Jo Daviess counties, and is operated in conformance with state and federal environmental laws and permits. The DMASWA composts yard waste, food scraps, and compostable paper brought to it by some of its Dubuque and Delaware county customers. The operation and management of the DMASWA's Household Hazardous Materials Regional Collection Center (HHMRCC) provides convenient, no-fee, drop-off household hazardous materials disposal services to Dubuque and Delaware county residents from April through October.
PUBLIC WORKS

The DMASWA's electronic waste collection program accepts (e-scrap), old TVs, cell phones, computer related equipment, and batteries, year-round. Management and operational support is provided for the DMASWA's ten (10) recyclables drop-off facilities in Dubuque county (Cascade, Key West, Dyersville, Farley, Epworth, Durango, St. Catherine, and Dubuque) to increase access for opportunities for the diversion and recycling of paper, cardboard, metals, and plastics. This activity also manages and operates the DMASWA's landfill gas collection system. Landfill gas is mainly comprised of methane which is also known as natural gas.

The Agency’s landfill gas collection system currently burns the methane to ensure destruction of this most potent greenhouse gas. The Agency’s near-term plans/options for the methane’s future beneficial use include using this renewable energy source beneficially offsetting non-renewable fossil fuels.

<table>
<thead>
<tr>
<th>DMASWA Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$3,537,742</td>
<td>$3,979,063</td>
<td>$3,856,650</td>
</tr>
<tr>
<td>Resources</td>
<td>$3,537,742</td>
<td>$3,979,063</td>
<td>$3,856,650</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DMASWA Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid Waste Agency Administrator</td>
<td>1.00</td>
</tr>
<tr>
<td>Landfill Supervisor</td>
<td>1.00</td>
</tr>
<tr>
<td>Foreman</td>
<td>1.00</td>
</tr>
<tr>
<td>Equipment Operator II</td>
<td>2.00</td>
</tr>
<tr>
<td>Landfill Equipment Operator</td>
<td>3.00</td>
</tr>
<tr>
<td>Landfill Equipment Operator - Seasonal</td>
<td>0.75</td>
</tr>
<tr>
<td>Mechanic</td>
<td>1.00</td>
</tr>
<tr>
<td>Scale House Operator</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td>11.75</td>
</tr>
</tbody>
</table>

Highlights of the Past Year

- The DMASWA is implementing expansion of its customer base into Illinois and Wisconsin in order to increase its revenue stream and thereby keep future fee increases moderate and within the means of its current customers. In FY16, the Agency completed a new Master Site Plan process, and its Directors approved a schedule for interim and long-term facility improvements. Design of the interim plan has been placed on hold because of the Iowa DOT Swiss Valley Interchange Project will eliminate the DMASWA's current entrance.

- The Agency recently opened bicycle and small engine equipment drop-off-for-reuse.

- In FY15, the Agency established a new working partnership with the Greater Dubuque Development Corporation to assist it with marketing its landfill methane.

- In FY15, the Agency partnered with Dubuque County to borrow $4.5 million for construction of Cell #9's Phase II. The project was subsequently completed in FY16.
In FY16, the Agency partnered with Dubuque County to borrow $5.1 million for construction of Cell #9’s Phase III. The project was subsequently completed in December 2017.

**Future Initiatives**

- To identify and secure a beneficial end use of the Agency’s landfill methane to continue to reduce greenhouse gas emissions in the region.
- To replace the 1976 shop with a new modern maintenance shop that will meet the DMASWA’s needs into the future.
- To design and construct a new small vehicle off-loading facility.
- To improve the traffic patterns to decrease customer wait times and time at the facility.
- To recruit additional non-planning/service area tonnage to minimize or eliminate future borrowing and provide a stable fund source for non-revenue positive services, such as HHMRCC services and recyclables drop off program.
- Identify and implement more operational efficiencies to ensure all resources, human, financial and environmental, are maximized.

**Performance Measures**

**Dubuque Metropolitan Area Solid Waste Agency - Activity Statement**

Provide administrative, planning and operational support to the Dubuque Metropolitan Area Solid Waste Agency (DMASWA), a 28E partnership of the City and County of Dubuque, through the operation of the DMASWA’s municipal solid waste landfill, yard debris and food scraps composting facility, household hazardous materials management facility, recycling drop-off facilities, landfill methane system, and, appliance/metals/tire/electronics recycling programs.

**Goal: Sustainable Environment**

**Outcome #1:** Maintain the financial integrity of the DMASWA in order to continue to provide easily accessible and affordable municipal solid waste management services to the region.

The Agency faces the daunting prospect of spending $10,000,000 plus on major capital projects over the next five years. As a result, it will have to borrow most of those monies. Increased diversion by local customers of materials from landfilling, if not compensated through the expansion of the Agency’s customer base, could result in a significant loss of revenue and even more Agency debt. Resulting in higher service fees, reduced services and decrease support for non-revenue positive diversion programs.
Expand the DMASWA’s customer base
In order to ensure that the Agency’s facilities and services are financially sustainable in future years, its current customer base must be maintained and new customers added. If the Agency’s substantial near-term capital project costs are not supported by a broader customer base, more monies will have to be borrowed and future fee increases will be more frequent and substantial.

Identify a financially-sustainable use for the Agency’s landfill methane.
Whether burned now in the Agency’s flare station or used in future years to fuel vehicles, injected into Black Hills’ regional pipeline grid, heat Agency buildings, heat the building of a new employer in Dubuque’s adjoining industrial park, or generate electricity, the DMASWA’s methane is not being vented into the atmosphere - thereby significantly reducing the DMASWA Landfill’s greenhouse gas emissions. The key challenge is to ensure that any future methane beneficial use system is one that the Agency can afford.
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PURCHASE OF SERVICE

Purchase of services activities are those services that the City feels fit the goals and priorities of the City and are not required to be provided or would not be provided in the normal course of City business. In Fiscal Year 2014, an application process was implemented for the funding of purchase of service agencies.

Resources and Property Tax Support

Purchase of Services is supported by no full-time equivalent employees. Pay to other agencies accounts for 100% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 17.77% in FY 2019 compared to FY 2018.

Expenditures by Category by Fiscal Year
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The Recreation Division encourages community participation by providing progressive, accessible, and affordable opportunities through our parks, facilities, and recreation programming.

**Vision:** Creating OPPORTUNITIES to enhance and improve the QUALITY OF LIFE for the residents of Dubuque.

**SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES**

**PLANNING**
A focused increase on internal and external marketing to create a better awareness of offerings. A comprehensive re-tooling of program curriculum to include alternative learning opportunities and positively affect learning efficiencies outside of the school environment.

**PARTNERSHIPS**
Recreation Division services were successful this past year due to a large number of partnering agencies and groups such as:
- Dubuque Community School District
- Dubuque County Extension
- The Four Mounds Foundation
- Boys and Girls Club
- Loras, Clarke, and University of Dubuque
- Dubuque County Conservation
The Recreation Division is supported by 46.86 full-time equivalent employees, which accounts for 59.86% of the department expense as seen below. Overall, the department's expenses are expected to increase by 0.26% in FY 2019 compared to FY 2018.
Overview
The Recreation Division develops a variety of recreational activities and job OPPORTUNITIES to provide the citizens of Dubuque safe, wholesome, healthy and enjoyable use of leisure time and to broaden their awareness and knowledge of recreational OPPORTUNITIES by planning, developing, directing and supervising the activities of the Recreation Division.

There is a clear effort to increase awareness of the department and to work with the community to bridge programming and marketing gaps. This will be done through increasing the quality of the seasonal brochures, an increase in a social media presence, and through partnerships with the School District, Library, and the local transit system.

Recreation programs include early childhood enrichment programs for children ages 18 months to 6 years old, youth and adult programs such as swim, karate, dance, athletics and music, as well as Therapeutic and Neighborhood recreation programs.

<table>
<thead>
<tr>
<th>Recreation Programming Funding Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
</tr>
<tr>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>
LEISURE SERVICES
RECREATION DIVISION

Highlights of the Past Year

▪ Fostered a partnership between the Four Mounds Adventure Camp and the Dream Center to offer 2-week long summer camps for over 55 low-income youth.

