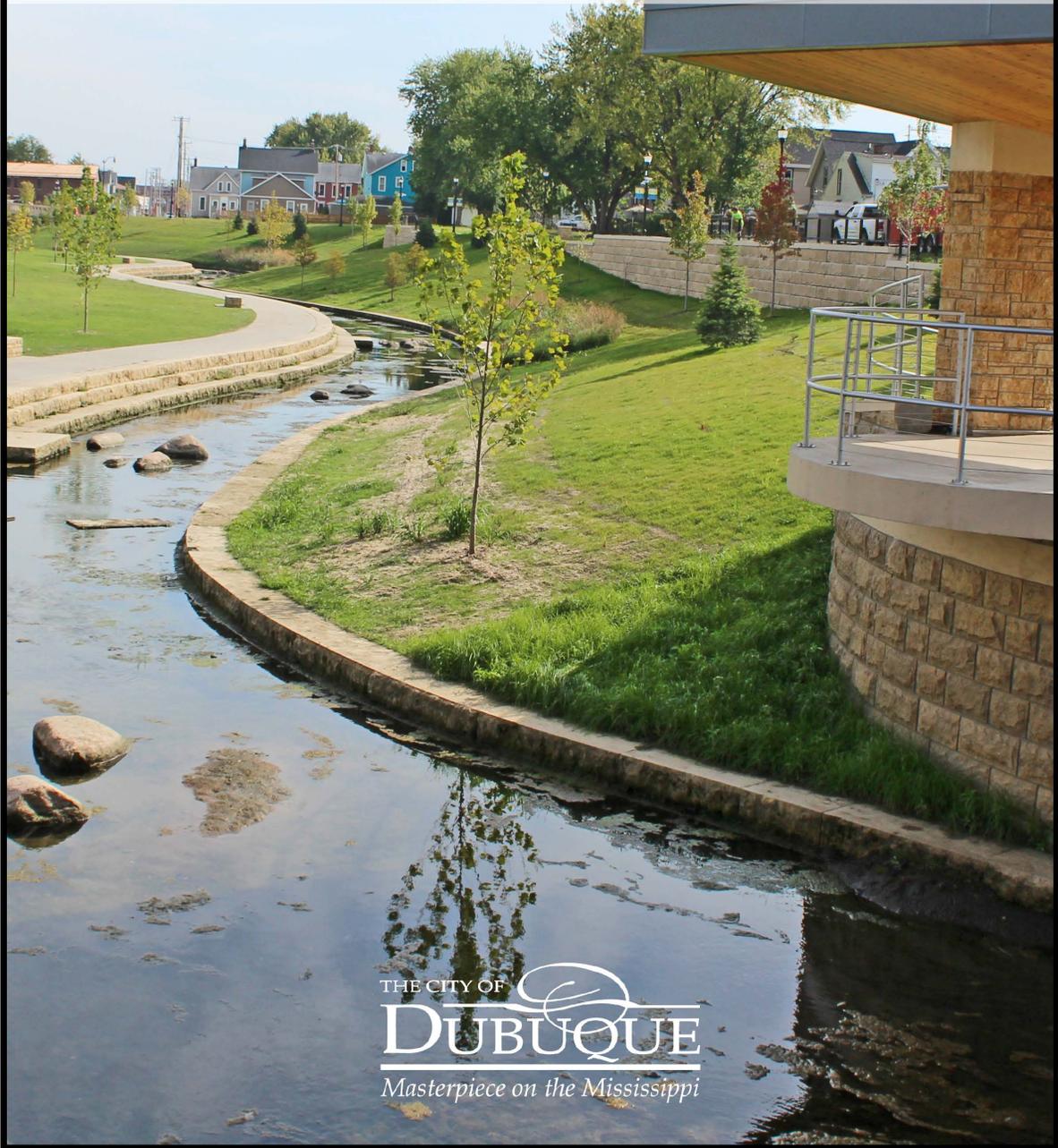


# RESIDENT'S GUIDE

Adopted for Fiscal Year 2020



THE CITY OF  
**DUBUQUE**  
*Masterpiece on the Mississippi*

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**CITY of DUBUQUE, IOWA**  
**RESIDENT'S GUIDE**  
**to the**

**ADOPTED**  
**FISCAL YEAR 2020 Budget**  
**CITY COUNCIL**

**Roy D. Buol, Mayor**

**Jake A. Rios**

**Kate M. Larson**

**Ric W. Jones**

**Brett M. Shaw**

**David T. Resnick**

**Luis Del Toro**

**ADMINISTRATIVE STAFF**

**Michael C. Van Milligen**

**City Manager**

**Crenna M. Brumwell**

**City Attorney**

**Kevin S. Firnstahl**

**City Clerk**

**Cori L. Burbach**

**Assistant City Manager**

**Teri H. Goodmann**

**Assistant City Manager**

**Jennifer M. Larson**

**Director of Finance & Budget**

**Rachel J. Kilburg**

**Budget & Financial Analyst**

**Jean M. Nachtman**

**Finance Director**

**Juanita A. Hilkin**

**Office Manager**

**Stephanie A. Valentine**

**Secretary**

**Natalie R. Riniker**

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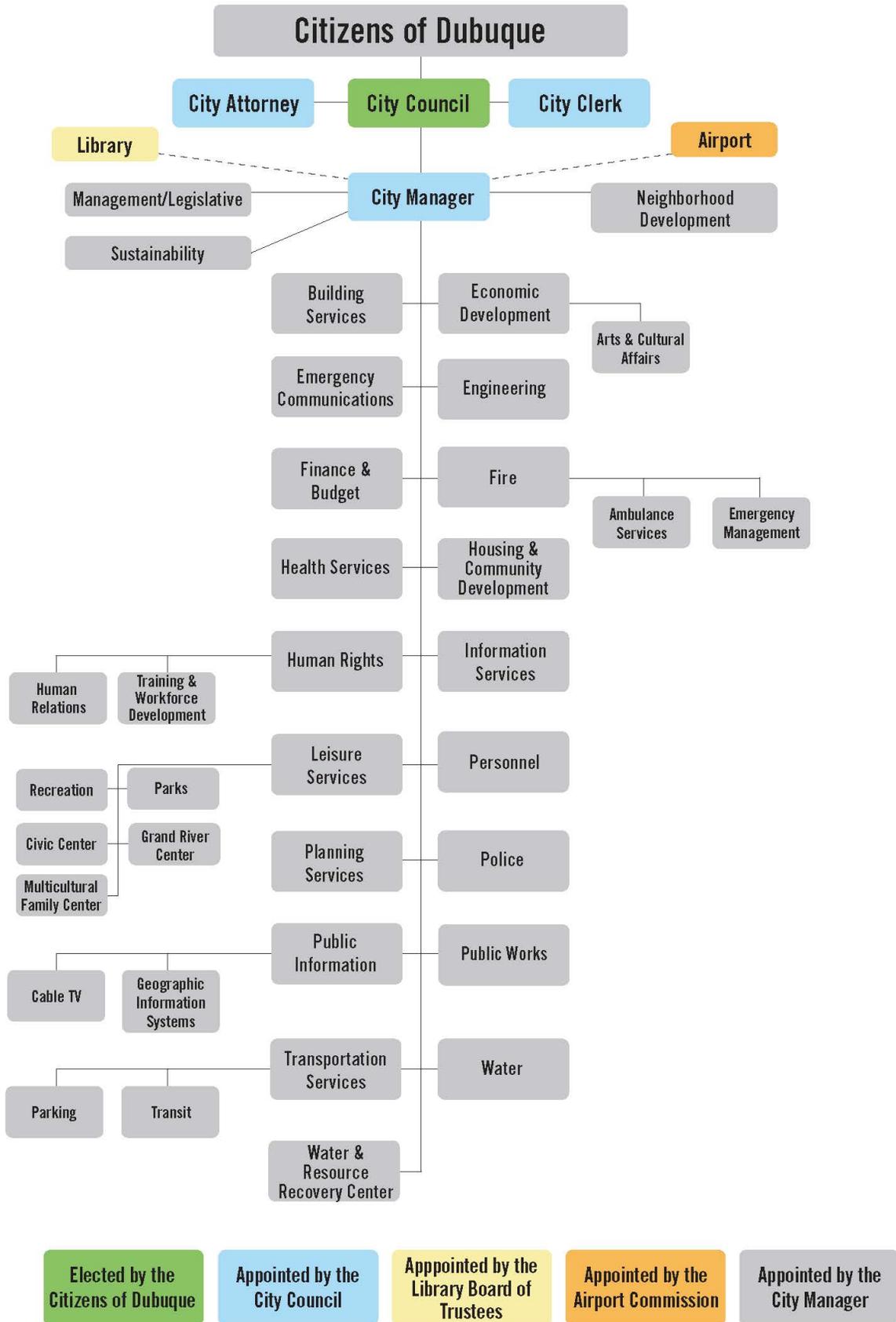
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If you prefer to not call or e-mail them directly, questions or feedback for department managers can be sent via the "Contact Us" quick link on the City of Dubuque's website at [www.cityofdubuque.org](http://www.cityofdubuque.org) or call 563-589-4100.



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Dubuque  
Iowa**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Dubuque, Iowa, for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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# **CITY MANAGER'S BUDGET MESSAGE**

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## BUDGET INTRODUCTION

Attached for your review is the Fiscal Year 2020  
Adopted Budget.

The Budget and Fiscal Policy Guidelines are developed and adopted by City Council early in the budgeting process in order to provide targets or parameters within which the budget recommendation is to be formulated.

The budget recommendation presented by the City Manager may not meet all of these targets due to changing conditions and updated information during budget preparation. To the extent the adopted budget varies from the guidelines, an explanation is provided following the Budget Transmittal Message.

The following Fiscal Year 2020 Budget Transmittal Message is written in January as recommended by the City Manager to the Honorable Mayor and City Council.

A series of Budget Hearings take place following the presentation of the recommended budget, to allow for public input and analysis.

***This budget was presented on February 4, 2019  
to the Honorable Mayor and City Council.***

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**TO:** The Honorable Mayor and City Council Members

**FROM:** Michael C. Van Milligen, City Manager

**SUBJECT:** Fiscal Year 2020 Budget Recommendation

**DATE:** January 29, 2019 (Updated May 17, 2019)

It is my goal that the Fiscal Year 2020 budget recommendation will reflect the City Vision and Mission Statements and be responsive to the goals and priorities established by the Mayor and City Council. I am pleased to report that the Fiscal Year 2020 budget recommendation includes a property tax rate decrease of 2.43%, which is more than the property tax rate decrease of 0.97% approved as part of the Budget Guidelines by the City Council on December 17, 2018. The Budget Guidelines reported a residential rollback of 56.1324% but the actual residential rollback is 56.9180%. This increase in rollback increases the taxable value for residential. This required a lower property tax rate to keep the average residential property at no property tax increase. This translates into the following:

	<b>% Change</b>	<b>\$ Change</b>
Property Tax Rate	-2.43%	-\$0.26
Average Residential Payment	—%	\$—
Average Commercial Payment	-1.48%	-\$48.53
Average Industrial Property	-1.79%	-\$87.16
Average Multi-Residential Property	-7.07%	-\$132.29

### **2035 VISION STATEMENT**

Dubuque 2035 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2035 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 2024**

- ♦**Robust Local Economy:** Diverse Businesses and Jobs with Economic Prosperity
- ♦**Sustainable Environment:** Preserving and Enhancing Natural Resources
- ♦**Vibrant Community:** Healthy and Safe
- ♦**Partnership for a Better Dubuque:** Building Our Community that is Viable, Livable, and Equitable
- ♦**Livable Neighborhoods and Housing:** Great Place to Live
- ♦**Diverse Arts, Culture, Parks, and Recreation Experiences and Activities**
- ♦**Financially Responsible, High-Performance City Organization:** Sustainable, Equitable, and Effective Service Delivery
- ♦**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.

**2018-2020 POLICY AGENDA**

**TOP PRIORITIES (in alphabetical order)**

- Affordable Childcare Study and Funding
- Five Flags Center: Direction and Funding
- Inclusive Dubuque Support
- Major Streets Improvement: Plan, Direction, and Funding
- Poverty Reduction: Action Plan
- River Cruise Docking Facilities: Direction
- Winter Farmers Market: Location and Funding Support

**HIGH PRIORITIES (in alphabetical order)**

- Bee Branch Floodwall Gates Funding
- Central Avenue Corridor: Economic Revitalization
- Crime Prevention Program: Maintenance
- Debt-Reduction Plan: Continuation
- Mental/Brain Health Strategy and Action Plan

**HIGH PRIORITIES (in alphabetical order, continued)**

- New Financial Software: Funding
- Pet-Friendly Community: Policy Direction and Actions
- Street Maintenance Program: Funding Level

**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.

**2018-2020 MANAGEMENT AGENDA**

**TOP PRIORITIES (in alphabetical order)**

- Campaign for Grade-Level Reading
- CHANGE Program: Implementation
- Crescent Community Health Center Expansion
- Dubuque's True North Housing Initiative
- Multicultural Family Center Expansion
- Riverfront Master Plan (US Army Corps of Engineers)
- Transit Vehicles Replacement
- Veterans Pond Development and Direction

**HIGH PRIORITIES (in alphabetical order)**

- City Performance Measurements/Open Data/Data Governance
- Citywide Departmental Work Order System
- Comiskey Park Renovation
- Community Security/Surveillance System Expansion
- Housing Needs Assessment Report
- Resident Satisfaction Survey
- Residential Housing Upgrade/Bee Branch HUD Flood Protection
- Water & Resource Recovery Center: Nutrient Trading

Creating an Equitable Community of Choice



# Creating an Equitable Community of Choice

A High-Performance Organization (and Community) that is Data-Driven and Outcome-Focused built on the four pillars of:

**Resiliency**

**Sustainability**

**Equity**

**Compassion**

Through **Planning, Partnerships, & People**

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

CMQ24-111618

An article in the January 27, 2019, Telegraph Herald, written by Jeff Montgomery is illustrative on the issues faced related to poverty. In part, the article says:

"Data released last year by United Way of Dubuque Area Tri-States revealed that 33 percent of Dubuque County households were either in poverty or earned less than the basic cost of living.

That translated to more than 12,000 households that didn't make enough money to make ends meet.

In the city of Dubuque, the figure is even higher: 44 percent of households do not make enough to meet basic needs.

These persistent struggles might come as a surprise to some, given the county's meager unemployment rate. In December, the jobless rate in Dubuque County was 2.5 percent.

That is lower than the county's rate from one year earlier of 3 percent, as well as the national average of 3.9 percent.

A closer examination of data shows that for many local residents, getting a job doesn't equate to getting ahead.

### **Working poor**

The most recent United Way study utilized "point-in-time data," collected in 2016, to provide an updated snapshot of area residents' evolving struggles.

Growing financial hardships this decade can be attributed largely to an increase in one particular category, deemed ALICE.

ALICE is an acronym for Asset Limited Income Constrained, Employed. In short, it represents the working poor.

In 2010, 14 percent of Dubuque County households fell into that category; in 2016, it was 22 percent. In addition, 11 percent of households were below the poverty threshold in 2016, a slight increase from 10 percent in 2010.

In other local Iowa counties, a similar trend has unfolded.

In Clayton County, 19 percent of households were in the ALICE category in 2010 and 28 percent fell in that range in 2016. In Delaware County, the percentage increased from 16 percent to 22 percent; in Jones County, from 20 percent to 26 percent, and in Jackson County, from 18 percent to 22 percent."

"In addition to showing the sheer scope of financial hardships, the ALICE report also challenged long-held beliefs about what it takes to get ahead.

“This study showed it is not as easy as ‘get a job,’” Peterson said. “There are many, many people who are working and struggling and facing barriers to being successful.”

About four months after United Way released its data for Iowa, the organization followed with a comprehensive report detailing counties in Wisconsin. A similar pattern emerged.

In Grant County, 43 percent of residents were in poverty or below the ALICE threshold in 2016, up from 38 percent at the outset of the decade. The percentage falling within the ALICE category rose from 24 to 29 percent in that time frame.

In Crawford County, the ALICE group rose from 26 percent in 2010 to 28 percent in 2016; in Lafayette County, it rose from 21 percent to 26 percent; and in Iowa County, from 22 percent to 24 percent.

Illinois does not partner with United Way for its ALICE project.

However, a study released in 2018 estimated that more than 33 percent of Illinoisans are either poor or low-income. The report, compiled by anti-poverty organization Heartland Alliance, also determined that poverty was higher than it was before the Great Recession.

The study found there are more than 5,200 households receiving food stamps in Illinois House of Representatives District 89, which includes Jo Daviess County. More than 2,000 households are “rent-burdened,” meaning they pay more than half of their income toward housing.”

“The United Way ALICE study includes a “household survival budget,” which highlights “the bare minimum that a household needs to live and work today.”

For a single adult living in Dubuque County, the monthly total amounts to \$1,608. Such payments can be made with a full-time job earning \$9.65 per hour.

For a family of four, however, that figure balloons more than 300 percent. The ALICE study concludes a Dubuque County family with two adults, an infant and a preschooler must spend \$4,887 per month to meet basic needs.”

“Census data show that there is reason for optimism when it comes to wages in Dubuque County.

Data from December placed the median wage for households at \$59,150. That is up from \$56,154 in December 2017.

For many residents, however, reaping the benefits of these changes is easier said than done.

Dubuque County residents with less than a high school education earn a median income of about \$21,200, while high school grads or those with an equivalency degree take in \$30,700. An associates degree bumps up the median wage to \$34,150, while a bachelor’s degree ups it to \$45,750 and a graduate degree, \$58,600.

Kristin Dietzel, vice president of workforce solutions for Greater Dubuque Development Corp., said the numbers send a clear message.

“Education and training have to be the cornerstone to any long-term self-sufficiency,” Dietzel said.

Opportunity Dubuque, a partnership between GDDC and Northeast Iowa Community College, allows participants to complete industry-driven certifications to upgrade their skills or launch their careers.

Dietzel explained that students can complete such courses free of charge, although she acknowledged that some barriers could exist.

The cost of transportation, for instance, could be prohibitive for some seeking to upgrade their skills. Caring for one’s child during the training also has presented a quandary for some.

In late 2018, GDDC announced a pilot program in which roughly 50 Opportunity Dubuque participants would receive free child care during their training and for up to a year after securing new employment.”

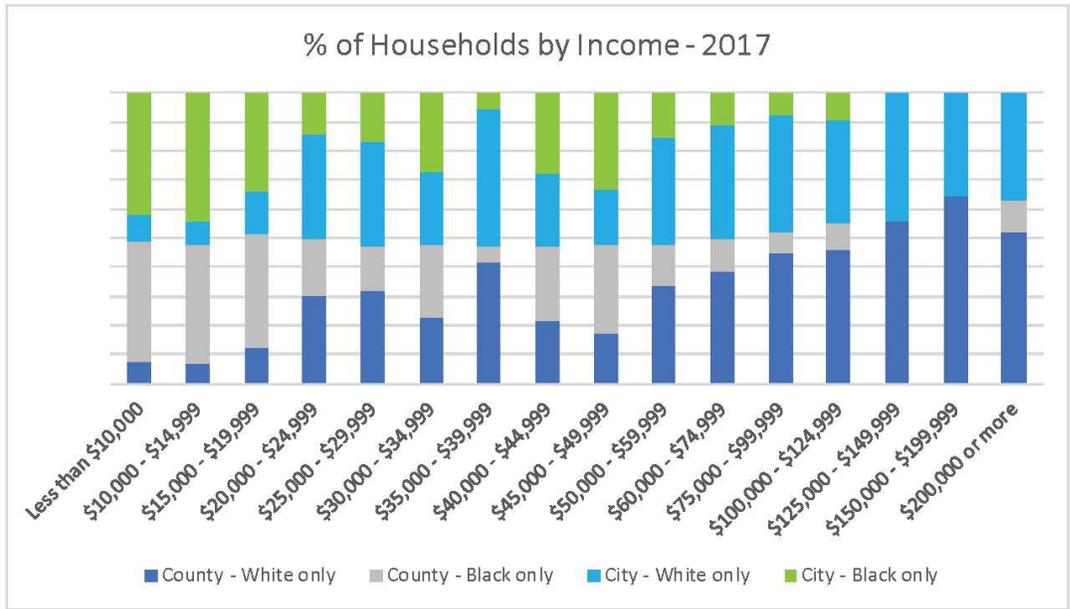
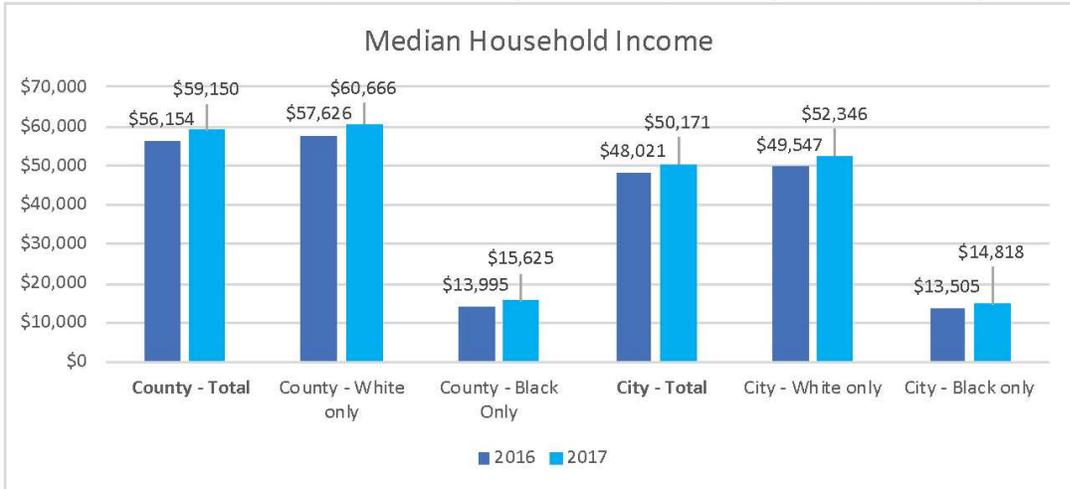
“Even for those eager to get ahead financially, it can be easy to get knocked off course.

The Federal Reserve in mid-2018 released its annual Survey of Household Economics and Decisionmaking. The report underscored the fragile foundation on which many Americans’ financial plans are built.

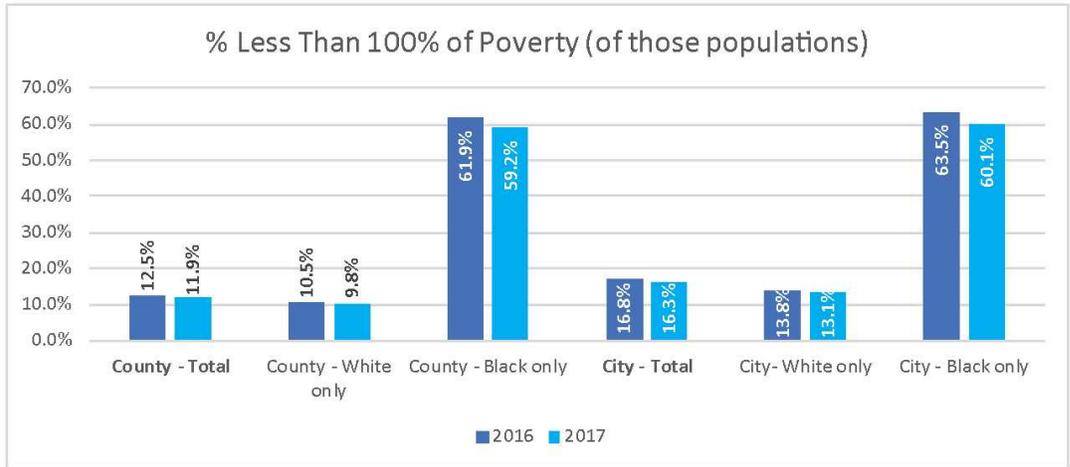
Forty percent of adults, if faced with an unexpected expense of \$400, said they would either not be able to cover it or would cover it by selling something or borrowing money. Twenty-five percent of adults, meanwhile, skipped necessary medical care because they could not afford the cost.”

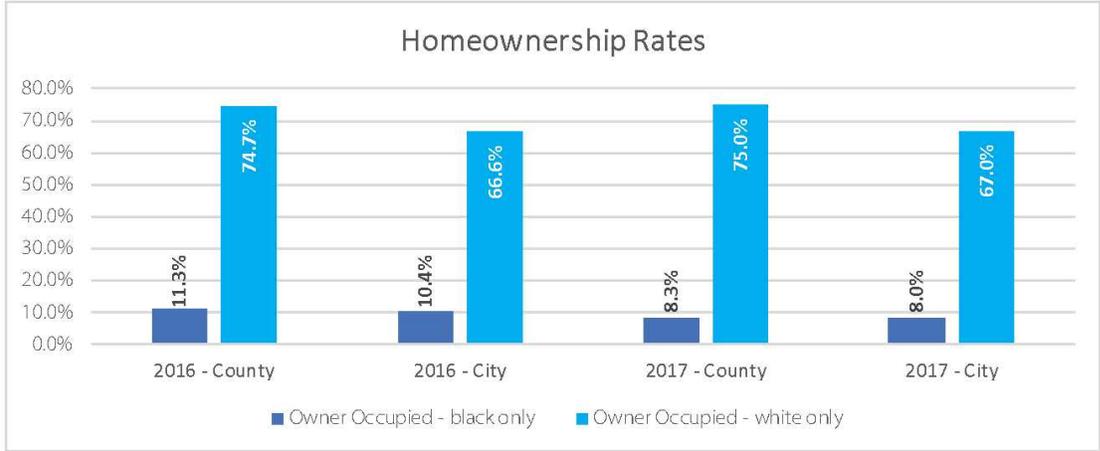
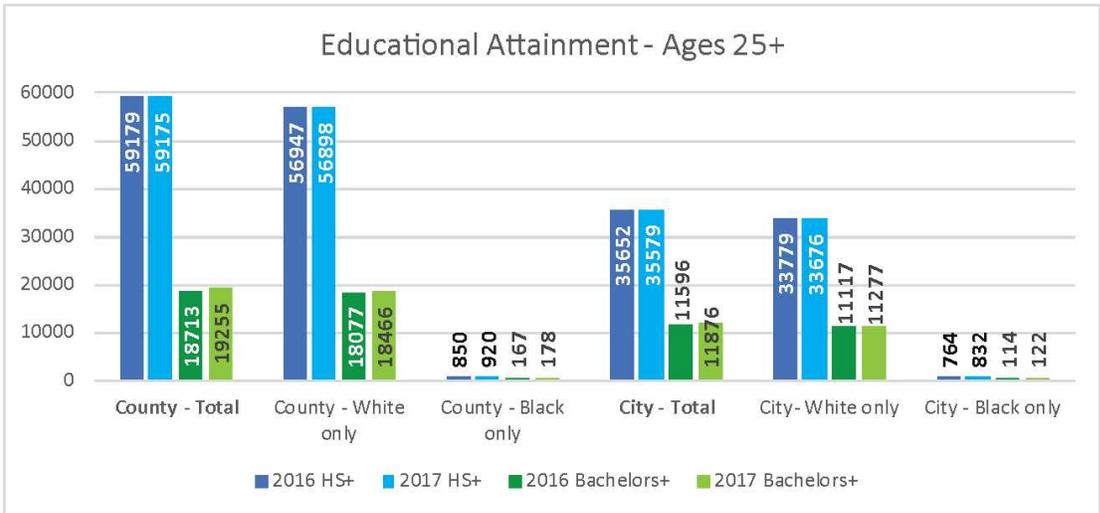
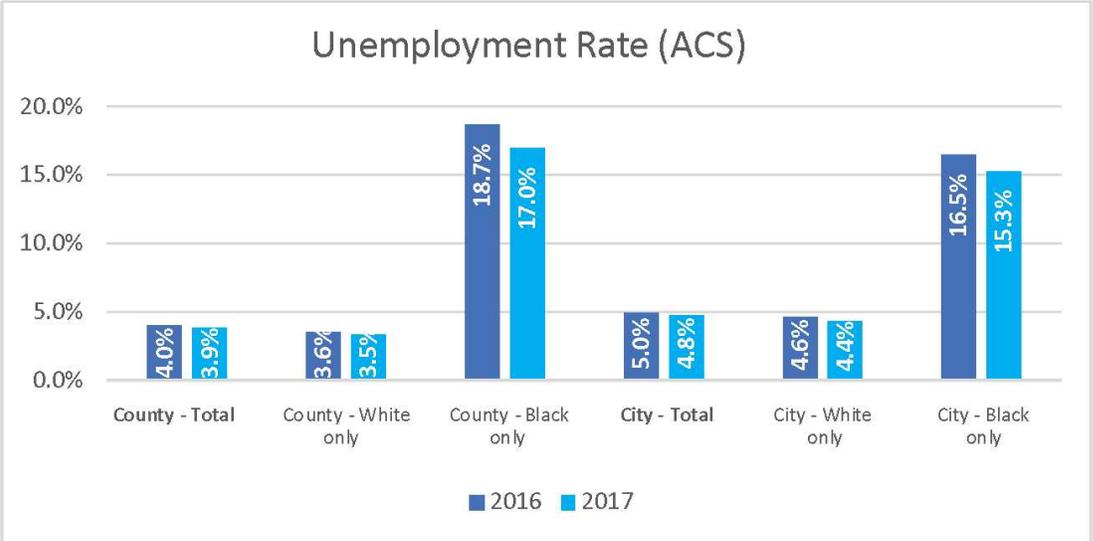
The Greater Dubuque Development Corporation provides information that the financial hurdles in Dubuque are even higher for the minority community:

Data represented from the ACS 5-year estimates. Margin of error is higher among smaller population groups.

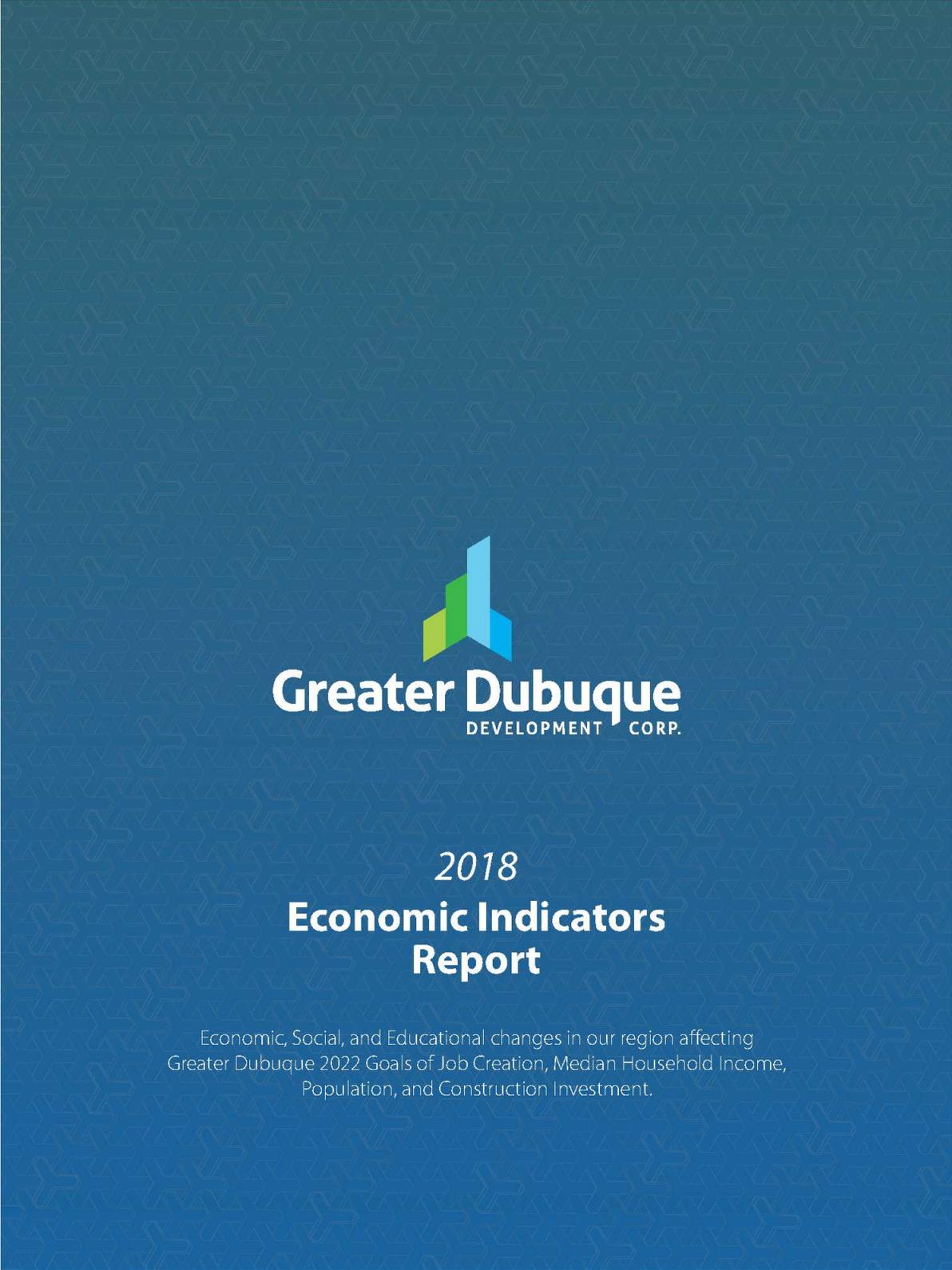


\* Breaks out by percentage of that subgroup to show distribution. ex. 28.9% of the *City - Black only* subgroup make less than \$10,000 versus 6.3% of the *City - White only* subgroup.





**GDDC 2018 Economic Indicators Report**



# GREATER DUBUQUE 2022 GOALS BREAKDOWN

**TO BE ACHIEVED BY JUNE 30, 2022:**

<b>Job Creation</b> 64,000	<b>Median Household Income</b> \$60,000	<b>Population</b> 100,000	<b>Investment</b> \$800,000,000
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Quarterly Action Dashboard (InfoAction & HR Action Reporting, primarily quantitative)  
Inform & validate lagging data with this "real time" data

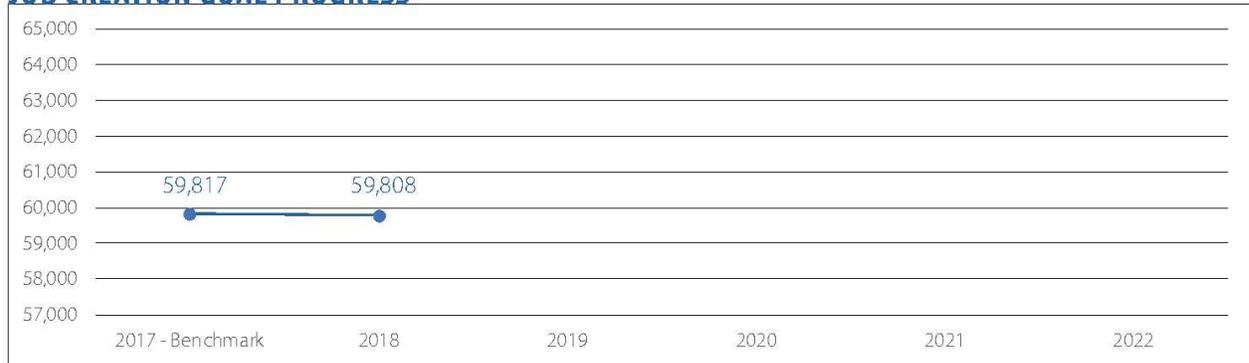
<p><b>Education/ Occupational Data</b></p> <ul style="list-style-type: none"> <li>• Number of Businesses</li> <li>• Top Occupational Openings</li> <li>• Industry Composition</li> <li>• Skills Gap Analysis</li> <li>• # of Degrees Granted</li> <li>• Certified School Enrollment</li> <li>• % Students Proficient Reading &amp; Math</li> </ul>	<p><b>Median Household Income</b></p> <ul style="list-style-type: none"> <li>• % of Jobs by Wage Level</li> <li>• Salary Trend</li> <li>• % Paying More Than 35% on Mortgage/Rent</li> <li>• % Eligible for Free/Reduced Lunch</li> <li>• Poverty Level</li> <li>• SNAP recipients</li> <li>• Average Income of In- and Out-migration</li> </ul>	<p><b>Population</b></p> <ul style="list-style-type: none"> <li>• Migration Flow</li> <li>• Cost of Living Composite</li> <li>• Retail - Total Taxable Sales</li> <li>• Vehicle Ownership</li> </ul>	<p><b>Investment</b></p> <ul style="list-style-type: none"> <li>• Housing Units</li> <li>• Median property value</li> <li>• Mortgage Status</li> <li>• Rental Vacancy Rate</li> <li>• Median Rent</li> <li>• Home &amp; Property Sales</li> </ul>
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Note: The Dubuque Metropolitan Statistical Area (MSA) and Dubuque County are the same area for analysis.

# JOB CREATION

**GOAL: 64,000** in Dubuque Metropolitan Statistical Area (MSA)/Dubuque County

## JOB CREATION GOAL PROGRESS



## NUMBER OF BUSINESSES

**2016: 2,759** 2015: 2,779

Number of Employees	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000+	Total
Businesses within the Dubuque MSA (2015)	1,350	560	391	283	98	63	24	6	4	2,779
Businesses within the Dubuque MSA (2016)	1,324	511	422	302	95	69	27	6	3	2,759

% Small Businesses: 67% of all establishments have 10 employees or less

**TREND: UNCHANGED (2010 Census: 2,738 businesses)**

Dubuque MSA/Dubuque County

Source: U.S. Census Bureau, 2016 County Business Patterns Survey

## TOP 10 INDUSTRIES BY VOLUME OF JOBS 2013 & 2018

INDUSTRY	2013 JOBS	2018 JOBS	# CHANGE	% CHANGE
Manufacturing	8,953	9,509	556	6%
Health Care and Social Assistance	8,436	9,130	694	8%
Retail Trade	7,110	7,098	(12)	0%
Government	5,036	5,065	29	1%
Accommodation and Food Services	4,472	4,560	88	2%
Finance and Insurance	3,644	4,486	842	23%
Other Services (except Public Administration)	3,351	3,661	310	9%
Wholesale Trade	3,220	3,061	(159)	(5%)
Construction	3,037	3,051	14	0%
Educational Services	3,065	2,986	(79)	(3%)

Dubuque MSA/Dubuque County

Source: EMSI (QCEW Employees, Non-QCEW Employees, & Self-employed)

**FASTEST GROWING INDUSTRIES BY % JOB INCREASE 2013 & 2018**

INDUSTRY	2013 JOBS	2018 JOBS	# CHANGE	% CHANGE
Finance and Insurance	3,644	4,486	842	23%
Management of Companies and Enterprises	595	717	122	21%
Transportation and Warehousing	1,996	2,354	358	18%
Other Services (except Public Administration)	3,351	3,661	310	9%
Health Care and Social Assistance	8,436	9,130	694	8%
Manufacturing	8,953	9,509	556	6%
Real Estate and Rental and Leasing	541	556	15	3%
Accommodation and Food Services	4,472	4,560	88	2%
Government	5,036	5,065	29	1%
Construction	3,037	3,051	14	0%

Dubuque MSA/Dubuque County

Source: EMSI (QCEW Employees, Non-QCEW Employees, &amp; Self-employed)

**TOP 10 JOBS BY VOLUME 2013 & 2018**

OCCUPATION	2013	2018
Retail Salespersons	1,910	1,787
Cashiers	1,643	1,644
Registered Nurses	1,316	1,501
Combined Food Preparation and Serving Workers, Including Fast Food	1,387	1,490
Office Clerks, General	1,397	1,356
Assemblers and Fabricators, All Other, Including Team Assemblers	1,274	1,302
Heavy and Tractor-Trailer Truck Drivers	1,083	1,219
Customer Service Representatives	1,096	1,189
General and Operations Managers	882	940
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	982	919

Dubuque MSA/Dubuque County

Source: EMSI (QCEW Employees, Non-QCEW Employees, &amp; Self-employed)

**FASTEST GROWING OCCUPATIONS BY % INCREASE 2013 & 2018**

OCCUPATION	# CHANGE	% CHANGE
Computer Occupations, All Other	45	66%
Claims Adjusters, Examiners, and Investigators	84	61%
Personal Care Aides	212	57%
Insurance Claims and Policy Processing Clerks	47	49%
Clergy	54	36%
Mobile Heavy Equipment Mechanics, Except Engines	40	34%
Human Resources Specialists	67	33%
Insurance Sales Agents	138	33%
Managers, All Other	59	33%
Industrial Truck and Tractor Operators	84	22%

Dubuque MSA/Dubuque County

Source: EMSI (QCEW Employees, Non-QCEW Employees, &amp; Self-employed)

### HIGHER EDUCATION GRADUATES

2011	2016	2017
4,881	5,518	5,274

Source: EMSI (IPEDS)

### HIGHER EDUCATION ENROLLMENT

	Undergraduate & Graduate	Continuing Education, Adult Education, Certificate/Licensure	Massage & Cosmetology	Total
2014-2015	30,456	33,462	301	64,309
2016-2017	27,096	26,208	362	53,666

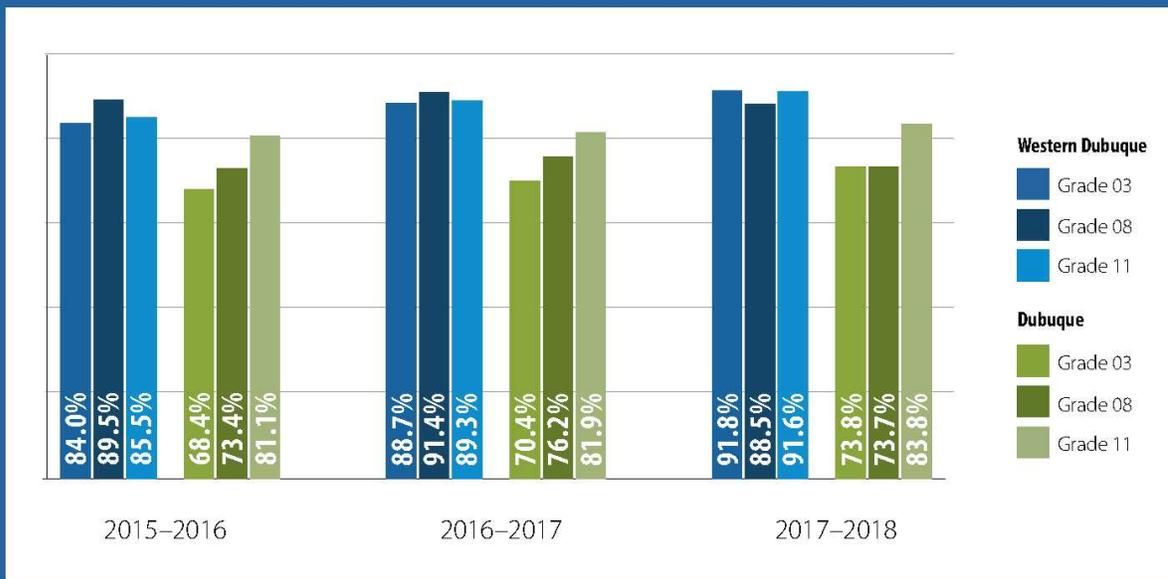
Source: EMSI (IPEDS)

### K-12 DUBUQUE AND WEST DUBUQUE CERTIFIED ENROLLMENT

	Dubuque	Western Dubuque	Holy Family System	Private Schools in West Dubuque
2016-2017	10,360	3,297	1,737	1,367
2017-2018	10,506	3,099	1,592	1,369

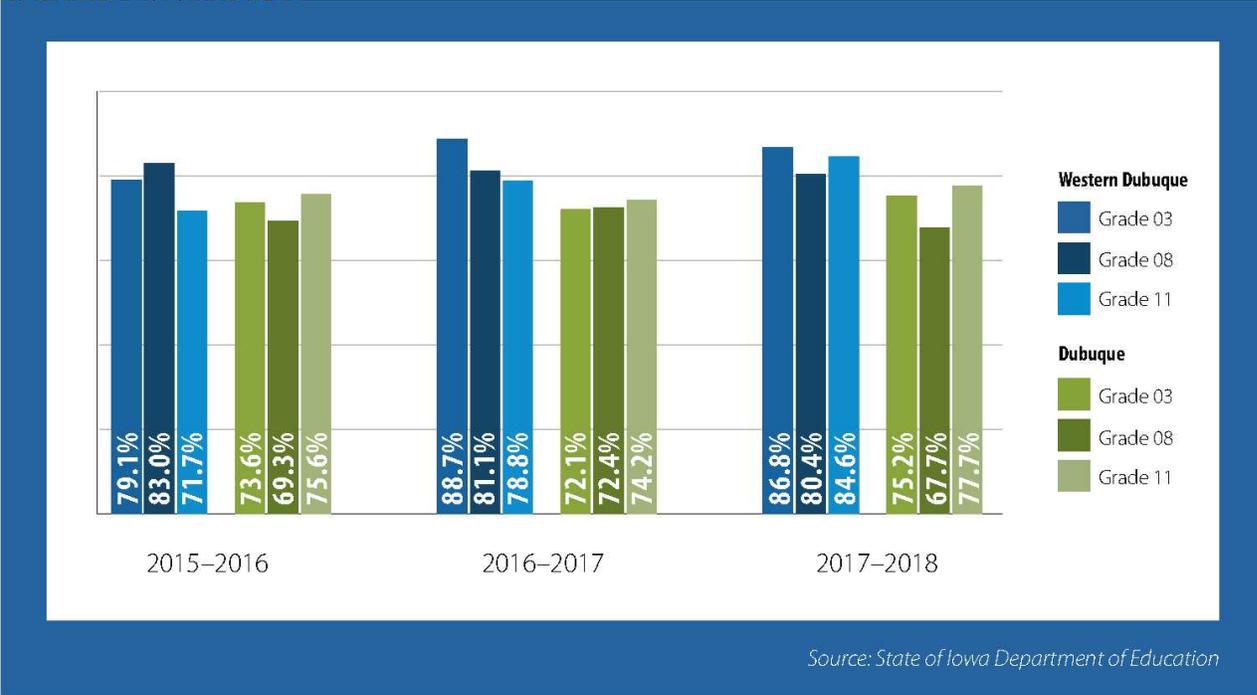
Source: State of Iowa Department of Education

### MATH PROFICIENCY



Source: State of Iowa Department of Education

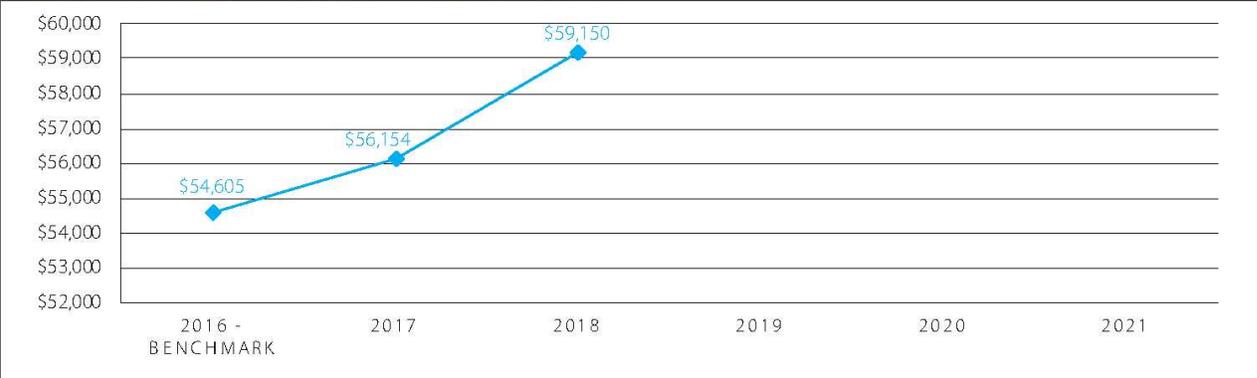
**READING PROFICIENCY**



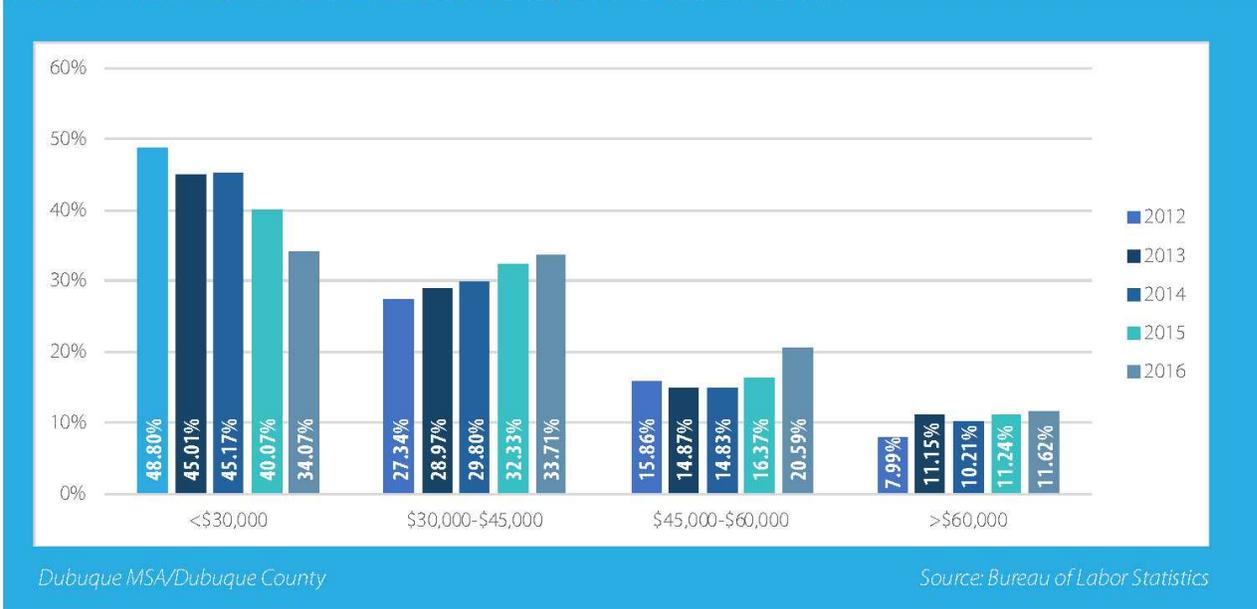
**MEDIAN HOUSEHOLD INCOME**

GOAL: \$60,000

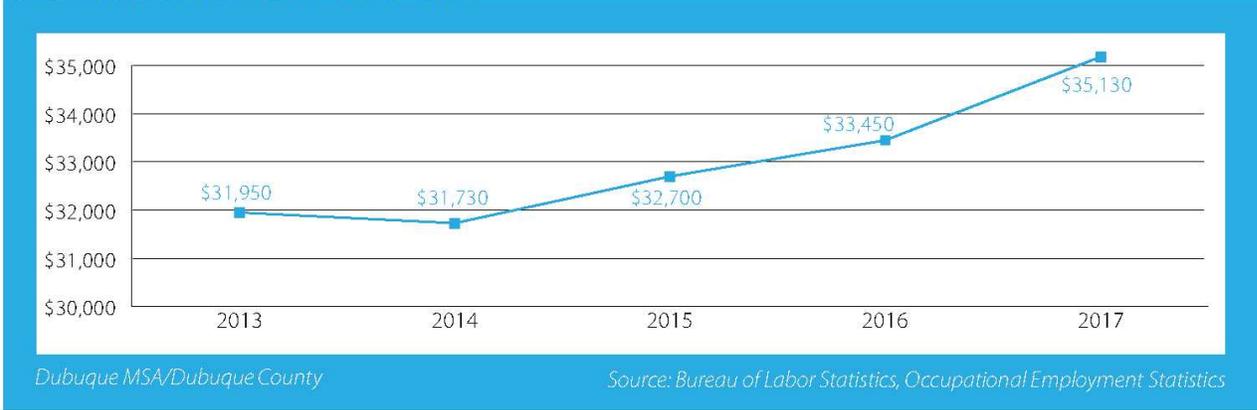
**MEDIAN HOUSEHOLD INCOME GOAL PROGRESS**



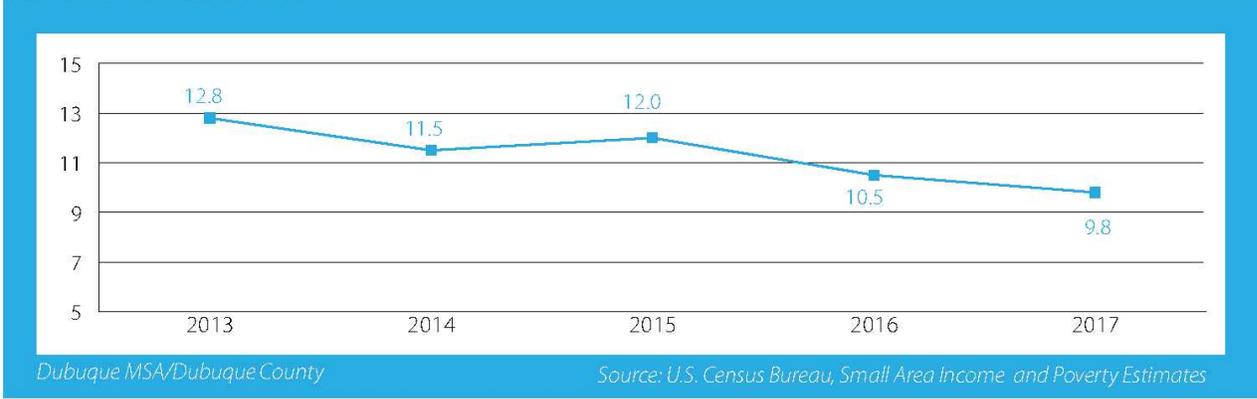
**SALARY TREND 2012–2016: % OF JOBS IN MARKET BY WAGE LEVEL**



**MEDIAN ANNUAL SALARY 2013–2017**



**POVERTY RATE 2013–2017**



## POVERTY BY OTHER INDICATORS

AGE	TOTAL NUMBER IN SUBSET		% BELOW POVERTY LEVEL		MARGIN OF ERROR	
	2016	2017	2016	2017	2016	2017
Below 18	21,935	21,883	17.5%	15.8%	+/- 2.3%	+/- 2.1%
18 to 34 years	19,879	19,882	18.4%	17.9%	+/- 1.8%	+/- 1.9%
35 to 64 years	35,958	35,848	7.5%	7.4%	+/- 0.9%	+/- 0.8%
65 years and older	14,904	15,143	9.4%	9.2%	+/- 1.6%	+/- 1.6%
<b>RACE &amp; HISPANIC ORIGIN*</b>						
White/Caucasian alone	86,888	86,810	10.5%	9.8%	+/- 0.9%	+/- 0.9%
Black/African American alone	2,240	2,437	61.9%	59.2%	+/- 12.1%	+/- 9.9%
Asian alone	1,226	1,200	12.1%	17.0%	+/- 7.4%	+/- 8.2%
Two or more races	1,666	1,477	45.6%	40.8%	+/- 13.3%	+/- 11.4%
Hispanic or Latino origin (of any race)	1,957	1,987	41.0%	32.0%	+/- 10.6%	+/- 11.3%
<b>OTHER</b>						
Less than high school graduate	4,527	4,584	23.2%	23.5%	+/- 3.7%	+/- 4.1%
Employed, civilian labor force 16 years+	49,637	49,714	6.7%	6.4%	+/- 0.7%	+/- 0.7%
Female Householder Families with Children	2,478	2,278	47.9%	47.2%	+/- 6.1%	+/- 7.3%

\* Smaller populations have a higher margin of error

Source: American Community Survey 5-year estimates

## FREE AND REDUCED LUNCH PROGRAM PERCENTAGE

District	Year	Total Enrollment	Free Lunch	Reduced Lunch	% on Free/Reduced Lunch
Dubuque	2015	10,472	3,213	675	37.13%
Dubuque	2016	10,419	3,244	604	36.93%
Dubuque	2017	10,360	3,152	532	35.56%
Dubuque	2018	10,293	3,219	584	36.95%
Western Dubuque	2015	3,107	610	242	27.4%
Western Dubuque	2016	3,178	713	276	31.1%
Western Dubuque	2017	3,297	742	295	31.45%
Western Dubuque	2018	3,276	697	323	31.14%

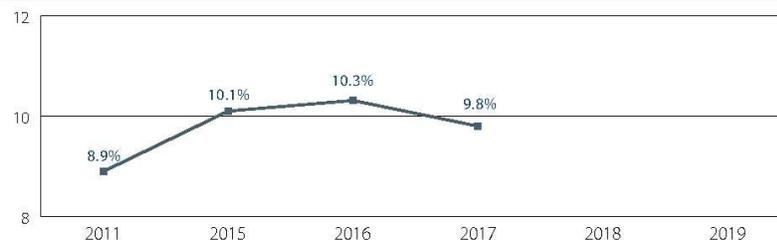
Source: State of Iowa Department of Education

## SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) PARTICIPANTS

**Percent of Households on cash public assistance or SNAP**

**2011:** 3,312  
of 36,984 Total Households

**2017:** 3,743  
of 38,076 Total Households



Dubuque MSA/Dubuque County

Source: American Community Survey 2013-2017 5-year Estimates

**AVERAGE HOUSEHOLD INCOME OF RESIDENTS MOVING IN OR OUT**



Dubuque MSA/Dubuque County

Source: Internal Revenue Service

**PERCENT OF INCOME TOWARDS HOUSING**

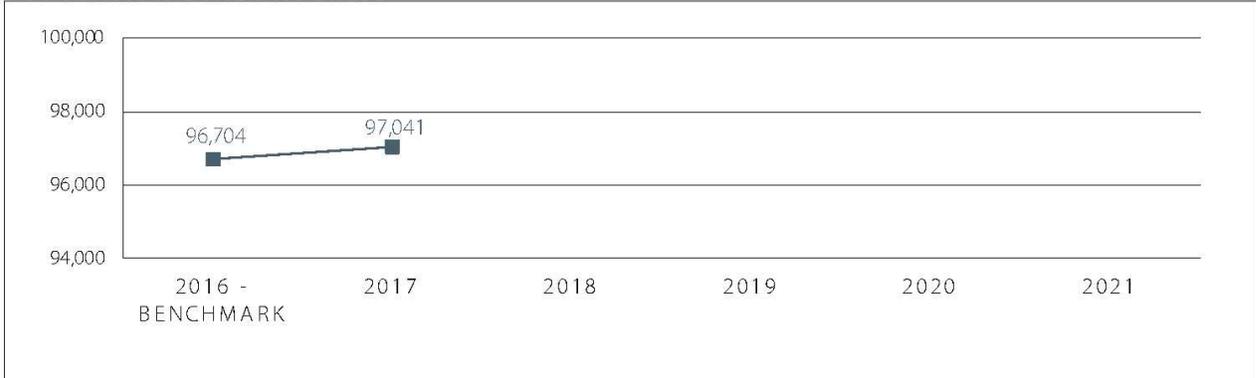
<b>% with Mortgage and Owner Costs At or Exceeding 35% of Income</b>	13.7%
<b>% with Gross Rent At or Exceeding 35% of Income</b>	37.2%

Dubuque MSA/Dubuque County

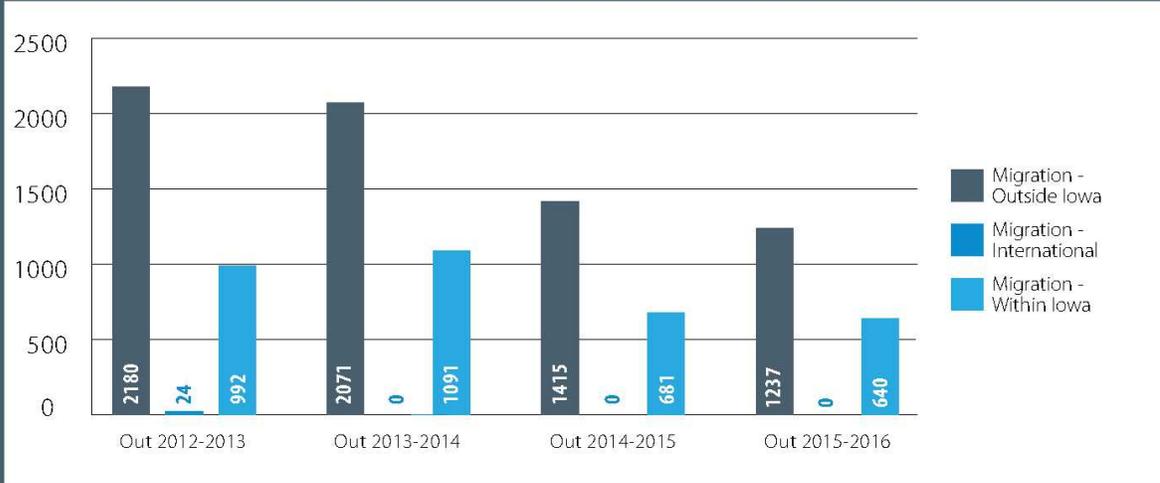
Source: American Community Survey 2013-2017 5-year Estimates

**POPULATION**  
GOAL: 100,000

**POPULATION GOAL PROGRESS**



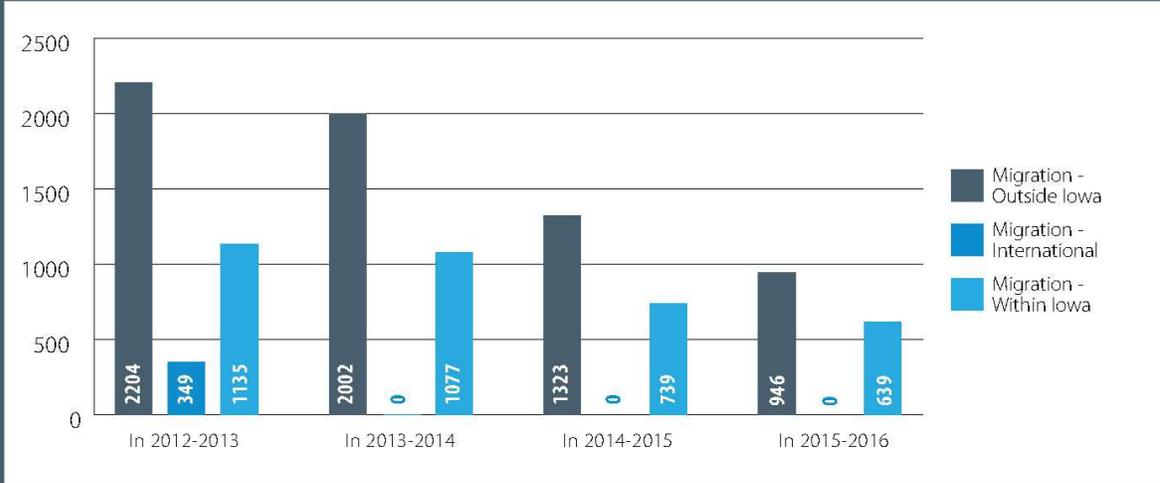
**DUBUQUE COUNTY OUTFLOW (ESTIMATED FROM TAX RETURNS)**



**TOP OUTFLOW LOCATIONS**

NUMBER OF INDIVIDUALS	COUNTY	STATE
113	Jo Daviess County	IL
94	Linn County	IA
89	Cook County	IL
83	Jackson County	IA
78	Grant County	WI
74	Dane County	WI
60	Polk County	IA
59	Johnson County	IA
52	Scott County	IA
46	Jones County	IA

**DUBUQUE COUNTY INFLOW (ESTIMATED FROM TAX RETURNS)**

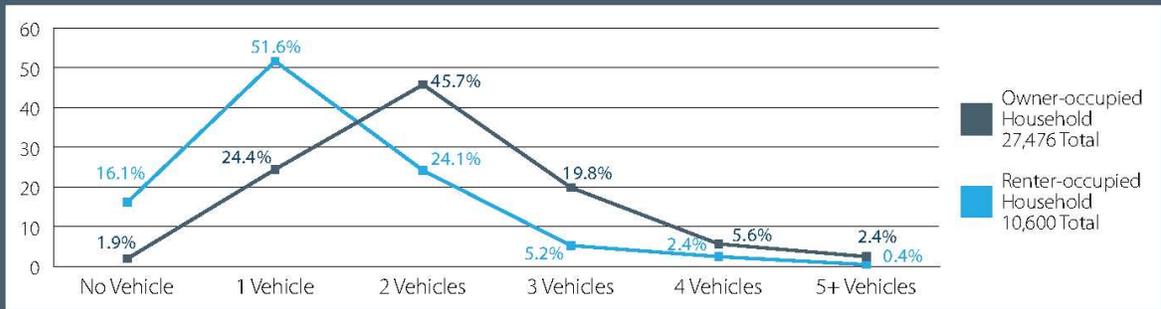


**TOP INFLOW LOCATIONS**

NUMBER OF INDIVIDUALS	COUNTY	STATE
97	Jackson County	IA
96	Jo Daviess County	IA
95	Grant County	WI
91	Cook County	IL
72	Linn County	IA
52	Delaware County	IA
51	Scott County	IA
49	Johnson County	IA
48	Black Hawk County	IA
48	Jones County	IA

Source: Internal Revenue Service

**VEHICLE AVAILABLE BY HOUSEHOLD**



Dubuque MSA/Dubuque County

Source: American Community Survey 2013-2017 5-year Estimates

**COST OF LIVING COMPOSITE**

*This index measures the relative price levels for consumer goods and services. The average of all participating areas equals 100 and each index is read as a percentage of the average for all places.*

	<b>2016 INDEX (%WEIGHT)</b>	<b>2017 INDEX (%WEIGHT)</b>
<b>Composite (100%)</b>	89.3%	89.2%
<b>Grocery</b>	98.3%	96.8%
<b>Housing</b>	67.3%	69.4%
<b>Utilities</b>	91.1%	88.4%
<b>Transportation</b>	88.9%	100.4%
<b>Health</b>	91.6%	92.7%
<b>Miscellaneous</b>	102.5%	99.1%

*Dubuque MSA/Dubuque County*

*Source: Council for Community & Economic Research, 2017 Annual Averages*

**RETAIL—TOTAL TAXABLE SALES**

	<b>FY2016</b>	<b>FY2017</b>	<b>% Change</b>
<b>Real total taxable sales</b>	\$1,337,418,688	\$1,324,993,666	-0.9%
<b>Number of reporting firms (annualized)</b>	2,720	2,724	0.1%
<b>Population</b>	96,759	96,873	0.1%
<b>Average sales per capita</b>	\$13,822	\$13,678	-1.0%
<b>Average sales per firm</b>	\$491,788	\$486,370	-1.1%

*Source: Iowa State University, Retail Trade Analysis FY 2017*

# INVESTMENT

## GOAL: \$800,000,000

### INVESTMENT GOAL PROGRESS



### HOUSING DATA

	2016	2017
<b>Total Housing Units</b>	40,424	40,818
<b>Median Property Value of Owner-Occupied Units</b>	\$153,000	\$157,200
<b>Mortgage Status of Owner-Occupied Units</b>	60.2% Mortgage 39.8% No Mortgage	61.0% Mortgage 39.0% No Mortgage
<b>Rental Vacancy Rate</b>	6.4%	6.5%
<b>Median Rent</b>	\$720	\$742

*Source: American Community Survey 2013-2017 5-year Estimates*

### HOME & PROPERTY SALES

Residential Home Sales - Dubuque Area: **1,054** (2017), 3% Increase over 2016  
 Commercial/Industrial Sales: **27** (2017), 23% Increase over 2016

*Source: East Central Iowa Association of REALTORS 2017 Data*

# FINDING DUBUQUE'S TRUE NORTH CENSUS TRACTS 1&5

The Dubuque's True North area includes Census Tract 1, Block Groups 1 & 3 and Census Tract 5, Block Groups 1, 2, 3, & 4. Data in this chart is unavailable at the Block Group level. Census Tract 1, Block Group 2 is the only block group included in this data that is not in the Dubuque's True North area.

	COUNTY		TRACTS 1 & 5	
	2016	2017	2016	2017
Employment	66.2%	66.1%	59.6%	61.5%
Commuting to work by walking or public transportation	4.9%	4.7%	20.5%	18.1%
Median Household Income	\$56,154	\$59,150	\$27,746	\$30,299
Poverty Level	12.5%	11.9%	35.2%	33.6%
SNAP Participation for past 12 months	9.7%	9.8%	31.3%	30.3%

Source: American Community Survey 2013-2017 5-year Estimates

**Greater Dubuque Development Corporation 2018 Community Perception Survey**

One of the many benefits that will result from the True North expanded partnership with the community is the "Greater Dubuque Development Corporation 2018 Community Perception Survey" conducted in September 2018. This is the second year of the survey.

While I believe this poll indicates there is much work to be done, I also believe the results are notable:

- Only 11% disagreed with the statement, "Dubuque is a Safe Place to Live."
- Only 7% disagreed with the statement, "Dubuque is a Good Place to Live."
- Only 8% disagreed with the statement, "Dubuque is a Good Place to Work."
- Only 17% disagreed with the statement, "Dubuque is on the Right Track."
- From across the city, a disappointing 25% disagreed with the statement, "I Feel Safe in the North End."
- From across the city, a disappointing 37% disagreed with the statement, "I Feel Safe in the Downtown."
- Only 10% disagreed with the statement, "Diversity is Beneficial in Our Community."
- 

**GDDC Business Retention and Expansion Interviews**

The results of the GDDC Business Retention and Expansion interviews (344) of regional corporate chief executive officers through July 1, 2018, show 67.5% with increased sales, 51% reporting increased market share, and 38% reporting plans to expand.



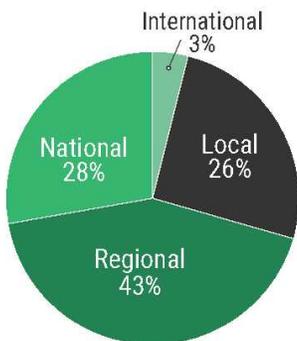
# INFOACTION Action DASHBOARD **FY 17-18**

What CEOs, business owners, and top managers have told us

## Company Visits

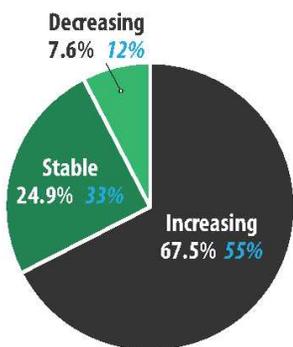
July 01, 2017 TO June 30, 2018

**344** TOTAL VISITS

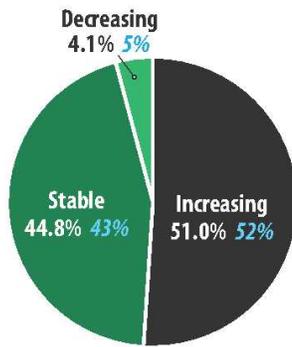


PRIMARY MARKET

## Sales & Market Share *FY16-17 in italics*



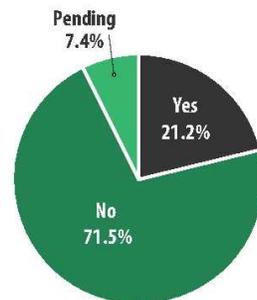
SALES



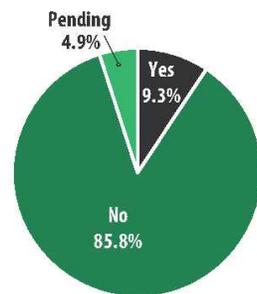
MARKET SHARE

## Company Plans

**38%**  
HAVE PLANS TO EXPAND



MANAGEMENT CHANGES



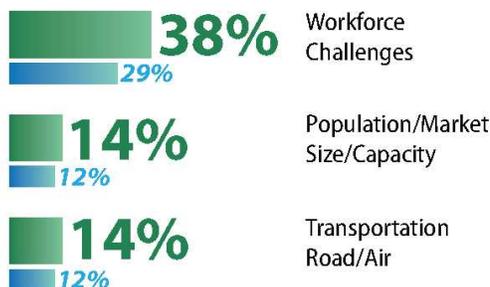
OWNERSHIP CHANGES

## Community Strengths & Weaknesses *FY16-17 in italics*

### TOP 3 STRENGTHS



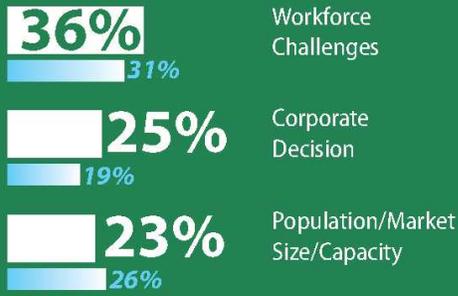
### TOP 3 WEAKNESSES



**Barriers to Growth** *FY16-17 in italics*

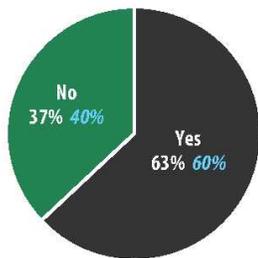


**Reasons to Expand Elsewhere** *FY16-17 in italics*

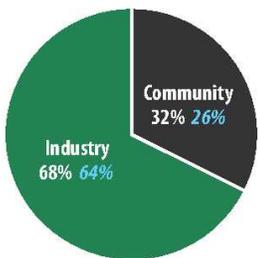


**Workforce Assessment**

*FY16-17 in italics*

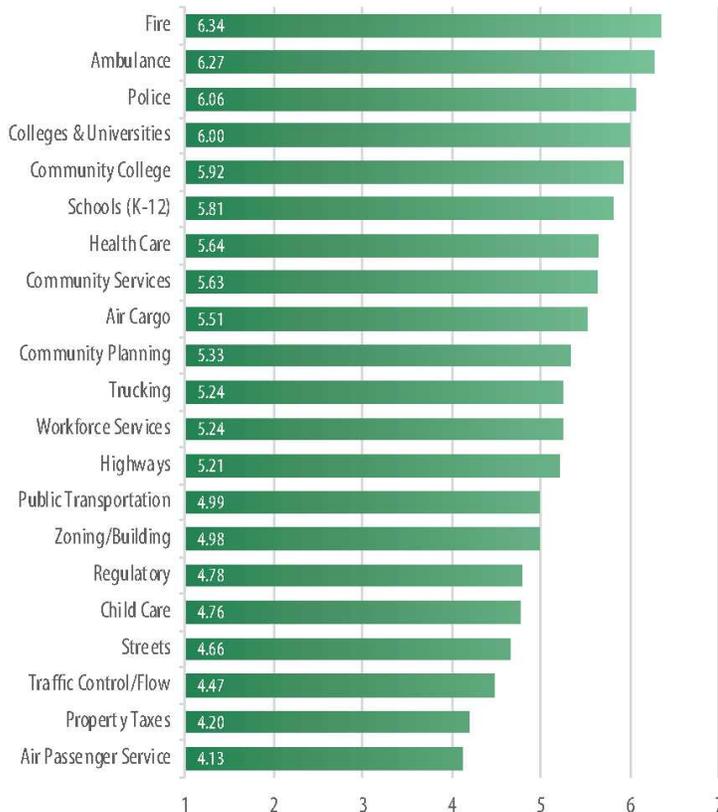


**RECRUITMENT CHALLENGES?**

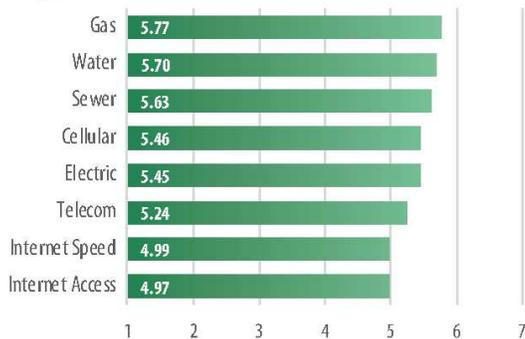


**IF YES, IT IS COMMUNITY OR INDUSTRY?**

**Community Services Index** *Scale: 1 is poor, 7 is excellent*



**Utility Services Index**



GDDC Human Resources Professionals Action Interviews



Company Visits July 01, 2017 TO June 30, 2018

**69** TOTAL VISITS  
**22,536** TOTAL EMPLOYEES

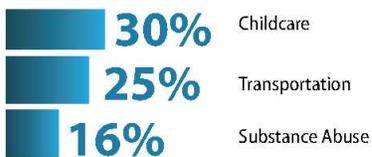


Personnel Rankings  
*FY16-17 in italics*

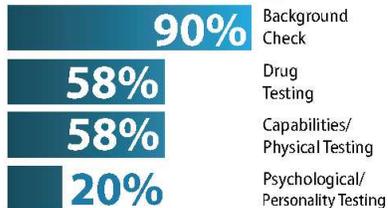
Scales of 1 to 7: 1 is Low, 7 is High



PERSONAL BARRIERS TO EMPLOYMENT



PRE-EMPLOYMENT SCREENING



UNIQUE POPULATIONS



**5,059** HIRED IN LAST 12 MONTHS  
**742** UNFILLED POSITIONS

	# Hired in Past 12 Months	# of Unfilled Positions
Executive	5	2
Mgmt Salaried	149	22
Non-Mgmt Salaried	294	73
Non-Mgmt Hourly	3,280	580
Contract - Professional	216	29
Contract - Temp	1,115	36

Recruitment

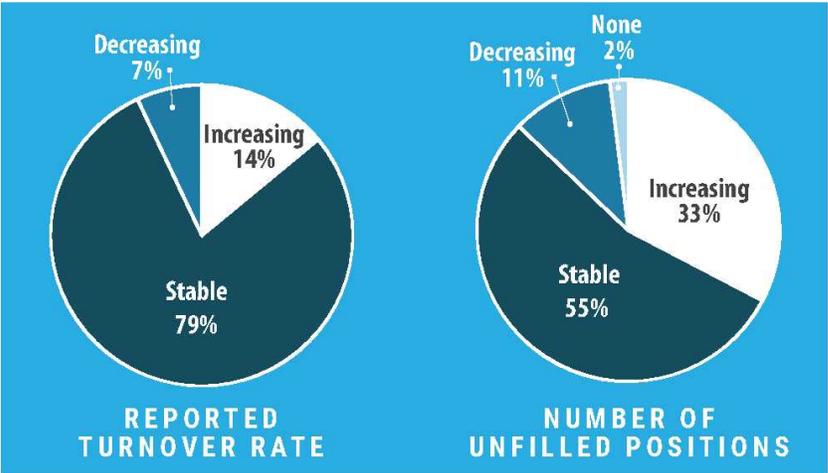
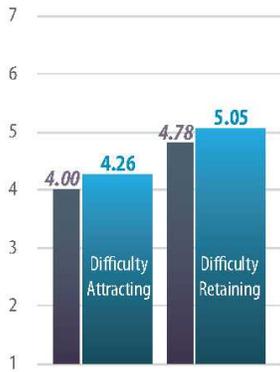
**84%** UTILIZE @accessdubuquejobs

- 67% PARTICIPATE IN CAREER FAIRS
- 64% OFFER A REFERRAL INCENTIVE
- 55% HOST INTERNS TO RECRUIT
- 39% USE INDUSTRY ASSOCIATIONS
- 20% USE IOWA WORKFORCE DEVELOPMENT
- 48% UTILIZE LINKEDIN
- 59% PLACE NEWSPAPER ADS
- 71% PLACE ONLINE ADS

- Most Effective:
- 1: ACCESSDUBUQUEJOBS
  - 2: EMPLOYEE REFERRAL
  - 3: OTHER ONLINE JOB BOARD

**TALENT ATTRACTION FROM OUTSIDE THE AREA**

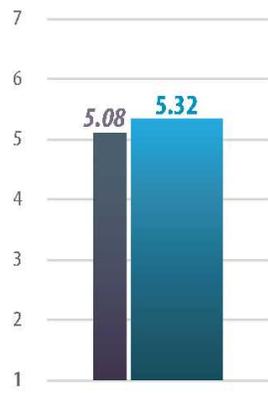
*FY16-17 in italics*



**EMPLOYEE ENGAGEMENT**

The commitment the employee has to the success of the organization and its goals

*FY16-17 in italics*

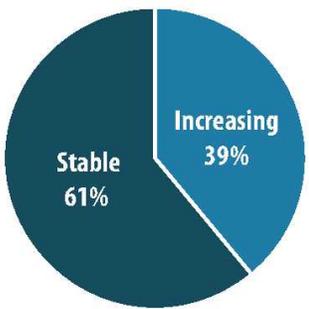


**Wages & Benefits** *FY16-17 in italics*

**62%** Believe WAGES are At Market  
**17%** Believe WAGES are Above Market  
**39%** Believe BENEFITS are At Market  
**53%** Believe BENEFITS are Above Market

Type of Benefit	% of Employers Offering Benefit		Type of Benefit	% of Employers Offering Benefit	
Vacation - paid	98%	100%	Employee Referral Incentive	54%	61%
Healthcare	95%	97%	Tuition Reimbursement	63%	61%
Retirement match	94%	97%	Flex-time Schedule	53%	53%
Family Leave	83%	91%	Part-time (Less than FT)	59%	53%
Parking	74%	90%	Volunteer Time	31%	37%
Sick Leave - Paid	84%	87%	Product Discounts	37%	36%
Career Development	62%	69%	Spot Bonuses	n/a	29%
Health & Wellness Program	47%	66%	Work from Home	30%	29%
Bonus Program	56%	63%	Free Meals/Discount	19%	19%

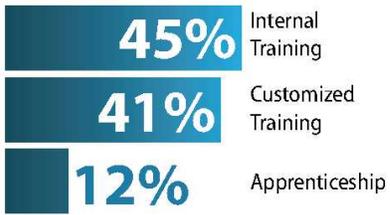
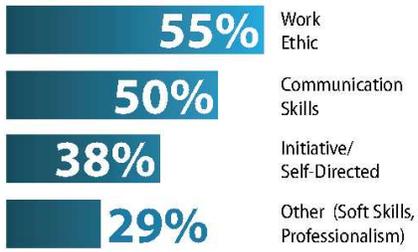
**COMPANY INVESTMENT IN EMPLOYEE TRAINING**



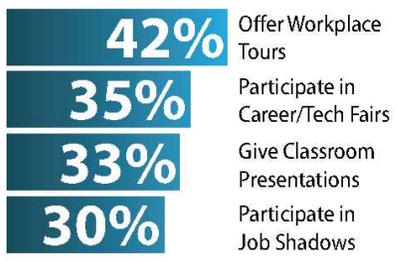
**171+** INTERNS HOSTED  
**59%** USING INTERNS  
**6.2** QUALITY OF INTERNS

**Training**

**TOP SKILLS GAP WITH NEW HIRES**



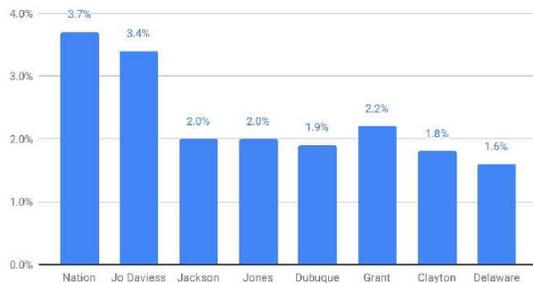
**PARTNERSHIP WITH K-12 EDUCATION**



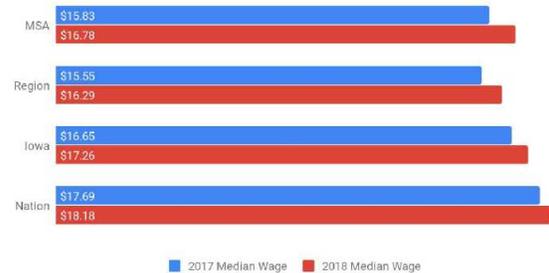
## Greater Dubuque Region Skills Gap Analysis Fall 2018

### Labor Market Overview

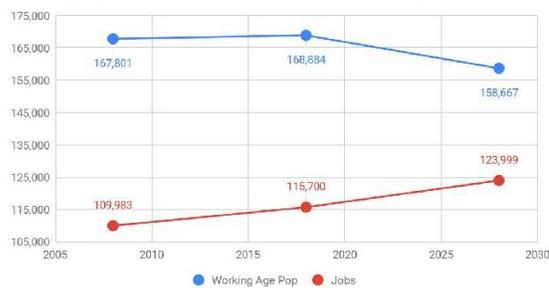
Unemployment by County (September 2018)



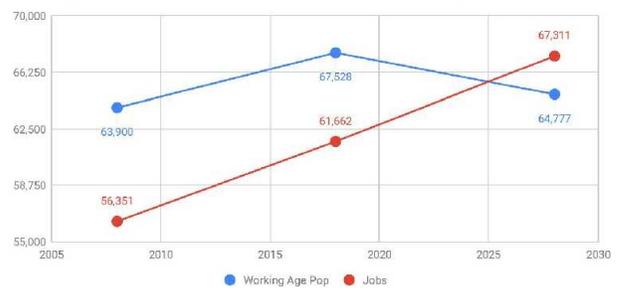
Median Wages by Location (2017 vs 2018)



Working Age Population and Jobs 2008 to 2028 (Region)



Working Age Population and Jobs 2008 to 2028 (MSA)



Employment Growth (Region)		
Region	'08 - '18 Chg	'18 - '28 Chg
Dubuque MSA	9.4%	9.2%
Dubuque Region	5.2%	7.2%
State	4.8%	7.2%
Nation	8.4%	8.8%

Working Age Growth (Region)		
Region	'08 - '18 Chg	'18 - '28 Chg
Dubuque MSA	5.7%	-4.1%
Dubuque Region	0.6%	-6.0%
State	4.4%	-3.1%
Nation	7.1%	-1.3%

- Employment in the Dubuque MSA is projected to grow (9.2%) above the projections for the region (7.2%), State of Iowa (7.2%) and the Nation (8.8%).
- While the working age population (age 15 to 69) is projected to decline nationally (-1.3%), greater declines are projected in Iowa (-3.1%), the Dubuque MSA (-4.1%), and the region (-6.0%).
- The region's unemployment rate remains low and below the national unemployment rate.
- The Dubuque MSA's median hourly earnings per worker of \$16.78 is (5.9%) increase over 2017 Median Hourly Earnings. The earnings are less (8.3%) than the National median.
- Of the 8 MSAs in the region, Dubuque ranks 5th.
 

Rochester \$20.65	Cedar Rapids \$18.71	Iowa City \$18.52	Davenport \$17.26
Dubuque \$16.78	Waterloo \$16.45	LaCrosse \$16.67	Platteville \$15.97



dubuqueworks  
a workforce initiative

**Connect | Recruit | Develop | Retain**

# Dubuque Works Strategic Plan 2017–2022

## YEAR 1 UPDATE

**Greater Dubuque Development Corporation**

**City of Dubuque**

**Community Foundation of Greater Dubuque**

**Dubuque Area Chamber of Commerce**

**Dubuque Area Labor Management Council**

**Dubuque Community School District**

**East Central Intergovernmental Association**

**Fountain of Youth**

**Holy Family Catholic Schools**

**Iowa Vocational Rehabilitation Services**

**IowaWorks of Northeast Iowa**

**Multicultural Family Center**

**Northeast Iowa Community College**

**Telegraph Herald**

**Travel Dubuque**

**United Way Services, Inc.**

**Western Dubuque Community School District**

*Dubuque Works is made possible through financial support provided by the City of Dubuque, Q Casino/Dubuque Racing Association, and the Dubuque County Board of Supervisors.*

## INTRODUCTION

The Greater Dubuque region has taken workforce solutions to the next level with Dubuque Works, a collaborative regional partnership of employers, funding partners, workforce experts, and educators.

Dubuque Works focuses on three goals:

- **HUMAN CAPITAL:** Partners identify and address recruitment, retention, and relocation needs as defined by Greater Dubuque employers;
- **SKILL DEVELOPMENT:** Partners build workforce capacity by enhancing training to meet employer demand;
- **COLLABORATION & EVALUATION:** Partners combine collaborative workforce efforts with quality research to generate evidence-based practices that improve performance and outcomes for local employers.

Dubuque Works is of vital importance to existing companies looking to expand, as well as prospective businesses considering a Dubuque location. Through Dubuque Works, the region is taking a proactive approach to ensure a steady pipeline of talent. Working together at the regional level, we can maximize recruitment and skill development of workforce success, regardless of national fluctuations in available talent.

### CONNECT, RECRUIT, DEVELOP, RETAIN

Our solutions to workforce challenges include a disciplined approach that uses community demographic data as well as data gathered from in-depth HR Action and InfoAction interviews with companies to develop custom solutions for the Greater Dubuque area. These include strategies to:

- **Connect** students, underemployed workers, and underrepresented populations to career exploration, education and training opportunities that will position them to pursue and attain high-demand jobs in our market.
- **Recruit** talent both locally and from across the country, including on our very own regional college campuses, through cutting-edge tools and regional promotion.
- **Develop** the technical, academic, and soft skills needed of our workforce now and into the future through collaborations with institutions of higher education, non-profits, and other federal, state, and local resources.
- **Retain** skilled workforce and top talent in the Greater Dubuque area through integrated partnerships with the business, non-profit, housing, workforce, health, recreation, and arts and culture communities.

**The following pages outline the strategies and outcomes for efforts over the past year. Items highlighted in green are programs funded by Dubuque Works.**

## 2017–2022 DUBUQUE WORKS STRATEGIC PLAN

### 1. Sustain or increase state and local funding of these critical workforce programs:

- |                                    |  |                               |
|------------------------------------|--|-------------------------------|
| a. Dubuque Works                   | e. Iowa Workforce Training & Economic Development Fund | g. Promise Jobs               |
| b. Iowa PACE                       | f. Workforce Innovation Opportunity Act                | h. Home Base Iowa             |
| c. Iowa Adult Literacy & Education |  | i. Registered Apprenticeships |
| d. Iowa GAP tuition assistance     |  | j. <i>Future Ready Iowa</i>   |

**STRATEGY:** Engage local partners to support strategic investments and advocate collaboratively at state and local levels.

#### OUTCOMES:

- Community College Job Training program funding (GAP, PACE, Workforce Training and Economic Development) was sustained for FY19.
- Adult Literacy and Education funding was sustained for FY19.
- Promise Jobs funding was sustained for FY19.
- Workforce Innovation Opportunity Act Title 1 Adult, Dislocated Worker, and Youth programs were all reduced in FY19.
- Home Base Iowa staffing was sustained in FY19 and additional private funds have been raised for the program.
- Apprenticeship funding was increased \$1 million to expand registered apprenticeship and pre-apprenticeship programs.
  - Dubuque Community School District was awarded two grants to start pre-apprenticeship programs at Senior and Hempstead High Schools.
- Additional apprenticeship funding of \$1 million was secured as part of the *Future Ready Iowa* legislation for grants to apprenticeship sponsors for establishing programs in high-demand occupations.

**STRATEGY:** Ensure robust local implementation and communication of these programs to ensure strong outcomes, including sharing of personal success stories.

#### OUTCOMES:

- Sharing information on *IowaWorks* Apprenticeship workshops and Opportunity Dubuque information sessions via *AccessDubuqueJobs.com* and social media.
- Dubuque Works programs represented in bi-monthly BizTimes articles written by Greater Dubuque Development.
- *AccessDubuqueJobs.com* LinkedIn page established and updated by Greater Dubuque Development.

**STRATEGY:** Work with employers and state and local programs to understand and decrease adverse effects experienced by program participants due to misalignment of state and federal benefits with wage increases, i.e. “cliff effect”.

#### OUTCOMES:

- United Way of Iowa identified “cliff effect” reform as a legislative priority.
- Gaining Opportunities! (formerly Circles USA) participants and program allies wrote letters to local and state officials highlighting the negative impact of the “cliff effect” on their lives.

## 2. Increase retention of local college graduates and recruitment of regional college graduates with in-demand skills through strategic partnerships among educational institutional and employers, including robust internship and graduate placement models.

**STRATEGY:** Increase relationships between regional employers and local college faculty, staff and students, utilizing the Employer College Connections manual, a how-to guide for employers.