▪ Rec & Roll Trailer was a big hit with the community’s youth as it visited 16 department and community special events including outdoor movies, music in the park events, COP Street games, and other community sponsored events. It also served as a conversation starter with many members of the community allowing staff to engage and talk about the Department and other City offerings.

<table>
<thead>
<tr>
<th>Recreation Programming Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Secretary</td>
<td>0.60</td>
</tr>
<tr>
<td>Facilities Supervisor</td>
<td>0.33</td>
</tr>
<tr>
<td>Secretary - FT</td>
<td>1.00</td>
</tr>
<tr>
<td>Secretary - PT</td>
<td>0.25</td>
</tr>
<tr>
<td>Recreation Program Supervisor</td>
<td>2.00</td>
</tr>
<tr>
<td>Aquatic/Therapy Supervisor</td>
<td>1.00</td>
</tr>
<tr>
<td>Leisure Services Manager</td>
<td>0.33</td>
</tr>
<tr>
<td>Recreation Division Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Recreation Leader - Admin</td>
<td>0.22</td>
</tr>
<tr>
<td>Recreation Leader</td>
<td>5.40</td>
</tr>
<tr>
<td>Recreation Leader - CDBG</td>
<td>0.47</td>
</tr>
<tr>
<td>Recreation Field Supv- Youth Sports</td>
<td>0.45</td>
</tr>
<tr>
<td>Recreation Field Supv - Adult Athletics</td>
<td>0.43</td>
</tr>
<tr>
<td>Recreation Field Supv. - CDBG</td>
<td>0.53</td>
</tr>
<tr>
<td>Recreation Leader Jr.</td>
<td>0.92</td>
</tr>
<tr>
<td>Playground Coordinator</td>
<td>0.20</td>
</tr>
<tr>
<td>Assist. Playground Coordinator</td>
<td>0.10</td>
</tr>
<tr>
<td>After School Sports Coordinator</td>
<td>0.41</td>
</tr>
<tr>
<td>Pre-School Instructor</td>
<td>0.12</td>
</tr>
<tr>
<td>Pre-School Instructor - CDBG</td>
<td>0.62</td>
</tr>
<tr>
<td>Swimming Pool Manager</td>
<td>1.35</td>
</tr>
<tr>
<td>Head Lifeguard</td>
<td>0.44</td>
</tr>
<tr>
<td>Lifeguard</td>
<td>8.63</td>
</tr>
<tr>
<td>Pool Cashier</td>
<td>1.01</td>
</tr>
<tr>
<td>Concession Worker - Pools</td>
<td>1.04</td>
</tr>
<tr>
<td>Concession Worker- McAleece</td>
<td>0.21</td>
</tr>
<tr>
<td>Snack Bar Manager</td>
<td>0.27</td>
</tr>
<tr>
<td>Laborer - Youth Sports</td>
<td>0.09</td>
</tr>
<tr>
<td>Laborer - Swimming</td>
<td>0.48</td>
</tr>
<tr>
<td>Laborer - Adult Athletics</td>
<td>0.75</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
<td>30.65</td>
</tr>
</tbody>
</table>
LEISURE SERVICES
RECREATION DIVISION

▪ Development of future programs tied into Bee Branch project and other local natural resources to inform and introduce urban youth to nature and its benefits.

▪ Initiated Scholarship program for up to 150 low-income families providing OPPORTUNITIES and improved access to programs and services.

**Future Initiatives**

▪ To support safe neighborhoods, there will be increased programming in downtown neighborhoods to encourage community usage of parks.

▪ Continue partnerships to accomplish Community Solutions Action Plan for the Campaign for Grade Level Reading.

▪ Develop programming for at risk youth ages 14 to 18 that will provide structured activities throughout the summer and school year.

**Performance Measures**

<table>
<thead>
<tr>
<th>Recreation - Activity Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide diverse, affordable, safe, accessible, beneficial and fun programs and events to the community in order to increase QUALITY OF LIFE OPPORTUNITIES.</td>
</tr>
</tbody>
</table>

Goal: Experiences and Activities

**Outcome# 1:** Improve the QUALITY OF LIFE for all residents of Dubuque by expanding and enhancing organized recreation activities.

**What does this mean to the citizens of Dubuque?** The positive impact of participating in recreational activities goes beyond improving physical and mental health; there are also social benefits such as strengthening communities and promoting social bonds. Recreational activities for youth enhances development, education and deters negative behavior.
Over the last 5 years program participation has increase by 52%. This equates to an additional 3.1 registrants per programs offered each year. These programs help children learn, explore, socialize and more. Each seasonal brochure is available to view on the website at www.cityofdubuque.org/recreation. Expanding the online registration OPPORTUNITIES by allowing for online applicants to pre-register has provided 24 hour access to register for programs in the comfort of your own home.
Outcome #2: Develop, increase, and retain partnerships in order to provide QUALITY and affordable program OPPORTUNITIES for the citizens.

What does this mean to the citizens of Dubuque? Quality partnerships result in an increase in program offerings, professional services, and often lower fees.

Staff expands these programming areas in an effort to reach a new population and/or niche in the community. Due to limited facilities, staff works to develop partnerships to accomplish these new recreation OPPORTUNITIES. In some cases, staff works with these local partners to connect with other partners in order to improve upon their services. An example of this was in the summer of 2017 when staff partnered with the Four Mounds and the Dream Center to include Dream Center participants in the Summer Adventure Camp program serving over 50 low-income youth. These partnerships included but are not limited to:

- AmeriCorps
- Multicultural Family Center
- Matter Creative
- Dubuque Adventurers
- Iowa State Extension
- Black Men's Coalition
- Four Mounds
- Dubuque Pony League
- Loras, Clarke, UD, and UNI
- Swiss Valley
- Mississippi River Museum
- SportAbility of Iowa
- Dubuque Karate Club
- Dubuque Dream Center

Goal: Partnership for a Better Dubuque

Outcome #3: Develop and provide quality entry level job OPPORTUNITIES for both youth and adults within the community.
Outcome #4: To provide accessible, affordable, educational, and positive programming for those who may not have the financial resources to participate.

What does this mean to the citizens of Dubuque? Expanding/Enhancing upon traditional programming to make them more current and increase OPPORTUNITIES for social interaction and learning.

Partnering with the AmeriCorps to provide our local youth with learning OPPORTUNITIES throughout the summer, the Playground Explorations Program reaches more youth on a daily basis each year. As a result, more local youth are exposed to reading, math, science, engineering, and art on a daily basis during the summer months.
In the summer of 2017 the Recreation Division offered 43 free programs (playgrounds excluded) to those who qualified as low-income. The programs included summer preschool, sports camps, youth enrichment, martial arts, and outdoor adventure. 27 of these programs were located in Comiskey Park, Jackson Park, Prescott School, and the Bee Branch area. Over 300 participants who qualified as low-income were served through these programs this summer. This equates to 22% of the total registrants served by these programs in the summer of 2017.

2017 was also the start of the scholarship program. The goal of this program is to provide greater access to none free/reduced classes that low-income families may not have registered for in the past. In FY17 there were $18,750 worth of CDBG funded credits for low-income qualified families to use on any of the Departments programs and services. This equates to 150 available scholarships worth $125 each. All 150 scholarships were issued in FY17. 60% of these credits were redeemed in FY17. The following chart shows how these funds were spent on full price programs and services.

![Scholarship Funds Used Chart]

Our public swimming pools serve the greatest cross section of the Dubuque Community in terms of age, income level, and demographics (both in terms of residence and race). Annual usage of the pools averages over 100,000 in daily attendance. Of all swim passes sold in 2017, 45% were purchased by low-income residents.
Bunker Hill Golf Course

Overview
Bunker Hill Golf Course located in the rolling hills of Central Dubuque is a fun and challenging 18 - hole golf course. You will be greeted daily by a warm and friendly staff ensuring high customer service levels along with many programs and offerings available for your enjoyment.

Bunker Hill Golf Course functions as an Enterprise Fund utilizing user fees to support operational costs and capital improvements. Income includes regular green fees, cart rentals, season passes, league fees and concession sales.
LEISURE SERVICES
RECREATION DIVISION

Highlights of the Past Year

• Various golf course improvements that provided upgraded playing conditions and beautification daily for Bunker Hill patrons

• Renewed agreement on golf cart lease enhancing customer experience along with providing an upgrade for our daily and tournament presentations

• Continued growth in our relationship with Boys and Girls club for Low-income youth with plans to continue in 2018

• Upgraded renovations throughout Bunker Hill Clubhouse and Pro Shop enhancing overall experience for daily patrons

Future Initiatives

• Increase efforts concentrating on continued growth of youth and adult program offerings through instruction, event play, leagues and social golf

• Increase usage of all Social Media outlets. Revamp Bunker Hill website page for communication on all events and results. Increased email notifications resulting in customer awareness of all programs offered for the upcoming seasons

• Continue with upgrading Bunker Hill Golf Course and Clubhouse amenities and services thus enhancing overall experience for daily patrons

Bunker Hill Golf Course Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$918,220</td>
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<tr>
<td>Resources</td>
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<td>$961,182</td>
<td>$983,563</td>
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</table>

Bunker Hill Golf Course Position Summary

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Course Supervisor</td>
<td>1.00</td>
</tr>
<tr>
<td>Golf Professional</td>
<td>0.94</td>
</tr>
<tr>
<td>Assistant Golf Professional</td>
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<tr>
<td>Pro Shop Attendant</td>
<td>0.80</td>
</tr>
<tr>
<td>Concession Worker</td>
<td>0.84</td>
</tr>
<tr>
<td>Golf Course Technician - FT</td>
<td>1.00</td>
</tr>
<tr>
<td>Golf Course Technician - PT</td>
<td>0.72</td>
</tr>
<tr>
<td>Laborer</td>
<td>2.20</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td><strong>8.86</strong></td>
</tr>
</tbody>
</table>
LEISURE SERVICES
RECREATION DIVISION
Performance Measures

Bunker Hill Golf Course - Activity Statement
Provide a high QUALITY golf OPPORTUNITY by providing excellent customer service, maintaining course conditions and offering affordable golf on a self-sustaining basis.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Increase awareness of Bunker Hill Golf Course and annual programs through expanded Social Media marketing outlets such as Facebook, Twitter and an updated user friendly website along with increased email notifications.

What does this mean to the citizens of Dubuque?
Bringing attention to Bunker Hill Golf Course through these marketing practices will help to ensure increased growth in the game of golf and usage of the course as well as all programs provided thus providing a greater financial return. These marketing efforts will also increase revenues in the clubhouse rentals and potential programming during the winter months.

As an enterprise fund within the City, the course generates enough revenue in user fees and sales to cover the operating costs. Any excess funds go into an “enterprise” account for the golf course to be used towards improvements to the course. This structure means that citizen tax dollars are not being used to fund the daily operation as well as most capital projects.

Outcome #2: Employ an energized staff to expand upon golf lesson programs offered to grow the game of golf and promote hospitality through quality customer service practices.

What does this mean to the citizens of Dubuque? Golf is a sport with participation of all ages. It is a lifelong sport that keeps people active and contributes to ones Quality of Life. Gracious hospitality will help insure that golfing and visiting Bunker Hill Golf Course is a pleasurable experience resulting in increased utilization.
LEISURE SERVICES
RECREATION DIVISION

The future growth in the game of golf relies heavily on expanded youth and adult programs. As part of LEAP program students from, Jefferson, Washington and Roosevelt signed up to take free golf lessons through the golf course. Through initiatives with the Boys and Girls Club kids from low-income backgrounds are being introduced to the game. Locally, PGA Jr. League is being introduced to kids which has provided an increased family experience. In addition, adult clinics, leagues and tournament programs are being offered to insure increased participation and introduce golfers to new experiences.

Port of Dubuque Marina

Overview
The Port of Dubuque Marina is a 78-slip transient marina drawing visitors to Dubuque from as far North as Minneapolis, Minnesota, as far South as Fort Lauderdale, Florida and many places in-between. The marina operates as a hotel on water, providing visiting boats with dock space, electricity, clean showers, laundry, guest Wi-Fi and concierge service from staff. From the marina, visitors are within walking distance of dining, lodging, a casino, shopping, entertainment, the National Mississippi River Museum & Aquarium and Dubuque’s Mississippi Riverwalk.

The marina amenities building operates as the guest check-in desk for visiting boaters, as well as a convenience store along the river. The convenience store offers ice cream, souvenirs, clothing apparel, snacks, bottled water, wine, beer, ice and public restrooms.
LEISURE SERVICES
RECREATION DIVISION

Port of Dubuque Marina Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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<tbody>
<tr>
<td><strong>Expenditures</strong></td>
<td>$272,776</td>
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<td><strong>Resources</strong></td>
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<td>$202,168</td>
<td>$239,669</td>
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Port of Dubuque Marina Position Summary

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Supervisor - Dock</td>
<td>0.33</td>
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<tr>
<td>Facilities Supervisor - C-Store</td>
<td>0.34</td>
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<tr>
<td>Marina Cashier/Clerk</td>
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<tr>
<td>Dock Worker</td>
<td>0.67</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
<td>2.31</td>
</tr>
</tbody>
</table>

Highlights of the Past Year

- Partnership with Dubuque Port marketing group to pool resources and market the Port of Dubuque as a destination with complimenting services and amenities.
- Installed guest Wi-Fi to the marina docks to provide visiting boats access while in the marina.

Future Initiatives

- Market and promote the marina with a combination of traditional print advertisement and digital media.
- Increase and improve directional signage for the marina docks and convenience store in the Port of Dubuque.
- Purchase an ice cream dipper cabinet to begin selling hand scooped ice cream in the marina convenience store.
- Provide free screenings of Movies in the Port utilizing the department's Rec & Roll Trailer, inflatable movie screen and projector.

Performance Measures

**Port of Dubuque Marina - Activity Statement**
To provide QUALITY, first class amenities, products, and customer service for both local and transient boaters as well as serve as an economic gateway as visitors transition from water to land to tour the city of Dubuque and all it has to offer.
LEISURE SERVICES
RECREATION DIVISION

Goal: Experiences and Activities

Outcome#1: Become a more visible and highly recognizable location.

What does this mean to the citizens of Dubuque? Visitors to the marina utilize the docks as a staging point for their stay in Dubuque and to explore the City’s amenities. Guests of the marina visit the casinos, restaurants, theaters, shops, and museums. The more visitors who come to the marina result in a greater economic impact on the community as a whole.

At the end of the 2016 season, a survey was sent to guest who had spent at least one night docked in the marina. The survey gathered a 30% response rate from marina guests. 84% of survey responders visited two or more Dubuque restaurants or bars while docked at the marina. The economic impact of the marina guests extends beyond the Port of Dubuque, 77% of survey responders visited a downtown Dubuque business or attraction including retail shops, entertainment venues, markets and festivals.
LEISURE SERVICES
RECREATION DIVISION

Goal: Financially Responsible, High Performance Organization

Outcome #2: Increase overall sales in the convenience store and additional revenue OPPORTUNITIES through programs and partnerships.

What does this mean to the citizens of Dubuque? The more revenue that can be generated through the facility, there will be a decrease in the funds (tax dollars) needed to offset the operation costs. This decrease in tax support means that these funds can be used in other areas throughout the city.

AmeriCorps

Overview

AmeriCorps is a national service program that engages Americans of all ages and backgrounds in service to meet a community’s critical need. Communities apply for the AmeriCorps grant and receive federal funding to implement an AmeriCorps program in their community. Locally, AmeriCorps Partners in Learning Program has been in Dubuque since 2000 and has always focused around the community’s needs in education.