### OUTCOMES:

- Greater Dubuque Development updated the Employer College Connection guide to provide a model for college student engagement and internship programs.
- In partnership with a local Information Technology (IT) employer, the IT Sector Partnership hosted a meet and greet of approximately 75 IT faculty and employers to network and connect on engagement opportunities for students and graduates locally.
- Greater Dubuque Development hosted a College Career Professionals Visit for 28 individuals from 21 regional colleges and universities to network with 25 employers and learn about the community to better advise students post-graduation and for internships in the Greater Dubuque Area.

**STRATEGY:** Develop Dubuque-area recruitment tool for employers and partners to utilize at college events engaging millennials to consider making the Dubuque area their home after graduation.

### OUTCOMES:

- Greater Dubuque Development published its *You can make it in Greater Dubuque* promotional brochure to highlight quality of life aspects of the community.
  - Distributed at college recruitment events through Greater Dubuque Development, employers, and other partners.
  - Provided to 132 college interns through presentations by Greater Dubuque Development staff.

**STRATEGY:** Increase utilization of *AccessDubuqueJobs.com* by both employers and students as a go-to resource to find internships and employment opportunities in the Greater Dubuque area.

### OUTCOMES:

- From July 2016 to June 2018, increased employer investors 19% to 182 from 153.
- Reached a peak of internship postings in January 2018 at 42, 15 more than January 2017.
- Expanded digital promotion on Facebook and through Google AdWords including to regional metros.
- Piloted and implemented text message feature in to alert users of new jobs posted in their categories of interest.
- Increased career events and open houses posted on *AccessDubuqueJobs.com* and promoted weekly through Facebook.
- Signed *AccessDubuqueJobs.com* up as a user on college recruitment platforms, such as *Handshake*, for easy student access to area job opportunities and events.

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

### OUTCOMES:

Greater Dubuque Development hosted or attended the following events:

- Approximately 550 local colleges students attended six leaders luncheon events at local institutions of higher education.
- Greater Dubuque Development represented local employers through *AccessDubuqueJobs.com* at career fairs at University of Wisconsin-Platteville and University of Northern Iowa and at the Dubuque Networking and Etiquette event.
- Greater Dubuque Development represented local employers through *AccessDubuqueJobs.com* at two Telegraph Herald Job Fairs.
- Greater Dubuque Development participated in Clarke University and University of Dubuque mock interview programs.

*Items highlighted in green  
are programs funded by  
Dubuque Works.*

The Dubuque Area Chamber of Commerce hosted the following events or programs:

- Young Professionals (YP) network grew to 2000 members.
- YP Board added an Academic Outreach Director to develop a *Next Up* program to compliment the Chamber's YP program by connecting college students to YP through mentors. To date, the University of Dubuque has 30 *Next Up* members.

### **3. Increase access to local public transportation for college students and 2nd and 3rd shift workers in the City of Dubuque and Peosta.**

**STRATEGY:** Sustain campus and partner-funded access to the Jule transportation system for college students, increasing their access to employment and community amenities.

**OUTCOME:**

- The College Transit Partnership provides actively enrolled students at the participating colleges unlimited access to all of the Jule's routes and services for an annual fee of \$20 per student at University of Dubuque, Clarke University, and Loras College. This level of access is valued at \$500 per student annually.
- 1,364 college students rode the Jule in FY18, representing 19-47% of the student body at each institution.

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

**OUTCOME:**

- Clarke University students reached an all-time-high ridership of 326 unique students completing 5,754 rides.

**STRATEGY:** Sustain increased evening hours of the Jule implemented in 2017 and work with public-private partnerships to expand Jule service to serve more employees on 2nd and 3rd shifts.

**OUTCOME:**

- Evening service (6:00-9:00 p.m.) was implemented in FY18, resulting in 21,404 additional rides over the previous year.

**STRATEGY:** Explore public-private partnership models and employer incentive models to provide transportation from Dubuque to Peosta Industrial park and Northeast Iowa Community College campus in Peosta.

**OUTCOME:**

- Greater Dubuque Development surveyed Peosta businesses, staffing agencies and Northeast Iowa Community College regarding willingness to fund transportation, shift times, and sizes.
- Regional Transit Authority (RTA) implemented a Dubuque to Peosta pilot with five routes from JFK Transfer to Kapp Dr. between 5:30 a.m. and 4:00 p.m. Dubuque Works promoted this pilot program via social media, newsletter, and information to the employers surveyed.

**CONTINUED ON FOLLOWING PAGE**

*Dubuque Works Strategic Plan 2017–2022 YEAR 1 UPDATE* **5**

**4. Support pathways to employment for individuals with significant barriers to employment such as ex-offenders, individuals with disabilities, individuals with mental health barriers, individuals with substance abuse barriers, unemployed and underemployed individuals, English Speakers of Other Languages, etc., which include access to 1:1 coaching and wrap-around services (child care, transportation, work related cost assistance).**

**STRATEGY:** Close the gap between minority unemployment and overall unemployment in the Greater Dubuque area through identification of barriers to target populations and connections to existing or newly developed solutions.

**OUTCOMES:**

- The State Workforce Development Board created the Minority Unemployment and Outreach Committee to address disparities in the minority unemployment rate in Iowa. The goal of the subcommittee is clear and measurable: to reduce unemployment in minority communities by five percent (or to the state average) in five years. Dubuque Works has representation on the state committee and hosted a listening session to identify barriers.
- Greater Dubuque Development promoted career fairs at the Multicultural Family Center through the Finders of Keepers newsletter and to Manufacturing Alliance and other sector partnership groups. Career Fairs were held by Sedona Staffing, John Deere (2), Sedgwick, Anderson Window, and Area Residential Care.
- Greater Dubuque Development presented workforce data and educational pathway opportunities through Opportunity Dubuque at the Black Men Coalition Manhood Project for high school students.
- Dubuque Works continued partial funding of Northeast Iowa Community College Outreach Success Coach to ensuring equity in recruitment of minority students into Opportunity Dubuque.
  - In FY18, the Outreach Success Coach recruited 49 minority students into Opportunity Dubuque out of 87 total recruited.

**STRATEGY:** Increase recruitment, completion and employment of Opportunity Dubuque graduates through strategic outreach, multiple offerings and delivery models, development of new, in-demand certificates, increased engagement with employers, and implementation of work experience component for individuals with multiple barriers.

**OUTCOMES:**

- New certificate programs in Solar and Automotive Technology implemented.
- 74 students enrolled in FY 18.
  - 53 students completed a program in FY 18.
  - 94% of FY 18 graduates who could be reached were employed or continuing their education.

**STRATEGY:** Fully implement and enhance Second Chance Hiring pathway for individuals with prior criminal backgrounds who have difficulty obtaining employment, including partnership with Fountain of Youth's *Real Talk on Elm Street* and mentoring programs, IowaWorks' Providing Opportunities for Ex-Offenders to Succeed (POETS) program, and other relevant programs.

**OUTCOME:**

- Employer meetings held regarding federal bonding and Work Opportunity Tax Credit programs.
- 12 students enrolled in second chance program; 7 completed training and are being assisted with employment.
- The Fountain of Youth served 80 adults through the *Real Talk* program. (*Real Talk* is focused on adults 18 and older, some of whom are currently incarcerated. The curriculum for this program includes *Getting Ahead while Getting Out* and consists of a 14-week program with an emphasis on examining where participants are now and helping to move them into contributing roles within the community becoming financially and personally responsible citizens.) 100% of program graduates are employed.

Items highlighted in green  
are programs funded by  
Dubuque Works.

- The Fountain of Youth served 40 young adults in the PIONEERS program. (The PIONEERS program for young adults includes *Getting Ahead in a Just Gettin' by World* and uses a holistic approach to help participants with financial literacy, interpersonal skills, building resources, and promoting stability.)

**STRATEGY:** Develop stronger employer partnerships with Iowa Vocational Rehabilitation Services to increase employment of individuals with disabilities who are seeking employment, including increasing utilization of Ticket to Work program.

**OUTCOMES:**

- Greater Dubuque Development presented Iowa Vocational Rehabilitation Services programs at the Spring Workforce Breakfast to encourage employers to build relationships to assist in employment of roughly 700 individuals on Iowa Vocational Rehabilitation caseloads in Dubuque, Clayton, and Delaware counties.
- Iowa Vocational Rehabilitation Services successfully placed 165 job candidates into community employment in FY18.
- In partnership with IowaWorks, IVRS hosted a reverse career fair for job seekers to display and present their talents and workforce abilities to employers.

**STRATEGY:** Build relationships among workforce partners and mental health providers, including substance abuse services, to enhance cross-referrals and improve pathways to employment for individuals from the mental health system and to increase employer ability to access to mental health services for their employees.

**OUTCOMES:**

- Reconvened Mental Health Stakeholder group with representation from services providers, United Way, Community Foundation of Greater Dubuque, and City of Dubuque to expand work of initial mental health needs assessment.
- A group convened to support mental health in the Greater Dubuque area as it relates to the Department of Corrections. The goal of this group is to improve knowledge and understanding of the needs of the population and to work together to improve supports and services needed.
- United Way continues to work with 11 funded partners to track agreed upon, client-level outcomes for mental health services in our service area.

**STRATEGY:** Enhance workforce and employment services and improve outreach to English Speakers of Other Languages to increase engagement with this community in workforce opportunities.

**STRATEGY:** Increase participation in existing programs serving the target and utilization of existing resources in the community through targeted outreach and intentional partnerships with service providers.

**OUTCOMES:**

- The Gaining Opportunities program (formerly known as Circles USA) reported that 21 out of 28 participants completed the *Getting Ahead in the Workplace* curriculum.
- The Gaining Opportunities program led two Workplace Stability events were held in the community for area employers, focusing on how employers can enhance their internal communication across socioeconomic employee groups to reduce employee turnover, increase performance and increase profitability. More than 100 people attended the two trainings.

### 5. Increase student exposure to high-demand and high-wage occupations through support of preK-12 workforce readiness programming, including the following:

- |   |                                 |                                     |
|---|---------------------------------|-------------------------------------|
| a. Concurrent enrollment                          | d. Tech WORKS                   | h. <i>Future Ready Iowa</i> website |
| b. Career Learning Link                           | e. <i>Business After School</i> | i. Junior Achievement               |
| c. Iowa Career and Technical Education Task Force | f. iJag                         | j. Mentorship programs              |
|   | g. HEART program                |                                     |

**STRATEGY:** Increase communication of local labor market information to educators, counselors, parents and students, including job outlook and wage information, through the Future Ready Iowa portal.

#### OUTCOMES:

- Northeast Iowa Community College and a local Human Resources panel led a session in spring 2018 for Dubuque school district counselors to promote alternative pathways to employment (i.e. tuition reimbursement, certificate training options, etc.).
- Dubuque Community School District established a college and career readiness subcommittee to implement action plan for new school board goal of increasing the number of students having a college/career experience to 100% by 2023.

**STRATEGY:** Sustain Career Learning Link model, which introduces high school students to high-demand career pathways, including work-related experiences and coursework.

#### OUTCOMES:

- Dubuque Community School District enrolled 199 students and Western Dubuque School District enrolled 100 in the Career Learning Link program:
  - 99 students have participated in workplace tours, and 110 in job shadows;
  - Career Coaches in the program have conducted 586 career & academic coaching sessions;
  - Students have completed 105 Certified Nursing Assistant certificates, four construction certificates, and nine Emergency Medical Technician certificates.

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

#### OUTCOMES:

- Dubuque Works was represented on panel to key stakeholders in January 2018.
- Dubuque works has committed \$1200 matching funds to LCAN grant administered by the Community Foundation of Greater Dubuque.

**STRATEGY:** Engage employers to participate in preK-12 workforce development and exposure opportunities through sector boards participation and direct outreach, including increased opportunities for K-12 instructors to participate in externships or partner with the private sector.

#### OUTCOMES:

- Information Technology Sector Partnership employers provided input to Dubuque Community School District's evaluation of its Information Technology track for students, including new course development.
- Area sheet metal workers participated in classroom presentations through Dubuque Area Labor Management to 133 students.

**STRATEGY:** Implement college and career readiness course in grades 9-12 to expose students to career "soft skills."

#### OUTCOMES:

- Hempstead and Senior High Schools both offer Concurrent Courses (college credit and high school credit earned in high school, taught by a teacher accredited to teach for the college):
  - CUSTOMER SERVICE STRATEGIES
  - PRE-EMPLOYMENT STRATEGIES

**STRATEGY:** Host career exploration events and industry tours for students in middle and high school to expose them to career opportunities in the tri-state area.

#### OUTCOMES:

- 75 students participated in the *Business After School* program to tour Cartegraph, IIW, John Deere Dubuque Works, Unified Therapy Health Services, and Mercy Medical Center.

- Piloted employer job fair component at the Hempstead High School career awareness fair. Six employers (Sedgwick, Portzen Construction, Conlon Construction, Dupaco Community Credit Union, Hormel and Stonehill Franciscan Services) participated.
- 40 students participated in Youth Education and Employment Program through the Multicultural Family Center in 2018 with 14 business partners. Students experienced workplace tours and presentations from professionals regarding college and career readiness.
- Dubuque Area Labor Management hosted career fairs at Senior and Hempstead High Schools. Attendance at Senior was 694 students and 22 companies, and attendance at Hempstead was 2,250 students and 43 companies.
- Dubuque Area Labor Management's 8th Grade Career Exploration Fairs hosted 1,300 students from Dubuque and East Dubuque at three events.
- Dubuque Area Labor Management hosted tours for students at Design Mill (8 students), Apprenticeship Training Center for Iron Workers and Carpenters (40 students), Apprenticeship Training Center for Electricians, Plumbers/Pipefitters (9 students) and Hormel (6 students)
- Dubuque Area Labor Management hosted a Construction Expo with 18 schools or programs participating and 259 students attending.
- Dubuque Area Labor Management hosted 32 students and their parents at "Become an Engineer Night".

*Items highlighted in green are programs funded by Dubuque Works.*

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

**OUTCOMES**

- 58 students currently enrolled in Tech WORKS (32 pre-engineering, 12 manufacturing, & 14 construction); the program had 26 graduates in 2017-2018.

**6. Expand pathways for opportunity youth and adults to re-engage in employment and training by completing a high school diploma or a high school equivalency degree, and then continuing a pathway to further education and employment.**

**STRATEGY:** Develop a pathway for individuals without a high school diploma to achieve a High School Equivalent Degree (HSED) and Opportunity Dubuque training.

**OUTCOMES:**

- Re-engage Dubuque completed its 6th year of student outreach. The program staff engaged 157 students to complete a high school diploma or High School Equivalency Degree (HSED) in FY 18; 29 students earned a high school diploma and 11 completed the HSED.

**STRATEGY:** Sustain and enhance Re-engage Dubuque to improve program graduates' ability to continue directly into career training following completion of high school diploma or equivalency.

**7. Support integrated partnerships with City and non-profit service providers in Housing, Education, Workforce, Health, and Arts and Culture to reduce duplication of services to low-income residents and enhance client success to achieve economic stability.**

**STRATEGY:** Ensure relationship among multiple service providers/coaches, including ability to share data and information, to improve client handoffs and services.

**STRATEGY:** Ensure Dubuque Works supported programs are well-known by service providers outside the workforce sector to increase collaboration, alignment of systems and processes, and cross-referrals.

**OUTCOMES:**

- Northeast Iowa Community College implemented Success Team monthly meetings to increase referrals of eligible candidates to Opportunity Dubuque. To date, the team:
  - Created a shared vision statement;
  - Signed memorandum of agreement;
  - Adopted a common referral form to share information regarding student/clients for partners to share information regarding student/clients to improve customer experience and increase referrals.

## 8. Support disaggregation of all program data, workforce data, and population data to identify inequities and bias, support equity education opportunities and utilize an equity lens to inform decisions.

*Items highlighted in green are programs funded by Dubuque Works.*

**STRATEGY:** Continue to disaggregate data and set targets to reduce disparities or gaps.

### **OUTCOMES:**

- Dubuque Works adopted the goals of the State of Iowa Minority Unemployment and Outreach Standing Committee to reduce minority unemployment rates by 5 percentage points or to the state average by 2022.
- Dubuque Works disaggregated American Community Survey and EMSI jobs survey data by race/ethnicity to identify disparities based on race/ethnicity related to education, employment, household make-up, and other factors.

**STRATEGY:** Share information and partner with Inclusive Dubuque network to enhance equity of Dubuque Works' programming.

### **OUTCOME:**

- Dubuque Works shared disaggregated workforce and program data with the Community Foundation of Greater Dubuque for the Community Data Walk hosted in March 2018 for community leaders to look at community data and explore key issues like academic achievement, childcare, economic opportunity, and equity and inclusion.

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

### **OUTCOME:**

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

## 9. Support community development and marketing strategy that attracts millennial and other workforce, including social media campaign and other joint marketing of the Greater Dubuque area.

**STRATEGY:** Utilize data from newcomer focus groups and millennial roundtables to identify regional strengths and challenges in attracting millennial and other workforce and to develop a shared marketing strategy for the Greater Dubuque area.

### **OUTCOME:**

- Greater Dubuque Development shared focus group results with City of Dubuque leadership, Dubuque Works partners, its local HR Advisory committee, and the public through the Spring Workforce Breakfast.

**STRATEGY:** Partner with Travel Dubuque (formerly Dubuque Visitors and Convention Bureau) to leverage existing market reach in implementation shared marketing strategy.

### **OUTCOME:**

- Travel Dubuque presented on 2018 recruitment strategy and success in attracting target demographic of millennial women and women with children to the Travel Dubuque website.
- Subcommittee began meeting on development of community marketing strategy in May 2018. Strategy will include outreach via social media, focus on quality of life amenities and include a plan to export the strategy to Dubuque Works partners and employers.

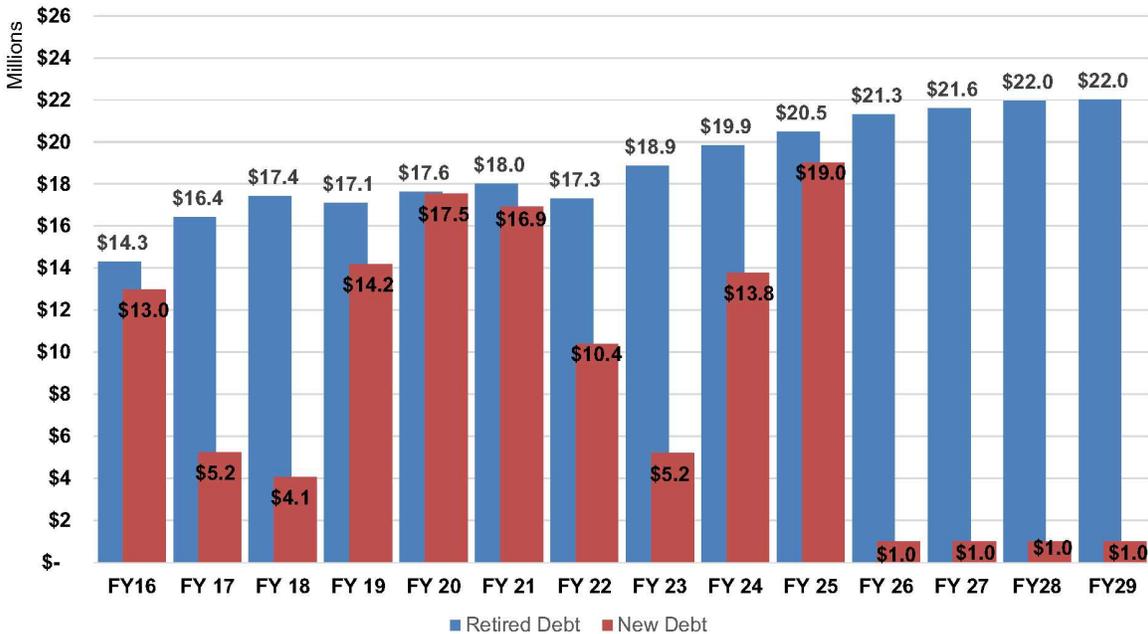
**Fiscal Year 2020 Budget Recommendation**

The goal of the Fiscal Year 2020 budget recommendation is to maintain the momentum of our community. The budget has been built around the vision, mission, goals, priorities and direction provided by the Mayor and City Council at the August 2018 goal setting session, with input from the community. A series of six public hearings will now be held by the Mayor and City Council before adopting a final budget on March 7, 2019. The Fiscal Year 2020 budget year begins on July 1, 2019.

While in August 2015 the Mayor and City Council directed staff to start reducing the amount of City debt, previous investments are still paying dividends. With the current City strategy of more pay as you go investments and the acceptance that some debt will be issued each year, with a goal to retire more debt each year than is issued, the City will continue to be able to leverage past investment and create new opportunities to improve quality of life for residents, create jobs and maintain infrastructure.

Again in Fiscal year 2020 City staff has been able to meet that goal of retiring more debt than is being issued, though in Fiscal Year 2020 it was a significant challenge.

**Retired Debt  
Versus  
New Debt  
(In Millions)**



\* Five-Year Average of New Debt FY16-FY20 \$10,800,907

\*\*Five-Year Average of New Debt FY20-FY24 \$12,762,068

While accomplishing the Mayor and City Council priorities, the goal is to minimize the costs for the residents and businesses.

### Property Taxes

The Fiscal Year 2020 recommended City property tax rate of 10.3314 per thousand is a 2.43% decrease from Fiscal Year 2019, which follows a 2.79% decrease in Fiscal Year 2018, and a 2.47% decrease in Fiscal Year 2017.

The average homeowner would see no change in their property tax payment for the City portion of their property tax bill. The average commercial property would see a 1.48% (\$48.53) decrease, the average industrial property a 1.79% (\$87.16) decrease, and the average multi-residential property a 7.07% (\$132.29) decrease.

Fiscal Year 2020 follows Fiscal Year 2019 where the average homeowner saw an increase of 1.92% (\$14.47) in their property tax payment for the city portion of their property tax bill, the average commercial property saw a 0.07% (\$2.21) decrease, the average industrial property saw a 0.97% (\$47.87) decrease, and the average multi-residential property saw a 7.21% (\$145.26) decrease.

### City Property Tax Rate Comparison for Eleven Largest Iowa Cities

Rank	City	Tax Rate
11	Council Bluffs	\$18.2629
10	Des Moines*	\$18.3798
9	Waterloo	\$17.5480
8	Davenport	\$16.7800
7	Sioux City	\$16.0707
6	Iowa City	\$15.8331
5	Cedar Rapids	\$15.4362
4	West Des Moines*	\$11.7980
3	Ankeny*	\$11.4140
2	<b>Dubuque</b>	<b>\$10.3314</b>
1	Ames	\$10.0256
	AVERAGE w/o Dubuque	\$15.15

\*Includes the transit tax levy adopted by the Des Moines Area Regional Transit Authority for comparability.

Dubuque has the **SECOND LOWEST** property tax rate as compared to the eleven largest cities in the state. The highest rate (Council Bluffs) is 77.90% higher than Dubuque's rate, and the average is 46.69% higher than Dubuque.

At the end of the Fiscal Year 2019 budget cycle for all cities, the highest ranked city was 72% higher than Dubuque and the average was 45% higher than Dubuque, so there is a significant possibility that in Fiscal Year 2020 Dubuque will not only maintain its position as second lowest property tax rate but also improve its relative position to the other large cities in Iowa.

**Property Taxes per Capita  
Comparison for Eleven Largest Iowa Cities**

Rank	City	Taxes Per Capita
11	West Des Moines	\$1,078.51
10	Iowa City	\$888.11
9	Cedar Rapids	\$836.15
8	Council Bluffs	\$829.83
7	Ankeny	\$785.75
6	Davenport	\$769.30
5	Des Moines	\$700.06
4	Waterloo	\$603.51
3	Sioux City	\$545.75
2	Ames	\$523.66
1	<b>Dubuque (FY 20)</b>	<b>\$455.27</b>
	AVERAGE w/o Dubuque	\$756.06

Dubuque has the **LOWEST** taxes per capita as compared to the eleven largest cities in the state. The highest (West Des Moines) is 136.89% higher than Dubuque's taxes per capita, and the average is 66.07% higher than Dubuque.

In Fiscal Year 2019 Dubuque was at \$459.08 per capita, so this year's \$455.27 is almost a 1% reduction.

The projected Fiscal Year 2020 property tax asking of \$26,296,081 is a -\$198,123 (-0.75%) decrease from Fiscal Year 2019. The total Fiscal Year 2020 budget recommendation (\$191,483,237) is 9.54% more than the current budget year (Fiscal Year 2019). The Fiscal Year 2020 operating budget recommendation is \$134,297,167 and the Fiscal Year 2020 Capital Improvement Program budget recommendation is \$57,186,070.

After the local option sales tax was passed by referendum in 1988 with 50% of revenue going to property tax relief, the average property tax classification over that 30 years has seen the following results:

	Prior to Sales Tax FY 1988	FY 2020	\$ Difference	% Difference
Property Tax Rate	\$ 14.5819	\$ 10.3314	-\$4.2505	-29.15%
Average Residential Payment	\$ 512.38	\$ 770.17	+\$257.79	+50.31%
Average Commercial Payment	\$ 2,490.61	\$3,229.69	+\$739.08	+29.67%
Average Industrial Property	\$ 6,975.00	\$4,782.73	-\$2,192.27	-31.43%
Average Multi-Residential Property (FY15)	\$ 2,472.99	\$1,737.92	-\$735.07	-29.72%

### Position Eliminations, New Positions and Unfrozen Positions

The Fiscal Year 2020 adopted budget increases full-time equivalents by 14.48 FTE, decreases part-time equivalents by 5.03 FTE, and increases seasonal equivalents by 0.96 FTE, **resulting in a net increase of 10.41 full-time equivalents**. There are 9 positions that are being converted into full-time from part-time. The following chart summarizes the personnel changes adopted in Fiscal Year 2020:

Department	Position	Type	FY 2020 Cost (Savings) Includes Benefits	FTE
Airport	Line Service Worker	Part-Time	\$ 47,769	1.20
Budget	Budget Director	Full-Time	\$ (154,947)	-1.00
Finance and Budget	Director of Finance and Budget	Full-Time	\$ 171,342	1.00
Finance and Budget	Budget Manager	Full-Time	\$ 107,999	1.00
Finance and Budget	Finance Manager	Full-Time	\$ 107,999	1.00
Budget and Finance	Payroll Accountant	Full-Time	\$ 70,965	1.00
City Clerk	Clerical Assistant (Limited Term)	Seasonal	\$ 6,579	0.50
City Manager	Management Intern (ICMA)	Part-Time	\$ (31,605)	-0.60
City Manager	Management Intern (ICMA)	Full-Time	\$ 26,233	1.00
City Manager	Clerical Intern	Seasonal	\$ 3,880	0.25
Economic Development	Project Coordinator	Full-Time	\$ (81,322)	-1.00
Economic Development	Assistant Economic Development Director	Full-Time	\$ 95,954	1.00
Economic Development	Intern	Seasonal	\$ 7,827	0.25
E911	Public Safety Dispatcher	Full-Time	\$ 25,247	1.00
Engineering	Confidential Account Clerk	Part-Time	\$ (56,353)	-1.25
Engineering	Confidential Account Clerk	Full-Time	\$ 53,904	1.00
Engineering	I&I Inspector	Part-Time	\$ (1,196)	-0.02
Finance	Finance Director	Full-Time	\$ (125,074)	-1.00
Finance	Assistant Finance Director	Full-time	\$ (110,888)	-1.00
Finance	Payroll Specialist	Part-Time	\$ (46,659)	-0.70
Fire	Firefighter	Full-Time	\$ 68,287	1.00
Health Services	Animal Control Officer	Full-Time	\$ 81,322	1.00
Health Services	Animal Control Officer	Part-Time	\$ (50,695)	-0.72
Housing	Lead Paint Assistant	Full-Time	\$ 42,096	0.62
Housing	Lead Paint Inspector	Full-Time	\$ 92,165	1.24
Housing	Lead Paint Supervisor	Full-Time	\$ 40,113	0.37
Housing	Resiliency Coordinator	Full-Time	\$ (81,312)	-0.75
Housing	General Inspector	Full-Time	\$ 83,163	1.00
Legal Services	Civil Rights Specialist	Full-Time	\$ 77,763	1.00
Parks	Laborer	Seasonal	\$ —	0.05
Police	School Resource Officer	Full-Time	\$ (3,968)	1.00
Public Information	Applications Specialist	Full-Time	\$ 41,264	0.50
Public Information	Communications Specialist	Part-Time	\$ (26,130)	-0.37

Department	Position	Type	FY 2020 Cost (Savings) Includes Benefits	FTE
Public Information	Communications Specialist	Full-Time	\$ 40,393	0.50
Multicultural Family Center	Receptionist	Part-Time	\$ 6,995	0.48
Multicultural Family Center	Field Supervisor	Seasonal	\$ 2,367	0.16
Recreation	Field Supervisor	Seasonal	\$ 1,657	0.23
Recreation	Recreation Leader	Seasonal	\$ 866	0.24
Recreation	Pre-School Instructor	Seasonal	\$ 3,649	0.10
Recreation	Snack Bar Manager	Seasonal	\$ (2,017)	-0.07
Recreation	Concession Worker	Seasonal	\$ (409)	-0.02
Recreation	Dock Worker	Seasonal	\$ (2,185)	-0.09
Recreation	Cashier	Seasonal	\$ (3,398)	-0.14
Transportation Services	Bus Operators	Full-Time	\$ 174,387	3.00
Transportation Services	Bus Operators	Part-time	\$ (143,419)	-3.05
Water	Confidential Account Clerk	Full-Time	\$ 56,951	1.00
Water	Secretary	Part-Time	\$ (22,923)	-0.50
<b>FY 2020 Total</b>			<b>\$ 594,636</b>	<b>11.41</b>

Looking at the FY 2020 recommended budget, the current budget year (Fiscal Year 2019) and previous budget years (Fiscal Year 2018 and 2017), 46.50 FTE positions have been eliminated:

Department	Positions Eliminated	Type	FY 2017 Savings (Includes Benefits)	FY 2018 Savings (Includes Benefits)	FY 2019 Savings (Includes Benefits)	FY 2020 Savings (Includes Benefits)	FTE
Budget	Budget Director	FT				\$ 154,947	-1.00
Building	Building Inspector II	PT		\$ 66,112			-0.75
Building	Building Inspector II	FT			\$ 86,938		-1.00
CMO	Management Intern (ICMA)	PT				\$ 31,605	-0.60
ED	Arts Coordinator	PT		\$ 28,836			-0.50
ED	Project Coordinator	FT				\$ 81,322	-1.00
Engineering	Limited Term Engineering Tech	FT		\$ 75,126	\$ 4,900		-1.00
Engineering	Environmental Engineer	FT		\$ 125,359			-1.00
Engineering	I&I Inspectors	FT		\$ 146,953			-2.00
Engineering	Confidential Account Clerk	PT		\$ 5,274			-0.12
Engineering	Engineering Aide NA	Seas		\$ 58,584			-1.50
Engineering	Engineering Assistant	Seas		\$ 25,808			-0.50
Engineering	Confidential Account Clerk	PT				\$ 56,353	-1.25
Engineering	I&I Inspector	PT				\$ 1,196	-0.02
Finance	Finance Director	FT				\$ 125,074	-1.00
Finance	Assistant Finance Director	FT				\$ 110,888	-1.00
Finance	Payroll Specialist	PT				\$ 46,659	-0.70

Department	Positions Eliminated	Type	FY 2017 Savings (Includes Benefits)	FY 2018 Savings (Includes Benefits)	FY 2019 Savings (Includes Benefits)	FY 2020 Savings (Includes Benefits)	FTE
Health Services	Animal Control Officer	PT				\$ 50,695	-0.72
Housing	Assisted Housing Supervisor	FT		\$ 87,011			-1.00
Housing	Lead Paint Supervisor	FT			\$ 59,464		-0.62
Housing	Lead Paint Inspector	FT			\$ 99,050		-1.24
Housing	Lead Paint Assistant	FT			\$ 45,191		-0.62
Housing	Resiliency Coordinator	FT				\$ 81,312	-0.75
Legal	Assistant City Attorney	FT		\$ 153,256			-1.00
Parking	Laborer	FT		\$ 75,243	\$ 75,140		-2.00
Parking	Parking Meter Service Worker	FT	\$ 71,104	\$ 72,526			-1.00
Parking	Laborer	PT	\$ 37,331	\$ 38,078			-0.50
Parking	Ramp Cashier	PT	\$ 1,844	\$ 1,881			-0.05
Parking	Parking Supervisor	FT			\$ 95,113		-1.00
Parking	Confidential Account Clerk	FT			\$ 59,170		-1.00
Parking	Parking System Technician	FT			\$ 78,903		-1.00
Parking	Customer Service Representative	PT			\$ 23,602		-0.55
Parks	Park Ranger	FT	\$ 76,249	\$ 77,774			-1.00
Parks	Custodian	PT	\$ 4,696	\$ 4,790			-0.10
Parks	Laborer	Seas			\$ 14,019		-0.52
Police	Corporal	FT			\$ 112,511		-1.00
Public Information	Communications Specialist	PT				\$ 26,130	-0.37
Public Works	Laborer	Seas			\$ 36,105		-1.31
Recreation	Custodian	PT	\$ 4,696	\$ 4,790			-0.10
Recreation	Snack Bar Manager	Seas				\$ 2,017	-0.07
Recreation	Concession Worker	Seas				\$ 409	-0.02
Recreation	Dock Worker	Seas				\$ 2,185	-0.09
Recreation	Cashier	Seas				\$ 3,398	-0.14
Transit	Confidential Account Clerk	FT		\$ 62,509			-1.00
Transit	Dispatcher	PT		\$ 29,571	\$ 48,966		-1.46
Transit	Service Worker	PT		\$ 41,468			-0.70
Transit	Bus Operator	PT			\$ 6,639		-0.12
Transit	Assistant Operations Supervisor	PT			\$ 54,368		-0.75
Transit	Customer Service Representative	PT			\$ 23,603		-0.55
Transit	Marketing Intern	Seas			\$ 15,537		-0.50
Transportation Services	Bus Operators	PT				\$ 143,419	-3.05

Department	Positions Eliminated	Type	FY 2017 Savings (Includes Benefits)	FY 2018 Savings (Includes Benefits)	FY 2019 Savings (Includes Benefits)	FY 2020 Savings (Includes Benefits)	FTE
W&RRC	Lab Intern	Seas		\$ 4,974			-0.16
W&RRC	Assistant Manager	FT			\$ 86,873		-1.00
W&RRC	Plant Operator Grade II	FT			\$ 79,663		-1.00
W&RRC	Plant Operator Grade IV	FT			\$ 85,473		-1.00
Water	Plant Manager	FT			\$ 125,708		-1.00
Water	Plant Operator	FT			\$ 74,959		-1.00
Water	Secretary	PT				\$ 22,923	-0.50
<b>Total Positions Eliminated</b>			<b>\$ 195,920</b>	<b>\$ 1,185,923</b>	<b>\$1,391,895</b>	<b>\$ 940,532</b>	<b>-46.50</b>

**Over a four-year period (Fiscal Year 2017, Fiscal Year 2018, Fiscal Year 2019 and Fiscal Year 2020) the City will have eliminated 46.50 full-time equivalent positions and added 42.77 full-time equivalent positions resulting in -3.73 net change in number of employees over that four-year period.**

Since 1981, the City has minimized the number of positions added. If the Fiscal Year 2020 staffing changes are approved, the City will have reduced its full-time workforce by 2.1% since 1981. This was achieved in spite of all the new services that have been added in that time period including staff-intensive activities like recycling and combined county-wide public safety dispatching. Also, the number of sworn Police Officer positions has increased by 36 over that time period.

**The hiring freeze ended during Fiscal Year 2019 and most of the positions were funded only a partial fiscal year in FY 2019.** The additional new costs related to the lifting of the hiring freeze in Fiscal Year 2020 are as follows:

Department	Position	FY 2020 Cost (Includes Benefits)	FTE
Human Rights	Full-time Community Engagement Coordinator	\$ 40,886	1.00
Human Rights	Full-time Training/Workforce Development	\$ 40,886	1.00
Park	Full-time Assistant Horticulturalist	\$ 40,189	1.00
Park/Public Works	Full-time Assistant Horticulturalist	\$ 40,189	1.00
Park	Full-time Maintenance Worker	\$ 54,140	1.00
City Manager's Office	Part-time Management Intern (ICMA)	\$ 16,806	0.60
City Manager's Office	Full-time Secretary	\$ 30,124	1.00
Information Services	Full-time Help Desk Technical Support	\$ 31,858	1.00
Engineering	Full-time Traffic Engineering Assistant	\$ 58,055	1.00
Police	Full-time Records Clerk	\$ 29,337	1.00
<b>Total Additional FY 2020 Cost</b>		<b>\$ 382,470</b>	<b>9.60</b>

Debt

The City will issue \$44,941,848 in new debt in the recommended 5-year CIP, mostly for fire truck and pumper replacements, fire station expansion, sanitary sewer improvements, additional downtown parking, and maintenance of Five Flags (if there is no referendum or the referendum does not pass).

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
East/West Corridor	\$ 450,000	\$ 150,000				\$ 600,000
Vehicle Replacement	\$ 372,420	\$ 426,522	\$ 187,201			\$ 986,143
Ladder and Pumper Replacement	\$ 291,667		\$ 1,557,550		\$ 405,200	\$ 2,254,417
Jackson Park Restrooms	\$ 250,000					\$ 250,000
Catfish & Granger Interceptor	\$ 243,000	\$ 1,251,000	\$ 1,940,000			\$ 3,434,000
Replace Snow Equipment	\$ 230,000					\$ 230,000
Asset Management Plan	\$ 164,000	\$ 237,000	\$ 121,000			\$ 522,000
Rehab Runway Lighting	\$ 156,400					\$ 156,400
Cedar and Terminal Mains and Lift	\$ 153,000	\$ 750,000	\$ 1,416,000	\$ 2,260,000		\$ 4,579,000
Final Clarifier	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000		\$ 520,000
Track Line Cleaning & Lining	\$ 100,000	\$ 187,790				\$ 287,790
GRC Replace Carpet	\$ 88,000				\$ 120,000	\$ 208,000
Replace HVAC Fire Headquarters	\$ 80,000	\$ 168,924	\$ 344,605			\$ 593,529
CCTV Inspection	\$ 75,000	\$ 285,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 900,000
Clock Tower Plaza Rehab	\$ 33,000	\$ 67,000				\$ 100,000
Central-White 2-Way Conversion Study	\$ 20,000					\$ 20,000
Chavenelle Road Rehab		\$ 2,700,000				\$ 2,700,000
Development of McFadden Farm		\$ 2,616,995				\$ 2,616,995
Sanitary Sewer Ext Existing Developments		\$ 600,000	\$ 1,200,000		\$ 231,786	\$ 2,031,786
E 12th and Elm Parking Lot		\$ 589,000				\$ 589,000
River Dock Expansion		\$ 462,500				\$ 462,500
ABC Building Demo		\$ 417,000				\$ 417,000
Federal Building Renovation		\$ 391,800				\$ 391,800
Auburn and Custer Sewer		\$ 316,400				\$ 316,400
Riverfront Leasehold Improvements		\$ 301,700				\$ 301,700
Stone Retaining Walls - Lowell St		\$ 290,400				\$ 290,400
Jackson Park Amenities		\$ 250,000				\$ 250,000
General Ledger Software		\$ 250,000	\$ 750,000			\$ 1,000,000
Central Avenue Corridor Initiative		\$ 240,000				\$ 240,000
Heeb Street		\$ 230,000				\$ 230,000

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Entrance Sign Regrading and Lighting		\$ 216,138				\$ 216,138
Center Place Alley Sewer Rehab		\$ 110,000	\$ 300,000			\$ 410,000
Central Streetscape Implementation		\$ 100,500				\$ 100,500
Hempstead Sanitary Sewer		\$ 30,000	\$ 250,000			\$ 280,000
Street Light Installation		\$ 12,000			\$ 150,000	\$ 162,000
Five Flags Improvements					\$ 4,800,000	\$ 4,800,000
Fire Station Expansion Relocation				\$ 806,000	\$ 3,131,400	\$ 3,937,400
Locust St Ramp Rebuild					\$ 3,000,000	\$ 3,000,000
Southfork Interceptor Sewer				\$ 34,181	\$ 533,819	\$ 568,000
7th Street Extension to Pine					\$ 400,000	\$ 400,000
Cooper Place and Maiden Lane Sewer				\$ 30,000	\$ 300,000	\$ 330,000
Phosphorus Removal					\$ 300,000	\$ 300,000
Arena Roof A/C Replacement					\$ 225,000	\$ 225,000
Rehab Taxiway A				\$ 525,000		\$ 525,000
Twin Ridge Lagoon Abandonment			\$ 465,000			\$ 465,000
Perry & Bradley St Force Main Improv				\$ 260,000		\$ 260,000
High Strength Storage			\$ 522,155	\$ 961,795		\$ 1,483,950
<b>Total New Debt</b>	<b>\$ 2,836,487</b>	<b>\$13,777,669</b>	<b>\$ 9,363,511</b>	<b>\$ 5,186,976</b>	<b>\$13,777,205</b>	<b>\$ 44,941,848</b>

In addition, the City will access \$18,868,490 of previously issued state revolving fund loans as the related capital improvement projects progress. The draw down on these previously issued loans is as follows:

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Sanitary Kerper Boulevard SRF	\$ 1,390,000					\$ 1,390,000
Stormwater Upper Bee Branch & Sponsor SRF	\$ 247,668	\$ 247,664				\$ 495,332
Stormwater Flood Mitigation Project SRF	\$ 9,000,000	\$ 1,820,958				\$10,820,958
Water Roosevelt Water Tower SRF	\$ 2,982,200					\$ 2,982,200
Water CIWA Purchase & Improvements	\$ 1,090,000	\$ 1,060,000	\$ 1,030,000			\$ 3,180,000
<b>Total Draw Downs</b>	<b>\$ 14,709,868</b>	<b>\$ 3,128,622</b>	<b>\$ 1,030,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$18,868,490</b>

The City will retire \$91,675,928 of existing debt over the next five-years (FY20-FY24). The following chart shows the net reduction of debt from Fiscal Year 2020 - Fiscal Year 2024:

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
New Debt	\$ 2,836,487	\$ 13,777,669	\$ 9,363,511	\$ 5,186,976	\$ 13,777,205	\$ 44,941,848
Previously Issued SRF Draw Downs	\$ 14,709,868	\$ 3,128,622	\$ 1,030,000	\$ —	\$ —	\$ 18,868,490
Retired Debt	-\$17,618,998	-\$18,014,968	-\$17,320,037	-\$18,868,537	-\$19,853,388	-\$91,675,928
<b>Net Debt Reduction</b>	<b>-\$72,643</b>	<b>-\$1,108,677</b>	<b>-\$6,926,526</b>	<b>-\$13,681,561</b>	<b>-\$6,076,183</b>	<b>-\$27,865,590</b>

Outstanding General Obligation (G.O.) debt on June 30, 2020 is projected to be \$116,425,803 (51.14% of the statutory debt limit), **leaving an available debt capacity of \$111,235,671 (48.86%)**. In Fiscal Year 2016, the City was at 86.13% of statutory debt limit, so **51.14% in Fiscal Year 2020 is a 34.99% decrease in use of the statutory debt limit**.

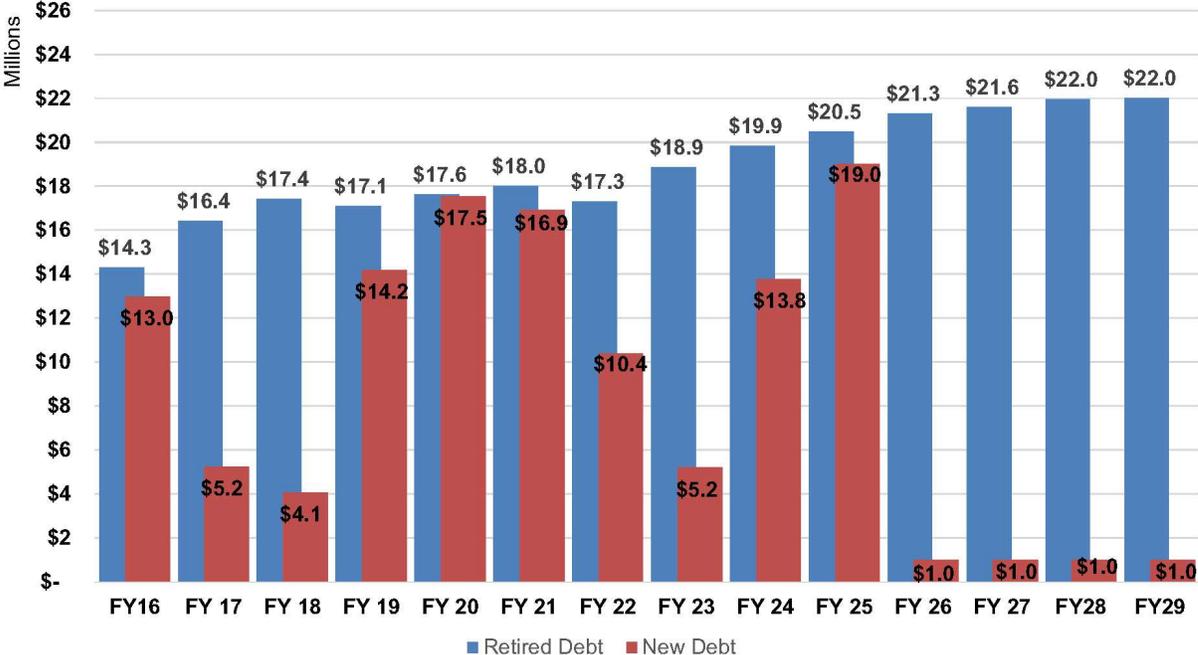
The City also has debt that is not subject to the statutory debt limit, such as revenue bonds. Outstanding revenue bonds payable by water, sewer, parking and stormwater fees, will have a balance of \$150,450,197 on June 30, 2020 .

The total City indebtedness as of June 30, 2020, is projected to be \$266,876,000 (51.14% of statutory debt limit). The total City indebtedness as of June 30, 2016, was \$295,477,641 (86.13% of statutory debt limit). **The City is projected to have \$28,601,641 less in debt as of June 30, 2020.**

The combination of reduced debt and increased utility rates partially reflects the movement to a more "pay as you go" strategy, which could lead to larger tax and fee increases than with the use of debt.

The following chart shows the amount of retired debt as compared to new debt. The new debt includes new debt issuances as well as draw downs on existing state revolving fund loans:

### Retired Debt Versus New Debt (In Millions)

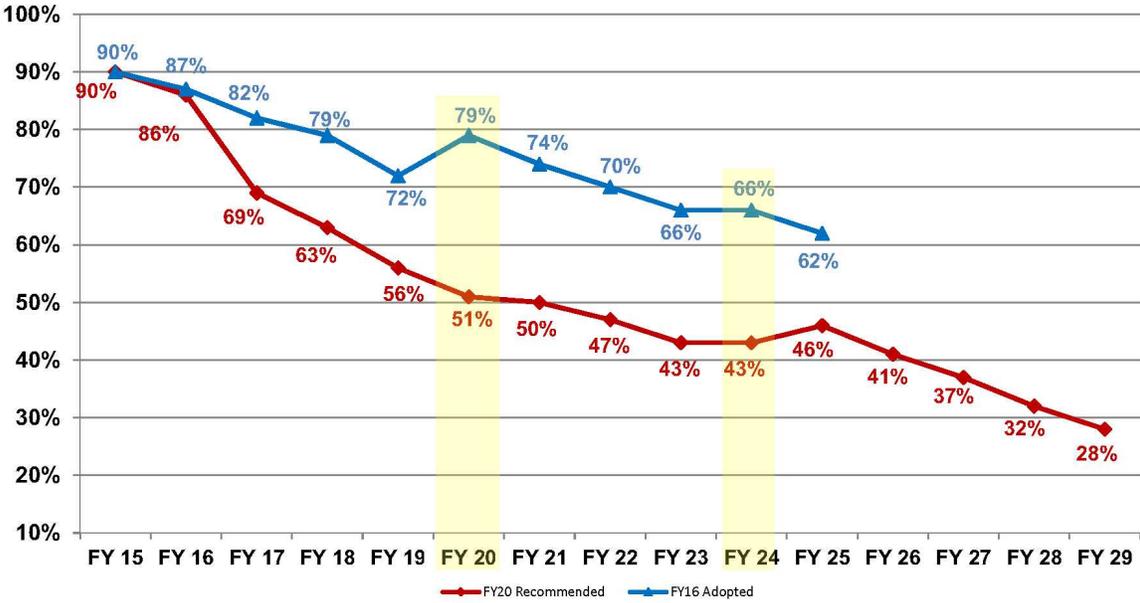


\* Five-Year Average of New Debt FY16-FY20 \$10,800,907  
\*\*Five-Year Average of New Debt FY20-FY24 \$12,762,068

In August 2015, the Mayor and City Council adopted a debt reduction strategy which targeted retiring more debt each year than was issued by the City. This recommendation achieves that target throughout the 5-year CIP. I am pleased to report the recommendation will substantially beat overall debt reduction targets over the next five-and ten-year periods.

You can see that the Mayor and City Council have significantly impacted the City’s use of the statutory debt limit established by the State of Iowa. In Fiscal Year 2015, the City of Dubuque used 90% of the statutory debt limit. In this budget recommendation, the Mayor and City Council are currently reviewing for Fiscal Year 2020, the use of the statutory debt limit would be 51%, and by the end of the recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2024, the City of Dubuque would be at 43% of the statutory debt limit. Projections out 10 years to Fiscal Year 2029 show the City of Dubuque at 28% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.

### Statutory Debt Limit Used (as of June 30th)

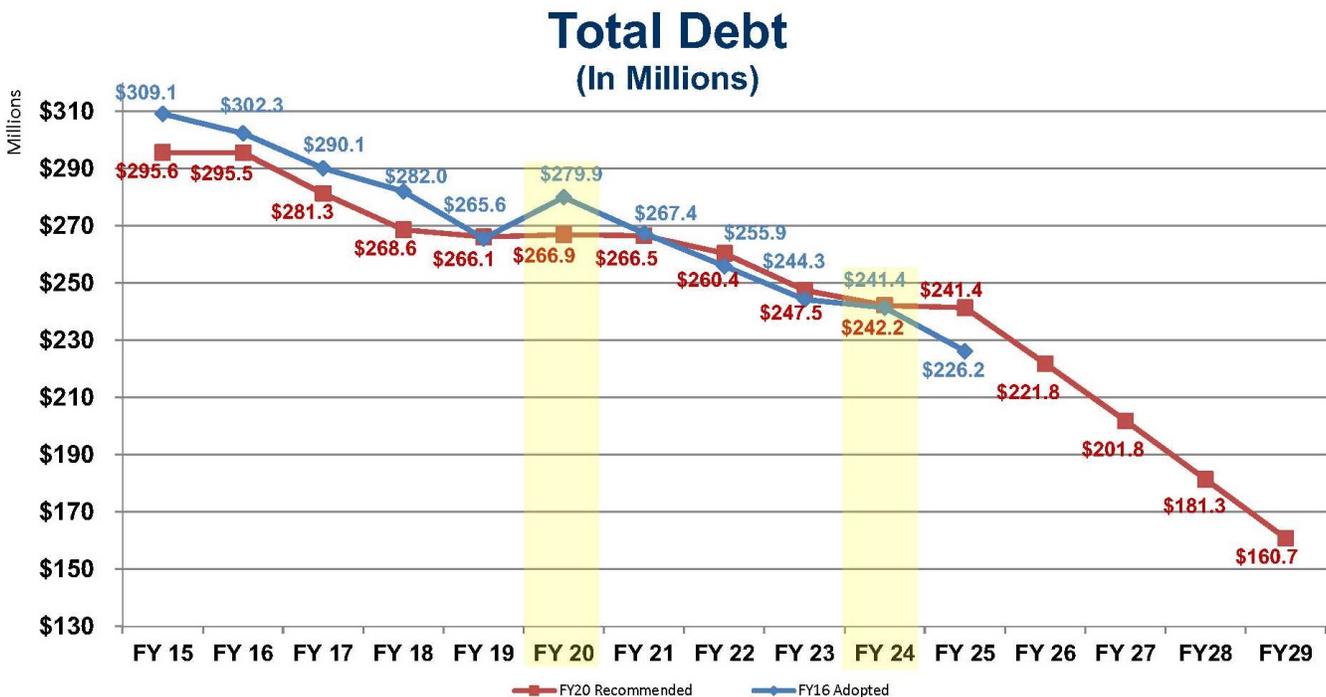


The following chart shows Dubuque's relative position pertaining to use of the statutory debt limit for Fiscal Year 2020 compared to the other cities in Iowa for Fiscal Year 2018 with a population over 50,000:

Fiscal Year 2018 Legal Debt Limit Comparison for Eleven Largest Iowa Cities

Rank	City	Legal Debt Limit (5%)	Statutory Debt Outstanding	Percentage of Legal Debt Limit Utilized
11	Des Moines	\$ 577,394,243	\$ 393,570,000	68.16%
10	Sioux City	\$ 213,569,727	\$ 144,100,000	67.47%
9	Davenport	\$ 330,626,114	\$ 211,165,000	63.87%
8	Waterloo	\$ 191,406,282	\$ 108,225,490	56.54%
7	Cedar Rapids	\$ 518,039,169	\$ 271,585,000	52.43%
6	Ankeny	\$ 245,580,138	\$ 126,830,000	51.65%
5	W. Des Moines	\$ 359,449,675	\$ 184,720,000	51.39%
4	Dubuque (FY20)	\$ 227,661,474	\$ 116,425,803	51.14%
	Dubuque (FY24)	\$ 246,428,101	\$ 105,406,783	42.77%
3	Ames	\$ 209,227,522	\$ 65,480,000	31.30%
2	Council Bluffs	\$ 241,950,558	\$ 68,725,096	28.40%
	Dubuque (FY29)	\$ 272,076,536	\$ 76,004,423	27.93%
1	Iowa City	\$ 274,723,837	\$ 66,945,000	24.37%

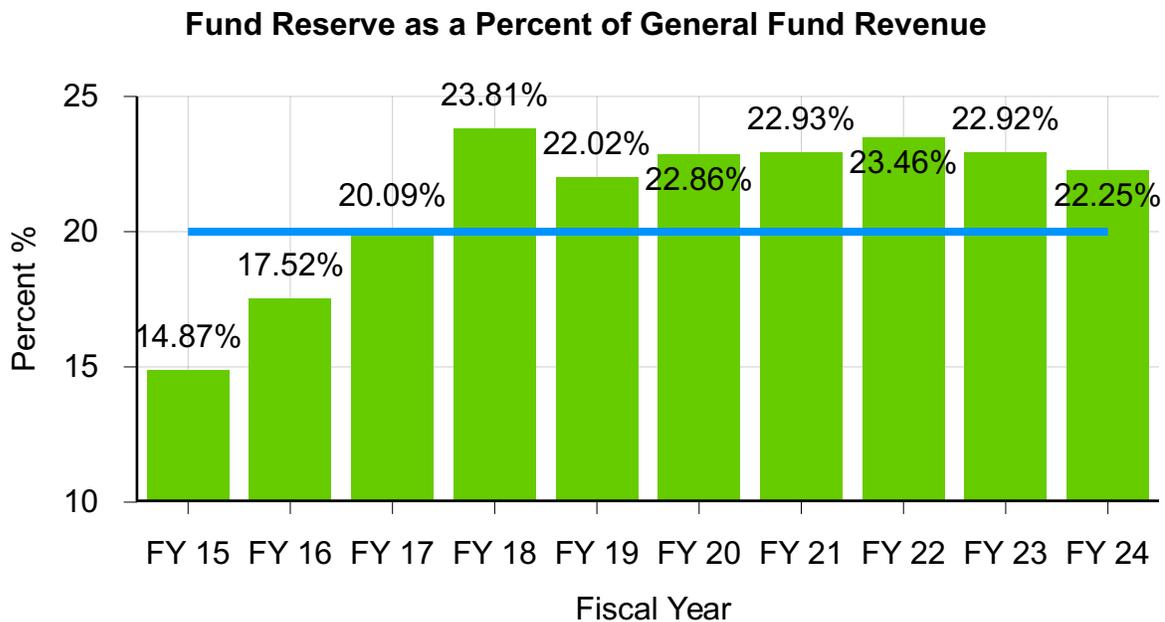
By the end of the recommended 5-Year Capital Improvement Program (CIP) budget the total amount of debt for the City of Dubuque would be \$242.2 million (43% of the statutory debt limit) and the projection is to be at \$161 million (28% of statutory debt limit) within 10 years.



**General Fund Reserve**

The City maintains a general fund reserve, or working balance, to allow for unforeseen expenses that may occur. Moody's Investor Service recommends a 20% General Fund Operating Reserve for "AA" rated cities. In May 2015, Moody's Investors Service downgraded Dubuque's general obligation bond rating from Aa2 to Aa3, but removed the negative future outlook. This followed two bond rating upgrades in 2003 and 2010, and one bond rating downgrade in 2014. In announcing the bond rating downgrade, Moody's noted the City's general fund balance/reserve declined.

Fiscal Year	Fund Reserve (As percent of General Fund revenues)	Reason for change from previous Fiscal Year
FY 2015	14.87%	Unchanged
FY 2016	17.52%	Increase due to capital projects not expended before the end of the FY and increase in general fund revenue
FY 2017	20.09%	Increase due to capital projects not expended before the end of the FY and additional contributions to general fund reserve
FY 2018	23.81%	Increase due to capital projects not expended before the end of the FY and additional contributions to general fund reserve
FY 2019	22.02%	Decrease due to planned capital expenditures
FY 2020	22.86%	Increase due to additional contribution



The City of Dubuque has historically adopted a general fund reserve policy as part of the Fiscal and Budget Policy Guidelines which is adopted each year as part of the budget process. During Fiscal Year 2013, the City adopted a formal Fund Reserve Policy which states the City may continue to add to the General Fund minimum balance of 10% when additional funds are available until 20% of Net General Fund Operating Cost is reached.

After all planned expenditures plus an additional \$1,700,000 added to the fund balance in FY 2019, the City of Dubuque will have a general fund reserve of 19.76 percent of general fund expenses as computed by the methodology adopted in the City’s general fund reserve policy or 22.02 percent of general fund revenues as computed by the methodology used by Moody’s Investors Service. The general fund reserve cash balance is projected to be \$11,384,325 on June 30, 2019.

The intent is to increase the General Fund working balance or operating reserve by \$1,000,000 in Fiscal Year 2020. In subsequent years, the City will add to the operating reserve until 20% is maintained consistently. **In Fiscal Year 2017, the City had projected reaching this consistent and sustainable 20% reserve level in Fiscal Year 2022. This 20% level was actually reached in Fiscal Year 2017, five years ahead of schedule.**

The reserve will increase by \$2,800,000 (20.3%) from Fiscal Year 2019 - Fiscal Year 2024.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Contribution	\$1,050,000	\$1,700,000	\$1,000,000	\$100,000	\$100,000	\$100,000	\$100,000
City’s Spendable General Fund Cash Reserve Fund Balance	\$16,460,491	\$15,485,326	\$16,185,326	\$16,285,326	\$16,385,326	\$16,485,326	\$16,585,326
% of Projected Revenue (Moody’s)	23.81%	22.02%	22.86%	22.93%	23.46%	22.92%	22.25%

**In October 2016, Moody’s Investors Service upgraded the rating on \$18 million in City of Dubuque bonds issued to support the Bee Branch Watershed Flood Mitigation Project from A3 to A2.**

**State Revolving Fund Sponsorship Projects and Green Project Loans**

The City uses State Revolving Fund (SRF) loans for water and sanitary sewer projects whenever possible because of the **very low annual interest rate of 1.75% with an annual servicing fee of 0.25%.**

In 2009, legislation was passed in Iowa that allows water utilities that issue debt through the Clean Water State Revolving Fund Program to sponsor and help finance other water quality improvement (CWSRF) projects within or outside its service limits. This new funding mechanism, called Water Resource Restoration Sponsored Projects, will provide cities, counties, local watershed organizations, watershed management authorities, county conservation boards, and soil and water conservation districts a funding source to construct improvements throughout a watershed that keep sediment, nutrients, chemicals and other pollutants out of streams and lakes.

Repayment of a standard Clean Water SRF (CWSRF) loan includes the repayment of the original loan amount, the principal, and the cost to finance the loan, interest and fees. On a CWSRF loan with a sponsored project, the financing costs are reduced by the amount of the cost of the sponsored project improvements. Figure 1 shows a comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project. As shown, the total cost to the utility (the total of loan repayments) remains unchanged as the cost of funding for the sponsorship project is offset by a reduction in loan financing costs. In essence, two water quality projects are completed for the price of one.

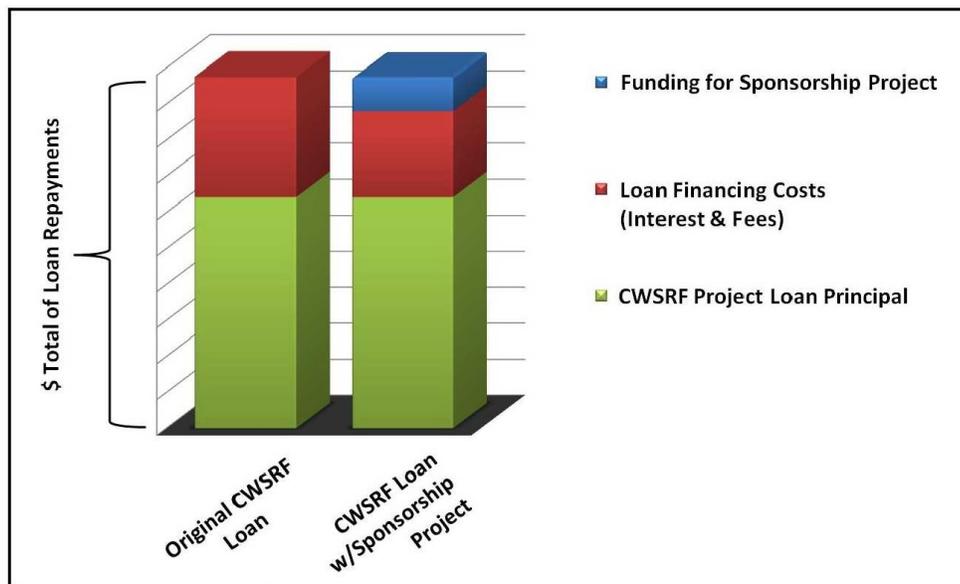


Figure 1. Loan repayment comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project.

After three years of the State of Iowa being unsuccessful in completing one of these modified loans, the City of Dubuque had the first successful application for the state when, in April 2013, the City was awarded \$9.4 million of the interest paid on the Water and Resource Recovery Center to be used to reconstruct over 70 Green Alleys in the Bee Branch Watershed. The principal for the Water & Resource Recovery Center Upgrade was increased from \$64,885,000 to \$75,145,579 and the interest rate plus annual servicing fee was decreased from 3.25% to 2.00% to add the Green Alley sponsorship project. This reduction allowed for increased proceeds **and resulted in a true interest cost of 1.96% and gross borrowing savings of \$11.4 million.**

The Fiscal Years 2010, 2011, and 2012 State Revolving Fund capitalization grants included requirements for certain percentages of the funds to be allocated for green projects. Each green infrastructure project receives a portion of loan forgiveness not to exceed 30%. In June 2015, the City of Dubuque Upper Bee Branch Creek Restoration Project (Upper Bee Branch Project) qualified for a Green Project Loan from the CWSRF Program in the amount of \$29,541,000. The loan includes a "principal forgiveness" provision. The amount of the loan to be forgiven is 20% of the total loan disbursements made under the loan agreement. **The amount of the loan to be forgiven when the project is completed is estimated to be \$5,908,200. The actual true interest cost for total funds received was not the 2.00% borrowing rate (1.75% interest and 0.25% administrative fee), but just 0.07% after reflecting the receipt of interest free funds (forgiven portion).**

Then, in August 2017, the City was awarded \$1.4 million in funding for improvements with the Catfish Creek Watershed through the State of Iowa Water Resource Restoration Sponsored Project program as part of the City's State Revolving Fund loan for the Upper Bee Branch Creek Restoration Project. The funding for the \$1.4 million in improvements will come from the interest payments on the City's Upper Bee Branch SRF loan. The Upper Bee Branch Creek SRF loan principal was increased to \$30,941,000 and **the interest rate plus the annual servicing fee was reduced from 2.00% to 1.43%. On a gross basis, the borrowing costs for the new loan were \$1.38 million less than the original loan.**

### City Utilities

The water rate increase recommendation is 5.00%, the sanitary sewer rate increase recommendation is 4.50%, and the solid waste collection rate increase recommendation is 1.63%. The City Council previously approved a 6.83% stormwater rate increase for Fiscal Year 2020 and this recommendation does not change that amount.

The following are the utility rate comparisons for other cities in the State of Iowa:

### RATES AND COMPARISONS

#### Water Rate Comparison for Largest Iowa Cities with Water Softening

Rank	City	Water Rate (6,000 Gallons/ residence avg.)
7	West Des Moines	\$34.78
6	Iowa City	\$33.34
5	Des Moines	\$32.71
4	Ames	\$31.17
<b>3</b>	<b>Cedar Rapids</b>	<b>\$31.12</b>
2	Dubuque	\$30.74
1	Council Bluffs	\$29.60
	Average w/o Dubuque	\$32.06

Dubuque's water is some of the best in the world! The highest rate (West Des Moines) is 11.91% higher than Dubuque's rate, and the average is 4.28% higher than Dubuque.

#### Sanitary Sewer Rate Comparison for Eleven Largest Iowa Cities

Rank	City	Sanitary Sewer Rate (Based on 6,000 Gallons/month)
11	Ankeny	\$61.66
10	Davenport	\$56.52
9	Des Moines	\$49.28
<b>8</b>	<b>Dubuque</b>	<b>\$42.24</b>
7	West Des Moines	\$39.89
6	Iowa City	\$36.17
5	Ames	\$33.65
4	Sioux City	\$33.04
3	Cedar Rapids	\$32.43
2	Waterloo	\$28.40
1	Council Bluffs	\$22.94
	Average w/o Dubuque	\$39.40

The highest rate (Ankeny) is 45.98% higher than Dubuque's rate, and the average is 6.73% lower than Dubuque.

## Solid Waste Collection Rate Comparison for Eleven Largest Iowa Cities

Rank	City	Solid Waste Monthly Rate
11	Ames	\$26.25
10	Cedar Rapids	\$22.53
9	Council Bluffs	\$18.00
8	Iowa City	\$17.10
7	Sioux City	\$16.30
6	Ankeny	\$16.25
<b>5</b>	<b>Dubuque</b>	<b>\$15.62</b>
4	Des Moines	\$13.20
3	Davenport	\$12.64
2	Waterloo	\$12.00
1	West Des Moines	\$10.55
	Average w/o Dubuque	\$16.48

The highest rate (Ames) is 68.05% higher than Dubuque's rate, and the average is 5.52% higher than Dubuque.

## Stormwater Rate Comparison for the Largest Iowa Cities with Stormwater Fees

Rank	City	Stormwater Rate
10	Des Moines	\$13.44
<b>9</b>	<b>Dubuque</b>	<b>\$8.29</b>
8	Cedar Rapids	\$6.12
7	Ankeny	\$5.50
6	West Des Moines	\$5.45
5	Iowa City	\$5.00
4	Ames	\$4.95
3	Sioux City	\$2.80
2	Davenport	\$2.80
1	Waterloo	\$4.00
	Average w/o Dubuque	\$5.56

The highest rate (Des Moines) is 62.12% higher than Dubuque's rate, and the average is 32.90% lower than Dubuque.

### Improvement Packages

There were 142 improvement level decision packages requested in Fiscal Year 2020, of which 117 are being recommended for funding. The recurring general fund expenditures total \$902,556 and will also impact future budget years. The non-recurring general fund expenditures total \$466,638. The remaining improvement packages recommended for funding from non-property tax support total \$304,768.

### State-Funded Backfill on Commercial and Industrial Property Tax

Commercial and Industrial property taxpayers previously were taxed at 100% of assessed value; however, due to property tax reform legislation in Fiscal Year 2013, a 95% rollback factor was applied in Fiscal Year 2015 and a 90% rollback factor will be applied in Fiscal Year 2016 and each year beyond. The State of Iowa committed to backfill the loss in property tax revenue from the rollback and the backfill 100% in Fiscal Year 2015 through Fiscal Year 2017 and then the backfill was capped at the Fiscal Year 2017 level in Fiscal Year 2018 and beyond. **The Fiscal Year 2020 State backfill for property tax is estimated to be \$1,032,700.**

Elements of the property tax reform passed by the Iowa Legislature in 2013 have created a tremendous amount of uncertainty in the City's budget process. While the State has committed to provide some funding for the City revenue reductions caused by the decrease in taxable value for commercial and industrial properties, key State legislators have been quoted in the media as casting doubt on the reimbursements continuing. In addition, the State's previous budget shortfall and need to replenish general fund reserves could cause legislators to reduce or eliminate the backfill in a special legislative session. **The projected City budgets beginning in FY 2021 show a \$206,540 reduction in the State Backfill payments each year over a five-year period.**

The projected reduction of State backfill revenue to the general fund is as follows:

Fiscal Year	State Backfill Reduction
2021	\$ 206,540
2022	\$ 206,540
2023	\$ 206,540
2024	\$ 206,540
2025	\$ 206,540
Total	\$ 1,032,700

In the Tax Increment Financing (TIF) Economic Development and Slum and Blight Urban Renewal Districts in each of the five fiscal years in this budget recommendation, there is some built-in protection against the possibility that, at some point in time, the State of Iowa might stop funding the property tax reform backfill payments. In these TIF areas, the City allocating backfill in Fiscal Year 2021 and beyond. Each year the State funds the backfill will give the City greater resources to accomplish the intended goals of the TIF district that can be carried into the next budget year. There are numerous unfunded needs.

### Local Option Sales Tax

The City is beginning to see stagnation in local option sales tax revenues. Sales tax receipts are projected to increase 1 percent over the revised FY 2019 budget (+\$45,169). This follows a 4.36% decrease in FY 2017 and 2.78% decrease in FY 2018. The estimates received from the State of Iowa show a 4.35% decrease in the first two payments estimated for FY 2020 as compared to the first two payments budgeted for FY 2019. The following chart shows the past four years of actual sales tax funds and projected FY 2020:

Sales Tax Funds	FY16	FY17	FY18	FY19 Revised	FY20 Adopted
PY Quarter 4 (Half)	\$818,018	\$748,170	\$748,108	\$732,174	\$700,311
Quarter 1	\$1,102,922	\$1,112,755	\$1,080,294	\$1,066,816	\$1,098,820
Quarter 2	\$1,136,167	\$1,146,296	\$1,109,978	\$1,098,596	\$1,131,553
Quarter 3	\$960,705	\$960,626	\$939,923	\$954,021	\$982,642
Quarter 4 (Half)	\$374,085	\$374,054	\$366,087	\$371,578	\$382,726
Reconciliation	\$255,657	\$103,185	\$77,018	\$217,699	\$190,000
Total	\$4,647,554	\$4,445,085	\$4,321,408	\$4,440,884	\$4,486,053
<b>% Change</b>	<b>+10.10%</b>	<b>-4.36%</b>	<b>-2.78%</b>	<b>+2.76%</b>	<b>+1.00%</b>

While it is easy to blame this on e-commerce (ex: Amazon.com), and that certainly is having an impact, it cannot be forgotten that in March 2016 the State of Iowa amended the sales and use tax exemption provided by Iowa Code Sec. 423.3(47) for items used by manufacturers to specifically exempt qualifying "replacement parts" and "supplies." While we cannot quantify this because the State does not provide sales information, the impact has probably been substantial. Effective July 1, 2018, the State eliminated the sales tax on potable water and replaced it with a water excise tax which is a loss of revenue of \$132,000 per year.

### Gaming Revenue

Gaming revenues generated from lease payments from the Dubuque Racing Association (DRA) are estimated to increase \$85,928 from \$4,901,176 in FY 2019 to \$4,987,104 in FY 2020 based on revised projections from the DRA. This follows a \$45,165 increase from budget in FY 2019 and a \$159,046 decrease from budget in FY 2018.

In Calendar Year 2018, gross gaming revenues at the Q Casino is up 4% and the Diamond Jo is up 1%. Overall, the Dubuque gaming market is up 2.2% for Calendar Year 2018. Q Casino's increase is due to the hotel renovation, new restaurant (Farmhouse), and new gaming product and entertainment mix. The DRA has projected a 1% increase in gross gaming revenue for Calendar Year 2019.

The State of Illinois passed a Video Gaming Act on July 13, 2009 that legalized the use of Video Gaming Terminals in liquor licensed establishments including bars, restaurants, truck stops and certain fraternal and veterans' organizations. In the part of Illinois that affects the Dubuque market, the first year of operation of video gaming terminals generated \$1 million in revenue monthly. The use of video gaming terminals has now grown to \$9.4 million monthly for the five counties closest to Dubuque and in a direct line with Rockford, IL, which has limited revenue to the gaming market in Dubuque. The Q Casino and Diamond Jo Casino average monthly revenue is \$10.8 million. The number VGT machines have increase by 84% since 2013. The five counties in Illinois had 1037

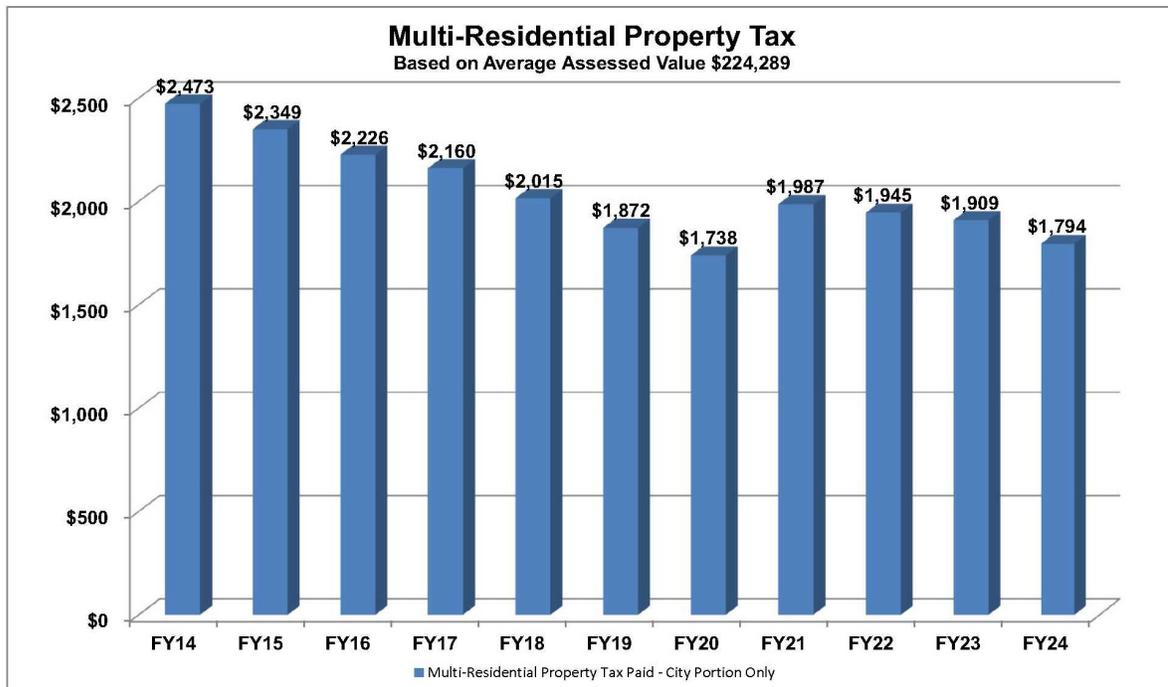
machines in 2013 and currently have 1906 machines. Currently, Q Casino has 833 Slot Machines and Diamond Jo has 916 for a total of 1,749 or 9% less. This is a similar impact of building approximately two more casinos halfway between Dubuque and Rockford.

**Multi-Residential Property Tax Classification**

Beginning in Fiscal Year 2017 (July 1, 2016), new State legislation created a new property tax classification for rental properties called multi-residential, which requires a rollback, or assessment limitations order, on multi-residential property which will eventually equal the residential rollback. Multi-residential property includes apartments with three or more units. Rental properties of two units were already classified as residential property. The State of Iowa will not backfill property tax loss from the rollback on multi-residential property. The rollback will occur as follows:

Fiscal Year	Rollback %	Annual Loss of Tax Revenue
2017	86.25%	\$331,239
2018	82.50%	\$472,127
2019	78.75%	\$576,503
2020	75.00%	\$690,766
2021	71.25%	\$1,343,477
2022	67.50%	\$1,205,053
2023	63.75%	\$1,292,051
2024	56.92%	\$1,482,348
<b>Total</b>		<b>\$7,393,564</b>

**This annual loss in tax revenue of \$690,766 in Fiscal Year 2020 and \$1,482,348 from multi-residential property when fully implemented in Fiscal Year 2024 will not be backfilled by the State.** From Fiscal Year 2017 through Fiscal Year 2024 the City will lose \$7,393,564 in total, meaning multi-residential rental property owners will have paid that much less in property taxes. Fiscal Year 2021 shows a revenue increase from FY 2020 because of an expected reassessment of values based on sales records. If this is not done the State of Iowa will issue an equalization order.



**Health Insurance**

The City portion of city employee health insurance expense is projected to decrease from \$1,193 per month per contract to \$921 per month per contract or a 23% reduction (based on 562 contracts) in Fiscal Year 2020 (General Fund savings of \$1,266,501). The City of Dubuque is self-insured and actual expenses are paid each year with the City only having stop-loss coverage for major claims. Estimates for Fiscal Years 2021-2023 have been increased by 5.62% per year.

The City went out for bid for a third-party administrator in FY 2017 and the estimated savings have been exceeded from the new contract and actual claims paid. In addition, the Firefighters Collective Bargaining Group began paying an increased employee health care premium sharing from 10% to 15% on July 1, 2018 matching all other City employees (except the Police Collective Bargaining Group). During FY 2018, the City went out for bid for benefit provider for the prescription drug plan and there is an estimated \$243,808 in savings resulting from the bid award.

The following chart demonstrates the health plan cost savings due to a new third party administrator (TPA) for the health plan and a new pharmacy coalition:

Fiscal Year	Without TPA RFP		With Wellmark and New Pharmacy Coalition	
	Amount	% Change	Amount	% Change
2016 Actual	\$ 9,622,297			
2017 Actual	\$ 11,080,429	15.15%		
2018 Projected	\$ 11,780,712	6.32%	\$ 8,928,974	-19.42%
2019 Projected	\$ 12,525,253	6.32%	\$ 8,357,073	-29.06%
2020 Projected	\$ 13,316,849	6.32%	\$ 8,794,727	-29.78%
	\$13,316,849			
	\$8,794,727			
	<b><u>-\$4,522,122</u></b>	<b>FY20 Savings due to new TPA and Pharmacy Coalition</b>		

With Wellmark as the new third party administrator, FY 2018 actual savings was \$2,151,455 (19.42%) as compared to FY17 actual. The projected savings budgeted in FY 2018 was \$897,443. The actual health plan savings in Fiscal Year 2018 exceeded the budget by \$1,254,012, which increased the health insurance reserve. In FY 2019, the City projects a reduction in health costs (through December 2018 experience) of \$571,901 (6.4%) from FY 2018 actual. The reduction in health costs in Fiscal Year 2018 and the continued reduction in Fiscal Year 2019 allowed the City to reduce the City portion of city employee health insurance expense from \$1,193 per month per contract in Fiscal Year 2019 to \$921 per month per contract in Fiscal Year 2020, a 23% reduction (based on 562 contracts) in Fiscal Year 2020 (General Fund savings of \$1,266,501).

**Housing Tax Increment Financing**

Dubuque's four Housing Tax Increment Financing (TIF) Districts (Timber-Hyrst, English Ridge, South Pointe, and Rustic Point) will generate an estimated \$11.0 million from Fiscal Year 2018 - 2024, with at least 37.9% (\$5.1 million) going to affordable housing needs, mainly through the CHANGE

program in partnership with groups like Community Housing Initiative, True North Development Corporation, and the HEART Program.

The successful use of Housing TIFs to create incentives for more residential development is important to encourage population growth in the city limits and increase assessed values. It is also important as the Dubuque Community School District is experiencing the fifth consecutive year of declining enrollment and, at 10,430 students, is 304 (2.8%) less than the near term peak year of 10,734 in school year 2006/2007.

### **Council Priorities and Individual Projects**

Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. The City of Dubuque 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 infrastructure.

#### **Central Avenue Corridor Revitalization: Streetscape and Business Development**

The Central Avenue Corridor Initiative is focused on the Central Avenue Corridor from 14<sup>th</sup> to 22<sup>nd</sup> Street. The corridor features a wide variety of historic buildings offering commercial and retail opportunities on the ground floor and residential spaces on upper floors. The goal of the initiative is the economic revitalization of the corridor through community engagement, educational outreach, and community-informed streetscape and design. In FY 2019, the City Council awarded a contract through the Building Services Department to inventory the condition of all the downtown commercial buildings including this section.

The FY 2020 CIP includes funding for the Central Avenue Corridor Initiative (\$240,000 in FY 2021 and \$40,000 in FY 2022). A secondary capital improvement project for the Central Avenue Corridor is the Central Avenue Streetscape Master Plan Implementation and is funded in FY 2020 - 2022 (\$100,000 in FY 2020; \$120,000 in FY 2022; and \$20,000 in FY 2022). In addition, the City is funding the Downtown Rehabilitation Grant Program (\$100,000 in FY 2020, \$70,000 in FY 2021 and FY2022, \$60,000 in FY 2023, and \$50,000 in FY 2024).

#### **Community-Wide Solar (Renewable Energy) Strategy**

A community-wide strategy that seeks to advance renewable energy adoption was undertaken in 2017; solar installations at residential, commercial, and utility scales were specifically targeted. The work builds on recommendations implemented through the Iowa Economic Development Authority's Rooftop Solar technical assistance in 2016, which aimed to reduce the soft costs of solar installations. Solar arrays were installed on the rooftops of five of Dubuque's six fire stations. Combined, the stations will avoid emitting approximately 3,740 tons of carbon dioxide over the life of the panels, or the equivalent of the annual electric use of 425 homes.

Alliant Energy funded and completed construction of "solar gardens" at two sites in Dubuque to form the largest solar development in the state of Iowa. This project was conducted in collaboration with the City of Dubuque and Greater Dubuque Development Corporation. Over 15,000 solar panels were installed on 21 acres of City-owned property north of Humke Road in Dubuque Industrial Center West. Over 3,500 solar panels were installed on six acres owned by A.Y. McDonald Mfg. Co.

along U.S. 61/151, near the 16th Street detention basin. In 2018, the project was awarded the EPA National Notable Achievement Award.

In 2019, the 50% by 2030 Community Climate Action & Resiliency Plan will be updated with mitigation and adaptation strategies to meet the community-wide goal. An Energy Strategy that includes efficiency and renewables, and analyzes both through an equity lens, will be incorporated into the Plan. Building on existing partnerships, data regarding energy use in municipal facilities will be analyzed in order to prioritize additional solar installations. Policies and existing funding sources will be examined in order to identify opportunities to incent and/or require energy efficiency and renewable energy improvements in existing buildings and new construction.

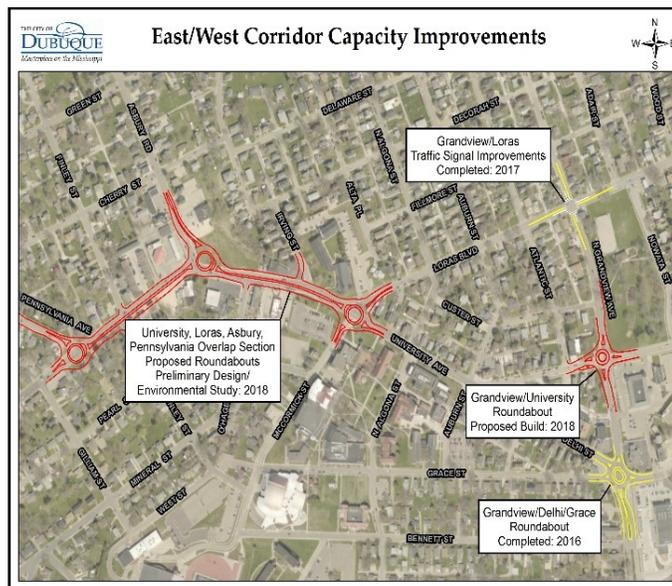
The FY 2020 CIP includes funding for the Downtown Non-Profit Weatherization Assistance to assist non-profits in the Greater Downtown TIF area to make energy efficiency improvements to their buildings, including weatherization measures, HVAC system upgrades, access alternative energy sources, and other work to decrease their utility bills.

**East-West Corridor Study: Implementation**

The US Highway 20 corridor is the primary east-west route in the City of Dubuque and future traffic volume projections indicate US Highway 20 alone will not provide sufficient capacity for east-west travel in the City. Capacity along alternate east-west corridors will need to be improved to provide connectivity between the western growth areas and the downtown urban core. In February 2012, the City Council formally adopted the East-West Corridor Connectivity Study and directed City staff to begin implementation plans. The study included recommended improvements supporting complete streets concepts, multi-modal transportation, vehicle, pedestrian, bicycle, and recreational improvements. In 2016, the Grandview Ave. and Delhi Street intersection was converted to a roundabout. After an intensive community engagement and education process, the conversion has decreased delay times and has been met with overwhelmingly positive support.

In August 2017, the City Council listed the East - West Corridor Capacity Improvement Implementation as a “Top-Priority” in its 2017-2019 Goals and Priorities. In an effort to advance this top priority, the City has already completed the following improvements:

<b>Project</b>	<b>Year</b>	<b>Cost</b>
Property Acquisition	2016	\$ 853,300
Grandview - Delhi Roundabout	2016	\$ 827,000
Loras - Grandview Traffic Signals	2017	\$ 370,300
University - Grandview Roundabout	2018	\$ 1,200,000
<b>Total Improvements To-Date</b>		<b>\$ 3,250,300</b>



In July 2018, the City applied for an \$18.1 million U.S. Department of Transportation Better Utilizing Investments to Leverage Development (BUILD) grant request to assist in funding both multi-modal and capacity improvements within the identified East-West Corridors. Staff was notified in December 2018 that the City was not selected to receive a BUILD grant.

Following the BUILD grant announcement, the City has an opportunity to move forward and advance the development of East-West Corridor Capacity Improvements utilizing the new Iowa DOT Federal Aid SWAP Policy. Effective October 2018, the new Federal Aid SWAP Policy allows federal funds normally allocated to cities or counties to be replaced with State of Iowa Primary Road funds on a dollar-for-dollar basis. The goal of the new policy is to increase efficiencies and help local governments reduce the level federal oversight, regulations and requirements. Additionally, the use of Primary Road funds will be reimbursed at 100% of eligible costs which eliminates the requirement for local governments to provide a 20% local match.

In January 2019, the City began the process to de-federalize the East-West Corridor project by paying back the federal funds previously used for property acquisition. Staff will then work with the Iowa DOT to process a new funding agreement to allow for the use of state SWAP funds.

Once the SWAP funding agreement is in place, staff will be able to use the available funds (\$3,278,000) programmed in FY2018-2019, to complete the preliminary engineering and environmental (NEPA) study phase for intersection capacity improvements along University Avenue at Loras Boulevard, Asbury Road, and at Pennsylvania Avenue.

An additional \$8,750,000 is programmed from FY 2020 through FY 2022 for the East-West Corridor Study Implementation to fund improvements in the "Overlap Section". The section of University Avenue, from Pennsylvania Avenue to Loras Boulevard, referred to as the "Overlap Section" was recommended for converting the three intersections along University Avenue to roundabouts.

### **Chaplain Schmitt Island Veterans Pond Development**

The Dubuque Racing Association (DRA) entered in to an agreement for improvements to the Veterans Memorial pond and area surrounding it on Chaplain Schmitt Island. The DRA is contributing \$3.22 million for the improvements. This will pay for 100% of the construction project. The City will maintain the improvements once complete through City staff or a private contractor. Maintenance costs will be reimbursed by the DRA. RDG has been retained to take the concept plan approved as a part of the agreement. The Chaplain Schmitt Project Advisory Committee to assist in moving the project forward. It is anticipated that the project will be complete by Memorial Day of 2020.

### **Crime Prevention Program Expansion**

Key issues for this new City Council High Priority include early intervention, identification of best practices and diversion options, identification and expansion of partnerships, data analysis to analyze crime statistics and identify locations of high impact crimes, the CHANGE program, restorative justice programs, and public information efforts to identify desired outcomes of existing programs.

Efforts underway and under development that support this priority include:

- Mental health and policing were topics throughout the report. In 2018, the Dubuque Police Department hosted Crisis Intervention Team (CIT) training and 15 officers were trained in the nationwide model, and 3 became trainers and train all new officers. Also in 2018, 10 officers received Mental Health First Responder training. The department continues to partner in several local groups on the topic of mental/brain health, to ensure individuals get treatment as opposed to incarceration.
- The police department is exploring options in the juvenile justice system beyond traditional court actions. The Dubuque Police Department is collaborating with Juvenile Court Services, the Dubuque Community School District and the Dubuque Y to develop and implement a program built around Restorative Strategies, which hold offenders responsible for their actions while avoiding the formal criminal justice system.
- The City is a member of the Government Alliance on Race and Equity (GARE), and the Police Department actively participates in regular conference calls with peers in law enforcement to discuss best practices for topics like equity in hiring and enforcement.
- The Dubuque Police Department added a new command position in 2018, increasing the authorized strength of the Police Department from 109 to 110 sworn positions. This new position absorbed oversight of special operations teams from other supervisors, thus allowing the supervisors to focus on proactive patrol and crime prevention efforts. Another Police Officer position is being recommended to be added in Fiscal Year 2020. This will start a 3 year process to add 3 Police Officer positions to strengthen the School Resource Officer program partnership with the Dubuque Community School District bringing the number of School Resource Officers to 8 and bringing the Police Department to an authorized strength of 113 sworn officers.