The City of Dubuque sponsors the AmeriCorps Partners in Learning Program and has since 2007. The most recent grant AmeriCorps Partners in Learning received is focused exclusively around Dubuque’s Campaign for Grade-Level Reading. Our program recruits, trains and places Dubuque citizens as AmeriCorps members in the following locations:

| Dubuque Community School District’s Elementary Schools |
| Multicultural Family Center’s Teen Program and Future Talk |
| St. Mark Youth Enrichment Summer Academy |
| Carnegie-Stout Public Library |
| Leisure Services’ Playground Exploration |
AmeriCorps members receive a living allowance, an education award, meaningful work experience, networking opportunities and a chance to be engaged in their community. Our program includes a diverse group of citizens ranging from high school graduates to retirees. In April 2016, AmeriCorps Partners in Learning was approved under the Iowa reading corps bill by the Iowa Commission of Volunteer Service and the Iowa Department of Education.

### Highlights of the Past Year

- Collected impactful data to demonstrate the positive impact the AmeriCorps program has on Dubuque’s Campaign for Grade-Level Reading.
- Implemented an interactive reading program in 12 neighborhood parks through the Leisure Service summer playgrounds (Playground Explorations).
- Partnered with 12 Dubuque Community Elementary Schools to tutor 1,106 K-3rd grade struggling readers.
- Approved for 3-year competitive federal grant.
- Approved for new summer only grant for teen programming.

### Future Initiatives

- Tutor over 1,500 DCSD K-3rd grade students and improve reading scores for more than 600 DCSD students.
- Continue to partner with community organizations to provide quality summer learning programs to thousands of Dubuque youth.
- Enhanced schools and neighborhood parks by having quality role models present to Dubuque youth throughout the entire year.

### Performance Measures

**AmeriCorps - Activity Statement**

Children in Dubuque will have a strong QUALITY of LIFE with the support of AmeriCorps members as Academic Reading Tutors during the school year and Summer Leaders during the summer months.
In June 2016, AmeriCorps member, Liz Griffin, received the Iowa Governor’s Volunteer Award from then Governor Branstad and Lieutenant Governor Reynolds. Liz served 4 terms with AmeriCorps Partners in Learning. She served 3 years at Audubon Elementary and 1 year at the Carnegie-Stout Public Library. She is currently employed at both Audubon and the Library.

**Goal: Experiences and Activities**

**Outcome #1:** Tutor K-3rd grade students in reading so all students read at grade level by third grade.

**What does this mean to the citizens of Dubuque?**

Reading at 3rd grade is a critical milestone for youth. Up until 3rd grade, students are learning to read. After 3rd grade, students are reading to learn. If a child can’t read by 3rd grade, they are going to struggle to read their science, math, social studies text books. This can lead to long term academic struggles. Studies show students who aren’t reading proficiently by 3rd grade are more likely to not graduate high school.
Outcome #2: Provide safe, caring, adult role models for students in grades K-3rd grade so students want to attend school.

What does this mean to the citizens of Dubuque?
Research shows students are more likely to attend school when they feel connected to a caring adult who cares if they show up or not. Kids cannot learn if they are not in school. Therefore, consistent attendance is critical to a child’s academic success. Regular school attendance is also a learned behavior which can eventually help students have regular workplace attendance.

89% (508/571) K-3rd grade Dubuque Community School District students who were tutored by AmeriCorps improved their reading score from the fall 2016 to the spring 2017.

89% K-3rd grade Dubuque Community School District students who were tutored by AmeriCorps attended school 90% of the time or more during the 2015-2016 school year.

Goal: Partnership for a Better Dubuque

Outcome: During the summer months, kids are engaged in stimulating, educational activities surrounded by positive role models.

AmeriCorps members supported quality summer learning opportunities to over 3,000 youth and teens during the summer 2017.

- 5 AmeriCorps members led teens as Crew Leaders in the Multicultural Family Center’s Future Talk Program. (See Multicultural Family Center’s Performance Measures)
- 3 AmeriCorps members tutored K-3rd grade students in St. Mark Youth Enrichment’s Summer Academy.
- 7 AmeriCorps members engaged youth in organized educational and recreational programming in Leisure Services’ Playground Exploration Program in 12 neighborhood parks.
LEISURE SERVICES
RECREATION DIVISION

• 2 AmeriCorps members created and implemented reading programs at the Library and Dubuque Child Care Centers.
• AmeriCorps members also provided the support to the following: Bee Brach Family Fishing Day, Movies in Comiskey Park, Juneteenth, Music in Jackson Park, National Night Out, and Back to School Bash.

What does this mean to the citizens of Dubuque?
Dubuque youth and teens were provided educational, enriching opportunities in the summer. Many of these opportunities would not have been available to kids if it wasn’t for the summer partners. Summer programs are often most critical for students in poverty and students with the highest academic need. When Dubuque youth have educational, enriching opportunities in the summer, they are able to start the next school year with very little learning loss.

To learn more about AmeriCorps Partners in Learning visit our website at www.cityofdubuque.org/americorps.
Overview
The mission of the MFC is to empower all families and community members of Dubuque to reach their potential and build unity out of diversity.

The MFC envisions a welcoming Dubuque built on a foundation of understanding and collaboration across racial, ethnic, and socioeconomic groups committed to producing engaged families and community members.

The Center serves as an inviting and inclusive place for community members, stimulates connections and provides programs to foster civic engagement, social and economic success supporting a high quality of life.

MFC is governed by a non-profit Board of Directors. Fifteen volunteer community members actively participate in the annual planning process and monthly committee meetings. Committees include Finance, Programming, Governance, Marketing and Development. The Board of Directors also assists with implementing and monitoring the MFC goals. Planning and goals of the Board compliment the City Council goals.

Visit our website www.mfcdbq.org.

<table>
<thead>
<tr>
<th>Multicultural Family Center Funding Summary</th>
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<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Multicultural Family Center Position Summary</th>
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<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Multicultural Family Center Director</td>
</tr>
<tr>
<td>Multicultural Family Center Asst. Director</td>
</tr>
<tr>
<td>Recreation Field Supervisor - PT</td>
</tr>
<tr>
<td>Recreation Field Supervisor - Seasonal</td>
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<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
</tr>
</tbody>
</table>
Future Talk Teen Empowerment Program

An environmental education, community service and employment program for teens provided in partnership with AmeriCorps.

- Teens are taught: critical employment skills such as interviewing, punctuality, professional appearance and how to communicate with supervisor
- how to open and maintain a bank account
- how to save money
- how to work in a natural environment
- how to participate in volunteer community service projects

- Participants can earn a high school credit and up to $1,000
- Sixteen out of 19 graduates received over 95% of the potential money earned ($800 without the savings match). Sixteen out of 19 youth also received a $200 savings match.

Taste of The World

Taste of the World, a signature event of the Multicultural Family Center, celebrates cultural diversity within Dubuque and the surrounding areas by bringing the community together to share culture, food and entertainment. The event features food booths, youth cultural activities and performances from various cultures and countries from around the world.

Cuisine from more than 30 countries was available for sampling at the Multicultural Family Center’s Taste of the World. That’s the most ever for this event at the Five Flags Center. With more than 1,300 people through the doors, community participation was at an all-time high as well.

To sign up for MFC’s notices of events and activities please visit http://www.mfcdbq.org/newsletter.cfm.
MFC Food Pantry Program

The Multicultural Family Center has been able to provide free food to families in need over the past year. Each month, 20 to 40 community members in Dubuque receive free food for their families of up to 8 family members. This was made possible due to a grant in partnership with John Deere and the food bank.

Many Educational and Empowering Programs

The MFC has provided many educational and empowering programs for teens over the past year, including providing teens with college and ACT resources.

- Dia De Los Muertos (Day of the Dead)
- Indian Independence Day
- International Travel Club
- Road to Success for Teens
- LGBTQ Programs & Initiatives
- SPICE Cultural Cooking Nights
- Black History Month Celebration
- Marshall Island Constitutional Day
- Unsolved Mysteries with ISU Extension
- Transracial Adoption Support Group
- Engineering Program Design with ISU Extension
- Personal Communicating & Racial Equity Workshop
- Culture Café
- Juneteenth
- Tutoring Program
- African Celebration
- Broadway Dance / Zumba
- Beginning Chapters Book Club
- Movies in the Park / Music in the Park
LEISURE SERVICES
RECREATION DIVISION

Future Initiatives

Provide educational trainings and workshops including:

• Trainings on how to interact with someone who is culturally different from you, cultural identities, privilege, micro-aggressions
• Support for families adopting transracially (outside their racial group)
• Renters rights/educational trainings
• Dubuque black history
• Dubuque heritage, remembering and respecting our history
• Topics that impact the LGBTQ+ (lesbian, gay, bisexual, transgender, and queer) community and how to better support people who identify as LGBTQ.

Performance Measures

Multicultural Family Center - Activity Statement
The MFC is a location for and a model of multicultural learning in the community supporting a high QUALITY of LIFE.

Goal: Experiences and Activities

Outcome #1: Showcase Dubuque’s diverse cultures through celebrations of culturally-significant days and programs featuring education, music, art, dance and food.

Cultures featured:

- African
- American
- Argentinian
- Bahamian
- Belgian
- British
- Chilean
- Chinese
- Colombian
- Dominican
- East Indian
- Grecian
- Guatemalan
- Hispanics/Latinos
- Jamaican
- Kenyan
- Latvian
- LGBTQ+
- Marshallese
- Mexican
- Moroccan
- New Zealanders
- Pakistani
- Philippine
- Puerto Rican
- Saudi Arabian
- Syrian

-674-
What does this mean to the citizens of Dubuque?
Everyone is welcome in the Dubuque community with equal treatment and opportunities to experience arts, culture and each other.

Goal: Partnership for a Better Dubuque

Outcome #2: Provide resources for and support to Dubuque citizen led organizations increasing civic responsibilities by having citizens be part of the solution.

Partnerships include
- Inclusive Dubuque
- Circles/Getting Ahead
- Alcoholics Anonymous
- Faces & Voices
- Dubuque for Refugee Children
- Coalition of Non-Violence
- Dbq. Co. Extension Master Gardener
- Black Men Coalition
- NAACP (Nat. Assoc. of Advancement of Colored People)
- LULAC (League of United Latin American Citizens)

What does this mean to the citizens of Dubuque?
People are involved in the process and supportive of outcomes. Promoting citizen engagement, facilitating dialogue and creating opportunities to support a more connected Dubuque community.
Outcome: Embrace diverse populations supporting a multicultural workforce by providing educational, technological and employment programs including:

- Future Talk Teen Employment Program
- Computers for Community
- Dubuque Fire & Emergency Medical Explorers
- Road to Success Teen Employment Program
- Tri-State Human Resource Association: Diversity & Inclusion
- John Deere Career Workshop
- Express Employment Career Fair
- Sedona Staffing Career Fair
- Sedgwick Career Fair
- Iowa Works
- NICC

What does this mean to the citizens of Dubuque?
Provide citizens with employment skills and technology to help receive and maintain employment.
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

Build and operate a sustainable public transit system that provides safe reliable and efficient transportation options for all persons while supporting the economic growth and environmental goals of the community.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Jule staff reach out to a diverse set of community members and organizations to provide information and help plan future services. We invest in our staff and our quality of service through ongoing safety and driver training.

PLANNING
The Jule plans for the future through community surveys, focus groups, contacts with social service agencies, the Transit Advisory Board, and the Metropolitan Planning Organization.

PARTNERSHIPS
Jule staff work with community organizations and non-profits to help increase access to and awareness of transit services. We do this by developing partnerships to keep information flowing between employers, service providers, program offerings, local college students, and K-12 students, staff and administrators and city staff.
The Transit Division is supported by 44.12 full-time equivalent employees, which accounts for 60.73% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 3.81% in FY 2019 compared to FY 2018.
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

Expenditures by Category by Fiscal Year

<table>
<thead>
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<th>Category</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
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<td>$2,574,161</td>
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<td>Supplies and Services</td>
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<td>$1,020,700</td>
<td>$1,038,205</td>
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<tr>
<td>Machinery and Equipment</td>
<td>$36,774</td>
<td>$13,733</td>
<td>$212,299</td>
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<tr>
<td>Debt Service</td>
<td>$303,872</td>
<td>$348,514</td>
<td>$315,755</td>
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Administration and Operations

Overview
Public transportation in the City of Dubuque is delivered through the transit division, The Jule. The Jule manages fixed-route, paratransit and contract services (DuRide and Burlington Trailways) and maintains transit vehicles, bus stops and other capital infrastructure.

Management functions include property, vehicle, and equipment management, maintenance and selection, evaluation or routes, safety, security, and funding sources, employee hiring, training, payroll and discipline, public relations, marketing, accounting, and submission of grant applications for continued funding as well as compliance with state and federal transportation rules and regulations.

The Transit Advisory Board is a 5 member board that advises the city council on executing agreements and grants relating to the transit system operation, the purchase of new equipment and establishing rates and fares.

The Administration Activity provides management and maintenance of the accounting and statistical records for the benefit of the Transit Board, City Manager, City Council and State and Federal Departments of Transportation (DOT) and Federal Transit Administration (FTA).

Reporting statistical information and maintaining compliance with state and federal guidelines including the American's with Disabilities Act (ADA) is essential in addition to collaboration with...
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

the Iowa Department of Transportation, Office of Public Transit and Federal Transit Administration for planning, funding and operating and capital assistance.

<table>
<thead>
<tr>
<th>Administration and Operations Funding Summary</th>
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</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
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<tr>
<td>Resources</td>
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</table>

<table>
<thead>
<tr>
<th>Administration and Operations Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>TRANSPORTATION ANALYST 0.50</td>
</tr>
<tr>
<td>FIELD SUPERVISOR 0.50</td>
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<tr>
<td>OPERATIONS SUPERVISOR 0.50</td>
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<td>TRANSPORTATION SERVICES MGR 0.50</td>
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<tr>
<td>DISPATCHER FT 2.70</td>
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<tr>
<td>DISPATCHER PT 0.98</td>
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<tr>
<td>CONFIDENTIAL ACCOUNT CLERK PT 0.51</td>
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<td>OPERATIONS ASSISTANT PT 0.55</td>
</tr>
<tr>
<td>Total FT Equivalent Employees 6.74</td>
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</tbody>
</table>

Performance Measures

Administration and Operations - Activity Statement
Be Responsive: Provide safe, accessible/convenient, professional transit service in the City of Dubuque

Goal: Financially Responsible, High Performance Organization

Outcome #1: Communicate Clearly. Provide consistent communication of passenger expectations.
Post policies in a consistent format, online, on buses, and in print materials. Each bus is outfitted with one large (11"x17") sign containing all policies for driver and passenger reference. All service changes, weather alerts or policy changes are posted in buses, shelters and at impacted bus stops as well as through social media (twitter and facebook) and disseminated through the City’s Notify-Me system.
Overview
The city of Dubuque has grown geographically and the city’s fixed-route transit system needed to catch up. The award of grant funds to the city for this expansion has provided the opportunity for the transit system to serve more residents and businesses. New routes were developed in 2014 and tweaked in 2015 to serve new areas of the community more efficiently and effectively. A system overhaul offering new service areas, more frequent service and quicker connections between downtown and the west end destinations was rolled out in January 2014. Service expanded in FY 2018 to include service up to 9:00pm Monday through Thursday.

Bus operations encompasses seasonal or special services including:

- Weekday Park + Ride Service connects downtown parking ramps and employer locations during morning and afternoon commute times
- Nightrider weekend evening service, including MiniBus, operates Friday and Saturday nights from 9pm-2:40am during the school year.

Bus Operations includes the following daytime fixed-route services as well as the door-to-door MiniBus services that operate from 6:00am-6:00pm on weekdays. A reduced, off-peak schedule is offered from 6:00pm-9:00pm on weeknights and from 8:00am-9:00pm on Saturdays:
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

Highlights of the Past Year

▪ Started construction of the Jule Operations and Training Center - reuse of city Superfund site Smart Transit
▪ Using data to optimize routes, reduce costs and increase ridership
▪ Implement a longer night service that extends to 9:00pm Monday through Saturday.
▪ Combine Parking and Transit Divisions into one Department to increase efficiencies between the divisions and offer a unified approach to transportation options in Dubuque.
▪ Switched to swipe cards for monthly passes and youth passes

Future Initiatives

▪ Continue to explore integration of technology into fare payment and tracking and collaboration with other departments for dual pass options
▪ Complete construction and begin operations of the Jule Operations and Training Center
▪ Transit Advisory Board to evaluate definition of “Transit Access” and define target demographics for higher access levels

Performance Measures

Bus Operations- Activity Statement
Provide safe, accessible/convenient, professional transit service in the City of Dubuque for citizens and visitors - connecting people to services, employment, schools and recreation.