- Chief of Police Mark Dalsing provides the following table comparing annual crime statistics:

**"Part I" Crimes for Calendar Years 2012-2018**

Compiled by the Dubuque Police Department

Performance Measures	CY12	CY13	CY14*	CY15	CY16	CY17	CY18	Avg.	CY18% Over/Under CY17	CY18% Over/Under Average	CY18% Over/Under Peak Year
<b>No. of Crimes Against Persons</b>	186	208	220	265	243	203	190	216	-6.4%	-12.2%	-28.30%
Murder	2	0	0	5	1	2	1	2	-50.0%	-50.0%	-80.0%
Sexual Assault	43	38	61	80	98	90	75	68	-16.7%	10.3%	-23.5%
Robbery	21	32	20	27	26	16	29	24	81.3%	20.8%	-9.4%
Aggravated Assault	120	138	139	153	118	95	85	127	-10.5%	-33.1%	-44.4%
<b>No. of Crimes Against Property</b>	1,992	1,791	1,662	1,953	1,875	1,667	1,543	1,783	-7.4%	-13.5%	-22.5%
Burglary	583	431	416	548	420	331	299	455	-9.7%	-34.3%	-48.7%
Burglary to Motor Vehicle	298	231	168	106	144	157	145	184	-7.6%	-21.2%	-51.3%
Theft	1,080	1,103	1,035	1,245	1,235	1,116	1,036	1,136	-7.2%	-8.8%	-16.8%
Theft of Motor Vehicle	31	26	43	54	76	63	63	49	0.0%	28.6%	-17.1%
<b>Total</b>	<b>2,178</b>	<b>1,999</b>	<b>1,882</b>	<b>2,218</b>	<b>2,118</b>	<b>1,870</b>	<b>1,733</b>	<b>2,000</b>	<b>-7.3%</b>	<b>-13.4%</b>	<b>-21.9%</b>

\* Switch to Sungard software August 2014

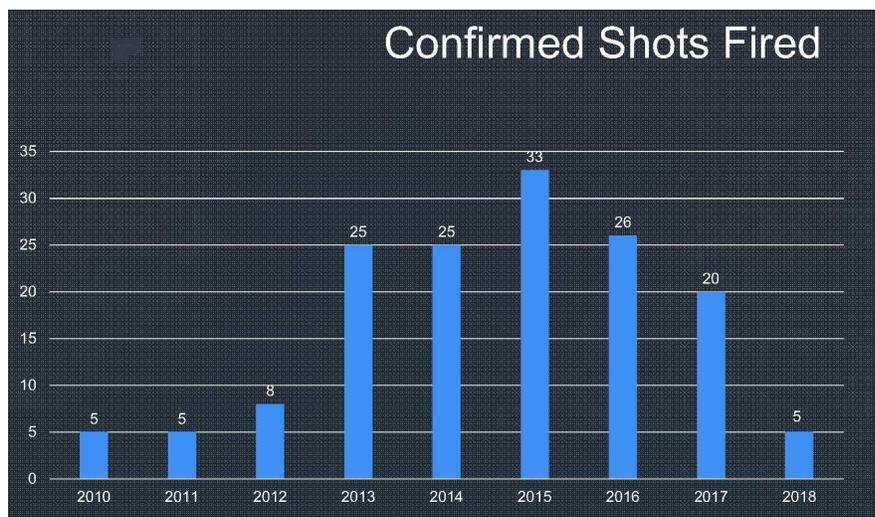
High Year

For Uniform Crime Reports, Crimes Against Persons, the calendar year 2017 national average clearance rate was 45.6%, while the Dubuque Police Department's calendar year 2018 clearance rate is 88%.

The number of confirmed "shots fired" calls were down from 33 in the high year 2015, 26 in 2016, 20 in 2017, and to 5 in 2018 (a 85% decrease from 2015). Five shots fired is still not acceptable, but the continued reduction is an improvement.

To improve the safety of Dubuque's housing stock, the International Property Maintenance Code was adopted in July 2016 and applies to all property types and provides a standard for property maintenance and minimum requirements. During Fiscal Year 2019, an additional Housing Inspector position was added and the City Council approved a tiered rental inspection system.

The City's network of security and traffic cameras grew to nearly 1,120 in 2018. As part of the City's efforts to enhance street lighting, 11 new mid-block poles and LED lights were added to the Washington Neighborhood in summer 2017. As part of the City's efforts to enhance street lighting, the City now owns 2,307 street lights, of which 1,148 are LED. Alliant owns 2,612 street lights, of which 1,405 are LED.



## **Comprehensive Plan**

In September 2017 the Mayor and City Council adopted a new comprehensive plan, "Imagine Dubuque 2037: A Call to Action." The comprehensive plan serves as a guide for the community's physical, social, and economic development. It can only be considered successful through the input and implementation of the community at-large. Engaging the community in a conversation about the future of Dubuque was at the core of the Imagine Dubuque process. Comprehensive plans are policy guides. Unlike zoning or city codes, they are not regulatory in purpose or application. Information in the Comprehensive Plan is used in many facets of city life. **Of greatest note is its role in informing City Council goal setting, which creates the annual budget priorities and land use decisions; the plan is not a substitute for the annual City Council goal setting process.**

As stated in the plan, "It is hoped that you will heed this call to action. It is your responsibility to develop the action steps, create the strategies for success, be inclusive in your efforts, and make your community sustainable and resilient. These are your ideas and you have the responsibility to participate and move them forward."

It was imperative to city leadership that the process of developing the comprehensive plan be inclusive and representative of the community. A year of community outreach produced over 12,500 ideas from all sectors of Dubuque. This outreach took many forms, from casual conversations at pop-ups events such as the Farmers' Market to focus groups, workshops, surveys, and on-line submissions. Beginning with Dubuque's Vision 2000 process initiated in 1990, the City has developed a tradition of local community planning excellence, and the comprehensive plan integrates those past planning efforts into one consistent vision for the community's future.

The comprehensive plan serves as a guide for the community's physical, social, and economic development. It is a community-wide resource that can only be considered successful through the input and implementation of the community at-large. Engaging the community in a conversation about the future of Dubuque was at the core of the Imagine Dubuque Comprehensive Planning process. That focus on listening intently to residents and tackling community-wide challenges together is one of the key reasons Dubuque was named an All-America City by the National Civic League four times in just 10 years!

Communities are dynamic - economic conditions change, technology causes change, and people change. A comprehensive plan must, in turn, be dynamic.

The Fiscal Year 2020 recommended budget includes \$20,000 for continued consultant assistance with implementation of the 2017 Imagine Dubuque Comprehensive Plan. The Plan's Call to Action, making implementation a community-driven rather than City-led effort, requires a second year of consultant support to achieve a successful hand-off to City Planning Services staff to assume the role of the backbone organization.

## **Traffic/Security Camera System**

In 2018, the City has installed 52 new cameras, along with 4.75 miles of conduit and many miles of fiber that will allow for future camera installation. The following is a list of areas where cameras have been added in FY18.

New Cameras	Updated Cameras	Updated Cameras
University at Nevada	US 20 at NW Arterial	US 151 at Maquoketa
Grandview at University	NW Arterial at Plaza Drive	Jackson at 20th
US 20 at Old Highway Road	Central at 14th	NW Arterial at Pennsylvania
Locust at US 20	Main at 3rd	NW Arterial at Central Ave (US 52)
Locust at Locust Connector	US 20 at Crescent Ridge	White at 11th
University at West Minster	Pennsylvania at Hempstead	Iowa at 9th
University at Pennsylvania	Main at 12th	Highway 151 at Jones Street
Pennsylvania at Irving	Main at 13th	Highway 151 at Connector
US 20 at Hill Street	Main at 14th	Highway 151 at 5th Street Ramp
Windsor at 22nd St	Iowa at 12th	Hill at Bryant St.
Windsor at Rhomberg	Locust at 4th	US 20 at Hill Street
Rhomberg at Marshall School	Locust at 5th	Kerper and 151 Ramp
Bluff at 9th	Iowa at 5th	Kerper at 16th
Pennsylvania at Hempstead	White at 5th	Iowa at 9th
Kerper at Fengler	Loras at Walnut	Jackson Park
Kerper at Shiras	Hill at 5th	Locust at 16th St
Asbury Road at Western City Limits	Loras at Alta Vista	
NW Arterial at Central Ave (US 52)	Asbury at Bonson	
Rhomberg at Hawthorne	Main at 9th	

In addition to the new cameras, another 67 cameras were replaced because of newer technology or camera failure. These newer cameras have a higher resolution and Wide Dynamic Range feature which allows them to see better in all light conditions. Today, there are 620 Traffic/Security cameras recorded through the Traffic Operations Center in City Hall. The remaining 505 cameras are recorded at various servers throughout the City. The recommended budget has funding for additional cameras in the amount of \$495,138 from FY 2020 through FY 2024. Additional funding is also allocated to the network of fiber optics that supports the camera system; Traffic Signal Fiber Optics, West Locust Fiber Redundant Path, Fiber Infrastructure Management System, and Fiber Optic Conduit Miscellaneous (\$922,450).

### Dilapidated Buildings/Structures

City Council executed a contract for a dilapidated building/structure identification and assessment program beginning in the FY 2019. The total project cost is \$123,900 funded in FY 2019. The 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.

The project will be implemented in three phases: identification, evaluation, and planning. Phase one will include the identification of all buildings and structures in the GDURD deemed to be substandard and/or where an illegal activity or use is evident. The current property maintenance code will be used as the principle standard by which conditions are assessed. In phase two, the exterior of buildings and structures will be evaluated for their feasibility of rehabilitation. The third and final phase of the project will be development of the revitalization plan. The plan will be organized by building concentrations and neighborhood impact. The plan will involve inclusive community engagement opportunities to help

inform the community revitalization strategies, responsibilities, and resources necessary to address dilapidated conditions and revitalization on a neighborhood level.

Beginning in the Fiscal Year 2020 budget, there is a Downtown Urban Renewal Area Non-Profit Accessibility Assistance Program to assist with accessibility improvements to existing public buildings either owned or operated by the non-profit (\$100,000 each year) and a Downtown Non-Profit Weatherization Assistance to assist non-profits in the Greater Downtown TIF area to make energy efficiency improvements to their buildings, including weatherization measures, HVAC system upgrades, access alternative energy sources, and other work to decrease their utility bills.

### **Five Flags Center**

A work group of city staff reported to the City Council referendum time frames, referendum questions and a traffic study regarding the closure of 5th Street. Conventions, Sports and Leisure International completed Phase 2 planning for an expanded and improved Five Flags Civic Center based upon diving deep into scenario 4. The Phase 2 Study was received and filed by the City Council on December 21, 2018. The Fiscal year 2020 budget includes \$12,000 for elevator upgrades, \$50,000 in FY 2021 for exterior brick wall replacement, \$25,000 for accessibility building modifications and \$255,000 for arena stage deck replacement in FY 2022, \$200,000 for arena concert audio reinforcement in FY 2023, and \$6 million in FY 2024 to repair the existing facility if the City council chooses not to do a referendum or the referendum is held and fails.

### **Winter Farmers Market**

In September of 2018 the City Council approved an agreement with Four Mounds to use the former Colts building owned by the City from November of 2018 through February of 2019. Leisure Services and other city staff worked with Four Mounds and the Winter Farmers Market Volunteer Coordinator to look at locations available for the Winter Farmers Market. Winter Farmers Market has arranged to move the Winter Farmers Market in February 2, 2019 to the Roshek building

### **Pet-Friendly Community**

The Mayor provided information about a pet friendly community assessment and information related to it from the US Conference of Mayors. The City Council approved a pet friendly community action plan process at their November 19, 2018 meeting. Members have been requested and appointed. Staff is setting up meetings and agenda topics. The Council requested the results of the assessment be presented to them prior to the August, 2019 goal setting sessions.

### **Campaign for Grade Level Reading**

A Grade Level Reading Steering committee is being led by the Community Foundation of Greater Dubuque. One of their focuses is to develop a community solutions action plan. The Partners in Learning AmeriCorps program places AmeriCorps members to tutor children in the Dubuque Community School District kindergarten through third grade classrooms. For the last academic year (2017-2018) the AmeriCorps program was a huge success. 97% or 462 out of 476 students who worked with AmeriCorps members 30 times or more improved their FAST Composite Score and are assessments the Dubuque Community School District uses to assess student's reading proficiency.

### **Multicultural Family Center Expansion**

The money to fund the expansion has been approved prior and will be a part of the winter 2019 bond sale. The total construction budget is approximately \$1.56 million. 563 Design has been contracted for the final design, bid specification preparation and construction management for the project. It is estimated that the bid specification will be completed in the summer of 2019 with construction in later 2019 and early 2020.

### **Comiskey Park Renovation**

The \$1.2 million project is funded by city funds and grant funds. Saiki Design was approved by City Council to perform engagement, design, construction management and grant administration services for the project. Spring and summer of 2019 there will be engagement activities. The project is heavily weighed for engagement of our marginalized community members. It is anticipated that the project would be bid later in 2019 with renovation work potentially late 2019. Completion would be set for late summer or early fall of 2020.

### **Inclusive Dubuque: Continue Support & Participation**

As an Inclusive Dubuque network partner, the City's Equity Teams continued their work. The Core Team worked with six departments to complete departmental equity plans and also assisted three more departments in identifying internal teams and completing assessments so they can begin their department plans. The Recruitment & Retention Team established a City workforce data baseline along with parameters for ongoing data collection in preparation for the hiring of the Strategic Workforce Equity Coordinator. The Cash Out Team piloted an end of year equity reporting structure with Contracted and Purchase of Service partner, reviewed responses, and is now implementing quarterly reports and working with partners to discuss community level indicators and program performance measures for 2020 contracts. Other equity work included introductory equity and inclusion training for all new City hires and an in-depth four-day workshop for City staff and community partners.

Launched in 2013, 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. The network began informally in early 2012 with less than a dozen community organizations and businesses beginning a conversation about the need for a collaborative effort around inclusion and equity in Dubuque. Today, the network consists of over 70 organizations and individual community members. Quarterly meetings of the full network provide an opportunity for partners to share ideas, review recent community activities related to diversity, equity, and inclusion, and offer an opportunity for ongoing networking among the group's members.

The Housing & Neighborhoods Sector Group led by Tom LoGuidice (NAACP member) and Tom Smith (property owner) has been focusing recently on the Housing Choice Voucher program and developed a series of draft recommendations related to resident and housing provider education. In December, the group shared these initial recommendations and obtained feedback from network partners and other impacted community organizations.

## **Training Opportunities:**

### Best Practices in Diversity, Equity & Inclusion

In September of 2018 we kicked off the second year of this 9-month peer-learning training series with 40 registered participants from corporate, academic, governmental, and non-profit organizations. These monthly 2-hour learning opportunities empower participants to create pathways that lead to increased self-awareness, recruitment, retention and improved workforce culture. Members of the Peer Learning Council - a subset of the Inclusive Dubuque network, drafted the curriculum and facilitate the monthly sessions.

### RaceForward: Advancing Equity

CFGD partnered with the national action institute Race Forward, one of the pre-eminent organizations helping communities across the United States to improve outcomes for all communities with a particular emphasis on racial equity. Race Forward catalyzes local communities, government, and other public and private institutions to dismantle structural racial inequity. Their work to craft and apply strategies and tools to transform our nation's policies and practices to create equitable outcomes for all is perfectly suited for the work that lies ahead for Greater Dubuque to fulfill its potential as a healthy, welcoming community.

Beginning in August of 2018 and concluding in January of 2019, this series consisted of four, 8-hour days of training that were attended by 43 participants representing 20 different non-profit organizations from across the community. This combination of training, strategic planning, and technical assistance allowed participants to build shared language and definitions on racial equity; assess our readiness for action; learn how to most effectively apply racial equity analysis tools; and expand their local ability to build skills and collaboration for racial equity.

### **Business Leader Equity Cohort**

In the fall of 2018 the Community Foundation partnered with the business community to establish a working group made up exclusively of executives from the Dubuque region called the Business Leader Equity Cohort. This newly-formed cohort is a group of CEOs, Presidents, and other C-level representatives from major business in the community who come together to share experiences and learn best practices for creating a culture of diversity, equity and inclusion across their organizations - from hiring to customer relations. The cohort held its initial meeting in October of 2018, a subsequent meeting in January of 2019, and is planning to continue to meet on a bi-monthly basis. To date, leaders from 18 different businesses have participated and additional leaders have expressed interest in joining the cohort. The meetings are facilitated by Oather Taylor, a recently retired Director of Diversity and Recruitment at Alliant Energy.

### **Julien Dubuque International Film Festival (JDIFF)**

CFGD sponsored two films at the 2018 film festival. The movie *Joy*, shared the story of a young African-American woman who struggled with the conflict between her personal feelings about inclusion and the external image that she portrayed publicly to others. The movie *Los Lecheros* highlighted the plight of the immigrant workers on a Midwest dairy farm. Both of these movies align closely with the key values of our foundation - building awareness around the importance of ensuring equity and promoting economic opportunity for all people. This screening event was very well attended, and included a panel discussion with the movie's actors and directors.

### **PolicyLink/National Equity Summit - Chicago, IL**

Equity summits amplify the significant achievements and strategic breakthroughs of the equity movement, allowing participants to learn from each other, strengthen our movement, and accelerate

progress. CFGD supported 8 community members in joining thousands of others April 11-13, 2018, in Chicago. The attendees explored the complexity and urgency of building a multiracial coalition at this pivotal moment for our nation.

### **Washington Garden/Neighborhood Engagement**

CFGD partnered with two residents from the Washington Neighborhood who manage the neighborhood garden and engage with the residents, driven by the premise that face-to-face interactions with your neighbors promotes inclusion in our communities. Gardening activities, streetscape landscaping, and mural street painting were just some of the events hosted in the neighborhood that helped to bring residents together.

### **Equity Coordinator Position**

The Community Foundation of Greater Dubuque updated the Inclusive Dubuque Coordinator position description to align with current activities and has filled the new position of Equity Coordinator. Collins Eboh started in the position on January 2, 2019. The new Equity Coordinator will be responsible for:

- Supporting the Inclusive Dubuque Network;
- Supporting the Business Equity Leader Cohort;
- Coordinating training programs such as Best Practices in Diversity, Equity, and Inclusion and Race Forward's Racial Equity Training for non-profits;
- Managing grants with an equity component;
- Managing communications around equity;
- Partnering with CFGD staff to conduct collective impact equity work such as the Campaign for Grade Level Reading, Project H.O.P.E., and work on community mental health needs.

In the coming year, network partners will continue to work to address inclusion, equity, and workforce priorities in the community. An "Equity Report" will document community efforts. Internally, City staff will continue towards integrating equity into the organization's performance measures, focusing on the use of an equity lens to examine service delivery, community engagement, staff recruitment and retention, and the impact of purchased and contracted services.

### **Opportunity Dubuque**

The Opportunity Dubuque program was launched in 2012 to meet the needs of local employers who were experiencing difficulty hiring CNC Machinists and Welders through short-term certification through Northeast Iowa Community College. Since then, the program has expanded to include certificates of training in other areas of manufacturing, as well as construction, transportation, customer services and healthcare. To ensure student success, each student works with a success coach throughout the recruitment, training, and employment process. Due to initial low enrollment of minority participants in Opportunity Dubuque, Greater Dubuque Development partnered with Northeast Iowa Community College to hire an Outreach Success Coach in 2015 to intentionally engage minority students to enroll in the program. The program now includes two success coaches who build relationships within the community and among non-profits organizations that serve a wide range of student populations, including minority populations. Some examples of these organizations are Iowa Workforce Development, The Dubuque Dream Center, The Multicultural Family Center, City of Dubuque Housing, Resources Unite, Fountain of Youth, The Department of Corrections, The Department of Human Services, and Opening Doors. They also work closely with various community health and mental health facilities to help educate front line staff with Opportunity Dubuque program information. Because of these strong community relationships and targeted recruitment efforts, the

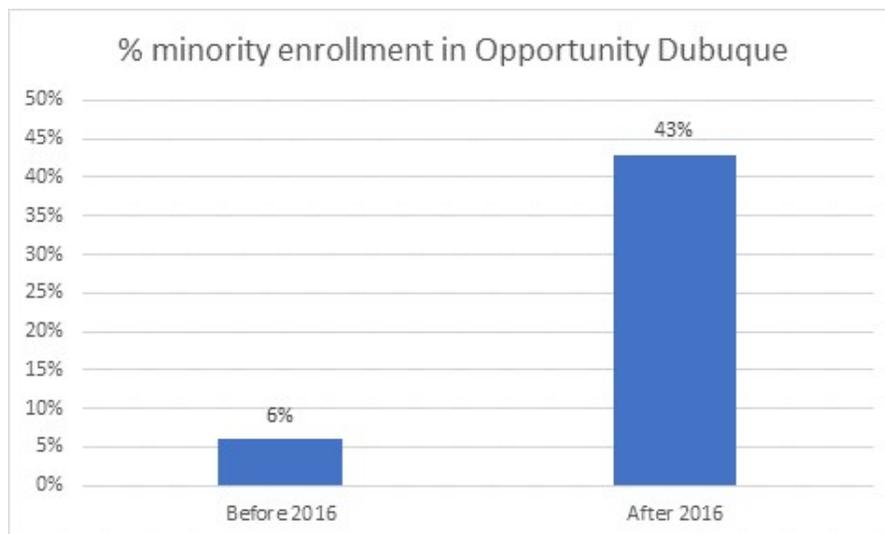
Opportunity Dubuque program significantly increased enrollment, completion and employment of minority populations. Once enrolled, success coaches work with students, including minority populations, to address barriers to completion of education and obtaining employment, such as transportation, childcare, and tuition. They also work with partner organizations to help connect the student with social supports such as housing/rental assistance, health care assistance, and food assistance.

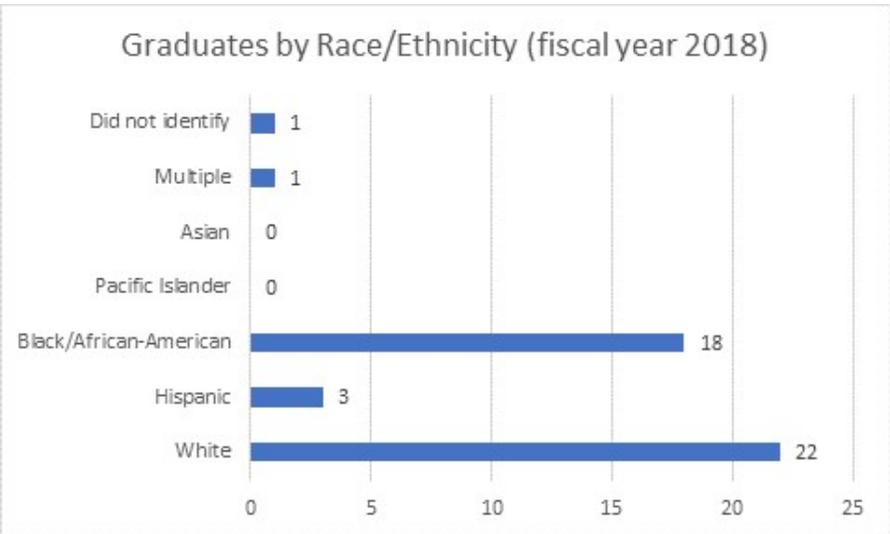
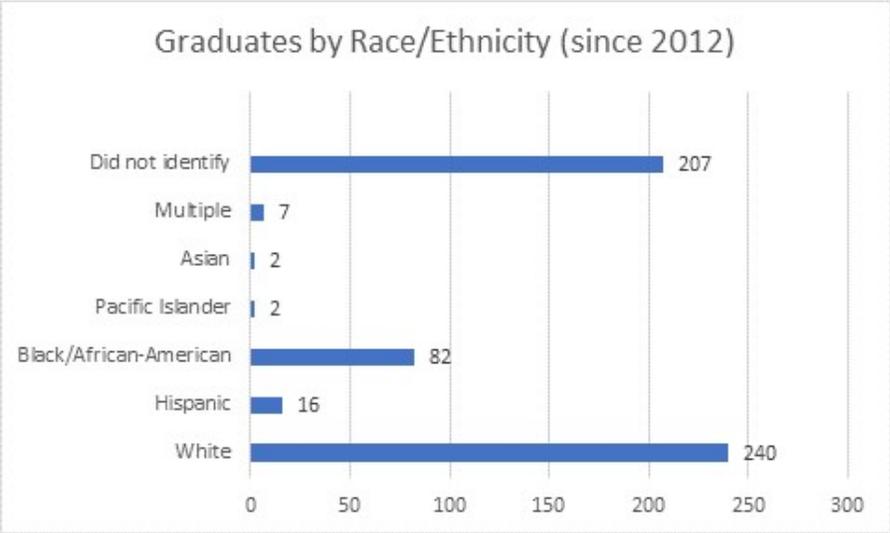
Since 2012, Opportunity Dubuque has had 708 enrollments and 556 successful graduates with an employment or continuing education rate of 95% within the first year after completion for those program staff have been able to contact (91% post-program contact rate). To date, 16 completers identify as Hispanic, 82 as African-American/Black, 2 as Asian, 2 as Pacific Islander, 7 as more than one race, and 240 as White/Caucasian. This represents 78% Caucasian/White completers and 22% minority completers. (Note: 207 participants chose not to identify their racial/ethnic status (37%)).

For the most recent fiscal year of the program (2018), 49% of completers (45) identified as minority: 3 Hispanic, 18 Black/African-American, 1 Multiple, 1 Unknown, 22 white. Before January 2016, only 24/356 (6%) of enrollees were minority students. Since January 2016, 141/328 (43%) of enrollees were minority, demonstrating significant success in minority outreach efforts.

Two success stories include the following:

- Tonna Winfrey, African American single mother, completed her CNA and Phlebotomy certificates through Opportunity Dubuque. She is now employed at United Clinical Labs.
- Rahkee Norman, African American male, completed the construction technology program, then went on to earn his Bachelor of Arts degree. He is now the owner of a construction company.





**River Cruise Docking Facilities**

The City has seen a significant increase in riverboat traffic to the Port with the arrival of two new riverboats, America and Louisiane. Due to limited docking space in the Port and docking scheduling conflicts, it is sometimes necessary for riverboats to dock at the Hawthorne Street landing located at AY McDonald Park. However, this site only works as a docking area for some of the boats.

The City has hired a design consultant and is negotiating with Viking River Cruise Lines on a construction cost split between the City and Viking. The Fiscal year 2021 budget includes \$462,500 in City funding and the Fiscal Year 2022 budget includes \$412,500 in City funding to design and build the river cruise docks.

**Roosevelt Road Water Tower**

The Roosevelt Street Water Tower project was identified as a solution to low operating water pressures in Zone 2 of the distribution system. Zone 2 encompasses the area in and around Roosevelt Street and Peru Road, including the Sky Blue Estates subdivision currently under development and the existing Alpine Park development and Eagle Valley Subdivision. The City has worked with Clapsaddle - Garber Associates, Strand Associates, Inc, and IIW, P.C., to identify efficient and economic solutions to manage the low-pressure issues experienced in Zone 2, along with a need to provide improved flows during fire flow conditions.

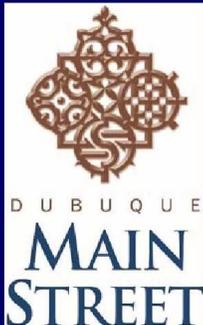
The new water tower would replace the existing Eagle Point Water Tower and other ancillary water infrastructure (\$3,983,000). Funding of the project is a combination of local funds and State Revolving Fund debt. The preliminary engineering report (PER) was completed (\$475,000) and approved by the Iowa Department of Natural Resources in January 2019. Following PER approval the project is scheduled for bid letting February 2019. A construction contract could be approved by the City Council in the first quarter of 2019.

**Downtown Revitalization**

Dubuque Main Street provided the following information on progress in downtown Dubuque:



## Downtown Revitalization



Improvement	1985 through December 2018	% since 2000
New Construction	\$261 million	92%
Building Rehabilitation	\$391 million	91%
Real Estate Sales	\$183 million	75%
Public Improvements	\$128 million	94%
Net New Jobs	+4,293	70%
<b>Total Improvements:</b>	<b>\$780 million</b>	<b>92%</b>

### **Government Transparency**

In September and October 2018, the City of Dubuque launched a new interactive budget simulation tool called Balancing Act. The online simulation invites community members to submit their own version of a balanced budget under the same constraints faced by City Council, respond to high-priority budget input questions, and leave comments. The Budget Office conducted community outreach with the new tool via print and digital marketing and presentations to the Institute of Managerial Accountants, Point Neighborhood Association, Young Professionals, Community Development Advisory Commission, Downtown Neighborhood, and at City Expo.

In November 2018, City staff hosted an evening public budget input meeting at the City Council Chambers in the Historic Federal Building. The Budget Office conducted community outreach with the new budget simulator tool to the Kiwanis Club and North End Neighborhood Association.

In December 2018, City staff presented the new budget simulation tool at the December 3, 2018 City Council meeting and hosted a Budget Simulator Workshop at the Carnegie-Stout Public Library in the Aigler Auditorium on December 8, 2018.

In January 2020, City staff presented the new budget simulation tool to the Sustainable University Dubuque class.

A total of 345 community members attended the budget presentations. There have been 1,020 page views of the Balancing Act budget simulator tool and 138 budgets have been submitted by the public as of January 21, 2019.

The input provided has been analyzed by City staff and evaluated by the City Manager for inclusion in the Fiscal Year 2020 budget recommendation as deemed appropriate, consistent with City Council priorities.

During Fiscal Year 2016, the City launched a web-based open data platform which can be found at <http://dollarsandcents.cityofdubuque.org>. The City of Dubuque's Open Budget application provides an opportunity for the public to explore and visually interact with Dubuque's operating and capital budgets. This application is in support of the five-year organizational goal of a financially responsible city government and high-performance organization and allows users with and without budget data experience, to better understand expenditures in these categories.

During Fiscal Year 2017, an additional module was added to the open data platform which included an interactive checkbook which will allow residents to view the City's payments to vendors. The final step will be adding performance measures to the open data platform to allow residents to view outcomes of the services provided by the City.

### **Letter to State Legislators**

As part of this budget message, I would like to provide the text of the letter I sent to our legislators this year encouraging them to help Dubuque focus on quality of life issues, on job creation, on job training, on our children's education and on the future as we deal with the biggest problem identified by business and industry and that is the availability of a skilled workforce and as we try to make Dubuque an "Equitable Community of Choice:"

Dear State Legislator:

The State of Iowa is an agricultural state and Dubuque supports ways that are devised to support agriculture and rural communities. The things that I advocate for like education, property tax backfill payments, Historic Tax Credits and Tax Increment Financing benefit all cities, counties and school districts, large and small. This does not diminish the fact that the economic engines in the State of Iowa are the population centers where most of the jobs are created and most of the state tax revenues are generated.

Dubuque has the lowest property tax rate per capita of the 11 largest cities in Iowa (those with a population larger than 50,000). In fact, Dubuque's property tax rate is 45% below the average of the 10 other cities. By the end of the current 5-year capital improvement program, the City will be utilizing only 37% of the statutory debt limit and currently has general fund reserves of 22%. Over the years, the City of Dubuque has reorganized and implemented technology improvements and actually has 27 fewer full-time employees than in 1981, even though the City now offers more services. Dubuque sets a very high standard when it comes to fiscal responsibility.

When it comes to job creation and economic development, Dubuque is a leader in the Midwest and in the State of Iowa.

"Would the last person to leave Dubuque please turn off the lights?" Residents used this dark humor to help deal with Dubuque's dire unemployment rate which hit 23% in January 1982. High school and college graduates left for more prosperous cities and states, taking their talent with them, with Dubuque losing almost 10% of its population in the 1980's.

Enter Tax Increment Financing. In 1985, the Iowa State Legislature amended urban renewal law to allow cities to use Tax Increment Financing (TIF) for economic development purposes. This tool simply directs the increase in property tax generated from property improvements to the city, which can use this increment to clean slum and blight and as a financial incentive to companies that invest and create jobs in the urban renewal area. This is how the City of Dubuque built 1,468 acres of industrial parks, now home to 55 businesses, including 47 local businesses that needed a place to expand.

The City of Dubuque has committed \$86 million in Tax Increment Financing incentives for businesses since 1990 in the industrial parks and in downtown Dubuque. This has leveraged \$490 million in private investment by these businesses. With the use of TIF, businesses in Dubuque have retained 3,988 existing jobs and created 6,428 new jobs. To date, 78 projects have benefited from the use of Tax Increment Financing.

Dubuque's responsible use of this only meaningful local economic incentive has created a nationally-recognized transformation. The Dubuque metropolitan statistical area (MSA) total employment for June 2018 was 60,500, a 61% increase since 1983 when total employment was 37,600. In October 2018, the Dubuque MSA's unemployment rate was 1.7%. Dubuque County's Median Household Income (MHI) rose from \$48,012 in 2009 to \$56,154 in 2016, a 14% increase. In this same period, the national MHI increased by only 2.5%. Dubuque has been ranked by Forbes, Kiplinger, the U.S. Conference of Mayors, the National Civic League, and the Milken Institute as one of the best cities in the United States to live and work.

This has all been achieved through Planning, Partnerships and People, leading to measurable outcomes. Dubuque believes in showing people we care, by our actions, so that they can have hope to achieve their personal goals, whatever they might be.

Here in Dubuque we are worried about one of our key partners, the State of Iowa.

The State of Iowa is underperforming in critical areas. It is ironic and troubling that we continue to hear about state legislation and rules that cut revenues available to local governments. Recently state legislation was proposed that would eliminate the promise to backfill past property tax reductions with state revenues, severely restrict the use of Tax Increment Financing (the only viable economic tool used by local governments to support growth in business investment and jobs) and eliminate or reduce Historic Tax Credits for building rehabilitation. These all threaten the ability of local governments to respond to local issues.

Information recently released by the State of Iowa Legislative Services Agency shows the change in population in counties across Iowa (Attachment I). It is a frightening trend that must serve as a wake-up call for all Iowans. If we want our children and grandchildren to be able to stay in Iowa and be successful, we must all work to make Iowa a place of choice, not only for businesses but also the workforce they will need to thrive. We should not be considering the elimination of economic development and community rehabilitation tools, but instead exploring how we can improve those tools to create more growth in jobs and population and to make the incentives more competitive. We should not be pursuing ways to starve cities, counties, and school districts of the funds they need. We should instead be looking to diversify sources of revenues so local governments can invest in the future for the benefit of the residents they serve, those here today and those we hope to be here in the future.

Iowa Percent Change in Population by County 2010-2017

State of Iowa +3.2% (+99,356)

There are 99 counties in the state of Iowa. Only 23 showed any growth at all over a 7-year period from 2010 to 2017. If you only consider counties that had at least 1% growth and have a population of 25,000 or more, only 11 of the 99 counties met these criteria and four of them are in the Des Moines/Ames corridor. In fact, the Des Moines/Ames corridor accounted for 81,808 (82%) of the 99,356 of the state-wide population growth.

Even some of the counties that include some of Iowa's larger cities showed very little growth or an actual decline.

<b>COUNTY</b>	<b>% Population Change: 2010-2017</b>
Woodbury (Sioux City)	+0.1%
Muscatine (Muscatine)	+0.3%
Pottawattamie (Council Bluffs)	+0.0%
Jasper (Newton)	+0.4%
Wapello (Ottumwa)	-1.7%
Cerro Gordo (Mason City)	-2.5%
Webster (Fort Dodge)	-3.4%
Clinton (Clinton)	-4.2%

**Fortunately, Dubuque County showed a growth of 3.3%, achieving a population of 97,041.**

The picture is just as discouraging when you look at the Estimated Population Migration from 2010 to 2016 (Attachment II). This measurement represents the number of people who have moved to these counties vs. the number of people who have left. The State of Iowa experienced a net inflow of only 24,643 people during this 6-year period.

If you only consider counties that had a net positive change of at least 1,000 people, only 9 (9%) of the 99 counties met that criteria, with 4 of those in the Des Moines/Ames Corridor. **Fortunately, Dubuque County is one of those nine with a net migration increase of 1,389.**

Last year, legislation was introduced in the Iowa Senate to eliminate over 3 years the promised property tax backfill payments to cities, counties, and school districts. This would have cost the City of Dubuque \$344,233 in revenues in Fiscal Year 2019, \$688,465 in Fiscal Year 2020, and \$1,032,698 in Fiscal Year 2021 and each year beyond. This is on top of the loss Dubuque experiences from the reduction of property taxes from apartment buildings that will reach over \$1.2 million per year by Fiscal Year 2024 and is not being backfilled by the State. The legislation would have also reduced funding for the State of Iowa Historic Tax Credit Program (HTCP). This is a significant source of financing for private developers across the state as they renovate old buildings and repurpose them, like the projects in the Historic Millwork District that are creating commercial and retail space and hundreds of apartments for workforce housing.

Downtown historic redevelopment in Dubuque has added well over 2,100 permanent jobs in buildings that had been underutilized or were deteriorating or vacant for decades. Dubuque developers have completed 35 projects to date using the Iowa Historic Tax Credit Program. Just over \$42.5 million in Iowa HTCP funding has leveraged over \$143 million in private investment. Dubuque currently has 19 more projects in the works, with an estimated \$18.5 million in Iowa HTCP funding, which is expected to leverage approximately \$56 million in private investment.

Dubuque's responsible use of historic tax credits is nationally-recognized as noted in the Fall 2018 Preservation Magazine produced by the National Trust for Historic Preservation, in *Finding Dubuque: An Iowa City Rediscovered Its Sense of Place* by Lisa Selin Davis:

"Never, in 15 years of writing about historic preservation, had I heard so many people utter the words "historic tax credits" with such passion and reverence...The tour helped me understand the unusually deep and detailed public-private partnerships that are making Dubuque a model of economic development and community revitalization.

As impressive as these buildings are, just as impressive is the preservation fever that has taken hold of the city. Preservation projects are creating ripple effects-bringing in new blood, welcoming long-lost Dubuquers home, and encouraging people from all over the city to participate in the salvation of historic Dubuque.

Anyone can restore a building. But Dubuque residents, together, are restoring a community."

Information recently released by the State of Iowa Legislative Services Agency shows the performance of Main Street Iowa communities from Fiscal Year 1987 - Fiscal Year 2018. Of the Urban Main Street communities over 50,000 population, Dubuque has leveraged \$716,853,589 in private and public dollars invested in acquisition and rehabilitation. This amount is the highest amount of any city and represents 37% of the \$1,912,278,450 grand total for the State of Iowa.

A 2018 report released by the Iowa Business Council, which represents many of the state's largest employers, should be a great cause of concern for the State of Iowa. When compared with how Iowa ranks among all 50 states in key metrics comparing the year 2000 with 2017, it is clear that Iowa needs to do more, not less, to support economic development, job growth, and workforce development:

	2000 Ranking	2017 Ranking
Median Household Income	21	26
Gross State Product	29	30
8 <sup>th</sup> Grade Reading Proficiency	11	17
8 <sup>th</sup> Grade Math Proficiency	12	14
Education Attainment High School	9	11
Education Attainment Bachelor Degree	22	34
Gallup-Healthways Well-Being Index	7	19

Two bright spots in the analysis were:

	2000 Ranking	2017 Ranking
State Public-Pension Funded Ratio	29	13
State Business Tax Climate	46	40

We need healthy partners and partnerships to succeed. Locally we have that, and in the past we have had that with the State of Iowa. The State has given Dubuque a Vision Iowa grant, that led to over \$400 million in investment in the Port of Dubuque. The State has given Dubuque the Flood Mitigation State Sales Tax increment grant that has supported the \$227 million Bee Branch Creek Watershed Flood Mitigation project. The State has allowed cities and counties to use Tax Increment Financing, which has led to the retention and creation of thousands of jobs in our industrial parks and the revitalization of downtown, the Port of Dubuque and the Historic Millwork District. The State is now building the Southwest Arterial with the support of the City and County of Dubuque.

Please do not listen to those that say the way to prosperity for the State of Iowa is to cut revenues, programs and services, especially as they affect the least of our friends and neighbors who might have fallen on hard times, or who might be dealing with the issues of aging or who are disabled. Let's not look to states like Kansas and Oklahoma as models for our future. Let's look at states like Minnesota, our colder and snowier neighbor to the north, where agriculture is important as in Iowa and who thrives in spite of their weather challenges.

At the state level, please ask your legislative colleagues to stop pursuing billion dollar tax cuts when the State struggles to pay its bills today. Please ask your colleagues to stop looking at ways to restrict the use of Tax Increment Financing, one of the few viable economic development tools local governments have to create jobs and revitalize blighted areas.

Please ask them to stop looking at eliminating the Historic Tax Credit program that creates incentives for private developers to renovate historic buildings. Please ask them to stop considering going back on their promise to provide backfill payments from when the State reduced commercial and industrial property tax revenues to cities, counties and schools.

We need the State of Iowa to focus on how we can all work together to grow Iowa and to make our communities a place of choice where our children and grandchildren want to stay and new people want to come as we deal with the biggest problem identified by business and industry and that is the availability of a skilled workforce. We need to focus on quality of life issues, on job creation, on job training, on our children's education and on the future. To do that we need tools at the local level and we need healthy, engaged and active partners. Let's work together creating strategic initiatives around mental health, childcare, quality affordable housing, job training, workforce development, job creation and do all this looking through an equity lens. State of Iowa, you are our friend and we care about you. We want the State of Iowa and the City of Dubuque to have hope to achieve our goals working together.

Sincerely,

A handwritten signature in black ink that reads "Michael Van Milligen". The signature is written in a cursive style with a large initial 'M'.

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Michael C. Van Milligen  
City Manager

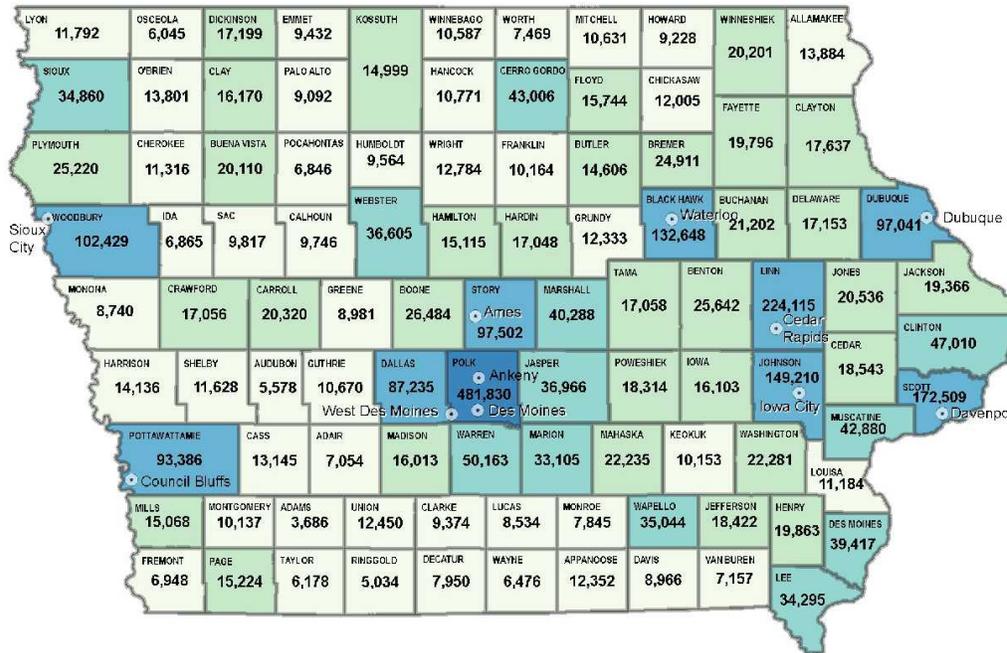
Attachment I

Population by County — 2017 Estimate

Total Population

**3,145,711**

Iowa Population



Estimated Population

- 3,686 - 14,136
  - 14,137 - 26,484
  - 26,485 - 50,163
  - 50,164 - 224,115
  - 224,116 - 481,830
- Major Cities

Top Five Counties:

1. Polk: 481,830
2. Linn: 224,115
3. Scott: 172,509
4. Johnson: 149,210
5. Black Hawk: 132,648

Top Five Cities:

1. Des Moines: 217,521
2. Cedar Rapids: 132,228
3. Davenport: 102,320
4. Sioux City: 82,514
5. Iowa City: 75,798

Percent Change in Population — 2010-2017

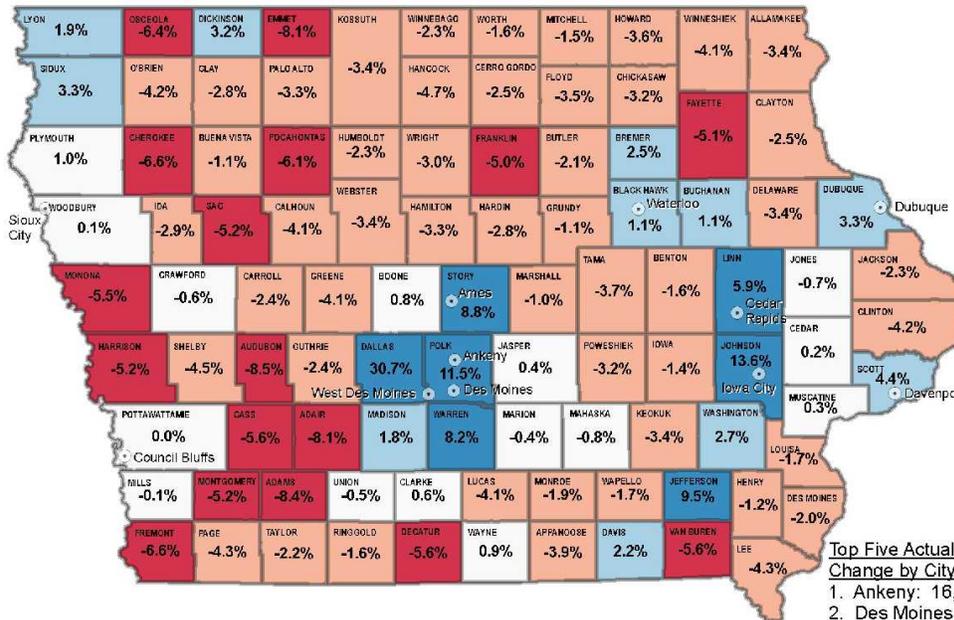
Statewide:

**+3.2%**

Percent Change

**+99,356**

Population Change



Percent Change

- 8.5% to -5.0%
  - 4.9% to -1.0%
  - 0.9% to 1.0%
  - 1.1% to 5.0%
  - 5.1% to 30.7%
- Major Cities

Top Five Actual

Change by County:

1. Polk: 49,607
2. Dallas: 20,498
3. Johnson: 17,917
4. Linn: 12,458
5. Story: 7,875

Bottom Five Actual

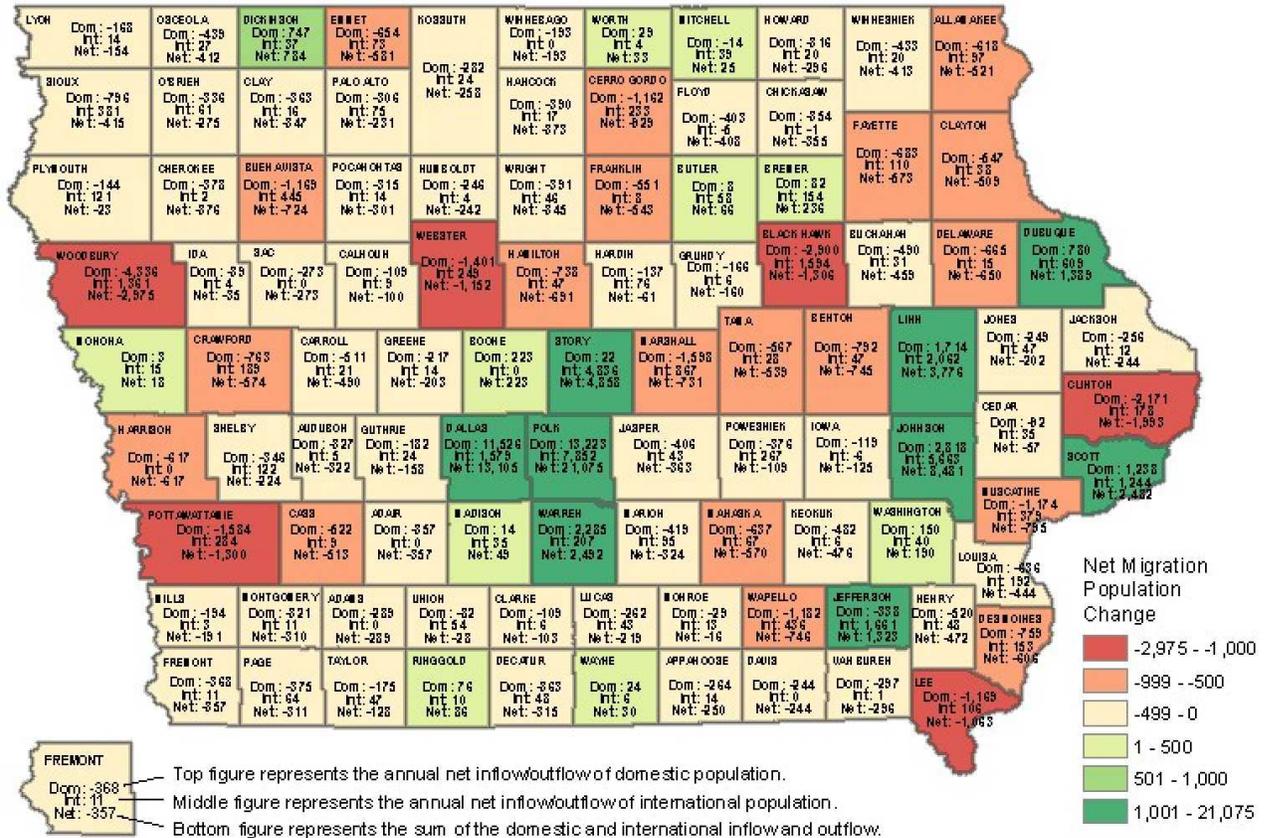
Change by County:

99. Clinton: -2,082
98. Lee: -1,552
97. Webster: -1,278
96. Cerro Gordo: -1,087
95. Fayette: -1,062

Sources: U.S. Census Bureau, 2017 Population Estimate; LSA calculations  
LSA Staff Contact: Michael Guanci (515.729.7755) [michael.guanci@legis.iowa.gov](mailto:michael.guanci@legis.iowa.gov)



Estimated Population Migration – April 1, 2010 to July 1, 2016



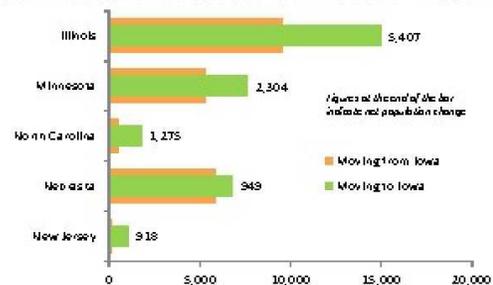
Statewide Estimated  
Five-Year Change – 2010-2016:

Domestic Change: -10,683  
International Change: +35,326  
Net Migration Change: +24,643

Statewide Estimated  
One-Year Change – 2015-2016:

Domestic Change: -3,392  
International Change: +6,336  
Net Migration Change: +2,944

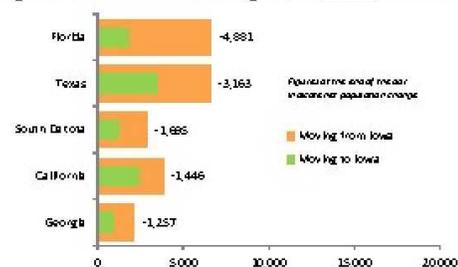
Highest Domestic Net Migration Gain – 2015-2016



Top Five States of Total Population Moving To and From Iowa – 2015-2016



Highest Domestic Net Migration Loss – 2015-2016



Sources: U.S. Census Bureau, Estimates of the Components of Resident Population Change, LSA calculations  
LSA Staff Contact: Adam Broich (515.281.8223) adam.broich@legis.iowa.gov



**Conclusion**

There will be six City Council special meetings prior to the adoption of the Fiscal Year 2020 budget before the state mandated deadline of March 15, 2019.

I want to thank Budget Director Jennifer Larson, Assistant City Manager Cori Burbach, Senior Budget Analyst Rachel Kilburg, Public Information Officer Randy Gehl, Office Manager Juanita Hilkin, Secretary Stephanie Valentine and Communications Assistant Natalie Riniker, for all their hard work and dedication in preparation of this budget recommendation.



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Michael C. Van Milligen  
City Manager

MCVM:jml



2018 IN REVIEW

# CREATING AN EQUITABLE COMMUNITY OF CHOICE

A high-performance organization (and community) that is data-driven, outcome-focused, and built on resiliency, sustainability, equity, and compassion

## Robust Local Economy

A development agreement between the City and Dupaco Community Credit Union to redevelop the “Voices” Building at 1000 Jackson St. in the Historic Millwork District was negotiated in 2018 and approved by the City Council in January 2019. Dupaco will invest \$38 million to create almost 83,000 sq. ft. of office space in the redevelopment of the five-story structure and plans to occupy three floors and prepare the remaining floors for other commercial tenants. Dupaco will expand from its current 150 operations employees with the addition of at least 40 new full-time employees prior to October 2023. City incentives for the project include 15 years of tax-increment financing (TIF) rebates and a commitment to review and address transportation and parking needs in the district. The project is expected to be substantially completed by July 2021.



Architectural Rendering : 10th & Washington Streets  
Courtesy of Dupaco Community Credit Union

### OTHER CITY-SUPPORTED BUSINESS EXPANSION



**MEDLINE:** 150 NEW JOBS  
**FLEXSTEEL:** 200 JOBS RETAINED

### INCREASING OPPORTUNITIES IN 2018

- The City created a microloan program for local startup businesses: A total of \$105,000 was disbursed
- The City secured over \$7 million in federal funds and designated two downtown census tracts as “Opportunity Zones” in order to attract public and private investments in our community.

## Diverse Arts, Cultural, Parks & Recreation Experiences and Activities

### AMENITIES TO HONOR VETERANS >>

In November 2018, the City Council approved the Chaplain Schmitt Memorial Island Improvement Agreement as proposed by the Dubuque Racing Association (DRA). The estimated \$3.2 million in improvements include amenities to honor veterans, highlight the heroism of Chaplain Aloysius Schmitt, improve the overall experience, and enhance the existing monuments. All of the existing memorial elements will be preserved in their current location or integrated into the new layout. The agreement provides that the DRA will pay for the improvements and annual maintenance of the project and the City of Dubuque will complete the design, engineering, and construction of the project. Construction will begin in 2019 and is expected to be completed by Memorial Day 2020.



Architectural Rendering : Courtesy of RDG Planning & Design

### MIRACLE LEAGUE OF DUBUQUE >>

In October 2018, the City Council approved development and lease agreements between the City and the Miracle League of Dubuque to create a Miracle League baseball field, all-inclusive playground, and indoor facility for children and adults with special needs on a portion of Veterans’ Memorial Park. In early 2019, Miracle League of Dubuque reached its goal of raising \$3.6 million to construct the project. Once completed, the City will be responsible for day-to-day maintenance of all the amenities constructed and the complex will be used and owned by the City as a public park to be enjoyed by all. Construction is expected to be completed in late 2019.



Architectural Rendering : Courtesy of Straka Johnson Architects

## Diverse Arts, Cultural, Parks & Recreation Experiences and Activities (continued)



- 175 individual teens served
- 13 culture events held
- 1,700+ cultural event participants

In 2018, educational, empowerment, and social support programs for youth, teens, and adults through the Multicultural Family Center (MFC) included, but were not limited to: weekly teen nights, MFC Food Pantry, Dia De Los Muertos, Juneteenth, International Travel Club, Sahaja Yoga/Meditation, STEM into Action, Multicultural Art History Program, Gay Pride Picnic, Marshall Islands Constitution Day, Math/Science Tutoring, Robotics, Germany Cultural Presentation, and more!



The Carnegie-Stout Public Library served nearly **265,000 people** in person in 2018 and many more accessed electronic resources from home, work, or school. In addition to the **782 programs** for people of all ages, which were **attended by**

**22,300 people**, the library added new collections for check out including: Kindle Fires, hot spots, streaming video, baking pans, board games, and early literacy packs for families. New services offered last year included virtual reality, the bicycle library, and delivery to the homebound. Total use of the collection was approximately **629,000**.

### 2018 OUTCOMES

- The Leisure Services Department's Rec-n-Roll Trailer was utilized over 50 times, expanding the department's reach into the community and providing free programs and services.
- In its second year, the Leisure Services scholarship program resulted in **150 low-income families redeeming \$16,446 in scholarship credits** for programs and services.
- Creek Wood Park completion
- Eagle Point Park registered on National Register for Historic Preservation and expanded by 12 acres
- Expansion from 4 shared to 9 dedicated pickleball courts
- Skate Park groundbreaking
- Tree City USA designation

**WHAT THIS MEANS FOR DUBUQUE:**  
A variety of programming and parks expansions increase access for healthy recreation for all residents.

## OUR COMMUNITY IS DEDICATED TO ADVANCING EQUITY.

### IN EDUCATION

#### Campaign for Grade Level Reading

547 first and second grade students qualified for summer reading support and 221 attended summer programs.

#### Re-Engage Dubuque

157 of 185 students who dropped out or were at risk of doing so were re-engaged to work towards their High School Diploma or High School Equivalency Diploma (HSED) through Re-Engage Dubuque during the 2017-18 school year.

#### My Brother's Keeper Network

This network worked to support youth of color and low-income youth to improve school achievement, graduate from high school, and proceed to college and/or a career.

#### 2018 OUTCOMES

- 160 students participated in summer programming and 88% maintained or increased literacy skills;
- 377 students completed out-of-school academic programs with network partners during the school year and 191 maintained or increased literacy skills.

### IN HEALTH

#### The Dubuque Pacific Islander Health Project

#### 2018 OUTCOMES

- increased enrollment of Pacific Islanders in prevention programs and treatment;
- increased primary care relationships;
- decreased ER visits by 38%;
- decreased missed appointments by 60%.

### IN OUR ORGANIZATION

Dubuque received a score of 100 on the 2018 Municipal Equality Index (MEI), a ranking of municipalities across the country based on the inclusiveness of their laws, policies and services for LGBTQ residents. **Dubuque's score is significantly higher than the national city score average of 58 points.**

Specific successes included providing trans-inclusive health benefits for City staff, offering domestic partner benefits to same-sex partners, including protections based on gender identity in City contract provisions, and establishing official LGBTQ liaisons to the City Manager.

### IN OUR COMMUNITY

Ten local agencies received Purchase of Services awards from the City, totaling \$102,706. Thirteen agencies received \$2,557,383 in Contracted Services funding. **This investment allows partner agencies to implement the Imagine Dubuque Comprehensive Plan and City Council Goals & Priorities.**

## Vibrant Community: Healthy & Safe

From 2017 to 2018...

Crimes Against Persons  
- dropped by **6.4%**

Crimes Against Property  
- dropped by **7.4%**

FBI Uniform Crime Reports crime categories  
- overall decrease of **7.3%**

Overall total crimes from high year of 2015  
- dropped by **21.9%**



## Partnering for a Better Community

During the 2017-2018 school year, AmeriCorps Partners in Learning provided **tutoring to over 1,000 children** in the Dubuque Community School District. 97% (462 out of 476) Dubuque Community School District K-3rd grade students tutored by our AmeriCorps members improved their reading score from Fall 2017 – Spring 2018.



**97% of students improved their reading score!**



Forty teens participated in the Multicultural Family Center's

AmeriCorps Supported Program: STEP (Summer Teen Empowerment Program). Thirty-five of those teens graduated from the STEP program and earned independent learning credit from the Dubuque Community School District.



AmeriCorps provided summer enrichment programming to **OVER 500 YOUTH** during the summer of 2018.



### PARTNERING FOR VIBRANT, HISTORIC NEIGHBORHOODS

**COMMUNITY HOUSING INITIATIVES (CHI)** is a local non-profit organization that buys dilapidated properties in the Washington Neighborhood to rehab and resell. *In 2018, the average sale price of the twenty-three properties that CHI purchased, rehabilitated and sold is \$98,426, increasing the value of the dwelling prior to rehab by over \$46,887.*

The **TRUE NORTH INITIATIVE** focuses on removal of blight and creation of affordable workforce housing. In 2018, three blighted rental properties were purchased and will be rehabilitated and resold as single-family homes to Dubuque's growing workforce.

### OPPORTUNITY DUBUQUE PARTNERSHIP

In FY18, Opportunity Dubuque enrolled 95 participants, with a total to-date enrollment of 708 in this career pathway certificate program. 96% of those who have completed an Opportunity Dubuque certificate program since 2012 are employed or continuing their education. Of those employed or continuing their education (for whom we have race or ethnicity information), 32% are racial and ethnic minorities.

**WHAT THIS MEANS FOR DUBUQUE:** Better jobs for residents and increased workforce for local employers.



## Connected Community

Street improvements including the Loras-Grandview Traffic Signals Improvement project and the University / N. Grandview roundabout contributed to average commute times in Dubuque of 14.5 minutes; a reduction of 2% from the previous year. The average commute time in Iowa is 19 minutes. **Dubuque's average commute time is 24% less than the average commute in Iowa.**

The City of Dubuque installed/reconstructed 127 ADA ramps in the City. When reconstructing streets and resurfacing streets in the city, engineering staff bring the ADA ramps up to current standards.

#### WHAT THIS MEANS FOR DUBUQUE:



Upgrading the ADA ramps improves accessibility to those residents with mobility issues.



### HIGH-SPEED CONNECTIVITY

In the last year, over 8.6 miles of fiber-optic cable has been installed, with a current total over 48 miles of fiber optic cable.

### THE JULE - EXTENDED HOURS OF SERVICE

Evening transit was extended to provide service until 9:15 p.m. Rides from May-December 2018 totaled 22,811 rides -- which is 19,502 more rides than would have been provided before service hours were extended.

## Livable Neighborhoods & Housing



Through the Lead & Healthy Homes Program,  
129 units were made lead safe in 2018

In July 2018, the City adopted the tiered inspection process for rental properties. **Currently, 187 units are under “priority category designation.”**



### WHAT THIS MEANS FOR DUBUQUE:

The new process helps decrease rental units in disrepair and increase the availability of quality, affordable housing options for residents.

### HOUSING CHOICE VOUCHER PROGRAM

**Increasing housing stability:** Each month, the Housing Choice Voucher program provided rental assistance for about 825 households.

**Supporting opportunity for growth:**

- 12 households successfully moved to unsubsidized housing
- 37 households opened escrow accounts and earned more income each month than when they started on the program

## Sustainable Environment

- The City added electronics recycling to its large item collection program, offering residents a more accessible option to manage electronics.
- Improved outreach and education efforts and completing a solid waste study increased resident awareness of recycling, helping to divert 4,389 tons of material from the landfill last year.
- The Dubuque Metropolitan Area Solid Waste Agency began a project to capture methane at the landfill and convert it to more than 1 million gallons of fuel annually, decreasing environmental impact and creating new revenue.
- A new public/private partnership project at the Water & Resource Recovery Center is now capturing and further processing excess methane produced at the facility, creating additional revenue for the City (estimated at \$80,000/year) and advancing efforts to meet the Greenhouse Gas Reduction Goal of 50 percent by 2030.

## Financially Responsible, High-Performance City Organization

In 2016 the City of Dubuque undertook its Broadband Acceleration Initiative which focuses on public/private collaborations and includes a comprehensive strategy to reduce the cost and time required for broadband expansions in Dubuque. Using public-private partnerships between the City and broadband providers and sharing agreements approved by City Council for co-location and fiber optic and conduit build, to date the city has realized **\$1.6 million in enhanced broadband value with \$890,189 occurring in 2018.**

### WHAT THIS MEANS FOR DUBUQUE:

Expansion of broadband infrastructure throughout the City can lead to improved service and additional internet service provider options for residents and businesses, as well as improved connectivity and efficiencies for City operations and equipment utilizing broadband.

CM025-013119

The City is encouraging the development of a variety of affordable housing options throughout the community:

### 1185 Radford Road >>

The City Council approved an agreement with Landover Corp. for a \$10.5 million project to construct a new, 50-unit, affordable residential housing development for families at 1895 Radford Rd. To support the project, the City established an Urban Revitalization Area at the property and will allow the taxable value of the property to be frozen at its current level for up to ten years. As part of the agreement, Landover is required to accept Housing Choice Vouchers in all units developed.

### 1225 Alta Vista >>

The City Council approved an agreement with Horizon Development Group for an \$11 million project to construct a new, 60-unit, affordable residential housing development for seniors at the former site of Nativity School at 1225 Alta Vista. To support the project, the City established an Urban Revitalization Area at the property and will allow the taxable value of the property to be frozen at its current level for up to ten years. As part of the agreement, Horizon is required to accept Housing Choice Vouchers in all units developed.

### 2222 Queen Street >>

The City is working with Cohen-Esrey Development Group on a nearly \$6 million adaptive reuse rehabilitation project to convert the former Sacred Heart School/Marquette Hall into 28 one- and two-bedroom units for seniors by summer 2019 at the former Sacred Heart School building at 2222 Queen Street. Twenty-five units will be income-restricted units. State historic tax credits are being pursued for the project and the City is supporting the project with Downtown Rehabilitation Grant Program funds and Downtown Housing Creation Incentive funds.

### 180 W. 15th Street >>

The City is working with Full Circle Communities Inc. on a building rehabilitation project to create 36 units, including four market-rate units, at the former St. Mary/St. Patrick School at 180 W. 15th St. The City is supporting the project through the Downtown Rehabilitation Grant Program (Façade Grant, Planning & Design Grant, Financial Consulting Grant) and Downtown Housing Creation Incentive Funds.

### New Construction >>

The City is supporting private residential development through housing tax-increment financing (TIF) districts featuring hundreds of new residential lots in four locations. The Rustic Point Housing TIF District is on the north edge of the city, the South Pointe and Timber Hyrst Housing TIF Districts on the city's southern edge, and the English Ridge Housing TIF District on Dubuque's southwest border.

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

 /CityOfDubuque  @cityofdubuque

**DIFFERENCES OF FISCAL YEAR 2020 ADOPTED BUDGET  
FROM FISCAL POLICY GUIDELINES**

**Tax Asking**

The property tax guideline amount approved by the City Council on December 17, 2018, as part of the policy guidelines for preparing the Fiscal Year 2020 budget, totaled \$26.4 million (0.5 percent less than Fiscal Year 2019). The adopted tax asking is \$26.3 million (0.75% percent less than Fiscal Year 2019 tax asking). The tax asking decreased (\$74,422) from the projected property tax guideline. The Budget Guidelines reported a residential rollback of 56.1324% but the actual residential rollback is 56.9180%. This increase in rollback increased the taxable value for residential. This required a lower property tax rate to keep the average residential property at no property tax increase. The lower property tax rate results in a lower adopted tax asking.

**Property Tax Paid by Average Homeowner**

The adopted policy guideline included no property tax increase for the average residential property owner assuming the Homestead Property Tax Credit is fully funded. The recommendation included in this budget remained unchanged with no increase for the average residential property owner.

**Property Tax Paid by Average Commercial Property**

The adopted policy guideline included a 0.59 percent tax decrease for the average commercial property owner. The recommendation included in this budget is a 1.48 percent tax decrease for the average commercial property owner.

**Property Tax Paid by Average Industrial Property**

The adopted policy guideline included a 0.72 percent tax decrease for the average industrial property owner. The recommendation included in this budget is a 1.79 percent tax decrease for the average industrial property owner.

**Property Tax Paid by Multi-residential Property**

The adopted policy guideline included a 5.69 percent tax decrease for the average multi-residential property owner. The recommendation included in this budget is a 7.07 percent tax decrease for the average multi-residential property owner.

**Tax Rate**

The Fiscal Year 2020 "City" portion of the tax rate is being decreased by \$0.26 from the Fiscal Year 2019 rate of \$10.5884 to a tax rate of \$10.3314 per \$1,000 of taxable assessed valuation. The property tax guideline established by City Council included a rate of \$10.4856 (0.97 percent less than FY 2019). The recommendation included in this budget is a rate of \$10.3314 (2.43% percent less than FY 2019).

**Subsequent Changes**

Changes that occurred after the Fiscal Year 2020 guidelines were presented and adopted by City Council on December 17, 2018 include the following:

- Property tax guidelines reflected the City portion of health insurance expense decreasing from \$1,193 per month per contract to \$903 per month per contract (based on 572 contracts) or a 24.3% reduction (general fund savings of \$1,350,468). The adopted budget includes a decrease from \$1,193 per month per contract to \$921 per month per contract or a 22.8% reduction (based on 572 contracts) in Fiscal Year 2020 (General Fund savings of \$1,266,501). The City went out for bid for a third-party administrator in FY 2017 and the estimated savings have been exceeded from the new contract and actual claims paid. In addition, the Firefighters Collective Bargaining Group began paying an increased employee health care premium sharing from 10% to 15% on July 1, 2018 matching all other City employees (except the Police Collective Bargaining Group). During FY 2018, the City went out for bid for benefit provider for the prescription drug plan and there is an estimated \$243,808 in savings resulting from the bid award. The projected savings budgeted in FY 2018 was \$897,443. The actual health plan savings in Fiscal Year 2018 exceeded the budget by \$1,254,012, which increased the health insurance reserve. In FY 2019, the City projects a reduction in health costs (through December 2018 experience) of \$571,901 (6.4%) from FY 2018 actual. The reduction in health costs in Fiscal Year 2018 and the continued reduction in Fiscal Year 2019 allowed the City to reduce the City portion of city employee health insurance expense
- Property tax guidelines reflected a Transit subsidy of \$1,550,795. The adopted FY 2020 budget reflects a Transit subsidy of \$1,558,460 due to the cost related to the adopted improvement packages.

# GUIDING PRINCIPLES OF THE MANAGEMENT PHILOSOPHY

Michael C. Van Milligen  
*Dubuque City Manager*

## 1. PLAN YOUR WORK AND WORK YOUR PLAN

The plan needs to be driven by:

- *Engagement (employee, resident, customer)*
- *Data that focuses on outcomes*

## 2. INPUT-ORIENTED

Team members should take advantage of the valuable input that can be provided by residents and employees for department decision-making.

Themes for effective use of the guiding principles

- *Believe that people of all cultures and backgrounds provide valuable input*
- *Understand the benefits of receiving input from others*
- *Develop the processes that capitalize on the input of others, and work to remove barriers to participation*
- *Understand the benefits of empowering others*
- *Seek first to understand and then to be understood – Steven Covey*
- *Motivate staff and encourage employee initiative*

## 3. PROBLEM SOLVERS

Team members' approach to issues should be to focus on what can be done to solve the problem.

Themes for effective use of the guiding principles

- *Create processes that help others be more creative problem solvers*
- *Perceive problems as opportunities*
- *Look to others to help solve problems*
- *Develop an understanding of the various cultural approaches to conflict and learn skills to adapt*
- *Encourage risk-taking*
- *Practice flexibility and assume good intent from participants with whom you disagree*
- *Understand that bureaucracies function best in black and white issues, while most issues are varying shades of gray*

## 4. DEVELOP PARTNERSHIPS

Team members can be more effective by developing partnerships with other departments and outside organizations.

Themes for effective use of the guiding principles

- *Form teams around defined tasks*
- *Encourage employee involvement through problem-solving task forces*
- *Develop team processes for decision-making and setting goals and objectives*
- *Facilitate the group process and develop the ability to adapt to various communication styles*
- *Form partnerships that reflect the variety of backgrounds and interests in the community that we serve*

## 5. ACT WITH A SENSE OF URGENCY

*Success is about Planning, Partnerships and People leading to desired outcomes.*

*Management Style: Socratic*

In my opinion, the City Manager's job is multi-faceted in the work to create a viable, livable, and equitable community:

- 1) Most importantly, follow the policy direction of the Mayor and City Council.
- 2) Create a data-driven, outcome-focused, high-performance organization including processes and resources that allow employees and partners to be successful.
- 3) Create an atmosphere for the successful investment of capital by private business, not-for-profits, and individuals, while not sacrificing community quality of life attributes.
- 4) By your actions let people know that you **care** with the goal of providing them **hope** that they can achieve their personal goals.

*"Luck is when preparation meets opportunity."*

Norman Vincent Peale

*"The harder you work the luckier you get."*

Al Van Milligen

*"You cannot control what other people do or say  
just your reaction."*

*"Hard work and a good attitude are the key to success,  
oh yeah, be nice."*

Hedwig Van Milligen

*"If I have seen further, it is by standing  
on the shoulders of giants."*

Isaac Newton

*"We are all equally ignorant, just about different things."*

Will Rogers

*"Performance is not determined by your conditions,  
but largely by your own actions."*

*"This research project began with the premise that we live in an environment of chaos and uncertainty. But the environment doesn't determine why some companies thrive in chaos and why others don't. People do. People are disciplined fanatics. People are empirical. People are creative. People are productively paranoid. People lead. People build teams. People build organizations. People build cultures. People exemplify values, pursue purpose, and achieve big hairy audacious goals. Of all the luck we can get, people luck – the luck of finding the right mentor, partner, teammate, leader, friend – is one of the most important."*

Jim Collins  
Great by Choice

*"The conductor of an orchestra does not make a sound,  
he depends, for his power, on his ability to make other people powerful."*

Benjamin Zander, Conductor, Boston Philharmonic

# **BUDGET PROCESS**

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## OVERVIEW OF BUDGETING

### INTRODUCTION

The review and adoption of the budget is the single most important thing that a City Council does each year. The budget sets the tempo, capabilities, commitments and direction of the city government for an entire year. It is the yardstick against which the city operations can be evaluated. But what is a budget?

The purpose of this narrative is to identify:

- a) what a budget is;
- b) why we prepare a budget;
- c) alternative types of budgets;
- d) major characteristics of the Dubuque budget system; and
- e) roles and responsibilities in preparing the annual budget.

### WHAT IS A BUDGET?

A budget is several things:

1. The budget is a fiscal plan setting out anticipated revenue and expenditures for accomplishing a variety of services over a given time frame. The fiscal plan includes:
  - a) an explanation of the services, activities, programs and projects to be provided by the City to the residents;
  - b) the resultant expenditure requirements; and
  - c) the resources available for meeting the expenditure requirements.
2. The budget is a process concerned with the allocation of available resources among alternatives and competing departments, activities and programs. Cities rarely have enough money to be able to appropriate all the funds requested to all departments and activities and, as a result, there is considerable competition for whatever money is available. Budgeting, as a process, is concerned with developing an acceptable mix or balance between costs and services and represents the decisions made with respect to:
  - a) quality and quantity of activities and projects to be undertaken; and
  - b) financing of those activities and projects.
3. The budget is a policy document which:
  - a. establishes the authority to spend funds, and levy and collect property taxes;
  - b. represents a commitment to provide a specific level of service within a given amount of resources; and

- c. establishes criteria (objectives, measures and dollar limits) for evaluating and controlling expenditures, revenue collections and performance. Through the budget, policies are made, put into effect, and controlled.
4. The budget is a legal requirement. State law requires the City Manager to prepare the annual budget and the City Council to adopt the annual budget and certify it to the County Auditor by March 15th of each year preceding the beginning of the fiscal year on July 1st. The budget must be on a program - performance basis and show:
    - a) expenditures for each program;
    - b) income from sources other than property taxes; and
    - c) amount to be raised by the property taxation and the property tax rate expressed in dollars per thousand of assessed value.

The budget must also show comparisons between expenditures in each program and between levels of service.

### **WHY DO WE BUDGET? WHY IS IT IMPORTANT?**

Why do we go through the agony and the work? There are several reasons:

1. To meet the legal requirement.
2. To establish spending and income-raising authority.
3. To establish a work program for the fiscal year (objectives) and present it to the public.
4. To manage and control resources and their use.
5. To assure the proper mix of costs and services.
6. To assure the most effective and efficient use of available resources.
7. To set the tempo and direction of the city government.
8. To prioritize policies and objectives.
9. To link dollars with results.

### **ALTERNATIVE TYPES OF BUDGETS**

#### **Line-Item Budget**

The most commonly used budget format in local government today is the line-item budget. A line-item budget is one, which allocates money for specific expense items or objects of expenditure without reference to the purpose, activities or program they will serve. This type of budget lists expenditures by such categories as full-time salaries, overtime, office supplies, postage, travel, rental expense, maintenance of buildings and grounds, office furniture and equipment, etc.

The principal advantage of a line-item budget is that it is easy to prepare and facilitates expenditure control. However, this form of budget tells very little about the purposes, activities and programs of the city it serves. For example, it shows the amount of money that has been budgeted for personnel, but it does not show the nature of the services such personnel are to provide.

Furthermore, the traditional line-item approach does not show comparative costs and benefits of competing programs, thus making it difficult for the City Council and management to evaluate individual activities and allocate resources. These characteristics limit its usefulness as a device for giving direction and purpose to public service activities and programs.

### **Program Budget**

Local governments usually spend money to accomplish something more than purchasing goods and services. They are also concerned about programs, missions, or functions. A budget organized on the basis of its intended purpose is called a program budget. A program budget allocates money to functions or activities rather than to specific items of costs. A municipal budget of this type lists expenditures for such cost categories as protective services, leisure time opportunities, and administration.

Few, if any, budgets are prepared exclusively on a program basis. Instead, program costs are usually broken into line items.

The primary advantage of a program budget is that it shows the broad goals and purposes for which we are spending money and allows for setting priorities. The disadvantage is that it does not show the level of services that will be produced by the functions for which money has been allocated. This characteristic weakens its value as a tool for managing the quality and quantity of public service programs.

### **Performance Budgeting**

Performance budgeting goes a step further than program budgeting by requiring the breakdown of service into workload or units of performance and the assigning of unit costs. A system of work measurement is used to evaluate productivity and effectiveness.

The principal advantage of the performance type budget is that it shows both the activities of the city and the service levels of those activities and their respective costs. Thus, it can be a useful tool for regulating in a positive way, both the quality and quantity of city services. This characteristic makes the performance type budget the most useful of those types mentioned so far. However, it is also the most difficult to prepare. There are three reasons for this. First, it is difficult to define the units by which the work of the department or an activity or program can be measured. Second, even when the work unit can be defined, it may not be easy to establish a system, which will supply a reliable measure of the work output. And third, it requires much thought and study to establish acceptable service levels for various activities and programs.

## **Zero Base Budgeting**

Traditional budgeting, whether line-item or program-oriented, tends to focus on how much you spent last year as a beginning point for budget preparation. That is to say that it is incremental, it adds an increment on top of last year's spending level generally without challenge and without consideration of alternatives or trade-offs.

Zero Base Budgeting (ZBB) is a system whereby each activity or program, regardless of whether it is a new or existing program, must be justified in its entirety each time a new budget is formulated. Rather than using the previous year's budget as a base, ZBB assumes no base; all activities old and new must be explained and justified each year. The agency starts at zero.

ZBB measures the desirability, need and beneficiaries of services as well as the reasonableness of the proposed costs, alternatives to the activity, and trade-offs between partial achievement of goals and the ability to fund all proposed budget expenditures. ZBB accomplishes this by dividing all the proposed activities or services of the governmental body into units of manageable size, subjecting them to detailed examination, and ranking them according to their importance.

Revenues are matched against the list of services according to their rank. High-priority services are funded first. If money runs out, the low-priority services are not funded.

The characteristics of ZBB can be summarized as follows:

1. Scrutiny of old or existing activities as closely as new or proposed activities;
2. Reallocation of resources from low-priority activities to high-priority activities;
3. Emphasis on alternatives (levels of expenditures and services and methods of providing services); and
4. Allowance for budget reduction or expansion in a planned, logical manner.

## **Dubuque Budget Approach**

The budget system being utilized by the City of Dubuque incorporates aspects of each of the several budget alternative types discussed here. The major characteristics of our budget system are:

1. It has line items for control and fiscal management purposes.
2. It is organized by program, department and fund.
3. It attempts to identify, analyze, and articulate the fundamental purposes and objectives of the Dubuque City government. This approach is intended to place emphasis upon commitments, accomplishments, and activities performed rather than upon items purchased and to provide for the establishment of priorities.

4. It attempts to identify, quantify, and analyze the demands on and accomplishments of organizational units in terms of established goals, objectives, and purposes. Are we achieving our goals and living up to our promises? This requires the establishment of workload and demand indicators and evaluation criterion. It is performance that counts.
5. It attempts to identify all costs of each department, activity, and program, including capital expenditure, debt service, and employee benefit costs. What does an activity or department really cost?
6. It presents alternative service and funding levels for all activities in the operating budget. The purpose is to provide the City Council with the widest possible range of alternatives to maximize their opportunity for making policy decisions, assigning priorities and allocating scarce resources to accomplish their policy objectives.

The City's budget approach involves the preparation of three budget documents. The **Policy Budget**, the **Capital Improvement Program (CIP) Budget**, and the **Resident's Guide**.

The Policy Budget includes the City department detail, by defining goals and objectives for all City departments and activities, relates them to cost and resource requirements and attempts to establish measures for evaluating accomplishment. Specific improvement packages are developed and included in the Policy Budget for alternative funding and service levels. The Policy Budget document shows the budget by line item for each Department and provides a basis for fiscal control once the budget is adopted. The Policy Budget emphasizes objectives, accomplishments, and alternative funding and service levels and is intended to keep the attention of the City Council and public on the major policy decisions involving what services the City government will provide, who will pay for them, and the implications of such decisions.

The Capital Improvement Program (CIP) Budget represents the City of Dubuque's five year physical development effort, attempts to address a variety of needs, which the City must meet if it is to maintain its physical facilities, meet its service commitments and provide for its future development. The CIP Budget reflects the City's comprehensive plan and the goals and priorities established by the City Council. The first year of the five-year CIP Budget goes into the budget for the next year and deserves the most attention. The CIP Budget is updated each year so that City Council has the opportunity to change the next four years and add a new year.

The Resident's Guide pulls the entire budget together through visuals, narratives and summaries. It explains the budget, provides revenue, expenditure and personnel summaries and provides the City Council vision, goals and priorities on which the budget is based.

## **ROLES AND RESPONSIBILITIES**

Budget preparation and administration is a shared responsibility between the City Council, City Manager, Finance Department, department manager, division manager, and supervisor. Each plays an important role in the fiscal management system and the quality of and satisfaction derived from the fiscal management system is a direct result of the efforts of the several participants. Lack of attention, failure to follow procedures and/or poor follow through at any level can undermine the best fiscal management system.

Let's look at the roles each plays.

### **City Council**

In a very real sense, budget preparation and administration begins and ends with the City Council. The City Council has the following responsibilities:

1. Establish City goals and major performance objectives.
2. Approve guidelines for preparing the annual operating budget.
3. Establish through adoption of an annual budget what services and the level of services to be provided and how they will be financed.
4. Establish rules for the conduct of the City's fiscal operations.
5. Monitor progress toward achievement of objectives.
6. Require independent audit of fiscal records and transactions.

### **The City Manager**

The City Manager is responsible to the City Council for the day-to-day operation and administration of the City government. In terms of fiscal management, the City Manager has the following responsibilities:

1. Develop policy guidelines for City Council review and adoption.
2. Prepare and submit an annual operating budget and a five-year Capital Improvement Budget premised upon Council guidelines and goals and major performance objectives.
3. Ensure the adopted budget is properly administered.
4. Supervise the performance of all contracts for work to be done by the City.
5. Authorize and direct the purchase of all supplies and materials used by the City.
6. Keep Council fully advised on financial conditions of the City.
7. Establish rules for conduct of fiscal operations for which he is responsible.

**Finance Department**

The Finance Department becomes an extension of the City Manager's Office for purposes of performing the delegated responsibilities. The responsibilities of the Finance Department include the following:

1. Administer the approved budget on a day-to-day basis to see that funds are being expended for the purposes approved and that all claims are supported by proper documentation.
2. Supervise sale of bond issues.
3. Administer centralized payroll system.
4. Administer decentralized purchase order system.
5. Assist the City Manager's Office in preparing the budget.

**Department Managers, Division Managers, and Supervisors**

The critical role in the fiscal management system is performed by department managers and their division managers and supervisors. The fiscal management system will be only as good as they make it. Their role includes:

1. Responsibility for the efficient and effective operation of the activities and tasks under their direction. Line supervisors are expected to control costs and achieve results.
2. Responsibility for preparation of budget requests, which emphasize objectives and service levels as well as traditional line item explanations and justifications for various funding levels and development of measures for evaluating progress toward objectives. What is the level of accomplishment, which can be expected from various funding levels, and how do we measure it? It is absolutely essential in our approach to budget preparation that accomplishments, objectives, and estimated costs be established by those in the organization who know the most about it and can be held accountable. Those are the department managers and their division managers and supervisors.
3. Responsibility for recommending and explaining needs and opportunities for service changes; reductions as well as expansions.
4. Responsibility for providing the planned and approved service level within budget limitations.
5. Responsibility for day-to-day department and activity budget administration.

**BUDGET CYCLE**

The budget cycle is a sequence of events covering the life of a budget from beginning to end; from the City Manager's review of prior year accomplishments and future initiatives, to the City Council approval of the final budget amendment. The budget cycle is approximately twelve months long. The critical dates are spelled out in State law: March 15<sup>th</sup> is when the budget for the following fiscal year must be adopted by the City Council; and July 1<sup>st</sup> as the beginning of the fiscal year. Throughout the entire budget cycle, public input is encouraged to insure the adopted budget is resident-based. The budget cycle can be summarized as follows:

<b>SPRING</b>	<b>City Council</b> formulates negotiation strategy for collective bargaining.
<b>JUNE - JULY</b>	<b>City Manager</b> recommends budget carryover amendment for City Council approval. <b>City Manager</b> , along with Department Managers, review fiscal year accomplishments and identify future initiatives for City Council consideration during goal setting.
<b>AUGUST</b>	<b>City Council</b> holds 2-day goal setting to develop Vision and Mission statements, identify 5 year goals and establish Policy agenda including Top Priorities for upcoming fiscal year and Management Agenda/special projects.
<b>SEPTEMBER OCTOBER</b>	<b>City departments</b> prepare operating budget requests for review by City Manager.
<b>NOVEMBER</b>	<b>City departments</b> prepare Capital Improvement project information and budget requests for review by City Manager. <b>City Manager</b> holds Public Input meetings to review issues and priorities for the capital budget and the operating budget.
<b>DECEMBER</b>	<b>City Manager</b> presents draft Policy guidelines to City Council for City Council approval.
<b>JANUARY</b>	<b>City Manager and Budget Director</b> analyze, review and balance capital and Operating budget requests and prepare final budget recommendation.
<b>FEBRUARY MARCH</b>	<b>City Council</b> holds public meetings to review recommended budget by department. Meetings are held in the evening and are available for live viewing on City Channel Dubuque.
<b>MARCH</b>	<b>City Council</b> holds final public hearing on the recommended. The meeting is held in the evening and is available for live viewing on City Channel Dubuque. <b>City Council</b> adopts budget and city staff certifies budget by March 15 in compliance with State law.
<b>APRIL</b>	<b>Budget Director</b> reviews budgeted revenues and expenses and recommends adjustments to more accurately reflect the anticipated revenues and expenses for the fiscal year ending June 30. <b>City Council</b> reviews and approves an amended fiscal year budget and city staff certifies the budget amendments by May 31 in compliance with State law.

**BUDGET AMENDMENT PROCESS**

Budget estimates may be amended and increased as the need arises to permit appropriation and expenditure of unexpended cash balances on hand and unanticipated revenues. Such amendment may be considered and adopted at any time during the fiscal year covered by the budget (but prior to May 31) by filing the amendments and upon publishing them and giving notice of the public hearing in the manner required in the State Code. Within ten days of the decision or order of the City Council, the proposed amendment of the budget is subject to protest, hearing on the protest, appeal to the state appeal board, and review by that body. A local budget must be amended by May 31 of the current fiscal year-to allow time for a protest hearing to be held and a decision to be rendered before June 30.

Except as specifically provided elsewhere in the Iowa Administrative Code rules, all appropriation transfers between programs or funds are budget amendments and shall be prepared as provided in Iowa Code section 384.16. The program reference means any one of the following nine major areas of public service that the City Finance Committee requires cities in Iowa to use in defining its program structure: Public Safety, Public Works, Health & Social Services, Culture & Recreation, Community & Economic Development, General Government, Debt Service/Capital Improvement Projects, Business Type, and Non-Program.

**BUDGET ACCOUNTING BASIS**

The operating budget of the City of Dubuque is written so that available resources and anticipated expenditures are equal. The City's accounting and budget records for general governmental operations are maintained on a modified accrual basis, with the revenue being recorded when available and measurable and expenditures being recorded when the services or goods are received and the liabilities incurred. Accounting records for the Enterprise and Internal Service Funds are maintained on the accrual basis, while the budget records are maintained on the modified accrual basis.

Differences between budgetary policies and Generally Accepted Accounting Principles (GAAP) in the Enterprise and Internal Service Funds exist for several reasons. One reason is that existing procedures have worked well and continue to work well for administrative and control purposes. Some other reasons for differences between budget and GAAP are the treatment of interfund transfers, departmental capital outlay, debt service principal payments, and depreciation. The City's budgeting practices include interfund transfers as revenue and expenditures, while GAAP classifies interfund transactions as other financing sources and uses. Also City management desires an operating statement budget line item for each anticipated cash outflow, including debt service and capital outlay. If the City budgeted the enterprise funds on a full accrual basis, capital outlay and debt service payments would not be reported in the operating statement.

Depreciation expense, which is recognized in the accounting records, is not budgeted. Not providing for depreciation in the budget is a policy decision that has not adversely affected the funds.

**FUND ACCOUNTING BASIS**

The accounts of the City are organized on the basis of funds and groups of accounts, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts, which comprise its assets, liabilities, equities, revenues and expenditures or expenses.

**The City reports the following major governmental funds:**

The *General Fund* is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *Employee Benefits Fund* is used to account for pension and related employee benefit costs for those employees paid wages from the General Fund.

The *Community Development Fund* is used to account for the use of Community Development Block Grant funds as received from federal and state governmental agencies.

The *Street Construction Fund* is used to account for the resources and costs related to street capital improvements.

The *General Construction Fund* is used to account for the resources and costs related to nonassignable capital improvements.

**The City reports the following major proprietary funds:**

The *Sewage Disposal Works Fund* is used to account for the operations of the City's sewage disposal works and services.

The *Water Utility Fund* is used to account for the operations of the City's water facilities and services.

The *Stormwater Utility Fund* is used to account for the operations of the City's stormwater services.

The *Parking Facilities Fund* is used to account for the operations of the City-owned parking ramps and other parking facilities.

The *America's River Project* is used to account for the construction of all projects covered by the Vision Iowa Grant, including all matching funds.

**The City reports the following non-major governmental funds:**

*Airport Construction Fund* - This fund is used to account for the resources and costs related to airport capital improvements.

*Sales Tax Construction Fund* - This fund is used to account for the resources and costs related to capital improvements financed through the local option sales tax.

*Road Use Tax Fund* - This fund is used to account for state revenues allocated to the City for maintenance and improvement of City streets.

*Section VIII Housing Fund* - This fund is used to account for the operations of federal Section VIII existing, voucher, and moderate rehabilitation projects.

*Tort Liability Fund* - This fund is used to collect a special property tax levy which is then transferred to the General Fund. The General Fund accounts for the administration and payment of damage claims against the City.

*Special Assessments Fund* - This fund is used to account for the financing of public improvements that are deemed to benefit primarily the properties against which special assessments are levied and to accumulate monies for the payment of principal and interest on the outstanding long-term debt service.

*Tax Increment Financing Fund* - This fund is used to account for the receipt of property taxes, for the payment of projects within the tax increment financing district, and for the payment of remaining principal and interest costs on the tax increment financing districts' long-term debt service.

*Cable TV Fund* - This fund is used to account for the monies and related costs as set forth in the cable franchise agreement between the City of Dubuque and the cable franchisee.

*Library Expendable Gifts Trust* - This fund is used to account for contributions given to the library to be spent for specific purposes.

*IFA Housing Trust*- This fund is used to account for funds received under the Iowa Finance Authority State Housing Trust Fund Program.

*Debt service fund* – This fund is used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special

assessment bond principal and interest from special assessment levies when the government is obligated in some manner for the payment.

*Ella Lyons Peony Trail Trust Fund* - This fund is used for dividends and maintenance cost related to the City Peony Trail, per trust agreement.

*Library Gifts Trust Fund* - This fund is used to account for testamentary gifts to the City

**The City reports the following non-major proprietary funds:**

*Refuse Collection Fund* - This fund is used to account for the operations of the City's refuse collection services.

*Transit System Fund* - This fund is used to account for the operations of the City's bus and other transit services.

### **Governmental Fund Types (Budgetary)**

Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types:

- The **General Fund** is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.
- **Special Revenue Funds** are used to account for revenues derived from specific taxes, governmental grants, or other revenue sources, which are restricted to finance particular functions or activities of the City. The City's special revenue funds include such funds as Road Use Tax, Community Development, UDAG Repayments, Section 8 Housing, Lead Paint Grant, State Rental Rehab, Cable TV, Special Assessment, Expendable Library Gifts Trust, Tort Liability, Employee Benefits, and TIF funds.
- **Debt Service Funds** are used to account for the accumulation of resources for, and the payment of, principal, interest, and other related costs of the City's general obligation debt. The City uses this fund to pay some of the debt service paid from other funds with the revenue transferred in.
- **Permanent Funds** are used to account for resources that are legally restricted to the extent that only the earnings, and not principal, may be used for purposes that support the reporting of governmental programs. The City's permanent funds include: Lyons Peony Trust and Library Gifts Trusts.
- **Capital Improvement Funds** are used to account for financial resources segregated for the acquisition or construction of major capital facilities. (Even if a capital project fund is used, not all capital acquisitions need be accounted for in the fund). For example, the routine purchases of capitalizable items (e.g., police vehicles, copy equipment) are typically budgeted and reported in the General Fund or other governmental fund.