Goal: Connected Community

Outcome #1: Connect People to Opportunity. Provide access to transit services so citizens can get to work, school, and recreational opportunities.
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

Transit Access = 5 minute walk to a bus stop

75% of residents live within a 5 minute walk from a bus stop
92% of schools are within a 5 minute walk from a bus stop*

*Table Mound and St. Columbkille are within a 10 minute walk distance

Transit Ridership = +25% in 2012

Outcome #2: Be Responsive. Ask for input and make recommendations that reflect the needs of citizens.

The Jule conducts a transit survey at least every two years as well as focus groups and online route and stop request opportunities on an ongoing basis.

The Jule’s Transit Advisory Board meets monthly to evaluate routes and discuss and prioritize service needs.

The most common service request that The Jule receives is for bus routes to operate until at least 9pm on weekdays.

Look for opportunities to provide input on The Jule’s website (www.juletransit.org) or sign up for transit notifications through the City’s Notify-Me system. The Jule also sends out notices and survey links through its Facebook and Twitter accounts.

In FY 2018, the City was able to change the time of bus routes to extend to 9pm Monday through Thursday. This will help accommodate those that need to work late or want to attend community meetings later in the evening.

Department Budgets
Outcome #3: Improve quality of life. Provide quick travel times so people can spend less time on the bus and more time doing what they choose.

<table>
<thead>
<tr>
<th>Destination</th>
<th>Pre 2014 Travel Time</th>
<th>Post August 2015 Travel Time</th>
<th>Time Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>JFK Circle to The Jule (2401 Central)</td>
<td>75 min</td>
<td>35 min</td>
<td>40 min</td>
</tr>
<tr>
<td>The Point to Medical Associates West</td>
<td>95 min</td>
<td>50 min</td>
<td>45 min</td>
</tr>
<tr>
<td>Downtown Transfer to Kohls/HyVee</td>
<td>45 min</td>
<td>25 min</td>
<td>20 min</td>
</tr>
<tr>
<td>University of Dubuque to Walmart/Lowes</td>
<td>50 min</td>
<td>25 min</td>
<td>25 min</td>
</tr>
<tr>
<td>Clarke University to Mercy/ Medical Associates East</td>
<td>45 min</td>
<td>18 min</td>
<td>27 min</td>
</tr>
<tr>
<td>Loras College to Kennedy Mall</td>
<td>39 min</td>
<td>25 min</td>
<td>14 min</td>
</tr>
<tr>
<td>The Point to Target/HyVee</td>
<td>85 min</td>
<td>50 min</td>
<td>35 min</td>
</tr>
</tbody>
</table>

Goal: Robust Local Economy

Outcome #4: Make it Easy. Coordinate with non-profits, colleges, and other city departments to make accessing transit passes and services simple and affordable.

The Jule partners with the following organizations and city departments to make access to transit passes easier and more affordable.

*These organizations purchase passes in bulk at a 25% discount and provide them to their clients in need.
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

Outcome #5: Be Equitable. Provide the same opportunity for use of public transit services to those with disabilities as to those without.

Conduct review of all bus stops, shelters and facilities and before adding new bus stops, evaluate access and infrastructure needs for ADA compliance.

Choose future buses that provide the greatest amount of independence and access for those in our community with mobility impairments. Drive on ramps promote independence and require less maintenance than mechanical lifts.

Bus Maintenance

Overview
The Public Works Mechanics and Service Workers, led by the Vehicle Maintenance Supervisor, conduct all maintenance of transit vehicles. Primary responsibilities are preventative maintenance inspections and major and minor repairs to various vehicle systems, including purchasing and stocking parts and supplies in accordance with Federal Transit Administration (FTA) and City of Dubuque policies.

Service workers also conduct cleaning of fixed-route vehicles and facilities, which include benches, shelters, the bus storage facility and The Jule’s three transfer locations at JFK Circle, Delhi, and at the Intermodal Center.

The effectiveness of the new Intermodal and JFK Transfer facilities, ITS equipment, Smarter Travel Study recommendations and passenger information software rely on buses being in good condition, with few breakdowns and delays in service due to mechanical failure. High quality vehicle maintenance and replacement as the fleet reaches the end of its useful life is essential to maintaining the integrity of the transit system.

Bus Maintenance Funding Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
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<tbody>
<tr>
<td>Expenditures</td>
<td>$128,555</td>
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<tr>
<td>Resources</td>
<td>$296,497</td>
<td>$116,320</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
TRANSPORTATION SERVICES DEPARTMENT
TRANSIT DIVISION

Highlights of the Past Year

▪ All vehicles and The Jule’s three transfers are covered by security cameras.

Future Initiatives

▪ Plan for capital replacement of vehicles and focus on ramp entry for improved access for individuals with mobility impairments.
▪ Research alternative fuel technologies and conduct cost-benefit analysis
▪ Upgrade onboard security cameras
▪ Midtown Transfer Relocation

Performance Measures

Bus Maintenance- Activity Statement
Ensure safe, clean and reliable transit service through regular maintenance and inspections of the transit fleet including information technology hardware and software.

Outcome #6: Drive and maintain city vehicles like they’re our own. Reduce accidents and associated costs through ongoing driver training and conduct regular vehicle cleaning and maintenance to extend the life of the fleet

The Jule hired a part-time CDL and safety trainer and began implementing the Smith System (used by UPS, New York MTA) as a training system for its driving staff in July 2014.

This consistent training and language surrounding the issue of driving safety provides a framework for rewarding positive behavior.
Drivers receive annual ride-a-long safety refresher training and post-accident training to help reinforce good driving practices and habits.

Even with the expansion of transit service, drivers are driving more miles with fewer accidents. This focus on training and safety has reduced the number of at-fault accidents by 32% and a 62% decrease in accident expenses since the beginning of the program (FY14-FY16).
Goal 80%+ of vehicles are serviced within the mileage threshold.

FY 17 96.54% of vehicles were services within the mileage threshold

The Jule’s buses drive city streets a minimum of 12 hours per day. Mileage thresholds for preventative maintenance reflect the constant usage of these vehicles in all weather conditions.

Light Duty: 5,000 miles preventative maintenance threshold
Medium and Heavy Duty: 6,000 miles preventative maintenance threshold
The Water Department ensures our community has high quality, safe, reliable and affordable drinking water.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE

Employees of the Water Department are provided training to ensure the maintenance of the appropriate licenses required by the Iowa Department of Natural Resources. Other job-related educational training is provided to broaden employee skills and increase productivity.

PLANNING

The Water Department is engaged in conscientious, strategic planning which allows for maintaining compliance with the state and federal regulatory agencies in order to provide the highest quality, safe and cost effective drinking water possible.

PARTNERSHIPS

The Water Department is involved in Community Activities/Partnerships/Outreach programs such as Water Conservation Educational Program and the Smarter City Initiative. The Water Department provides tours of its Eagle Point Treatment Plant to local schools and organizations.
The Water Department is supported by 25.87 full-time equivalent employees, which accounts for 23.26% of the department expense as seen below. Overall, the department's expenses are expected to increase by 15.18% in FY 2019 compared to FY 2018.
Overview
The Dubuque Water Department is dedicated to producing and delivering drinking water that is in compliance with all state and federal drinking water standards. We continually strive to adopt new and better methods of delivering the best quality drinking water to the citizens of Dubuque in the most cost-effective manner.

Water Department Administration is responsible for the preparation of operating and capital budgets, analysis of rate structure, interacting with the state and federal regulatory agencies, evaluation and coordination of treatment facility operations and the water distribution system functions.

<table>
<thead>
<tr>
<th>Water Administration Funding Summary</th>
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</thead>
<tbody>
<tr>
<td>FY 2017 Actual</td>
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<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water Administration Position Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
</tr>
<tr>
<td>Water Department Manager</td>
</tr>
<tr>
<td>Secretary</td>
</tr>
<tr>
<td>GIS Specialist</td>
</tr>
<tr>
<td>GIS Intern</td>
</tr>
<tr>
<td><strong>Total FT Equivalent Employees</strong></td>
</tr>
</tbody>
</table>

Highlights of the Past Year
• Purchased Central Iowa Water Association’s Vernon and Barrington Lakes Water Systems, thereby increasing the availability of safe, clean drinking water and fire flow suppression to Dubuque County residents.

Vernon and Barrington Lakes Water System
WATER DEPARTMENT

• Obtained favorable financing from the State of Iowa Revolving Fund to extend water mains and installation of the English Mill Pump station, bringing City water supply to Vernon and Barrington Lakes water systems.

• Implemented Standard Operating Procedures in response to water main breaks, and sanitary and unsanitary water conditions.

Future Initiatives

• Develop a Water Master Plan meeting the needs of current and future residents and businesses in the Dubuque community.

• Maintain appropriate department staffing levels to ensure regulatory compliance and maintain and operate the department’s facilities and distribution system.

• Provide industry related training to maintain licensing and expand the skill set of Water Department employees.

Performance Measures

Administration - Activity Statement
Provides evaluation and coordination of daily operations and long term planning of the department and interacts with state and federal regulatory agencies to maintain regulatory compliance.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Maintain a financially viable water utility
Financial viability allows the Water Department to achieve its operating objectives and allows the department to fulfill its mission over the long term.

Outcome #2: Strategic planning of Water Department activities
Strategic planning enables the Water Department to be proactive and responsive to the current and changing needs of the community, while focusing valuable resources of the organization in the same direction to become more efficient and cost-effective.

Plant Operations and Maintenance

Overview
Plant Operations and Maintenance ensures that water used for domestic, commercial and industrial purposes is safe for drinking and is supplied at sufficient volumes to meet the needs of our community as well as provide for fire protection. Responsible for the management of equipment and chemicals used to treat and disinfect groundwater for human consumption and to maintain compliance with all Federal, State and Local water quality standards.
WATER DEPARTMENT

Over two hundred tests per day are performed by water treatment plant operators. In addition to these tests, the Dubuque Water & Resource Recovery Laboratory performs over 60 bacteriological analyses of our drinking water on a monthly basis. Other compliance related testing is performed by the University of Iowa Hygienic Laboratory and Keystone Laboratories. All of these analytical measures ensure that the water reaching your home is safe to drink.

### Highlights of the Past Year

- Completed Well #8 Maintenance
- Maintained Regulatory Compliance

### Future Initiatives

- Maintain the operations and maintenance of the Eagle Point Water Plant and all associated storage, pumping and well facilities in the most environmentally conscious manner
- Ensure continued compliance with all regulatory agencies

### Performance Measures

**Goal: Sustainable Environment**

**Outcome #1:** Provide water treatment and distribute safe, clean, drinking water that meets or exceeds drinking water regulations
WATER DEPARTMENT

Drinking water is one of our most vital resources and is essential to human health. The Eagle Point Water Treatment Plant delivers an average of 7 million gallons of clean water each day to our homes, schools and businesses which is then used for cooking, drinking, cleaning, bathing, and available for fire suppression.

The 2017 Water Quality Report can be downloaded at [http://www.cityofdubuque.org/waterquality](http://www.cityofdubuque.org/waterquality)

Outcome #2: Produce high quality water at the required pressures and volumes

Maintaining the proper pressures and volumes ensures adequate fire suppression abilities and consumer demand

Water Treated (Million Gallons)
DID YOU KNOW?
Dubuque's drinking water comes from wells. There are five shallow wells located at the A.Y. McDonald Park and four deep wells located around the Eagle Point Water Treatment Plant on Hawthorne Street.

Water Distribution

Overview
The function of the Water Distribution Division is to safely transport potable water from the source to point of use. Distribution is also responsible for the machinery, equipment, materials and personnel required to repair main breaks; install water mains, control valves and fire hydrants and assist other sections of the Water Department. It is our goal to operate and maintain a water distribution system consistent with established procedures recognized by the American Water Works Association for efficient management practices and to meet Federal, State and local rules and regulations.

<table>
<thead>
<tr>
<th>Water Distribution Funding Summary</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Budget</th>
<th>FY 2019 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$3,862,513</td>
<td>$2,895,469</td>
<td>$2,935,545</td>
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<tr>
<td>Resources</td>
<td>$8,831,994</td>
<td>$9,137,641</td>
<td>$10,309,518</td>
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</table>

<table>
<thead>
<tr>
<th>Water Distribution Position Summary</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment Operator II</td>
<td>2.00</td>
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<tr>
<td>Water Distribution Maintenance Worker</td>
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<tr>
<td>Water Distribution Foreman</td>
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<tr>
<td>Water Distribution Supervisor</td>
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</tr>
<tr>
<td>Water Engineering Assistant</td>
<td>1.00</td>
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<tr>
<td>Custodian I</td>
<td>0.07</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
<td>9.07</td>
</tr>
</tbody>
</table>
WATER DEPARTMENT

Highlights of the Past Year

• Completion of English Ridge subdivision water main installation
• 90% Completion of Highway 20/Menards intersection water main installation
• Completion of Derby Grange Road & Kennedy Road water main installation
• Completion of Water main improvements through the Green Alley projects
• Completion of the B-Branch Utility replacements
• Street Reconstruction/Engineering Projects

Future Initiatives

• The Water Distribution Division is prepared to replace; as needed, the aged, existing water main, fire hydrants, control valves and lead service lines on construction projects in partnership with the Engineering and Public Works Departments.

Performance Measures

Water Distribution - Activity Statement
Operate and maintain a water distribution system consistent with established procedures recognized by the American Water Works Association for efficient management practices.

Goal: Financially Responsible, High Performance Organization

Outcome #1: Ensure the integrity of the distribution system piping system
Maintains the safety of our drinking water through flushing, replacing aged piping, valves and fire hydrants

Outcome #2: Addressing customer and system issues in a timely manner
Minimizes the time customers are without water
WATER DEPARTMENT

DID YOU KNOW?
The distribution system is composed of 336 miles of water mains ranging in diameter from 4" up to 30", 7,196 control valves; and 2,444 fire hydrants.

Water Meters

Overview
The Water Meter Division provides dependable meter repair consisting of testing, dismantling, cleaning, repairing, and reassembling meters as required. The Meter Division performs installation services, addresses pressure complaints, investigates illegal use of water, installs outside registers, and performs special reading of meters upon request and performs backflow administration to comply with state and federal mandates while ensuring accurate charges to the customer.
Future Initiatives

- Continue to educate the public of the importance of adhering to all State and Federal mandates concerning Backflow Control Devices, which protect public water supplies from potential contamination.

- Continue to provide excellent customer service.

Performance Measures

Water Meters - Activity Statement
Provide dependable meter repair, installation services and backflow administration to comply with state and federal mandates to ensure accurate charges to customers.

Goal: Sustainable Environment

Outcome #1: Provide accurate meter readings
Ensures that customers pay for the appropriate amount of water used by tracking private water service line leaks (internal and external). Repair reimbursement and service line assistance.

Outcome #2: Backflow protection
Minimizes the possibility of contamination of the distribution system by preventing back siphonage. A backflow prevention device prevents contamination of the water system from industrial and commercial water services by using equipment that stops the backward flow of water through a pipe or cross connection between potable water and contaminants.
DID YOU KNOW?
Since the adoption by the Dubuque City Council of the Backflow Prevention Program, we have established over 2,004 accounts having Backflow Protection and we also monitor over 2,772 Control Devices. These accounts are a combination of various Industrial and Commercial facilities. Annually we receive $25.00 per device as the administration fee. It is expected an additional 50 accounts will be established before the end of the fiscal year 2019.
Outcome #3: Responding to customer inquiries in a timely manner
Maintains consumer confidence in the water utility

Service Calls

<table>
<thead>
<tr>
<th>Year</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
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<tbody>
<tr>
<td></td>
<td>433</td>
<td>714</td>
<td>591</td>
<td>420</td>
<td>673</td>
<td>698</td>
</tr>
</tbody>
</table>
WATER & RESOURCE RECOVERY CENTER
The Water & Resource Recovery Center uses technology to effectively clean the water used by the community in such a manner as to allow its safe return to the environment. The process of completing this task also provides the opportunity to extract resources from the water and additional sources for use within the Center and the surrounding community.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PLANNING
The W&RRC has ongoing planning and implementation for several environmental issues including spill prevention plans, Bio-Solids Management and Nutrient Reduction.