### **Proprietary Fund Types (Budgetary)**

The City also has proprietary fund types, which are different from governmental fund types in that their focus is on the determination of net income or loss. The revenue from these funds is assumed to be adequate to fund the operation of the funds. The City's proprietary funds are as follows:

- **Enterprise Funds** are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general

public on a continuing basis be financed or recovered primarily through use charges or where the periodic determination of net income or loss is deemed appropriate. The City's enterprise funds include Water, Sewer, Stormwater, Refuse/Solid Waste, Transit, Parking and America's River Project.

- The **Internal Service Fund** accounts for the financing of goods and/or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost reimbursement basis. The City's Internal Service Funds include Engineering Service, Garage Service, General Service and Stores/Printing.

#### **Self-Insurance Funds (Non-Budgetary)**

- The **Self Insurance Funds** are considered Internal Service Funds, are not budgeted, but are summarized in the audited financial statements. These include Health Insurance Reserve and Workers' Compensation Insurance Reserve.

#### **Fiduciary Fund Types (Non-Budgetary)**

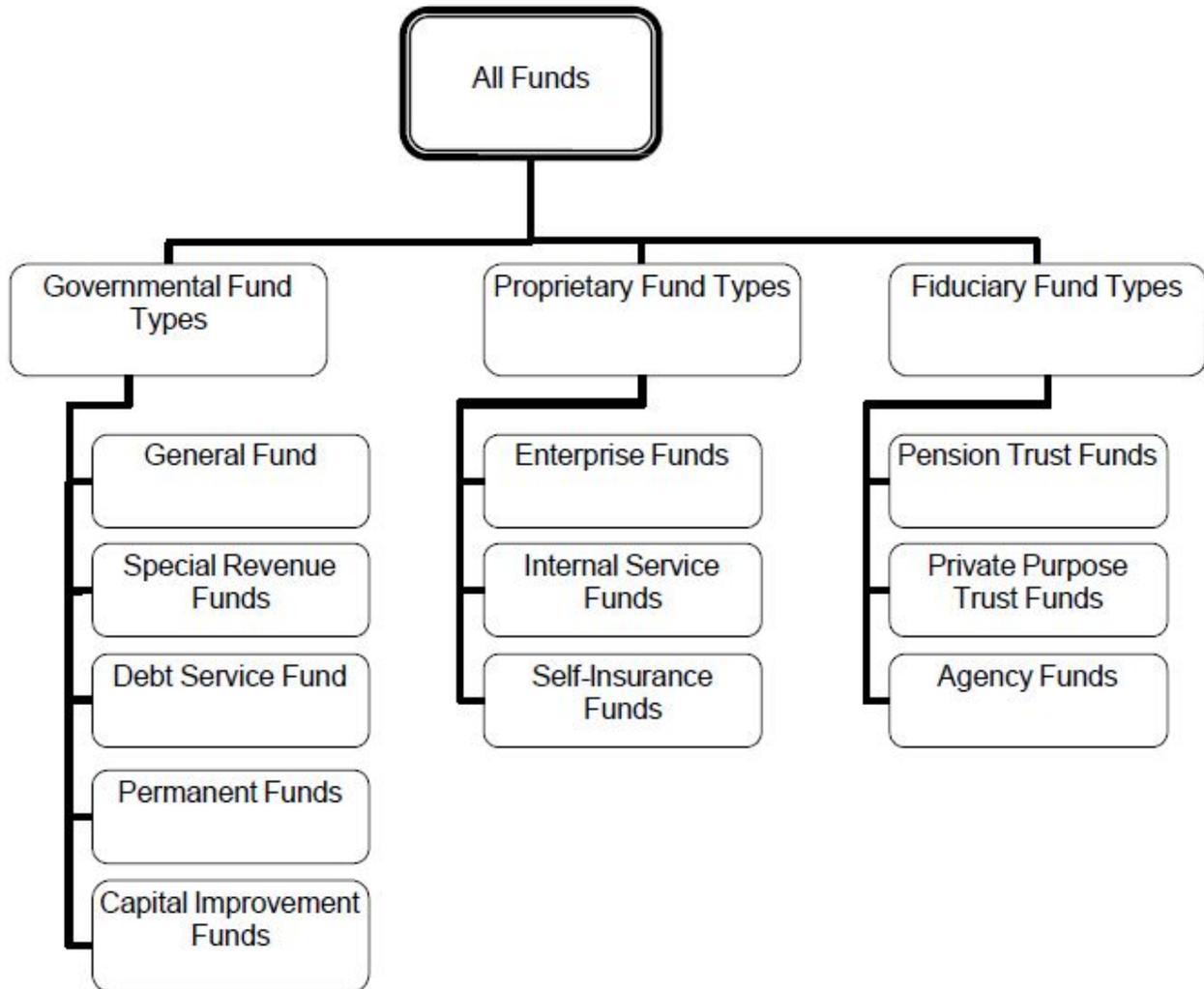
The City also has fiduciary fund types, which account for assets in a trustee or custodial capacity:

- **Pension Trust Funds** account for assets of pension plans held by a government in a trustee capacity. The City of Dubuque has no such funds.
- **Private Purpose Trust Funds** account for trust arrangements, including those for escheat property, where principal and income benefit individuals, private organizations, or other governments. The major use of private purpose funds is for escheat property. The City has no such funds.
- **Agency Funds** account for those assets held solely in a custodial capacity by the City as an agent for individuals, private organizations, other governmental units, and/or other funds. The City's Agency Funds include the Cable Equipment Fund (monies received from Mediacom through the Cable Franchise Agreement for distribution), Dog Track Bond Depreciation (monies held for dog track infrastructure needs), and the Dubuque Metropolitan Area Solid Waste Agency General and DNR Planning. These funds are not budgeted.

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## FUND - DEPARTMENT RELATIONSHIP

The various funds are grouped by type in the budget. The following fund types are used by the City:



The following table shows each City department and its associated funds.

Department	Special Revenue											Construction				Enterprise						Internal Service		Perm- nent		Debt															
	General Fund	Road Use Tax	Customer Facility Charge	CDBG	State Rental Rehab	Section 8	HUD Disaster Relief	Housing Trust	CIRCLES Donations	Cable TV	Tax Increment Finance	Special Assessments	UDAG	Lead Paint	Veteran's Memorial	Expendable Library Gifts	Expendable Police Trust	Street Construction	Sales Tax Increment	Sales Tax Construction	General Construction	Golf Construction	Airport Construction	Transit	Sanitary Sewer		Stormwater	Parking	Water	Refuse	Salt Operations	Landfill	Engineering Service	Garage Service	General Service	Stores/Printing	Lyons Peony Trust	Library Gift Trust	Debt Service		
Airport	X		X															X				X																	X		
AmeriCorps	X			X																																					
Budget	X						X																		X	X	X	X	X		X										
Building Services	X																		X																					X	
Cable TV	X								X																																
City Clerk	X									X															X	X	X	X	X		X										
City Council	X																																								
City Manager	X		X																						X	X	X	X	X		X										
Civic Center	X																		X	X																				X	
Conference Center	X																		X	X																				X	
Economic Development	X									X	X								X																					X	
Emergency Communications	X																		X																					X	
Emergency Management	X																		X																					X	
Engineering	X	X	X			X				X	X							X	X	X	X				X	X		X	X			X								X	
Finance	X																		X						X	X	X	X	X		X									X	
Fire	X																		X						X	X	X	X	X		X									X	
GIS	X																								X	X	X	X	X		X										
Health Services	X																																								
Housing	X		X	X	X	X	X	X		X			X							X																					
Human Rights	X																																								
Information Services	X	X																X	X						X	X		X	X		X										
Legal	X																								X	X	X	X	X		X										
Library	X															X		X	X																			X		X	
Multicultural Family Center	X																			X																				X	
Parking	X																										X													X	
Parks	X									X					X			X	X																					X	
Personnel	X																								X	X	X	X	X		X										
Planning Services	X																									X	X	X	X	X											
Police	X																		X								X													X	
Public Works	X	X	X															X	X	X					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Recreation	X		X																X	X	X																				X
Transit	X									X									X	X					X															X	
Water	X																										X													X	
Water & Resource Recovery	X																								X															X	

## KEY TERMS FOR UNDERSTANDING DUBUQUE'S BUDGET

### **Program**

Programs are presented as general statements, which define a major purpose of City government. Each program is divided into several departments and activities representing a separate and significant segment of the program of which it is an integral part. The state budget law requires that the budget be certified on a program basis. The City of Dubuque uses the following nine programs:

1. **Public Safety:** Police Department, Emergency Communication Center, Fire Department, Disaster Services, Health Services-Animal Control activity, Public Works-Flood Control activity, Building Services-Inspection activities.
2. **Public Works:** Airport Department, Public Works Department, Engineering Department.
3. **Health and Social Services:** Human Rights Department, Health Services Department, Purchase of Services
4. **Culture and Recreation:** Parks Division, Recreation Division, Civic Center Division, Conference Center, Library Department, City Manager-Arts and Cultural Affairs activity.
5. **Community and Economic Development:** Economic Development Department, Housing and Community Development Department, Planning Services, Purchase of Services, City Manager-Neighborhood Development activity.
6. **General Government:** Building Services-City Hall/Annex Maintenance, City Council, City Manager, City Clerk, Finance Department, Cable TV Division, Legal Department, Information Services Department.
7. **Debt Service and Capital Projects** in programs 1-6 for governmental funds.
8. **Business Type (includes business type operating, capital and debt service):** Water Department, Water Pollution Control Department, Parking Division, Transit Division, Public Works-Landfill activities and Garage internal service fund activities, Engineering-Sewer and Stormwater activities, Finance-Utility Meter Reads activity and Stores internal service fund activities.
9. **Non-Program:** City Manager-Health and Worker's Compensation Insurance Reserve fund activities and Public Works-Dubuque Metropolitan Area Solid Waste activities.

\* Prior to Fiscal Year 2004, the State of Iowa, City Finance Committee changed the number of programs from 4 to 9 on the expenditure side.

### **Operating Budget**

The Operating Budget represents the various recurring activities and services provided by the several departments in the City government. The Operating Budget provides those services normally associated with the City government (e.g., police, fire, street maintenance, recreation) and involves expenditures which benefit the current fiscal year. (That is, items purchased are used up during the current fiscal period.) Expenditures in the Operating Budget are for such categories as Employee Expense, Supplies and Services, and Debt Service. Funding of the Operating Budget includes property taxes, shared state and federal revenues, fees, fines, licenses, permits, user charges and cash balances.

## **Capital Budget**

The Capital Budget represents major "permanent" capital improvement projects requiring the nonrecurring expenditures of public funds for the acquisition of property or easement, construction, renovation or replacement of a physical asset of the City and any studies, engineering or surveys which are an integral part thereof. The Capital Budget is multi-year in scope, is updated annually and includes project-funding information. The first year of the Capital Budget (or Capital Improvement Program) is included with the Operating Budget for the same year to arrive at a total or gross budget amount. Capital budget financing comes primarily from bond proceeds, state and federal grants, Road Use Tax funds, Dubuque Racing Association profit distribution, and utility depreciation funds.

## **Expenditure Category**

Expenditure category or classification is the basis for classifying and codifying costs. Categories of expense include: (a) Employee Expense; (b) Supplies and Services; (c) Capital Outlay (Machinery and Equipment); (d) Debt Service; and (e) Capital Improvements. Categories of expense consist of various expense accounts. For example, Employee Expense is divided into expense accounts such as full-time, part-time & seasonal employees, overtime pay, holiday pay, social security expense and health insurance. Supplies and Services include accounts such as postage, telephone expense, office supplies, dues and memberships, utility expense - electricity, motor vehicle expense - fuel, library books, and architectural services.

## **Revenue Category**

Revenue category or classification is a basis for classifying and codifying revenue. There are eight major categories of revenue, each divided into specific revenue items.

The eight major categories of revenue are as follows:

1. Taxes
2. Licenses and permits
3. Use of Money and Property
4. Intergovernmental Revenue
5. Charges for services
6. Special Assessments
7. Miscellaneous Revenue
8. Other Financing Sources

An example of the specific revenue items would include the following items in the licenses and permits revenue category: business licenses, cigarette licenses, beer permits, building permits, plumbing permits, heating permits, etc.

## **Alternative Budget Levels**

The Dubuque budget system utilizes a variation of the zero-based budget (ZBB) approach utilizing three alternative funding or budget levels: Maintenance Budget Level, Base Budget Level and Improvement Level.

Each alternative funding level includes specific objectives to be accomplished (service levels to be offered) and associated costs. The budget decision becomes one of selecting alternatives, which maximize the achievements of City objectives according to established priorities within the context of limited resources and City Council policy.

# **BUDGET IN BRIEF**

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## BUDGET IN BRIEF

The City Council approved the fiscal year 2020 operating and capital budgets on March 7, 2019. The adopted FY20 budget is balanced and includes a 0.00% property tax increase to the average homeowner for the City portion of their taxes.

The keys to the City of Dubuque's financial success include a continued growth in assessed property valuation (1.84% in FY 20); efficient operation with a 1.91% reduction in the City's workforce since the 1980's; increased use of Federal and State grants; diversified revenue streams; minimal property tax supported debt; increased public and private partnerships; entrepreneurial City Council policy decisions; and caring residents, committed elected officials, hard-working not-for-profits, and talented city employees.

The City's five-year capital improvement plan (CIP) continues to allocate funding for the maintenance and refurbishment of city facilities. The approved five-year CIP totals \$192,780,230.

This budget in brief is intended to provide the residents of Dubuque with an overview of the approved operating and capital budgets. Throughout this document, you will find **highlighted sections** noting the location of detailed information in the approved budget document. Detailed information related to the approved budget can also be found on the City's website at [www.cityofdubuque.org](http://www.cityofdubuque.org).

### Fee Increases for Fiscal Year 2020

Various fee increases will be implemented beginning on July 1, 2019. These fee increases are intended to provide additional revenues to maintain and expand the level of service in various areas. The following is a summary of the increased fees:

Water, Sewer, & Stormwater Increases - Fee increases for water, sewer, and stormwater that are recommended to the City Council and will be effective July 1, 2019: sewer rates will increase by \$1.82 per month for an average residential customer, water rates will increase by \$1.46 per month for an average residential customer; solid waste collection rates will increase by \$0.25 per month for an average residential customer; and stormwater rates will increase \$0.53 per month per standard family unit (SFU) equivalent.

Recreation Fee Increases - Annual Golf fee increases/decreases to maintain 100% self-support guideline: \$10 increase for all 6 annual pass categories (Individual, Individual Weekday, Couple, Weekday Couple, Family, and Junior). Creation of new college golf pass. This pass would be sold for \$300 for the season with an estimate of 20 sold totaling \$6,000 in additional revenue.

Building Services - Implement a minimum permit fee of \$25, a \$150 application fee for appeals applications, and charge 20% of the permit fee for plan review rather than an hourly rate. In FY21 the Building Services Department would also move to one fee schedule for residential and commercial projects. This fee schedule will reflect the averages of all other large cities in Iowa and fees will be rounded to the nearest whole value. Fee adjustments will occur over two years.

**FY20 ADOPTED BUDGET**

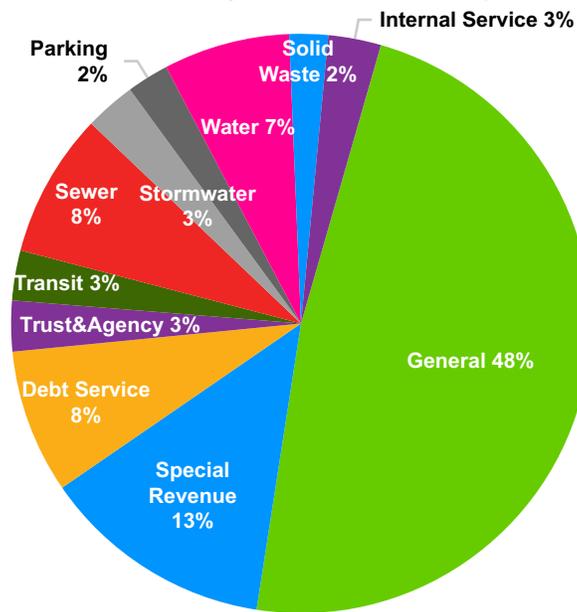
The City’s adopted budget provides estimated revenues and expenditures for programs and services to be provided during the fiscal year from July 1, 2019 through June 30, 2020. A separate capital budget includes appropriations for infrastructure related to projects, such as roads, buildings, and equipment that may require more than one fiscal year to complete or to acquire.

OPERATING & CAPITAL BUDGET SUMMARY					
OPERATING	\$	134,297,167	CAPITAL	\$	57,186,070
General Fund	\$	64,382,707	General Fund	\$	2,133,906
Special Revenue Funds	\$	17,373,227	Special Revenue Funds	\$	13,024,154
Debt Service Fund	\$	10,779,398	Capital Projects Funds	\$	21,899,201
Enterprise Funds	\$	34,031,601	Enterprise Funds	\$	20,111,269
Internal Service Funds	\$	3,941,682	Internal Service Funds	\$	5,950
Trust & Agency Funds	\$	3,788,552	Trust & Agency Funds	\$	11,590

**APPROPRIATED BUDGET BY FUND**

The City’s total appropriated operating budget of \$134.3 million is made up of the general, special revenue, debt service, enterprise, internal service, and trust and agency funds. A complete self-contained budget, including both revenues and expenses, is prepared for each of these funds.

**FY20 Operating Appropriations by Fund**



Transfers from one fund to another, such as a transfer from the general fund to a capital project fund to offset costs of a capital project, are shown as an expense (or transfer) for the entity fund providing the funding and as revenue to the fund receiving the transfer. In order to determine the actual amount of expenditures authorized by the budget, the transfer amount must be excluded.

All funds are balanced in fiscal year 2020. The City’s general fund is balanced in 2020.

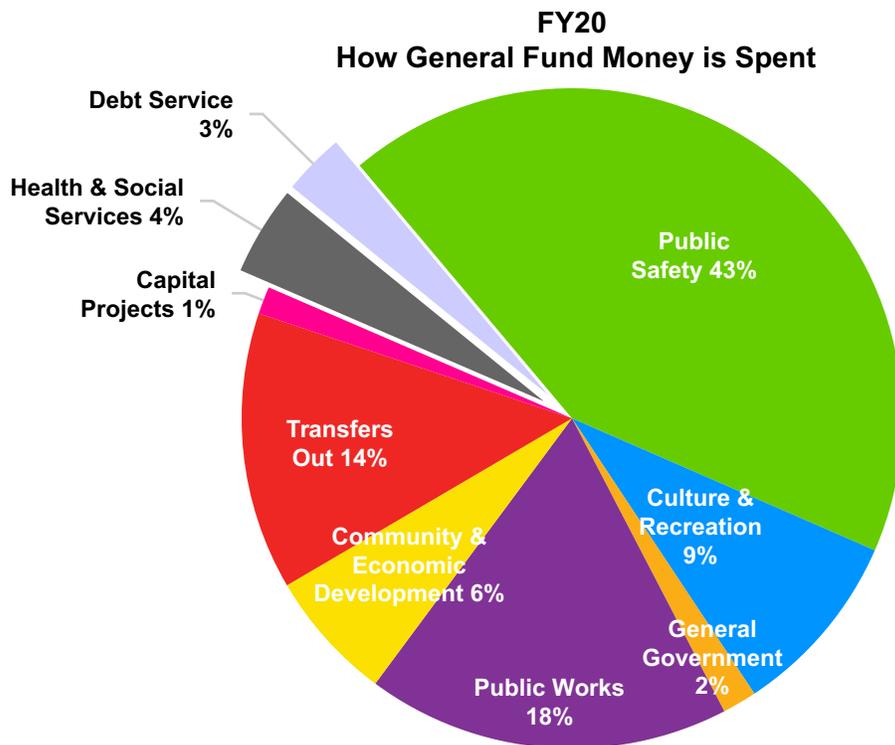
Utility funds are balanced in fiscal year 2020 as a result of rate increases.

For additional information on the amount of funding included for each fund, total funding by department, and detailed information on reserves, see the Financial Summaries section

### How General Fund Money is Spent

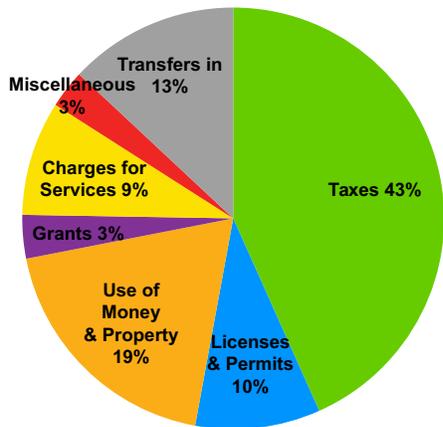
The general fund is the operating fund of the City for general service departments. The general fund has an operating budget of \$64.4 million and a capital budget of \$2.1 million. This fund encompasses the bulk of activities that are traditionally considered basic governmental services such as public safety, culture & recreation, health & social services, and general government.

42.7%	<b>PUBLIC SAFETY</b>	(animal control, building inspections, crime prevention, emergency management, flood control, fire police, etc.)
17.8%	<b>CULTURE &amp; RECREATION</b>	(AmeriCorps, arts & cultural affairs, civic center, conference center, library, marina, parks, recreation, etc.)
13.6%	<b>GENERAL GOVERNMENT</b>	(city attorney & legal services, city clerk, city council, city hall & general buildings, city manager, finance, information services, etc.)
9.1%	<b>PUBLIC WORKS</b>	(airport, maintenance of streets, bridges, and sidewalks, snow removal, street cleaning, street lighting, traffic control, etc.)
6.4%	<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	(economic development, housing and community development, neighborhood development, planning and zoning, etc.)
4.4%	<b>TRANSFERS OUT</b>	(to funds other than General Fund)
3.0%	<b>CAPITAL PROJECTS</b>	(City infrastructure improvements or major equipment purchases)
1.7%	<b>HEALTH &amp; SOCIAL SERVICES</b>	(community health, health regulation and inspection, human rights, etc.)
1.3%	<b>DEBT SERVICE</b>	(government capital projects, tax-increment financing [TIF] capital projects)

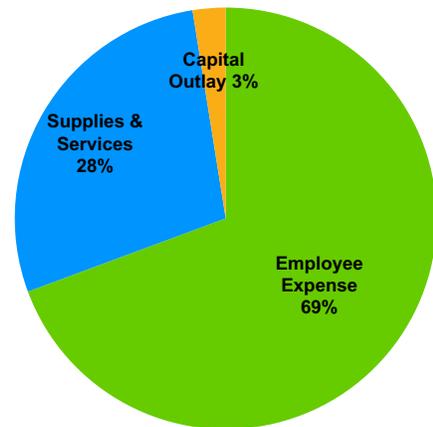


**GENERAL FUND REVENUE & EXPENDITURES**

**General Fund Operating Sources**



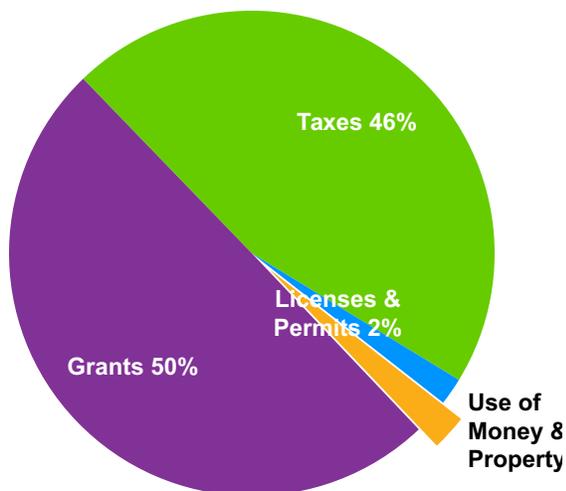
**General Fund Operating Uses**



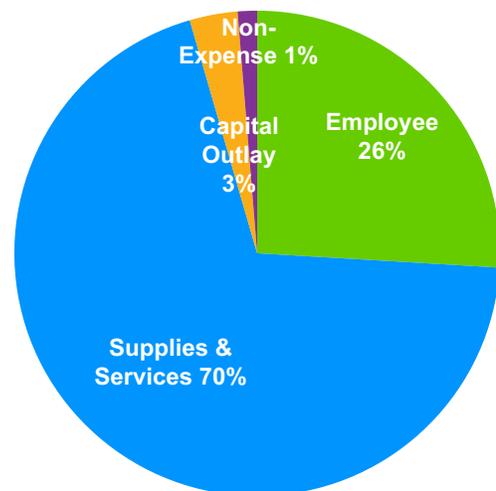
**SPECIAL REVENUE FUNDS**

The special revenue funds have an operating budget of \$17.4 million and a capital budget of \$13.0 million. Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. The City's special revenue funds include: Employee Benefits; Community Development; Road Use Tax; Section 8 Housing; Tort Liability; Special Assessments; Tax Increment Financing; HUD Disaster Relief; Housing Trust; Cable TV; and Library Expendable Gifts.

**Special Revenue Operating Sources**



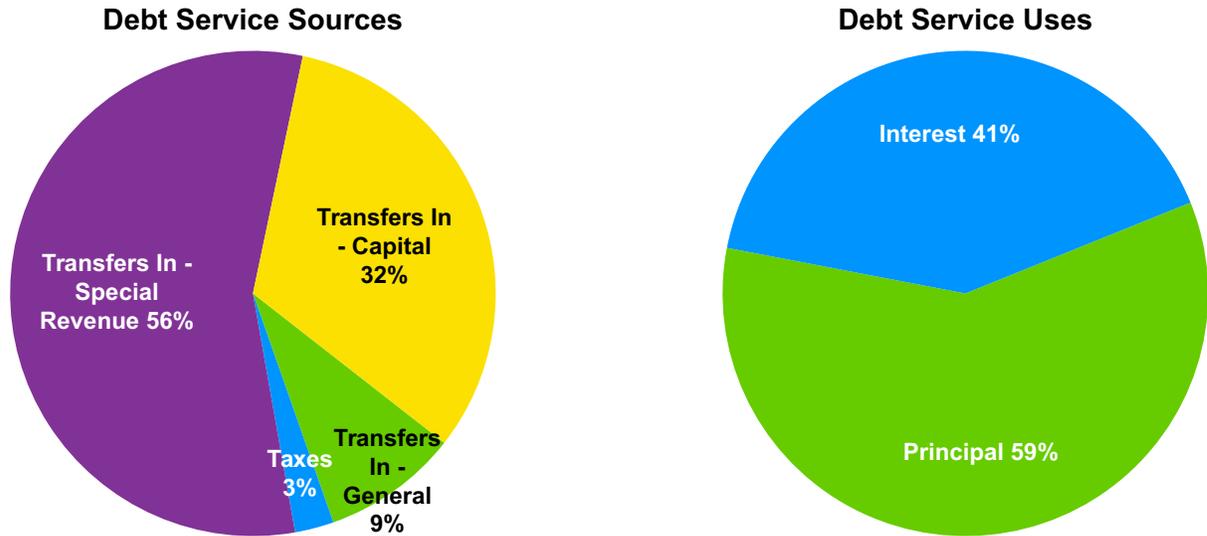
**Special Revenue Operating Uses**



Special Revenue Funds budgets are shown in the Financial Summaries section.

**DEBT SERVICE FUND**

The debt service fund has an operating budget of \$10.8 million. The debt service fund is used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond principal and interest from special assessment levies when the government is obligated in some manner for the payment.



Additional information on the Debt Service Fund is shown in the Debt Summaries section.

**ENTERPRISE FUNDS**

Enterprise funds are expected to be self-supporting and expected to be funded entirely from user fees for services. Except for Transit, no tax revenues are used for these activities in the FY20 budget. A transfer from the general fund to the Transit fund is budgeted to fund transit operations in the City. Each utility transfers revenue to the general fund for general government services. Transfers from the utilities in FY 2020 to support general government services total \$4,344,237.

- Sewer Utility \$1,586,998
- Stormwater Utility \$527,544
- Parking \$188,802
- Water Utility \$597,380
- Solid Waste \$1,055,920
- Landfill \$387,593

Enterprise Funds budgets are shown in the Financial Summaries section.

**INTERNAL SERVICE FUNDS**

Internal service funds provide goods or services to other department within the City, with full costs to be recovered. An example of this would be the City's Garage Service. These expenses are included in both the department budget providing the service, as well as in the budget of the department receiving the service. To avoid double counting, the appropriated budget includes only the budgets for the departments receiving internal services (Engineering Service \$1,749,466 and Garage Service \$2,192,216).

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**STAFFING CHANGES**

The City of Dubuque has 710.09 (FTE) employees budgeted in FY 2020. This represents a net increase of 11.41 FTE's from FY 2019.

Since 1981, the city has minimized the number of positions added. The adopted budget provides funding for a net decrease of 11.41 FTE's related to general fund departments.

Funding has been changes to include the following changes to FTE's: The Airport morning shift added three hours which impacted two part-time Line Service Worker positions +0.52 FTE and +0.68 FTE. The Budget Office and Finance Department were consolidated into the Finance and Budget Department. Impact on Finance FTE's are as follows: elimination of full-time Finance Director -1.00 FTE, full-time Assistant Finance Director -1.00 FTE, part-time Payroll Specialist -0.70, full-time Cashier -1.00 FTE, and position upgrade of full-time Account Clerk I +1.00 FTE. Impact on Budget Office includes elimination of full-time Budget Director -1.00 FTE. In addition to these changes, changes due to new consolidated Finance and Budget Department include: addition of full-time Director of Finance and Budget +1.00 FTE, full-time Budget Manager +1.00 FTE, full-time Finance Manager +1.00 FTE, and full-time Payroll Accountant +1.00 FTE.

A position transition between Budget and Housing also occurred impacting the Budget full-time Grant Administrator -1.00 to Housing full-time Grant Administrator +1.00. Housing also received a New Lead Paint Hazard Reduction Grant allowing for reinstatement of some positions including: full-time Lead Paint Assistant +0.62 FTE, full-time Lead Paint Inspector +1.24 FTE, full-time Lead Paint Supervisor +0.37 and shifting duties impacted full-time Resiliency Coordinator -0.75 FTE. Other Housing staff changes include: Upgrade of full-time Secretary -1.00 FTE to full-time Housing Financial Specialist +1.00, upgrade of full-time Rehabilitation Specialist -1.00 FTE to Housing Financial Specialist +1.00 FTE, elimination of full-time Circles Coordinator -1.00 FTE and creation of full-time Family Self-Sufficiency Coordinator +1.00 FTE, addition of a full-time General Housing Inspector, and elimination of full-time Circles Coach -1.00 FTE and creation of Assisted Housing Specialist +1.00.

The Economic Development Department upgraded the full-time Project Coordinator -1.00 FTE to full-time Assistant Economic Development Director +1.00 FTE and added a part-time intern +0.25 FTE.

The City Manager's Office transferred the part-time Communications Assistant -0.75 FTE to the Public Information Office part-time Communications Assistant +0.75 FTE. The Public Information Office also upgraded the part-time Communications Specialist -0.37 FTE to full-time Communications Specialist +0.50 FTE and added full-time GIS Applications Specialist effective January 1, 2019 +0.50 FTE.

Legal Services added full-time Civil Rights Specialist +1.00 FTE.

Parks moved part-time Secretary -0.25 FTE to Multicultural Family Center +0.25 FTE and the MFC added a part-time Receptionist +0.48 FTE. Parks added a Seasonal Laborer +0.05 FTE for the Miracle League Field programming. Recreation had the following changes: Seasonal Field Supervisor +0.39 FTE, Seasonal Recreational Leader +0.24 FTE, Pre-School Instructor +0.10 FTE, Snack Bar Manager -0.70 FTE, Concession Worker -0.02 FTE, Dock Worker -0.09 FTE, and Cashier -0.14 FTE.

Police added a full-time School Resource Officer +1.00 FTE. Engineering eliminated part-time Confidential Account Clerk -0.75 FTE and upgraded part-time Confidential Account Clerk -0.50 FTE to full-time Confidential Account Clerk +1.00 FTE. Fire added full-time firefighter +1.00 FTE as part of the plan for a new west end firestation.

Health Services upgraded part-time Animal Control Officer -0.72 FTE to full-time Animal Control Officer +1.00 FTE. To staff future additional fire units,

Transportation Services replaced health-care eligible part-time bus operators -3.23 FTE with full-time Bus Operators +3.00 FTE and added part-time Bus Operator +0.18 FTE for staffing early-morning express commuter service. Water upgrade part-time Secretary -0.50 FTE to full-time Confidential Account Clerk +1.00 FTE. Other upgrades and transitions include: upgrade ICMA Intern 1/1/2020 +1.00 FTE, move Library Assistant -0.56 FTE to Library Aide +0.56 FTE. Other improvement package changes include seasonal intern +0.50 FTE, part-time interns +0.25 FTE, Public Safety Dispatcher +1.00 FTE, I&I Inspector -0.02 FTE, ,

<b>Total FTE's FY 2019</b>	<b>698.68</b>
PT Airport Line Service Worker	+1.20
FT Budget Director	-1.00
FT Director of Finance and Budget	+1.00
FT Budget Manager	+1.00
FT Finance Manager	+1.00
FT Payroll Accountant	+1.00
Limited Term Clerical Assistant	+0.50
PT ICMA Management Intern	-0.60
FT ICMA Management Intern	+1.00
Seasonal CMO Clerical Intern	+0.25
FT Economic Dev. Project Coordinator	-1.00
FT Assistant Economic Development Dir	+1.00
Seasonal Economic Development Intern	+0.25
FT Public Safety Dispatcher	+1.00
PT Engineering Confidential Account Clerk	-1.25
FT Engineering Confidential Account Clerk	+1.00
PT I&I Inspector	-0.02
FT Finance Director	-1.00
FT Assistant Finance Director	-1.00
PT Finance Payroll Specialist	-0.70
FT Finance Cashier	-1.00
FT Finance Account Clerk I	+1.00
FT Firefighter	+1.00
PT Animal Control Officer	-0.72
FT Animal Control Officer	+1.00
FT Housing Inspector	+1.00
FT Lead Paint Assistant	+0.62
FT Lead Paint Inspector	+1.24
FT Lead Paint Program Supervisor	+0.37
FT Resiliency Coordinator	-0.75
FT Civil Rights Specialist	+1.00
Seasonal Parks Laborer	+0.05
FT School Resource Officer	+1.00
FT GIS Applications Specialist	+0.50
PT Communications Specialist	-0.37
FT Communications Specialist	+0.50
PT MFC Receptionist	+0.48
Seasonal Field Supervisor Seasonal	+0.39
Seasonal Recreational Leader	+0.24
Seasonal Pre-School Instructor	+0.10
Seasonal Snack Bar Manager	-0.07
Seasonal Concession Worker	-0.02
Seasonal Dock Worker	-0.09
Seasonal Cashier	-0.14
FT Bus Operators	+3.00
PT Bus Operators	-3.05
FT Water Confidential Account Clerk	+1.00
PT Water Secretary	-0.50
<b>Total Adopted FTE's FY 2020</b>	<b>710.09</b>

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**SUMMARY OF PERSONNEL APPROPRIATIONS AND POSITIONS BY DEPARTMENT**

Department/Service	Fiscal Year 2018	Fiscal Year 2019 Budget	Fiscal Year 2020 Budget	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Police	\$ 8,103,630	\$ 8,384,730	\$ 8,691,695	118.56	119.56	120.56
E911	\$ 980,584	\$ 1,027,510	\$ 1,086,437	17.55	18.28	19.28
Fire	\$ 6,299,559	\$ 6,372,827	\$ 6,552,552	90.16	90.16	91.16
Human Rights	\$ 224,546	\$ 265,767	\$ 350,652	5.00	5.00	5.00
Building Services	\$ 726,374	\$ 738,518	\$ 774,980	12.75	11.75	11.75
Health Services	\$ 358,554	\$ 352,242	\$ 382,402	5.58	5.58	5.86
Parks Division	\$ 1,546,653	\$ 1,590,165	\$ 1,705,385	37.20	36.68	36.48
Civic Center	\$ 16,672	\$ 16,922	\$ 17,309	0.15	0.15	0.15
Recreation	\$ 1,645,214	\$ 1,672,385	\$ 1,729,271	46.64	46.86	48.00
Library	\$ 1,762,870	\$ 1,807,797	\$ 1,879,164	34.14	34.14	34.14
Airport	\$ 906,328	\$ 934,180	\$ 998,995	17.96	17.96	19.16
Transportation Services	\$ 2,365,049	\$ 2,322,221	\$ 2,376,484	56.64	53.77	53.73
Engineering	\$ 2,018,317	\$ 2,117,881	\$ 2,162,540	29.29	30.23	29.96
Water	\$ 1,433,657	\$ 1,544,325	\$ 1,600,917	25.57	25.87	26.37
W&RRC	\$ 984,686	\$ 961,728	\$ 990,095	17.00	15.00	15.00
Public Works	\$ 5,015,351	\$ 5,083,451	\$ 5,239,946	92.09	91.96	91.96
Economic Development	\$ 246,654	\$ 254,245	\$ 252,286	3.50	3.50	3.75
Housing & Community Dev.	\$ 1,512,646	\$ 1,473,896	\$ 1,737,120	25.00	23.82	27.30
Planning Services	\$ 544,254	\$ 562,296	\$ 524,878	8.38	8.38	8.38
Personnel Office	\$ 257,992	\$ 259,215	\$ 265,400	3.63	3.63	3.63
Budget Office	\$ 258,263	\$ 270,786	\$ 290,128	3.00	3.00	3.00
Public Information Office	\$ 292,957	\$ 325,565	\$ 391,362	4.50	5.00	6.38
City Council	\$ 71,200	\$ 76,600	\$ 77,191	3.50	3.50	3.50
City Manager's Office	\$ 859,991	\$ 825,648	\$ 903,392	9.77	9.77	9.67
City Clerk	\$ 207,625	\$ 221,131	\$ 237,725	3.00	3.31	3.81
Finance Department	\$ 968,253	\$ 903,569	\$ 827,548	17.74	15.94	15.24
Legal Department	\$ 501,180	\$ 540,639	\$ 610,353	4.62	4.62	5.62
Information Services	\$ 534,056	\$ 569,896	\$ 616,477	9.00	9.00	9.00
Cable TV	\$ 158,218	\$ 161,147	\$ 164,947	2.25	2.25	2.25
<b>TOTAL</b>	<b>\$40,801,333</b>	<b>\$41,637,282</b>	<b>\$43,437,631</b>	<b>704.17</b>	<b>698.67</b>	<b>710.09</b>

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**HOW IS THE BUDGET FUNDED?**
Property Taxes

General fund, transit, payroll benefit costs, and general liability insurance expenses are supported by property tax dollars. The property tax rate for fiscal year 2020 is 10.33144 per \$1,000 of taxable valuation. It is estimated that a total of \$26,296,081 will be received from property taxes in FY 2020. This represents a decrease of -0.75% from fiscal year 2019. For FY 2020 there is a 0.00% property tax increase for the City portion of property taxes paid by the average homeowner.

Other Taxes

Other taxes that the City collects include local option sales tax, hotel/motel tax, and tax on agricultural land. In 2020, approximately \$8,972,106 will be received in local option sales tax. This is a 2.83% increase over FY 2019. Of this amount, 50% is for property tax relief (\$4,486,053), 20% is for City facilities maintenance (\$1,745,016), and 30% is for special assessment relief (\$2,617,523). In 2020 approximately \$2,447,726 will be received in hotel/motel tax. By resolution, 50% of this amount is to be used for promotion and encouragement of tourism and convention business and the remaining 50% goes into the General Fund for property tax relief.

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Licenses and Permits

Fees from licenses include business, beer, liquor, cigarette, dog, cat, bicycle, housing, and other miscellaneous. Fees from permits include building, electrical, mechanical, plumbing, refuse hauling, excavation, subdivision inspection, swimming pool inspection, animal impoundments, and other miscellaneous. The City estimates \$1,529,906 in licenses and permits in FY 2020. Also included are cable TV franchise fees (5%) and utility franchise fees (5% gas & 5% electric). The FY 2020 projection for cable franchise fees is \$564,029 and utility franchise fee projection is \$4,794,979. The utility franchise fees are all used for property tax relief.

Use of Money and Property

This category includes interest and investment earnings collected, rent received from City owned property, and lease revenue, which is estimated at \$14,388,998 in FY 2020. The gaming related leases generate the most revenue. The lease with the Dubuque Racing Association (DRA) includes collection of 1% of coin-in and unadjusted drop and a distribution of profit from the DRA of 50%. Diamond Jo also pays a parking lease. City Council's policy is to use 100% of the DRA distribution of profit to support the Capital Improvement Budget and the total received from DRA operating and taxes is split 96% for property tax relief and 4% for capital projects. Gaming leases are projected to be \$5,554,410 in FY 2020. Riverfront leases are expected to generate \$2,270,423 in FY 2020.

Intergovernmental Revenue

Intergovernmental revenues are projected to increase 40.01% from FY 2019. The city is estimated to receive \$48,393,574 in Federal and State grants, State Road Use Tax Funds, and County Contributions

Charges for Services

This includes revenue from charges for services for Water, Sewer, Stormwater, Solid Waste, Transit, Parking and Landfill. Rate increases have been incorporated into all utilities (as shown on the "Fact Sheet" under the Budget Overviews tab). Rate increases were necessary due to a combination of operating costs rising, additional capital projects to support additional debt service and to meet revenue bond covenants. Utility charges are projected to be \$40,749,240. Other charges for services include copy charges, sales of maps and publications, street, sidewalk, and curb repairs, special Police services, Library services, Recreation programs, etc. Other charges for services are estimated at \$3,435,158 in FY 2020.

Special Assessments

Special assessments are an additional tax levied on private property for public improvements that enhance the value of the property. In FY 2020, special assessment revenue is estimated at \$30,000.

Miscellaneous Revenue

This category includes internal charges for services, proceeds from bonds, and revenues of a non-recurring nature. Miscellaneous revenues are estimated at \$20,961,152 in FY 2020.

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**ADOPTED CAPITAL IMPROVEMENT PLAN**

The City of Dubuque's Capital Improvement Plan (CIP) represents the City's five-year plan for capital improvements and totals \$192,780,230. Appropriations of funding are made on an annual basis. The capital budget is therefore the first year of the five-year CIP. The approved capital budget for fiscal year 2020 totals \$57,186,070.

The adopted CIP reflects the City's comprehensive plan and the goals and priorities established by the City Council. Funding required to meet the capital needs for FY 2020 totals \$57.2. Approximately 20.70% (\$11.8 million) of this will be provided by issuance of new debt, primarily for stormwater utility related projects (\$9.0 million). Another funding source representing approximately 11.37% of total sources is operating receipts. Operating receipts come from current year revenues and essentially represent the amount of "cash" or pay as you go financing provided by each enterprise operation.

A major focus of the capital budget and capital improvement plan is the maintenance and refurbishment of existing city facilities. To this end, significant resources are dedicated for these types of projects including, Bee Branch Creek Watershed, Airport, Fire facilities, Civic Center, Grand River Center and Street, Sanitary and Water Improvements.

The following page provides a listing of some of the highlighted projects in the fiscal year 2020 capital budget. [The Capital Budget in the Resident's Guide includes a summary by department of all projects planned through FY 2024.](#)

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**FY20 ADOPTED CAPITAL BUDGET HIGHLIGHTS**
**Fire**

Ladder & Pumper Truck Replacement - \$350,000

**Leisure Services**

Jackson Park Construct Rest Rooms - \$250,000  
 Bunker Hill Golf Course Replace Irrigation System - \$200,000  
 Library Replace Water Lines - \$142,200  
 Replace Roof on Library Addition - \$120,029  
 Eagle Point Park Replace Roof on Bridge Complex - \$120,000

**Water**

Cottingham Road Water Main - \$1,085,937  
 Southwest Arterial Water Main Extension - \$855,000  
 N Cascade Road Water Main Extension - \$804,100  
 SCADA & Communications Infrastructure - \$505,000  
 Streets Water Main Replacements - \$209,000  
 Water Main Replacements Consent Decree - \$122,500

**Water & Resource Recovery Center**

Final Clarifier Drive Pier Realignment and Drive Repair - \$130,000

**Airport**

North Apron Reconstruction - \$5,000,000  
 Rehabilitate Runway Lighting - \$1,564,000  
 Update Airport Layout Plan & GIS - \$559,930  
 Replace Snow Removal Equipment (SRE) - \$230,000  
 Relocate D-Marc to New Terminal - \$190,000

**Public Works**

Cab-Over Solid Waste Vehicles - \$490,000  
 Curb Ramp Program - \$420,304  
 56,000 GVW Dump Truck Replacement - \$320,930  
 Flood Control Levee Repair - \$200,000  
 Ice Harbor Concrete Abutment - \$190,000  
 Aerial Bucket Truck Replacement - \$173,791

**Sanitary Sewer Improvements**

Catfish & Granger Interceptor, Force Main & Lift Improvements - \$243,000  
 Sewer Utility Master Plan - \$164,000  
 Cedar & Terminal Lift Station & Force Main - \$153,000  
 Track Line Sanitary Cleaning and Lining - \$100,000

**Stormwater Improvements**

Bee Branch Railroad Culverts - \$13,817,473  
 22nd St Storm Sewer - \$4,847,483  
 17th St Storm Sewer - \$2,886,037  
 US HWY 20 Interchange Storm Sewer - \$325,000  
 Landfill Access Road Storm Sewer - \$222,000  
 Stormwater I&I Elimination Program - \$100,000  
 Storm Sewer General Replacements - \$100,000

**Street Related Improvements**

East-West Corridor Capacity Improvements - \$4,450,000  
 Bee Branch Trail 16th to 9th Street - \$597,000  
 Two-Way Conversion Central & White - \$200,000  
 Pavement Marking Project - \$135,000  
 Southwest Arterial Project - \$100,000

**Traffic Improvements**

Asbury Rd Signalization - \$120,000  
INET Replacement Buildout - \$100,000  
STREETS Traffic Control Project - \$100,000

**Engineering Miscellaneous**

Historic Federal Building Renovation - \$102,700

**Building**

Downtown URD Non-Profit ADA Assistance - \$100,000

**Economic Development**

Workforce Development - \$310,000  
Downtown Rehabilitation Loan Program - \$300,000  
Greater Downtown URD Incentive & Rehab Program - \$237,100  
Downtown Rehab Grant Program - \$100,000  
Central Avenue Streetscape Master Plan Implementation - \$100,000

**Transit**

Transit Vehicle Replacement - \$2,312,092  
JFK Transfer Phase 2 - \$409,474

**Parking**

Locust/Iowa Street Parking Ramp Repairs - \$250,000

**Housing and Community Development**

Bee Branch Healthy Homes Resiliency Grant - \$2,718,000  
Lead Based Paint Hazard Control - \$550,000  
True North Neighborhood Reinvestment Partnership - \$300,000  
Homeownership Assistance - \$276,238  
Rental Dwelling Rehabilitation Program - \$245,000  
Washington Neighborhood Home Purchase Program - \$211,283  
Washington Neighborhood Housing Initiative - \$150,000

**City Manager's Office**

Municipal Green House Gas Inventory - \$100,000  
Downtown Urban Renewal Area Non-Profit Weatherization Assistance - \$100,000

**Finance**

Department Remodel - \$100,000

**Information Services**

City-Wide Computer Replacements - \$713,034  
City-Wide Multifunction Replacements - \$134,875

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# **COMMUNITY INFORMATION**

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Founded by Julien Dubuque in 1785, Dubuque is Iowa's oldest city and is among the oldest settlements west of the Mississippi River. Dubuque has long been a historical and cultural center with its numerous historic sites, architectural Historic Districts with well-preserved buildings and homes, a revitalized main street, history and art museums, live theaters, ballet troupes, a symphony, three private colleges, two seminaries, a Bible college, libraries and a local history research center, recreational and sports venues, beautiful parks, a state park and nature interpretive center, miles of hiking and biking trails and the great Mississippi River.



Recent recognitions include being named one of the 100 Best Communities for Young People, the Most Livable Small City, an Iowa Great Place, an All-America City, and a LEED Certified City (Leadership in Energy and Environmental Design). Dubuque scored 100 on the 2018 Municipal Equality Index, issued by the Human Rights Campaign (HRC), in partnership with the Equality Federation Institute.

Dubuque, Iowa is truly a “Masterpiece on the Mississippi.”



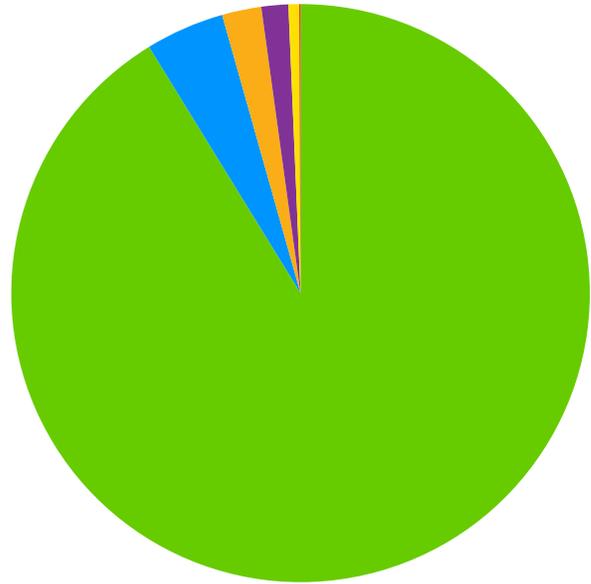
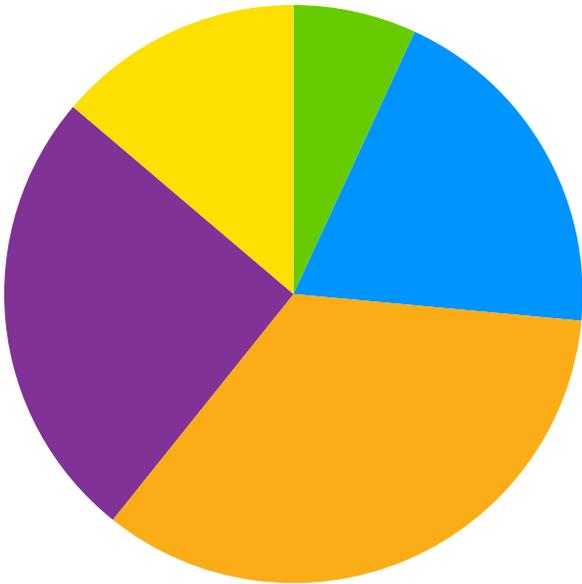
ACCORDING TO THE 2013-2017 AMERICAN COMMUNITY SURVEY (ACS), THE CITY OF DUBUQUE'S DEMOGRAPHICS INCLUDE THE FOLLOWING:

**AGE**

- Under 5 Years 6.9%
- 5-19 Years 19.6%
- 20-44 Years 34.3%
- 45-64 Years 25.5%
- 65 years and better 13.8%

**RACE**

- White or Caucasian 91.2%
- Black or African American 4.4 %
- Hispanic or Latino 2.2%
- Asian 1.5%
- Hawaiian & Other Pacific Islander 0.6%
- American Indian and Alaska Native 0.07%



## POPULATION

Total Population: 58,410  
Female Population: 51.35%  
Male Population: 48.65%

Average Household Size: 2.86  
Family Households: 59.3%  
Non-Family Households: 40.7%

Average Family Size: 2.86

Median Age: 37.1 years

## HOUSING

Total Housing Units: 23,974  
Housing Occupancy: 93.6%  
Owner-Occupied: 63.3%  
Renter-Occupied: 36.7%

## INCOME

Median Household Income: \$50,171  
Median Family Income: \$64,168  
Families below poverty: 10.4%  
Individuals below poverty: 16.3%  
Over 18 years old: 11.3%

## DUBUQUE'S LOCATION

Situated at the intersection of Iowa, Illinois, and Wisconsin, the community of Dubuque, Iowa, stands among the Mississippi River bluffs as a metropolitan service area for seven surrounding counties.

Dubuque is connected by four-lane highways to Davenport, Des Moines, Madison and Minneapolis. The majority of the way to Chicago is also four-lane highway. Dubuque is centrally located amongst several major metropolitan areas:

The Dubuque Regional Airport serves both business and leisure travelers with service through Envoy (formerly American Eagle) between Dubuque and Chicago's O'Hare International Airport. Private and corporate jets also make use of the great central location of the airport as well.

Land Area: 32.7 square miles  
Riverfront shoreline: 8.8 miles



## SERVICES PROVIDED BY THE CITY OF DUBUQUE

Airport  
Ambulance & EMS  
Animal Control  
Arts & Culture  
Building Permits  
Campground  
Civic Center  
Conference Center  
Community Development  
Economic Development  
Emergency Communications/911  
Emergency Notifications  
Fire/Rescue  
Golf Course  
Health Services  
Historic Preservation  
Housing  
Human Rights

Library  
Licenses & Permits  
Marina  
Parking  
Parks  
Planning & Zoning  
Police  
Recreation  
Sanitary Sewer  
Sidewalks  
Snow & Ice Control  
Street Maintenance  
Stormwater Management  
Transit  
Trash & Recycling  
Utility Billing  
Water  
Wastewater

## RECREATION OPPORTUNITIES

53 parks with 1,246 acres  
25 park shelters  
19 tennis courts  
21 restrooms  
4 accessible fishing piers  
3 skate parks  
1 dog park  
288 units of play equipment  
1 Disc golf course  
1 In-line hockey rink  
10 softball fields  
1 baseball field  
5,200 street trees  
46 miles of trails  
1,000 picnic tables



## CULTURAL AMENITIES

In Dubuque there are over 45 non-profit arts and cultural organizations that provide year-round cultural programming in Dubuque and the surrounding area. Dubuque is home to a world-class Symphony Orchestra and Arboretum, two Smithsonian Affiliates - the Dubuque Museum of Art and the National Mississippi River Museum and Aquarium, JDIFF - an international film festival, multiple community theater groups including Grand Opera House, Bell Tower, Rising Star and Fly By Night. There are on average over 125 special events throughout the year from community festivals to outdoor music venues to parades and neighborhood events.

**WORKFORCE**

Today there are over 12,000 employees working in downtown Dubuque. Dubuque leads the State in downtown rehabilitation and development with over \$600 million of public and private investment since 1985.

According to the latest data from Iowa Workforce Development (November 2017), Dubuque's employment is at 60,600. Dubuque County's unemployment rate for November 2017 was just 2.4% while Iowa's rate was 2.5% and the nation's was 4.1%.

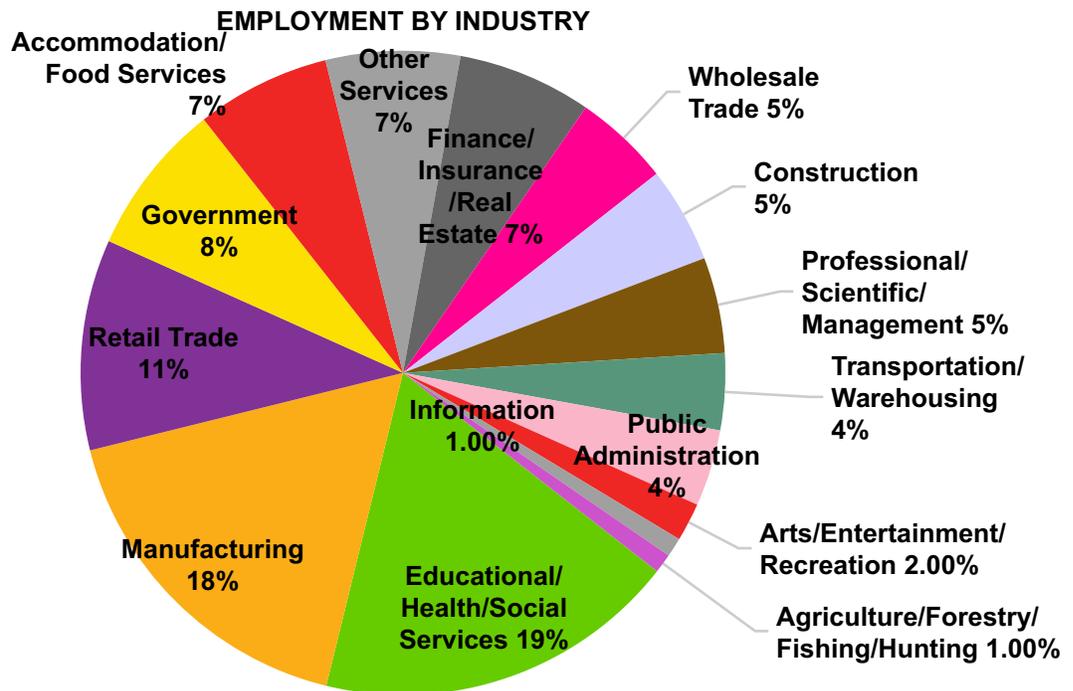
The top ten employers in the area employ less than 20% of the total workforce. Interstate Power & Light CO., the greatest revenue source among all taxpayers, contributes approximately 6% of the City's taxable valuation.

TOP EMPLOYERS	
Employer	Employees
Dubuque Community Schools	2,670
John Deere *	2,600
Mercy Medical Center	1,360
Medical Associates	1,030
Unity Point Health-Finley Hospital	900
City of Dubuque	820
Andersen Windows	Confidential
Cottingham & Butler	572
Sedgwick	550
Dubuque Bank & Trust/Heartland	538

Source: Greater Dubuque Development Corporation  
 \* Located just outside the City limits.

MAJOR TAXPAYERS	
Taxpayer	Valuation
Peninsula Gaming Co. LLC	\$ 63,778,569
Kennedy Mall Inc.	\$ 38,925,903
Walter Development LLC	\$ 28,270,499
Progressive Processing LLC	\$ 25,369,950
GRTD Investments LLC	\$ 22,378,937
Mar Holdings LLC	\$ 21,352,968
McGraw-Hill Global Education	\$ 16,225,373
Platinum Holdings LLC	\$ 15,749,261
Nordstrom Inc.	\$ 14,800,000
Flexsteel Industries Inc.	\$ 13,332,090

Source: Dubuque County Iowa Auditor's Office





## City of Dubuque Mayor and City Council Non-profit & Partner Board Representation



As elected officials, the Mayor and City Council serve as a City Council Representative on a number of local, not-for-profit and partner organizations. Appointments are made at the request of the organization or are included in the organization's Bylaws or Articles of Incorporation. These appointments are affirmed every year by the City Council at an official meeting.

Area Council of Governments  
Dubuque County Conference Board  
Convention & Visitor's Bureau Board of Directors  
Convention and Visitors Bureau Advisory Committee  
County Resource Enhancement and Protection Act (REAP) Committee  
Dubuque County Early Childhood Board  
Dubuque County Emergency Management Council  
Dubuque Initiatives  
Dubuque Main Street  
Dubuque Metropolitan Area Solid Waste Agency  
Dubuque Metropolitan Area Transportation System (DMATS)  
Dubuque Racing Association  
Dubuque County Examining Board  
Four Mounds Foundation  
Friends of the Mines of Spain Advisory Board  
Greater Dubuque Development Corporation (GDDC)  
Operation: New View Community Action Agency  
Pre-Disaster Mitigation Plan Committee (PDMP)  
River Valley Initiative Foundation Board of Directors  
Sister City Relationships Advisory Commission



## City of Dubuque Boards and Commissions

Individuals serving on Boards and Commissions play an important role in advising the City Council on matters of interest to our community and its future. The City Clerk's Office accepts applications for any Board or Commission at any time, and the application stays active for one year from the date of receipt in the Clerk's Office. Applicants must be a resident of the City of Dubuque. Some boards and commissions may require compliance with the State of Iowa Gender Balance Law.

Airport Commission

Airport Zoning Commission

Airport Zoning Board of Adjustment

Arts and Cultural Affairs Advisory  
Commission

Board of Appeals

Building Code Board

Cable TV Commission

Catfish Creek Watershed Management  
Authority

City Board of Review

Civic Center Commission

Civil Service Commission

Community Development Advisory  
Commission

Electrical Code Board

Environmental Stewardship Advisory  
Commission

Enterprise Zone Commission

Historic Preservation Commission

Housing Commission

Housing Trust Fund Advisory Committee

Housing Board of Appeals

Human Rights Commission

Investment Oversight Commission

Library Board of Trustees

Long Range Planning Advisory Commission

Mechanical & Plumbing Code Board

Mechanical Code Board

Mediacom Charitable Foundation

Parks and Recreation Advisory Commission

Plumbing Code Board

Sister City Relationships Advisory  
Commission

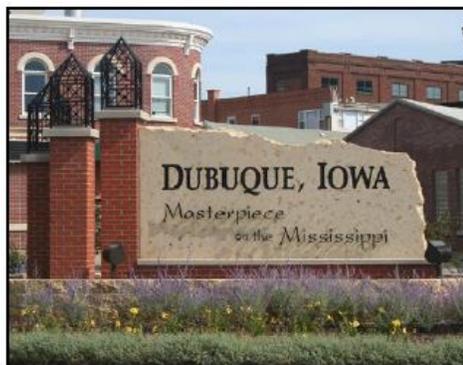
Safe Community Advisory Committee

Resilient Community Advisory Commission

Transit Advisory Board

Zoning Advisory Commission

Zoning Board of Adjustment



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# **BUDGET OVERVIEWS**

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## 2035 VISION STATEMENT

Dubuque 2035 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2035 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 2024

- **Robust Local Economy:** Diverse Businesses and Jobs with Economic Prosperity
- **Vibrant Community:** Healthy & Safe
- **Livable Neighborhoods & 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 Viable, Livable, and Equitable
- **Diverse Arts, Culture, Parks, and Recreation Experiences and Activities**
- **Connected Community:** Equitable Transportation, Technology Infrastructure, and Mobility

## 2018-2020 POLICY AGENDA

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.

## 2018-2020 MANAGEMENT AGENDA

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.

### TOP PRIORITIES

(in alphabetical order)

- Affordable Childcare Study and Funding
- Five Flags Center: Direction and Funding
- Inclusive Dubuque Support
- Major Streets Improvement: Plan, Direction, and Funding
- Poverty Reduction: Action Plan
- River Cruise Docking Facilities: Direction
- Winter Farmers Market: Location and Funding Support

### HIGH PRIORITIES

(in alphabetical order)

- Bee Branch Floodwall Gates Funding
- Central Avenue Corridor: Economic Revitalization
- Crime Prevention Program: Maintenance
- Debt-Reduction Plan: Continuation
- Mental/Brain Health Strategy and Action Plan
- New Financial Software: Funding
- Pet-Friendly Community: Policy Direction and Actions
- Street Maintenance Program: Funding Level

### TOP PRIORITIES

(in alphabetical order)

- Campaign for Grade-Level Reading
- CHANGE Program: Implementation
- Crescent Community Health Center Expansion
- Dubuque's True North Housing Initiative
- Multicultural Family Center Expansion
- Riverfront Master Plan (US Army Corps of Engineers)
- Transit Vehicles Replacement
- Veterans Pond Development and Direction

### HIGH PRIORITIES

(in alphabetical order)

- City Performance Measurements/Open Data/Data Governance
- Citywide Departmental Work Order System
- Comiskey Park Renovation
- Community Security/Surveillance System Expansion
- Housing Needs Assessment Report
- Resident Satisfaction Survey
- Residential Housing Upgrade/Bee Branch HUD Flood Protection
- Water & Resource Recovery Center: Nutrient Trading

**Vibrant Community**

**Management in Progress**

- Radio System Upgrade to P25
- Dispatcher Training: FY'20 Funding
- Communication National Quality Assurance: FY'20 Funding
- CAD Connection to City Cameras Network: Funding
- Water & Resource Recovery Center: Certification of Environmental Lab – Analysis of Nutrients
- 2018 Community Health Needs Assessment/Health Improvement Plan: Adoption
- Fire Accreditation: Completion
- HUD Voluntary Compliance Report
- Police Officer Recruitment & Retention
- 21st Century Policing Guide
- Healthcare for Residents from Pacific Islands: FY'20 Funding
- Traffic Camera System: Upgrade
- Smart 911 Personal & Building Profile Marketing: FY'20 Funding
- Quick Response Pumper: Operational
- EMS Equipment Replacement Schedule
- Fire Pumper: Operational
- Humane Society Contract: Renewal

**Major Projects:**

- Fire Headquarters & Station ADA Compliance
- Fire Station HVAC & Lighting Improvements
- Communications Center Remodel
- Police Shooting Range Development (with Dubuque County Sheriff)

**Management in Progress**

Items that are underway and budgeted. Staff is implementing and providing updates to City Council.

**Major Projects**

Projects that are underway and budgeted. Staff is implementing and providing updates to City Council

**Robust Local Economy**

**Management in Progress**

- Riverfront Lease Gavilon Sites [2]: Negotiate Lease Extension
- Workforce Market-rate Housing: Rent to Own Plan Development
- Brownfield Area-wide Agreement & Clean-up
- Economic Impact of Historic Preservation Survey & Report: FY'20 Funding
- Phased Historic Architecture Survey: FY'20 Funding
- Marketing Dubuque Jet Center Services: Funding
- America's River III Fundraising: Announcement
- Air Service Expansion
- Opportunity Dubuque Job Training Program- Support Expansion & Diversification of Clients
- Flexsteel Project: Facility Completion & Dubuque Initiatives Possession of Former Site
- Dubuque Brewing & Malting Site Development: SHPO Review
- Opportunity Zone Administrative Rules: US Treasury
- Build a Better Block Event

**Major Projects:**

- Airport Terminal Landscaping

**Livable Neighborhoods**

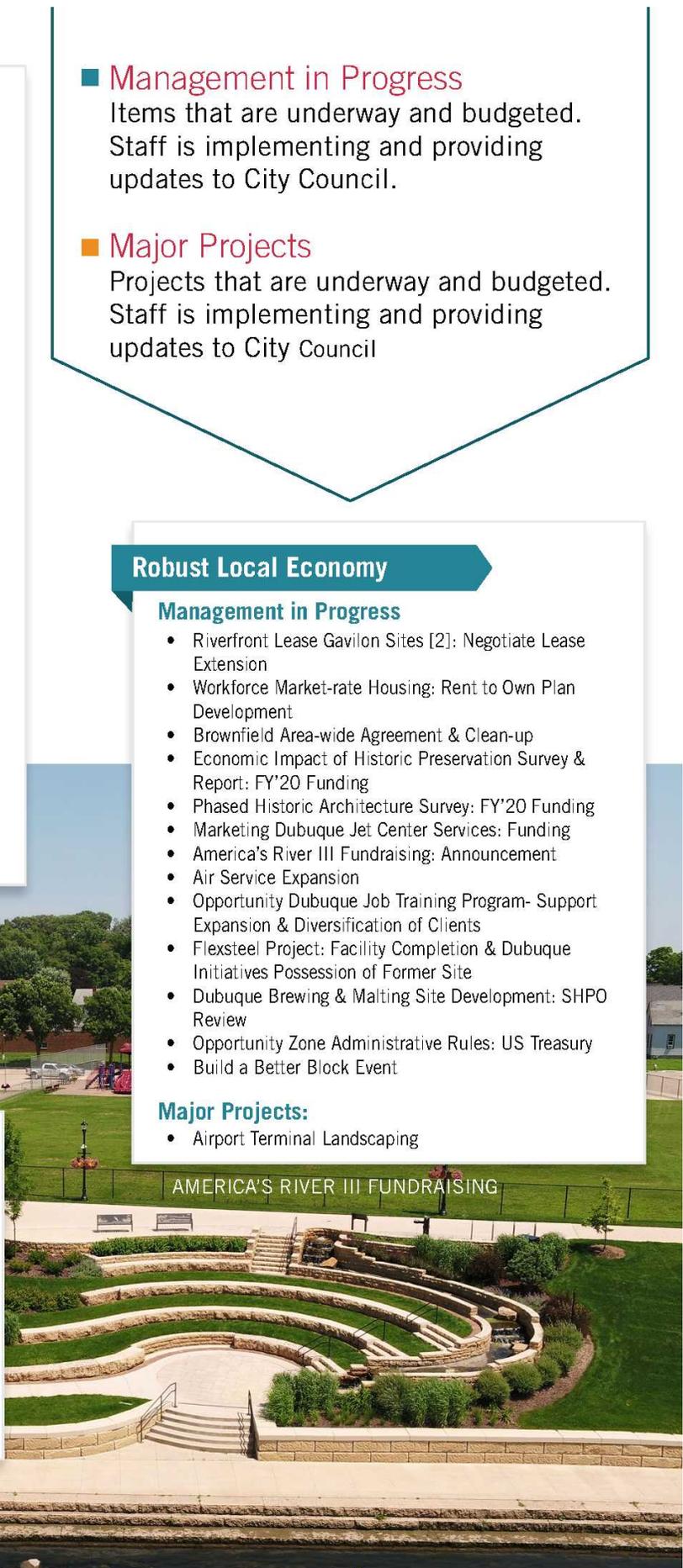
**Management in Progress**

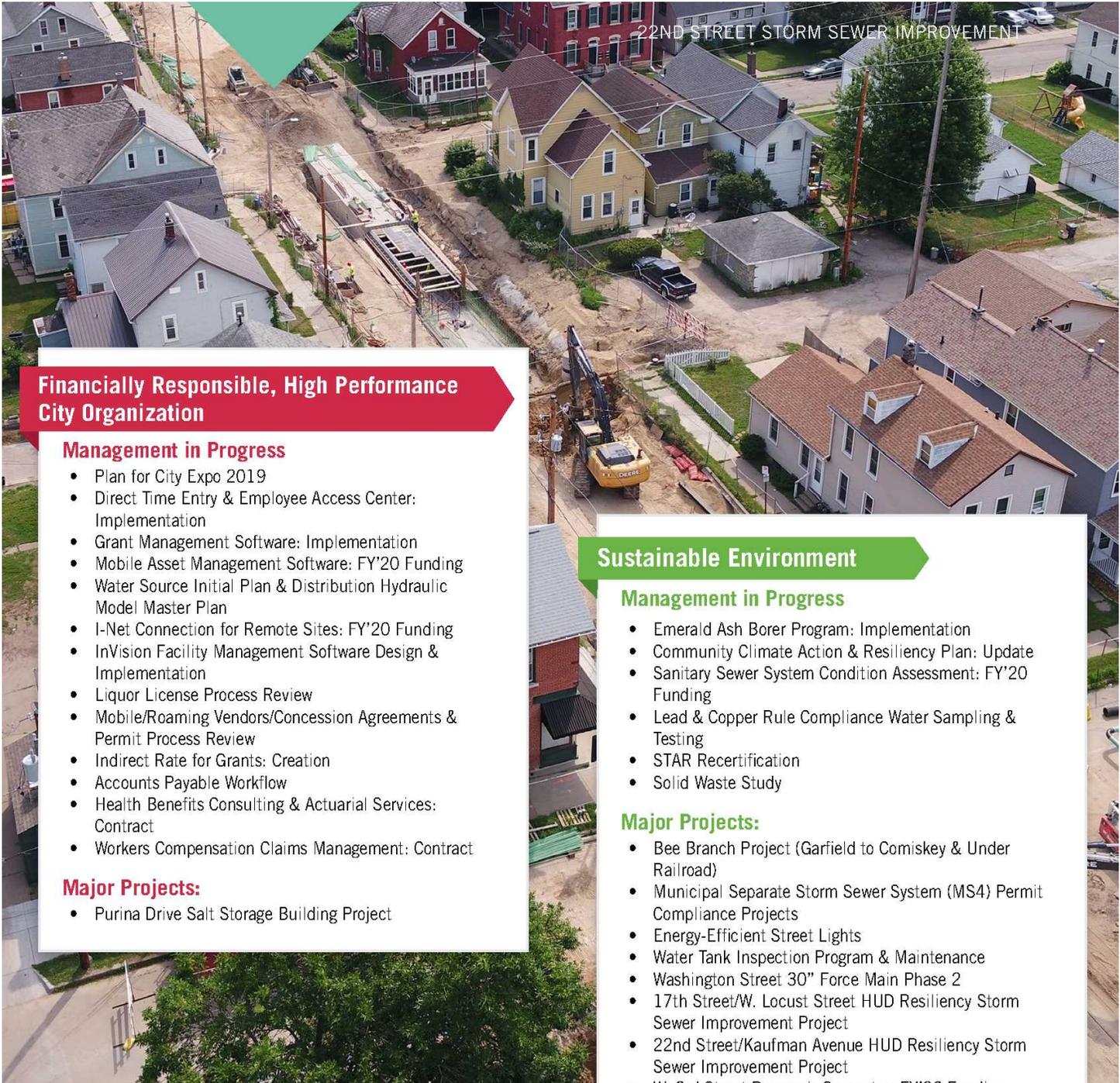
- Barrington Lakes Reservoir Abandonment
- Code Enforcement Accela Program: FY'20 Funding
- Low Income Housing Tax Credits Program/Projects
- Abandoned/Vacant Buildings/Structures Report
- Downtown Commercial Buildings Evaluation & Assessment Report: Identification

**Major Projects:**

- Lowell Street Retaining Wall Repair

AMERICA'S RIVER III FUNDRAISING





22ND STREET STORM SEWER IMPROVEMENT

**Financially Responsible, High Performance City Organization**

**Management in Progress**

- Plan for City Expo 2019
- Direct Time Entry & Employee Access Center: Implementation
- Grant Management Software: Implementation
- Mobile Asset Management Software: FY'20 Funding
- Water Source Initial Plan & Distribution Hydraulic Model Master Plan
- I-Net Connection for Remote Sites: FY'20 Funding
- InVision Facility Management Software Design & Implementation
- Liquor License Process Review
- Mobile/Roaming Vendors/Concession Agreements & Permit Process Review
- Indirect Rate for Grants: Creation
- Accounts Payable Workflow
- Health Benefits Consulting & Actuarial Services: Contract
- Workers Compensation Claims Management: Contract

**Major Projects:**

- Purina Drive Salt Storage Building Project

**Sustainable Environment**

**Management in Progress**

- Emerald Ash Borer Program: Implementation
- Community Climate Action & Resiliency Plan: Update
- Sanitary Sewer System Condition Assessment: FY'20 Funding
- Lead & Copper Rule Compliance Water Sampling & Testing
- STAR Recertification
- Solid Waste Study

**Major Projects:**

- Bee Branch Project (Garfield to Comiskey & Under Railroad)
- Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects
- Energy-Efficient Street Lights
- Water Tank Inspection Program & Maintenance
- Washington Street 30" Force Main Phase 2
- 17th Street/W. Locust Street HUD Resiliency Storm Sewer Improvement Project
- 22nd Street/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project
- W. 3rd Street Reservoir Generator: FY'20 Funding
- Well Abandonment Project (Vernon & Barrington Lakes Systems)
- Water Meter Replacement for Vernon & Barrington Lakes
- WRRRC Outfall Manhole Reconstruction
- Riverbank Stabilization Project (US Corps of Engineers)
- Kerper Boulevard Sanitary Sewer
- Roosevelt Street Water Tower
- Cedar Crest, Wildwood, Barrington Lakes Fire Hydrants
- Tamarack Water Main Extension





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

### Diverse Arts, Culture, Parks, & Recreation

#### Management in Progress

- Kindle e-Readers to Nursing Homes
- How-to-Create Videos – Library YouTube Channel
- Bunker Hill Golf Course Irrigation Project Phase 3: FY'20 Funding

#### Major Projects:

- Grand River Center: Upgrade Projects
- Creekwood Park: Opening
- English Ridge Subdivision Park Development
- Eagle Point Park Ecological Restoration Project

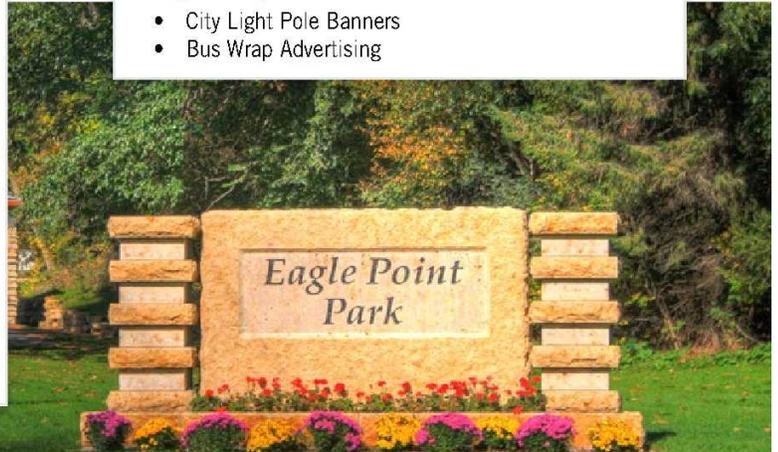
### Partnership for a Better Dubuque

#### Management in Progress

- Four Mounds Foundation/HEART Program
- My Brother's Keeper
- City Channel Dubuque Programming: Distribution Options
- All-America City Application
- GIS Story Maps
- Language Translation Strategy
- City Focus Magazine
- Bee Branch "Beekeepers" Initiative

#### Major Projects:

- City Light Pole Banners
- Bus Wrap Advertising



EAGLE POINT PARK ECOLOGICAL RESTORATION

### Connected Community

#### Management in Progress

- Bus Routes: Update
- Highway 20 Landscaping: FY'20 Funding
- Comprehensive Pavement Preservation Plan: FY'20 Funding
- New Aviation Facility (University of Dubuque)
- Airport Security Program: Upgrade
- Downtown Parking Signage Ordinance: Update

#### Major Projects:

- Roundabouts [4]
- Four-Laning Southwest Arterial: Completion
- North Cascade Road Reconstruction & Water Main Extension
- Washington Street Improvements (7th - 9th Street)
- Menards Frontage Road
- Chavenelle Road Rehabilitation
- Chavenelle Road Hike/Bike Trail
- Airport Signage – Highway 61
- Surface Parking Lots Paving
- Highway 52 Repaving



ROUNDBABOUTS PROGRESS

COUN002-090418

LINKING LONG- AND SHORT-TERM GOALS

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity</b>	Terminal Automated Vehicle Wash Facility	Airport
	Aerial Orthophotography	City Manager's Office
	Central Avenue Corridor Initiative	Economic Development
	Central Avenue Streetscape Master Plan Implementation	Economic Development
	Downtown Rehab Grant Program	Economic Development
	Downtown Rehabilitation Loan Program	Economic Development
	Greater Downtown Urban Renewal District Incentive & Rehab Program	Economic Development
	Workforce Development	Economic Development
	ABC Supply Building Deconstruction	Engineering
	Federal Building Renovation	Engineering
	Fiber Optic Conduit - Miscellaneous	Engineering
	Riverfront Dock Expansion	Engineering
	Riverfront Leasehold Improvements	Engineering
	Sanitary Sewer Extensions - Existing Development, Pre-Annexation, and Annexation Agreements	Engineering
	Sanitary Sewer Extensions to Existing Developments	Engineering
	Sanitary Sewer Extensions to Existing Developments	Engineering
	Sanitary Sewer Extensions to New Developments	Engineering
	East 12th & Elm Street Parking Lot Construction	Transportation Services
	Southwest Arterial Water Main Extension	Water
	Tamarack Park Frontage Road Water Main	Water
Water Line Extensions to New Developments	Water	
West End Annexation Phase II	Water	

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Vibrant Community: Healthy and Safe</b>	Street Camera Installation	Engineering
	Sidewalk Inspection Program	Engineering
	Street Light Replacement and New Installation	Engineering
	Flood Control Maintenance Facility	Engineering
	Fire Station Expansion and Relocation	Fire
	Ladder Truck and Pumper Replacement	Fire
	HVAC Replacement - Fire Headquarters	Fire
	Ambulance Replacement	Fire
	Lead Service Line Replacements	Housing
	Lead Based Paint Hazard Control Grant Match	Housing
	Flood Control Levee Repair	Public Works
	Flood Control Units	Public Works
	Public Lead Line Water Replacement	Water

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Vibrant Community: Healthy and Safe</b>	Draintile Program	Engineering
	Grandview Street Light Replacement	Engineering
	Sidewalk Program - City Owned Property	Engineering
	Onboard Security Cameras	Transportation Services

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Livable Neighborhoods and Housing: Great Place to Live</b>	Bee Branch Healthy Homes Resiliency Grant	Housing
	First-Time Home Buyer Program	Housing
	Homeowner Rehabilitation Program	Housing
	Homeownership Assistance	Housing
	Lead Based Paint Hazard Control	Housing
	Purchase/Rehab/Resale	Housing
	Rental Dwelling Rehab Program	Housing
	Washington Neighborhood Home Purchase Program	Housing
	Washington Neighborhood Housing Initiative	Housing

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery</b>	Replace Carpet	Conference Center
	Storm Sewer General Repairs	Engineering
	Storm Sewer Lining and Rehabilitation	Engineering
	Catch Basin Reconstruction	Engineering
	Cedar and Terminal Lift Station and Force Main Assessment and Improvements	Engineering
	CCTV Inspection, Cleaning and Assessment	Engineering
	Sanitary Sewer Utility Master Plan	Engineering
	Stone Retaining Walls	Engineering
	Bridge Repairs and Maintenance	Engineering
	Traffic Signal Mastarm Retrofit	Engineering
	Track Line Sanitary Cleaning & Lining	Engineering
	General Ledger Software	Finance
	City-Wide Computer and Printer Replacements	Information Services
	City-Wide Multifunction Replacements	Information Services
	Network Switch Replacements	Information Services
	Retaining Wall Replacement	Parks
	Cab-Over Solid Waste Vehicles	Public Works
	High Pressure Sewer Jet Cleaner	Public Works
	Locust/Iowa Street Parking Ramp Repairs	Transportation Services
	Port of Dubuque Major Ramp Maintenance	Transportation Services
	Lift Station SCADA Upgrades	W&RRC
	SCADA and Communications Infrastructure	Water
Water Meter Replacement Program	Water	

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery</b>	Fiber Infrastructure Management System	Engineering
	Manhole Replacement/Rehab Program	Engineering
	Pennsylvania Culvert Replacement	Engineering
	Street Lighting and Traffic Signal Knockdown	Engineering
	Department Remodel	Finance
	Layer 2 Redundant Network Switch	Information Services
	Library - Replace Water Lines	Library
	Replace Roof on Library Addition	Library
	Parks - Replace Water Lines	Parks
	Aerial Bucket Truck Replacement	Public Works
	Floodwall Post-Flood Repair Program	Public Works
	Hard Surface Deep Cleaning Self-Propelled Unit	Public Works
	Sanitary Sewer Root Foaming	Public Works
	Traffic Signal Battery Backup Program	Traffic
	UV Disinfection System Modifications	W&RRC
	Fire Hydrant Assembly Relocation/Replacement of the Sidewalk Program	Water
	Water Source & Hydraulic Model: Master Plan	Water
	Pavement Condition Index (PCI)	Airport
Washington Neighborhood Home Purchase Program	Housing	

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Sustainable Environment: Preserving and Enhancing Natural Resources</b>	Bee Branch Creek Rail Road Culverts	Engineering
	22nd Street Storm Sewer Improvements	Engineering
	17th Street Storm Sewer Improvements	Engineering
	Stormwater Infiltration & Inflow Elimination	Engineering
	Auburn & Custer Sanitary Sewer Reconstruction	Engineering
	Sanitary Sewer Lining Program	Engineering
	Southfork Interceptor Sanitary Sewer	Engineering
	Twin Ridge Subdivision - Lagoon Abandonment	Engineering
	Cooper Place and Maiden Lane Sanitary Sewer Reconstruction	Engineering
	Center Place Alley Sanitary Sewer Rehabilitation	Engineering
	US HWY 20 Interchange Storm Sewer	Engineering
	Storm Sewer Improvements/Extensions	Engineering
	High-Strength Waste Receiving & Storage	W&RRC
	Nitrogen Reduction	W&RRC
	Final Clarifier Drive Pier Realignment and Drive Repair	W&RRC
	Cottingham Road Water Main	Water
	Wells, Well-Field & Raw Transmission Line Improvements	Water
	Water Main Replacements - Streets	Water

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Sustainable Environment: Preserving and Enhancing Natural Resources</b>	Water Storage Tank Coating Program	Water
	Water Main Replacement - Consent Decree	Water
	North Cascade Road Water Main Extension	Water
	Chesterfield Drive Water Main	Water
	Municipal Green House Gas Inventory	City Manager's Office
	Hempstead Sanitary Sewer Reconstruction	Engineering
	Perry & Bradley Force Main and Lift Station Improvements	Engineering
	Landfill Access Road Storm Sewer	Engineering
	Abott & Cottage Sanitary Sewer Reconstruction	Engineering
	Heeb Street Sanitary Sewer Reconstruction	Engineering
	University Avenue Storm Sewer	Engineering
	Knob Hill/Duggan Drive Sanitary Sewer Reconstruction	Engineering
	LED Re-lamp Schedule	Engineering
	Southgate Sanitary Sewer Reconstruction	Engineering
	Wood Street Sanitary Sewer Reconstruction	Engineering
	Grove Terrace Sanitary Sewer Reconstruction	Engineering
	Catfish and Granger Creek Interceptor, Force Main, and Lift Station Improvements	Engineering
	Mechanical & Electrical Systems Implementation	Fire
	Ice Harbor Gate Fender Replacement	Public Works
	Ice Harbor Concrete Abutment Repair	Public Works
Municipal Service Center CNG Retrofit	Public Works	
Side Stream Phosphorous Removal	W&RRC	
Old Davenport Road water Main Extension	Water	

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Partnership for a Better Dubuque: Building Our Community that is Viable, Livable and Equitable</b>	Downtown ADA Assistance	Building
	Downtown Urban Renewal District Non-Profit ADA Assistance	Building
	Non-Profit Weatherization Assistance	City Manager's Office
	Washington Neighborhood Facade Program	Economic Development
	True North Neighborhood Reinvestment Program	Housing
	Washington Neighborhood Home Purchase Program	Housing

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<b>Diverse Arts, Culture, Parks and Recreation: Experiences and Activities</b>	Replace Table, Chairs, and Podiums	Conference Center
	Five Flags Building Improvements	
	Arena - Roof Replacement	Civic Center
	Hawthorne Street Boat Ramp Repair	Public Works
	Amenities Improvement	Parks
	Arena - Air Wall Replacement	Civic Center
	Arena - Concert Sound Equipment	Civic Center
	Arena - Stage Deck Replacement	Civic Center
	Bunker Hill Golf Course - Replace Irrigation System	Recreation
	Construct Rest Rooms	Parks
	Flora and Sutton Pools Annual Maintenance	Recreation
	Accessibility Building Modifications	Civic Center
	Arena Air Conditioner Replacement	Civic Center
	Arena - Concert Audio Reinforcement	Civic Center
	Elevator Upgrades	Civic Center
	Replace Play Unit	Parks
	Replace Fabric Wall Covering	Conference Center
	Stone Work	Parks
	Playground Replacement	Parks
	Replace Roof on Bridge Complex	Parks
	Parks - Concrete Improvements	Parks
	Eagle Valley Park Development	Parks
	Renovate Log Cabin Pavilion	Parks
	Street Tree Program	Parks
	Plaza Rehabilitation	Parks

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
<p style="text-align: center;"><b>Connected Community: Equitable Transportation, Technology, Infrastructure and Mobility</b></p>	Replace Snow Removal Equipment	Airport
	East-West Corridor Capacity Improvements	Engineering
	Curb Ramp Program	Public Works
	Southwest Arterial Project	Engineering
	Transit Vehicle Replacement	Transportation Services
	STREETS Traffic Control Project	Engineering
	Relocate D-Marc to New Terminal	Airport
	56,000 GVW Dump Truck Replacement	Public Works
	35,000 GVW Dump Truck Replacement	Public Works
	Pavement Marking Program	Public Works
	Asphalt Milling Program	Public Works
	Rehabilitate Taxiway A	Airport
	North Apron Reconstruction	Airport
	Cedar Cross Road Reconstruction	Engineering
	Chavenelle Road Reconstruction	Engineering
	Rehabilitate Runway Lighting	Airport
	Bee Branch Creek Trail 16th to 9th Street	Engineering
	North Cascade Road Reconstruction	Engineering
	Seippel Road Reconstruction	Engineering
	Pennsylvania & Radford Road Roundabout	Engineering
	7th Street Connection to Pine Street	Engineering
	Update Layout Plan and GIS	Airport
	INET Replacement Build Out	Engineering
	Traffic Signal Fiber Optics	Engineering
	Vacuum Street Sweeper Replacement	Public Works
	JFK Transfer Phase 2	Transportation Services
	Traffic Signalization Program	Engineering
	Traffic Signal Intersection Reconstruction	Engineering
	Heeb Street Construction	Engineering
	Traffic Signal Interconnect Conduit Replacement	Engineering
	Terminal Entrance Sign and Regrading	Airport
	Traffic Signal Controller Replacement	Engineering
	Wheel Loader Purchase	Public Works
	2-Way Conversion Central & White	Engineering
	Traffic Signal Detection Conversion	Public Works
	Asphalt Pavement Repair	Airport
	JFK Road Resurfacing	Engineering
	Curb Replacement Program	Public Works
	Asbury Road Signalization Reconstruction	Engineering
	Bust Stop Improvements	Transportation Services
	ITS Traffic Control Equipment	Engineering
Concrete Street Section Repair Program	Public Works	
Street Construction General Repairs	Engineering	

**CITY OF DUBUQUE  
FISCAL YEAR 2020 ADOPTED BUDGET  
FACT SHEET**

Total Budget	\$191,483,237	9.54% more than FY 2019
Operating Budget	\$134,297,167	2.35% more than FY 2019
Capital Budget	\$57,186,070	31.21% more than FY 2019
City Tax Asking	\$26,296,081	-0.75% less than FY 2019
City Tax Rate	\$10.33144 per \$1,000	-2.43% less than FY 2019
Taxable Valuation	\$2,542,043,245	+1.72% more than FY 2019
TIF Increment Valuation	\$353,396,716	+4.60% more than FY 2019
Tax Rate Change	-2.43%	

**Impact on Property Owners** (City Taxes Only)

Residential = 0.00%	Commercial = -1.48%	Industrial = -1.79%	Multi-residential = -7.07%
\$0.00	-\$48.53	-\$87.16	-\$132.29

**Adopted Fee Adjustments**

Sewer	4.50% rate increase effective July 1, 2019
Water	5.00% rate increase effective July 1, 2019
Stormwater	6.83% rate increase effective July 1, 2019
Solid Waste	1.63% rate increase effective July 1, 2019
Recreation	Annual Golf fee increases/decreases to maintain 100% self-support guideline: \$10 increase for all 6 annual pass categories (Individual, Individual Weekday, Couple, Weekday Couple, Family, and Junior).  Creation of new college golf pass. This pass would be sold for \$300 for the season with an estimate of 20 sold totaling \$6,000 in additional revenue.
Building Services	Implement a minimum permit fee of \$25, a \$150 application fee for appeals applications, and charge 20% of the permit fee for plan review rather than an hourly rate. In FY21 the Building Services Department would also move to one fee schedule for residential and commercial projects. This fee schedule will reflect the averages of all other large cities in Iowa and fees will be rounded to the nearest whole value. Fee adjustments will occur over two years.

**Positions**

	<b><u>Full-Time Equivalent Changes</u></b>	<b><u>Full-Time Equivalent</u></b>
All Funds	11.41	710.09*

\* Included Full Time employees (577.50), Part Time employees (75.15), and Seasonal (57.44)

## SUMMARY OF TOTAL REVENUE AND EXPENDITURES - ALL BUDGETED FUNDS

Revenues/Sources	FY18 Actual	FY19 Adopted Budget	FY20 Adopted Budget
Taxes	\$ 55,302,598	\$ 54,043,173	\$ 54,481,634
Licenses and Permits	1,750,692	1,562,233	1,827,379
Use of Money and Property	14,618,320	13,276,669	14,388,998
Intergovernmental	38,590,590	34,564,606	48,393,574
Charges of Services	38,560,860	48,592,841	44,184,398
Special Assessments	173,374	30,000	30,000
Miscellaneous	11,431,845	8,220,363	8,034,665
<b>Subtotal Revenues</b>	<b>160,428,279</b>	<b>160,289,885</b>	<b>171,340,648</b>
Other Financing Sources:			
Proceeds from Bonds	12,014,076	11,360,477	12,926,487
Transfers In	28,835,673	33,168,399	30,478,335
Beginning Fund Balance	53,812,160	53,230,190	50,079,447
<b>Total Available Resources</b>	<b>\$ 255,090,188</b>	<b>\$ 258,048,951</b>	<b>\$ 264,824,917</b>
<b>Expenditures/Uses</b>			
Public Safety	\$ 28,568,426	\$ 29,625,497	\$ 30,100,398
Public Works	11,697,208	12,621,717	13,042,583
Health and Social Services	854,144	978,132	1,196,081
Culture and Recreation	11,846,667	12,657,491	12,850,660
Community and Economic Development	15,050,682	14,704,565	14,781,941
General Government	8,838,690	9,237,964	9,865,798
Business Type	26,773,543	28,209,942	28,552,756
Debt Service	27,663,913	23,180,811	23,906,950
Capital Improvement Projects	41,731,051	43,584,986	57,186,070
<b>Subtotal Expenditures</b>	<b>173,024,324</b>	<b>174,801,105</b>	<b>191,483,237</b>
Other Financing Uses:			
Transfers Out	28,835,673	33,168,399	30,478,335
Ending Fund Balance	53,230,191	50,079,447	42,863,345
<b>Total Uses and Fund Balance</b>	<b>\$ 255,090,188</b>	<b>\$ 258,048,951</b>	<b>\$ 264,824,917</b>

**CITY OF DUBUQUE  
LONG-TERM FINANCIAL PLAN  
ALL BUDGETED FUNDS**

	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2021 Projected Budget</b>	<b>FY 2022 Projected Budget</b>	<b>FY 2023 Projected Budget</b>	<b>FY 2024 Projected Budget</b>
<b>Revenue</b>							
Taxes	\$ 55,302,598	\$ 54,043,173	\$ 54,481,634	\$ 55,112,628	\$ 57,535,162	\$ 59,264,176	\$ 61,605,429
Licenses & Permits	1,750,692	1,562,233	1,827,379	2,383,877	2,458,550	2,540,019	2,579,778
Use of Money & Property	14,618,320	13,276,669	14,388,998	14,317,613	14,547,278	15,384,749	15,826,743
Intergovernmental	38,590,590	34,564,606	48,393,574	30,073,902	34,228,485	30,606,045	29,500,144
Charges for Service	38,560,860	48,592,841	44,184,398	45,793,488	47,028,771	48,095,009	49,140,674
Special Assessments	173,374	30,000	30,000	350,000	30,000	30,000	584,524
Other Financing Sources	12,014,076	11,360,477	12,926,487	20,015,061	9,715,445	5,600,109	22,981,139
Transfers In	28,835,673	33,168,399	30,478,335	46,419,366	40,465,172	39,796,321	49,379,864
Miscellaneous	11,431,845	8,220,363	8,034,665	7,171,262	7,210,696	6,926,506	7,043,959
<b>Total Revenue</b>	<b>\$201,278,028</b>	<b>\$204,818,761</b>	<b>\$ 214,745,470</b>	<b>\$221,637,197</b>	<b>\$213,219,559</b>	<b>\$208,242,934</b>	<b>\$238,642,254</b>
<b>Expenditures</b>							
Employee Expense	\$ 60,620,976	\$ 62,829,377	\$ 63,273,791	\$ 64,088,505	\$ 65,928,767	\$ 68,074,237	\$ 70,176,219
Supplies & Services	39,417,410	40,047,337	42,500,163	42,135,832	42,618,165	43,293,329	43,948,935
Capital Outlay	2,727,550	4,276,234	3,667,170	3,237,172	3,254,728	3,357,262	3,248,072
Debt Service	27,663,915	23,180,811	23,906,950	25,186,580	25,367,570	25,734,125	24,522,543
Non-Expense Accounts	863,422	882,360	949,093	927,503	946,598	963,321	980,312
Transfers Out	28,835,673	33,168,399	30,478,335	46,419,366	40,465,172	39,796,321	49,379,864
Unencumbered Funds	—	—	—	(200,000)	(200,000)	(200,000)	(200,000)
Capital Improvements	41,731,052	43,584,986	57,186,070	39,483,922	32,577,776	25,890,261	37,642,201
<b>Total Expenditures</b>	<b>\$201,859,998</b>	<b>\$207,969,504</b>	<b>\$ 221,961,572</b>	<b>\$221,278,880</b>	<b>\$210,958,776</b>	<b>\$206,908,856</b>	<b>\$229,698,146</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(581,970)</b>	<b>(3,150,743)</b>	<b>(7,216,102)</b>	<b>358,317</b>	<b>2,260,783</b>	<b>1,334,078</b>	<b>8,944,108</b>
<b>Beginning Fund Balance</b>	<b>53,812,160</b>	<b>53,230,190</b>	<b>50,079,447</b>	<b>42,863,345</b>	<b>43,221,662</b>	<b>45,482,445</b>	<b>46,816,523</b>
<b>Ending Fund Balance</b>	<b>\$ 53,230,190</b>	<b>\$ 50,079,447</b>	<b>\$ 42,863,345</b>	<b>\$ 43,221,662</b>	<b>\$ 45,482,445</b>	<b>\$ 46,816,523</b>	<b>\$ 55,760,631</b>

**CITY OF DUBUQUE  
LONG-TERM FINANCIAL PLAN  
GENERAL FUND**

	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2021 Projected Budget</b>	<b>FY 2022 Projected Budget</b>	<b>FY 2023 Projected Budget</b>	<b>FY 2024 Projected Budget</b>
<b>Revenue</b>							
Taxes	\$ 33,302,089	\$ 34,579,171	\$ 34,891,725	\$ 35,275,966	\$ 36,010,490	\$ 36,762,630	\$ 37,482,197
Licenses & Permits	1,506,601	1,518,708	1,780,699	1,819,848	1,894,521	1,975,990	2,015,749
Use of Money & Property	12,857,946	12,515,102	13,290,570	13,296,513	13,521,694	14,355,293	14,479,480
Intergovernmental	2,362,072	2,217,172	2,902,952	2,155,102	1,995,620	1,848,441	1,701,635
Charges for Service	5,582,272	5,416,711	6,030,697	6,133,732	6,221,593	6,311,301	6,402,905
Special Assessments	—	—	—	30,000	30,000	30,000	30,000
Other Financing Sources	—	—	—	65,748	65,748	65,748	65,748
Transfers In	11,139,781	10,251,516	10,270,845	9,024,409	9,810,057	10,594,797	11,850,161
Miscellaneous	2,104,807	1,981,083	2,068,678	2,025,921	2,049,372	2,073,292	2,097,691
<b>Total Revenue</b>	<b>\$ 68,855,568</b>	<b>\$ 68,479,463</b>	<b>\$ 71,236,166</b>	<b>\$ 69,827,239</b>	<b>\$ 71,599,095</b>	<b>\$ 74,017,492</b>	<b>\$ 76,125,566</b>
<b>Expenditures</b>							
Employee Expense	\$ 42,550,053	\$ 44,266,159	\$ 44,941,073	\$ 45,476,086	\$ 46,376,191	\$ 48,321,029	\$ 49,906,493
Supplies & Services	15,969,668	16,530,024	18,246,596	18,570,167	18,979,681	19,320,322	19,645,637
Capital Outlay	1,581,498	1,865,426	1,632,744	1,603,049	1,603,049	1,603,049	1,603,049
Debt Service	1,356,337	868,840	949,518	731,596	662,447	128,425	115,575
Non-Expense Accounts	(447,090)	(433,102)	(437,706)	(444,272)	(452,046)	(465,608)	(479,576)
Transfers Out	4,234,730	3,783,302	4,000,538	2,497,105	2,601,472	2,735,751	2,853,334
Unencumbered Funds	—	—	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Capital Improvements	1,911,074	725,211	2,133,906	1,610,793	1,498,294	3,014,338	2,745,638
<b>Total Expenditures</b>	<b>\$ 67,156,270</b>	<b>\$ 67,605,860</b>	<b>\$ 71,266,669</b>	<b>\$ 69,844,524</b>	<b>\$ 71,069,088</b>	<b>\$ 74,457,306</b>	<b>\$ 76,190,150</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>1,699,298</b>	<b>873,603</b>	<b>(30,503)</b>	<b>(17,285)</b>	<b>530,007</b>	<b>(439,814)</b>	<b>(64,584)</b>
<b>Beginning Fund Balance</b>	<b>9,914,433</b>	<b>11,613,731</b>	<b>12,487,334</b>	<b>12,456,831</b>	<b>12,439,546</b>	<b>12,969,553</b>	<b>12,529,739</b>
<b>Ending Fund Balance</b>	<b>\$ 11,613,731</b>	<b>\$ 12,487,334</b>	<b>\$ 12,456,831</b>	<b>\$ 12,439,546</b>	<b>\$ 12,969,553</b>	<b>\$ 12,529,739</b>	<b>\$ 12,465,155</b>

**CITY OF DUBUQUE  
LONG-TERM FINANCIAL PLAN**

**WHY**

Long term financial planning is the process of aligning financial capacity with long term service objectives. Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long term sustainability in light of the government's service objectives and financial challenges.

**EFFECT ON THE BUDGET AND BUDGET PROCESS**

Gaming revenue has declined after the legalization of video gaming terminals in Illinois. State legislation created a new property tax classification for rental properties called multi-residential, which requires a rollback, or assessment limitations order, on multi-residential property which will eventually equal the residential rollback and a substantial revenue loss for the City. While the State has committed to provide some funding for the City revenue reductions caused by the decrease in taxable value for commercial and industrial properties, key State legislators have been quoted in the media as casting doubt on the reimbursements continuing. The City is beginning to see stagnation in local option sales tax revenues. The City is facing new or increased costs in areas such as increasing technology. The City went out for bid for a third-party administrator for the self-insured health plan in FY 2017 and savings have been realized from the new contract and actual claims paid. During FY 2018, the City went out for bid for benefit provider for the prescription drug plan which resulted in savings from the bid award. Investments in equipment and City infrastructure are needed, but funding is limited. The debt reduction strategy and the movement to a more "pay as you go" strategy for capital projects could lead to larger tax and fee increases than with the use of debt.

**ASSUMPTIONS**

The baseline revenues and expenditures are based on the FY 2019 revised budget. The frozen positions have funding restored in FY 2019 and FY 2020. Property taxes after FY 2020 are assumed to increase to maintain the current level of service based on the previous assumptions. General fund revenues other than property taxes are increased 2% each year. All personal services costs are increased by 2% each year. Utility rate revenues are based on long term cash flows prepared by the City's financial advisor. Capital projects are based on the resources available to support the City's five-year Capital Improvement Program.

**LINKING TO STRATEGIC GOALS**

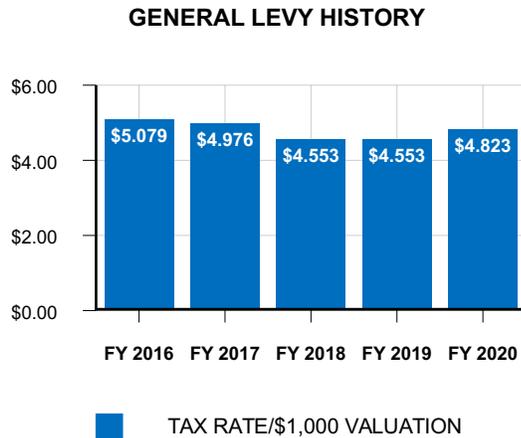
The City Council goals and priorities form the foundation for long-range financial planning, including five-year revenue and expenditure projections. The annually updated Council goals and priorities, in conjunction with the comprehensive plan, outline the City's vision for the future. Departments tie activities and programs to the Council goals and priorities, which are then linked to performance measures to help evaluate progress made toward achieving the goals and priorities, and also provides a format for evaluating expenditure and revenue patterns impacting the desired progress.

## REVENUE CATEGORY EXPLANATIONS

### PROPERTY TAXES

All property taxes collected for the City are levied on the assessed valuation of real and personal property as determined by the City Assessor. For Fiscal Year 2020, the total tax collection of \$26,296,081 is a -0.75% decrease as compared to FY 2019. The total tax collection includes \$9,370 for agricultural land. The overall levy is made up of five parts as described below.

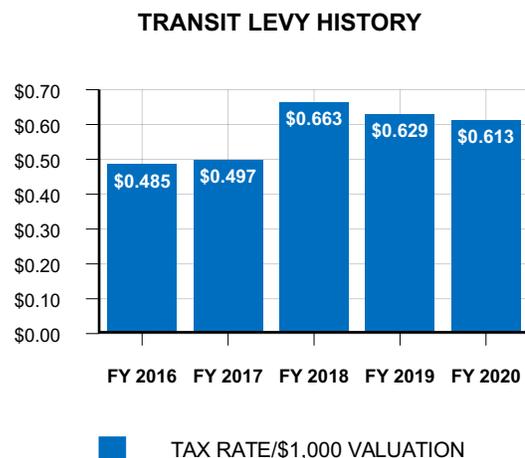
### GENERAL LEVY HISTORY



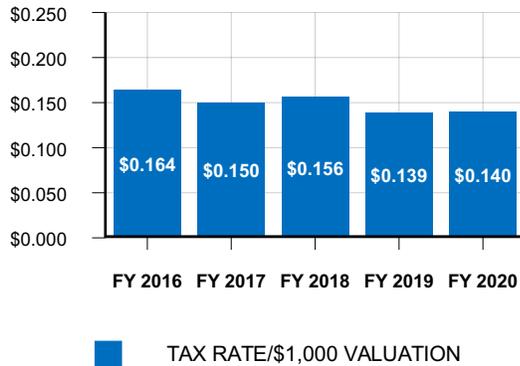
The **General Levy** for the general fund is limited by the State of Iowa to \$8.10 per \$1,000 of assessed valuation in any tax year, except for specific levies authorized outside the limit. The City of Dubuque general levy for FY 2020 is just \$4.823, which is up from \$4.553 the year before. The General Levy is certified with the State of Iowa at \$8.10 by moving eligible Employee Trust & Agency expenses (allowable in the Trust & Agency Levy) into the General Levy.

The State of Iowa requires this shift to maximize the General Levy first. Also, 50% of the one cent local option sales tax and 98% of the gaming revenues (taxes and lease) is applied for property tax relief which has created a savings in the total City tax rate of \$3.65/\$1,000 valuation.

Outside of the General Fund levy, a **Transit Levy** can be used without the vote of the electors to fund the operations of a municipal transit system. This levy may not exceed 95 cents/\$1,000 valuation. The levy is collected in the General Fund, and then transferred to the Transit Fund. The FY 2020 levy of 0.613 cents will generate \$1,558,460 which is a (7.56)% decrease from FY 2019.



**TORT LIABILITY LEVY HISTORY**



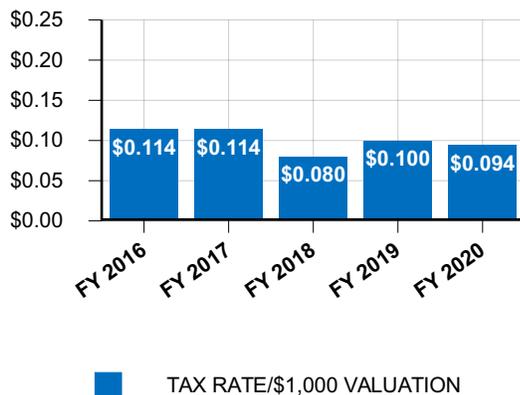
Outside of the General Fund levy, a **Tort Liability Levy** can be used without the vote of the electors to fund the cost of general liability insurance to the total amount necessary. The levy is collected in the Tort Liability fund and then transferred into the General Fund to pay general liability insurance expense. The FY 2020 levy of 0.140 cents generates \$355,216. The City is a member of the Iowa Community Assurance Pool (ICAP) which is a local government risk-sharing pool in the State of Iowa. The tort liability levy request changes based on risk adjustments received from ICAP.

The **Trust and Agency Levy** is available for payroll benefit costs (as defined by the City Finance Committee) including Retirement (IPERS), Municipal Fire and Police Retirement (MFPRSI), Police Pensions, Social Security/Medicare, Police and Fire medical costs, Health Insurance, Worker’s Compensation, Life Insurance, and Unemployment. The total payroll benefit costs allowable in this levy are \$12.0 million. The trust and agency levy has decreased to \$4.662 in FY 2020 as a result of significant savings from switching health insurance third party administrator in FY 2018.

**TRUST & AGENCY LEVY HISTORY**



**DEBT SERVICE LEVY HISTORY**



The final portion of the levy is for **Debt Service**. This levy is restricted to General Obligation (GO) bond debt and judgments. The City of Dubuque has a GO bond issuance for the replacement of fire trucks and an ambulance issued in FY 2011 for \$1,355,500 and a franchise fee judgment bond issued in FY 2016 for \$2,800,000 with debt service abated by the debt service levy of \$271,326 in FY 2020.

**OTHER TAXES**

**Local Option Sales Tax (LOST)**

Beginning April 1, 1988, an additional 1% local option sales tax is applied to all goods and services delivered within the City of Dubuque, to which the State of Iowa sales tax already applies. This was approved by the voters in February of 1988. Of the total received, 50% of the funds are marked for property tax relief; 20% for City facilities maintenance (upkeep of City-owned property, transit equipment, riverfront and wetland development, and economic development); and 30% for special assessment relief (street special assessments and the maintenance and repair of streets). Annually the State sends the City an estimate of the amount of local option sales tax it will receive monthly for the year. The amount is 95% of the estimated collection and then in November, the City will receive an adjustment to actual for the prior year. This estimate along with actual receipt and sales growth trends, are used to budget. The budget for FY 2020 decreased 2.83% compared to FY 2019, which reflects increased sales growth.

**Impact of Local Option Sales Tax on City's Share of Property Tax Paid by the Average Homeowner**



In FY 2020 approximately \$4,486,053 will be generated for property tax relief. This translates into a reduction of the City share of property tax paid by the Average Homeowner of \$131.55. This chart illustrates the amount the total levy would have to be if the Local Option Sales Tax had not been approved.

**Hotel/Motel Tax**

Beginning in November of 1991, a referendum was passed to increase hotel/motel tax from 5% to 7% (limit). This tax is levied upon the occupancy of any room furnished by a hotel/motel in the City. By Resolution, 50% of the hotel/motel tax is to be used for promotion and encouragement of tourism and convention business. City Council's policy is to provide 50% of the past 4 quarters actual receipts to the Convention & Visitors Bureau (CVB) in the next fiscal year's budget. The remaining 50% goes into the General Fund for property tax relief. Additional commitments include, 25% of actual hotel/motel tax paid by the Grand Harbor Hotel and Water Park be returned to them.

Hotel/motel tax has increased gradually over the years until FY 2004, when a 35% increase was realized. This was due to the addition of several new hotel/motels in Dubuque. FY 2020 is budgeted with an increase of 3.03% over FY 2019, which reflects the actual trend.

### **Other Taxes**

Other taxes include tax on agricultural land (state levy limit is \$3.00375), military service, county monies & credits, gaming taxes (Greyhound Park and Casino para-mutual and slot machine tax and Diamond Jo riverboat tax on bets), mobile home tax, and tax increment property tax revenues.

### **LICENSES AND PERMITS**

Fees from licenses include business, beer, liquor, cigarette, dog, cat, bicycle, housing, and other miscellaneous. Fees from permits include building, electrical, mechanical, plumbing, refuse hauling, excavation, subdivision inspection, swimming pool inspection, animal impoundments, and other miscellaneous.

Also included are cable TV franchise fees (5%) and utility franchise fees (5% gas and 5% electric) – recommended to decrease 4.57% in FY 2020. The Fiscal Year 2020 projection for Cable Franchise Fees is \$564,029. The Utility Franchise Fees FY 2020 projection is \$4,794,979, all for property tax relief.

### **USE OF MONEY AND PROPERTY**

This category includes interest and investment earnings collected, rent received from City owned property, and lease revenue. The gaming related leases generate the most revenue. In 1984, the resident's of Dubuque approved a referendum allowing dog racing. In 1987, this expanded to include riverboat gaming and in 1994 slot machines at the dog track. The Greyhound Park and Casino expanded with a bigger and better facility and in June 2005, slot machines were added to go from 600 to 1,000 and in March 2006, table games were added.

Effective April 1, 2004 the lease with the Dubuque Racing Association (DRA) was revised to collect 1% of coin-in and unadjusted drop from .5% previously, and its end date changed from 2009 to 2018. The City receives a distribution of profit from the DRA annually that was previously split 40% to the City, 30% to local charities and 30 % retained by the DRA. A lease amendment in FY 2010 changed this split to 50% City / 50% Charities / DRA. In addition, this lease amendment changed the unadjusted drop from .5% for table games to 4.8 percent of adjusted gross receipts. Diamond Jo admissions are also collected through their lease.

City Council policy is to use 100% of the DRA distribution of profit to support the Capital Improvement budget. City Council policy for the total received from the DRA operating lease and taxes, and the Diamond Jo admissions and taxes, is to split it 96% for property tax relief in the General Fund and 4% to support the Capital Improvement program.

**Impact of Gaming Revenues on City's Share of Property Tax Paid by the Average Homeowner**



In 2020, 96% of the total or approximately \$4,787,620 is projected to be generated and reduce the amount paid by the average homeowner by \$140.40. This chart illustrates the total the average homeowner would have to pay without the contribution of gaming revenue. FY 2020 and beyond gaming projections include the impact of video gaming terminals in Illinois and the new casino in Davenport.

**INTERGOVERNMENTAL REVENUE**

Intergovernmental revenues include Federal grants and reimbursements, State grants and reimbursements, State shared revenues, and County or other local grants and reimbursements. Many of these revenues are construction project related and thus significantly increase and decrease with the timing of projects. Federal and State grants received by the City are listed on the ‘Summary of How Budgeted Expenditures are Funded by Source of Income’ under the Financial Summaries tab.

In FY 03/04, the State of Iowa discontinued State shared recurring revenues (liquor tax, personal property tax replacement, municipal assistance, and state funded monies and credits) due to a budget crisis at the State level. This caused a shortfall of \$1,051,625 in the City of Dubuque’s General Fund. Then in FY 04/05 the bank franchise tax was eliminated by the State causing a shortfall of \$145,000. This was addressed by making cuts, shifting funding and increasing revenues by adding a 2% gas and electric franchise fee.

The Iowa Department of Transportation (IDOT) provides annual projections on the amount of Road Use Tax Funds the City of Dubuque will receive over the next five years based on a per capita amount. The State Road Use Tax Fund consist of revenues from fuel tax, vehicle registration fees, use tax, driver’s license fees and other miscellaneous sources and is distributed to cities on a per capita basis. It should be noted that in FY 2010, the Iowa Department of Revenue increased Road Use Tax Funds (RUT) as a result of higher vehicle registration fees passed into law in 2008. The gas tax was increased ten cents beginning in February 2015. The city is estimated to receive \$35,368,613 for FY 2020-2024.

## CHARGES FOR SERVICES

### Utility Charges

This includes revenue from charges for services for Water, Sewer, Stormwater, Solid Waste, and Landfill. Rate increases have been incorporated in all utilities (as listed on the “Fact Sheet” under the Budget Overviews tab). Rate increases were necessary due to a combination of operating costs rising (fuel, gas/electric, supplies), additional capital projects, to support additional debt service, and to meet revenue bond covenants.

### Other Charges for Services

This includes revenue from all charges for current services exclusive of utilities, such as:

**General Government** - Copy charges, sale of maps and publications, zoning adjustment fees, sub plat review fees, plan check fees, and temporary use fees.

**Highways/Streets/Sanitation** – Street, sidewalk, and curb repairs, engineering and inspection fees, and weed cutting charges.

**Public Safety** – Special Police services and ambulance fees.

**Municipal Enterprises** – Library services, transit services, airport charges and fuel sales, and parking meters and lot collections.

**Recreation** – Recreation programs, golf course fees, aquatics, and park fees.

## SPECIAL ASSESSMENTS

Special Assessments are an additional tax levied on private property for public improvements that enhance the value of the property. Principal and interest payments received on special assessments are included in this revenue category.

## MISCELLANEOUS REVENUE

### Internal Charges

These are the charges for labor, equipment, materials, printing, and messenger service which City departments pay to internal services departments or to other City departments.

### Proceeds from Bonds

This includes proceeds from sale of bonds for the principal, premium, and accrued interest.

### Miscellaneous Revenue

This includes revenues of a non-recurring nature which are not assigned above.

### Transfers

This is for the transfer of money between City funds.

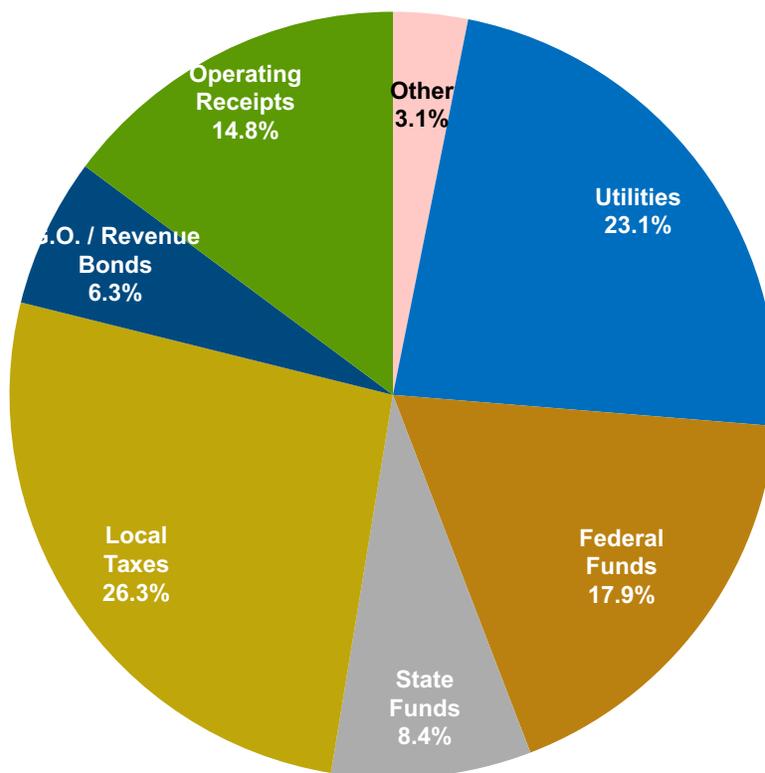
## REVENUE HIGHLIGHTS

### REVENUE PROJECTIONS

The revenue projection process starts with five year projections calculated on all tax levied funds (General, Transit, Debt, Tort, and Trust & Agency). Prior year's actual and current year-to-date amounts are used to project both the current year and next four year's revenues. Information received from the State, County, and Iowa League of Municipalities is utilized to project recent trends and anticipated amounts. The City Manager and the Budget Director review estimates, with input from the Personnel Manager and Finance Director, to make informed judgments on all revenues city wide. The Budget and Fiscal Policy Guidelines are recommended to City Council for adoption.

The Departments then submit their estimates and the Budget Director review all detail, discusses with Departments, makes appropriate adjustments and prepares the Budget Financial Summary for their Department. Budget Hearings begin with the City Manager, Assistant City Manager, Budget Director, and each Department. At the Hearings, reviews are completed of Department revenues, expenses, and ending fund balances or property tax support change to determine if fees and charges need to be adjusted. Many funds have a restricted or a minimum fund balance required for cash flow or other purposes. Fund balances above the restricted amounts are used to fund nonrecurring expenses.

### WHERE THE MONEY COMES FROM FY 2020 ADOPTED TOTAL BUDGET



**Total Adopted Budget \$191,483,237**

\*Excludes Transfers

The major resource assumptions used in preparing the Fiscal Year 2020 adopted budget include the following:

- a. Unencumbered funds or cash balances of \$200,000 will be available in FY 2020 and each succeeding year to support the operating budget.
- b. By resolution, 50% of sales tax funds must be used in the General Fund for property tax relief in FY 2020. Sales tax receipts are projected to increase 2.8 percent over FY 2019 budget (+\$123,514) and 1.00 percent over FY 2019 actual of \$4,440,884 based on FY 2019 revised revenue estimate of \$4,440,884 which includes a reconciliation payment from the State of Iowa of \$217,699 received in November 2018, increased 1.0 percent to calculate the FY 2020 budget, and then increased at an annual rate of 1.0 percent per year beginning in FY 2021. The estimates received from the State of Iowa show a 4.35% decrease in the first two payments estimated for FY 2020 as compared to the first two payments budgeted for FY 2019. The following chart shows the past four years of actual sales tax funds and projected FY 2020 for the General Fund:

Sales Tax Funds	FY16	FY17	FY18	FY19	FY20
PY Quarter 4 (Half)	\$ 818,018	\$ 748,170	\$ 748,108	\$ 732,174	\$ 700,311
Quarter 1	\$ 1,102,922	\$ 1,112,755	\$ 1,080,294	\$ 1,066,816	\$ 1,098,820
Quarter 2	\$ 1,136,167	\$ 1,146,296	\$ 1,109,978	\$ 1,098,596	\$ 1,131,553
Quarter 3	\$ 960,705	\$ 960,626	\$ 939,923	\$ 954,021	\$ 982,642
Quarter 4 (Half)	\$ 374,085	\$ 374,054	\$ 366,087	\$ 371,578	\$ 382,726
Reconciliation	\$ 255,657	\$ 103,185	\$ 77,018	\$ 217,699	\$ 190,000
Total	\$ 4,647,554	\$ 4,445,085	\$ 4,321,408	\$ 4,440,884	\$ 4,486,053
% Change	10.1%	(4.36)%	(2.78)%	2.76%	1%

- c. Hotel/motel tax receipts are projected to increase 3.03 percent (\$71,948) over FY 2019 budget and 7.80 percent over FY 2019 re-estimated receipts of \$2,270,643 based on FY19 being low due to an extremely wet fall and the weather pattern not expected to continue in FY 20, and then increase at an annual rate of 3 percent per year.
- d. Federal Transportation Administration (FTA) transit operating assistance is anticipated to decrease 11.2 percent or \$148,416 from FY 2019 budget based on the revised FY 2019 budget received from the FTA. Federal operating assistance is now based on a comparison of larger cities which has resulted in a decrease of funding. Previously the allocation was based on population and population density.
- e. Miscellaneous revenue has been estimated at 2 percent growth per year over budgeted FY 2019.
- f. Building fees (Building Permits, Electrical Permits, Mechanical Permits and Plumbing Permits) are anticipated to increase \$30,918 from \$629,547 in FY 2019 to \$660,465 in FY 2020 based on Fiscal Year 2019 building activity to-date.
- g. Gaming revenues generated from lease payments from the Dubuque Racing Association (DRA) are estimated to increase \$85,928 from \$4,901,176 in FY 2019 to \$4,987,104 in FY 2020 based on revised projections from the DRA. This follows a

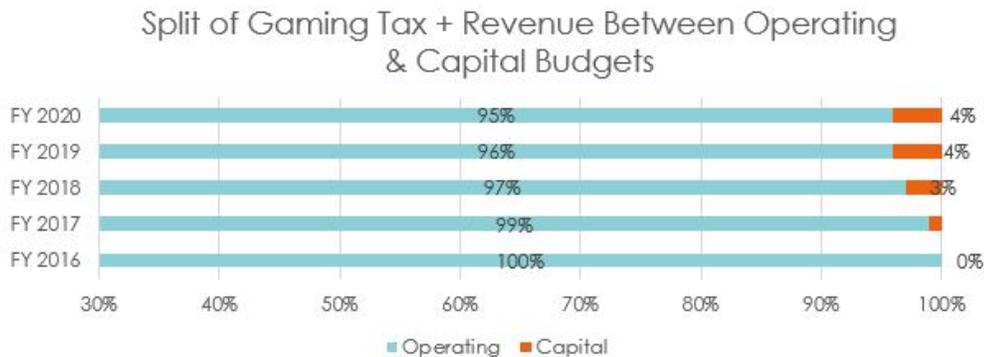
\$45,165 increase from budget in FY 2019 and a \$159,046 decrease from budget in FY 2018.

The following is a ten-year history of DRA lease payments to the City of Dubuque:

Fiscal Year	DRA Lease		\$ Change	% Change
FY 2020 estimate	\$ 4,987,104	Estimate	\$ +85,928	+1.72%
FY 2019 revised	\$ 4,996,391	Revised Budget	\$ +140,380	+2.86%
FY 2019 budget	\$ 4,901,176	Budget	\$ +45,165	+0.93%
FY 2018 actual	\$ 4,856,011	Actual	\$ +18,879	+0.39%
FY 2017 actual	\$ 4,837,132	Actual	\$ -195,083	-3.88%
FY 2016 actual	\$ 5,032,215	Actual	\$ -155,297	-2.99%
FY 2015 actual	\$ 5,187,512	Actual	\$ -158,104	-2.96%
FY 2014 actual	\$ 5,345,616	Actual	\$ -655,577	-10.92%
FY 2013 actual	\$ 6,001,193	Actual	\$ +3,305	+0.06%
FY 2012 actual	\$ 5,997,888	Actual	\$ -345,242	-5.44%
FY 2011 actual	\$ 6,343,130	Actual	\$ -477,153	-7.00%
FY 2010 actual	\$ 6,820,283	Actual	\$ -1,586,647	-18.87%

The Diamond Jo payment related to the revised parking agreement increased from \$500,000 in FY 2019 to \$567,306 based on Consumer Price Index adjustments since the lease was implemented.

- h. The split of gaming revenues from taxes and the DRA lease (not distributions) in FY 2020 is adopted to remain at a split of gaming taxes and rents between operating and capital budgets of 96 percent operating and 4 percent capital. When practical in future years, additional revenues will be moved to the capital budget from the operating budget. The following shows the annual split of gaming taxes and rents between operating and capital budgets from FY2016 - FY2020:



- i. The Diamond Jo Patio lease (\$25,000 in FY 2020) and the Diamond Jo parking privileges (\$567,306 in FY 2020) have not been included in the split with gaming revenues. This revenue is allocated to the operating budget.
- j. The residential rollback factor will increase from 55.621 percent to 56.918 percent or a 2.33 percent increase in FY 2020. The rollback has been estimated to remain the same from Fiscal Years 2021 thru 2024.

The percent of growth from revaluation is to be the same for agricultural and residential property; therefore, if one of these classes has less than 3% growth for a year, the other class is limited to the same percent of growth. A balance is maintained between the two classes by ensuring that they increase from revaluation at the same rate. In FY 2020, agricultural property had more growth than residential property which caused the rollback factor to increase.

The increase in the residential rollback factor increases the value that each residence is taxed on. This increased taxable value for the average homeowner (\$77,587 taxable value in FY 2019 and \$79,396 taxable value in 2020) results in more taxes to be paid per \$1,000 of assessed value. In an effort to keep property taxes low to the average homeowner, the City calculates the property tax impact to the average residential property based on the residential rollback factor and property tax rate. In a year that the residential rollback factor increases, the City adopts a lower property tax rate than what would be adopted had the rollback factor remained the same.

The residential rollback in Fiscal Year 1987 was 75.6481 percent as compared to 56.918 percent in Fiscal Year 2020. The rollback percent had steadily decreased since FY 1987, which has resulted in less taxable value and an increase in the City's tax rate. However, that trend began reversing in FY 2009 when the rollback reached a low of 44.0803 percent. If the rollback had remained at 75.6481 percent in FY 2019, the City's tax rate would have been \$7.65 per \$1,000 of assessed value instead of \$10.59 in FY 2019.

- k. There was not an equalization order for commercial or industrial property in Fiscal Year 2020. The Iowa Department of Revenue is responsible for "equalizing" assessments every two years. Also, equalization occurs on an assessing jurisdiction basis, not on a statewide basis.

Commercial and Industrial taxpayers previously were taxed at 100 percent of assessed value; however due to legislative changes in FY 2013, a 95% rollback factor was applied in FY 2015 and a 90% rollback factor will be applied in FY 2016 and beyond. The State of Iowa will backfill the loss in property tax revenue from the rollback and the backfill 100% in FY 2015 through FY 2017 and then the backfill will be capped at the FY 2017 level in FY 2018 and beyond. **The FY 2019 State backfill for property tax loss is estimated to be \$1,032,700.**

Elements of the property tax reform passed by the Iowa Legislature in 2013 have created a tremendous amount of uncertainty in the budget process. While the State has committed to provide some funding for the City revenue reductions caused by the decrease in taxable value for commercial and industrial properties, key legislators have been quoted in the media as casting doubt on the reimbursements continuing. **Beginning in FY 2021, it is assumed that the State will eliminate the backfill over a five-year period.**

The projected reduction of State backfill revenue to the general fund is as follows:

Fiscal Year	State Backfill Reduction
2021	-\$206,540
2022	-\$206,540
2023	-\$206,540
2024	-\$206,540
2025	-\$206,540
<b>Total</b>	<b>-\$1,032,700</b>

FY 2015 was the first year that commercial, industrial and railroad properties were eligible for a Business Property Tax Credit. The Business Property Tax Credit will be deducted from the property taxes owed and the credit is funded by the State of Iowa. Eligible businesses must file an application with the Assessor’s office to receive the credit with a deadline of January 15, 2019 for applications to be considered for FY 2020. The calculation of the credit is dependent on the number of applications that were received and approved statewide versus the amount that was appropriated for the fiscal year, the levy rates for each parcel, and the difference in the commercial/ industrial rollback compared to residential rollback. In FY 2015, the Iowa Legislature has appropriated \$50 million for FY15; \$100 million for FY16; and \$125 million for FY17 and thereafter. The estimated initial amount of value that will be used to compute the credit in FY 2015 is \$33,000, FY 2016 is \$183,220, FY 2017 is \$255,857, FY 2018 is \$266,340, and FY 2019 is \$231,603. The basic formula is the value multiplied by the difference in rollbacks of commercial and residential property then divided by one thousand and then multiplied by the corresponding levy rate. The average commercial and industrial properties (\$432,475 Commercial / \$599,500 Industrial) will receive a Business Property Tax Credit from the State of Iowa for the City share of their property taxes of \$148 in FY 2015, \$693 in FY 2016, \$982 in FY 2017, \$959 in FY 2018, and \$843 in FY 2019. Projected at \$929 in FY 2020.

- i. Beginning in FY 2017 (July 1, 2016), new State legislation created a new property tax classification for rental properties called multi-residential, which requires a rollback, or assessment limitations order, on multi-residential property which will eventually equal the residential rollback. Multi-residential property includes apartments with 3 or more units. Rental properties of 2 units were already classified as residential property. The State of Iowa will not backfill property tax loss from the rollback on multi-residential property. The rollback will occur as follows:

Fiscal Year	Rollback %	Annual Loss of Tax Revenue
2017	86.25%	\$331,239
2018	82.5%	\$472,127
2019	78.75%	\$576,503
2020	75%	\$690,766
2021	71.25%	\$1,343,477
2022	67.5%	\$1,205,053
2023	63.75%	\$1,292,051
2024	56.92%	\$1,482,348
<b>Total</b>		<b>\$7,393,564</b>

\*56.918% = Current residential rollback

**This annual loss in tax revenue of \$690,766 in Fiscal Year 2020 and \$1,482,348 from multi-residential property when fully implemented in Fiscal Year 2024 will not be backfilled by the State.** From Fiscal Year 2017 through Fiscal Year 2024 the City will lose \$7,393,564 in total, meaning multi-residential rental property owners will have paid that much less in property taxes. Fiscal Year 2021 shows a revenue increase from FY 2020 because of an expected reassessment of values based on sales records. If this is not done the State of Iowa will issue an equalization order.

In addition, the State of Iowa eliminated the:

- Machinery and Equipment Tax Replacement in FY 2003 (-\$200,000)
- Personal Property Tax Replacement in FY 2004 (-\$350,000)
- Municipal Assistance in FY 2004 (-\$300,000)
- Liquor Sales Revenue in FY 2004 (-\$250,000)
- Bank Franchise Tax in FY 2005 (-\$145,000)

The combination of the decreased residential rollback, State funding cuts and increased expenses has forced the City's tax rate to increase since 1987 when the residents passed a referendum to establish a one percent local option sales tax with 50% of the revenue going to property tax relief.

- n. FY 2020 will reflect an increase of 3.24 percent in taxable value for residential; an increase of 1.31 percent in taxable value for commercial; an increase of 1.88 percent in taxable value for industrial; and a decrease of 2.96 percent in taxable value for multi-residential. Overall taxable value increased 1.84 percent after deducting Tax Increment Financing values. Assessed valuations were increased 2 percent per year beyond FY 2020.
- o. Riverfront property lease revenue is projected to increase by \$219,765 in FY 2020 due to the new Hodge lease payment effective November 2018 and the first full year in FY 2020.
- p. Natural Gas franchise fees have been projected to increase 5.5 percent over FY18 actual of \$1,147,459 based on the projected growth. Also, Electric franchise fees have been projected to increase 5.5 percent over FY18 actual of \$3,398,709 based on the projected growth. The franchise fee revenues are projected to increase at an annual rate of 4 percent per year from FY 2021 thru FY 2024. The franchise fee charged on gas and electric bills increased from 3% to 5%, the legal maximum, on June 1, 2015.
- q. For purposes of budget projections only, it is assumed that City property taxes will continue to increase at a rate necessary to meet additional requirements over resources beyond FY 2021.
- r. FY 2020 reflects the twelfth year that payment in lieu of taxes is charged to the Water and Sanitary Sewer funds for Police and Fire Protection. In FY 2020, the Sanitary Sewer fund is charged 0.43% of building value and the Water fund is charged 0.62% of building value, for payment in lieu of taxes for Police and Fire Protection. This revenue is reflected in the General Fund and is used for general property tax relief.

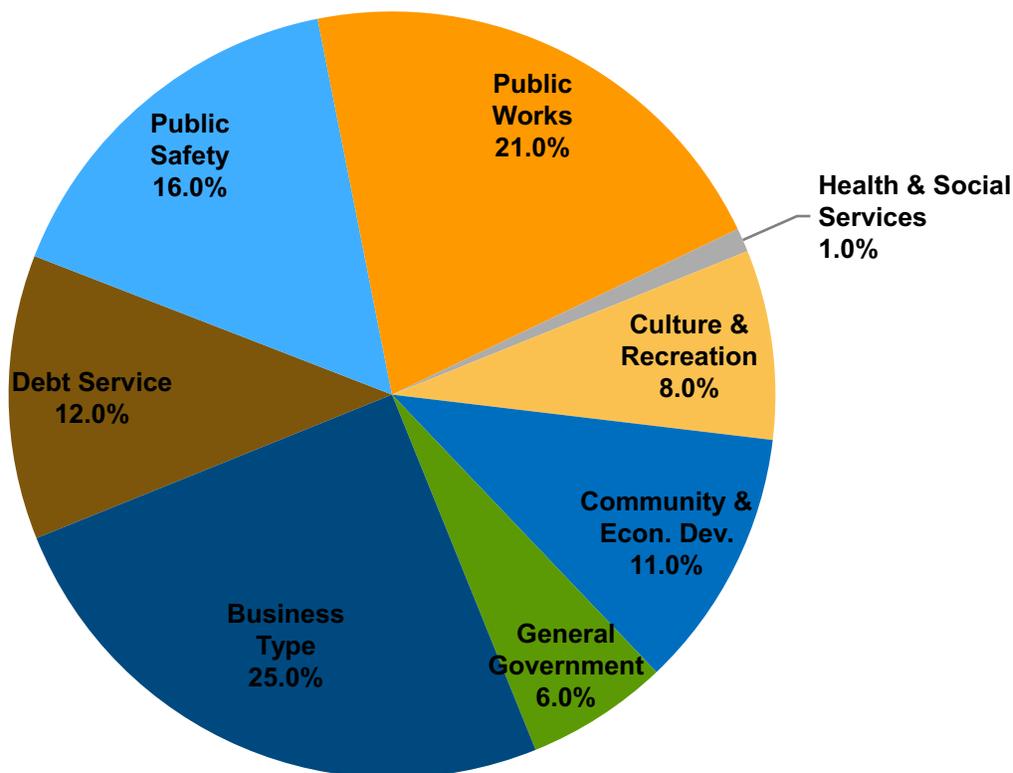
## EXPENDITURE HIGHLIGHTS

### EXPENDITURE PROJECTIONS

The expenditure projection process starts with 5 year projections calculated on all tax levied funds (General, Transit, Debt, Tort, and Trust & Agency). Prior year's actuals and current year-to-date amounts are used to project both the current year and next four year's revenues. The City Manager and the Budget Director review estimates, with input from the Personnel Manager and Finance Director, to make informed judgments on expenditure trends and economic conditions. The Budget and Fiscal Policy Guidelines are recommended to City Council for adoption.

The Departments then submit their estimates and the Budget Director review all detail, discusses with Departments, makes appropriate adjustments and prepares the Budget Financial Summary for their Department. Budget Hearings begin with the City Manager, Assistant City Manager, Budget Director, and each Department. At the Hearings, reviews are completed of Department revenues, expenses, and ending fund balances or property tax support change to determine if fees and charges need to be adjusted. Many funds have a restricted or a minimum fund balance required for cash flow or other purposes. Fund balances above the restricted amounts are used to fund nonrecurring expenses.

### HOW THE MONEY IS SPENT ADOPTED FY2020 BUDGET



**TOTAL ADOPTED BUDGET \$191,483,237**

\*Excludes transfers and non-program expense for self-insurance, Metro Landfill accounts & Agency Fund accounts

The major requirement assumptions used in preparing the Fiscal Year 2020 adopted budget include the following:

**Employee Expense (+\$444,414/ +0.71% over FY 2019 Adopted Budget)**

- a. The Municipal Fire and Police Retirement System of Iowa Board of Trustees City contribution for Police and Fire retirement decreased from 26.02 percent in FY 2019 to 24.41 percent in FY 2020 (general fund savings of \$162,007). Also, the Iowa Public Employee Retirement System (IPERS) City contribution is unchanged from the FY2019 contribution rate of 9.44 percent (no general fund impact). The IPERS employee contribution is also unchanged from the FY 2019 contribution rate of 6.29% (which does not affect the City's portion of the budget). The IPERS rate is anticipated to increase 1 percent each succeeding year.
- b. Consistent with the already approved collective bargaining agreements for Teamsters Local Union 120, Teamsters Local Union 120 Bus Operators, Dubuque Professional Firefighters Association, and International Union of Operating Engineers, in FY 2020 there is a 1.5% employee wage increase for represented and non-represented employees at a cost of \$550,635 to the General Fund.
- c. The adopted budget includes a decrease from \$1,193 per month per contract to \$921 per month per contract or a 22.8% reduction (based on 572 contracts) in Fiscal Year 2020 (General Fund savings of \$1,266,501). The City went out for bid for a third-party administrator in FY 2017 and the estimated savings have been exceeded from the new contract and actual claims paid. In addition, the Firefighters Collective Bargaining Group began paying an increased employee health care premium sharing from 10% to 15% on July 1, 2018 matching all other City employees (except the Police Collective Bargaining Group). During FY 2018, the City went out for bid for benefit provider for the prescription drug plan and there is an estimated \$243,808 in savings resulting from the bid award. The projected savings budgeted in FY 2018 was \$897,443. The actual health plan savings in Fiscal Year 2018 exceeded the budget by \$1,254,012, which increased the health insurance reserve. In FY 2019, the City projects a reduction in health costs (through December 2018 experience) of \$571,901 (6.4%) from FY 2018 actual. The reduction in health costs in Fiscal Year 2018 and the continued reduction in Fiscal Year 2019 allowed the City to reduce the City portion of city employee health insurance expense. Estimates for FY 21-24 have been increased by 5.62 percent per year.
- d. FY 2013 was the first year that eligible retirees with at least twenty years of continuous service in a full-time position or employees who retired as a result of a disability and are eligible for pension payments from the pension system can receive payment of their sick leave balance with a maximum payment of 120 sick days, payable bi-weekly over a five-year period. The sick leave payout expense budget in the General Fund in FY 2019 was \$179,120 as compared to FY 2020 of \$306,628, based on qualifying employees officially giving notice of retirement.

**Supplies and Service (+\$2,452,826 / +6.12% over 2019 Adopted Budget)**

- e. General operating supplies and services are estimated to increase 2% over actual in FY 2018. A 2% increase is estimated in succeeding years.

- f. Electrical energy expense is estimated to have a 1% increase over FY 2018 actual expense, then 2% per year beyond.
- g. Natural gas expense is estimated to have no increase over FY 2018 actual expense, then 2% per year beyond.
- h. The Dubuque Area Convention and Visitors Bureau contract will continue at 50% of actual hotel/motel tax receipts.
- i. Equipment costs for FY 2020 are estimated to decrease 15.5% under FY 2018 budget, then remain constant per year beyond.
- j. Debt service is estimated based on the tax-supported, unabated General Obligation bond sale for fire truck and franchise fee litigation settlement.
- k. Unemployment expense in the General Fund decreased from \$67,502 in FY 2019 to \$54,286 in FY 2020 based on estimated savings from a change in the administration of the reserve.
- l. Motor vehicle fuel is estimated to increase 7% over FY 2019 budget (+\$158,173), then increase 2.0% per year beyond.
- m. Motor vehicle maintenance is estimated to decrease 1.4% under FY 2019 budget based on FY 2018 actual, then increase 2.0% per year and beyond.
- n. The decrease in property tax support for Transit from FY 2019 to FY 2020 is \$12,847, which reflects decreased expense for health insurance (\$28,982); decrease in workers compensation (\$20,514); decrease in electrical utility (\$16,465); increase in motor vehicle maintenance and diesel fuel (\$61,386); decrease in machinery and equipment (\$208,984) and decreased FTA operating revenue (\$148,416).

The following is a ten-year history of the Transit subsidy:

Fiscal Year		Amount	% Change	\$ Change
2020	Budget	\$ 1,558,460	-0.8%	-\$12,847
2019	Budget	\$ 1,571,307	-0.1%	-\$1,518
2018	Actual	\$ 1,572,825	+34.1%	+\$399,940
2017	Actual	\$ 1,172,885	+24.4%	+\$230,133
2016	Actual	\$ 942,752	-13.2%	-\$143,328
2015	Actual	\$ 1,086,080	+30.3%	+\$252,778
2014	Actual	\$ 833,302	-20.2%	-\$210,869
2013	Actual	\$ 1,044,171	+45.5%	+\$326,560
2012	Actual	\$ 717,611	-33.5%	-\$361,115
2011	Actual	\$ 1,078,726	-7.1%	-\$82,667
2010	Actual	\$ 1,161,393	-7.4%	-\$92,245
2009	Actual	\$ 1,253,638	+17.2%	

- o. Postage rates for FY 2020 are estimated to increase 1% over FY 2018 actual expense due to postage inventory levels at year-end and proposed cost increases by USPS. A 2.0 percent increase is estimated in succeeding years.

- p. Insurance costs are estimated to change as follows:
- Workers Compensation is decreasing 8.75% based on the Iowa Workers Compensation law changed effective July 1, 2017. This law change reduced the amount of liability employers incur for certain work-related injuries. In addition, the City is making changes to the administration of Workers Compensation reserve.
  - General Liability is increasing 3.70%.
  - Damage claims is decreasing 33.71% based on a three year average.
  - Property insurance is increasing 13.17%.
- q. The Section 8 Housing subsidy payment from the General Fund is estimated to decrease \$87,543 in FY 2020. In FY 2011, the City approved reducing the number of allowed Section 8 Housing Vouchers from 1,060 to 900 vouchers. This reduction in vouchers was estimated to reduce Section 8 administrative fees from HUD by \$100,000 per year. However, in the transition, the number of vouchers dropped to 803 vouchers. HUD has based the Section 8 administrative fees for FY 2020 on the lower number of vouchers held in FY 2019 which has decreased the amount of revenue received by the Section 8 program in FY 2020. The City is in the process of increasing the Section 8 Housing Vouchers back to 1,072.
- r. The Cable TV Fund no longer funds Police and Fire public education, Information Services, Health Services, Building Services, Legal Services, and City Manager's Office due to reduced revenues from the cable franchise. This is due to Mediacom's conversion from a Dubuque franchise to a state franchise in October 2009 which changed the timing and calculation of the franchise fee payments.
- Effective June 2020, Mediacom will no longer contribute to the Public, Educational, and Governmental Access Cable Grant (PEG) Fund, and the City will be responsible for all Cable TV equipment replacement costs.
- s. Greater Dubuque Development Corporation support of \$780,613 is budgeted to be paid mostly from Dubuque Industrial Center Land Sales in FY 2020, with \$100,000 to implement the True North strategy paid from the Greater Downtown TIF. In FY 2021 and beyond Greater Dubuque Development Corporation will be paid from the Greater Downtown TIF and Dubuque Industrial Center West land sales.

**Capital Outlay (-\$609,064 / -14.24 under FY 2019 Adopted Budget)**

- t. Equipment costs for FY 2020 are estimated to decrease 14.24 under FY 2019 budget, then remain constant per year beyond.

**Debt Service (+\$726,139 / +3.13 under FY 2019 Adopted Budget)**

- u. Debt service is estimated based on the balance of debt outstanding in Fiscal Year 2020.

**CITY OF DUBUQUE COSTS OF MUNICIPAL SERVICES  
INCREASE FOR AVERAGE HOME'S CITY UTILITY AND PROPERTY TAX EXPENSE FY 1989-2024**

FISCAL YEAR	WATER	SEWER	GAS & ELECTRIC FRANCHISE FEE	REFUSE MONTHLY RATE	%INCR/ (DECR)	STORMWATER MONTHLY FEE	%INCR	RESIDENTIAL PROPERTY TAX	CHANGE PASSED BY CITY COUNCIL	PROPERTY TAX RATE	CHANGE IN ANNUAL COST OF MUNICIPAL SERVICES
FY 1988 Base				\$3.75						\$13.95	
FY 1989	3.00%	0.00%		\$4.00	6.67%			(11.40)%	(11.40)%	\$11.80	
FY 1990	3.00%	3.00%		\$4.50	12.50%			(0.89)%	(0.89)%	\$11.69	\$9.55
FY 1991	2.00%	2.00%		\$6.00	33.33%			3.77 %	3.77 %	\$12.27	\$40.20
FY 1992	3.00%	3.00%		\$7.00	16.67%			3.58 %	3.58 %	\$12.77	\$36.39
FY 1993	0.00%	0.00%		\$9.00	28.57%			5.19 %	5.19 %	\$12.50	\$49.10
FY 1994	0.00%	0.00%		\$9.00	0.00%			0.30 %	0.30 %	\$12.61	\$1.51
FY 1995	0.00%	0.00%		\$8.50	-5.56%			2.43 %	2.43 %	\$11.78	\$6.41
FY 1996	3.00%	0.00%		\$7.50	-11.76 %			(0.87)%	(0.87)%	\$11.78	-\$12.69
FY 1997	0.00%	0.00%		\$7.25	-3.33%			(0.42)%	(0.42)%	\$11.38	-\$5.19
FY 1998	0.00%	0.00%		\$7.00	-3.45%			(0.71)%	(0.71)%	\$11.40	-\$6.66
FY 1999	4.00%	0.00%		\$7.00	0.00%			0.00 %	0.00 %	\$11.07	\$5.30
FY 2000	1.00%	0.00%		\$7.00	0.00%			(0.17)%	(0.17)%	\$10.72	\$0.51
FY 2001	3.00%	0.00%		\$7.44	6.29%			0.00 %	0.00 %	\$11.07	\$9.45
FY 2002	0.00%	4.00%		\$7.50	0.81%			0.00 %	0.00 %	\$10.76	\$79.73
FY 2003 (July and August)				\$8.20		Pre UB System					
FY 2003	2.00%	1.00%	2.00%	\$7.20	-4.00%			(5.00)%	(5.00)%	\$10.21	\$15.40
FY 2004	4.68%	3.00%	2.00%	\$7.60	5.56%	1.29		1.54 %	0.00 %	\$10.27	\$43.89
FY 2005	3.00%	4.00%	2.00%	\$8.51	11.97 %	1.29	0.00%	0.40 %	(1.48)%	\$10.07	\$29.31
FY 2006	4.00%	5.50%	2.00%	\$8.70	2.23%	1.79	38.76%	1.90 %	0.00 %	\$9.70	\$36.45
FY 2007	4.00%	9.00%	2.00%	\$9.46	8.74%	2.25	25.70%	(1.52)%	(3.73)%	\$9.98	\$26.57
FY 2008	5.00%	5.00%	2.00%	\$9.89	4.55%	3.25	44.44%	2.72 %	0.00 %	\$10.32	\$52.96
FY 2009	9.00%	9.00%	2.00%	\$10.35	4.65%	4.00	23.08%	5.41 %	2.76 %	\$9.97	\$72.76
FY 2010	3.00%	5.00%	3.00%	\$10.60	2.42%	4.00	0.00%	2.40 %	0.00 %	\$9.86	\$55.60
FY 2011	4.00%	11.00%	3.00%	\$11.09	4.62%	5.25	31.25%	5.65 %	2.47 %	\$10.03	\$75.93
FY 2012	5.00%	15.00%	3.00%	\$10.72	-3.34%	5.60	6.67%	8.19 %	4.88 %	\$10.45	\$74.61
FY 2013	15.00%	15.00%	3.00%	\$11.69	9.05%	5.60	0.00%	6.82 %	5.00 %	\$10.78	\$105.34
FY 2014	9.00%	17.00%	3.00%	\$12.74	8.98%	5.60	0.00%	4.90 %	4.90 %	\$11.03	\$86.83
FY 2015	5.00%	5.00%	3.00%	\$13.24	3.92%	5.98	6.79%	3.23 %	3.23 %	\$11.03	\$66.45
FY 2016	10.00%	10.00%	5.00%	\$13.90	4.98%	6.38	6.69%	2.63 %	2.63 %	\$11.03	\$139.07
FY 2017	3.00%	3.00%	5.00%	\$14.77	6.26%	6.81	6.74%	1.08 %	1.08 %	\$11.22	\$46.98
FY 2018	3.00%	3.00%	5.00%	\$15.11	2.30%	7.27	6.75%	0.00 %	0.00 %	\$10.89	\$33.25
FY 2019	3.00%	3.00%	5.00%	\$15.37	1.72%	7.76	6.74%	1.92 %	1.92 %	\$10.59	\$47.84
FY 2020	5.00%	4.50%	5.00%	\$15.62	1.63%	8.29	6.83%	0.00 %	?	\$10.33	\$48.76
<b>PROJECTION</b>											
FY 2021	4.25%	4.50%	5.00%	\$15.98	2.30%	8.85	6.76%	3.23 %	?	?	\$74.39
FY 2022	3.00%	4.25%	5.00%	\$16.28	1.88%	9.00	1.69%	2.31 %	?	?	\$57.85
FY 2023	3.00%	4.25%	5.00%	\$16.58	1.84%	9.00	0.00%	2.86 %	?	?	\$62.25
FY 2024	3.00%	4.25%	5.00%	\$16.88	1.81%	9.00	0.00%	4.14 %	?	?	\$74.96
<b>AVERAGE CHANGE</b>											
FY1989-2020	3.71%	4.38%	3.17%		4.91%		13.15%	1.35 %	0.63 %	\$10.98	\$41.02

These projections do not include any anticipated tax burden shifts as a result of state issued equalizations orders or rollback factors.

The projections for the cost of municipal services are based on average water usage of 6,000 gallons per month and assessed value on the home in FY 2020 of \$139,493 (before rollback).

State increased property taxes to the average homeowner by underfunding the Homestead property tax credit. FY 2020-2023 residential property tax projections assume Homestead property tax credit funded 100%, which has happened since FY 2014.

The Utility Franchise Fee for gas and electric is calculated for all years using the FY 2015 electric gas rates for average residential customers.

FY 2021 Assumes a 5% increase in assessed value for residential and a 17% increase in assessed value for multi-residential.

## RATES AND COMPARISONS

### Water Rate Comparison for Largest Iowa Cities with Water Softening

Rank	City	Water Rate (6,000 Gallons/ residence avg.)
7	West Des Moines	\$34.78
6	Iowa City	\$33.34
5	Des Moines	\$32.71
<b>4</b>	<b>Ames</b>	<b>\$31.17</b>
3	Cedar Rapids	\$31.12
2	Dubuque	\$30.74
1	Council Bluffs	\$29.60
	Average w/o Dubuque	\$32.06

Dubuque's water is some of the best in the world! The highest rate (West Des Moines) is 11.91% higher than Dubuque's rate, and the average is 4.28% higher than Dubuque.

### Sanitary Sewer Rate Comparison for Eleven Largest Iowa Cities

Rank	City	Sanitary Sewer Rate (Based on 6,000 Gallons/month)
11	Ankeny	\$61.66
10	Davenport	\$56.52
9	Des Moines	\$49.28
<b>8</b>	<b>Dubuque</b>	<b>\$42.24</b>
7	West Des Moines	\$39.89
6	Iowa City	\$36.17
5	Ames	\$33.65
4	Sioux City	\$33.04
3	Cedar Rapids	\$32.43
2	Waterloo	\$28.40
1	Council Bluffs	\$22.94
	Average w/o Dubuque	\$39.40

The highest rate (Ankeny) is 45.98% higher than Dubuque's rate, and the average is 6.73% lower than Dubuque.

## RATES AND COMPARISONS

### Solid Waste Collection Rate Comparison for Eleven Largest Iowa Cities

Rank	City	Solid Waste Monthly Rate
11	Ames	\$26.25
10	Cedar Rapids	\$22.53
9	Council Bluffs	\$18.00
8	Iowa City	\$17.10
7	Sioux City	\$16.30
6	Ankeny	\$16.25
<b>5</b>	<b>Dubuque</b>	<b>\$15.62</b>
4	Davenport	\$12.64
3	Waterloo	\$12.00
2	Des Moines	\$13.20
1	West Des Moines	\$10.55
	Average w/o Dubuque	\$16.48

The highest rate (Ames) is 68.05% higher than Dubuque's rate, and the average is 5.52% higher than Dubuque.

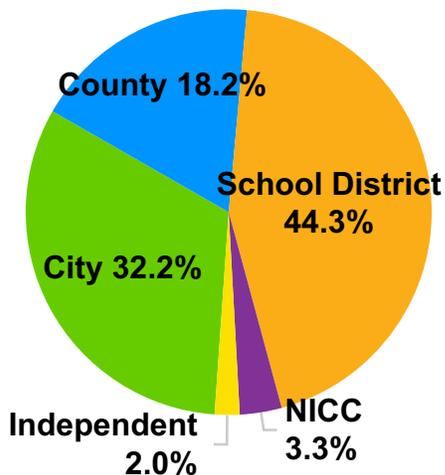
### Stormwater Rate Comparison for the Largest Iowa Cities with Stormwater Fees

Rank	City	Stormwater Rate
10	Des Moines	\$13.44
<b>9</b>	<b>Dubuque</b>	<b>\$8.29</b>
8	Cedar Rapids	\$6.12
7	Ankeny	\$5.50
6	West Des Moines	\$5.45
5	Iowa City	\$5.00
4	Ames	\$4.95
3	Waterloo	\$4.00
2	Sioux City	\$2.80
1	Davenport	\$2.80
	Average w/o Dubuque	\$5.56

The highest rate (Des Moines) is 62.12% higher than Dubuque's rate, and the average is 32.90% lower than Dubuque.

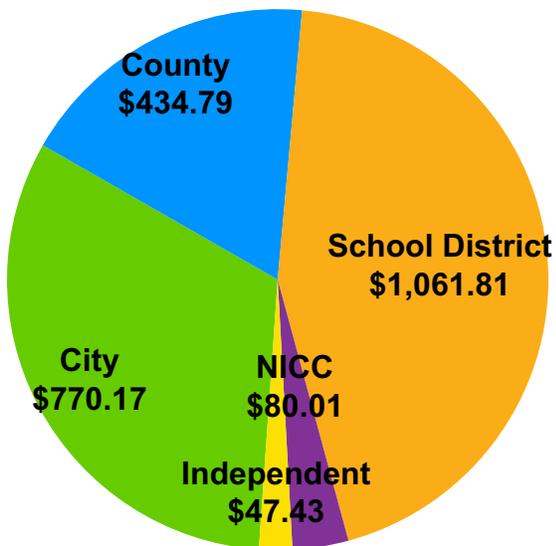
## PROPERTY TAXES

**How Your Property Tax Rate is Split  
FY 2019 Consolidated Rate of 32.91592**



Previous Year's Rates	FY 2019
City	32.17%
County	18.16%
School District	44.35%
NICC	3.34%
Independent	1.98%
	<u>100%</u>

**How Your Property Tax Payment is Split  
FY 2019**



Calculating City Property Tax		
Assessed Value	\$	139,492.69
Rollback	x	0.556209
Taxable value	\$	77,587.09
City Tax rate/\$1,000	x	10.58844
Gross Prop. Tax	\$	821.53
Homestead Credit	\$	(51.35)
Net Property Tax	\$	<u>770.18</u>

The chart to the left is based upon an average home assessment of \$139,493. The inset box provides a summary of how your City property tax is calculated.

Property taxes are certified July 1 with the first half due on or before September 30 and the second half due on or before March 31. The first half taxes becomes delinquent on October 1 and the second half taxes become delinquent on April 1. There is a 1.5% per month penalty for delinquency. Taxes are collected by the County and distributed to the City monthly in proportion of its levy to all levies.

FISCAL YEAR 2020 ADOPTED BUDGET  
CITY PROPERTY TAX RATE AND TAX LEVY

TAX LEVY		Non-Debt Levy		Debt Levy		Total Tax Levy/ Tax Rate
<i>Tax Levy</i>						
Total Tax Levy (Tax Asking including Debt)	<b>FY 2018</b>	\$ 25,642,542	\$ 220,507	\$ 25,863,049		
Divided by Valuation Subject to Property Tax		\$ 2,499,017,299	\$ 2,833,898,452			
	<b>Tax Rate</b>	<b>\$10.2611</b>	<b>\$0.0778</b>	<b>\$10.3389</b>		
<i>Tax Levy</i>						
Total Tax Levy (Tax Asking including Debt)	<b>FY 2019</b>	\$ 26,210,592	\$ 283,612	\$ 26,494,204		
Divided by Valuation Subject to Property Tax		\$ 2,499,017,299	\$ 2,833,898,452			
For All Levies Including Debt Service	<b>Tax Rate</b>	<b>\$10.4884</b>	<b>\$0.1001</b>	<b>\$10.5885</b>		
<i>Tax Rate = Net Requirement</i>						
Divided by Valuation Subject to Property Tax	<b>FY 2020</b>	\$ 26,024,755	\$ 271,326	\$ 26,296,081		
Tax Rate in Dollars per \$1,000		\$ 2,542,043,245	\$ 2,895,439,961			
	<b>Tax Rate</b>	<b>\$10.2377</b>	<b>\$0.0937</b>	<b>\$10.3314</b>		

TAX LEVY FUNDS	BUDGET	FY 2018	BUDGET	FY 2019	BUDGET	FY 2020
	Rate in Dollars/\$1,000	Amount Levied	Rate in Dollars/\$1,000	Amount Levied	Rate in Dollars/\$1,000	Amount Levied
General Fund	\$4.5533	\$10,798,665	\$4.5503	\$11,371,326	\$4.8227	\$12,259,564
Transit Fund	\$0.6632	\$1,572,825	\$0.6288	\$1,571,307	\$0.6131	\$1,558,460
Debt Service Fund	\$0.0799	\$220,507	\$0.1001	\$283,612	\$0.0937	\$271,326
Tort Liability Fund	\$0.1556	\$369,042	\$0.1393	\$348,181	\$0.1397	\$355,216
Trust and Agency Fund	\$5.4402	\$12,902,010	\$5.1699	\$12,919,778	\$4.6622	\$11,851,515
<b>TOTAL</b>	<b>\$10.8920</b>	<b>\$25,863,049</b>	<b>\$10.5884</b>	<b>\$26,494,204</b>	<b>\$10.3314</b>	<b>\$26,296,081</b>

City Property Tax Rate Comparison for Eleven Largest Iowa Cities

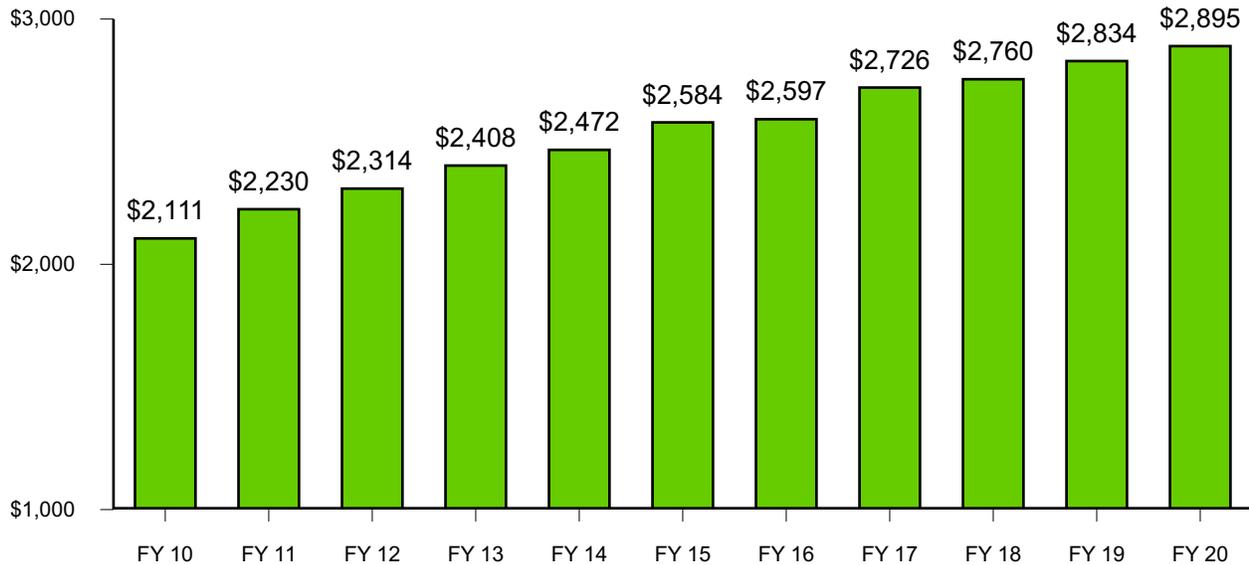
Rank	City	Tax Rate
11	Des Moines*	\$18.3798
10	Council Bluffs	\$18.2629
9	Waterloo	\$17.5480
8	Davenport	\$16.7800
7	Sioux City	\$16.0707
6	Iowa City	\$15.8331
5	Cedar Rapids	\$15.4362
4	West Des Moines*	\$11.7980
3	Ankeny*	\$11.4140
<b>2</b>	<b>Dubuque</b>	<b>\$10.3314</b>
1	Ames	\$10.0256
	AVERAGE w/o Dubuque	\$15.15

Dubuque has the SECOND LOWEST property tax rate as compared to the eleven largest cities in the state. The highest rate (Des Moines\*) is 77.90% higher than Dubuque's rate, and the average is 46.69% higher than Dubuque. Dubuque's adopted FY 2020 property tax is \$10.3314 (decrease of -2.43% from FY 2019)

\*Includes the transit tax levy adopted by the Des Moines Area Regional Transit Authority for comparability.

## VALUATION GROWTH

### History of Taxable Debt Valuation (in millions)



■ Valuation Growth (in millions)

The FY 2020 budget is based upon a 2.17% increase (\$61,541,509) to the taxable debt valuation for the City. Without Tax Increment Financing there is a 5.25% increase in the taxable valuation for all other levies (General Fund property tax levy). The total taxable debt valuation of \$2,895,439,961 is made up of the following components:

Valuation by Class of Property	Taxable Debt Valuation	Percentage of Valuation	Change from Prior Year
Residential & Ag property	\$1,569,731,600	54.21 %	3.24 %
Ag Land & building	\$3,119,599	0.11 %	(2.64)%
Commercial property	\$979,416,159	33.83 %	1.31 %
Multi-residential property	\$137,051,414	4.73 %	(2.96)%
Industrial property	\$132,262,164	4.57 %	1.88 %
Railroad bridge	\$3,029,934	0.10 %	(9.68)%
Other	\$634,617	0.02 %	— %
Utilities	\$77,834,805	2.69 %	1.94 %
Less: Veterans credit	\$(4,520,732)	(0.16)%	(4.16)%
Ag Land & building	\$(3,119,599)	(0.11)%	(2.64)%
<b>Total</b>	<b>\$2,895,439,961</b>	<b>100 %</b>	<b>2.17 %</b>
Tax Increment Financing (TIF)	\$(353,396,716)		4.60 %
<b>Taxable Levy</b>	<b><u>\$2,542,043,245</u></b>		<b>1.84 %</b>

#### Utilities - Excise Tax

Legislation in FY 2001 changed the taxation of utilities from a property tax to an excise tax. The City's tax rate/ \$1,000 is first calculated on a valuation which includes utilities, then those calculated rates are used against a valuation figure with utilities removed. The excise tax makes up the difference in each levy.

#### Rollback

The growth in the valuation for the City of Dubuque continues to be impacted by the State of Iowa rollback adjustment. The State adjusts taxable valuations based upon a formula using the growth of the value of agricultural land. In the late 1980's the rollback was 80.6%, meaning only 80.6% of the value was taxable. For FY 2020 the State issued rollback for residential property is 56.9391%.

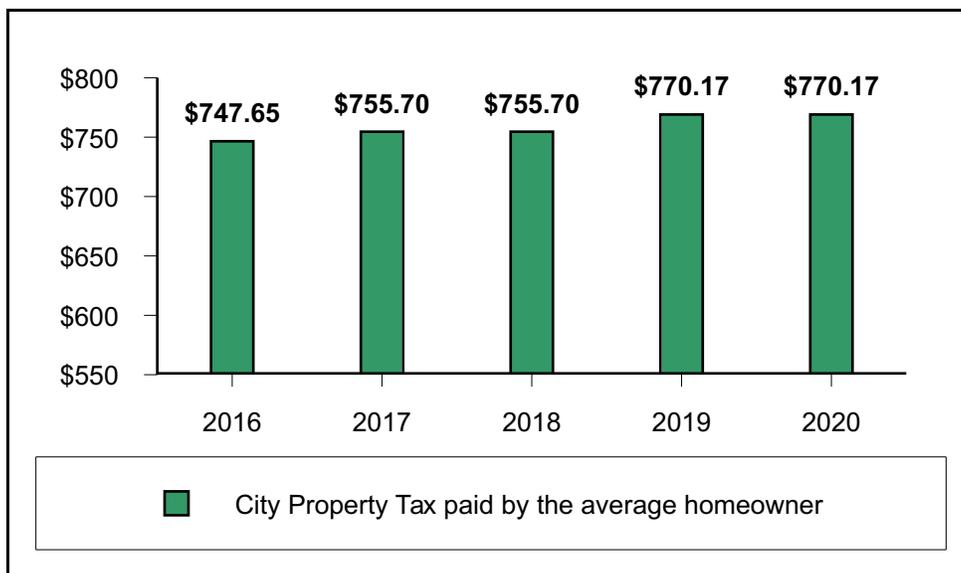
**Comparison for Eleven Largest Iowa Cities  
Taxable Value per Capita**

Rank	City	Taxes Per Capita	Tax Rate	2010 Census Population	Taxable Value With Gas & Electric
11	West Des Moines	\$1,078.51	\$11.7980	56,609	5,174,907,290
10	Iowa City	\$888.11	\$15.8331	67,862	3,806,513,568
9	Cedar Rapids	\$836.15	\$15.4362	126,326	6,842,869,326
8	Council Bluffs	\$829.83	\$18.3798	62,230	2,809,624,482
7	Ankeny	\$785.75	\$11.4140	51,567	3,549,932,642
6	Davenport	\$769.30	\$16.7800	99,685	4,570,177,740
5	Des Moines	\$700.06	\$18.2629	203,433	7,798,033,783
4	Waterloo	\$603.51	\$17.5480	68,406	2,352,622,826
3	Sioux City	\$545.75	\$16.0707	82,684	2,807,885,259
2	Ames	\$523.66	\$10.0256	58,965	3,079,908,598
1	<b>Dubuque (FY 20)</b>	<b>\$455.27</b>	<b>\$10.3314</b>	<b>57,686</b>	<b>2,542,043,245</b>
	AVERAGE w/o Dubuque	\$756.06	\$15.15	87,777	4,279,247,551

Dubuque is the LOWEST taxes per capita as compared to the eleven largest cities in the state. The highest (West Des Moines) is 136.89% higher than Dubuque's taxes per capita, and the average is 66.07% higher than Dubuque.

**IMPACT OF BUDGET ON CLASS OF PROPERTY**

**RESIDENTIAL**



**Fiscal Year 2019**

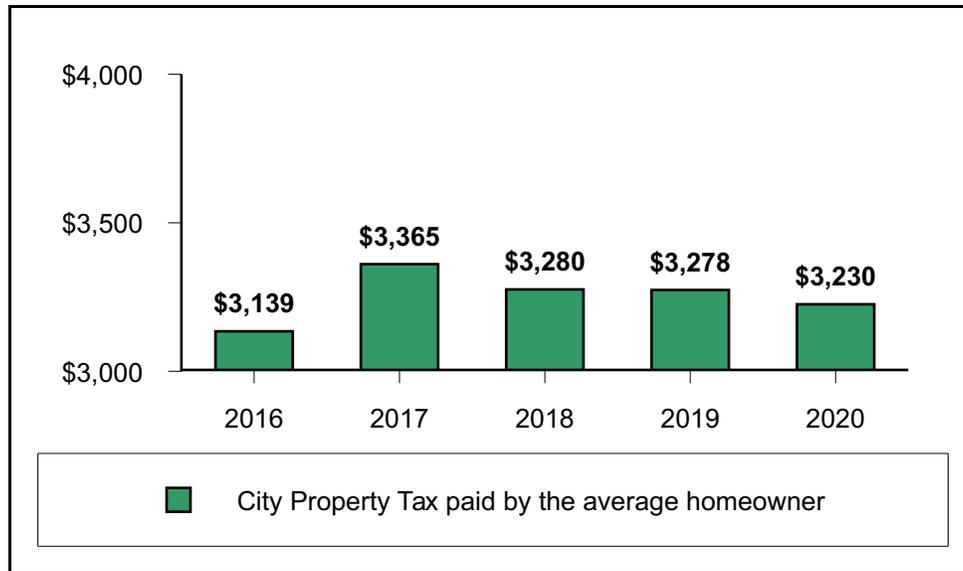
January 1, 2017 Valuation	\$130,367
Equalization Order	7.00%
Assessed Value	\$139,493
Less Rollback Factor	0.556209
Fiscal Year 2019 Taxable Value	\$77,587
Fiscal Year 2019 City Tax Rate	\$10.5884
Fiscal Year 2019 City Property Tax	\$821.52
Homestead Tax Credit	\$(51.35)
Net Fiscal Year 2019 City Property Tax	\$770.17

**Fiscal Year 2020**

January 1, 2018 Valuation	\$139,493
Less Rollback Factor	0.569180
Fiscal Year 2020 Taxable Value	\$79,397
Fiscal Year 2020 City Tax Rate	\$10.3314
Fiscal Year 2020 City Property Tax	\$820.28
Homestead Tax Credit	\$(50.11)
Net Fiscal Year 2020 City Property Tax	\$770.17

<b>Dollar Increase in Property Tax</b>	<b>\$0.00</b>
<b>Percent Increase in Property Tax</b>	<b>0.00%</b>

**IMPACT OF BUDGET ON COMMERCIAL PROPERTY**



**Fiscal Year 2018**

January 1, 2016 Valuation	\$432,475
Less Rollback Factor	0.9000
Fiscal Year 2018 Taxable Value	<u>\$389,228</u>
Fiscal Year 2018 City Tax Rate	<u>\$10.8922</u>
Fiscal Year 2018 City Property Tax	\$4,239.55
Business Tax Credit	\$959.11
Net Fiscal Year 2018 City Property Tax	<u><u>\$3,280.44</u></u>
<b>Dollar Decrease in Property Tax</b>	<b>\$0.00</b>
<b>Percent Decrease in Property Tax</b>	<b>— %</b>

**Fiscal Year 2019**

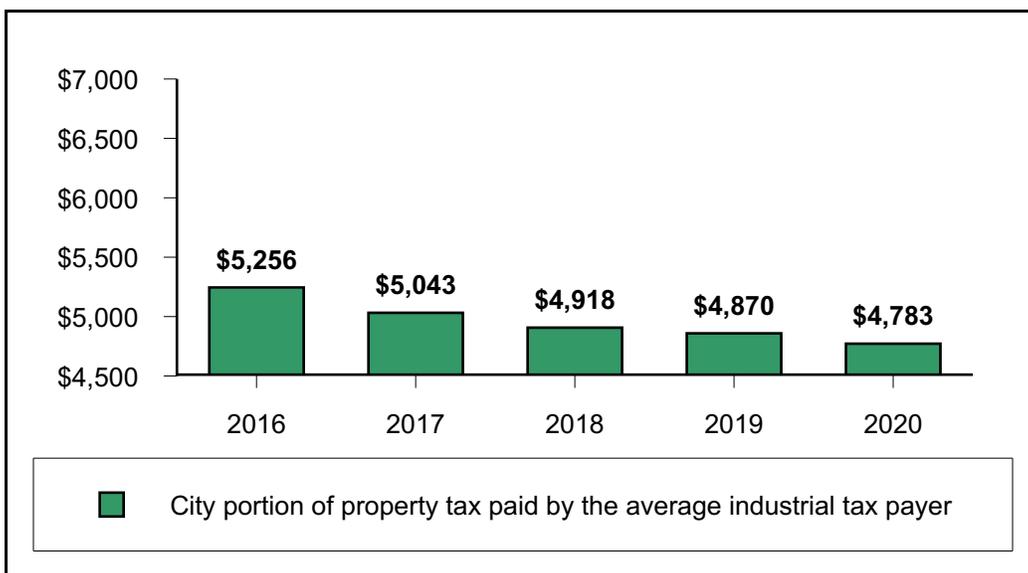
January 1, 2017 Valuation	\$432,475
Equalization Order	— %
Fiscal Year 2017 Taxable Value	<u>\$432,475</u>
Less Rollback Factor	0.9000
Fiscal Year 2019 Taxable Value	<u>\$389,228</u>
Fiscal Year 2019 City Tax Rate	<u>\$10.5884</u>
Fiscal Year 2019 City Property Tax	\$4,121.30
Business Tax Credit	\$843.08
Net Fiscal Year 2019 City Property Tax	<u><u>\$3,278.22</u></u>
<b>Dollar Decrease in Property Tax</b>	<b>\$(2.22)</b>
<b>Percent Decrease in Property Tax</b>	<b>(0.07)%</b>

**Fiscal Year 2020**

January 1, 2018 Valuation	\$432,475
Less Rollback Factor	0.9000
Fiscal Year 2020 Taxable Value	<u>\$389,228</u>
Fiscal Year 2020 City Tax Rate	<u>\$10.3314</u>
Fiscal Year 2020 City Property Tax	\$4,021.27
Business Tax Credit	\$791.58
Net Fiscal Year 2020 City Property Tax	<u><u>\$3,229.69</u></u>
<b>Dollar Decrease in Property Tax</b>	<b>-\$48.53</b>
<b>Percent Decrease in Property Tax</b>	<b>-1.48 %</b>

**IMPACT OF BUDGET ON CLASS OF PROPERTY**

**INDUSTRIAL**



**Fiscal Year 2018**

January 1, 2016 Valuation	\$599,500
Less Rollback Factor	0.9000
Fiscal Year 2018 Taxable Value	\$539,550
Fiscal Year 2018 City Tax Rate	10.8922
Fiscal Year 2018 City Property Tax	\$5,876.89
Business Tax Credit	\$959.11
Net Fiscal Year 2018 City Property Tax	\$4,917.78
<b>Dollar Decrease in Property Tax</b>	<b>-\$125.58</b>
<b>Percent Decrease in Property Tax</b>	<b>-2.49%</b>

**Fiscal Year 2019**

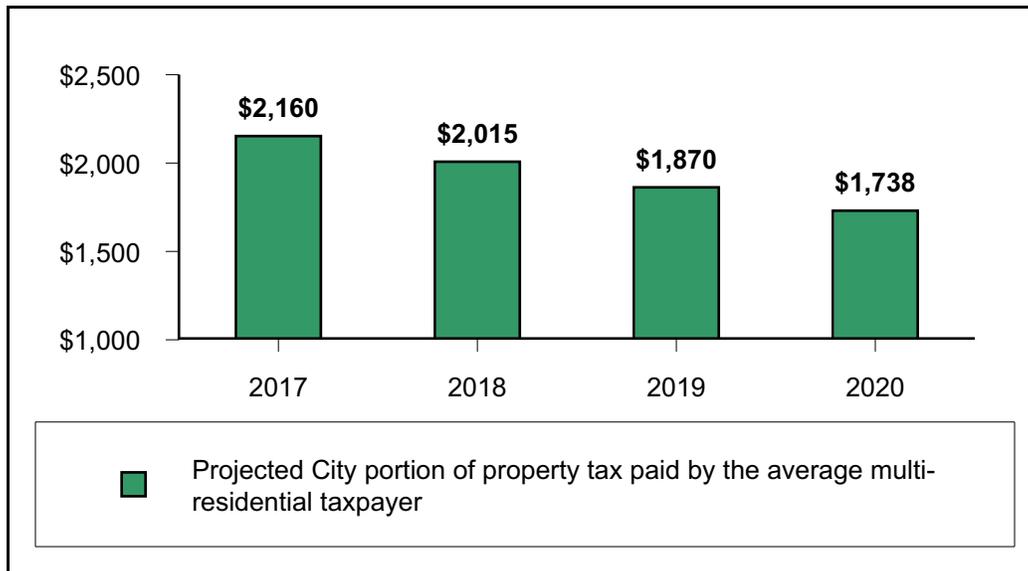
January 1, 2017 Valuation	\$599,500
Less Rollback Factor	0.9000
Fiscal Year 2019 Taxable Value	\$539,550
Fiscal Year 2019 City Tax Rate	10.5884
Fiscal Year 2019 City Property Tax	\$5,712.97
Business Tax Credit	\$843.08
Net Fiscal Year 2019 City Property Tax	\$4,869.89
<b>Dollar Decrease in Property Tax</b>	<b>(\$47.89)</b>
<b>Percent Decrease in Property Tax</b>	<b>-0.97%</b>

**Fiscal Year 2020**

January 1, 2018 Valuation	\$599,500
Less Rollback Factor	0.9000
Fiscal Year 2020 Taxable Value	\$539,550
Fiscal Year 2020 City Tax Rate	10.3314
Fiscal Year 2020 City Property Tax	\$5,574.31
Business Tax Credit	\$791.58
Net Fiscal Year 2020 City Property Tax	\$4,782.73
<b>Dollar Decrease in Property Tax</b>	<b>(\$87.16)</b>
<b>Percent Decrease in Property Tax</b>	<b>-1.79%</b>

**IMPACT OF BUDGET ON CLASS OF PROPERTY**

**MULTIRESIDENTIAL - BEGAN FISCAL YEAR 2017**



**Fiscal Year 2018**

January 1, 2016 Valuation	\$224,289
Less Rollback Factor	0.8250
Fiscal Year 2018 Taxable Value	\$185,038
Fiscal Year 2018 City Tax Rate	\$10.8922
Fiscal Year 2018 City Property Tax	\$2,015.47

**Dollar Decrease in Property Tax** **-\$144.91**  
**Percent Decrease in Property Tax** **-6.71%**

**Fiscal Year 2019**

January 1, 2017 Valuation	\$224,289
Less Rollback Factor	\$0.7875
Fiscal Year 2019 Taxable Value	\$176,628
Fiscal Year 2019 City Tax Rate	\$10.5884
Fiscal Year 2019 City Property Tax	\$1,870.21

**Dollar Decrease in Property Tax** **-\$145.26**  
**Percent Decrease in Property Tax** **-7.21%**

**Fiscal Year 2020**

January 1, 2018 Valuation	\$224,289
Less Rollback Factor	\$0.7500
Fiscal Year 2020 Taxable Value	\$168,217
Fiscal Year 2020 City Tax Rate	\$10.3314
Fiscal Year 2020 City Property Tax	\$1,737.92

**Dollar Decrease in Property Tax** **-\$132.29**  
**Percent Decrease in Property Tax** **-7.07%**

\* In Fiscal Year 2015 and 2016, properties that had both commercial space and apartments with three or more units were eligible for the State Business Property Tax Credit which was calculated based on the total assessed value of the building. In Fiscal Year 2017, the properties that are dual classed as commercial and multi-residential will only receive the State Business Property Tax Credit calculated on the commercial portion of their property assessment only. The City did not include the State Business Property Tax Credit in these calculations because it was only paid over a two year period and has been eliminated for multi-residential property in Fiscal Year 2017.

**FY 2020 AVERAGE HOMEOWNER PROPTERY TAX RECEIPT**  
**(Taxable Value \$74,546 After Homestead Credit)**

**YOUR 2020 TAX RECEIPT**

<b>Culture and Recreation</b>	<b>\$165.10</b>
Five Flags Civic Center ⓘ	\$17.38
Recreation ⓘ	\$24.68
Library ⓘ	\$57.70
Parks ⓘ	\$51.25
Grand River Center ⓘ	\$8.41
Arts & Cultural Affairs ⓘ	\$5.68
<b>Capital Projects</b>	<b>\$11.05</b>
General Government - Capital Projects ⓘ	\$6.58
Debt Service - Capital Projects ⓘ	\$4.47
<b>Streets &amp; Infrastructure</b>	<b>\$28.96</b>
Public Works ⓘ	\$15.25
Engineering ⓘ	\$13.71
<b>Public Safety</b>	<b>\$415.90</b>
Police ⓘ	\$237.57
Fire ⓘ	\$157.69
Emergency Communications (E911) ⓘ	\$16.92
General Safety ⓘ	\$3.73

<b>Community and Economic Development</b>	<b>\$30.46</b>
City Planning ⓘ	\$8.10
Housing and Community Development ⓘ	\$12.19
Economic Development ⓘ	\$10.17
<b>General Government</b>	<b>\$63.86</b>
Administration ⓘ	\$31.99
Information Technology ⓘ	\$14.80
City Attorney's Office ⓘ	\$8.09
City Building Maintenance ⓘ	\$6.61
City Council ⓘ	\$2.37
<b>Transportation Services</b>	<b>\$37.13</b>
Transit ⓘ	\$25.65
Airport ⓘ	\$11.47
<b>Health and Social Services</b>	<b>\$17.71</b>
Health Services ⓘ	\$7.86
Human Rights ⓘ	\$9.85
<b>TOTAL: \$770.17</b>	

ARE THESE THE RIGHT PRIORITIES?  
 TRY AN INTERACTIVE SIMULATION TO MAKE YOUR OWN  
 BUDGET AND SHARE IT WITH PUBLIC OFFICIALS.



## FISCAL YEAR 2020

## SUMMARY OF ALL ADOPTED DECISION (IMPROVEMENT) PACKAGES WITH PROPERTY TAX IMPACT

There were 142 improvement level decision packages requested in Fiscal Year 2020, of which 117 are being adopted for funding.

The recurring general fund expenditures total \$902,556 and will also impact future budget years. The non-recurring general fund expenditures total \$466,638. The remaining improvement packages adopted for funding from non-property tax support total \$304,768.