PARTNERSHIPS
The W&RRC maintains partnerships with City Departments, Iowa Department of Natural Resources, USEPA, Local Industries and local/regional/service providers.

PEOPLE
W&RRC Staff, Health Department, Engineering and Public Works provided the majority of our City relationships. We also maintain relationships with local industries, the Resilient Community Advisory Commission and Regional/Local Engineers.
The Water Resource Recovery Center is supported by 15.00 full-time equivalent employees, which accounts for 28.27% of the department expense as seen below. Overall, the department's expenses are expected to increase by 5% in FY 2019 compared to FY 2018.
WATER & RESOURCE RECOVERY CENTER

Overview
Operations and maintenance of the W&RRC consists of maintaining equipment and records necessary to collect, pump, treat and dispose of the liquid wastes discharged into the sanitary sewer system as required by state and federal regulatory agencies at the lowest possible cost while sustaining appropriate maintenance programs for plant reliability; operating and maintaining 20 pumping stations located throughout the City of Dubuque; Repair and maintain all equipment required for the successful and efficient operation of the W&RRC. Stock essential spare parts and maintain records for effective operation of the W&RRC.

Center Operations
For FY17 the Water & Resource Recovery Center (W&RRC) treated an average 7.082 million gallons per day (M.G.D.) or 2,585 million gallons for the year.

7.082 million gallons is equal to about 1350 semi-tanker loads of sewer water per day.

The average BOD or Biochemical Oxygen Demand was 23,935 pounds of Oxygen per day of which 23,403 pounds was removed or about 97.8 percent removal.

That means that each day we kept 23,403 pounds of Oxygen from being removed from the waters of the Mississippi River.
WATER & RESOURCE RECOVERY CENTER

12.5 tons of soil amendment (fertilizer) are produced **PER DAY** during the process of cleaning the wastewater.

That is an average of eight semi loads per week of useful material being safely returned to a beneficial purpose.

<table>
<thead>
<tr>
<th>Operations and Maintenance Funding Summary</th>
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<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Expenditures</td>
</tr>
<tr>
<td>FY 2017 Actual: $9,517,653</td>
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<tr>
<td>FY 2018 Budget: $9,080,417</td>
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<tr>
<td>FY 2019 Requested: $9,144,151</td>
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<td>Resources</td>
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<tr>
<td>FY 2017 Actual: $13,066,942</td>
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<tr>
<td>FY 2018 Budget: $12,619,524</td>
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<tr>
<td>FY 2019 Requested: $12,928,424</td>
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<table>
<thead>
<tr>
<th>Operations and Maintenance Position Summary</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>WRRC MANAGER</td>
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<tr>
<td>FY 2019: 1.00</td>
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<tr>
<td>MAINTENANCE SUPERVISOR WWT</td>
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<tr>
<td>FY 2019: 1.00</td>
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<tr>
<td>W&amp;RRC OPERATIONS SUPERVISOR</td>
</tr>
<tr>
<td>FY 2019: 1.00</td>
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<tr>
<td>EQUIPMENT MECHANIC - WWT</td>
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<tr>
<td>FY 2019: 2.00</td>
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<tr>
<td>WRRC OPERATOR CERT GR II</td>
</tr>
<tr>
<td>FY 2019: 2.00</td>
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<tr>
<td>PLANT OPERATOR GRADE III &amp; IV</td>
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<tr>
<td>FY 2019: 2.00</td>
</tr>
<tr>
<td>CONFIDENTIAL ACCOUNT CLERK</td>
</tr>
<tr>
<td>FY 2019: 1.00</td>
</tr>
<tr>
<td>Total FT Equivalent Employees</td>
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<td>FY 2019: 10.00</td>
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</table>

**Performance Measures**

**Operations and Maintenance - Activity Statement**
Maintain efficient operations and maintenance of the W&RRC to assure for treatment of the City of Dubuque's waste water in the most cost effective manner possible while protecting the environment and citizens from exposure to pollution in the Mississippi River.

**Goal: Sustainable Environment**
WATER & RESOURCE RECOVERY CENTER

Outcome #1: Maintain proper operation and maintenance of pumping stations throughout the City of Dubuque to ensure that untreated wastewater is not discharged to streets, storm sewers or creeks/rivers where citizens may come in contact with this potentially dangerous material.

All pumping stations are connected with the W&RRC computer system to allow for real-time monitoring of the operations of the stations. Stations are visited by the W&RRC Maintenance staff at least weekly to check for proper operations. Three of the major stations are checked daily during the work week. Three of the pumping stations have permanently installed standby power generators and the others can be powered by the three portable generators owned by the W&RRC. This capability along with the standby generators at the W&RRC assures the businesses and citizens of the City of Dubuque that even during power outages the W&RRC will continue to operate and provide essential services to our citizens.

All operations staff to have at least Grade II Certification

Training is provided to employees of the W&RRC to equip all employees with the required skills to successfully operate a complex technical facility, to maintain and upgrade certifications required by IDNR and keep abreast of current regulations and technologies. A higher level of training for all operators will lead to a more efficient operation of the W&RRC.

Goal: Robust Local Economy

Outcome #2: Increased Energy Production for use at the W&RRC

Increased addition of HSW to the digesters provides for additional revenue for the W&RRC and over time will allow the W&RRC to produce most of the energy needed to operate the Center.

The W&RRC produces 75% to 85% of the electrical needs for the Center.

- Increased Gas Production via the Introduction of HSW
- Matching Center KW Demands with HSW Introduction
- Alliant agreement to allow increase KW production

**Electrical Demand KW**

- Blue = Total Demand
- Green = W&RRC Production
- Red = Purchased

-705-
WATER & RESOURCE RECOVERY CENTER

Environmental Monitoring

Overview
The Environmental Monitoring Section performs the chemical, biological and bacterial sampling and analysis associated with the operations of the W&RRC and assists in the operations of additional City Departments and the community by providing analytical services.

The function of the Industrial Pretreatment Program is to eliminate from industrial sources those materials which may cause pass through and/or interference with the operation of the City of Dubuque’s Publicly Owned Treatment Works.

Working in conjunction with many City of Dubuque Departments to operate and maintain the Fats, Oils and Grease program. The program is aimed at eliminating Sanitary Sewer Overflows caused by the discharge of excessive amount of fats, oils and greases into the sanitary sewer system.

Highlights of the Past Year
The Environmental Monitoring Activity created the position of Laboratory Supervisor from one of the existing Laboratory Technician positions. This new position provides a staffing structure that improves the efficiency and effectiveness of laboratory activities.

Future Initiatives
The Laboratory is currently pursuing state certification in the analysis of the nutrients phosphorus and nitrogen.

Performance Measures

<table>
<thead>
<tr>
<th>Environmental Monitoring - Activity Statement</th>
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</thead>
<tbody>
<tr>
<td>Monitor the quality of water discharged from the Water &amp; Resource Recovery Center to assure environmental stewardship and adherence to State and Federal regulations and the environmental goals of the Citizens of Dubuque.</td>
</tr>
</tbody>
</table>
WATER & RESOURCE RECOVERY CENTER

Outcome #1: Maintain a Fats, Oil and Grease program to protect the sanitary sewer system from blockages caused by excessive buildup in the system helping eliminate sanitary sewer overflows caused by Fats, Oils and Grease.

Outcome #2: Ensure a safe water supply - In support of the Water Department

Collect and analyze 16 water samples per week from various locations within the City of Dubuque.

The assurance of safe drinking water is essential for the health and safety of the community.