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
<b>RECURRING DECISION PACKAGE COSTS</b>		<b>GENERAL FUND</b>			
Airport	Funding for 1,095 additional hours for part-time Line Service Workers in the Fixed Base Operations (0.53 FTE). The Dubuque Jet Center is open from 5:00 a.m. to 10:00 p.m., 365 days of the year for aircraft ground handling and customer support duties. Additional hours are needed due to increased activity servicing larger aircraft. To accommodate the extra business, an additional three hours has been added to the morning shift starting at 5:30 a.m.	R	\$ 16,963		\$ 16,963
Airport	Updating the current Airport security program as required by CFR1542. DHS/TSA requires Part 139 airports with scheduled commercial service of 60 or more passengers to have a complete airport security program. Dubuque currently has a partial program. Dubuque scheduled service is currently 50 seated aircraft but these aircraft are being phased out and being replaced with 70 or more seated aircraft, hence the need to update the security program from partial to a full program.	R	\$ 6,000		\$ 6,000
Budget Office	Cloud-based software which would integrate solutions for budget and planning, operational performance, and resident engagement and would complement any financial software that is chosen by the City. The cloud-based solution would streamline and transform the entire budget process and facilitate greater collaboration between all stakeholders.	R	\$ 75,000	\$ 37,819	\$ 37,181
Budget Office	Cost allocation software. This cloud-based cost allocation platform would empower users to understand the true cost of providing goods and services. The cost allocation provides the ability to create federal cost allocation plans, prepare indirect cost rate proposals, and manage cross-jurisdictional profit and loss. This cost allocation software would reduce the time spent on preparing agency-wide or department-wide cost plans, while serving to give the maximum reimbursement.	R	\$ 15,750	\$ 7,943	\$ 7,807
Building	Increase Building Permit fees, change to one permit schedule for both residential and commercial, no longer charge an hourly plan review rate and instead charge 20% of the permit fee for all projects that require a plan review, establish a Building Board of Appeals application fee of \$150, and establish a minimum Permit fee of \$35 which is reflective of the cost to process and inspect the most basic of permits. The changes in Permit Fees and Plan review fees are recommended to be implemented over two Fiscal Years (FY20 and FY21).	R		\$ 33,350	\$ (33,350)
Building	Mobile Panic Button and Mass Notification System Annual Software Maintenance	R	\$ 11,000		\$ 11,000

## Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
City Clerk	Increase of \$2,000 in overtime pay for City Clerk hourly staff	R	\$ 2,342	\$ 1,181	\$ 1,161
City Clerk	Purchase an iPad for City Clerk Office - Data Plan	R	\$ 120	\$ 61	\$ 59
City Manager's Office	Increased match commitment to host the Green Iowa AmeriCorps program in partnership with Operation New View. Green Iowa AmeriCorps (GIAC) provides approximately 130 audits and 80 weatherizations annually, with significant percentages serving low-income families and others in need.	R	\$ 8,000	\$ 4,034	\$ 3,966
City Manager's Office	Increase Management Intern from part-time (0.60 FTE) to full-time (1.00 FTE) (ICMA Fellows) effective July 1, 2019.	R	\$ 21,125		\$ 21,125
City Manager's Office	Add a seasonal intern (NA-38) to work 10 hours per week to assist with scanning of documents and other clerical duties (+0.25 FTE or 520 hours annually).	R	\$ 7,827	\$ 3,947	\$ 3,880
Economic Development	Upgrade full-time Project Coordinator (GE-30) to a full-time Assistant Economic Development Director (GE-36)	R	\$ 14,752	\$ —	\$ 14,752
Economic Development	Add a seasonal intern (NA-38) to perform tasks and assist the part-time Account Clerk (+0.25 FTE or 520 hours annually). Schedules will be arranged to avoid needing additional technology.	R	\$ 7,827	\$ —	\$ 7,827
Emergency Communications	Add an additional Full-Time Public Safety Dispatcher effective January 1 2020. This request would increase weekday, daytime staffing levels to four staff members due to the recent increase in workload due to more calls, increased severity of calls, and additional paperwork. While this time slot will be this position's routine assignment this is also the time slot that can best operate with 3 people, so this will be the position that will be used to fill in for extended leave or extended vacancies for other shifts thereby avoiding overtime or overextending part-time positions.	R	\$ 37,868	\$ 12,621	\$ 25,247
Emergency Communications	Purchase an additional CAD license	R	\$ 1,280	\$ 427	\$ 853
Emergency Communications	Purchase additional licenses for ProQA Medical/Fire/Police automated call-taking software	R	\$ 1,687	\$ 562	\$ 1,125
Emergency Communications	Bring in external, non-City trainers to administer 2 classes per year on 911 dispatch	R	\$ 5,000	\$ 1,667	\$ 3,333
Engineering	Additional overtime related to general fund inspection activities in the department. Currently the Engineering Department is responsible for inspection of sidewalks, ADA ramps, utility permits, dumpster permits, work in right of way permits, and other assigned inspection duties not assigned to a specific project.	R	\$ 13,140	\$ —	\$ 13,140
Engineering	Monthly data plans for 4 tablets for field staff. The purchase and utilization of tablets would increase work productivity and improve response time to resident service requests.	R	\$ 1,920	\$ —	\$ 1,920
Engineering	Uniform shirts for the Engineering Department supervisory and other staff involved with public engagement. These shirts would help identify an Engineering Department employee to the public when participating in a city sponsored public event such as an open house or formal meeting for a capital project, conferences, site walks and tours, along with City Expo.	R	\$ 400	\$ —	\$ 400

## Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Fire	Addition of one (1) firefighter position (\$84,487) as part of the schedule to add positions for future staffing of additional fire units. This project begins the process of expanding the employee compliment to staff additional apparatus in the future. The project coincides with the Fire Station Expansion/Relocation CIP and will provide the first of 12 added personnel by FY2024. The expansion plan also includes 1 more position in FY2021, 4 positions in FY2022, 2 positions in FY2023, and 4 positions in FY2024. During this period of staffing build up, the additional personnel will help to reduce the need for overtime (\$16,200 in FY20) as more employees are available to cover vacations and leave.	R	\$ 84,487	\$ 16,200	\$ 68,287
Fire	This improvement package provides funding for the following longevity pay benefit for employees in the classifications of Assistant Fire Marshall, and EMS Supervisor, These positions would receive longevity earlier than the previously adopted schedule and the maximum longevity percent would increase from 5% to 7%.	R	\$ 2,266		\$ 2,266
Fire	Additional fire department overtime in order to provide two, two-day sessions of a summer Emergency Services Youth Camp. Request provides overtime staffing for 2 camps, one for middle-school age and another for high-school age youth who are interested in learning about public safety careers. This program would be done in partnership with the police department to provide a comprehensive recruitment tool.	R	\$ 10,000	\$ —	\$ 10,000
Fire	Maintenance contract for annual service and upkeep of 11 patient movement devices (power-lift cots, power-load modules, and stair chairs). This request would provide for inspection and recommended maintenance by an authorized service technician to maintain warranties and serviceability of ambulance cots and other powered patient movement devices.	R	\$ 9,500	\$ —	\$ 9,500
Fire	Consulting stipend for the Ambulance Medical Director. The ambulance activity requires a physician medical director to oversee protocol and review operations.	R	\$ 7,500	\$ —	\$ 7,500
Health Services	Increase one part-time Animal Control Officer to full-time (+0.28 FTE or 582 hours annually), increasing Animal Control staffing by 11 hours, providing additional coverage and more timely follow-ups on animal control incidents and complaints.	R	\$ 32,927	\$ 6,500	\$ 26,427
Housing and Community Development	Additional funding to Operation New View Community Action Agency. The \$70,000 amount was arrived at after representatives from Dubuque, Delaware and Jackson County and the City of Dubuque met to identify the funding gap that must be covered to keep the organization functional. Providing this funding will stabilize ONV and allow them to move forward with a plan to secure additional outside funding to meet the needs of low-income individuals.	R	\$ 70,000		\$ 70,000
Housing and Community Development	Emergency relocation fund for tenants that area displaced from their rental units due to a Section 108 or Section 109 condemnation.	R	\$ 4,950	\$ —	\$ 4,950
Housing and Community Development		R	\$ 85,437	\$ 40,356	\$ 45,081

Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Information Services	Staff to attend the following education and training events/conferences: Superior, which is the City's Financial, Budget, Payroll and Utility Billing; EMC, which is the City's provider for storage and backup; Laserfiche, which is the City's document management solution; ESRI, which is the city's mapping system; and Accela, which is the City's permitting and Licensing system.	R	\$ 8,500		\$ 8,500
Information Services	Modify the city's current Cartegraph licensing model which is a "per license/per domain" model to an enterprise licensing platform doubling the licenses from 50 to 100 and opening access to all of Cartegraph's asset "domain" applications.	R	\$ 15,780		\$ 15,780
Information Services	Cartegraph software implementation assistance for data population, training and customization assistance as the City moves forward with implementation of additional asset domains and work order applications.	R	\$ 25,000		\$ 25,000
Legal Services	Full-Time Civil Rights Specialist (GE-32B). Accepts, reviews, and investigates complaints of discrimination in employment, public accommodations, housing, credit, and education and other areas within the city organization and community at-large and performs both internal and community education activities; performs related work as required.	R	\$ 78,815	\$ 39,744	\$ 39,071
Library	Reduction in revenue to allow for the elimination of fines on library materials. Fines create barriers to access. Many people can afford to pay a fine for overdue material, but those residents with low incomes are forced to prioritize spending and a library fine is not at the top of the list, creating a barrier to access.	R	\$ (4,307)	\$ (66,000)	\$ 61,693
Library	Additional funding to provide 50 hours annually of service coverage for a part-time employee to participate in City Intercultural Competency meetings and trainings.	R	\$ 1,159		\$ 1,159
Multicultural Family Center	Existing Receptionist at Leisure Services to be relocated to the Multicultural Family Center, the addition of a part-time Receptionist (+0.48 FTE or 1,006 hours annually) and the addition of a part-time Recreation Field Supervisor (+.16 FTE or 335 hours annually). With the expansion of the Multicultural Family Center, there is an opportunity to expand the Leisure Services Department accessibility, programming as well as rentals. The new positions are effective March 1, 2020.	R	\$ 9,224	\$ 2,332	\$ 6,892
Parks	Additional funding for removal of ash trees due to Emerald Ash Borer (EAB). Requested \$50,000.	R	\$ 25,000		\$ 25,000
Parks	Purchase of additional street, park and other city property trees. Due to Emerald Ash Borer, ash trees are being removed as a top priority in the Park Division. The Division does not have an operating budget to replace trees. Requested \$50,000.	R	\$ 25,000		\$ 25,000
Parks	Data plan for 3 tablets for Park Staff. Currently, 4 of the 5 Foreman have tablets to efficiently perform their duties. The additional tablets would be for other park division staff with expertise of GIS mapping, Web QA and playground safety inspections.	R	\$ 1,080		\$ 1,080
Parks	Additional seasonal staff (0.05 FTE or 105 hours) and maintenance costs (\$250) for the Veterans Memorial Project on Chaplain Schmitt Island. The estimated cost is only for one month as the project is anticipated to be completed by Memorial Day of 2020.	R	\$ 1,629	\$ 1,629	\$ —

Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Parks	Part-time staffing of the EB Lyons Interpretive Center and utilities expense for the Center. Analysis of the situation is preliminary and at this time the impact on full-time equivalents is not known. The impact on full-time equivalents will be determined at a later time and will be part of a future budget amendment.	R	\$ 50,000		\$ 50,000
Personnel	Funds for one employee to attend the upper Midwest Employment Law Institute in St. Paul, MN	R	\$ 1,700	\$ 857	\$ 843
Personnel	Executive coaching services for managers. If approved, the City would contract with several executive coaches who could be called on by managers on an as needed basis. The executive coaching service would assist in improving management performance and accelerating leadership development.	R	\$ 5,000	\$ 2,521	\$ 2,479
Personnel	Ten Department Managers to attend the Upper Midwest Employment Law Institute in St. Paul, Minnesota. This two-day event would review regulatory changes in employment law, provide updates on employment-related Supreme Court cases, and workplace issues and changes including sexual and gender harassment, wage and hour issues, joint employment, employer policies, and more.	R	\$ 17,000	\$ 8,572	\$ 8,428
Personnel	Implementation a parental leave policy for full-time non-bargaining unit employees. This policy would allow employees to take paid time away from work for the birth or adoption of a child under 18 years old. Eligible employees would receive their regular pay and benefits for six weeks following the date of birth, adoption event or foster to adopt placement. If both parents are eligible employees, each would receive the leave benefit.	R	\$ 47,015	\$ —	\$ 47,015
Personnel	Implementation a 50% sick leave conversion/pay out policy full-time non-bargaining unit employees that are over the sick leave cap. This policy would allow employees to either convert 50% of the sick leave over the cap to vacation or be paid out for it, method determined by the Department Manager.	R	\$ 112,000	\$ —	\$ 112,000
Police	Expansion of the Dubuque Police Department School Resource Officer Program by adding one School Resource Officer with 50% reimbursement by Dubuque Community School District and gradual increase in reimbursement by Dubuque Community School District for five existing positions (45% increase in FY20; 75% increase in FY21 and 100% of 50% reimbursement reached in FY22).	R	\$ 104,191	\$ 108,159	\$ (3,968)
Police	Data plan to upgrade 24 flip cellphones with smartphones and purchase 2 additional smartphones for the Training Lieutenant and the Shift Commander's Office.	R	\$ 9,312		\$ 9,312
Police	Quality, accredited executive level command training. In the next two to ten years, it is anticipated that the majority of the Dubuque Police Department's executive level commanders will retire. This group consists of seven Captains, the Assistant Police Chief, and the Police Chief. A fully trained and educated command staff is essential to the City of Dubuque's mission of having an equitable community of choice.	R	\$ 10,000		\$ 10,000

## Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Police	This improvement package provides funding for the following longevity pay benefit for employees in the classifications of Police Lieutenant, Police Captain and Assistant Police Chief. These positions would receive longevity earlier than the previously adopted schedule and the maximum longevity percent would increase from 5% to 7%.	R	\$ 41,602		\$ 41,602
Public Information Office - GIS	GIS Applications Specialist's participation in the ESRI International User Conference. This conference takes place yearly in San Diego, CA, and is attended by the GIS Coordinator/Analyst. It is the premiere event for GIS applications, training, and technical support.	R	\$ 1,500	\$ 631	\$ 869
Public Information Office - GIS	Data plan for a new tablet for the GIS Applications Specialist. This device will allow the GIS Applications Specialist to have access to work email, calendar, and contacts and internet access. The device will also serve as a tool to create and test mobile GIS, web maps, map applications, data management, and story map creation and modification.	R	\$ 360	\$ 152	\$ 208
Public Works	Public Works Director to attend the national Solid Waste Association of North America SWANApalooza conference. The conference covers all subjects related to the solid waste industry including landfill operations, gas collection system, zero waste principles, solid waste collection and recycling.	R	\$ 3,100		\$ 3,100
Recreation	Addition of a seasonal Recreational Field Supervisor (+0.07 FTE or 147 hours annually) and a seasonal Recreational Leader (+0.07 FTE or 147 hours annually). Construction for the Miracle League Field, an all-inclusive playground and renovated building, will begin in the spring of 2019. The Miracle League agreement requires that when the project is complete the Leisure Services Department will resume programming and maintenance of the entire facility. These positions are recommended to begin on May 1, 2020.	R	\$ 8,152	\$ 1,600	\$ 6,552
Recreation	New Therapeutic Recreation summer program at Veterans Memorial Park developed specifically for youth with various special needs. This request adds a seasonal Recreational Field Supervisor (+0.08 FTE or 168 hours annually) and seasonal Recreational Leaders (+0.26 FTE or 545 hours annually). These positions are recommended to begin on May 1, 2020.	R	\$ 1,677	\$ 720	\$ 957
Recreation	Estimated \$7,370 increase in Golf operating revenue through annual pass rates and the creation of a new college pass for the Bunker Hill Golf Course. A \$10 increase has been proposed for all 6 annual pass categories (Individual, Individual Weekday, Couple, Weekday Couple, Family, and Junior).	R		\$ 7,370	\$ (7,370)
Transportation Services	Additional conferences for the Transportation Services Director. These conferences include the American Public Works Associations spring and fall conferences (\$3,389), American Public Works Association Public Works Expo (\$2,789), and the National Forum for Black Public Administrators Annual Forum (\$1,890)	R	\$ 8,068		\$ 8,068
Transportation Services	Implementation and annual maintenance expenses to provide an mobile application-based version of MyRide, the public facing tool that provides real-time bus tracking, trip planning and alerts. A mobile application-based tool would allow users who are new to the community to find the tool in the application store rather than being required to go to the City of Dubuque website to find the information.	R	\$ 2,325		\$ 2,325

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Transportation Services	Additional part-time bus operator hours (0.18 FTE or 365 hours annually) and bus fuel and maintenance to offer early morning express commuter service to Dubuque Industrial Center West. Based on community and passenger input prior to the start of service, the early morning express commuter service would leave the Intermodal Transportation Facility and would travel to one of the following corridors to connect to the Delhi Transfer (Loras Blvd, Hill St, 3rd St, University Ave) or if no connection at Midtown is needed, travel Jackson St to the Northwest Arterial and to the Industrial Center.	R	\$ 14,533	\$ 2,752	\$ 11,781
Transportation Services	No charge fixed-route and minibus service on election dates to polling locations. An additional measure to ensure access would be to request that the Intermodal Center be set up as a satellite polling location.	R	\$ —	\$ (780)	\$ 780
<b>TOTAL GENERAL FUND NON-RECURRING PACKAGES</b>			<b>\$1,179,483</b>	<b>\$ 276,927</b>	<b>\$ 902,556</b>
<b>NON-RECURRING DECISION PACKAGE COSTS</b>					<b>GENERAL FUND</b>
Airport	Purchasing a fingerprint machine to update the current Airport security program as required by CFR1542. DHS/TSA requires Part 139 airports with scheduled commercial service of 60 or more passengers to have a complete airport security program. Dubuque currently has a partial program. Dubuque scheduled service is currently 50 seated aircraft but these aircraft are being phased out and being replaced with 70 or more seated aircraft, hence the need to update the security program from partial to a full program.	NR	\$ 3,000		\$ 3,000
Budget Office	One-time set up of cloud-based software which would integrate solutions for budget and planning, operational performance, and resident engagement and would complement any financial software that is chosen by the City. The cloud-based solution would streamline and transform the entire budget process and facilitate greater collaboration between all stakeholders.	NR	\$ 50,000	\$ 25,213	\$ 24,787
Budget Office	One-time set up of Cost allocation software. This cloud-based cost allocation platform would empower users to understand the true cost of providing goods and services. The cost allocation provides the ability to create federal cost allocation plans, prepare indirect cost rate proposals, and manage cross-jurisdictional profit and loss. This cost allocation software would reduce the time spent on preparing agency-wide or department-wide cost plans, while serving to give the maximum reimbursement.	NR	\$ 15,000	\$ 7,564	\$ 7,436
Building	Upgrade 1 inspector vehicle from Chevy Malibu to an AWD Chevy Equinox.	NR	\$ 7,990		\$ 7,990
Building	Mobile Panic Button and Mass Notification System	NR	\$ 2,000		\$ 2,000
Building	Upgrade 5 tablets for replacement in FY20 from 9.7" display to 12.9" display	NR	\$ 198		\$ 198
City Clerk	Complete FY18 conversion of remaining historic City Council records from microfilm to Laserfiche	NR	\$ 10,000	\$ 5,042	\$ 4,958
City Clerk	Purchase 3 adjustable standing desks for City Clerk office staff	NR	\$ 5,000	\$ 2,521	\$ 2,479
City Clerk	Purchase an iPad for City Clerk Office	NR	\$ 950	\$ 479	\$ 471

## Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
City Clerk	Hire a limited term (12 months) Clerical Assistant to focus on completing the microfilm/Laserfiche conversion project and other archival projects related to recordkeeping.	NR	\$ 13,465	\$ 6,886	\$ 6,579
City Manager's Office	Purchase of two shirts for all employees on Leadership Team and City Council members to wear during the Iowa League of Cities conference which will be held in Dubuque in September 2019.	NR	\$ 5,200	\$ 2,623	\$ 2,577
City Manager's Office	Conversion of the part-time Communication Assistant's workstation to an adjustable standing desk.	NR	\$ 2,000	\$ 1,008	\$ 992
Economic Development	New tablet for the Assistant Economic Development Director.	NR	\$ 950	\$ —	\$ 950
Emergency Communications	Purchase additional licenses for ProQA Medical/Fire/Police automated call-taking software	NR	\$ 11,250	\$ 3,750	\$ 7,500
Emergency Communications	Conduct marketing and outreach on the use of Smart 911 profiles to businesses and individuals.	NR	\$ 4,000	\$ 1,333	\$ 2,667
Emergency Communications	Purchase an additional CAD license	NR	\$ 8,000	\$ 2,666	\$ 5,334
Engineering	4 tablets for field staff. The purchase and utilization of tablets would increase work productivity and improve response time to resident service requests.	NR	\$ 4,200	\$ —	\$ 4,200
Engineering	Five fireproof file cabinets. The Engineering Department survey documents storage file cabinets are located on third floor of city hall. There are 10, 4-drawer file cabinets used to store the original recorded copies of all city deeds and easements documents.	NR	\$ 8,600	\$ —	\$ 8,600
Engineering	Phase two of the Engineering Department storage area Improvements. The Engineering Department is allocated approximately 1,200 square feet of storage space in the basement of City Hall. This area is unfinished with poor lighting, deteriorated concrete floors and bricks walls that are slowly crumbling.	NR	\$ 6,800	\$ —	\$ 6,800
Engineering	Limited term seasonal engineering intern position (12 months, 0.25 FTE). Over the past three years, the Engineering and Legal Departments have made significant updates to the City's construction contract specifications that are used by all city departments for capital improvement projects. This improvement would allow the Engineering Department to update and customize the current Department Construction Safety Manual.	NR	\$ 9,982	\$ —	\$ 9,982
Engineering	One desktop computer for Civil Engineer Interns. Currently, interns perform work on "recycled" computers (computers that have reached 4 years of age and has been replaced by a new one within the department). Use of recycled computers has proved to be unreliable.	NR	\$ 2,400	\$ —	\$ 2,400
Finance	Consultant services to transition the Certified Annual Financial Report (CAFR) from the current software to Workiva Wdesk. The Budget Department uses Wdesk in preparing the budget documents and upgraded in Fiscal Year 2019 to the Performance Management/Reporting Workspace which includes unlimited licenses and CAFR reporting.	NR	\$ 5,000	\$ 2,521	\$ 2,479
Fire	Purchase of a clothes washer and dryer in each fire station. Fire contaminated clothing is a leading cause of firefighter illnesses, including several types of cancer. Industry best-practice is to clean uniforms and other soft goods immediately after exposure.	NR	\$ 15,000	\$ —	\$ 15,000

Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Fire	Flammable storage cabinet to store arson and other evidence of a hazardous nature. The Police and Fire Department often collect evidence that may contain flammable products (small gasoline containers) that are not able to be safely stored in the Police evidence room.	NR	\$ 2,600		\$ 2,600
Fire	Storage rack to be installed at Fire Headquarters for storage of firefighter protective ensembles. Industry best-practice is to store spare firefighting clothing (turnout gear) away from living spaces to reduce exposure to fire by-products. Gear should also be stored out of direct sunlight and UV rays.	NR	\$ 5,000		\$ 5,000
Fire	Modification of the interior wall layout at Fire Station Two at 2180 JFK. The installation of a new interior wall would provide better use of space and create a larger exercise area.	NR	\$ 9,800		\$ 9,800
Fire	Upgrade of the small sport utility vehicle assigned to the Fire Marshal with a pickup truck. The current sport utility vehicle has been inspected and qualifies for replacement in FY 2020. A pickup truck would provide advantages for the Fire Marshal duties.	NR	\$ 2,000		\$ 2,000
Five Flags Center	Additional funding to further refine the options in the Five Flags study.	NR	\$ 102,800	\$ —	\$ 102,800
Health Services	Send both Health Department Sanitarians to the National Environmental Health Association Annual Education Conference in Nashville, TN	NR	\$ 4,525		\$ 4,525
Health Services	Purchase new dictation equipment for the Health Department Secretary.	NR	\$ 400		\$ 400
Health Services	Purchase a stand-up, adjustable height desk unit for the Public Health Specialist's workstation.	NR	\$ 425		\$ 425
Housing and Community Development	Purchase of one new mid-sized car for shared use by the Rental Licensing & Inspections Supervisor and Seasonal Code Enforcement Inspector.	NR	\$ 20,910		\$ 20,910
Housing and Community Development	Two standing desks and two floor mats for the Assisted Housing Coordinator and Assisted Housing Specialist.	NR	\$ 1,242	\$ —	\$ 1,242
Housing and Community Development	20 foot extension ladder for the Rehabilitation Inspector to improve inspections.	NR	\$ 256	\$ —	\$ 256
Housing and Community Development	Car, computer, tablet and smartphone for additional full-time Inspector I position (+1.0 FTE). The additional Inspector I position would allow for continued improvement of effective code enforcement services.	NR	\$ 24,587		\$ 24,587
Human Rights	Co-Hosting a two-day Race conference in October 2019 that will include breakout sessions, keynote speakers, and a community forum. Potential topics revolve around the history of race in America, communicating about race, implicit bias, promising practices such as ban the box, intersections between race, gender, and additional social identities, and the relationship between employment, housing, and education equity. The community forum would focus more concretely on similarities we share as Dubuquers and ways we can work together to address racism. Race Conference.	NR	\$ 2,500		\$ 2,500
Information Services	Wireless access point for Conference Room 2 at City Hall Annex. The access point would provide wireless access to network resources such as internet, email for staff and non-staff using the room using the City's 1G internet and network connections.	NR	\$ 5,800		\$ 5,800

## Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Information Services	Windows, Server and SQL licensing to virtualize the server that hosts the APC software for monitoring uninterruptable power supply (UPS's) connected to critical servers and network devices.	NR	\$ 5,000		\$ 5,000
Legal Services	Phone and equipment for full-time Civil Rights Specialist (GE-32B). Accepts, reviews, and investigates complaints of discrimination in employment, public accommodations, housing, credit, and education and other areas within the city organization and community at-large and performs both internal and community education activities; performs related work as required.	R	\$ 7,825	\$ 3,946	\$ 3,879
Library	Power wash the limestone masonry on the Carnegie-Stout building and the 1981 addition in order to clean the building following the National Park Services Guidelines for Cleaning of Historical Masonry.	NR	\$ 12,300		\$ 12,300
Parks	3 tablets for Park Staff. Currently, 4 of the 5 Foreman have tablets to efficiently perform their duties. The additional tablets would be for other park division staff with expertise of GIS mapping, Web QA and playground safety inspections.	NR	\$ 2,850		\$ 2,850
Parks	Computer and software for the Park Division Mechanic. The park maintenance headquarters facility will soon have fiber connectivity.	NR	\$ 3,700		\$ 3,700
Parks	Purchase of a combination storage/fuel shed to be placed next to the Eagle Point Park maintenance shop. Currently, the Park Division Mechanic supplies fuel by filling numerous 5 gallon fuel cans for all of the park equipment.	NR	\$ 10,000		\$ 10,000
Personnel	Hire consultant to assess the operations, policies, practices, and procedures of the Personnel Office in relation to other HR departments of similar sizes.	NR	\$ 3,000	\$ 1,512	\$ 1,488
Planning	Consultant to assist with the logistics, communication, marketing, outreach, and advertising associated with a 2020 Census Complete Count Committee campaign	NR	\$ 24,200	\$ 10,186	\$ 14,014
Planning	Hire a consultant to create a Community Action Plan to Reduce Poverty. Requested \$150,000 in FY20. Adopted \$75,000 in FY20 and \$75,000 in FY21.	NR	\$ 75,000	\$ 31,569	\$ 43,431
Planning	Phase 2 of implementation of the 2017 Imagine Dubuque Comprehensive Plan - Consultant Services and Outreach.	NR	\$ 20,000	\$ 8,418	\$ 11,582
Police	Equipment related to the expansion of the Dubuque Police Department School Resource Officer Program and 50% reimbursement by Dubuque Community School District.	NR	\$ 58,602	\$ 29,301	\$ 29,301
Police	Upgrade 24 flip cellphones with smartphones and purchase 2 additional smartphones for the Training Lieutenant and the Shift Commander's Office.	NR	\$ 9,900		\$ 9,900
Public Information Office - GIS	Purchase of a new tablet for the GIS Applications Specialist. This device will allow the GIS Applications Specialist to have access to work email, calendar, and contacts and internet access. The device will also serve as a tool to create and test mobile GIS, web maps, map applications, data management, and story map creation and modification.	NR	\$ 950	\$ 400	\$ 550

Budget Overviews

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Recreation	The Miracle League agreement requires that when the project is complete the Leisure Services Department will resume programming and maintenance of the entire facility. One of these programs will be the Miracle League which will consist of two 6-week baseball/softball programs to be run during the summer. The initial operating costs for this program are estimated at \$3,104 for the start-up equipment (bats, balls, helmets, other equipment) and \$6,644 to provide uniforms for 240 players (120 players per league), coaches and Angels/volunteers.	NR	\$ 3,104		\$ 3,104
Transportation Services	Implementation and annual maintenance expenses to provide an mobile application-based version of MyRide, the public facing tool that provides real-time bus tracking, trip planning and alerts. A mobile application-based tool would allow users who are new to the community to find the tool in the application store rather than being required to go to the City of Dubuque website to find the information.	NR	\$ 3,315		\$ 3,315
<b>TOTAL GENERAL FUND NON-RECURRING PACKAGES</b>			<b>\$ 613,576</b>	<b>\$ 146,938</b>	<b>\$ 466,638</b>
<b>TOTAL RECURRING AND NON-RECURRING TAX SUPPORTED</b>			<b>\$1,793,059</b>	<b>\$ 423,865</b>	<b>\$1,369,194</b>

**SUMMARY OF ADOPTED DECISION (IMPROVEMENT) PACKAGES FOR  
NON-PROPERTY TAX FUNDS**

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Impact
<b>Cable TV Fund</b>					
Cable TV	Including closed captioning in CityChannel Dubuque programs on the cable system and in archived videos on the City's website	R	24,225		24,225
Public Information Office	Additional \$7,000 for the department promotions budget, increasing the annual total from \$3,000 to \$10,000. The complete Public Information Office promotions budget of \$3,000 is used solely to advertise/promote City Expo. Additional funds would allow additional promotion of City Expo, promotion/advertising of other City-sponsored special events managed by the Public Information Office, targeted general promotion of the city, and the purchase of promotional items.	R	7,000		7,000
Public Information Office	Upgrade the part-time Communications Specialist position to a full-time position (+0.25 FTE or +520 hours annually). Effective January 1, 2020.	R	14,263		14,263
Public Information Office	New digital camera for the Public Information Office. The current camera used by the department was a "hand-me-down" from the Cable TV Division and is nearly 10 years old.	NR	800		800
Public Information Office	Two new brochure racks to replace the existing rack on first floor and table on second floor. The existing rack and table are very old and problematic for displaying the variety of print materials available to residents and stakeholders.	NR	600		600
<b>Subtotal Cable TV Fund</b>			<b>46,888</b>	<b>—</b>	<b>46,888</b>
<b>Road Use Tax Fund</b>					
Public Works	Self contained hot patch heater that will warm cold mix asphalt patch during the non-paving season	NR	\$ 18,000		\$ 18,000
<b>Subtotal Road Use Tax Fund</b>			<b>\$ 18,000</b>		<b>\$ 18,000</b>
<b>ENTERPRISE FUNDS</b>					
<b>Parking Fund</b>					
Parking	Advertising costs for communication of the changes from coin only meters to smart meters.	NR	\$ 11,200		\$ 11,200
Parking	Annual update to the Downtown Parking Study, includes staff training	R	\$ 6,000		\$ 6,000
<b>Subtotal Parking Fund</b>			<b>\$ 17,200</b>		<b>\$ 17,200</b>
<b>Stormwater Fund</b>					
Parks	Pickup truck for the maintenance of the Bee Branch Creek Greenway. An unfrozen Assistant Horticulturist will be assigned to the Bee Branch Corridor in 2019. This truck would allow for completing numerous maintenance tasks related to the Bee Branch corridor.	NR	\$ 35,000		\$ 35,000

**SUMMARY OF ADOPTED DECISION (IMPROVEMENT) PACKAGES FOR  
NON-PROPERTY TAX FUNDS**

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Impact
Parks	Insurance for pickup truck for the maintenance of the Bee Branch Creek Greenway. An unfrozen Assistant Horticulturist will be assigned to the Bee Branch Corridor in 2019. This truck would allow for completing numerous maintenance tasks related to the Bee Branch corridor.	R	\$ 1,500		\$ 1,500
Engineering	NASSCO Certification for the Infiltration & Inflow Inspector that was authorized in FY19.	R	\$ 1,950		\$ 1,950
Engineering	1 Tablet for engineering department field staff who do not currently have a tablet. The purchase and utilization of tablets will increase work productivity and improve response time to resident service requests.	NR	\$ 1,050		\$ 1,050
Engineering	Additional desktop computer for Civil Engineer Intern. Recycled computer is currently used and unreliable.	NR	\$ 2,400		\$ 2,400
Engineering	Data plan for 1 tablet for engineering department field staff who do not currently have a tablet. The purchase and utilization of tablets will increase work productivity and improve response time to resident service	R	\$ 480		\$ 480
<b>Subtotal Stormwater Fund</b>			<b>\$ 42,380</b>	<b>\$ —</b>	<b>\$ 42,380</b>
<b>Water Fund</b>					
Water	Upgrade the part-time Secretary position to a full-time Confidential Account Clerk position.	R	\$ 34,028		\$ 34,028
Water	Upgrade the ruggedized cell phones to smartphones for the water distribution crew. Doing so, enables the crews to have access to WebQA and GIS mapping during the response to an emergency improving the time with which it takes to locate isolation valves.	NR	\$ 700		\$ 700
Water	Monthly phone plan for the upgrade of ruggedized cell phones to smartphones for the water distribution crew. Doing so, enables the crews to have access to WebQA and GIS mapping during the response to an emergency improving the time with which it takes to locate isolation valves.	R	\$ 672		\$ 672
Water	Upgrade the ruggedized cell phones to smartphones for the water meter crew. Doing so, enables the crews to have access to WebQA and GIS mapping during the response to an emergency improving the time with which it takes to locate isolation valves.	NR	\$ 700		\$ 700
Water	Monthly phone plan for the upgrade of ruggedized cell phones to smartphones for the water meter crew. Doing so, enables the crews to have access to WebQA and GIS mapping during the response to an emergency improving the time with which it takes to locate isolation valves.	R	\$ 672		\$ 672
Water	Replacement of an unsupported Access database currently used for the collection of water treatment process data. HACH WIMS is an industry standard supported software database used to compile, track, and trend data for treatment facilities, and is also used at the WRRC. The quote includes non-recurring costs totaling \$26,980, which includes one time set up costs of 70 hours (est.) for programming services along with 3-days of on-site training, and SCADA interface installation and training to collect up to 10 variables.	NR	\$ 26,980		\$ 26,980

**SUMMARY OF ADOPTED DECISION (IMPROVEMENT) PACKAGES FOR  
NON-PROPERTY TAX FUNDS**

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Impact
Water	Replacement of an unsupported Access database currently used for the collection of water treatment process data. The recurring cost is for three licensed concurrent users and will reoccur annually.	R	\$ 3,120		\$ 3,120
Water	Water treatment plant tablet for the purpose of entering water treatment data into new software proposed in the FY20 capital budget.	NR	\$ 950		\$ 950
Water	Data plan for Water treatment plant tablet for the purpose of entering water treatment data into new software proposed in the FY20 capital budget.	R	\$ 120		\$ 120
Water	Water street valve box cutter. Valve box cutter use is for cutting around valve boxes in street pavement from asphalt over-lay program and other valve boxes that are buried under pavement to raise the valve box flush with street paving to make valve accessible.	NR	\$ 30,000		\$ 30,000
Water	6 individual American Water Works Association memberships. AWWA membership will be able to provide membership in Dubuque's local Section for attendance at local and regional AWWA meetings to discuss policy and standards. In addition membership will provide access to training, networking, and community engagement opportunities.	R	\$ 1,380		\$ 1,380
<b>Subtotal Water Fund</b>			<b>\$ 99,322</b>	<b>\$ —</b>	<b>\$ 99,322</b>
<b>Sanitary Sewer Fund</b>					
Engineering	Additional desktop computer for Civil Engineer Intern. Recycled computer is currently used and unreliable.	NR	\$ 2,400		\$ 2,400
Engineering	3 Tablets for engineering department field staff who do not currently have a tablet. The purchase and utilization of tablets will increase work productivity and improve response time to resident service requests.	NR	\$ 3,150		\$ 3,150
Engineering	Data plans for 3 tablets for engineering department field staff who do not currently have a tablet. The purchase and utilization of tablets will increase work productivity and improve response time to resident service requests.	R	\$ 1,440		\$ 1,440
W&RRC	Spare pump for the Center's Disinfected Effluent Water (DEW) system. The improvement would facilitate faster replacement of one of the systems three (identical) pumps.	NR	\$ 6,950		\$ 6,950
W&RRC	Exhaust wall to evacuate painting/chemical fumes from the maintenance work space. The improvement allows for additional painting/finishing of components in-house.	NR	\$ 3,500		\$ 3,500
W&RRC	Carbon fiber repair kit that would provide materials and training to expedite a spot repair to the 42" prestressed concrete cylinder pipe (PCCP) which conveys wastewater from the Terminal Street Valve House to the Water & Resource Recovery Center.	NR	\$ 15,668		\$ 15,668
W&RRC	Spare pump and a pump rebuild kit for the Lake Eleanor Road Lift Station. The additional pump and rebuild kit would expedite replacement of one of the two existing pumps, allow sufficient time for rebuild of a pump removed from service, and provides a layer of protection in the case of a pump failure.	NR	\$ 9,800		\$ 9,800

**SUMMARY OF ADOPTED DECISION (IMPROVEMENT) PACKAGES FOR  
NON-PROPERTY TAX FUNDS**

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Impact
<b>Subtotal W&amp;RRC Fund</b>			<b>\$ 42,908</b>	<b>\$ —</b>	<b>\$ 42,908</b>
<b>Solid Waste Fund</b>					
Public Works	Purchase a tablet to be used by the solid waste field staff to streamline trash-related issues between the solid waste foreman, office staff or other departments.	NR	\$ 950		\$ 950
Public Works	Data plan for a tablet to be used by the solid waste field staff to streamline trash-related issues between the solid waste foreman, office staff or other departments.	R	\$ 120		\$ 120
Public Works	One rectangular closed top drop off container for to be used for glass recycling collection.	NR	\$ 10,000		\$ 10,000
Public Works	Purchase of an additional 500 -65 gallon wheeled carts to meet the growing demand.	R	\$ 27,000		\$ 27,000
<b>Subtotal Solid Waste Fund</b>			<b>\$ 38,070</b>	<b>\$ —</b>	<b>\$ 38,070</b>
<b>TOTAL NON-PROPERTY TAX FUND PACKAGES</b>			<b>\$ 304,768</b>	<b>\$ —</b>	<b>\$ 304,768</b>
<b>TOTAL IMPROVEMENT PACKAGES ALL FUNDS</b>			<b>\$ 1,961,306</b>	<b>\$ 383,509</b>	<b>\$ 1,577,797</b>

### FULL-TIME EQUIVALENT (FTE) PERSONNEL CHANGES IN ADOPTED FY 2020 BUDGET

The Fiscal Year 2020 budget increases the full-time equivalents by 14.48 FTE, decreases part-time equivalents by 5.03 FTE, and increases seasonal equivalents by 0.96 FTE. The changes can be summarized as follows:

DEPARTMENT	POSITION	FULL-TIME	PART-TIME	SEASONAL	
Airport	Line Service Worker		0.52		Additional three hours added to the morning shift starting at 5:30 a.m.
Airport	Line Service Worker		0.68		Required staffing level for custodial services at the Airport
Budget	Grant Administrator	-1.00			Position moved from Budget to Housing
Budget	Budget Director	-1.00			Eliminated as part of Budget and Finance consolidation
Finance and Budget	Director of Finance and Budget	1.00			Created as part of Budget and Finance consolidation
Finance and Budget	Budget Manager	1.00			Created as part of Budget and Finance consolidation
Finance and Budget	Finance Manager	1.00			Created as part of Budget and Finance consolidation
Budget and Finance	Payroll Accountant	1.00			Upgraded from part-time Payroll Specialist to full-time Payroll Accountant as part of Budget and Finance consolidation
City Clerk	Limited Term Clerical Assistant			0.50	Completion of archival projects associated with necessary record retention practices
City Manager's Office	Communications Assistant		-0.75		Position moved to Public Information Office
City Manager's Office	ICMA Management Intern		-0.60		Position upgraded from part-time to full-time effective January 1, 2020
City Manager's Office	ICMA Management Intern	1.00			Position upgraded from part-time to full-time effective January 1, 2020
City Manager's Office	Clerical Intern		0.25		Assistance with scanning and other clerical duties
Economic Development	Project Coordinator	-1.00			Upgraded Project Coordinator to Assistant Economic Development Director
Economic Development	Assistant Economic Development Director	1.00			Upgraded Project Coordinator to Assistant Economic Development Director
Economic Development	Intern		0.25		Addition to provide assistance to the part-time Account Clerk
Emergency Communications	Public Safety Dispatcher	1.00			Additional position to increase weekday, daytime staffing levels to four staff members due to the recent increase in workload due to more calls, increased severity of calls, and additional paperwork.
Engineering	Confidential Account Clerk		-0.75		Eliminate Stormwater Confidential Account Clerk
Engineering	Confidential Account Clerk		-0.50		Upgrade part-time Confidential Account Clerk to full-time
Engineering	Confidential Account Clerk	1.00			Upgrade part-time Confidential Account Clerk to full-time
Engineering	I&I Inspector		-0.02		Staffing reduced to level approved

## Budget Overviews

DEPARTMENT	POSITION	FULL-TIME	PART-TIME	SEASONAL	
Engineering	Intern			0.25	Twelve month position to update to the City's current policies and standards related to OSHA compliance and protection of the public during construction projects
Engineering	Intern			-0.25	Temporary position to finish encroachment permits for the floodwall as required by the Army Corp of Engineers. Expired 6/30/2018.
Finance	Finance Director	-1.00			Eliminated as part of Budget and Finance consolidation
Finance	Assistant Finance Director	-1.00			Eliminated as part of Budget and Finance consolidation
Finance	Payroll Specialist		-0.70		Upgraded to full-time Payroll Accountant as part of Budget and Finance consolidation
Finance	Cashier	-1.00			Position upgraded to Account Clerk I. OE-05 to OE-06.
Finance	Account Clerk I	1.00			Position upgraded to Account Clerk I. OE-05 to OE-06.
Fire	Firefighter	1.00			Schedule to add positions for future staffing of additional fire units
Health Services	Animal Control Officer	1.00			Increase Animal Control staffing by 11 hours, providing additional coverage and more timely follow-ups on animal control incidents and complaints.
Health Services	Animal Control Officer		-0.72		Upgrade part-time Animal Control Officer to full-time
Housing	Lead Paint Assistant	0.62			New Lead Paint Hazard Reduction grant received and position reinstated
Housing	Lead Paint Inspector	1.24			New Lead Paint Hazard Reduction grant received and positions reinstated
Housing	Lead Paint Program Supervisor	0.37			New Lead Paint Hazard Reduction grant received and position reinstated
Housing	Resiliency Coordinator	-0.75			Duties split between Resiliency Coordinator and Lead Paint Program Supervisor
Housing	Grant Administrator	1.00			Position moved from Budget to Housing
Housing	Secretary	-1.00			Position upgraded to Housing Financial Specialist. Increase from GE-25 to GE-28.
Housing	Housing Financial Specialist	1.00			Position upgraded to Housing Financial Specialist. Increase from GE-25 to GE-28.
Housing	Rehabilitation Specialist	-1.00			Position upgraded to Housing Financial Specialist. Increase from GE-27 to GE-28.
Housing	Housing Financial Specialist	1.00			Position upgraded to Housing Financial Specialist. Increase from GE-27 to GE-28.
Housing	Circles Coordinator	-1.00			Position eliminated and Family Self-Sufficiency Coordinator position created. GE-29 to GE-27.

## Budget Overviews

DEPARTMENT	POSITION	FULL-TIME	PART-TIME	SEASONAL	
Housing	Family Self-Sufficiency Coordinator	1.00			Position replaces Circles Coordinator position. GE-29 to GE-27.
Housing	Circles Coach	-1.00			Position eliminated and replaced with Assisted Housing Specialist position. NA-52 to GE-27.
Housing	Assisted Housing Specialist	1.00			Position replaces Circles Coach position. NA-52 to GE-27.
Legal Services	Civil Rights Specialist	1.00			New position to accept, review, and investigate complaints of discrimination in employment, public accommodations, housing, credit, education, and other areas within the city organization and community at-large and perform both internal and community education activities related to civil rights
Library	Library Aide		0.56		Move from Library Assistant. Increase from GE-25 to GE-30.
Library	Library Assistant		-0.56		Moved to Library Aide. Increase from GE-25 to GE-30.
Parks	Secretary		-0.25		Move part-time Secretary from Parks to Multicultural Family Center
Parks	Seasonal Laborer			0.05	Maintenance of Veterans Memorial Project on Chaplain Schmitt Island fully reimbursed by Dubuque Racing Association
Police	School Resource Officer	1.00			Expansion of School Resource Officer Program adding 3 SRO officers over 3 years. Reimbursed 50% by DCSD
Public Information Office (Geographic Information Systems)	Applications Specialist	0.50			Additional position added January 1, 2019 to complete requested maps/data from departments and assist with outcome based performance measures
Public Information Office	Communications Specialist		-0.37		Part-time position upgraded to full-time effective January 1, 2020
Public Information Office	Communications Specialist	0.50			Part-time position upgraded to full-time effective January 1, 2020
Public Information Office	Communications Assistant		0.75		Position moved from City Manager's Office to Public Information Office
Recreation - Multicultural Family Center	Secretary		0.25		Move part-time Secretary from Parks to Multicultural Family Center
Recreation - Multicultural Family Center	Receptionist		0.48		Multicultural Family Center receptionist added from 5 p.m. to 8:15 p.m. on weekdays and on Saturdays from 9 a.m. to noon
Recreation - Multicultural Family Center	Field Supervisor Seasonal			0.16	Multicultural Family Center staffing on Saturdays and Sundays for rentals
Recreation	Field Supervisor Seasonal			0.07	Staff for Miracle League Field programming. Effective May 1, 2020.
Recreation	Recreational Leader			0.07	Staff for Miracle League Field programming. Effective May 1, 2020.
Recreation	Recreational Leader			-0.09	Staffing reduced to level required

## Budget Overviews

DEPARTMENT	POSITION	FULL-TIME	PART-TIME	SEASONAL	
Recreation	Field Supervisor Seasonal			0.08	Staff for new Therapeutic Recreation summer program at Veterans Memorial Park developed specifically for youth with various special needs. Effective May 1, 2020.
Recreation	Recreational Leader			0.26	Staff for new Therapeutic Recreation summer program at Veterans Memorial Park developed specifically for youth with various special needs. Effective May 1, 2020.
Recreation	Field Supervisor Seasonal			0.08	Community Development Block grant funds for staffing level required
Recreation	Pre-School Instructor			0.10	Community Development Block grant funds for staffing level required
Recreation	Snack Bar Manager			-0.07	McAleece Concessions reduced to staffing required
Recreation	Concession Worker			-0.02	McAleece Concessions reduced to staffing level required
Recreation	Dock Worker			-0.09	Port of Dubuque Marina reduced to staffing level required
Recreation	Cashier			-0.14	Port of Dubuque Marina reduced to staffing level required
Transportation Services	Bus Operators	3.00			Approved 10/15/18. 3 part-time health care eligible positions eliminated 12/31/18 and replaced with 3 full-time positions.
Transportation Services	PT Bus Operators		-3.23		Replaced 3 health care eligible part-time bus operator positions with 3 full-time bus operator positions. Approved 10/15/18, effective 12/31/18.
Transportation Services	PT Bus Operators		0.18		Staffing required for early morning express commuter service to Dubuque Industrial Center West
Water	Confidential Account Clerk	1.00			Upgraded part-time Secretary to full-time Confidential Account Clerk.
Water	Secretary		-0.50		Upgraded part-time Secretary to full-time Confidential Account Clerk.
					<b>Total change in FTE from FY 2019</b>
<b>TOTAL FTE CHANGES</b>		<b>14.48</b>	<b>-5.03</b>	<b>0.96</b>	<b>10.41</b>
					<b>Total FTE for FY 2020</b>
<b>TOTAL F.T.E.s FOR FY 2020</b>		<b>577.50</b>	<b>75.15</b>	<b>57.44</b>	<b>710.09</b>

PERSONNEL COMPLEMENT -- FULL-TIME 1981-2019

DEPARTMENT/ DIVISION	1981 NUMBER	36-YEAR HIGH FISCAL YR	NUMBER	36-YEAR LOW FISCAL YR	NUMBER	2018 NUMBER	2019 NUMBER	2020 NUMBER	NOTES
Police Department	90	2020	118	1985-1990	82	116.00	117.00	118.00	In 2019, Eliminated a Corporal position and added a Captain and an Officer. FY 2020 added 1 SRO.
Emergency Comm	0	2020	15	1985-1991	8	14.00	14.00	15.00	Part of Police & Fire Depts. in 1981. Added 2 Dispatchers in 2009. 1 Dispatcher added 2017 & 2020.
Fire Department	94	1981-1987	94	1988-1990	88.5	90.00	90.00	91.00	1 Firefighter added FY 2019.
Human Rights	3	1981; 1986 1990-1997; 2006*;2013 -2019	5	1982-1985; 1988-1989; 1998-2005	2	5.00	5.00	5.00	Training and Workforce Development Coordinator shifted from City Manager's Office 2012. Community Relations Coordinator added 2013.
Building Safety	12	1981; 2016-2018	12	1985-1988	6	12.00	11.00	11.00	Custodians added FT 2015. Inspector II Eliminated 2019
Health Services	9.5	1981	9.5	1989-2019	4	4.00	4.00	5.00	Included School Nursing Program in 1981. FT Animal Control Officer added FY20.
Park Division	27.2	1981	27.2	1996-2001	20.92	22.50	22.50	22.50	Added Assist. Gardener 2012. Eliminated FT Park Ranger 2017.
Civic Center	13.75	1981	13.75	2005-2019	0.15	0.15	0.15	0.15	Changed to private mgmt. 7/1/04. Employees to new firm.
Recreation Division	13	1981	13	1991; 2007*-2009	7.93	11.93	11.93	11.93	*Golf- FT to PT; AmeriCorps Director shifted from Housing 2012; Facilities Supervisor 2015;MFC Assist. Dir. FT in 2016.
Library	20	1981	20	1,989	14	19.00	19.00	19.00	Library Aide Changed to FT 2013
Airport	8	2003	14	1983-1994	7	12.00	12.00	12.00	
Transportation Services	44	1981-1982	44	2010-2011	6	14.00	20.00	23.00	Transit Management changed to City Employees 2016. 1 Transit Dispatcher added 2018. Parking Division merged with Transit Division in 2019 to form the Transportation Services Department. 3 Bus Operators added in FY 2019.
Engineering	22	2016-2017	30	1983; 1985-1987	18	26.06	26.00	27	2 FT I&I Inspectors added FY13 and removed FY18. Temporary Engineering Technician added FY16 & removed FY18/19. Eliminated Environmental Engineer FY18. Confidential Account Clerk FY19.
Water Department	32	1981-1982	32	1999-2009	23	25.00	24.00	25.00	Secretary changed to part-time 2016. Eliminated Plant Manager position in 2019. Confidential Account Clerk in 2020.
Water & Resource Rec	37	1981-1982	37	2019	14.5	17.00	15.00	15.00	(2) Plant Operators eliminated and Environmental Coordinator added 2016. Assistant Manager, Operator II, and Operator IV position removed in FY 2019.
Public Works	1	1990-1991	2	1993-2001	—	—	—	—	
Public Works	89	1981	89	1990	73	86.42	87.42	87.42	Utility Worker Apprentice added in FY 2019
Parking Division	9.8	2002-2003	11.5	2019	—	7.00	—	—	Eliminated Laborer 2017. Eliminated Laborer 2018. Parking division merged with Transit to become the Transportation Services Department in 2019.
Community/ Economic Development	7	1981	7	2016-2017	2	3.00	3.00	3.00	Assist. Director, Economic Development Coordinator and Confidential Clerk eliminated and Project Coordinator added in 2016. Arts & Cultural Coordinator FT in 2018. Project Coordinator eliminated and Assist Director added in FY 2020.

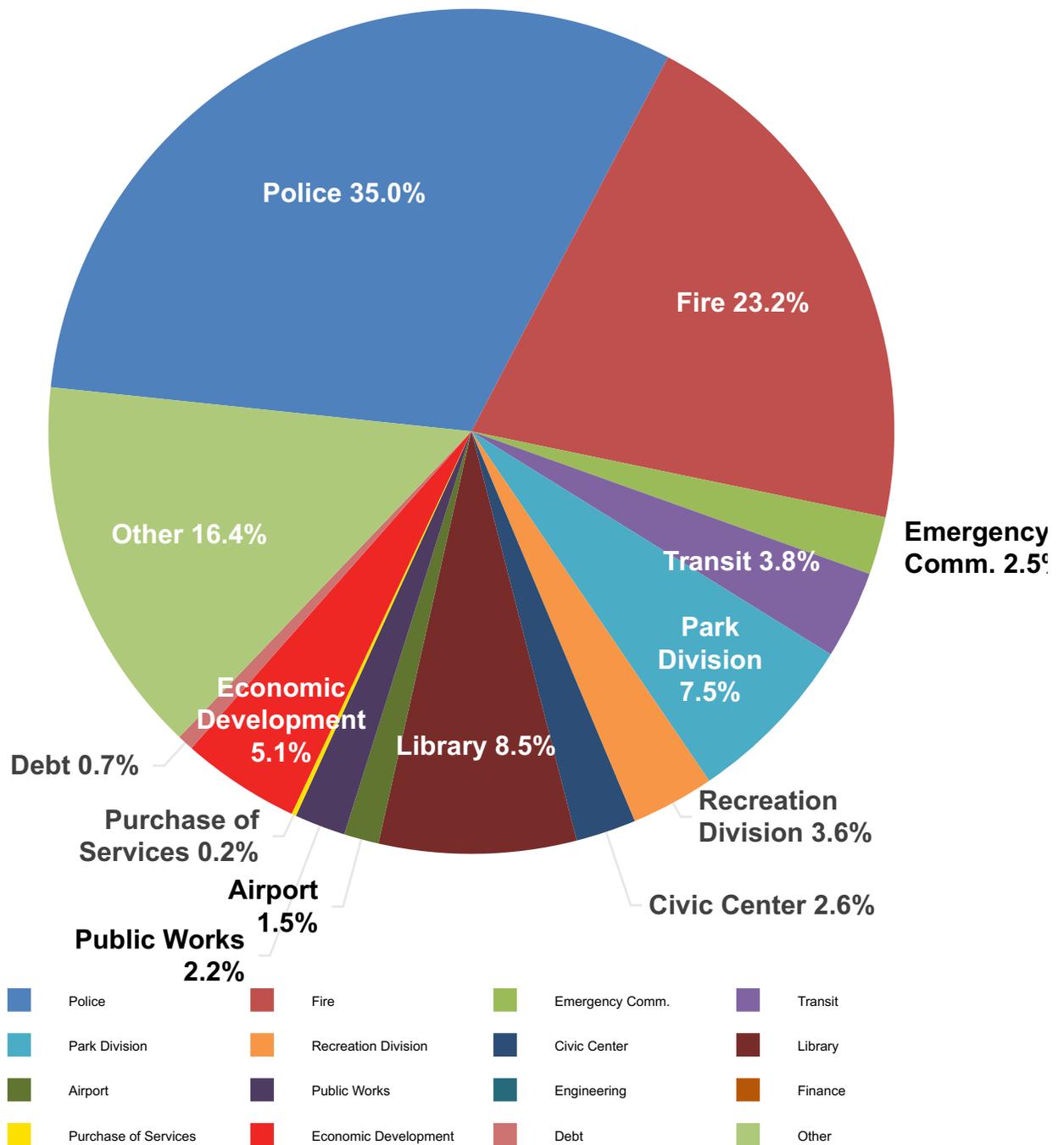
PERSONNEL COMPLEMENT -- FULL-TIME 1981-2019

DEPARTMENT/ DIVISION	1981 NUMBER	36-YEAR HIGH FISCAL YR	NUMBER	36-YEAR LOW FISCAL YR	NUMBER	2018 NUMBER	2019 NUMBER	2020 NUMBER	NOTES
Housing Services	12.5	2019	27	1984-1985	10.5	25.00	23.52	27.00	(4) Lead Paint positions added in 2017 due to receiving grant and removed in October 2018, 3.75 Lead positions added 2020. HUD Resiliency Coordinator added 2017, .75 removed FY20. Assistant Housing Supervisor position eliminated 2018. Added Assisted Housing Coordinator, Eliminated an Assistant Housing Specialist, and added General Housing Inspector in 2019. Grant administrator moved to Housing from Budget.
Planning Services	4	2006*-2019	8	1985-1987	2.5	8.00	8.00	8.00	*PT Asst Planner to FT
City Manager's Office	11	2019	17.5	1993	7.6	17.00	17.50	16.50	Communications Specialist for Bee Branch Watershed 2015. Grant Administrator added 2018. GIS Specialist added January 2019. Budget and Finance consolidated FY 2020. Grant Administrator moved to Housing FY 2019. Communications Specialist full-time. ICMA Management Intern Full-Time FY 2020.
City Clerk's Office	3	1981-2019	3	1981-2019	3	3.00	3.00	3.00	
Finance and Budget	—	2020	17	2020	17	—	—	17.00	Finance and Budget consolidated in FY 2020.
Finance Department	20.5	1981-1989	20.5	1997*-2011, 2019	14	15.00	14.00	—	*Meter Reading Outsourced/ Cashier changed to FT 2015. Water Meter Inspector moved to Water Department in 2019. Budget and Finance consolidated FY2020.
Legal Department	2	2020	5	1986	1	4.00	4.00	5.00	FT City Attorney moved to PT Senior Counsel. FT Assistant City Attorney promoted to City Attorney. Civil Rights Specialist added FY 2020.
Information Services	2.5	2014-2019	8	1981	2.5	8.00	8.00	8.00	Help Desk Position added 2013.
Cable TV	0	1991; 1993	4	1981	—	2.00	2.00	2.00	
City Hall Maintenance	1	1981-1982	1	1983-2001*	—	—	—	—	*Outsourced (brought back in FY 2006 with PT employees)
	<b>588.75</b>	<b>1981</b>	<b>588.25</b>	<b>1989</b>	<b>495.8</b>	567.06	562.02	577.5	<b>1.9% Reduction 1981-2020</b>

# **FINANCIAL SUMMARIES**

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## HOW YOUR CITY SHARE OF PROPERTY TAXES ARE DISTRIBUTED FY 2020 ADOPTED OPERATING BUDGET IN LEVIED FUNDS



**FISCAL YEAR 2020 ADOPTED BUDGET  
NET OPERATING BUDGET IN FUNDS INCLUDING TAX LEVY REVENUE  
BY DEPARTMENT**

Represents Department's Net Budgets in Funds with Tax Levies  
General Fund, Transit Fund, Trust and Agency Fund, Tort Liability Fund and Debt Fund

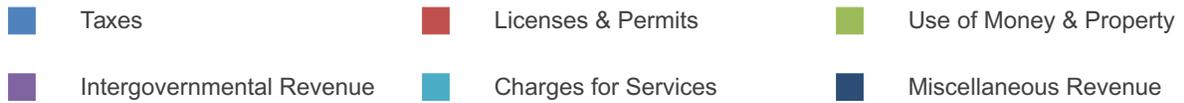
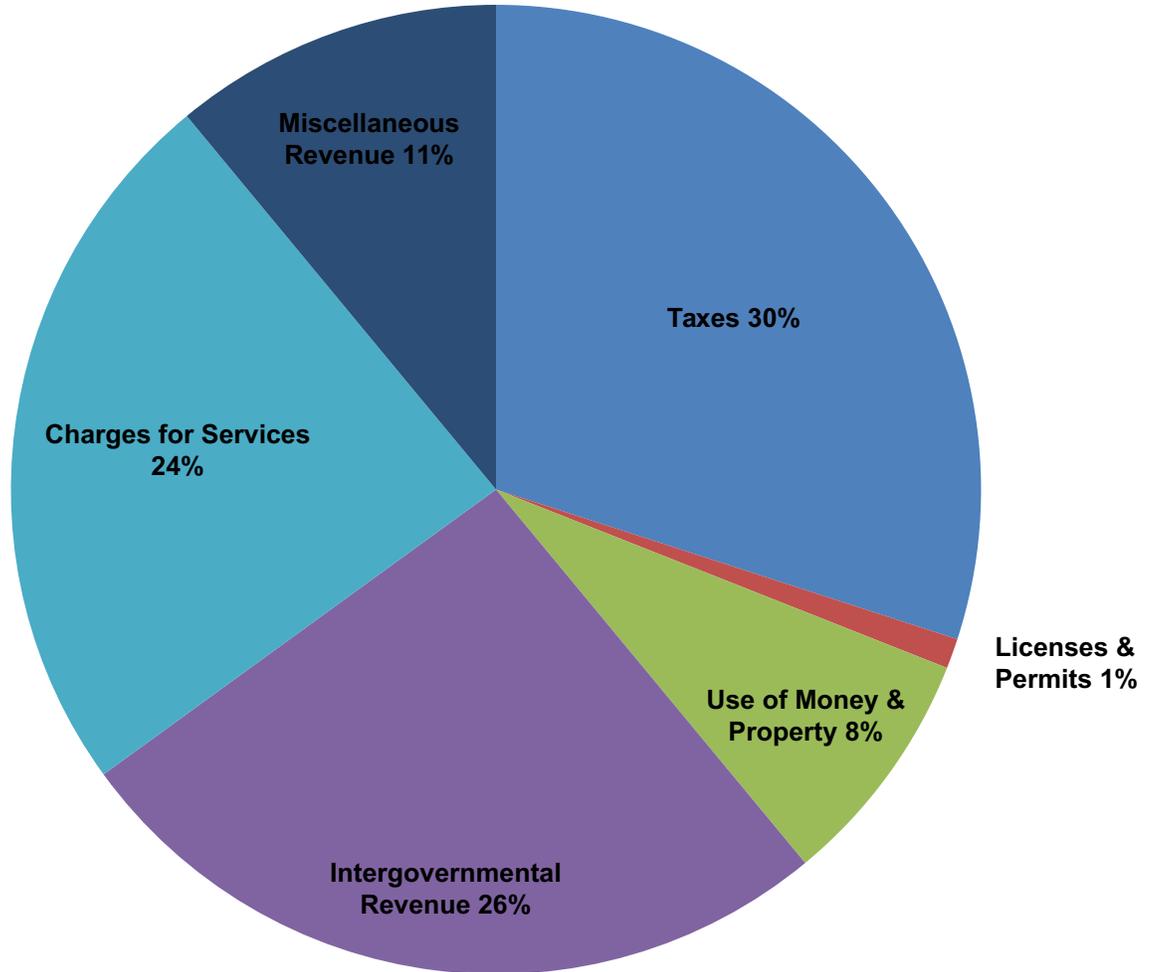
DEPARTMENT/DIVISION	FY 2019			FY 2020			% OF NET OPERATING BUDGET
	TAXABLE FUNDS	REVENUE GENERATED & TRANS IN	NET OPERATING BUDGET	TAXABLE FUNDS	REVENUE GENERATED & TRANS IN	NET OPERATING BUDGET	
Police	15,511,456	1,236,415	14,275,041	15,894,744	1,446,021	14,448,723	34.97 %
Emergency Comm. Center	1,545,623	510,167	1,035,456	1,565,496	537,852	1,027,644	2.49 %
Fire	11,185,971	1,409,781	9,776,190	11,148,259	1,569,203	9,579,056	23.18 %
Emergency Management	82,099	1,656	80,443	107,115	2,281	104,834	0.25 %
Building Services	1,209,264	664,162	545,102	1,249,476	726,403	523,073	1.27 %
Subtotal	29,534,413	3,822,181	25,712,232	29,965,090	4,281,760	25,683,330	62.16 %
Human Rights	483,565	3,300	480,265	602,466	3,900	598,566	1.45 %
Health Services	782,222	323,156	459,066	846,247	369,013	477,234	1.15 %
Park Division	3,416,583	335,091	3,081,492	3,431,383	318,357	3,113,026	7.53 %
Civic Center	981,500	—	981,500	1,056,057	—	1,056,057	2.56 %
Grand River Center	540,807	71,700	469,107	511,143	—	511,143	1.24 %
Recreation	3,580,850	2,225,077	1,355,773	3,647,468	2,148,166	1,499,302	3.63 %
Library	3,556,064	112,210	3,443,854	3,546,781	41,450	3,505,331	8.48 %
Subtotal	13,341,591	3,070,534	10,271,057	13,641,545	2,880,886	10,760,659	26.04 %
Airport	3,723,831	3,015,551	708,280	4,205,734	3,572,021	633,713	1.53 %
Transit	3,923,269	2,351,962	1,571,307	3,745,349	2,186,889	1,558,460	3.77 %
Public Works	1,051,164	61,271	989,893	985,012	58,843	926,169	2.24 %
Engineering	1,414,048	2,799,716	(1,385,668)	1,444,323	3,063,514	(1,619,191)	(3.92)%
Economic Development	2,599,761	493,970	2,105,791	2,580,854	468,553	2,112,301	5.11 %
Housing & Comm. Dev.	1,401,516	918,687	482,829	1,690,049	1,011,596	678,453	1.64 %
Purchase of Services	80,784	—	80,784	100,000	—	100,000	0.24 %
Subtotal	14,194,373	9,641,157	4,553,216	14,751,321	10,361,416	4,389,905	10.62 %
Planning	902,833	396,031	506,802	917,609	425,308	492,301	1.19 %
City Council	146,965	—	146,965	148,335	4,564	143,771	0.35 %
City Manager's Office	1,366,990	632,386	734,604	1,439,233	732,038	707,195	1.71 %
City Manager - Budget	325,409	153,952	171,457	570,747	239,302	331,445	0.80 %
City Manager - Personnel	713,317	448,849	264,468	895,530	477,828	417,702	1.01 %
City Manager - Public Info.	242,538	80,820	161,718	294,429	104,474	189,955	0.46 %
City Clerk	406,668	266,931	139,737	468,832	308,672	160,160	0.39 %
Finance	2,655,789	11,449,522	(8,793,733)	2,525,424	6,200,815	(3,675,391)	(8.89)%
Legal	966,003	459,307	506,696	996,396	505,196	491,200	1.19 %
Information Services	1,354,887	573,394	781,493	1,513,565	556,990	956,575	2.32 %
Subtotal	9,081,399	14,461,192	(5,379,793)	9,770,100	9,555,187	214,913	0.52 %
Total Without Debt	66,151,776	30,995,064	35,156,712	68,128,056	27,079,249	41,048,807	99.34 %
Debt Service	10,602,063	10,318,451	283,612	10,779,398	10,508,072	271,326	0.66 %
Total With Debt	76,753,839	41,313,515	35,440,324	78,907,454	37,587,321	41,320,133	100.00 %

**FISCAL YEAR 2020 ADOPTED BUDGET  
DISTRIBUTION OF THE CITY PORTION OF YOUR PROPERTY TAX PAYMENT  
RESIDENTIAL PROPERTY EXAMPLE**

For a residential property, with an assessed value of \$139,493 (and a taxable value of \$77,587) the City portion of their Fiscal Year 2020 (July 1, 2019 - June 30, 2020) tax bill would be \$770.17 with homestead tax credit. The distribution of their tax dollars to City departments and divisions would be:

CITY OF DUBUQUE DEPARTMENT/DIVISION	NET				TOTAL
	OPERATING EXPENSE	DEBT SERVICE			
Police	34.97 %	269.33			269.33
Emergency Comm. Center	2.49 %	19.18			19.18
Fire	23.18 %	178.53	1.58	0.66%	180.11
Emergency Management	0.25 %	1.93			1.93
Building Services	1.27 %	9.79			9.79
<b>Subtotal</b>	0.6216	478.76	1.58		480.34
Human Rights	1.45 %	11.17			11.17
Health Services	1.15 %	8.86			8.86
Park Division	7.53 %	58.00			58
Civic Center	2.56 %	19.72			19.72
Grand River Center	1.24 %	9.56			9.56
Recreation	3.63 %	27.96			27.96
Library	8.48 %	65.31			65.31
<b>Subtotal</b>	0.2604	200.58	—		200.58
Airport	1.53 %	11.79			11.79
Transit	3.77 %	29.04			29.04
Public Works	2.24 %	17.26			17.26
Engineering	(3.92)%	(30.20)			(30.2)
Economic Development	5.11 %	39.36			39.36
Housing & Comm. Dev.	1.64 %	12.64			12.64
Purchase of Services	0.24 %	1.85			1.85
<b>Subtotal</b>	0.1061	81.74	—		81.74
Planning	1.19 %	9.17			9.17
City Council	0.35 %	2.70			2.7
City Manager's Office	1.71 %	13.17			13.17
City Manager - Budget	0.80 %	6.17			6.17
City Manager - Personnel	1.01 %	7.78			7.78
City Manager - Public Info.	0.46 %	3.55			3.55
City Clerk	0.39 %	3.00			3
Finance	(8.89)%	(68.47)	3.56	0.66%	(64.91)
Legal	1.19 %	9.16			9.16
Information Services	2.32 %	17.86			17.86
<b>Subtotal</b>	0.0053	4.09	3.56		7.65
<b>GRAND TOTAL</b>		765.17	5.14		770.31

### BUDGET REVENUE BY CATEGORY

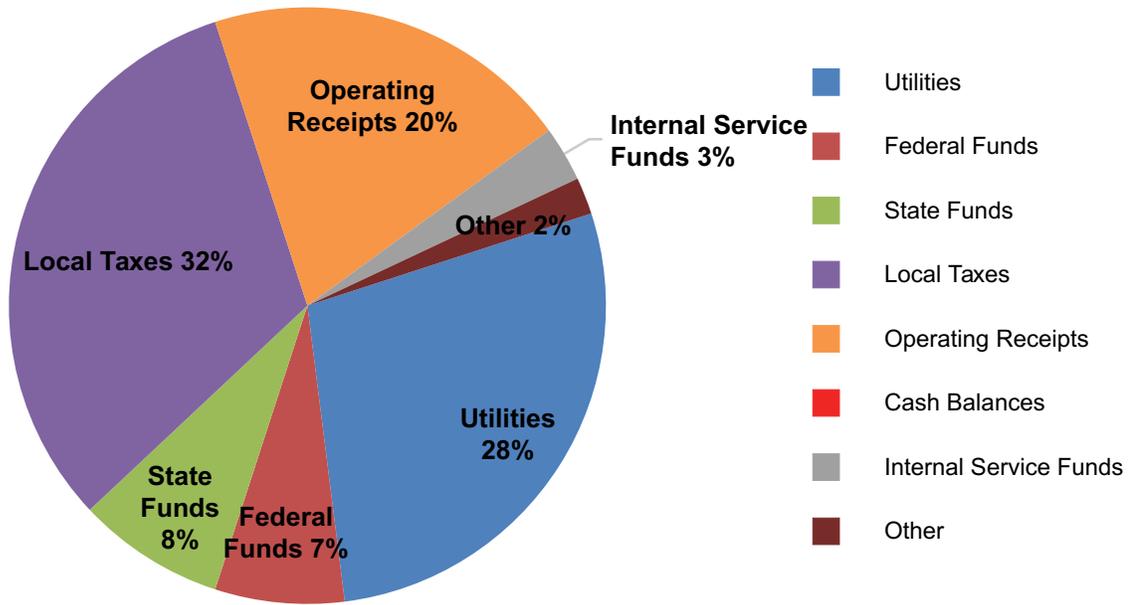


**FY 2020 ADOPTED REVENUE BUDGET \$184,267,135**

**SUMMARY OF TOTAL REVENUES  
BY REVENUE CATEGORY**

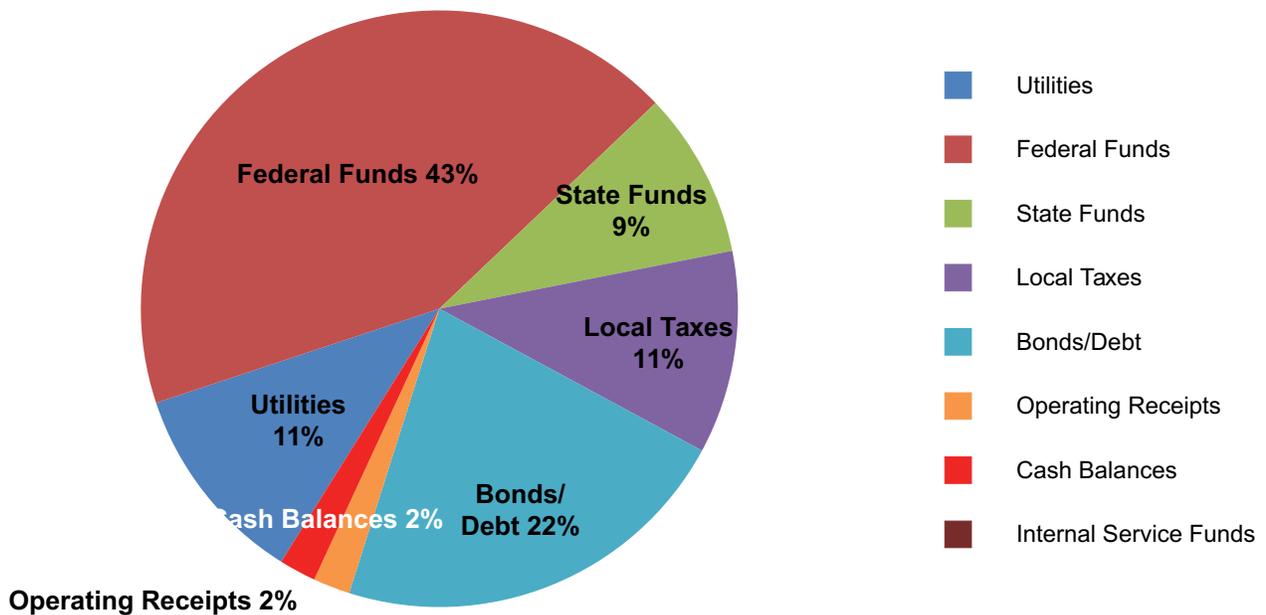
Revenue Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY20 Adopted Budget	% Change from Adopted FY19
<b>Taxes</b>					
Property Taxes	26,259,728	25,845,701	26,503,829	26,305,451	(0.75)%
Local Option Sales Tax	8,890,171	9,374,990	8,725,078	8,972,106	2.83 %
Hotel/Motel Taxes	2,206,527	2,276,763	2,375,778	2,447,726	3.03 %
Gaming Tax	587,959	614,666	587,923	605,069	2.92 %
Utility franchise tax	5,123,999	5,110,197	5,615,810	5,359,008	(4.57)%
Other Taxes	11,433,829	12,080,281	10,234,755	10,792,274	5.45 %
Total Taxes	54,502,213	55,302,598	54,043,173	54,481,634	0.46 %
<b>Licenses &amp; Permits</b>					
Licenses & Permits	1,718,326	1,750,692	1,562,233	1,827,379	16.97 %
Total Licenses & Permits	1,718,326	1,750,692	1,562,233	1,827,379	(1.09)%
<b>Use of Money &amp; Property</b>					
Interest Earnings	846,167	1,193,430	237,041	914,175	285.66 %
Gaming Leases	5,312,132	5,331,011	5,401,176	5,554,410	2.84 %
Other Uses of Money	8,556,467	8,093,879	7,638,452	7,920,413	3.69 %
Total Use of Money & Property	14,714,766	14,618,320	13,276,669	14,388,998	(2.79)%
<b>Intergovernmental Revenue</b>					
Federal Grants	13,881,464	11,771,971	9,873,337	17,845,732	80.75 %
State Road Use Funds	7,155,269	7,353,913	7,155,269	7,353,913	2.78 %
State Grants	20,451,010	18,755,836	16,598,804	22,193,467	33.71 %
County Contributions	2,335,107	708,870	937,196	1,000,462	6.75 %
Total Intergovernmental Revenue	43,822,850	38,590,590	34,564,606	48,393,574	(9.56)%
<b>Charges for Services</b>					
Utility Charges	34,264,484	35,675,710	45,331,555	40,749,240	(10.11)%
Other Charges for Services	3,088,474	2,885,150	3,261,286	3,435,158	5.33 %
Total Charges for Services	37,352,958	38,560,860	48,592,841	44,184,398	3.17 %
<b>Special Assessments</b>	313,064	173,374	30,000	30,000	— %
<b>Miscellaneous Revenue</b>					
Internal Charges	5,120,234	4,587,370	4,823,244	4,679,721	(2.98)%
Proceeds from Bonds	34,999,395	12,014,076	11,360,477	12,926,487	13.78 %
Other Miscellaneous Revenue	5,336,960	6,844,475	3,397,119	3,354,944	(1.24)%
Total Miscellaneous Revenue	45,456,589	23,445,921	19,580,840	20,961,152	7.05 %
<b>Total Revenues Before Transfers</b>	<b>197,880,766</b>	<b>172,442,355</b>	<b>171,650,362</b>	<b>184,267,135</b>	<b>7.35 %</b>
Transfers	31,456,514	28,835,673	33,168,399	30,478,335	(8.11)%
<b>Grand Total Revenues</b>	<b>229,337,280</b>	<b>201,278,028</b>	<b>204,818,761</b>	<b>214,745,470</b>	<b>4.85 %</b>

**WHERE THE MONEY COMES FROM  
2020 OPERATING BUDGET**



**TOTAL ADOPTED OPERATING BUDGET \$134,297,167**

**2020 CAPITAL BUDGET**



**TOTAL ADOPTED CAPITAL BUDGET \$57,186,070**

\* Excludes Transfers and non-program accounts for self-insurance, Metro Landfill accounts & Agency Fund accounts

**SUMMARY OF HOW BUDGETED EXPENDITURES ARE FUNDED  
BY SOURCE OF INCOME**

Revenue Type	FY19 Total Adopted Revenues	FY20 Total Adopted Budget		FY20 Adopted Operating Budget		FY20 Adopted Capital Budget	
	Dollars	Dollars	Percent	Dollars	Percent	Dollars	Percent
<b>Utilities</b>							
Water	12,198,855	11,880,486	6.20%	8,959,083	6.67%	2,921,403	5.11%
Sewer	13,346,888	12,740,840	6.65%	12,396,239	9.23%	344,601	0.60%
Sewer Loan Repayments	191,000	—	—%	0	—%	0	—%
Solid Waste	4,330,291	4,445,286	2.32%	3,949,508	2.94%	495,778	0.87%
Parking	3,459,460	3,485,954	1.82%	3,049,622	2.27%	436,332	0.76%
Stormwater	4,762,550	6,182,122	3.23%	3,908,593	2.91%	2,273,529	3.98%
Landfill	4,072,416	4,185,735	2.19%	4,174,145	3.11%	11,590	0.02%
Salt Operations	113,065	172,450	0.09%	172,450	0.13%	0	—%
Transit	554,079	563,802	0.29%	547,324	0.41%	16,478	0.03%
<b>Subtotal</b>	<b>43,028,604</b>	<b>43,656,675</b>	<b>22.80%</b>	<b>37,156,964</b>	<b>27.67%</b>	<b>6,499,711</b>	<b>11.37%</b>
<b>Federal Funds</b>							
Community Development	1,458,656	1,391,252	0.73%	848,122	0.63%	543,130	0.95%
HUD Lead Grant	537,764	969,965	0.51%	427,465	0.32%	542,500	0.95%
Federally Assisted Housing	5,899,711	6,110,056	3.19%	6,110,056	4.55%	—	—%
Federal Grants - AmeriCorps	240,813	239,713	0.13%	239,713	0.18%	—	—%
Federal Grants - Continuum Care	78,691	82,411	0.04%	82,411	0.06%	—	—%
Federal Grants - Build America Bonds	0	—	—%	0	—%	—	—%
Federal Grants - Law Enforcement	106,460	138,234	0.07%	138,234	0.10%	—	—%
Federal Assistance	59,470	233,167	0.12%	58,167	0.04%	175,000	0.31%
Federal Transportation	360,000	4,000,000	2.09%	—	—%	4,000,000	6.99%
Federal Transit Authority	1,329,365	3,120,621	1.63%	1,180,949	0.88%	1,939,672	3.39%
Federal HUD Resiliency Grant	12,108,000	10,847,251	5.66%	1,196	—%	10,846,055	18.97%
Passenger Facility Charge	202,034	199,134	0.10%	199,134	0.15%	—	—%
Federal Aviation Administration	1,000,000	6,411,537	3.35%	—	—%	6,411,537	11.21%
<b>Subtotal</b>	<b>23,380,964</b>	<b>33,743,341</b>	<b>17.62%</b>	<b>9,285,447</b>	<b>6.91%</b>	<b>24,457,894</b>	<b>42.77%</b>
<b>State Funds</b>							
State Health Grant/Lead Grant	10,500	12,099	0.01%	12,099	0.01%	—	—%
State Police Program Grant	0	—	—%	0	—%	—	—%
State Iowa Finance Authority	141,283	141,283	0.07%	—	—%	141,283	0.25%
State Flood Mitigation	3,051,211	6,085,466	3.18%	2,562,323	1.91%	3,523,143	6.16%
State Transit	294,509	612,219	0.32%	284,640	0.21%	327,579	0.57%
State Airport Grant	—	72,750	0.04%	0	—%	72,750	0.13%
Highway Maintenance & Trails Grants	1,711,270	448,644	0.23%	26,644	0.02%	422,000	0.74%
Road Use Tax	8,135,401	7,061,329	3.69%	6,629,983	4.94%	431,346	0.75%
Industrial and Commercial State Backfill	1,032,698	1,493,677	0.78%	1,493,677	1.11%	—	—%
Mobile Home Tax	51,758	54,166	0.03%	54,166	0.04%	—	—%
<b>Subtotal</b>	<b>14,428,630</b>	<b>15,981,633</b>	<b>8.35%</b>	<b>11,063,532</b>	<b>8.24%</b>	<b>4,918,101</b>	<b>8.60%</b>
<b>Local Taxes</b>							
Property Tax	26,494,204	26,296,081	13.73%	26,296,081	19.58%	—	—%
Hotel/Motel Tax	2,375,778	2,447,726	1.28%	2,447,726	1.82%	—	—%
Military Service	11,558	10,868	0.01%	10,868	0.01%	—	—%
Monies & Credits	56,795	79,796	0.04%	79,796	0.06%	—	—%
Ag Land Tax	9,625	9,370	—%	9,370	0.01%	—	—%
TIF Increment Property Tax	11,375,238	10,910,537	5.70%	8,384,708	6.24%	2,525,829	4.42%

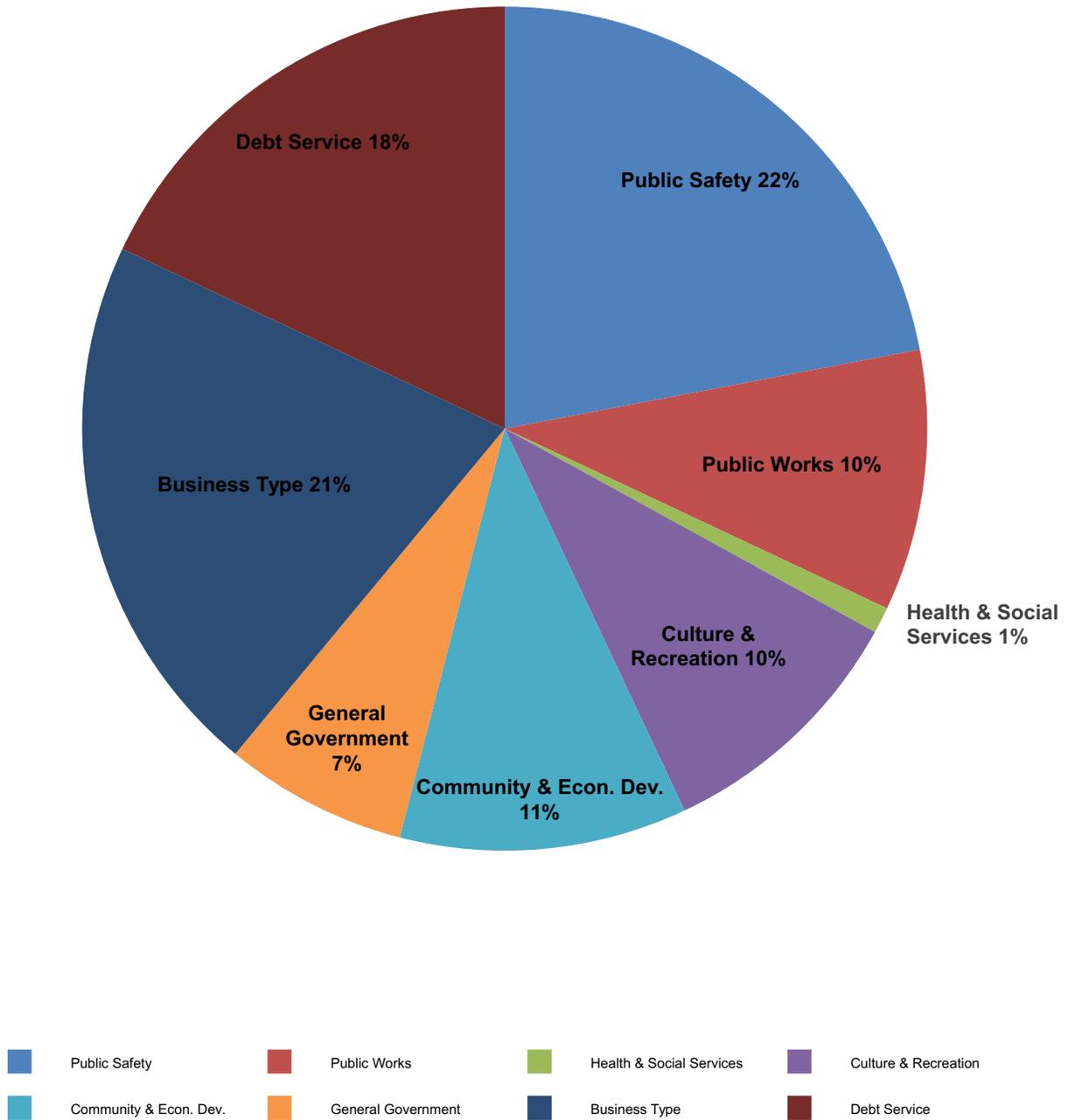
**SUMMARY OF HOW BUDGETED EXPENDITURES ARE FUNDED  
BY SOURCE OF INCOME**

Revenue Type	FY19 Total Adopted Revenues	FY20 Total Adopted Budget		FY20 Adopted Operating Budget		FY20 Adopted Capital Budget	
	Dollars	Dollars	Percent	Dollars	Percent	Dollars	Percent
DRA-Parimutuel Tax	257,494	263,319	0.14%	263,319	0.20%		—%
Diamond Jo-Tax on Bets	330,429	341,750	0.18%	341,750	0.25%		—%
Sales Tax-50% and 20%	6,137,915	6,134,483	3.20%	5,221,382	3.89%	913,101	1.60%
Sales Tax-30%	3,343,976	3,112,471	1.63%	289,148	0.22%	2,823,323	4.94%
<b>Subtotal</b>	<b>50,393,012</b>	<b>49,606,401</b>	<b>25.91%</b>	<b>43,344,148</b>	<b>32.27%</b>	<b>6,262,253</b>	<b>10.95%</b>
<b>Operating Receipts</b>							
Airport	2,989,307	3,560,615	1.86%	3,560,615	2.65%		—%
Ambulance	1,312,014	1,476,424	0.77%	1,476,424	1.10%		—%
Animal Licenses/Impoundments Fee	167,623	177,223	0.09%	177,223	0.13%		—%
Business License/Permits	224,353	273,573	0.14%	273,573	0.20%		—%
Cable TV	586,943	632,091	0.33%	629,021	0.47%	3,070	0.01%
Grand Harbor Land Lease	71,700	—	—%	0	—%		—%
County Participation Comm. Center	504,988	531,718	0.28%	531,718	0.40%		—%
County Payment	348,062	373,301	0.19%	366,689	0.27%	6,612	0.01%
Dental Premium Reimbursements	204,324	203,416	0.11%	203,416	0.15%		—%
Diamond Jo-Admissions	500,004	500,000	0.26%	500,000	0.37%		—%
DRA-Equity Distribution (Used for CIP only)	969,151	1,402,070	0.73%	299,600	0.22%	1,102,470	1.93%
DRA-Gaming used for America's River Project/Parking/Fire Debt Abatement	544,127	548,936	0.29%	548,936	0.41%		—%
DRA-Gaming Revenues (Lease & Slots)	4,349,715	4,489,113	2.34%	4,238,684	3.16%	250,429	0.44%
DRA-Police Overtime - Security	149,011	137,717	0.07%	137,717	0.10%		—%
Dubuque Casino Hotel & Diamond Jo Lease	561,013	688,139	0.36%	688,139	0.51%		—%
Engineering Division incl' Riverfront Leases	2,383,650	2,666,378	1.39%	2,666,378	1.99%		—%
Federal Building Leases	323,402	338,961	0.18%	338,961	0.25%		—%
Golf	975,363	929,392	0.49%	909,392	0.68%	20,000	0.03%
Information Services Recharges	570,662	555,819	0.29%	555,819	0.41%		—%
Inspection (Building/Health/Fire/Planning)	682,131	741,951	0.39%	741,951	0.55%		—%
Interest Earnings-Tax Funds	150,010	403,618	0.21%	403,618	0.30%		—%
Iowa District Court Fines	378,067	353,537	0.18%	353,537	0.26%		—%
Library Receipts	111,945	41,181	0.02%	41,181	0.03%		—%
Misc./Administration Overhead Charges	351,599	387,309	0.20%	342,309	0.25%	45,000	0.08%
Public Works	32,806	29,519	0.02%	29,519	0.02%		—%
Park	257,744	253,174	0.13%	253,174	0.19%		—%
Port of Dubuque Marina	238,529	207,138	0.11%	207,138	0.15%		—%
Police	113,978	124,497	0.07%	124,497	0.09%		—%
Recreation	633,357	634,921	0.33%	634,921	0.47%		—%
Rental Housing	427,341	513,315	0.27%	513,315	0.38%		—%
Utility Franchise Fees	5,040,810	4,794,979	2.50%	4,794,979	3.57%		—%
Zoning	66,062	59,991	0.03%	59,991	0.04%		—%
<b>Subtotal</b>	<b>26,219,791</b>	<b>28,030,016</b>	<b>14.64%</b>	<b>26,602,435</b>	<b>19.81%</b>	<b>1,427,581</b>	<b>2.50%</b>
<b>Cash Balances</b>							
Tax Funds	184,471	871,776	0.46%	471,776	0.35%	400,000	0.70%
Non-Enterprise Const.& Oper. Funds	187,213	815,501	0.43%	198,378	0.15%	617,123	1.08%
<b>Subtotal</b>	<b>371,684</b>	<b>1,687,277</b>	<b>0.88%</b>	<b>670,154</b>	<b>0.50%</b>	<b>1,017,123</b>	<b>1.78%</b>
Land Sales--Industrial Parks	580,613	580,613	0.30%	270,613	0.20%	310,000	0.54%

**SUMMARY OF HOW BUDGETED EXPENDITURES ARE FUNDED  
BY SOURCE OF INCOME**

Revenue Type	FY19 Total Adopted Revenues	FY20 Total Adopted Budget		FY20 Adopted Operating Budget		FY20 Adopted Capital Budget	
	Dollars	Dollars	Percent	Dollars	Percent	Dollars	Percent
Homeownership Sale Proceeds	100,000	100,000	0.05%	—	—%	100,000	0.17%
Farm Land Rents	81,717	49,708	0.03%	49,708	0.04%	—	—%
SRF Loans (Water Abated)	3,702,200	1,090,000	0.57%	1,090,000	0.81%	0	—%
SRF Loans (Sewer Abated)	475,000	865,000	0.45%	—	—%	865,000	1.51%
SRF Loans (Stormwater Abated Debt)	4,726,442	9,000,000	4.70%	—	—%	9,000,000	15.74%
G.O. Bonds (GDTIF Abated)	1,564,000	841,000	0.44%	—	—%	841,000	1.47%
G.O. Bonds (Parking-Parking Abated)	0	—	—%	—	—%	0	—%
G.O. Bonds (RUT/Sales Tax Abated)	892,835	1,130,487	0.59%	—	—%	1,130,487	1.98%
Loan Repayments							
UDAG	9,270	9,270	—%	—	—%	9,270	0.02%
Econ. Dev-Loan Pool and ED	135,000	401,922	0.21%	217,922	0.16%	184,000	0.32%
Washington Neighborhood	12,000	20,000	—	0	—	20,000	—
Homeownership	8,500	—	—%	—	—%	0	—%
Rehab/RRP	46,651	45,185	0.02%	15,185	0.01%	30,000	0.05%
Special Assessments	30,000	30,000	0.02%	0	—%	30,000	0.05%
Private Funding	489,204	667,077	0.35%	589,377	0.44%	77,700	0.14%
<b>Subtotal</b>	<b>12,853,432</b>	<b>14,830,262</b>	<b>7.74%</b>	<b>2,232,805</b>	<b>1.66%</b>	<b>12,597,457</b>	<b>22.03%</b>
Budget Less Service Funds	170,676,117	187,535,605	97.94%	130,355,485	97.06%	57,180,120	99.99%
Internal Service Funds	4,101,988	3,947,632	2.06%	3,941,682	2.94%	5,950	0.01%
<b>Total Budget</b>	<b>174,778,105</b>	<b>191,483,237</b>	<b>100.00%</b>	<b>134,297,167</b>	<b>100.00%</b>	<b>57,186,070</b>	<b>100.00%</b>

HOW THE MONEY IS SPENT  
FY 2020 ADOPTED OPERATING BUDGET



**TOTAL ADOPTED OPERATING BUDGET \$134,297,167**

\* Excludes transfers and non-program expense for self-insurance, Metro Landfill accounts & Agency Fund accounts

**SUMMARY OF TOTAL EXPENDITURES  
BY DEPARTMENT AND STATE PROGRAM**

State Program / Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY20 Adopted Budget	% Change from Adopted FY19
<b>OPERATING EXPENDITURES</b>					
<b>Public Safety</b>					
Police	14,715,035	14,696,718	15,577,470	15,962,765	2.47%
Emergency Comm. Center	1,440,952	1,458,246	1,566,683	1,586,070	1.24%
Fire	12,913,685	11,365,573	11,397,015	11,370,532	-0.23%
Disaster Services	82,447	82,686	82,099	107,115	30.47%
Health Services - Animal Control	336,786	287,513	317,411	352,388	11.02%
Public Works - Flood Control	176,310	185,366	172,468	182,097	5.58%
Building Services - Inspections	824,260	752,875	804,469	844,299	4.95%
Total Public Safety	30,489,475	28,828,977	29,917,615	30,405,266	1.63%
Debt Service	(1,252,028)	(260,551)	(292,118)	(304,868)	4.36%
Total Public Safety without Debt Service	29,237,447	28,568,426	29,625,497	30,100,398	1.60%
<b>Public Works</b>					
Airport	4,480,642	4,657,389	4,082,831	4,562,000	11.74%
Public Works	6,897,100	6,211,274	7,163,145	7,008,354	-2.16%
Engineering	7,702,428	5,326,833	5,573,999	5,656,272	1.48%
Total Public Works	19,080,170	16,195,496	16,819,975	17,226,626	2.42%
Debt Service	(7,528,424)	(4,498,288)	(4,198,258)	(4,184,043)	-0.34%
Total Public Works without Debt Service	11,551,746	11,697,208	12,621,717	13,042,583	3.33%
<b>Health &amp; Social Services</b>					
Human Rights	426,489	357,887	483,565	602,466	24.59%
Health Services	458,354	468,477	464,811	493,859	6.25%
Purchase of Services	27,780	27,780	29,756	99,756	235.25%
Total Health & Social Services	912,623	854,144	978,132	1,196,081	22.28%
<b>Culture &amp; Recreation</b>					
Parks	3,205,557	3,390,326	3,531,731	3,566,177	0.98%
Civic Center	917,096	875,904	1,033,470	1,108,120	7.22%
Conference Center	372,289	401,100	559,371	533,318	-4.66%
Recreation	3,647,877	3,491,822	3,749,459	3,813,645	1.71%
Library	3,607,678	3,760,386	3,851,429	3,928,128	1.99%
Purchase of Services	0	0	0	0	—%
Economic Development-Arts & Cultural Affairs	282,584	320,645	357,144	348,952	-2.29%
Total Culture & Recreation	12,033,081	12,240,183	13,082,604	13,298,340	1.65%
Debt Service	(456,402)	(393,516)	(425,113)	(447,680)	5.31%
Total Culture & Rec without Debt Service	11,576,679	11,846,667	12,657,491	12,850,660	1.53%
<b>Community &amp; Economic Development</b>					
Economic Development	16,289,675	11,272,391	8,579,984	8,259,108	-3.74%
Housing & Comm. Development	8,194,069	7,369,862	7,975,502	8,495,126	6.52%

**SUMMARY OF TOTAL EXPENDITURES  
BY DEPARTMENT AND STATE PROGRAM**

<b>State Program / Department</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted Budget</b>	<b>FY20 Adopted Budget</b>	<b>% Change from Adopted FY19</b>
Planning Services	839,810	819,091	902,833	917,609	1.64%
City Manager's-Neighborhood Development	146,203	140,122	168,634	164,516	-2.44%
Purchase of Services	39,478	10,000	110,465	120,000	8.63%
Total Comm. & Econ. Development (CED)	25,509,235	19,611,466	17,737,418	17,956,359	1.23%
Debt Service	(10,293,136)	(4,560,784)	(3,032,853)	(3,174,418)	4.67%
Total CED without Debt Service	15,216,099	15,050,682	14,704,565	14,781,941	0.53%
<b>General Government</b>					
Building Services - City Hall & Bldg Maint.	510,869	883,743	524,080	523,082	-0.19%
Historic Federal Building - Housing	406,970	392,391	409,488	394,298	-3.71%
City Council	118,457	128,523	146,965	148,335	0.93%
Personnel	670,516	666,399	713,317	895,530	25.54%
Budget	318,072	344,274	416,272	570,747	37.11%
Public Information Office	358,134	426,764	536,594	613,528	14.34%
City Manager's Office	941,882	797,445	934,299	1,024,044	9.61%
City Clerk	376,686	388,874	406,668	468,832	15.29%
Finance	2,765,585	3,081,962	2,861,095	2,728,030	-4.65%
Cable TV	259,118	257,861	292,872	309,922	5.82%
Legal	913,298	907,528	966,003	996,396	3.15%
Information Services	1,296,887	1,270,329	1,354,902	1,513,565	11.71%
Total General Government	8,936,474	9,546,093	9,562,555	10,186,309	6.52%
Debt Service	(364,382)	(707,403)	(324,591)	(320,511)	-1.26%
Total General Government without Debt Service	8,572,092	8,838,690	9,237,964	9,865,798	6.80%
<b>Business Type</b>					
Parks - Stormwater	94,047	123,712	145,928	202,644	38.87%
Public Information Office - Stormwater	(21,512)	0	86,661	70,313	-18.86%
Water	6,669,314	7,510,111	8,901,823	9,431,693	5.95%
Water Resource & Recovery Center	9,981,959	10,301,977	9,652,061	9,769,904	1.22%
Parking Division	11,867,805	5,263,917	5,143,593	5,155,945	0.24%
Transit	3,804,284	4,166,058	4,259,189	4,096,997	-3.81%
Public Works- Solid Waste & Landfill	6,168,188	6,576,793	6,654,403	6,680,140	0.39%
Public Works- Salt Operations	90,227	91,779	113,065	172,450	52.52%
Public Works- Garage Service	1,923,158	2,126,023	2,097,596	2,192,216	4.51%
Public Works- Sewer/Stormwater Maint.	846,415	1,013,347	1,071,839	1,016,780	-5.14%
Engineering - Sewer/Stormwater Improv.	5,526,582	4,999,024	3,274,833	3,619,468	10.52%
Engineering - Service Fund	2,024,822	1,683,777	1,716,829	1,619,636	-5.66%
Finance - Meter Reads/Service	163,674	160,396	0	0	—%
Total Business Type	49,138,963	44,016,914	43,117,820	44,028,186	2.11%
Debt Service	(22,258,162)	(17,243,371)	(14,907,878)	(15,475,430)	3.81%
Total Business Type without Debt Service	26,880,801	26,773,543	28,209,942	28,552,756	1.22%
Total Expenditures without Debt	103,947,487	103,629,360	108,035,308	110,390,217	2.18%

**SUMMARY OF TOTAL EXPENDITURES  
BY DEPARTMENT AND STATE PROGRAM**

State Program / Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY20 Adopted Budget	% Change from Adopted FY19
Total Debt Service	42,152,534	27,663,913	23,180,811	23,906,950	3.13%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>146,100,021</b>	<b>131,293,273</b>	<b>131,216,119</b>	<b>134,297,167</b>	<b>2.35%</b>
<b>Capital Improvement Projects (CIP)</b>					
Public Safety	741,270	340,525	520,000	545,000	4.81%
Public Works	20,917,807	20,356,775	18,721,105	27,194,447	45.26%
Culture & Recreation	865,829	1,061,828	2,052,934	1,681,531	-18.09%
Community & Economic Development	3,696,532	6,094,241	5,232,729	5,881,891	12.41%
General Government	1,724,058	903,695	1,241,947	1,754,392	41.26%
Business Type	20,760,160	12,973,987	15,816,271	20,128,809	27.27%
<b>TOTAL CIP EXPENDITURES</b>	<b>48,705,656</b>	<b>41,731,051</b>	<b>43,584,986</b>	<b>57,186,070</b>	<b>31.21%</b>
<b>Total Expenditures Before Transfers</b>	<b>194,805,677</b>	<b>173,024,324</b>	<b>174,801,105</b>	<b>191,483,237</b>	<b>9.54%</b>
Interfund Transfers	31,425,044	28,835,673	33,168,399	30,478,335	-8.11%
<b>Grand Total Expenditures</b>	<b>226,230,721</b>	<b>201,859,997</b>	<b>207,969,504</b>	<b>221,961,572</b>	<b>6.73%</b>

\* Excludes non-program expense for self-insurance, Metro Landfill accounts & Agency Fund accounts

**CITY OF DUBUQUE**  
**FY 2020**  
**GRAND TOTAL EXPENDITURE SUMMARIES**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY20 Adopted Budget	% Change from Adopted FY19
<b>PROGRAM EXPENSE *</b>					
EMPLOYEE EXPENSE	61,448,285	60,620,976	62,829,377	63,273,791	0.71%
SUPPLIES & SERVICES	38,746,419	39,417,410	40,047,337	42,500,163	6.12%
CAPITAL OUTLAY	3,008,021	2,727,550	4,276,234	3,667,170	-14.24%
SUBTOTAL	103,202,725	102,765,936	107,152,948	109,441,124	2.14%
DEBT SERVICE	42,152,534	27,663,915	23,180,811	23,906,950	3.13%
NON-EXPENSE ACCOUNTS	744,763	863,422	882,360	949,093	7.56%
<b>TOTAL OPERATING BUDGET</b>	<b>146,100,022</b>	<b>131,293,273</b>	<b>131,216,119</b>	<b>134,297,167</b>	<b>2.35%</b>
CAPITAL IMPROVEMENTS	48,705,657	41,731,052	43,584,986	57,186,070	31.21%
<b>TOTAL BUDGET</b>	<b>194,805,679</b>	<b>173,024,325</b>	<b>174,801,105</b>	<b>191,483,237</b>	<b>9.54%</b>

\* Excludes transfers and non-program expense for self-insurance, Metro Landfill accounts & Agency Fund accounts

**OPERATING EXPENDITURES BY FUND**

100 GENERAL FUND	59,761,459	59,654,130	62,228,507	64,382,707	3.46%
205 TRUST & AGENCY FUND	184	177	—	—	—%
210 TIF-METRIX/NORDSTROM	1,796,691	1,697,467	1,330,138	1,081,427	-18.70%
215 TIF-N CASCADE HOUSING	41,545	11,147	80,148	144,669	80.50%
216 TIF- ENGLISH RIDGE	—	—	32,997	60,345	82.88%
217 TIF - SOUTH POINTE	—	—	—	5,159	—%
218 TIF - RUSTIC POINT	—	—	—	2,356	—%
225 TIF-TECH PARK SOUTH	231,345	267,592	182,378	37,566	-79.40%
229 TIF-HOLY GHOST	—	—	—	—	—%
231 TIF-LAKE RIDGE	13,233	13,913	15,809	16,938	7.14%
240 TIF-GREATER DOWNTOWN	1,493,935	2,235,865	1,305,900	1,155,376	-11.53%
243 DBQ BREWING MALTING	—	—	—	—	—%
250 ROAD USE TAX FUND	5,524,250	5,419,194	6,585,096	6,569,601	-0.24%
260 COMM DEVEL FUND	831,488	780,606	931,558	848,122	-8.96%
264 HUD RESILIENCY FUND	11,172	41,300	—	1,196	—%
265 UDAG REPAYMENTS	—	—	—	—	—%
266 GUARDIAN ANGEL	—	1,140	—	—	—%
269 CIRCLES DONATIONS	4,820	3,230	20,000	20,212	1.06%
270 RRP LOAN REPAYMENTS	27,000	—	3,000	3,000	—%
275 LEAD GRANT PROGRAM	481,576	446,983	150,239	427,465	184.52%
280 SECTION 8 HOUSING FD	6,100,792	5,484,314	6,084,392	6,207,194	2.02%
290 CABLE TV FUND	504,463	538,942	586,943	629,021	7.17%
295 LIBRARY GIFTS TR FD	73,290	163,271	71,213	157,580	121.28%
297 STYLEMASTER/CANINE	46,970	29,913	6,000	6,000	—%
340 FLOOD MITIGATION FD	—	—	—	—	—%
400 DEBT SERVICE FUND	22,327,621	12,774,038	10,602,063	10,779,398	1.67%
500 ELLA LYONS PEONY TR	2,200	—	2,000	2,000	—%
550 LIBRARY PERMENANENT TR	—	—	—	—	—%
600 TRANSIT FUND	3,481,337	3,833,245	3,923,269	3,745,349	-4.53%
605 INTERMODAL RAMP FUND	19,075	28,025	20,165	18,895	-6.30%
610 SEWAGE UTIL-OPER FD	10,728,085	11,220,944	10,716,675	10,809,241	0.86%

**CITY OF DUBUQUE**  
**FY 2020**  
**GRAND TOTAL EXPENDITURE SUMMARIES**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY20 Adopted Budget	% Change from Adopted FY19
<b>OPERATING EXPENDITURES BY FUND</b>					
620 STORMWATER UTILITY	5,720,918	5,234,524	3,427,986	3,799,555	10.84%
630 PARKING FAC-OPER FD	9,855,805	3,250,377	3,130,218	3,140,820	0.34%
640 WATER UTIL-OPER FUND	6,833,846	7,701,240	8,921,869	9,451,703	5.94%
670 SOLID WASTE COLLECTION	2,851,273	2,997,422	2,986,427	2,893,588	-3.11%
680 SALT OPERATIONS	90,227	91,779	113,065	172,450	52.52%
800 ENGINEERING SERV FD	2,003,309	1,683,777	1,992,492	1,749,466	-12.20%
810 GARAGE SERVICE FUND	1,920,160	2,123,511	2,097,596	2,192,216	4.51%
820 GENERAL SERVICE FUND	2,998	2,512	—	—	—%
830 STORES/PRINTING FUND	2,040	(16,677)	—	—	—%
940 LANDFILL OPER FUND	3,316,915	3,579,372	3,667,976	3,786,552	3.23%
<b>TOTAL OPERATING BUDGET</b>	<b>146,100,022</b>	<b>131,293,273</b>	<b>131,216,119</b>	<b>134,297,167</b>	<b>2.35%</b>
<b>CAPITAL EXPENDITURES BY FUND</b>					
100 GENERAL FUND	2,176,327	1,911,074	725,211	2,133,906	194.25%
241 TAX INCRE-DOWNTOWN LOAN	21,400	68,356	30,000	400,000	1,233.33%
250 ROAD USE TAX FUND	94,743	916,625	1,632,062	431,346	-73.57%
252 CUSTOMER FACILITY CHG	—	280,583	—	—	—%
255 SPECIAL ASSESSMENTS	—	269	—	—	—%
260 COMM DEVEL FUND	280,827	852,397	527,098	543,130	3.04%
264 HUD RESILIENCY FUND	529,478	5,485,656	12,108,000	10,846,055	-10.42%
265 UDAG REPAYMENTS	—	—	9,270	9,270	—%
268 HOUSING TRUST FUND	216,347	315,100	211,283	211,283	—%
270 STATE RENTAL REHAB	29,227	57,019	30,000	30,000	—%
275 LEAD PAINT GRANT	863,687	739,426	395,000	550,000	39.24%
290 CABLE TV	7,473	—	—	3,070	—%
295 EXPENDABLE LIBRARY GIFTS	169,606	7,654	—	—	—%
300 STREET CONST FUND	9,562,689	8,706,675	2,503,961	2,870,323	14.63%
340 SALES TAX INCRFEMENT	6,987,980	3,343,215	489,000	3,523,143	620.48%
350 SALES TAX CONSTR. FD	1,564,502	1,498,836	1,371,414	1,232,817	-10.11%
360 GENERAL CONSTR FUND	3,456,918	1,976,573	6,319,903	6,636,238	5.01%
370 GOLF CONSTRUCTION FD	19,862	11,953	—	20,000	—%
390 AIRPORT CONST FUND	1,964,431	2,585,654	1,416,513	7,616,680	437.71%
600 TRANSIT FUND	2,665,312	3,525,072	719,235	2,738,044	280.69%
670 REFUSE COLLECTION FD	—	357,445	416,007	495,778	19.18%
700 AMERICA'S RIVER FD	26,498	13,579	—	—	—%
710 SAN-SEWER CONST FD	4,826,377	2,014,241	1,976,641	1,209,601	-38.81%
720 STORM SEWER CONST FD	10,516,718	2,345,751	5,714,268	11,323,529	98.16%
730 PARKING FAC CONST FD	464,862	8,840	251,521	480,323	90.97%
740 WATER CONST FUND	2,256,180	4,691,510	6,682,199	3,863,994	-42.17%
810 GARAGE SERVICE FUND	4,213	14,979	11,900	5,950	-50.00%
940 LANDFILL OPER FUND	—	2,570	44,500	11,590	-73.96%
<b>TOTAL CAPITAL BUDGET</b>	<b>48,705,657</b>	<b>41,731,052</b>	<b>43,584,986</b>	<b>57,186,070</b>	<b>31.21%</b>
<b>TOTAL BUDGET (excl' transfers)</b>	<b>194,805,679</b>	<b>173,024,325</b>	<b>174,801,105</b>	<b>191,483,237</b>	<b>9.54%</b>

**CITY OF DUBUQUE**  
**FY20 ADOPTED BUDGET**  
**BY MAJOR CATEGORIES AND DEPARTMENT & CAPITAL BUDGET BY DEPARTMENT**

<b>DEPARTMENT/DIVISION</b>	<b>EMPLOYEE EXPENSE</b>	<b>SUPPLIES &amp; SERVICES</b>	<b>CAPITAL OUTLAY</b>	<b>NON-EXP ACCOUNTS</b>	<b>SUBTOTAL OPERATING</b>	<b>DEBT SERVICE</b>	<b>TOTAL BUDGET</b>
Police Department	13,356,077	1,864,512	680,155	—	15,900,744	62,021	15,962,765
Emergency Communications	1,466,740	98,726	30	—	1,565,496	20,574	1,586,070
Fire Department	9,972,238	987,871	188,150	—	11,148,259	222,273	11,370,532
Emergency Management	—	107,115	—	—	107,115	—	107,115
Human Rights	495,954	106,162	350	—	602,466	—	602,466
Health Services	508,010	336,362	1,875	—	846,247	—	846,247
Multicultural Family Center	304,694	33,140	350	—	338,184	—	338,184
Park Division	2,387,746	990,643	257,638	—	3,636,027	132,794	3,768,821
AmeriCorps	385,622	13,542	—	—	399,164	—	399,164
Civic Center Division	21,949	1,019,108	15,000	—	1,056,057	52,063	1,108,120
Grand River Center	—	485,143	26,000	—	511,143	22,175	533,318
Recreation Division	1,827,872	1,178,894	52,650	—	3,059,416	16,881	3,076,297
Library Department	2,489,015	1,124,760	90,586	—	3,704,361	223,767	3,928,128
Water Department	2,404,255	2,601,359	736,780	—	5,742,394	3,689,299	9,431,693
Water & Resource Recovery Center	1,448,236	2,963,561	128,275	—	4,540,072	5,229,832	9,769,904
Parking Division	665,979	890,075	205,549	—	1,761,603	3,394,342	5,155,945
Airport	1,499,643	2,539,391	166,700	—	4,205,734	356,266	4,562,000
Transit Division	2,559,601	1,201,328	3,315	—	3,764,244	332,753	4,096,997
Public Works	7,935,258	7,203,813	352,240	957,449	16,448,760	803,277	17,252,037
Engineering	2,970,550	1,504,928	566,194	—	5,041,672	5,853,704	10,895,376
Building Services	1,052,201	379,860	45,265	(227,850)	1,249,476	117,905	1,367,381
Economic Development	330,126	4,751,879	2,685	—	5,084,690	3,174,418	8,259,108
Housing & Community Dev	2,348,218	6,325,410	77,702	227,850	8,979,180	—	8,979,180
Planning Services	703,486	213,123	1,000	—	917,609	—	917,609
Personnel	733,874	161,306	350	—	895,530	—	895,530
Budget	373,638	197,109	—	—	570,747	—	570,747
Public Information Office	508,437	172,708	2,696	—	683,841	—	683,841
City Council	85,802	62,183	350	—	148,335	—	148,335
City Manager's Office	1,167,581	364,981	4,950	—	1,537,512	—	1,537,512
City Clerk's Office	321,711	141,171	5,950	—	468,832	—	468,832
Finance	1,131,110	1,399,070	3,600	(8,356)	2,525,424	202,606	2,728,030
Cable TV Division	219,566	75,356	15,000	—	309,922	—	309,922
Legal Services	783,976	202,703	9,717	—	996,396	—	996,396
Information Services	814,626	672,871	26,068	—	1,513,565	—	1,513,565
Purchase of Services	—	130,000	—	—	130,000	—	130,000
<b>TOTAL DEPTS/DIVISIONS</b>	<b>63,273,791</b>	<b>42,500,163</b>	<b>3,667,170</b>	<b>949,093</b>	<b>110,390,217</b>	<b>23,906,950</b>	<b>134,297,167</b>

**CITY OF DUBUQUE**  
**FY20 ADOPTED BUDGET**  
**BY MAJOR EXPENSE CATEGORIES BY FUND AND DEPARTMENT**

<b>FUND</b>	<b>DEPARTMENT/DIVISION</b>	<b>EMPLOYEE EXPENSE</b>	<b>SUPPLIES &amp; SERVICES</b>	<b>CAPITAL OUTLAY</b>	<b>DEBT SERVICE</b>	<b>NON-EXP ACCOUNTS</b>	<b>TOTAL</b>
<b>General</b>	Police Department	13,356,077	1,863,512	675,155	—	—	15,894,744
	Emergency Communications	1,466,740	98,726	30	—	—	1,565,496
	Fire Department	9,972,238	987,871	188,150	—	—	11,148,259
	Emergency Management	—	107,115	—	—	—	107,115
	Human Rights	495,954	106,162	350	—	—	602,466
	Health Services	508,010	336,362	1,875	—	—	846,247
	Multicultural Family Center	304,694	33,140	350	—	—	338,184
	Park Division	2,321,075	924,470	185,838	—	—	3,431,383
	AmeriCorps	385,622	13,542	—	—	—	399,164
	Civic Center Division	21,949	1,019,108	15,000	—	—	1,056,057
	Grand River Center	—	485,143	26,000	—	—	511,143
	Recreation Division	1,775,939	1,081,531	52,650	—	—	2,910,120
	Library Department	2,450,415	1,022,280	74,086	—	—	3,546,781
	Airport Department	1,499,643	2,539,391	166,700	—	—	4,205,734
	Public Works Department	947,999	459,519	15,200	—	(437,706)	985,012
	Engineering Department	922,012	434,499	87,812	—	—	1,444,323
	Building Services	1,052,201	379,860	45,265	—	(227,850)	1,249,476
	Economic Development	330,126	2,248,043	2,685	—	—	2,580,854
	Housing & Community Dev	794,866	625,016	42,317	—	227,850	1,690,049
	Planning Services	703,486	213,123	1,000	—	—	917,609
	Personnel	733,874	161,306	350	—	—	895,530
	Budget	373,638	197,109	—	—	—	570,747
	Public Information Office	275,806	17,327	1,296	—	—	294,429
	City Council	85,802	62,183	350	—	—	148,335
	City Manager's Office	1,111,484	322,799	4,950	—	—	1,439,233
	City Clerk's Office	321,711	141,171	5,950	—	—	468,832
	Finance Department	1,131,110	1,390,714	3,600	—	—	2,525,424
	Legal Services	783,976	202,703	9,717	—	—	996,396
	Information Services	814,626	672,871	26,068	—	—	1,513,565
	Purchase of Services	—	100,000	—	—	—	100,000
<b>Total, General Fund</b>		<b>44,941,073</b>	<b>18,246,596</b>	<b>1,632,744</b>	<b>—</b>	<b>(437,706)</b>	<b>64,382,707</b>
<b>Transit</b>	Transit Division	2,559,601	1,182,433	3,315	—	—	3,745,349
	<b>Total, Transit Fund</b>	<b>2,559,601</b>	<b>1,182,433</b>	<b>3,315</b>	<b>—</b>	<b>—</b>	<b>3,745,349</b>
<b>Intermodal Ramp</b>	Transit Division	—	18,895	—	—	—	18,895
	<b>Total, Transit Fund</b>	<b>—</b>	<b>18,895</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>18,895</b>

**CITY OF DUBUQUE**  
**FY20 ADOPTED BUDGET**  
**BY MAJOR EXPENSE CATEGORIES BY FUND AND DEPARTMENT**

<b>FUND</b>	<b>DEPARTMENT/DIVISION</b>	<b>EMPLOYEE EXPENSE</b>	<b>SUPPLIES &amp; SERVICES</b>	<b>CAPITAL OUTLAY</b>	<b>DEBT SERVICE</b>	<b>NON-EXP ACCOUNTS</b>	<b>TOTAL</b>
<b>Debt Service</b>	Police Department	—	—	—	62,021	—	62,021
	Emergency Communications	—	—	—	20,574	—	20,574
	Fire Department	—	—	—	222,273	—	222,273
	Park Division	—	—	—	132,794	—	132,794
	Civic Center Division	—	—	—	52,063	—	52,063
	Grand River Center	—	—	—	22,175	—	22,175
	Recreation Division	—	—	—	16,881	—	16,881
	Library Department	—	—	—	223,767	—	223,767
	Parking Division	—	—	—	2,015,125	—	2,015,125
	Airport Department	—	—	—	356,266	—	356,266
	Transit Division	—	—	—	332,753	—	332,753
	Public Works Department	—	—	—	135,332	—	135,332
	Engineering Department	—	—	—	3,692,445	—	3,692,445
	Building Services	—	—	—	117,905	—	117,905
	Economic Development	—	—	—	3,174,418	—	3,174,418
	Finance Department	—	—	—	202,606	—	202,606
	<b>Total, Debt Service Fund</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>10,779,398</b>	<b>—</b>	<b>10,779,398</b>
<b>Tax Increment</b>	Library Department	—	—	—	—	—	—
	Parking Division	—	—	—	—	—	—
	Economic Development	—	2,503,836	—	—	—	2,503,836
	<b>Total, Tax Increment Funds</b>	<b>—</b>	<b>2,503,836</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,503,836</b>
<b>Road Use Tax</b>	Public Works Department	2,458,644	3,193,942	193,750	—	223,771	6,070,107
	Engineering Department	—	212,448	287,046	—	—	499,494
	<b>Total, Road Use Tax Fund</b>	<b>2,458,644</b>	<b>3,406,390</b>	<b>480,796</b>	<b>—</b>	<b>223,771</b>	<b>6,569,601</b>
<b>Community Development</b>	Human Rights	—	—	—	—	—	—
	Recreation Division	51,933	97,363	—	—	—	149,296
	Housing & Community Dev	499,639	70,558	350	—	—	570,547
	City Manager's Office	56,097	42,182	—	—	—	98,279
	Purchase Of Services	—	30,000	—	—	—	30,000
	<b>Total, Comm. Dev. Fund</b>	<b>607,669</b>	<b>240,103</b>	<b>350</b>	<b>—</b>	<b>—</b>	<b>848,122</b>
<b>HUD Resiliency Grant</b>	Housing & Community Dev	175	1,021	—	—	—	1,196
	Budget Department	—	—	—	—	—	—
	<b>Total, HUD Resiliency Grant</b>	<b>175</b>	<b>1,021</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,196</b>

**CITY OF DUBUQUE**  
**FY20 ADOPTED BUDGET**  
**BY MAJOR EXPENSE CATEGORIES BY FUND AND DEPARTMENT**

FUND	DEPARTMENT/DIVISION	EMPLOYEE EXPENSE	SUPPLIES & SERVICES	CAPITAL OUTLAY	DEBT SERVICE	NON-EXP ACCOUNTS	TOTAL
<b>Circles Donations</b>	Housing & Community Dev	—	20,212	—	—	—	20,212
	<b>Total, Circles Donations</b>	<b>—</b>	<b>20,212</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>20,212</b>
<b>Lead Paint Grant</b>	Housing & Community Dev	342,429	67,036	18,000	—	—	427,465
	<b>Total, Lead Paint Grant</b>	<b>342,429</b>	<b>67,036</b>	<b>18,000</b>	<b>—</b>	<b>—</b>	<b>427,465</b>
<b>State Rental</b>	Economic Development	—	—	—	—	—	—
<b>Rehab</b>	Housing & Community Dev	—	3,000	—	—	—	3,000
	<b>Total, UDAG Repmt. Fund</b>	<b>—</b>	<b>3,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,000</b>
<b>Section 8 Housing</b>	Housing & Community Dev	651,592	5,538,567	17,035	—	—	6,207,194
	<b>Total, Section 8 Housing Fund</b>	<b>651,592</b>	<b>5,538,567</b>	<b>17,035</b>	<b>—</b>	<b>—</b>	<b>6,207,194</b>
<b>Stylemaster Trust</b>	Police Department - Canine Unit	—	1,000	5,000	—	—	6,000
	<b>Total Stylemaster Trust</b>	<b>—</b>	<b>1,000</b>	<b>5,000</b>	<b>—</b>	<b>—</b>	<b>6,000</b>
<b>Water Operating</b>	Water Department	2,404,255	2,601,359	736,780	3,689,299	—	9,431,693
	Engineering Department - One Calls	20,010	—	—	—	—	20,010
	<b>Total, Water Operating Fund</b>	<b>2,424,265</b>	<b>2,601,359</b>	<b>736,780</b>	<b>3,689,299</b>	<b>—</b>	<b>9,451,703</b>
<b>Sewer Operating</b>	Water & Resource Recovery Center	1,448,236	2,963,561	128,275	5,229,832	—	9,769,904
	Public Works Department	488,717	204,963	35,250	—	29,508	758,438
	Engineering Department	120,259	44,490	116,150	—	—	280,899
	<b>Total, Sewer Operating Fund</b>	<b>2,057,212</b>	<b>3,213,014</b>	<b>279,675</b>	<b>5,229,832</b>	<b>29,508</b>	<b>10,809,241</b>
<b>Solid Waste Operating</b>	Public Works Department	1,735,797	1,002,613	79,040	7,286	68,852	2,893,588
	<b>Total, Solid Waste Oper. Fund</b>	<b>1,735,797</b>	<b>1,002,613</b>	<b>79,040</b>	<b>7,286</b>	<b>68,852</b>	<b>2,893,588</b>
<b>Salt Operations</b>	Public Works Department	—	167,532	—	—	4,918	172,450
	<b>Total, Salt Operations</b>	<b>—</b>	<b>167,532</b>	<b>—</b>	<b>—</b>	<b>4,918</b>	<b>172,450</b>

**CITY OF DUBUQUE**  
**FY20 ADOPTED BUDGET**  
**BY MAJOR EXPENSE CATEGORIES BY FUND AND DEPARTMENT**

FUND	DEPARTMENT/DIVISION	EMPLOYEE EXPENSE	SUPPLIES & SERVICES	CAPITAL OUTLAY	DEBT SERVICE	NON-EXP ACCOUNTS	TOTAL
<b>Stormwater Operating</b>	Park Division	66,671	64,173	71,800	—	—	202,644
	Public Works Department	165,620	77,968	—	—	14,754	258,342
	Engineering Department	288,633	813,491	75,186	2,161,259	—	3,338,569
	<b>Total, Stormwater Operating</b>	<b>520,924</b>	<b>955,632</b>	<b>146,986</b>	<b>2,161,259</b>	<b>14,754</b>	<b>3,799,555</b>
<b>Landfill</b>							
<b>DMASWA</b>	Public Works Department	1,120,943	1,909,637	24,000	660,659	71,313	3,786,552
	<b>Total, Landfill Operating Fund</b>	<b>1,120,943</b>	<b>1,909,637</b>	<b>24,000</b>	<b>660,659</b>	<b>71,313</b>	<b>3,786,552</b>
<b>Parking Operating</b>	Parking Division	665,979	890,075	205,549	1,379,217	—	3,140,820
	<b>Total, Parking Operating Fund</b>	<b>665,979</b>	<b>890,075</b>	<b>205,549</b>	<b>1,379,217</b>	<b>—</b>	<b>3,140,820</b>
<b>Cable TV</b>	City Manager's Office	—	—	—	—	—	—
	Information Services	—	—	—	—	—	—
	Public Information Office	188,343	129,356	1,400	—	—	319,099
	Cable TV Division	219,566	75,356	15,000	—	—	309,922
	<b>Total, Cable TV Fund</b>	<b>407,909</b>	<b>204,712</b>	<b>16,400</b>	<b>—</b>	<b>—</b>	<b>629,021</b>
<b>Expendable</b>							
<b>Library Gifts</b>	Library Department	38,600	102,480	16,500	—	—	157,580
	<b>Total, Expendable Library Gifts</b>	<b>38,600</b>	<b>102,480</b>	<b>16,500</b>	<b>—</b>	<b>—</b>	<b>157,580</b>
<b>Permanent</b>	Library Gift Trust	—	—	—	—	—	—
	Park Division-Lyons Peony Trust	—	2,000	—	—	—	2,000
	<b>Total, Permanent Funds</b>	<b>—</b>	<b>2,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,000</b>
<b>Internal</b>							
<b>Service Funds</b>	Engineering Department	1,619,636	—	—	—	—	1,619,636
	Public Information Office	44,288	26,025	—	—	—	70,313
	Budget	—	—	—	—	—	—
	Housing	59,517	—	—	—	—	59,517
	Public Works Department	1,017,538	187,639	5,000	—	982,039	2,192,216
	<b>Total, Service Fund</b>	<b>2,740,979</b>	<b>213,664</b>	<b>5,000</b>	<b>—</b>	<b>982,039</b>	<b>3,941,682</b>
<b>TOTAL OPERATING BUDGET (excl' transfers)</b>		<b>63,273,791</b>	<b>42,491,807</b>	<b>3,667,170</b>	<b>23,906,950</b>	<b>957,449</b>	<b>134,297,167</b>

**CITY OF DUBUQUE**  
**FUND BALANCE, INCOME AND EXPENSE SUMMARY**  
**FY20 ADOPTED BUDGET**

<b>FUND</b>	<b>BEG. BALANCE</b>	<b>PLUS INCOME NOT TAXES</b>	<b>PLUS TRANSFERS IN</b>	<b>PLUS PROPERTY TAX</b>	<b>LESS ENDING BALANCE</b>
<b>GENERAL</b>					
General	\$ 12,487,334	\$ 38,445,440	\$ 10,270,845	\$ 20,590,550	\$ 12,256,831
Tort Liability		\$ 15,655		\$ 355,216	\$ —
SUBTOTAL, General Funds	\$ 12,487,334	\$ 38,461,095	\$ 10,270,845	\$ 20,945,766	\$ 12,256,831
<b>SPECIAL REVENUE</b>					
Road Use Tax Fund	\$ 1,401,457	\$ 7,358,773			\$ 1,698,901
Tax Increment & Reserve	\$ 2,293,811	\$ 11,562,584	\$ 100,000		\$ 1,604,268
Trust & Agency	\$ —	\$ 190,557		\$ 3,520,529	\$ —
Special Assessments	\$ —	\$ 30,000			\$ —
UDAG Repayments	\$ 42,352	\$ 9,270			\$ 42,352
Community Development	\$ —	\$ 1,478,963			\$ 87,711
Customer Facility Charge	\$ (461)	\$ 59,535			\$ 59,074
HUD Resiliency	\$ —	\$ 10,846,055			\$ (1,196)
Circles Donations	\$ 63,110	\$ 6,000			\$ 48,898
Lead Grant Program	\$ —	\$ 977,465			\$ —
Housing Trust Fund	\$ —	\$ 161,283	\$ 50,000		\$ —
RRP Repayments	\$ 1	\$ 64,294			\$ 31,295
Section 8	\$ 638,079	\$ 6,049,003	\$ 97,138		\$ 577,026
Cable TV and Equipment Fund	\$ 415,945	\$ 568,355			\$ 352,209
Veteran's Memorial Fund	\$ 126	\$ 5,713			\$ 5,839
Expendable Police Gifts	\$ 75	\$ 6,087			\$ 162
Expendable Library Gifts Trust	\$ 1,141,414				\$ 1,090,194
SUBTOTAL, Special Revenue	\$ 5,995,909	\$ 39,480,297	\$ 247,138	\$ 3,520,529	\$ 5,596,733
<b>G.O. DEBT SERVICE</b>					
SUBTOTAL, G.O. Debt	\$ 260,775	\$ 19,561	\$ 10,488,511	\$ 271,326	\$ 260,775
<b>PERMANENT</b>					
Library Gifts Trust	\$ 18,841				\$ 18,841
E.B.Lyons Peony Trust	\$ 67,692	\$ 4,954			\$ 70,646
SUBTOTAL, Trust Funds	\$ 86,533	\$ 4,954	\$ —	\$ —	\$ 89,487
<b>CAPITAL PROJECT</b>					
Street Construction	\$ 502,595	\$ 2,738,632			\$ 81,756
Sales Tax Increment	\$ 7,892,910	\$ 4,101,534			\$ 5,908,978
Sales Tax Construction	\$ —	\$ 1,824,365	\$ 371,667		\$ 145,991
Passenger Facility Charge	\$ 36,422	\$ 167,700			\$ 4,988
Airport Construction	\$ 718,582	\$ 6,484,287	\$ 632,393		\$ 218,582
Golf Construction	\$ 56,185				\$ 36,185
Dog Track/Riverboat Depreciation	\$ 1,047,522				\$ 1,047,522
GO Bond Fund	\$ —	\$ 1,971,487			\$ —
General Construction Fund		\$ 4,102,000	\$ 2,534,238		\$ —
SUBTOTAL, Construction Funds	\$ 10,254,216	\$ 21,390,005	\$ 3,538,298	\$ —	\$ 7,444,002

**CITY OF DUBUQUE  
FUND BALANCE, INCOME AND EXPENSE SUMMARY  
FISCAL YEAR 2020 ADOPTED BUDGET**

FUND	LESS TRANSFERS OUT	REQUIREMENTS		
		TOTAL BUDGET	OPERATING BUDGET	CAPITAL BUDGET
<b>GENERAL</b>				
General	\$ 3,020,725	\$ 66,516,613	\$ 64,382,707	\$ 2,133,906
Tort Liability	\$ 370,871	\$ —	\$ —	
SUBTOTAL, General Funds	* \$ 3,391,596	\$ 66,516,613	\$ 64,382,707	\$ 2,133,906
<b>SPECIAL REVENUE</b>				
Road Use Tax Fund	\$ 60,382	\$ 7,000,947	\$ 6,569,601	\$ 431,346
Tax Increment & Reserve	\$ 9,448,291	\$ 2,903,836	\$ 2,503,836	\$ 400,000
Trust & Agency	\$ 3,711,086	\$ —	\$ —	
Special Assessments	\$ 30,000	\$ —	\$ —	
UDAG Repayments		\$ 9,270	\$ —	\$ 9,270
Community Development		\$ 1,391,252	\$ 848,122	\$ 543,130
Customer Facility Charge	\$ —	\$ —	\$ —	
HUD Resiliency		\$ 10,847,251	\$ 1,196	\$ 10,846,055
Circles Donations		\$ 20,212	\$ 20,212	
Lead Grant Program		\$ 977,465	\$ 427,465	\$ 550,000
Housing Trust Fund		\$ 211,283	\$ —	\$ 211,283
RRP Repayments		\$ 33,000	\$ 3,000	\$ 30,000
Section 8	\$ —	\$ 6,207,194	\$ 6,207,194	
Cable TV and Equipment Fund	\$ —	\$ 632,091	\$ 629,021	\$ 3,070
Veteran's Memorial Fund	\$ —	\$ —	\$ —	
Expendable Police Gifts	\$ —	\$ 6,000	\$ 6,000	\$ —
Expendable Library Gifts Trust		\$ 157,580	\$ 157,580	
SUBTOTAL, Special Revenue	\$ 13,249,759	\$ 30,397,381	\$ 17,373,227	\$ 13,024,154
<b>G.O. DEBT SERVICE</b>		\$ 10,779,398	\$ 10,779,398	
SUBTOTAL, G.O. Debt	\$ —	\$ 10,779,398	\$ 10,779,398	\$ —
<b>PERMANENT</b>				
Library Gifts Trust				
E.B.Lyons Peony Trust		\$ 2,000	\$ 2,000	
SUBTOTAL, Trust Funds	\$ —	\$ 2,000	\$ 2,000	\$ —
<b>CAPITAL PROJECT</b>				
Street Construction	\$ 289,148	\$ 2,870,323	\$ —	\$ 2,870,323
Sales Tax Increment	\$ 2,562,323	\$ 3,523,143	\$ —	\$ 3,523,143
Sales Tax Construction	\$ 817,224	\$ 1,232,817	\$ —	\$ 1,232,817
Passenger Facility Charge	\$ 199,134	\$ —	\$ —	
Airport Construction		\$ 7,616,680	\$ —	\$ 7,616,680
Golf Construction		\$ 20,000	\$ —	\$ 20,000
Dog Track/Riverboat Depreciation		\$ —	\$ —	
GO Bond Fund	\$ 1,971,487	\$ —	\$ —	
General Construction Fund		\$ 6,636,238	\$ —	\$ 6,636,238
SUBTOTAL, Construction Funds	\$ 5,839,316	\$ 21,899,201	\$ —	\$ 21,899,201

**CITY OF DUBUQUE**  
**FUND BALANCE, INCOME AND EXPENSE SUMMARY**  
**FISCAL YEAR 2019 ADOPTED BUDGET**

<b>FUND</b>	<b>BEG. BALANCE</b>	<b>PLUS INCOME NOT TAXES</b>	<b>PLUS TRANSFERS IN</b>	<b>PLUS PROPERTY TAX</b>	<b>LESS ENDING BALANCE</b>
<b>UTILITY/ENTERPRISE</b>					
Transit	\$ 1,364,109	\$ 4,319,436	\$ 589,019	\$ 1,558,460	\$ 1,347,631
Intermodal Ramp	\$ 6,491	\$ 28,031			\$ 15,627
Sewer Operating	\$ 2,001,419	\$ 12,907,998			\$ 2,054,420
San. Sewer Construction	\$ 363,280	\$ 865,000	\$ 458,758		\$ 477,437
Stormwater Operating	\$ 2,831,567	\$ 5,126,133	\$ 418,506		\$ 2,839,107
Stormwater Construction	\$ 3,724,182	\$ 9,000,000	\$ 1,260,000		\$ 2,660,653
Parking Operating	\$ 738,828	\$ 3,078,821	\$ 280,000		\$ 768,027
Parking Construction	\$ 690,806	\$ 78,200	\$ 26,209		\$ 288,683
Water Operating	\$ 3,914,403	\$ 10,497,358			\$ 3,962,678
Water Construction	\$ 4,778,712	\$ —	\$ 1,342,591		\$ 2,257,309
Solid Waste	\$ 352,026	\$ 4,400,323			\$ 307,063
Salt Operations	\$ 3,905	\$ 180,475			\$ 11,930
Landfill	\$ 8,170,464	\$ 4,185,735			\$ 8,170,464
T&A-Self Insurance Reserves	\$ 5,469,347				\$ 5,469,347
Service Fund Charges	\$ 224,952	\$ 3,947,632			\$ 224,952
<b>SUBTOTAL, Utility Enterprise Fund</b>	<b>\$ 34,634,491</b>	<b>\$ 58,615,142</b>	<b>\$ 4,375,083</b>	<b>\$ 1,558,460</b>	<b>\$ 30,855,328</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 63,719,258</b>	<b>\$ 157,971,054</b>	<b>\$ 28,919,875</b>	<b>\$ 26,296,081</b>	<b>\$ 56,503,156</b>

**CITY OF DUBUQUE  
FUND BALANCE, INCOME AND EXPENSE SUMMARY  
FY20 ADOPTED BUDGET**

FUND	LESS		REQUIREMENTS		
	TRANSFERS	TOTAL	TOTAL	OPERATING	CAPITAL
	OUT	BUDGET	BUDGET	BUDGET	BUDGET
<b>UTILITY/ENTERPRISE</b>					
Transit		\$ 6,483,393	\$ 3,745,349	\$ 2,738,044	
Intermodal Ramp		\$ 18,895	\$ 18,895		
Sewer Operating	\$ 2,045,756	\$ 10,809,241	\$ 10,809,241		
San. Sewer Construction		\$ 1,209,601	\$ —	\$ 1,209,601	
Stormwater Operating	\$ 1,737,544	\$ 3,799,555	\$ 3,799,555		
Stormwater Construction		\$ 11,323,529	\$ —	\$ 11,323,529	
Parking Operating	\$ 188,802	\$ 3,140,820	\$ 3,140,820		
Parking Construction		\$ 480,323	\$ —	\$ 480,323	
Water Operating	\$ 997,380	\$ 9,451,703	\$ 9,451,703		
Water Construction		\$ 3,863,994	\$ —	\$ 3,863,994	
Refuse	\$ 1,055,920	\$ 3,389,366	\$ 2,893,588	\$ 495,778	
Salt Operations		\$ 172,450	\$ 172,450		
Landfill	\$ 387,593	\$ 3,798,142	\$ 3,786,552	\$ 11,590	
T&A-Self Insurance Reserves		\$ —	\$ —		
Service Fund Charges		\$ 3,947,632	\$ 3,941,682	\$ 5,950	
<b>SUBTOTAL, Utility Enterprise Fund</b>	<b>\$ 6,439,204</b>	<b>\$ 61,888,644</b>	<b>\$ 41,759,835</b>	<b>\$ 20,128,809</b>	
<b>TOTAL ALL FUNDS</b>	<b>\$ 28,919,875</b>	<b>\$ 191,483,237</b>	<b>\$ 134,297,167</b>	<b>\$ 57,186,070</b>	

CITY OF DUBUQUE FUND BALANCE CHANGES

FUND	BEGINNING BALANCE	REVENUES	EXPENDITURES	ENDING BALANCE	CHANGE IN FUND BALANCE	DOLLAR CHANGE IN FUND BALANCE
General (1)	\$ 12,487,334	\$ 69,306,835	\$ 69,537,338	\$ 12,256,831	(1.85)%	\$ (230,503)
Tort Liability	\$ —	\$ 370,871	\$ 370,871	\$ —	—%	\$ —
Trust and Agency	\$ —	\$ 3,711,086	\$ 3,711,086	\$ —	—%	\$ —
Tax Increment & Reserve (2)	\$ 2,293,811	\$ 11,662,584	\$ 12,352,127	\$ 1,604,268	(30.06)%	\$ (689,543)
Sales Tax Increment (1)	\$ 7,892,910	\$ 4,101,534	\$ 6,085,466	\$ 5,908,978	(25.14)%	\$ (1,983,932)
Road Use Tax Fund (1)	\$ 1,401,457	\$ 7,358,773	\$ 7,061,329	\$ 1,698,901	21.22%	\$ 297,444
Special Assessment	\$ —	\$ 30,000	\$ 30,000	\$ —	—%	\$ —
Community Development (1)	\$ —	\$ 1,478,963	\$ 1,391,252	\$ 87,711	—%	\$ 87,711
UDAG Repayments (3)	\$ 42,352	\$ 9,270	\$ 9,270	\$ 42,352	—%	\$ —
State Rental Rehab	\$ 1	\$ 64,294	\$ 33,000	\$ 31,295	3,129,400%	\$ 31,294
HUD Resiliency	\$ —	\$ 10,846,055	\$ 10,847,251	\$ (1,196)	—%	\$ (1,196)
Housing Trust Fund	\$ —	\$ 211,283	\$ 211,283	\$ —	—%	\$ —
Circles Private Donations	\$ 63,110	\$ 6,000	\$ 20,212	\$ 48,898	(22.52)%	\$ (14,212)
Section 8 Housing (4)	\$ 638,079	\$ 6,146,141	\$ 6,207,194	\$ 577,026	(9.57)%	\$ (61,053)
Lead Grant Program	\$ —	\$ 977,465	\$ 977,465	\$ —	—%	\$ —
Cable TV & Equipment Fund (5)	\$ 415,945	\$ 568,355	\$ 632,091	\$ 352,209	(15.32)%	\$ (63,736)
Veteran's Memorial Fund (15)	\$ 126	\$ 5,713	\$ —	\$ 5,839	4,534.13%	\$ 5,713
Expendable Police Gift Trusts (14)	\$ 75	\$ 6,087	\$ 6,000	\$ 162	116.00%	\$ 87
Expendable Library Gift Trusts (6)	\$ 1,141,414	\$ 106,360	\$ 157,580	\$ 1,090,194	(4.49)%	\$ (51,220)
G.O. Debt Service	\$ 260,775	\$ 10,779,398	\$ 10,779,398	\$ 260,775	—%	\$ —
Street Construction (1)	\$ 502,595	\$ 2,738,632	\$ 3,159,471	\$ 81,756	(83.73)%	\$ (420,839)
Sales Tax Construction (1)	\$ —	\$ 2,196,032	\$ 2,050,041	\$ 145,991	—%	\$ 145,991
GO Bond Fund	\$ —	\$ 1,971,487	\$ 1,971,487	\$ —	—%	\$ —
General Construction (1)	\$ —	\$ 6,636,238	\$ 6,636,238	\$ —	—%	\$ —
Golf Construction (1)	\$ 56,185	\$ —	\$ 20,000	\$ 36,185	(35.60)%	\$ (20,000)
Airport Construction	\$ 718,582	\$ 7,116,680	\$ 7,616,680	\$ 218,582	(69.58)%	\$ (500,000)
Passenger Facility (12)	\$ 36,422	\$ 167,700	\$ 199,134	\$ 4,988	(86.30)%	\$ (31,434)
Customer Facility (13)	\$ (461)	\$ 59,535	\$ —	\$ 59,074	(12,914.32)%	\$ 59,535
Lyons Peony Trust	\$ 67,692	\$ 4,954	\$ 2,000	\$ 70,646	4.36%	\$ 2,954
Library Gift Trusts	\$ 18,841	\$ —	\$ —	\$ 18,841	—%	\$ —
Transit	\$ 1,364,109	\$ 6,466,915	\$ 6,483,393	\$ 1,347,631	(1.21)%	\$ (16,478)
Intermodal	\$ 6,491	\$ 28,031	\$ 18,895	\$ 15,627	140.75%	\$ 9,136
Sewage Facility Operation (7)	\$ 2,001,419	\$ 12,907,998	\$ 12,854,997	\$ 2,054,420	2.65%	\$ 53,001
Stormwater Operating (8)	\$ 2,831,567	\$ 5,544,639	\$ 5,537,099	\$ 2,839,107	0.27%	\$ 7,540
Parking Operation (7)	\$ 738,828	\$ 3,358,821	\$ 3,329,622	\$ 768,027	3.95%	\$ 29,199
Water Utility Operation (7)	\$ 3,914,403	\$ 10,497,358	\$ 10,449,083	\$ 3,962,678	1.23%	\$ 48,275
Refuse Collection (9)	\$ 352,026	\$ 4,400,323	\$ 4,445,286	\$ 307,063	(12.77)%	\$ (44,963)
Salt Operations (11)	\$ 3,905	\$ 180,475	\$ 172,450	\$ 11,930	205.51%	\$ 8,025
Sanitary Sewer Construction (1)	\$ 363,280	\$ 1,323,758	\$ 1,209,601	\$ 477,437	31.42%	\$ 114,157
Stormwater Construction (1)	\$ 3,724,182	\$ 10,260,000	\$ 11,323,529	\$ 2,660,653	(28.56)%	\$ (1,063,529)
Parking Facility Construction (1)	\$ 690,806	\$ 104,409	\$ 506,532	\$ 288,683	(58.21)%	\$ (402,123)
Water Construction (1)	\$ 4,778,712	\$ 1,342,591	\$ 3,863,994	\$ 2,257,309	(52.76)%	\$ (2,521,403)

CITY OF DUBUQUE FUND BALANCE CHANGES

FUND	BEGINNING BALANCE	REVENUES	EXPENDITURES	ENDING BALANCE	CHANGE IN FUND BALANCE	DOLLAR CHANGE IN FUND BALANCE
Service Fund Charges (10)	\$ 224,952	\$ 3,947,632	\$ 3,947,632	\$ 224,952	— %	\$ —
T&A Self Insurance Reserves	\$ 5,469,347	\$ —	\$ —	\$ 5,469,347	— %	\$ —
General Obligation Bond Fund	\$ —	\$ —	\$ —	\$ —	— %	\$ —
Dog Track Bond Depreciation	\$ 1,047,522	\$ —	\$ —	\$ 1,047,522	— %	\$ —
Landfill (1)	\$ 8,170,464	\$ 4,185,735	\$ 4,185,735	\$ 8,170,464	— %	\$ —
<b>Total</b>	<b>\$ 63,719,258</b>	<b>\$ 213,187,010</b>	<b>\$ 220,403,112</b>	<b>\$ 56,503,156</b>	<b>(11.32)%</b>	<b>\$ (7,216,102)</b>

1. Use of fund balance will be used to pay for projects in the City's five-year Capital Improvement Program.
2. Tax Increment & Reserve Fund use of fund balance will be used to pay pay for projects in the City's five-year Capital Improvement Program and to repay internal loans for developing the City's industrial parks / technology parks.
3. UDAG Repayments Fund use of fund balance will be used for Economic Development initiatives.
4. Section 8 Fund use of balance is reserved for housing assistance payments.
5. Cable TV & Equipment Fund use of fund balance will be used for future capital projects.
6. Expendable Library Gift Trusts Fund use of fund balance will be used for programs and speakers at the Library.
7. Increase in fund balance is required to maintain the operating reserve requirement of 10% of operating expenditures.
8. Stormwater Operation Fund use of fund balance represents spending down cash balance due to debt being issued for the Bee Branch project at a much slower time line which reduced debt service costs and increased fund balance.
9. Refuse Collection Fund use of fund balance will be used for future capital projects.
10. Service Fund Charges addition to fund balance will be used to purchase equipment in future years.
11. Salt Operations Fund addition to fund balance will be used to fund future capital purchases.
12. Passenger Facility Charge Fund balance will be used to pay for debt issued for the new Airport terminal project.
13. Customer Facility Charge Fund balance will be used to pay for parking lot improvements at the Airport.
14. Expendable Police Gift Trusts Fund use of fund balance will be used for maintenance of 1948 Stylemaster and canine expenses.
15. Veteran's Memorial Fund balance will be used for maintenance of the Veteran's Memorial.

# **DISTRIBUTION OF COMMUNITY DEVELOPMENT FUNDS**

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# **PROPOSED FY 20 ANNUAL PLAN**

**FOR USE OF PROGRAM YEAR 2019**

**COMMUNITY DEVELOPMENT BLOCK GRANT**

**(CDBG) FUNDS**

**For Inclusion in the Fiscal Year 2020 City Budget.  
This document is subject to revision.**

**Exhibit A**

PREPARED BY THE CITY OF DUBUQUE BUDGET DEPARTMENT

**CITY OF DUBUQUE, IOWA  
 FY 2020 ANNUAL ACTION PLAN  
 FOR THE USE OF PROGRAM YEAR 2019**

**COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS**

The City of Dubuque distinguishes between four different but complementary areas of program development in its overall CDBG program: Housing Development, Economic Development, Neighborhood and Community Development and Planning & Administration. The following description of activities summarizes the projects to be completed in the FY 2020 Annual Action Plan with the use of CDBG funds; the adopted City Budget and recommended amended City Budget are shown in Exhibit A.:

**RESOURCES**

**Estimated Entitlement 2020** **\$1,073,776**  
 The Fiscal Year 2020 entitlement allocations have not been announced. The entitlement is an estimate based on Fiscal Year 2019 Allocation.

**Program Income** **\$405,187**  
 Program income projects are based on forecast for loan repayments based on the loan portfolio and program income generated from CDBG funded programs.

**TOTAL RESOURCES** **\$1,478,963**

**PLANNING AND ADMINISTRATION** **\$235,883**

CDBG regulations limit expenditure on planning and administrative funds to 20% of the current year program income plus the current entitlement. The proposed resources for administration support the plan's current requirements.

**Housing & Community Development Administration** **\$37,547**  
 On-going staff support for general management, oversight, and coordination of the Community Development Block Grant housing programs.

**Housing Program Administration** **\$46,213**  
 On-going staff support for general housing planning activities and department administration.

**Priority:** High  
**Objective/Outcome:** Decent Housing/Accessibility (DH1)

**Neighborhood Development Administration** **\$60,219**  
 The Neighborhood Development Specialist coordinates the City's neighborhood Development programs and provides technical assistance to organizations and residents to improve Dubuque's neighborhoods.

**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Accessibility (SL1)

**Planning, Monitoring, & Budgeting** **\$91,904**  
 Staff support for general management. Oversight and coordination of the Community Development Block Grant program; assures compliance with federal regulations and reporting requirements.

**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/ Sustainability (SL3)

**HOUSING DEVELOPMENT PROGRAMS****\$956,332**

<b>First Time Home Buyer Program</b>	<b>\$20,000</b>
Provides for loans to assist low and moderate-income families to purchase their first homes. These funds are used to cover the "entry costs" of homeownership – down payments and closing costs.	
<b>National Objective:</b>	Low and Moderate-Income Housing
<b>Location:</b>	Citywide
<b>Proposed Accomplishments:</b>	4 Households
<b>Priority:</b>	High
<b>Objective/Outcome:</b>	Decent Housing/Affordability (DH2)
<b>Homeowner Rehabilitation</b>	<b>\$75,000</b>
1) Residential Rehabilitation Loan Program An on-going program to provide low-interest loans to qualified low and moderate-income homeowners for the rehabilitation of substandard housing units.	
2) Home Repair Program Zero % loans to improve conditions of property for income-eligible homeowners	
3) Accessibility Zero % and forgivable loans to remove architectural barriers and increase access for people with physical disabilities.	
<b>National Objective:</b>	Low and Moderate-Income Housing
<b>Location:</b>	Citywide
<b>Proposed Accomplishments:</b>	3 Housing Units
<b>Priority:</b>	High
<b>Objective/Outcome:</b>	Decent Housing/Affordability (DH2)
<b>Housing Inspection Program (Area Basis)</b>	<b>\$109,536</b>
Intensive inspection program of rental units within low and moderate-income residential neighborhoods to ensure safe and sanitary housing.	
<b>National Objective:</b>	Low and Moderate-Income Benefit
<b>Location:</b>	Low/Mod Residential Areas
<b>Proposed Accomplishments:</b>	700 Housing units
<b>Priority:</b>	High
<b>Objective/Outcome:</b>	Decent Housing/Affordability (DH2)
<b>Lead Hazard Reduction (Lead &amp; Healthy Homes Grant Match)</b>	<b>\$40,000</b>
Provides activities in support of efforts to reduce lead paint hazards in housing, including assessment and lead paint reduction or abatement, with forgivable loans to low/Moderate-Income residents.	
<b>National Objective:</b>	Low and Moderate-Income Housing
<b>Location:</b>	Citywide
<b>Proposed Accomplishments:</b>	4 Housing units
<b>Priority:</b>	High
<b>Objective/Outcome:</b>	Decent Housing/Sustainability (DH3)
<b>Lead Service Line Replacement</b>	<b>\$30,000</b>
Provides activities in support of efforts to replace lead service lines with forgivable loans to low/Moderate-Income residents impacted by Bee Branch Infrastructure projects.	
<b>National Objective:</b>	Low and Moderate-Income Housing
<b>Location:</b>	Citywide
<b>Proposed Accomplishments:</b>	6 Housing units
<b>Priority:</b>	High
<b>Objective/Outcome:</b>	Decent Housing/Sustainability (DH3)

**Purchase/Rehab/Resale** **\$80,000**

Provides funding to address the redevelopment of sub-standard and vacant/abandoned city-owned properties. Properties acquired, rehabbed, and sold to low and Moderate-Income homebuyers or to property owners maintaining affordable rents.

**National Objective:** Low and Moderate-Income Housing  
**Location:** Citywide  
**Proposed Accomplishments:** 1 Housing Unit  
**Priority:** High  
**Objective/Outcome:** Decent Housing/Affordability (DH2)

**Housing Rehabilitation Services and Staff** **\$356,796**

On-going staff support, including program management, technical assistance, loan packaging and inspection, for the City's rehabilitation loan program.

**Priority:** High  
**Objective/Outcome:** Decent Housing/Accessibility (DH1)  
**Proposed Accomplishments:** 43 Households

**Rental Dwelling Rehabilitation Programs** **\$245,000**

- 1) Rental Rehabilitation Loan Program  
 An on-going program to provide loans to qualified housing providers serving low and moderate-income residents for the rehabilitation of substandard housing units.
- 2) Emergency Code Enforcement Loan Program  
 Provides loans to correct code deficiencies and emergency or health and safety corrections for rental properties. The program prevents the displacement of economically disadvantaged tenants resulting from code enforcement actions.
- 3) Accessibility Rehab  
 Provides forgivable loans to disabled tenants to make rental units accessible to the physically disabled

**National Objective:** Low and Moderate-Income Housing  
**Location:** Citywide  
**Proposed Accomplishments:** 25 Housing Units  
**Priority:** High  
**Objective/Outcome:** Decent Housing/Affordability (DH2)

**NEIGHBORHOOD and COMMUNITY DEVELOPMENT PROGRAMS \$270,486**

Public Services activities are restricted to 15% of the previous year program income and the current year entitlement. Public Service activities in this plan represent 15% of the proposed expenditures.

**Accessible Curb Ramps \$12,600**  
 Replace curbs at intersections throughout the City with accessible ramps to make public sidewalks accessible to persons with disabilities.  
**National Objective:** Low and Moderate-Income Benefit  
**Location:** Citywide  
**Proposed Accomplishments:** 2 Accessible ramps  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Sustainability (SL3)

**Neighborhood Recreation Programs \$131,096**  
 1) Recreation Programs: \$81,315  
 Targeted and enhanced recreation offered in the City's older low-and moderate-income neighborhoods to meet the needs of at-risk youth, promote self-esteem, and build community. Activities include expanded after-school programs, open gym, basketball league, music lessons, playtime for tots, scholarships, swim passes, summer day camp and other recreational programs.

2) Neighborhood Recreation Program Grants: \$49,781  
 Provide funding to organizations delivering recreational and educational services aligned with the neighborhood and recreation development goals of the Leisure Services Department.  
**National Objective:** Low and Moderate-Income Benefit  
**Location:** City wide  
**Proposed Accomplishments:** 5,730 persons  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Accessibility (SL1)

**Four Mounds HEART Program \$10,000**  
 Youth education program where youth experience hands-on learning while promoting neighborhood revitalization and earning high school diploma.  
**National Objective:** Low and Moderate-Income Benefit  
**Location:** Citywide  
**Proposed Accomplishments:** 20 People  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Accessibility (SL1)

**Senior Center \$18,200**  
 Education and recreation services provided to elderly citizens at the Hills & Dales Lifetime Center.  
**National Objective:** Low and Moderate-Income Benefit  
**Location:** Citywide  
**Proposed Accomplishments:** 600 People  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Accessibility (SL1)

**Eagle Valley Subdivision Park \$30,000**  
 Develop park to serve residents of Eagle Valley Subdivision.  
**National Objective:** Low and Moderate-Area Benefit  
**Location:** Low/Mod Residential Areas  
**Proposed Accomplishments:** Planning for Development  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Sustainability (SL3)

**Neighborhood Support Grants** **\$14,560**

This grant program provides resources for organized neighborhoods in low/mod income areas to encourage self-initiated revitalization efforts including physical improvements, clean-ups, communication efforts or other special projects.

**National Objective:** Low and Moderate-Income Benefit  
**Location:** Low/Mod Residential Areas  
**Proposed Accomplishments:** 2000 People  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Sustainability (SL3)

**Neighborhood Related Infrastructure Improvements** **\$10,000**

**National Objective:** Low and Moderate-Income Benefit  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Sustainability (SL3)

- 1) Neighborhood Street Overlays \$0.00  
 Provides for pavement overlays in income eligible neighborhoods.  
     Location: Low/Mod Residential Areas  
     Proposed Accomplishments: 0 streets
- 2) Neighborhood Sidewalk Program \$10,000  
 Grant program to income eligible homeowners, on a case-by-case basis, to pay a maximum of 75% of the cost to repair public sidewalks in front of their home. Grant amount varies based on percentage of area median income.  
     Location: City Wide  
     Proposed Accomplishments: 2 sidewalks
- 3) Neighborhood Lighting \$0.00  
 An on-going program to provide additional and upgraded lighting in residential low/Moderate-Income neighborhoods.  
     Location: Low/Mod Residential Areas  
     Proposed Accomplishments: 0 Lights
- 4) Broadband Access \$0.00  
 An on-going program to provide additional access and upgrade connectivity in residential low/Moderate Income neighborhoods.  
     Location: Low/Mod Residential Areas  
     Proposed Accomplishments: 0 Households

**Purchase of Services: Grant Competition** **\$20,000**

Competitive grant program providing funding for organizations providing human service needs in the community. Services must be consistent with needs identified in the Consolidated Plan and the City's adopted goals and priorities.

**National Objective:** Low and Moderate-Income Benefit  
**Location:** City Wide  
**Proposed Accomplishments:** 25 People  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Accessibility (SL1)

**Washington Tool Library** **\$15,790**

An on-going free tool loan program operated by the Washington Neighborhood Tool Library, A non-profit organization staffed by volunteers. Funds are used to buy and repair tools and operating costs. Income eligible residents borrow tools at no charge for home repairs and improvements

**National Objective:** Low and Moderate-Income Benefit  
**Location:** City Wide  
**Proposed Accomplishments:** 450 People  
**Priority:** High  
**Objective/Outcome:** Suitable Living Environment/Accessibility (SL1)

**Zoning Inspection/Enforcement** **\$7,710**

This project provides funding for inspection/enforcement staff services to low/mod income areas for zoning ordinance infractions and to provide support for neighborhood clean-up efforts.

**National Objective:** Low and Moderate-Income Benefit  
**Location:** Low/Mod Residential Areas  
**Proposed Accomplishments:** 45 Housing Units  
**Objective/Outcome:** Decent Housing/Sustainability (DH3)

<b>Grand Total: CDBG Funding Proposed for FY 2019</b>	<b>\$1,462,701</b>
Contingency	<b>\$16,262</b>

# CITY OF DUBUQUE

COMMUNITY DEVELOPMENT BLOCK GRANT FY20 ANNUAL ACTION PLAN for  
inclusion in the CITY OF DUBUQUE BUDGET



For comments regarding this plan, contact:

City of Dubuque Budget Department

50 W 13<sup>th</sup> St

Dubuque, IA 52001

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

(563) 589-4116

# Community Development Block Grant

**City of Dubuque  
Fiscal Year 20 Annual Action Plan for the use of Community Development Block Grant  
Plan Year 5**

<b>Revenue Estimates</b>	<b>FY20 Recommended</b>
<b>Entitlement Estimate</b>	<b>1,073,776</b>
Recreation Services	4,675
Neighborhood Development	30
First Time Homebuyer Repayments	69,532
Homeowner Loan Repayments	201,685
Infill Loan Repayments	5,590
Reimbursements for Closing Costs (Rehab)	5,217
Rental Rehab Loan Repayments	38,458
Sale of Assets	80,000
<b>Program Income</b>	<b>405,187</b>
<b>Total Resources</b>	<b>1,478,963</b>
Administration	235,883
Housing & Community Development	956,332
Neighborhood Development	270,486
<b>Total Requirements</b>	<b>1,462,701</b>
Variance	16,262

	<b>FY 20 Recommended</b>
<b>Administration</b>	<b>235,883</b>
Housing & CD Development Administration	37,547
Housing Program Administration	46,213
Neighborhood Development Administration	60,219
Planning, Monitoring, & Budget	91,904
<b>Housing &amp; Community Development</b>	<b>956,332</b>
First-Time Home Buyer Program	20,000
Homeowner Rehabilitation Program	75,000
Housing Inspection Program (Area Basis)	109,536
Lead and Healthy Homes Grant Match	40,000
Lead Service Line Replacement - BBHH Infrastructure Impact	30,000
Purchase/Rehab/Resale	80,000
Rehabilitation Program Services & Staff	356,796
Rental Dwelling Rehabilitation Programs	245,000
<b>Neighborhood Development</b>	<b>270,486</b>
ADA Curb Ramp Construction Project	12,600
Community Development Recreation Programming	81,315
Community Development Recreation Programming: Grants	49,781
Four Mounds HEART Program	10,000
Hills & Dales Senior Center	18,200
Improvement Request: Eagle Valley Subdivision Park	30,530
Neighborhood Grants	14,560
Neighborhood Related Improvements	10,000
Purchase of Services: Grant Competition	20,000
Washington Tool Library	15,790
Zoning Inspection Program	7,710
<b>Grand Total</b>	<b>1,462,701</b>

# Community Development Block Grant

Administration and Public Service CAPS

Entitlement Estimate	Admin 1,073,776	Public Service 1,073,776	Uncapped 1,073,776	Total 1,073,776
Prior Year Program Income	405,187	370,421	405,187	405,187
Current Year Program Income	405,187	370,421	405,187	405,187
<b>Total Resources</b>	<b>1,478,963</b>	<b>1,073,776</b>	<b>1,478,963</b>	<b>1,478,963</b>
% to Calculate CAP	20%	15%		
Total Resources	295,793	216,630	1,033,434	1,478,963
Total Requirements	235,883	209,646	1,017,172	1,462,701
<b>Variance for CAPS</b>	<b>59,910</b>	<b>6,984</b>	<b>16,262</b>	<b>16,262</b>

FY 20 Recommended				
	Admin	PUBLIC SERVICE	UNCAPPED	Grand Total
<b>Administration</b>	<b>235,883</b>			<b>235,883</b>
Planning, Monitoring, & Budget	91,904			91,904
Housing Program Administration	46,213			46,213
Housing & CD Development Administration	37,547			37,547
Neighborhood Development Administration	60,219			60,219
<b>Housing &amp; Community Development</b>			<b>956,332</b>	<b>956,332</b>
First-Time Home Buyer Program			20,000	20,000
Homeowner Rehabilitation Program			75,000	75,000
Purchase/Rehab/Resale			80,000	80,000
Rental Dwelling Rehabilitation Programs			245,000	245,000
Rehabilitation Program Services & Staff			356,796	356,796
Housing Inspection Program (Area Basis)			109,536	109,536
Lead Service Line Replacement - BBHH Infrastructure Impact			30,000	30,000
Lead and Healthy Homes Grant Match			40,000	40,000
<b>Neighborhood Development</b>		<b>209,646</b>	<b>60,840</b>	<b>270,486</b>
ADA Curb Ramp Construction Project			12,600	12,600
Four Mounds HEART Program		10,000		10,000
Neighborhood Related Improvements			10,000	10,000
Improvement Request: Eagle Valley Subdivision Park			30,530	30,530
Neighborhood Grants		14,560		14,560
Community Development Recreation Programming		81,315		81,315
Zoning Inspection Program			7,710	7,710
Hills & Dales Senior Center		18,200		18,200
Washington Tool Library		15,790		15,790
Purchase of Services: Grant Competition		20,000		20,000
Community Development Recreation Programming: Grants		49,781		49,781
<b>Grand Total</b>	<b>235,883</b>	<b>209,646</b>	<b>1,017,172</b>	<b>1,462,701</b>

# **DEBT MANAGEMENT**

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## DEBT SERVICE FUND

The Debt Service Fund is a legally required fund. The fund administers the payments for all of the City's general obligation debt. Revenue bonds, other than those from tax increment revenues, are administered in the enterprise fund that is securing the debt.

For the majority of projects funded through general obligation debt, the City usually issues twenty-year general obligation bonds. In Fiscal Year 2020, there is anticipated to be an additional \$1,971,487 in general obligation debt issued that would apply against the statutory debt limit and \$11,103,422 in principal retired will be applied against the statutory debt limit.

In fiscal year 2020, debt service expense related to general obligation bonds that counts against the statutory debt limit will decrease 2.65% under fiscal year 2019 in the debt service fund. New general obligation bond debt which counts against the statutory debt limit planned to be issued (non-enterprise fund) in fiscal year 2020 is as follows:

<b>Project</b>	<b>Amount of Debt Issue</b>	<b>FY 2020 Debt Service</b>
East/West Corridor	450,000	—
Central-White 2-Way Conversion Study	20,000	—
GRC Replace Carpet	88,000	—
Clock Tower Plaza Rehab	33,000	—
Jackson Park Restrooms	250,000	—
Replace Snow Equipment	230,000	—
Rehab Runway Lighting	156,400	—
Ladder and Pumper Replacement	291,667	14,251
Replace HVAC Fire Headquarters	80,000	—
Transit Vehicle Replacement	372,420	—
<b>GRANDTOTAL</b>	<b>1,971,487</b>	<b>14,251</b>

The new debt issued in fiscal year 2020 will be issued in June, which delays debt service until fiscal year 2021.

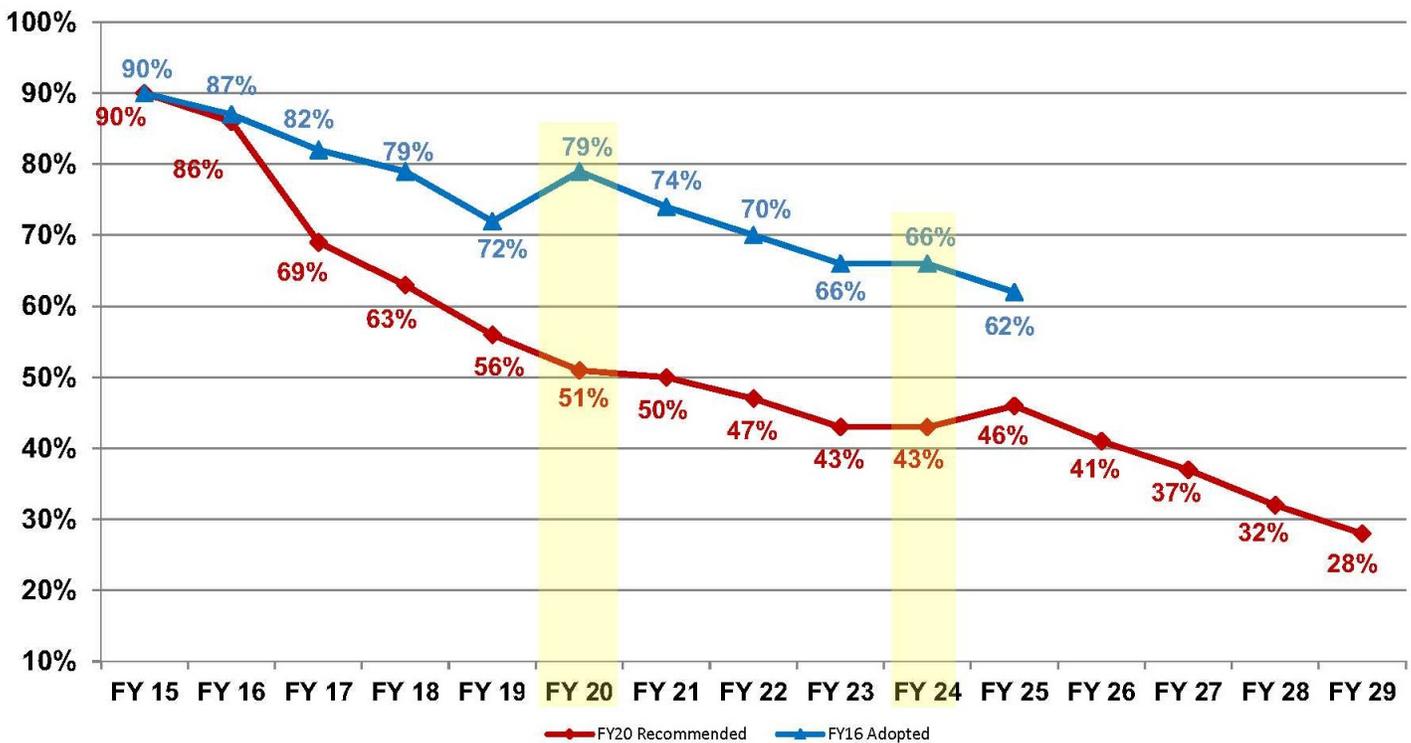
The debt service property tax levy finances the bond and interest payments that are not being secured from other revenue sources. The levy rate for debt service will decrease by \$0.01 to \$0.09 in fiscal year 2020. The debt service property tax levy represents the repayment of bonds related to the Fire Department pumper truck replacement and the franchise fee litigation judgment bond.

Funding sources other than property taxes are also used to repay general obligation debt. The City's general obligation debt is also funded by other revenues including water, sewer and tax increment financing. One percent of the City's general obligation debt service is funded from the debt service property tax levy. Other revenues being used to repay debt service are shown as transfers in.

**Statutory Debt Limit**

In August 2015, the Mayor and City Council adopted a debt reduction strategy which targeted retiring more debt each year than was issued by the City. This recommendation achieves that target throughout the 5-year CIP. I am pleased to report the recommendation will substantially beat overall debt reduction targets over the next five-and ten-year periods. **You can see that the Mayor and City Council have significantly impacted the City’s use of the statutory debt limit established by the State of Iowa. In Fiscal Year 2015, the City of Dubuque used 90% of the statutory debt limit. In this budget recommendation, the Mayor and City Council are currently reviewing for Fiscal Year 2020, the use of the statutory debt limit would be 51%, and by the end of the recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2024, the City of Dubuque would be at 43% of the statutory debt limit. Projections out 10 years to Fiscal Year 2029 show the City of Dubuque at 28% of the statutory debt limit.** This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.

**Statutory Debt Limit Used  
(as of June 30th)**



The following chart shows Dubuque's relative position pertaining to use of the statutory debt limit for Fiscal Year 2020 compared to the other cities in Iowa for Fiscal Year 2018 with a population over 50,000:

#### Fiscal Year 2018 Legal Debt Limit Comparison for Eleven Largest Iowa Cities

Rank	City	Legal Debt Limit (5%)	Statutory Debt Outstanding	Percentage of Legal Debt Limit Utilized
11	Des Moines	\$ 577,394,243	\$ 393,570,000	68.16%
10	Sioux City	\$ 213,569,727	\$ 144,100,000	67.47%
9	Davenport	\$ 330,626,114	\$ 211,165,000	63.87%
8	Waterloo	\$ 191,406,282	\$ 108,225,490	56.54%
7	Cedar Rapids	\$ 518,039,169	\$ 271,585,000	52.43%
6	Ankeny	\$ 245,580,138	\$ 126,830,000	51.65%
5	W. Des Moines	\$ 359,449,675	\$ 184,720,000	51.39%
<b>4</b>	<b>Dubuque (FY20)</b>	<b>\$ 227,661,474</b>	<b>\$ 116,425,803</b>	<b>51.14%</b>
	<b>Dubuque (FY24)</b>	<b>\$ 246,428,101</b>	<b>\$ 105,406,783</b>	<b>42.77%</b>
3	Ames	\$ 209,227,522	\$ 65,480,000	31.30%
2	Council Bluffs	\$ 241,950,558	\$ 68,725,096	28.40%
	<b>Dubuque (FY29)</b>	<b>\$ 272,076,536</b>	<b>\$ 76,004,423</b>	<b>27.93%</b>
<b>1</b>	Iowa City	\$ 274,723,837	\$ 66,945,000	24.37%

**STATUTORY DEBT CAPACITY  
FISCAL YEAR 2020 ADOPTED BUDGET**

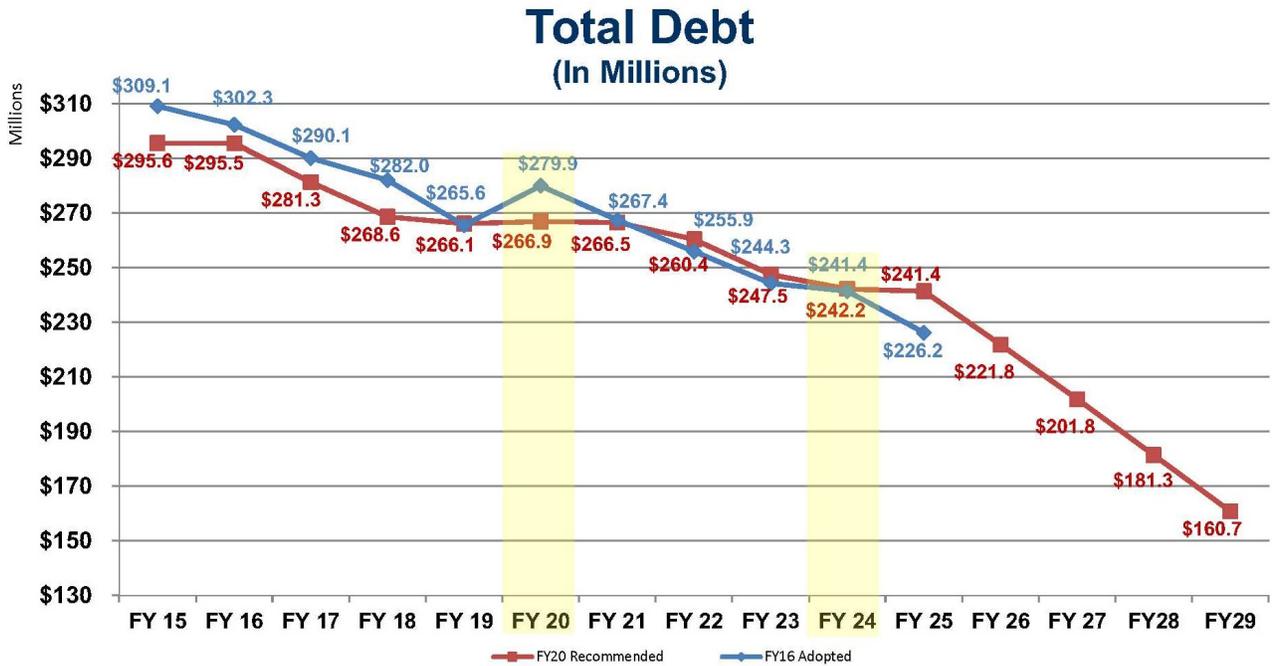
The Iowa Constitution (Article XI, Section 3) stipulates that the debt of a community may not exceed five percent of the **Actual Assessed Value** of Taxable Property (debt levy) within the city or town.

General Obligations, TIF debt (bonds, notes and rebates), and leases paid from the general fund are included as indebtedness of the City under the statutory debt limit.

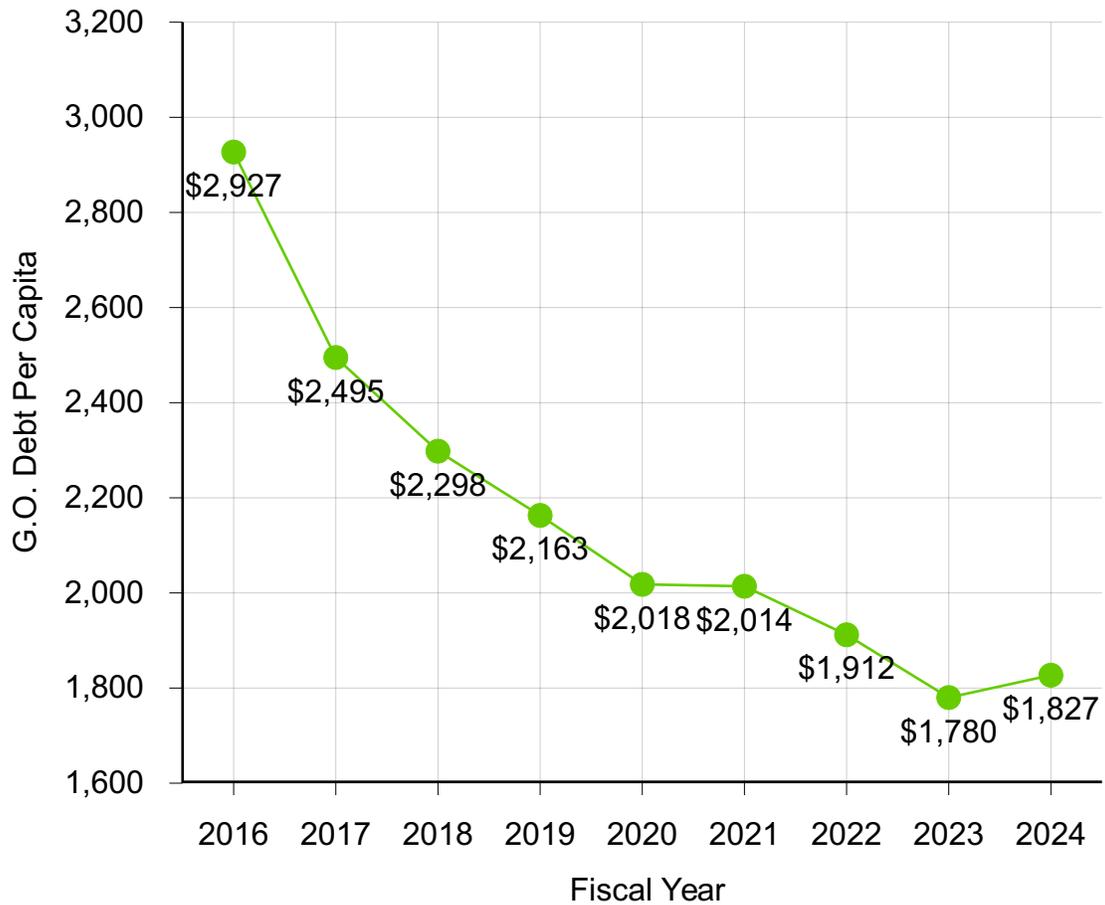
	<b>January 1, 2018</b>
	<b>FY 2020</b>
<b>ASSESSED VALUE OF REAL PROPERTY</b>	\$4,185,443,800
Less Veterans' Exemption	<u>(4,520,732)</u>
Subtotal	4,180,923,068
<b>UTILITIES ASSESSED VALUE</b>	<u>372,306,418</u>
<b>TOTAL ASSESSED VALUE OF TAXABLE PROPERTY</b>	4,553,229,486
	<b>June 30, 2020</b>
<b>STATUTORY DEBT (5% OF TOTAL ASSESSED VALUE)</b>	\$227,661,474
Less Outstanding G.O. Debt, TIF Debt & Lease Obligations paid from General Fund	<u>\$116,425,803</u>
<b>STATUTORY DEBT CAPACITY</b>	<u><u>\$111,235,671</u></u>
<b>PERCENT OF LEGAL DEBT MARGIN UTILIZED</b>	51.14%

**Total Debt Outstanding**

By the end of the recommended 5-Year Capital Improvement Program (CIP) budget the total amount of debt for the City of Dubuque would be \$242.2 million (43% of the statutory debt limit) and the projection is to be at \$161 million (28% of statutory debt limit) within 10 years.



### General Obligation Debt Per Capita



General Obligation Debt Per Capita reflects all general obligation bonds, both tax supported and enterprise fund supported. The decrease in G.O. Debt Per Capita is related to the City Council debt reduction strategy which targeted retiring more debt each year than was issued by the City.

City of Dubuque  
Summary of Bonded Indebtedness

Description	Date of Issue	Average Interest Rate	Year of Final Payment	Amount of Issue	Principal Outstanding 6/30/19	Principal Due FY 2020	Interest Due FY 2020	Principal Outstanding 6/30/20
<b>General Obligation Bonds (Essential Corporate Purpose)</b>								
Airport T-Hangars - Refunded - LOST	12-10-12	1.2193%	2020	405,365	62,000	62,000	1,086	—
Airport New Terminal Furnishings -LOST	11-17-14	3.3000%	2026	55,000	35,000	5,000	1,050	30,000
Airport Improvements Refunding	04-17-17	3.0000%	2030	282,200	246,900	18,800	7,407	228,100
Airport Improvements - PFC	06-28-12	3.1972%	2032	2,145,000	1,570,000	100,000	50,778	1,470,000
Airport Improvements - Sales Tax 20%	06-28-12	3.1972%	2032	90,000	30,000	10,000	685	20,000
Airport Terminal Utility Improv - PFC	11-17-14	3.3000%	2034	690,000	570,000	30,000	18,356	540,000
Airport New Terminal Roads LOST	04-04-16	2.7896%	2036	635,927	552,480	28,775	14,628	523,705
Airport Runway Lighting- FY20	Future	4.0000%	2040	156,400	—	—	—	156,400
Airport Snow Removal Equip- FY20	Future	4.0000%	2040	230,000	—	—	—	230,000
America's River Refunding -General Fund	04-17-17	3.0000%	2021	1,984,100	1,029,500	508,800	30,885	520,700
America's River Refunding - GDTIF	04-17-17	3.0000%	2021	1,255,000	645,000	315,000	19,350	330,000
Building -Conf Center Improv - LOST	06-28-12	2.7903%	2022	60,200	25,800	8,600	774	17,200
Building- Conf Center Energy Improv - FY19	Future	3.3000%	2039	183,000	179,619	6,930	5,871	172,689
Building 18th Street Improv LOST	3-19-18	3.0464%	2026	391,913	350,967	44,846	10,640	306,121
Building City Hall Brickwork - LOST	06-28-12	2.7903%	2027	393,000	243,000	27,000	7,290	216,000
Building Smart Meters Refunding	04-17-17	3.0000%	2030	45,400	39,700	3,000	1,191	36,700
Building Federal Building Roof - LOST	04-04-16	2.7896%	2035	268,404	233,184	12,145	6,174	221,039
Civic Center Improvements - LOST	06-28-12	2.7903%	2027	550,200	340,200	37,800	10,206	302,400
Civic Center Chair Platform Section 3 - FY19	Future	3.3000%	2039	58,000	56,929	2,196	1,861	54,733
DICW Expansion-Non Taxable - Refunding	04-04-16	2.9127%	2023	3,175,000	1,305,000	605,000	39,150	700,000
DICW Expansion - South Siegert Farm	3-19-18	3.0464%	2026	239,534	214,508	27,409	6,504	187,099
DICW North Siegert Refunding	04-17-17	3.0000%	2029	1,285,000	1,105,000	95,000	33,150	1,010,000
DICW Expansion - Consultant	12-10-12	2.5337%	2032	151,462	115,367	7,785	2,864	107,582
DICW Expansion S Siegert Farm Taxable	06-28-12	3.1972%	2032	3,975,000	2,915,000	190,000	94,260	2,725,000
DICW Expansion S Siegert Farm- Exempt	06-28-12	2.7903%	2032	425,000	315,000	20,000	9,762	295,000
DICW Taxable - Land Acquisition	11-17-14	3.9900%	2034	1,640,000	1,305,000	70,000	46,975	1,235,000
E911 Tower Relocation - LOST	06-28-12	2.7903%	2027	235,800	145,800	16,200	4,374	129,600
Fire Station #4 Improvements - Gaming	06-28-12	2.7903%	2022	65,000	30,000	10,000	900	20,000
Fire Amb/Building HVAC/Bunker Irrigation/ Park	11-17-14	3.3000%	2025	715,000	445,000	70,000	13,350	375,000
Fire Pumper - Gaming	06-28-12	2.7903%	2027	269,800	163,300	17,750	4,899	145,550
Fire Truck Refunding - Debt Service Levy	04-17-17	3.0000%	2030	951,500	832,700	63,300	24,981	769,400
Fire Station #2/Park Improvements - LOST	11-17-14	3.3000%	2034	320,000	260,000	15,000	8,375	245,000
Fire Ambulance Replacement	04-17-17	3.0000%	2030	230,000	200,000	15,000	6,000	185,000
Fire Structural Repairs 5&6 - FY19	Future	3.3000%	2039	215,000	211,028	8,141	6,897	202,887
Fire Quick Response Pumper - FY19	Future	3.3000%	2039	225,000	220,843	8,520	7,218	212,323
Fire Pumper Replacement - FY20	Future	3.3000%	2040	292,000	—	5,394	8,857	286,273
Fire Replace HVAC Headquarters - FY20	Future	3.3000%	2040	80,000	—	—	—	80,000
Franchise Fee Settlement Judgment Bond	04-04-16	2.9326%	2035	2,830,000	2,445,000	135,000	67,606	2,310,000
GDTIF Main Street Refunding	04-17-17	3.0000%	2021	305,000	160,000	80,000	4,800	80,000
GDTIF Kephart's Building - Refunding	04-04-16	2.9127%	2023	200,000	120,000	30,000	3,600	90,000
GDTIF Library Renovation - Refunding	04-04-16	2.9127%	2023	1,275,000	760,000	180,000	22,800	580,000
GDTIF Colts Building Renovation - FY19	Future	3.3000%	2039	1,564,000	1,535,107	59,224	50,174	1,475,883
GDTIF East/West Corridor - FY20	Future	4.0000%	2040	450,000	—	—	—	450,000
GDTIF Central-White 2 Way - FY20	Future	4.0000%	2040	20,000	—	—	—	20,000
GDTIF GRC Carpet- FY20	Future	4.0000%	2040	88,000	—	—	—	88,000
GDTIF Town Clock Plaza- FY20	Future	4.0000%	2040	33,000	—	—	—	33,000
GDTIF Jackson Park Restrooms- FY20	Future	4.0000%	2040	250,000	—	—	—	250,000
GDTIF Downtown Housing Refunding	04-17-17	3.0000%	2030	2,120,000	1,880,000	135,000	59,005	1,745,000
GDTIF Millwork District Refunding	04-17-17	3.0000%	2030	2,080,000	1,825,000	140,000	54,750	1,685,000

## Debt Management

Description	Date of Issue	Average Interest Rate	Year of Final Payment	Amount of Issue	Principal Outstanding 6/30/19	Principal Due FY 2020	Interest Due FY 2020	Principal Outstanding 6/30/20
GDTIF 7th Street/2-Way Conversion	03-15-12	2.7031%	2031	5,560,000	3,955,000	280,000	103,794	3,675,000
GDTIF Intermodal	03-15-12	2.5444%	2031	4,380,000	3,115,000	225,000	77,812	2,890,000
GDTIF 5th St Restroom/MFC	12-10-12	2.5337%	2032	1,988,538	1,514,636	102,215	37,605	1,412,421
GDTIF MCIC/ADA Assist./Econ. Dev Grants	12-10-12	1.7008%	2032	1,035,000	410,000	135,000	8,143	275,000
GDTIF Washington Neighborhood Business Incentives	06-28-12	3.1972%	2032	755,000	580,000	40,000	18,705	540,000
GDTIF Intermodal/Millwork Parking/CHI	11-17-14	3.9900%	2034	5,670,000	5,620,000	50,000	205,389	5,570,000
GDTIF Transit Roof/DT Loan Pool/ADA Assist	11-17-14	3.3000%	2034	190,000	180,000	10,000	5,825	170,000
Library Improvements - LOST	06-28-12	2.7903%	2022	65,500	40,500	4,500	1,215	36,000
Library Improvements	12-10-12	2.4872%	2027	173,992	110,028	12,593	2,659	97,435
Park Improvements - Gaming	12-10-12	2.4872%	2022	209,050	88,800	22,200	1,804	66,600
Park Improvements LOST	12-10-12	2.4872%	2022	171,808	64,801	21,068	1,482	43,733
Park Improvements - LOST	06-28-12	2.7903%	2027	65,500	40,500	4,500	1,215	36,000
Park Water System Study Refunding	04-17-17	3.0000%	2030	60,000	52,600	4,100	1,578	48,500
Park Ham House - LOST	04-04-16	2.7896%	2035	200,668	174,336	9,080	4,616	165,256
Park Skate Park (FY 19)	Future	3.3000%	2039	550,000	538,765	20,070	17,615	518,695
Parking Refinanced Portions 5th/3rd St/IA Ramps	12-10-12	1.2193%	2021	5,541,573	638,000	588,000	11,390	50,000
Parking Port of Dubuque Parking Ramp	3-19-18	3.0464%	2026	373,553	334,525	42,745	10,142	291,780
Parking Central Ave Ramp Refunding	04-17-17	3.0000%	2030	6,380,000	5,510,000	475,000	165,300	5,035,000
Parking Iowa Street Ramp Improvements	3-19-18	2.9050%	2031	45,516	42,686	3,022	1,189	39,664
Parking Locust Ramp Security Cameras	06-28-12	2.7903%	2033	175,000	130,000	10,000	4,012	120,000
Parking Improvements	11-17-14	3.3000%	2034	185,000	150,000	10,000	4,787	140,000
Parking Ramp Improvements - Taxable	11-17-14	3.9900%	2034	305,000	255,000	15,000	9,155	240,000
Police Software Replacement - Gaming	12-10-12	2.4872%	2022	355,950	151,200	37,800	3,071	113,400
Police CAD Software - Gaming	11-17-14	3.3000%	2030	260,000	200,000	15,000	6,150	185,000
Public Works Equipment LOST	11-17-14	3.3000%	2022	305,000	135,000	45,000	4,050	90,000
Public Works Equip Refunding	04-17-17	3.0000%	2030	392,000	343,000	26,100	10,290	316,900
Public Works Radio Replacement	03-19-18	2.9077%	2028	110,000	99,268	10,732	2,656	88,536
PW Curb Ramp/Engineering Street Improv	11-17-14	3.3000%	2034	1,250,000	1,030,000	55,000	33,175	975,000
Recreation Improvements - LOST	06-28-12	2.7903%	2022	9,800	4,200	1,400	126	2,800
Recreation Improvements - LOST	12-10-12	2.4872%	2027	14,924	9,668	1,035	234	8,633
Sanitary Improvements Refunding	04-17-17	3.0000%	2030	660,000	580,000	45,000	17,400	535,000
Sanitary Sewer Improvements	3-19-18	2.9050%	2031	1,030,009	965,973	68,378	26,896	897,595
Sanitary Forcemain Repair	12-10-12	2.4872%	2032	655,239	476,975	31,316	12,191	445,659
Sanitary Sewer Improvements	06-28-12	2.7903%	2033	1,560,000	1,160,000	75,000	35,944	1,085,000
Sanitary Sewer Improvements	11-17-14	3.3000%	2034	5,670,000	5,125,000	280,000	165,075	4,845,000
Sanitary Sewer Improvements	04-04-16	2.7896%	2035	2,405,000	2,095,000	110,000	55,406	1,985,000
Solid Waste Collection Refunding	04-17-17	3.0000%	2030	51,300	44,900	3,400	1,347	41,500
Solid Waste Collection	3-19-18	2.9050%	2031	27,447	25,741	1,822	716	23,919
Stormwater Refunding	04-04-16	2.9127%	2028	6,270,000	4,255,000	600,000	127,650	3,655,000
Stormwater Sales Tax Revenue - GO	05-19-14	3.2309%	2029	7,190,000	7,190,000		323,100	7,190,000
Stormwater Improvements Refunding	04-17-17	3.0000%	2030	2,015,000	1,760,000	140,000	52,800	1,620,000
Stormwater Improvements	3-19-18	2.9050%	2031	1,714,542	1,607,948	113,821	44,770	1,494,127
Stormwater Improvements	03-15-12	2.7031%	2031	1,935,000	1,320,000	95,000	34,632	1,225,000
Stormwater 7th Street Storm Improvements	12-10-12	2.4872%	2032	134,342	97,792	6,421	2,499	91,371
Stormwater Improvements	06-28-12	2.7903%	2033	405,000	300,000	20,000	9,300	280,000
Streetlight Replacement Refunding - ST	04-17-17	3.0000%	2030	4,900	4,300	300	129	4,000
Street FEMA Land Buyout - Gaming	06-28-12	2.7903%	2027	110,200	66,700	7,250	2,001	59,450
Street Fiber/Sidewalk/Lights Refunding RUT	04-17-17	3.0000%	2030	258,600	226,400	17,200	6,792	209,200
Street Southwest Arterial	3-19-18	2.9050%	2031	771,557	723,589	51,220	20,146	672,369
Street Southwest Arterial - LOST	12-10-12	2.4872%	2032	1,280,545	941,832	56,780	23,775	885,052
Transit Radio Replacement	03-19-18	2.9077%	2028	95,000	85,732	9,268	2,294	76,464
Transit Midtown Transfer - FY19	Future	3.3000%	2039	212,000	208,084	8,028	6,801	200,056
Transit Vehicle Replacement- FY20	Future	4.0000%	2040	372,420	—	—	—	372,420
Water System Improvements	3-19-18	2.9050%	2031	1,155,930	1,084,065	76,737	30,994	1,007,328
Water System Improvements	12-10-12	2.4872%	2032	644,151	468,906	30,787	11,985	438,119
Water System Improvements	06-28-12	2.7903%	2033	1,840,000	1,365,000	85,000	42,300	1,280,000
Water System Improvements	11-17-14	3.3000%	2034	9,195,000	8,725,000	475,000	281,031	8,250,000

## Debt Management

Description	Date of Issue	Average Interest Rate	Year of Final Payment	Amount of Issue	Principal Outstanding 6/30/19	Principal Due FY 2020	Interest Due FY 2020	Principal Outstanding 6/30/20
Water System Improvements	04-04-16	2.7896%	2035	635,000	555,000	30,000	14,688	525,000
<b>Total General Obligation Bonds</b>				<b>120,660,759</b>	<b>91,695,382</b>	<b>7,938,503</b>	<b>2,877,329</b>	<b>85,728,366</b>
<b>Tax Increment</b>								
Port of Dubuque Parking Ramp	10-16-07	7.5000%	2037	23,025,000	19,535,000	550,000	1,465,125	18,985,000
<b>Total Tax Increment Bonds</b>				<b>23,025,000</b>	<b>19,535,000</b>	<b>550,000</b>	<b>1,465,125</b>	<b>18,985,000</b>
40 Main (GDTIF)	08-06-09		2020	690,529	176,055	85,175	10,235	90,880
<b>Total Tax Increment Notes</b>				<b>690,529</b>	<b>176,055</b>	<b>85,175</b>	<b>10,235</b>	<b>90,880</b>
<b>Total Tax Increment</b>				<b>23,715,529</b>	<b>19,711,055</b>	<b>635,175</b>	<b>1,475,360</b>	<b>19,075,880</b>

TIF bond issue for the Port of Dubuque Parking Ramp backed by Greater Downtown TIF & a minimum assessment agreement

### Tax Increment

#### Economic Development TIF Rebate Agreements

Vanguard (DICW)	06-02-08	Rebate	2022	279,093	98,053	32,684	—	65,369
Faley Properties (DICW)	02-07-11	Rebate	2022	904,638	312,507	104,169	—	208,338
Green Industrial Supply (DICW)	08-15-11	Rebate	2023	2,908,812	800,075	200,019	—	600,056
Tri-State Quality Metals (DICW) Non-Approp	03-17-14	Rebate	2026	32,510	48,785	48,785	—	48,785
Roasting Solutions (DICW) Non-Approp	01-14-16	Rebate	2028	33,666	39,584	39,584	—	39,584
Rite Hite(DICW) Non-Appropriation	01-14-17	Rebate	2030	24,190	—	24,190	—	144,997
Hormel Foods(DICW) (100% 2021/40% 2026)	04-21-08	Rebate	2026	8,250,067	2,658,721	664,680	—	1,994,041
Star Brewery (GDTIF)	07-17-06	Rebate	2020	1,223,307	73,030	73,030	—	—
Victory Café 756 Main St. (GDTIF)	06-21-10	Rebate	2022	87,053	16,746	5,837	—	10,909
Bowling & Beyond Lease Buyout (GDTIF)	10-15-12	Lease Buyout	2032	1,000,000	650,000	50,000	—	600,000
Flexsteel (GDTIF)	04-18-11	Rebate	2024	2,020,572	965,929	193,186	—	772,743
The Rose (Lake Ridge)	09-26-11	Rebate	2024	136,014	84,692	16,938	—	67,754
Linseed Oil (GDTIF) Multi-Res	03-07-13	Rebate	2025	576,504	143,097	16,448	—	126,649
Rousselot (GDTIF) (Non-Appropriation)	01-22-13	Rebate	2025	4,931	10,787	10,787	—	10,787
Steeple Square(GDTIF) (Non-Approp)	01-22-13	Rebate	2030	4,504	4,504	4,504	—	4,504
Julien Hotel (GDTIF)	04-21-08	Rebate	2026	3,260,286	1,442,078	206,011	—	1,236,067
44 Main (GDTIF) Multi-Res	10-18-10	Rebate	2027	446,799	166,205	23,321	—	142,884
Barker Financial (GDTIF) Multi-Res	08-16-10	Rebate	2027	297,282	80,444	13,375	—	67,069
Engine House #1 (GDTIF)	06-06-11	Rebate	2027	171,166	77,527	9,691	—	67,836
253 Main St. (GDTIF) (Non-Approp)	04-06-15	Rebate	2027	5,798	2,921	2,921	—	2,877
Spahn and Rose (GDTIF) (Non-Approp)	04-21-14	Rebate	2027	108,221	104,091	104,091	—	104,091
Franklin Investment -Multires (GDTIF)	04-04-11	Rebate	2028	437,225	217,719	30,534	—	187,185
Plastic Center Betty Jane Block (GDTIF)	02-07-11	Rebate	2028	148,957	46,168	7,124	—	39,044
Caradco (GDTIF) Multi-Res	03-21-11	Rebate	2028	1,499,442	926,287	115,167	—	811,120
Bonson 356 Main St. (GDTIF) Multi-Res	12-19-11	Rebate	2028	152,286	55,239	7,585	—	47,654
Roshek Building (GDTIF) (Non-Approp)	02-17-09	Rebate	2030	5,149,852	263,079	263,079	—	263,079
Novelty Iron Works (GDTIF) (Non-Approp)	06-17-13	Rebate	2031	33,105	141,516	141,516	—	125,666
Rockfarm Holdings (TECH) Non-Approp	10-07-14	Rebate	2027	42,301	37,566	37,566	—	37,566
<b>Total TIF Rebates</b>				<b>29,238,581</b>	<b>9,467,350</b>	<b>2,446,822</b>	<b>—</b>	<b>7,826,654</b>

<b>General Fund Leases</b>	Various	Various	Ongoing	194,160	155,000			155,000
Iowa Finance Authority Loan - Caradco	12-01-10	3.0000%	2030	4,500,000	3,722,825	82,922	135,000	3,639,903
<b>Total Other Lns-Rev Backed</b>				<b>4,500,000</b>	<b>3,722,825</b>	<b>82,922</b>	<b>135,000</b>	<b>3,639,903</b>
<b>Total City Indebtedness Subject to Debt Limit</b>				<b>178,309,029</b>	<b>124,751,612</b>	<b>11,103,422</b>	<b>4,487,689</b>	<b>116,425,803</b>

### Revenue Bonds

Parking Bricktown Parking Lot	07-21-08	5.00%	2023	400,000	152,332	30,988	7,234	121,344
Sanitary Northfork Catfish Improvements SRF	01-13-10	3.25%	2031	912,000	573,000	44,000	18,622	529,000
Sanitary Water & Resource Recovery Upgrade SRF	08-18-10	3.25%	2039	74,285,000	60,449,000	2,488,000	1,208,980	57,961,000

## Debt Management

Description	Date of Issue	Average Interest Rate	Year of Final Payment	Amount of Issue	Principal Outstanding 6/30/19	Principal Due FY 2020	Interest Due FY 2020	Principal Outstanding 6/30/20
Sanitary WRRRC Cogeneration & Sponsor SRF	05-17-13	2.00%	2033	3,048,000	2,257,000	141,000	45,141	2,116,000
Sanitary Kerper Boulevard SRF	Planned	1.43%	2036	2,420,000	1,390,000	62,461	55,600	2,717,539
Sanitary Outfall Manhole Recon SRF FY19	Planned	2.00%	2039	400,000	391,563	17,127	7,746	374,436
Sanitary Asset Mgmt Plan- FY20	Future	2.00%	2040	164,000	—	—	—	164,000
Sanitary CCTV Insepction- FY20	Future	2.00%	2040	75,000	—	—	—	75,000
Sanitary Final Clarifier- FY20	Future	2.00%	2040	130,000	—	—	—	130,000
Sanitary Track Cleaning- FY20	Future	2.00%	2040	100,000	—	—	—	100,000
Sanitary Cedar and Terminal Lift SRF FY 20	Planned	2.00%	2040	153,000	—	—	—	153,000
Sanitary Catfish & Granger Sewer SRF FY20	Planned	2.00%	2040	243,000	—	—	—	243,000
Stormwater Lower Bee Branch Restoration SRF	10-27-10	3.25%	2041	7,850,000	6,429,000	205,000	208,942	6,224,000
Stormwater Lower Bee Branch SRF	09-01-14	2.00%	2034	1,029,000	763,000	48,000	15,260	715,000
Stormwater Northfork Catfish Improv. SRF	01-13-10	3.25%	2031	800,000	502,000	39,000	16,315	463,000
Stormwater Sales Tax Increment Revenue Bond	06-15-15	3.72%	2031	20,800,000	20,800,000	—	762,650	20,800,000
Stormwater Upper Bee Branch & Sponsor SRF	06-17-15	2.00%	2037	30,941,000	22,790,668	1,148,000	328,573	21,890,336
Stormwater Flood Mitigation Project SRF	Planned	2.00%	2038	15,300,000	4,479,042	—	255,291	13,479,042
Stormwater West 32nd Detention Basin SRF	01-14-09	3.25%	2028	1,847,000	971,000	95,000	31,558	876,000
Water Roosevelt Water Tower SRF	Planned	2.00%	2038	2,350,000	475,000	—	70,520	3,457,200
Water CIWA Purchase & Improvements	07-07-17	2.00%	2036	10,198,000	6,710,300	523,000	151,220	7,277,300
Water - CIWA Contract Purchase	12-28-16	3.00%	2022	5,000,000	3,000,000	1,000,000	90,000	2,000,000
Water- Clear Well Reservoirs SRF	10-18-07	3.25%	2028	915,000	482,000	47,000	9,640	435,000
Water Meter Change Out Program SRF	02-12-10	3.25%	2031	6,394,000	4,281,000	297,000	139,132	3,984,000
Water System Improvements & Ext.	11-04-08	4.71%	2023	1,195,000	410,000	95,000	20,158	315,000
Water System Improvements & Ext.	08-16-10	3.54%	2030	5,700,000	4,085,000	235,000	151,500	3,850,000
<b>Total Revenue Bonds</b>				<b>192,649,000</b>	<b>141,390,905</b>	<b>6,515,576</b>	<b>3,594,082</b>	<b>150,450,197</b>
<b>Total City Indebtedness</b>				<b>370,958,029</b>	<b>266,142,517</b>	<b>17,618,998</b>	<b>8,081,771</b>	<b>266,876,000</b>
<b>Statutory Debt Limit</b>					<b>221,512,756</b>			<b>\$227,661,474</b>
<b>% of Debt Limit Used</b>					<b>56.32%</b>			<b>51.14%</b>
<b>Remaining Debt Capacity</b>					<b>96,761,144</b>			<b>111,235,671</b>

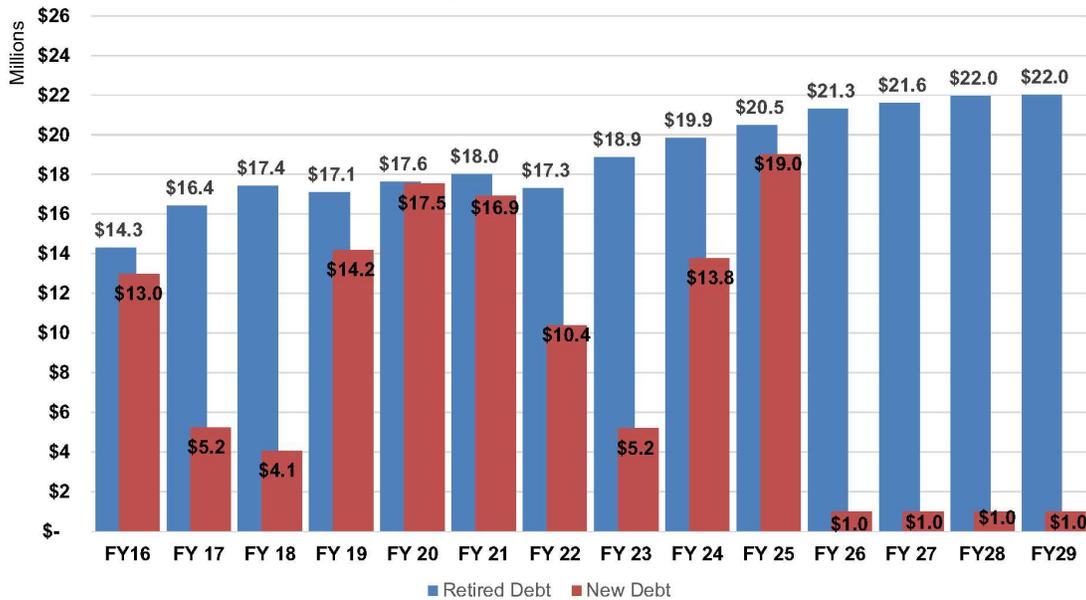
**Retired Debt Versus New Debt**

The total City indebtedness as of June 30, 2020, is projected to be \$266,876,000 (51.14% of statutory debt limit). The total City indebtedness as of June 30, 2016, was \$295,477,641 (86.13% of statutory debt limit). **The City is projected to have \$28,601,641 less in debt as of June 30, 2020.**

The combination of reduced debt and increased utility rates partially reflects the movement to a more "pay as you go" strategy. This could lead to larger tax and fee increases than with the use of debt.

The following chart shows the amount of retired debt as compared to new debt for the five-year Capital Improvement Program ending in Fiscal Year 2024 and then for 10 years ending in Fiscal Year 2029. The new debt includes new debt issuances as well as draw downs on existing state revolving fund loans:

**Retired Debt  
Versus  
New Debt  
(In Millions)**



\* Five-Year Average of New Debt FY16-FY20 \$10,800,907  
 \*\*Five-Year Average of New Debt FY20-FY24 \$12,762,068

## Bond Rating

The City's General Obligation Debt ratings with Moody's Investors Service is Aa3 The bond rating for Moody's Investors Service was affirmed in February 2018. Remarks from Moody's rating report include:

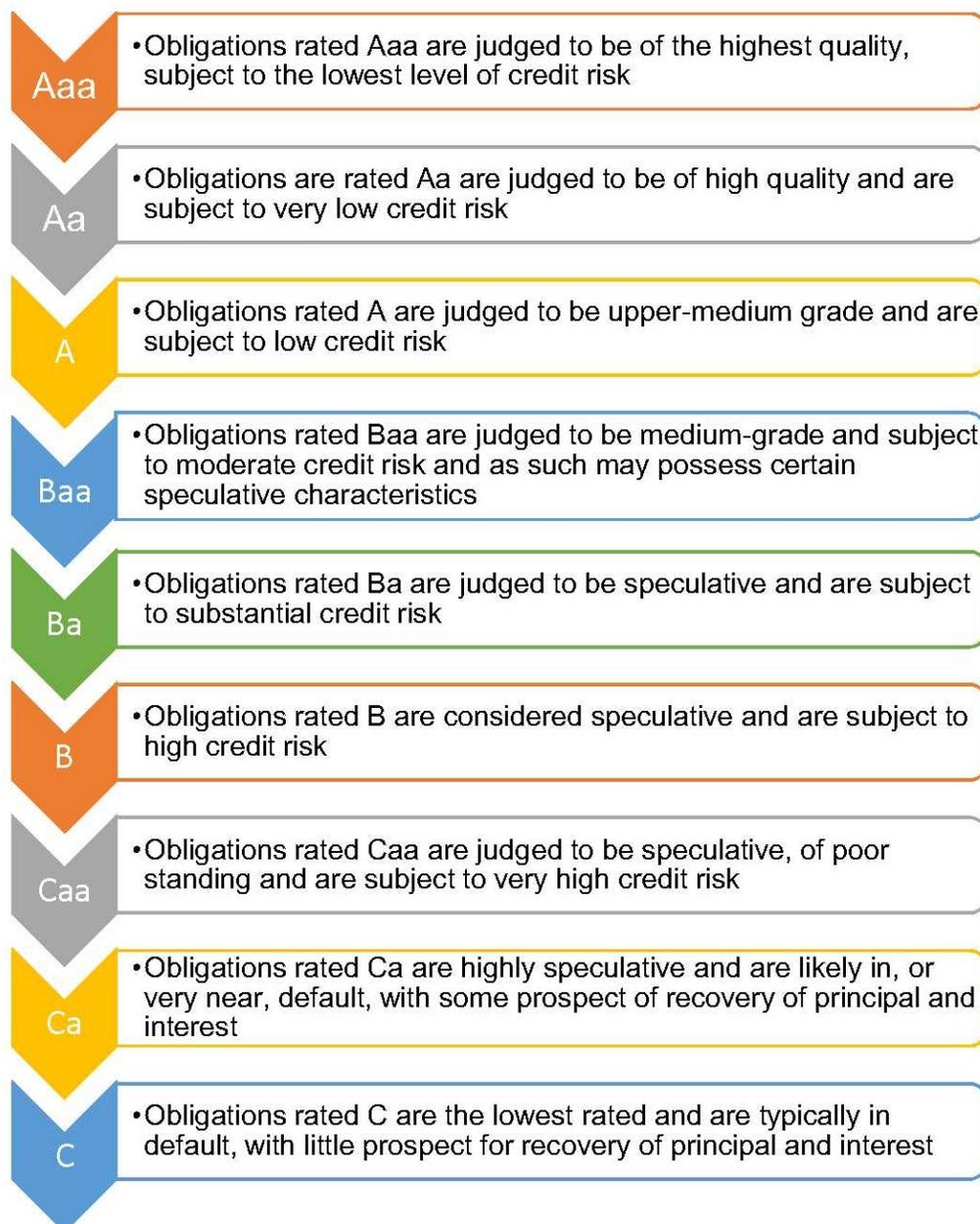
### Credit Strengths:

- Growing economy bolstered by role as a regional economic center for northeast Iowa and surrounding states
- Revenue raising flexibility through access of multiple property tax levies and franchise fees

### Credit Challenges:

- Relatively low resident income levels
- While satisfactory, operating fund balance is more narrow than similarly rated entities
- Elevated leverage related to debt and pensions

### Moody's Investors Service Rating Scale



## FY 20 Moody's Investors Service Bond Ratings Comparison for Iowa Cities

Ranking	City	Rating
1	Iowa City	AAA
	West Des Moines	AAA
	Clive	AAA
2	Cedar Rapids	Aa1
	Ames	Aa1
	Ankeny	Aa1
	Urbandale	Aa1
	Cedar Falls	Aa1
	Marion	Aa1
3	Des Moines	Aa2
	Waterloo	Aa2
	Sioux City	Aa2
	Bettendorf	Aa2
	Council Bluffs	Aa2
4	Dubuque	Aa3
	Davenport	Aa3

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# **CAPITAL BUDGET**

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## **CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The City's five-year Capital Improvement Program (CIP), contained in a separate document, and is used to plan for major changes to the City's infrastructure and other capital improvements. Departments propose projects in the fall and a draft of the CIP is developed before operational budgets are submitted. The CIP by department is reviewed with the operating budgets during budget hearings with City Council in February. The CIP is approved in March with the operating budget.

The CIP document has a page for every project and the format includes description of the project, City Council Goals & Priority outcome, funding restrictions, effect on operations, and relationship to other projects. The CIP recommendation reflects the City's comprehensive plan and the goals and priorities established by City Council.

The FY 2020 adopted capital projects are incorporated into the budget as capital programs. They are found at the end of each applicable program section. Projects which have an effect on operations are noted. The City's CIP Policies are shown in the Policy Budget documents.

The five-year CIP adopted through the current year (Fiscal Year 2019) budget process covered Fiscal Year 2019 through 2023 and is \$167,000,015. The adopted five-year CIP for the upcoming budget process (Fiscal Year 2020) will cover Fiscal Year 2020 through 2024 and is \$192,780,230. This is a \$25,780,215, or 15.44% increase.

The Fiscal Year 2020 CIP budget adoption of \$57,186,070 is a 31.21% increase from the Fiscal Year 2019 CIP budget of \$43,584,986.

For several years, the Mayor and City Council has been taking advantage of the historically low interest rates and investing in City infrastructure and economic development and redevelopment. At the 2015 City Council Goal Setting in July and August, the Mayor and City Council adopted debt reduction as a High Priority. This budget adoption reflects that debt reduction priority.

While the City will be issuing \$44,941,848 in new debt in the adopted five-year CIP, mostly for fire truck and pumper replacements, sanitary improvements and renovation of the former Colts Building as part of the Multicultural Family Center, the City will also be accessing \$18,868,490 of previously issued state revolving fund loans as the related capital improvement projects progress, for a total of \$42,930,470 of debt in FY 2019. The City will be retiring \$91,675,928 of existing debt, reducing the amount of City debt by \$27,865,590.

In this budget recommendation, adopted by the Mayor and City Council for Fiscal Year 2020, the use of the statutory debt limit would be 51%, and by the end of the recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2024, the City of Dubuque would be at 43% of the statutory debt limit. Projections out 10 years to Fiscal Year 2029 show the City of Dubuque at 28% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.

In this extremely low interest rate environment, the City had been increasing the use of debt to accomplish the projects that need to be done. To have any success, a community must have a sound infrastructure. The Mayor and City Council has recognized the infrastructure issues Dubuque faces and has been responsive. While there was some criticism of City use of debt to deal with those infrastructure challenges, that criticism fails to recognize that not financing the needed infrastructure maintenance and improvements is also a form of debt that is passed down to future generations. This was a strategic decision by the City Council realizing that infrastructure investment just gets more expensive over time for these reasons: a) the older a piece of infrastructure gets and the more it is allowed to deteriorate increases costs; b) the longer the wait to invest in infrastructure the costs are increased by inflation; and c) If the investment in infrastructure is not made in this low interest rate environment this investment will

## Capital Improvement Program

eventually need to be made when interest rates are higher, thereby increasing costs. However, beginning in FY 2016 the City Council at their 2015 Goal Setting Session debt reduction was adopted as a High Priority. So the amount of outstanding debt will begin to decrease and going forward the City will be issuing less debt each year than is retired and many projects will become pay-as-you-go.

The debt principal outstanding projected as of June 30, 2019, is currently \$266,142,517. The breakdown of the debt principle outstanding as of June 30, 2019, is as follows:

<b>Debt Obligation</b>	<b>6/30/2019 Principle Outstanding</b>
General Obligation Essential Corporate Purpose	\$ 91,649,114
Tax Increment Notes and Bonds	\$ 19,711,055
Economic Development TIF Rebate Agreements	\$ 9,640,109
General Fund Leases	\$ 155,000
Other Revenue-Backed Loans	\$ 3,739,197
Total Indebtedness Subject to Statutory Debt Limit of \$221,512,756	\$ 124,751,612
Percent of Statutory Debt Limit Used as of June 30, 2019	56.32%
Revenue Bonds	\$ 120,590,905
Debt Subject to Annual Appropriation	\$ 20,800,000
<b>Total City Indebtedness as of June 30, 2018</b>	<b>\$ 266,142,517</b>

## Capital Improvement Program

The City will issue \$44,941,848 in new debt in the adopted 5-year CIP, mostly for fire truck and pumper replacements, fire station expansion, sanitary sewer improvements, additional downtown parking, and maintenance of Five Flags (if there is no referendum or the referendum does not pass).

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
East/West Corridor	\$ 450,000	\$ 150,000				\$ 600,000
Vehicle Replacement	\$ 372,420	\$ 426,522	\$ 187,201			\$ 986,143
Ladder and Pumper Replacement	\$ 291,667		\$ 1,557,550		\$ 405,200	\$ 2,254,417
Jackson Park Restrooms	\$ 250,000					\$ 250,000
Catfish & Granger Interceptor	\$ 243,000	\$ 1,251,000	\$ 1,940,000			\$ 3,434,000
Replace Snow Equipment	\$ 230,000					\$ 230,000
Asset Management Plan	\$ 164,000	\$ 237,000	\$ 121,000			\$ 522,000
Rehab Runway Lighting	\$ 156,400					\$ 156,400
Cedar and Terminal Mains and Lift	\$ 153,000	\$ 750,000	\$ 1,416,000	\$ 2,260,000		\$ 4,579,000
Final Clarifier	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000		\$ 520,000
Track Line Cleaning & Lining	\$ 100,000	\$ 187,790				\$ 287,790
GRC Replace Carpet	\$ 88,000				\$ 120,000	\$ 208,000
Replace HVAC Fire Headquarters	\$ 80,000	\$ 168,924	\$ 344,605			\$ 593,529
CCTV Inspection	\$ 75,000	\$ 285,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 900,000
Clock Tower Plaza Rehab	\$ 33,000	\$ 67,000				\$ 100,000
Central-White 2-Way Conversion Study	\$ 20,000					\$ 20,000
Chavenelle Road Rehab		\$ 2,700,000				\$ 2,700,000
Development of McFadden Farm		\$ 2,616,995				\$ 2,616,995
Sanitary Sewer Ext Existing Developments		\$ 600,000	\$ 1,200,000		\$ 231,786	\$ 2,031,786
E 12th and Elm Parking Lot		\$ 589,000				\$ 589,000
River Dock Expansion		\$ 462,500				\$ 462,500
ABC Building Demo		\$ 417,000				\$ 417,000
Federal Building Renovation		\$ 391,800				\$ 391,800
Auburn and Custer Sewer		\$ 316,400				\$ 316,400
Riverfront Leasehold Improvements		\$ 301,700				\$ 301,700
Stone Retaining Walls - Lowell St		\$ 290,400				\$ 290,400
Jackson Park Amenities		\$ 250,000				\$ 250,000
General Ledger Software		\$ 250,000	\$ 750,000			\$ 1,000,000
Central Avenue Corridor Initiative		\$ 240,000				\$ 240,000
Heeb Street		\$ 230,000				\$ 230,000
Entrance Sign Regrading and Lighting		\$ 216,138				\$ 216,138
Center Place Alley Sewer Rehab		\$ 110,000	\$ 300,000			\$ 410,000

## Capital Improvement Program

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Central Streetscape Implementation		\$ 100,500				\$ 100,500
Hempstead Sanitary Sewer		\$ 30,000	\$ 250,000			\$ 280,000
Street Light Installation		\$ 12,000			\$ 150,000	\$ 162,000
Five Flags Improvements					\$ 4,800,000	\$ 4,800,000
Fire Station Expansion Relocation				\$ 806,000	\$ 3,131,400	\$ 3,937,400
Locust St Ramp Rebuild					\$ 3,000,000	\$ 3,000,000
Southfork Interceptor Sewer				\$ 34,181	\$ 533,819	\$ 568,000
7th Street Extension to Pine					\$ 400,000	\$ 400,000
Cooper Place and Maiden Lane Sewer				\$ 30,000	\$ 300,000	\$ 330,000
Phosphorus Removal					\$ 300,000	\$ 300,000
Arena Roof A/C Replacement					\$ 225,000	\$ 225,000
Rehab Taxiway A				\$ 525,000		\$ 525,000
Twin Ridge Lagoon Abandonment			\$ 465,000			\$ 465,000
Perry & Bradley St Force Main Improv				\$ 260,000		\$ 260,000
High Strength Storage			\$ 522,155	\$ 961,795		\$ 1,483,950
<b>Total New Debt</b>	<b>\$ 2,836,487</b>	<b>\$ 13,777,669</b>	<b>\$ 9,363,511</b>	<b>\$ 5,186,976</b>	<b>\$ 13,777,205</b>	<b>\$ 44,941,848</b>

## Capital Improvement Program

In addition, the City will access \$18,868,490 of previously issued state revolving fund loans as the related capital improvement projects progress. The draw down on these previously issued loans is as follows:

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Sanitary Kerper Boulevard SRF	\$ 1,390,000					\$ 1,390,000
Stormwater Upper Bee Branch & Sponsor SRF	\$ 247,668	\$ 247,664				\$ 495,332
Stormwater Flood Mitigation Project SRF	\$ 9,000,000	\$ 1,820,958				\$10,820,958
Water Roosevelt Water Tower SRF	\$ 2,982,200					\$ 2,982,200
Water CIWA Purchase & Improvements	\$ 1,090,000	\$ 1,060,000	\$ 1,030,000			\$ 3,180,000
<b>Total Draw Downs</b>	<b>\$ 14,709,868</b>	<b>\$ 3,128,622</b>	<b>\$ 1,030,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$18,868,490</b>

The City will retire \$91,675,928 of existing debt over the next five-years (FY20-FY24).

The following chart shows the net reduction of debt from Fiscal Year 2020 - Fiscal Year 2024:

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
New Debt	\$ 2,836,487	\$ 13,777,669	\$ 9,363,511	\$ 5,186,976	\$ 13,777,205	\$ 44,941,848
Previously Issued SRF Draw Downs	\$ 14,709,868	\$ 3,128,622	\$ 1,030,000	\$ —	\$ —	\$ 18,868,490
Retired Debt	-\$17,618,998	-\$18,014,968	-\$17,320,037	-\$18,868,537	-\$19,853,388	-\$91,675,928
<b>Net Debt Reduction</b>	<b>-\$72,643</b>	<b>-\$1,108,677</b>	<b>-\$6,926,526</b>	<b>-\$13,681,561</b>	<b>-\$6,076,183</b>	<b>-\$27,865,590</b>

Capital improvement activities have been established in the City's budget to separate CIP projects and project expense (i.e., Storm Sewer Capital Improvement Activity, Street Capital Improvement Activity, Park Capital Improvement Activity) from operating expense (i.e., supplies, insurance salaries). The State of Iowa budget law requires that a city's budget be prepared and certified on a program basis. This means that each activity must fall under one of the State mandated budget program areas.

Table 1 below shows a summary of the five-year CIP by State Program. This is a increase of \$25,780,215 from the FY 2019-2023 total CIP budget of \$167,000,015.

**TABLE 1 - FISCAL YEAR 2020-2024 CIP CAPITAL IMPROVEMENT PROGRAM**

EXPENDITURES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Public Safety	545,000	762,934	2,146,165	1,219,261	3,955,006	8,628,366
Public Works	16,170,249	10,768,996	13,452,227	10,125,936	10,961,729	61,479,137
Culture & Recreation	1,084,531	940,618	704,782	1,529,000	7,926,112	12,185,043
Community & Economic Devl	5,851,891	6,925,099	3,614,480	3,046,158	3,660,217	23,097,845
General Government	1,857,997	1,788,163	2,265,444	2,052,997	1,101,461	9,066,062
Business Type	31,676,402	18,298,112	10,394,678	7,916,909	10,037,676	78,323,777
<b>TOTAL</b>	<b>57,186,070</b>	<b>39,483,922</b>	<b>32,577,776</b>	<b>25,890,261</b>	<b>37,642,201</b>	<b>192,780,230</b>

**HOW THE MONEY IS SPENT  
5 YEAR CAPITAL IMPROVEMENT BUDGET**

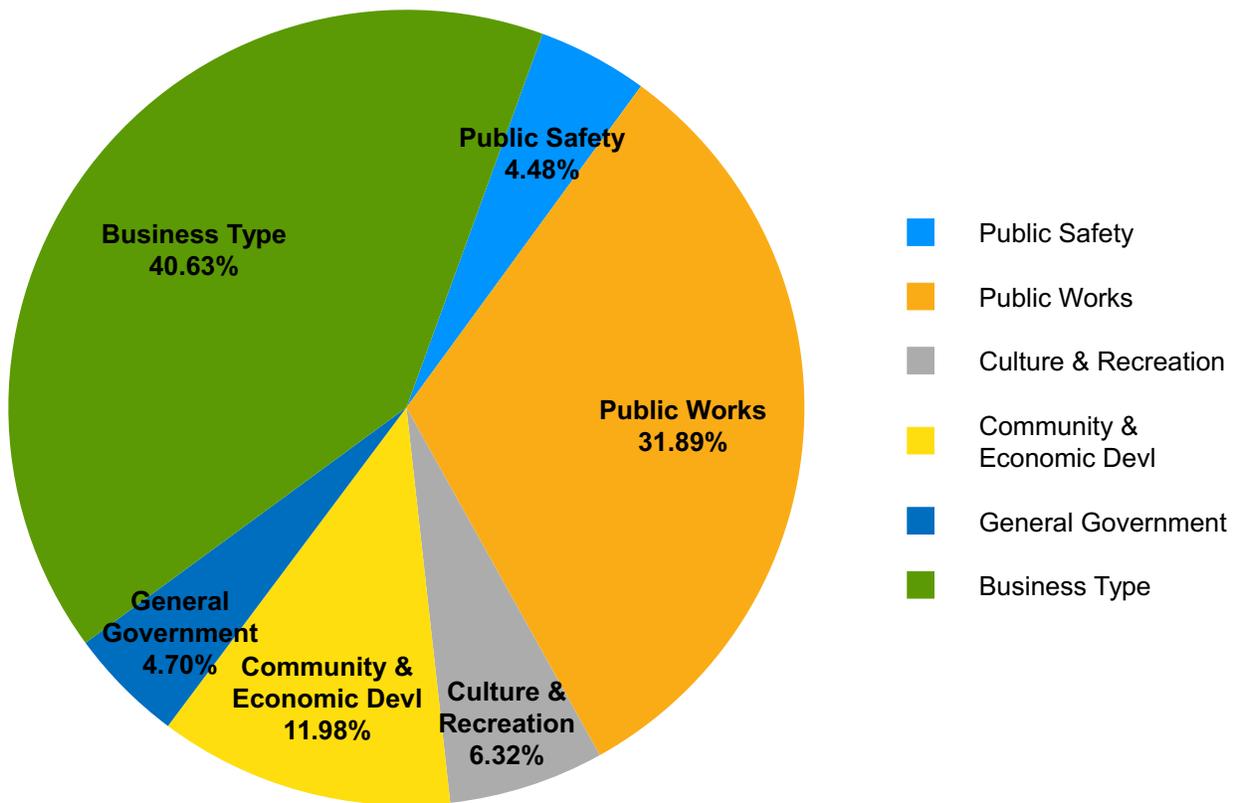
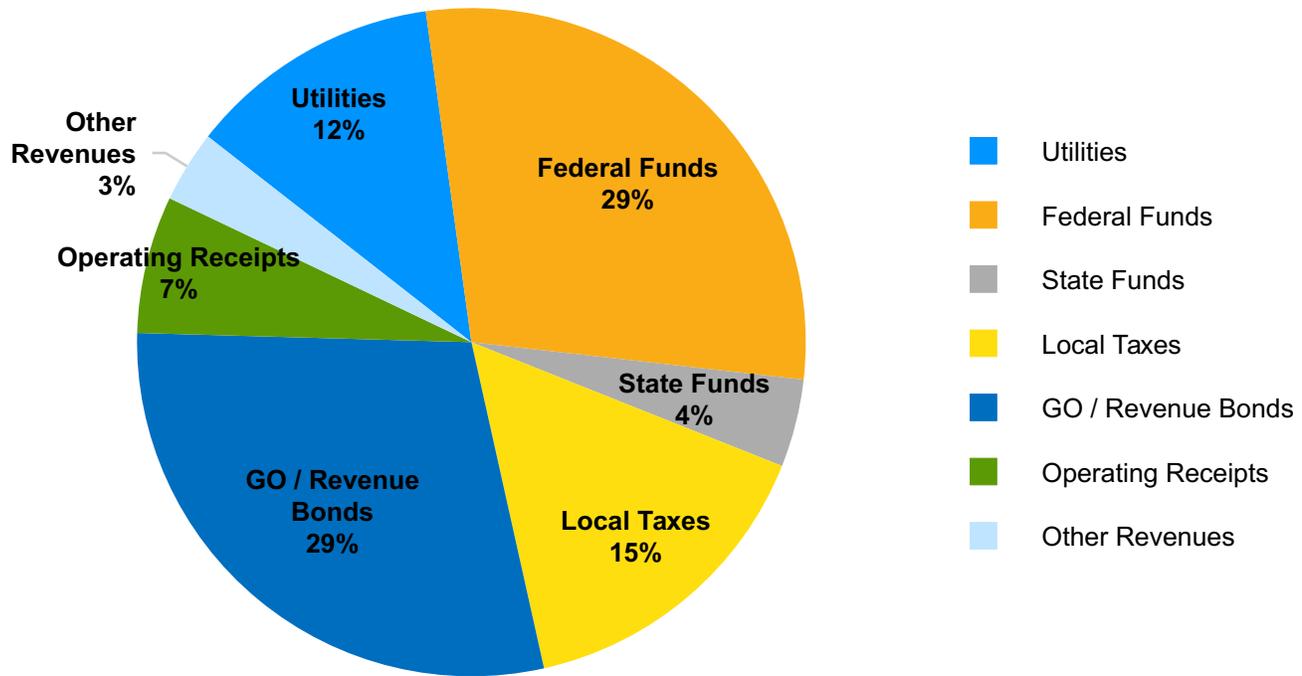


TABLE 2 - CIP FUNDING SOURCES

FUNDING SOURCES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Utilities	6,499,711	5,229,043	3,264,125	3,650,288	5,000,591	23,643,758
Federal Funds	24,457,894	9,081,288	9,929,132	6,357,400	6,020,270	55,845,984
State Funds	4,918,101	303,970	618,283	911,283	1,446,523	8,198,160
Local Taxes	6,262,253	5,208,276	5,798,386	5,652,124	6,907,453	29,828,492
GO / Revenue Bonds	11,836,487	15,598,627	9,363,511	5,186,976	13,777,205	55,762,806
Operating Receipts	1,427,581	2,493,165	2,456,369	3,367,520	3,070,965	12,815,600
Other Revenues	1,784,043	1,569,553	1,147,970	764,670	1,419,194	6,685,430
<b>TOTAL</b>	<b>57,186,070</b>	<b>39,483,922</b>	<b>32,577,776</b>	<b>25,890,261</b>	<b>37,642,201</b>	<b>192,780,230</b>

**WHERE THE MONEY COMES FROM  
5 YEAR CAPITAL IMPROVEMENT BUDGET**



**Operating Impacts**

The projects listed in the five-year Capital Improvement Program will have operating impacts as indicated below:

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
HVAC Replacement at Fire Headquarters 11 West 9th Street	(500)	(2,000)	(1,500)	—	—
Implement Mechanical & Electrical System Design Study Recommendations	—	—	(5,000)	(5,000)	(5,000)
Fire Station Expansion/Relocation	68,287	183,268	559,428	758,960	1,236,977
City Hall Boiler	(290)	(290)	(290)	(290)	(290)
City Hall Annex Windows	(425)	(425)	(425)	(425)	(425)
Dubuque Industrial Center McFadden Signs	—	—	—	1,000	1,000
Dubuque Industrial Center South Signs	—	—	—	1,000	1,000
JFK Circle Phase 2	1,020	1,040	1,061	1,082	1,104
East 12th and Elm Street Parking Lot Construction (Lot 1 Millwork Parking District)	—	1,000	2,000	2,000	2,000
Eagle Point Park - Street Light Replacement	—	—	(1,150)	(2,300)	(2,300)
Jackson Park - Construct Rest Rooms	5,500	5,500	5,500	5,500	5,500
All Parks - Replace Security Lights	(750)	(3,000)	(3,000)	(3,000)	(4,000)
Energy Efficiency Improvements	—	1,500	1,600	—	—
Water Line Extensions to New Developments	—	(25,422)	(25,422)	(25,422)	(25,422)
SCADA & Communications Infrastructure Improvement Project	—	1,200	1,200	1,200	1,200
Tamarack Park Drive/Wood Gate Drive Frontage Road Water Main Extension	(5,400)	(5,400)	(5,400)	(5,400)	(7,560)
Bee Branch Creek Railroad Culverts (Phase 7 of Bee Branch Watershed Flood Mitigation Project)	315,729	1,053,060	1,053,560	1,052,780	1,053,060
Sanitary Sewer Extensions to Existing Developments	—	—	(50,000)	(66,263)	(68,251)
Cedar and Terminal Street Lift Station and Force Main Assessment and Improvements	—	60,660	148,170	148,170	148,170
Wood Street Sanitary Sewer Reconstruction (Consent Decree)	4,500	4,500	4,500	4,500	4,500
Center Place Alley Sanitary Sewer Rehabilitation	—	—	18,655	18,655	18,655
Port of Dubuque Riverfront Dock Expansion	—	—	12,650	5,459	(2,155)
Pavement Preservation Program	10,000	10,000	10,000	10,000	10,000
Bee Branch Creek Trail: 16th to 9th	10,000	10,000	10,000	10,000	10,000
Complete Street Elements - Trails, Sidewalks and Signs	—	—	3,000	—	—
High-Strength Waste Receiving/Storage	—	—	—	33,081	33,081
Street Camera Installation	5,256	11,826	24,090	35,040	43,800
Fiber Infrastructure Management System	—	15,000	15,000	15,000	15,000
<b>Total Operating Impact</b>	<b>412,927</b>	<b>1,322,017</b>	<b>1,778,227</b>	<b>1,995,327</b>	<b>2,469,644</b>

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel	68,287	155,066	506,798	701,747	1,093,076
Operating	344,640	1,166,951	1,271,429	1,293,580	1,376,568
<b>Total Operating Costs</b>	<b>412,927</b>	<b>1,322,017</b>	<b>1,778,227</b>	<b>1,995,327</b>	<b>2,469,644</b>

**CITY OF DUBUQUE, IOWA**  
**Fiscal Year 2020-2024 Capital Improvement Program (CIP)**

**TO:** The Honorable Mayor and City Council Members

**FROM:** Michael C. Van Milligen, City Manager

Attached is the Fiscal Year 2020-2024 Capital Improvement Program (CIP). State law requires that a five-year CIP be adopted by the City Council after a public hearing. The required CIP public hearing will be held March 7, 2019, at the same time as the public hearing on the Fiscal Year 2020 Operating Budget.

The CIP, as the plan for the City's physical development effort, attempts to address a variety of needs that the City must meet if it is to maintain its physical facilities, meet its service commitments and provide for its future development. The CIP recommendation reflects the City's comprehensive plan and the goals and priorities established by the City Council and are shown in each of the State mandated budget program areas.

The Fiscal Year 2020 CIP budget recommendation of \$57,186,070 is a 31.21% increase from the Fiscal Year 2019 CIP budget of \$43,584,986.

For several years, the Mayor and City Council has been taking advantage of the historically low interest rates and investing in City infrastructure and economic development and redevelopment. At the 2015 City Council Goal Setting, the Mayor and City Council adopted debt reduction as a High Priority. This budget recommendation reflects that debt reduction priority.

While the City will issue \$44,941,848 in new debt in the recommended five-year CIP, mostly for fire truck and pumper replacements, fire station expansion, sanitary sewer improvements, additional downtown parking, and maintenance of Five Flags (if there is no referendum or the referendum does not pass), the City will access \$18,868,490 of previously issued state revolving fund loans as the related capital improvement projects progress, for a total of \$63,810,338 of debt in FY 2020-2024. The City will retire \$91,675,928 of existing debt, reducing the amount of City debt by \$27,865,590.

In this budget recommendation, the Mayor and City Council are currently reviewing for Fiscal Year 2020, the use of the statutory debt limit would be 51%, and by the end of the recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2024, the City of Dubuque would be at 43% of the statutory debt limit. Projections out 10 years to Fiscal Year 2029 show the City of Dubuque at 28% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.

In this extremely low interest rate environment, the City had been increasing the use of debt to accomplish the projects that need to be done. To have any success, a community must have a sound infrastructure. The Mayor and City Council has recognized the infrastructure issues Dubuque faces and has been responsive. While there was some criticism of City use of debt to deal with those infrastructure challenges, that criticism fails to recognize that not financing the needed infrastructure maintenance and improvements is also a form of debt that is passed down to future generations. This was a strategic decision by the City Council realizing that infrastructure investment just gets more expensive over time for these reasons: a) the older a piece of infrastructure gets and the more it is allowed to deteriorate increases costs; b) the longer the wait to invest in infrastructure the costs are increased by inflation; and c) If the investment in infrastructure is not made in this low interest rate environment this investment will eventually need to be made when interest rates are higher, thereby increasing costs. However, beginning in FY 2016 the City Council at their 2015 Goal Setting Session

## Capital Improvement Program

debt reduction was adopted as a High Priority. So the amount of outstanding debt will begin to decrease and going forward the City will be issuing less debt each year than is retired and many projects will become pay-as-you-go.

The debt principal outstanding projected as of June 30, 2019, is currently \$266,142,517. The breakdown of the debt principle outstanding as of June 30, 2019, is as follows:

<b>Debt Obligation</b>	<b>6/30/2019 Principle Outstanding</b>
General Obligation Essential Corporate Purpose	\$ 91,695,382
Tax Increment Notes and Bonds	\$ 19,711,055
Economic Development TIF Rebate Agreements	\$ 9,467,350
General Fund Leases	\$ 155,000
Other Revenue-Backed Loans	\$ 3,722,825
Total Indebtedness Subject to Statutory Debt Limit of \$221,512,756	\$ 124,751,612
Percent of Statutory Debt Limit Used as of June 30, 2019	56.32%
Revenue Bonds	\$ 120,590,905
Debt Subject to Annual Appropriation	\$ 20,800,000
<b>Total City Indebtedness as of June 30, 2018</b>	<b>\$ 266,142,517</b>

## Capital Improvement Program

The City will issue \$44,941,848 in new debt in the recommended 5-year CIP, mostly for fire truck and pumper replacements, fire station expansion, sanitary sewer improvements, additional downtown parking, and maintenance of Five Flags (if there is no referendum or the referendum does not pass).

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
East/West Corridor	\$ 450,000	\$ 150,000				\$ 600,000
Vehicle Replacement	\$ 372,420	\$ 426,522	\$ 187,201			\$ 986,143
Ladder and Pumper Replacement	\$ 291,667		\$ 1,557,550		\$ 405,200	\$ 2,254,417
Jackson Park Restrooms	\$ 250,000					\$ 250,000
Catfish & Granger Interceptor	\$ 243,000	\$ 1,251,000	\$ 1,940,000			\$ 3,434,000
Replace Snow Equipment	\$ 230,000					\$ 230,000
Asset Management Plan	\$ 164,000	\$ 237,000	\$ 121,000			\$ 522,000
Rehab Runway Lighting	\$ 156,400					\$ 156,400
Cedar and Terminal Mains and Lift	\$ 153,000	\$ 750,000	\$ 1,416,000	\$ 2,260,000		\$ 4,579,000
Final Clarifier	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000		\$ 520,000
Track Line Cleaning & Lining	\$ 100,000	\$ 187,790				\$ 287,790
GRC Replace Carpet	\$ 88,000				\$ 120,000	\$ 208,000
Replace HVAC Fire Headquarters	\$ 80,000	\$ 168,924	\$ 344,605			\$ 593,529
CCTV Inspection	\$ 75,000	\$ 285,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 900,000
Clock Tower Plaza Rehab	\$ 33,000	\$ 67,000				\$ 100,000
Central-White 2-Way Conversion Study	\$ 20,000					\$ 20,000
Chavenelle Road Rehab		\$ 2,700,000				\$ 2,700,000
Development of McFadden Farm		\$ 2,616,995				\$ 2,616,995
Sanitary Sewer Ext Existing Developments		\$ 600,000	\$ 1,200,000		\$ 231,786	\$ 2,031,786
E 12th and Elm Parking Lot		\$ 589,000				\$ 589,000
River Dock Expansion		\$ 462,500				\$ 462,500
ABC Building Demo		\$ 417,000				\$ 417,000
Federal Building Renovation		\$ 391,800				\$ 391,800
Auburn and Custer Sewer		\$ 316,400				\$ 316,400
Riverfront Leasehold Improvements		\$ 301,700				\$ 301,700
Stone Retaining Walls - Lowell St		\$ 290,400				\$ 290,400
Jackson Park Amenities		\$ 250,000				\$ 250,000
General Ledger Software		\$ 250,000	\$ 750,000			\$ 1,000,000
Central Avenue Corridor Initiative		\$ 240,000				\$ 240,000
Heeb Street		\$ 230,000				\$ 230,000
Entrance Sign Regrading and Lighting		\$ 216,138				\$ 216,138
Center Place Alley Sewer Rehab		\$ 110,000	\$ 300,000			\$ 410,000
Central Streetscape Implementation		\$ 100,500				\$ 100,500

## Capital Improvement Program

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Hempstead Sanitary Sewer		\$ 30,000	\$ 250,000			\$ 280,000
Street Light Installation		\$ 12,000			\$ 150,000	\$ 162,000
Five Flags Improvements					\$ 4,800,000	\$ 4,800,000
Fire Station Expansion Relocation				\$ 806,000	\$ 3,131,400	\$ 3,937,400
Locust St Ramp Rebuild					\$ 3,000,000	\$ 3,000,000
Southfork Interceptor Sewer				\$ 34,181	\$ 533,819	\$ 568,000
7th Street Extension to Pine					\$ 400,000	\$ 400,000
Cooper Place and Maiden Lane Sewer				\$ 30,000	\$ 300,000	\$ 330,000
Phosphorus Removal					\$ 300,000	\$ 300,000
Arena Roof A/C Replacement					\$ 225,000	\$ 225,000
Rehab Taxiway A				\$ 525,000		\$ 525,000
Twin Ridge Lagoon Abandonment			\$ 465,000			\$ 465,000
Perry & Bradley St Force Main Improv				\$ 260,000		\$ 260,000
High Strength Storage			\$ 522,155	\$ 961,795		\$ 1,483,950
<b>Total New Debt</b>	<b>\$ 2,836,487</b>	<b>\$ 13,777,669</b>	<b>\$ 9,363,511</b>	<b>\$ 5,186,976</b>	<b>\$ 13,777,205</b>	<b>\$ 44,941,848</b>

In addition, the City will access \$18,868,490 of previously issued state revolving fund loans as the related capital improvement projects progress. The draw down on these previously issued loans is as follows:

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Sanitary Kerper Boulevard SRF	\$ 1,390,000					\$ 1,390,000
Stormwater Upper Bee Branch & Sponsor SRF	\$ 247,668	\$ 247,664				\$ 495,332
Stormwater Flood Mitigation Project SRF	\$ 9,000,000	\$ 1,820,958				\$10,820,958
Water Roosevelt Water Tower SRF	\$ 2,982,200					\$ 2,982,200
Water CIWA Purchase & Improvements	\$ 1,090,000	\$ 1,060,000	\$ 1,030,000			\$ 3,180,000
<b>Total Draw Downs</b>	<b>\$ 14,709,868</b>	<b>\$ 3,128,622</b>	<b>\$ 1,030,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$18,868,490</b>

The City will retire \$91,675,928 of existing debt over the next five-years (FY20-FY24).

## Capital Improvement Program

The following chart shows the net reduction of debt from Fiscal Year 2020 - Fiscal Year 2024:

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
New Debt	\$ 2,836,487	\$ 13,777,669	\$ 9,363,511	\$ 5,186,976	\$ 13,777,205	\$ 44,941,848
Previously Issued SRF Draw Downs	\$ 14,709,868	\$ 3,128,622	\$ 1,030,000	\$ —	\$ —	\$ 18,868,490
Retired Debt	-\$17,618,998	-\$18,014,968	-\$17,320,037	-\$18,868,537	-\$19,853,388	-\$91,675,928
<b>Net Debt Reduction</b>	<b>-\$72,643</b>	<b>-\$1,108,677</b>	<b>-\$6,926,526</b>	<b>-\$13,681,561</b>	<b>-\$6,076,183</b>	<b>-\$27,865,590</b>

There was a 2.78% increase in assessed value effective January 1, 2018, which is the assessment the Fiscal Year 2020 statutory debt limit is based on. The statutory debt limit effective June 30, 2020 is \$227,661,474. **The City will be at 51.14% of statutory debt limit by June 30, 2020.** In Fiscal Year 2016 the City was at 86.13% of statutory debt limit, so **51.14% in Fiscal Year 2020 is a -34.99% decrease in use of the statutory debt limit.**

The ten year history of the City's use of the statutory debt limit is as follows:

FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
54.38%	64.14%	69.69%	84.31%	83.87%	89.89%	86.13%	69.47%	63.42%	56.32%

The five year projection of the City's use of the statutory debt limit from Fiscal Year 2020–2024 including all planned debt issuances subject to the statutory limit and assuming a 2% growth in the City's assessed valuation beginning in Fiscal Year 2020 is as follows:

FY 20	FY 21	FY 22	FY 23	FY 24
51.14%	50.04%	46.56%	42.50%	42.77%

## Capital Improvement Program

The following chart shows Dubuque's relative position pertaining to use of the statutory debt limit for Fiscal Year 2020 compared to the other cities in Iowa for Fiscal Year 2018 with a population over 50,000:

### Fiscal Year 2018 Legal Debt Limit Comparison for Eleven Largest Iowa Cities

Rank	City	Legal Debt Limit (5%)	Statutory Debt Outstanding	Percentage of Legal Debt Limit Utilized
11	Des Moines	\$ 577,394,243	\$ 393,570,000	68.16%
10	Sioux City	\$ 213,569,727	\$ 144,100,000	67.47%
9	Davenport	\$ 330,626,114	\$ 211,165,000	63.87%
8	Waterloo	\$ 191,406,282	\$ 108,225,490	56.54%
7	Cedar Rapids	\$ 518,039,169	\$ 271,585,000	52.43%
6	Ankeny	\$ 245,580,138	\$ 126,830,000	51.65%
5	W. Des Moines	\$ 359,449,675	\$ 184,720,000	51.39%
4	<b>Dubuque (FY20)</b>	<b>\$ 227,661,474</b>	<b>\$ 116,425,803</b>	<b>51.14%</b>
	<b>Dubuque (FY24)</b>	<b>\$ 246,428,101</b>	<b>\$ 105,406,783</b>	<b>42.77%</b>
3	Ames	\$ 209,227,522	\$ 65,480,000	31.30%
2	Council Bluffs	\$ 241,950,558	\$ 68,725,096	28.40%
	<b>Dubuque (FY29)</b>	<b>\$ 272,076,536</b>	<b>\$ 76,004,423</b>	<b>27.93%</b>
1	Iowa City	\$ 274,723,837	\$ 66,945,000	24.37%

### Retired Debt Versus New Debt

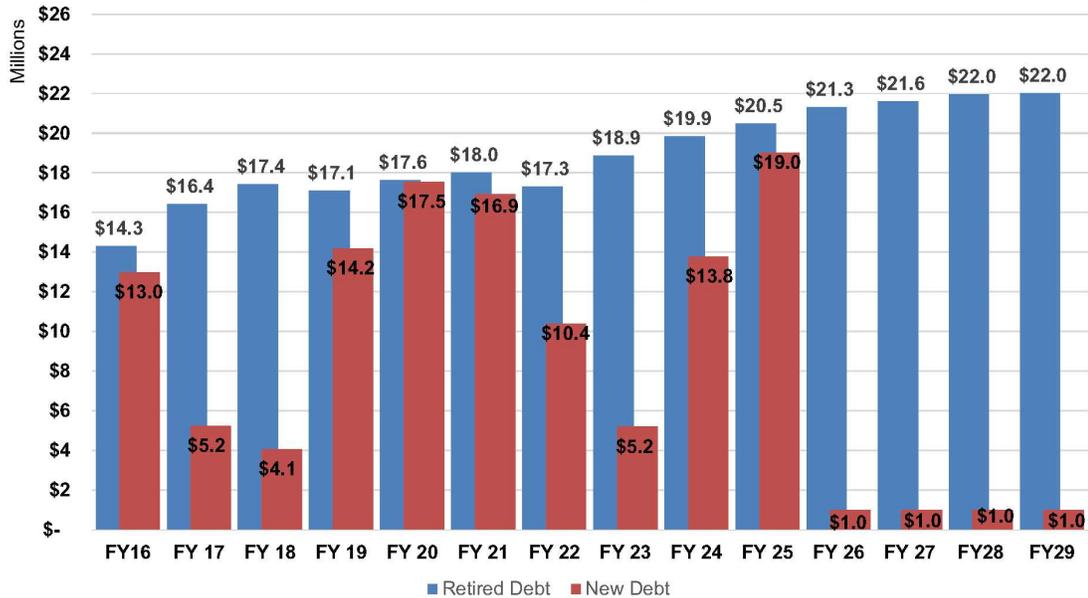
The total City indebtedness as of June 30, 2020, is projected to be \$266,876,000 (51.14% of statutory debt limit). The total City indebtedness as of June 30, 2016, was \$295,477,641 (86.13% of statutory debt limit).

**The City is projected to have \$28,601,641 less in debt as of June 30, 2020.**

The combination of reduced debt and increased utility rates partially reflects the movement to a more "pay as you go" strategy. This could lead to larger tax and fee increases than with the use of debt.

The following chart shows the amount of retired debt as compared to new debt for the five-year Capital Improvement Program ending in Fiscal Year 2024 and then for 10 years ending in Fiscal Year 2029. The new debt includes new debt issuances as well as draw downs on existing state revolving fund loans:

### Retired Debt Versus New Debt (In Millions)

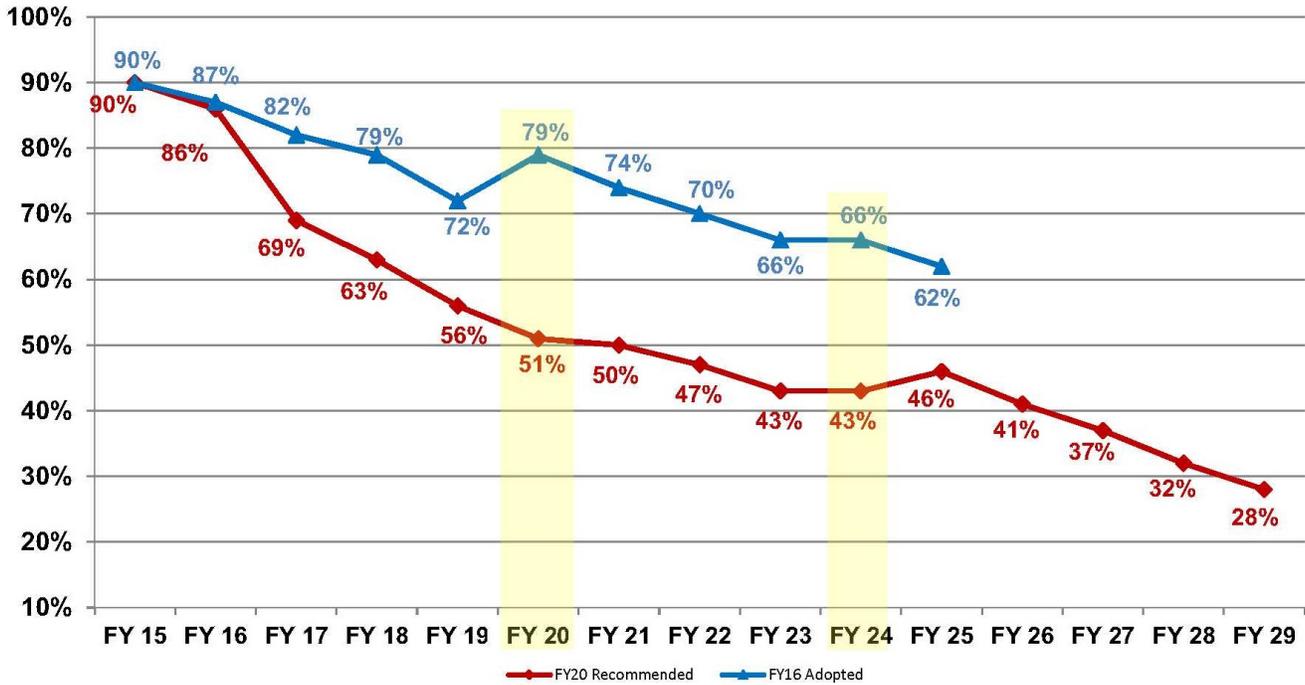


\* Five-Year Average of New Debt FY16-FY20 \$10,800,907  
 \*\*Five-Year Average of New Debt FY20-FY24 \$12,762,068

### Statutory Debt and Total Debt

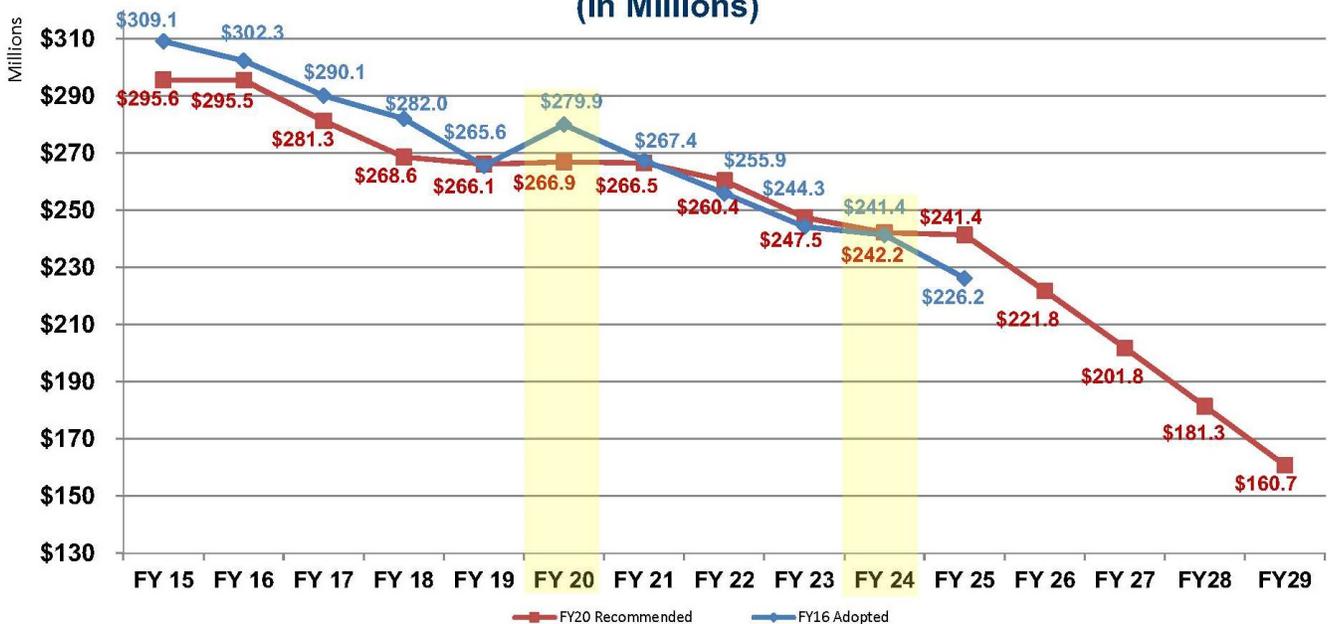
In August 2015, the Mayor and City Council adopted a debt reduction strategy which targeted retiring more debt each year than was issued by the City. This recommendation achieves that target throughout the 5-year CIP. I am pleased to report the recommendation will substantially beat overall debt reduction targets over the next five-and ten-year periods. **You can see that the Mayor and City Council have significantly impacted the City’s use of the statutory debt limit established by the State of Iowa. In Fiscal Year 2015, the City of Dubuque used 90% of the statutory debt limit. In this budget recommendation, the Mayor and City Council are currently reviewing for Fiscal Year 2020, the use of the statutory debt limit would be 51%, and by the end of the recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2024, the City of Dubuque would be at 43% of the statutory debt limit. Projections out 10 years to Fiscal Year 2029 show the City of Dubuque at 28% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.**

### Statutory Debt Limit Used (as of June 30th)



By the end of the recommended 5-Year Capital Improvement Program (CIP) budget the total amount of debt for the City of Dubuque would be \$242.2 million (43% of the statutory debt limit) and the projection is to be at \$161 million (28% of statutory debt limit) within 10 years.

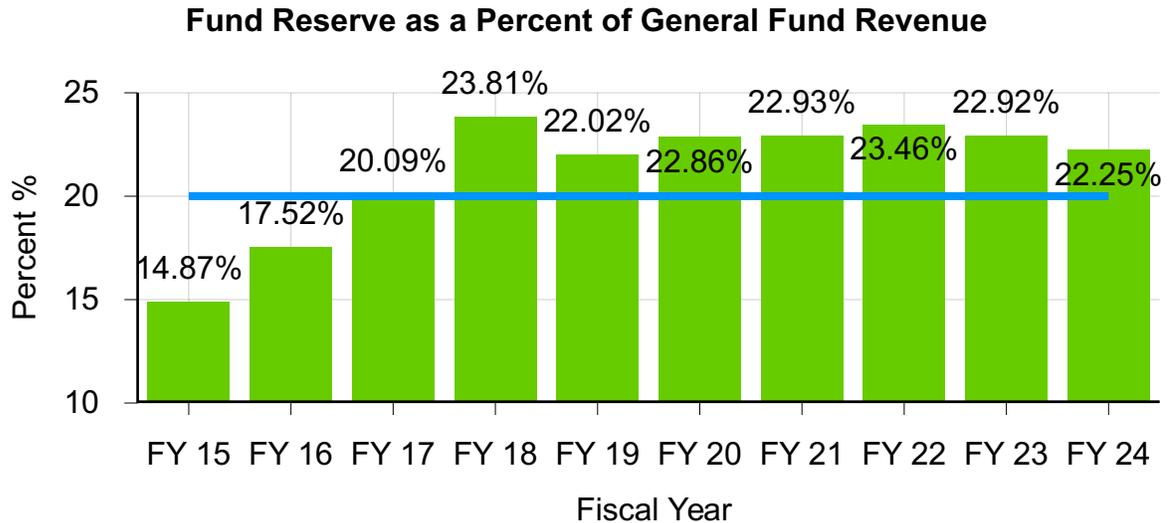
### Total Debt (In Millions)



**General Fund Reserves**

The City maintains a general fund reserve, or working balance, to allow for unforeseen expenses that may occur. Moody's Investor Service recommends a 20% General Fund Operating Reserve for "AA" rated cities. In May 2015, Moody's Investors Service downgraded Dubuque's general obligation bond rating from Aa2 to Aa3, but removed the negative future outlook. This followed two bond rating upgrades in 2003 and 2010, and one bond rating downgrade in 2014. In announcing the bond rating downgrade, Moody's noted the City's general fund balance/reserve declined.

Fiscal Year	Fund Reserve (As percent of General Fund revenues)	Reason for change from previous Fiscal Year
FY 2015	14.87%	Unchanged
FY 2016	17.52%	Increase due to capital projects not expended before the end of the FY and increase in general fund revenue
FY 2017	20.09%	Increase due to capital projects not expended before the end of the FY and additional contributions to general fund reserve
FY 2018	23.81%	Increase due to capital projects not expended before the end of the FY and additional contributions to general fund reserve
FY 2019	22.02%	Decrease due to planned capital expenditures
FY 2020	22.86%	Increase due to additional contribution



## Capital Improvement Program

The City of Dubuque has historically adopted a general fund reserve policy as part of the Fiscal and Budget Policy Guidelines which is adopted each year as part of the budget process. During Fiscal Year 2013, the City adopted a formal Fund Reserve Policy which states the City may continue to add to the General Fund minimum balance of 10% when additional funds are available until 20% of Net General Fund Operating Cost is reached.

After all planned expenditures plus an additional \$1,700,000 added to the fund balance in FY 2019, the City of Dubuque will have a general fund reserve of 19.76 percent of general fund expenses as computed by the methodology adopted in the City's general fund reserve policy or 22.02 percent of general fund revenues as computed by the methodology used by Moody's Investors Service. The general fund reserve cash balance is projected to be \$11,384,325 on June 30, 2019.

The intent is to increase the General Fund working balance or operating reserve by \$1,000,000 in Fiscal Year 2020. In subsequent years, the City will add to the operating reserve until 20% is maintained consistently. **In Fiscal Year 2017, the City had projected reaching this consistent and sustainable 20% reserve level in Fiscal Year 2022. This 20% level was actually reached in Fiscal Year 2017, five years ahead of schedule.**

The reserve will increase by \$2,800,000 (20.3%) from Fiscal Year 2019 - Fiscal Year 2024.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Contribution	\$1,050,000	\$1,700,000	\$1,000,000	\$100,000	\$100,000	\$100,000	\$100,000
City's Spendable General Fund Cash Reserve Fund Balance	\$16,460,491	\$15,485,326	\$16,185,326	\$16,285,326	\$16,385,326	\$16,485,326	\$16,585,326
% of Projected Revenue (Moody's)	23.81%	22.02%	22.86%	22.93%	23.46%	22.92%	22.25%

**In October 2016, Moody's Investors Service upgraded the rating on \$18 million in City of Dubuque bonds issued to support the Bee Branch Watershed Flood Mitigation Project from A3 to A2.**

### State Revolving Fund Sponsorship Projects and Green Project Loans

The City uses State Revolving Fund (SRF) loans for water and sanitary sewer projects whenever possible because of the **very low annual interest rate of 1.75% with an annual servicing fee of 0.25%**.

In 2009, legislation was passed in Iowa that allows water utilities that issue debt through the Clean Water State Revolving Fund Program to sponsor and help finance other water quality improvement (CWSRF) projects within or outside its service limits. This new funding mechanism, called Water Resource Restoration Sponsored Projects, will provide cities, counties, local watershed organizations, watershed management authorities, county conservation boards, and soil and water conservation districts a funding source to construct improvements throughout a watershed that keep sediment, nutrients, chemicals and other pollutants out of streams and lakes.

Repayment of a standard Clean Water SRF (CWSRF) loan includes the repayment of the original loan amount, the principal, and the cost to finance the loan, interest, and fees. On a CWSRF loan with a sponsored project, the financing costs are reduced by the amount of the cost of the sponsored project improvements. Figure 1 shows a comparison between a standard CWSRF loan and a CWSRF loan with a

sponsorship project. As shown, the total cost to the utility (the total of loan repayments) remains unchanged as the cost of funding for the sponsorship project is offset by a reduction in loan financing costs. In essence, two water quality projects are completed for the price of one.

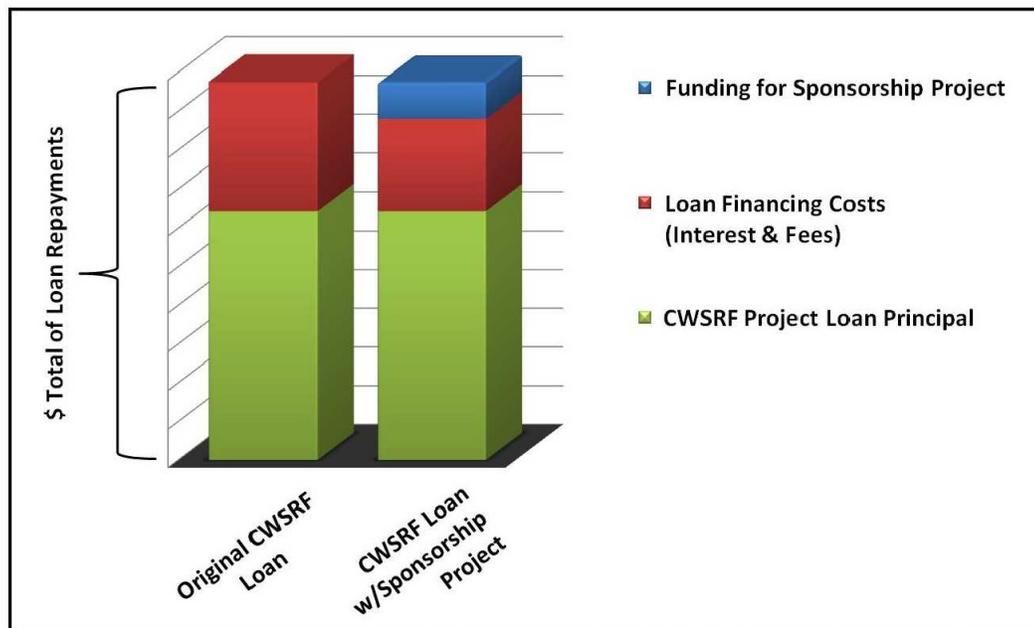


Figure 1. Loan repayment comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project.

**After three years of the State of Iowa being unsuccessful in completing one of these modified loans, the City of Dubuque had the first successful application for the state when, in April 2013, the City was awarded \$9.4 million of the interest paid on the Water and Resource Recovery Center to be used to reconstruct over 70 Green Alleys in the Bee Branch Watershed.** The principal for the Water & Resource Recovery Center Upgrade was increased from \$64,885,000 to \$75,145,579 and the interest rate plus annual servicing fee was decreased from 3.25% to 2.00% to add the Green Alley sponsorship project. This reduction allowed for increased proceeds **and resulted in a true interest cost of 1.96% and gross borrowing savings of \$11.4 million.**

The Federal Fiscal Years 2010, 2011, and 2012 State Revolving Fund capitalization grants included requirements for certain percentages of the funds to be allocated for green projects. Each green infrastructure project receives a portion of loan forgiveness not to exceed 30%. In June 2015, the City of Dubuque Upper Bee Branch Creek Restoration Project (Upper Bee Branch Project) qualified for a Green Project Loan from the CWSRF Program in the amount of \$29,541,000. The loan includes a principal forgiveness provision. The amount of the loan to be forgiven is 20% of the total loan disbursements made under the loan agreement. **The amount of the loan to be forgiven when the project is completed is estimated to be \$5,908,200. The actual true interest cost for total funds received was not the 2.00% borrowing rate (1.75% interest and 0.25% administrative fee), but just 0.07% after reflecting the receipt of interest free funds (forgiven portion).**

Then, in August 2017, the City was awarded \$1.4 million in funding for improvements with the Catfish Creek Watershed through the State of Iowa Water Resource Restoration Sponsored Project program as part of the City State Revolving Fund loan for the Upper Bee Branch Creek Restoration Project. The funding for the \$1.4 million in improvements will come from the interest payments on the City's Upper Bee Branch SRF loan. The Upper Bee Branch Creek SRF loan principal was increased to \$30,941,000 and **the interest rate plus the annual servicing fee was reduced from 2.00% to 1.43%. On a gross basis, the borrowing costs for the new loan were \$1.38 million less than the original loan.**

## Capital Improvement Program

The five-year CIP adopted through the current year (Fiscal Year 2019) budget process covered Fiscal Year 2019 through 2023 and is \$167,000,015. The recommended five-year CIP for the upcoming budget process (Fiscal Year 2020) will cover Fiscal Year 2020 through 2024 and would be \$192,780,230 if adopted as recommended. This is a \$25,780,215 (15.44%) increase.

FY 2019-2023 Capital Improvement Program (CIP) compared to the FY 2020-2024 Capital Improvement Program is as follows:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
FY19 CIP	\$43,584,986	\$48,027,072	\$23,976,270	\$24,923,765	\$26,487,922	—	\$167,000,015
FY20 CIP	—	\$57,186,070	\$39,483,922	\$32,577,776	\$25,890,261	\$37,642,201	\$192,780,230
\$ Difference	—	+\$9,158,998	+\$15,507,652	+\$7,654,011	-\$597,661	—	\$25,780,215
% Change	—	+19.07%	+64.68%	+30.71%	-2.26%	—	15.44%

Further information about the changes to capital improvement projects can be found on pages xv-xxi.

Fiscal Year 2020 will be the thirteenth fiscal year that the Stormwater Fund is recommended to be fully funded by stormwater user fees. The General Fund will continue to provide funding for the stormwater fee subsidies that provide a 50% subsidy for the stormwater fee charged to property tax exempt properties, low-to-moderate income residents, and a 75% subsidy for the stormwater fee charged to residential farms. The FY 2020 Stormwater User Fee is proposed to increase from \$7.76 per SFU to \$8.29 per SFU, a 6.83% increase, consistent with Ordinance 16-14 passed on March 5, 2014.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Adopted Per Ordinance 21-12	\$8.50	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00
Adopted Per Ordinance 16-14	\$6.38	\$6.81	\$7.27	\$7.76	\$8.29	\$8.85	\$9.00
% Decrease From Ordinance 21-12	-24.94%	-24.33%	-19.22%	-13.78%	-7.89%	-1.69%	0%

\* The recommended rates for FY16 through FY20 reflect the rates previously established by Ordinance 16-14 following the State's approval of \$98.5 million in State Flood Mitigation state sales tax increment funds for the Bee Branch Watershed Flood Mitigation Project. Ordinance 21-12 was the ordinance adopted prior to the City receiving the Flood Mitigation grant.

The Stormwater Utility was formed on July 1, 2003, to update the City's aging infrastructure and implement the City of Dubuque Stormwater Management Plan, which consists of the Bee Branch Watershed Flood Mitigation Project. It is a multi-phased, fiscally responsible investment. It reflects a holistic approach to mitigate flooding as it will also improve water quality, stimulate investment, and enhance the quality of life. Having secured the necessary federal and state funding approvals, permits, and funding, Dubuque has pushed forward with planning, execution, and completion of three phases and the initiation of three more.

The phases of the Bee Branch Watershed Flood Mitigation Project are as follows:

Phase	Description	Status
1	Carter Road Detention Basin	Complete
2	West 32 <sup>nd</sup> Street Detention Basin	Complete
3	Historic Millwork District	Complete

## Capital Improvement Program

Phase	Description	Status
4	Lower Bee Branch Creek Restoration	Under Design/Under Construction
5	Flood Mitigation Gate Replacement	Under Design
6	Impervious Surface Reduction	Under Design/Under Construction
7	Upper Bee Branch Creek Restoration/Railroad Culverts	Under Design/Under Construction
8	22 <sup>nd</sup> Street Storm Sewer Improvements	Under Design
9	Flood Mitigation Maintenance Facility	Under Design/Site Clearing
10	North End Storm Sewer Improvements	Initiate Design in 2021
11	Water Plant Flood Protection	Initiate Design in 2022
12	17 <sup>th</sup> Street Storm Sewer Improvements	Under Design/Under Construction

In FY 2017, additional projects were added through the budget amendment process as the City learned late in the process of the award of a \$31.5 million HUD Resiliency grant for the Bee Branch Watershed.

Individually, the 12 phases of the project may provide some benefit. But flash flooding can be expected to occur until all of the improvements are implemented. But it is also true that with the completion of each subsequent phase, the threat of flash flood damage is lessened and the resulting damage will be mitigated.

Because of the public support for the Bee Branch Watershed Flood Mitigation Project, the stated commitment of the City of Dubuque City Council to implement the various phases of the project, and because the City has already started implementing some of the improvements, private investment in the Bee Branch Watershed has already eclipsed \$139 million since 2008 with an additional \$215 million expected to follow in the next ten years for a combined total of \$354 million in private investment. This non-public investment by private developers includes an estimated \$258 million for the rehabilitation of Caradco, Novelty Ironworks, Betty Building, Voices Building, Power Plant, Foundry, Farley Loetscher, Kirby Building and Wilmac Building all located in the Historic Millwork District; \$15.1 million of non-public investment in the Washington Neighborhood related to Community Housing Initiatives Acquisition & Redevelopment, St. Mary's Campus, Corner Grill, Rusk Building, Conlin Building, Welu Building, Richards Building, High Building, Streinz Building, Widmeier Building and Engine House; and \$2.3 million in non-public investment in the Downtown Neighborhood related to the Babler Building, 324-326 West Locust Street, 346-348 West Locust Street and 407-409 Loras Boulevard.

The CIP budget reflects the **Dubuque Five-Year (2020-2024) City Council Goals** and **2018-2020 Policy Agenda, established by the City Council August, 2018.**

**Dubuque Five-Year City Council Goals**

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 Viable, Livable and Equitable

Diverse Arts, Culture, Parks and Recreation Experiences and Activities

Connected Community: Equitable Transportation, Technology, Infrastructure and Mobility

**Policy Agenda 2018 - 2020**

**Top Priority (in alphabetical order)**

- Affordable Childcare Study and Funding
- Five Flags Center: Direction and Funding
- Inclusive Dubuque Support
- Major Streets Improvement: Plan, Direction, and Funding
- Poverty Reduction: Action Plan
- River Cruise Docking Facilities: Direction
- Winter Farmers Market: Location and Funding Support

**High Priority**

- Bee Branch Floodwall Gates Funding
- Central Avenue Corridor: Economic Revitalization
- Crime Prevention Program: Maintenance
- Debt-Reduction Plan: Continuation
- Mental/Brain Health Strategy and Action Plan
- New Financial Software: Funding
- Pet-Friendly Community: Policy Direction and Actions
- Street Maintenance Program: Funding Level

**Attachment 3** provides a summary of these projects organized by City Council’s five-year goals and Fiscal Year 2020 priorities reflect how these goals are addressed.

Finally, **Attachment 4** provides detail on the source of funds and highlights important points about the 5-year CIP Program.

**CIP FORMAT**

The format for the Fiscal Year 2020-2024 CIP is substantially the same as previous fiscal years. First, an index referencing the 2020-2024 Capital Improvement Budget follows the budget message. The index identifies each capital improvement first by city department and then by all applicable State programs as a subcategory under each department. The index serves as a quick reference for each CIP, and the far right hand column shows the page number of each project. Secondly, a separate project page is provided to show the detail for each individual project. These projects pages are also arranged first by city department and then by State program as a subcategory within each department.

As in previous CIP budget documents, each detailed project page identifies the city department, the state program, project title, account code (consisting of program number, department number, fund and capital project number), and total project cost. The project page then shows any funds expended for the project in

## Capital Improvement Program

Fiscal Year 2018 and the amended budget in Fiscal Year 2019. In Section A of the project form entitled "Expenditure Items", project costs are shown by major expenditure item (i.e., Design and Engineering, Land and Right-of-Way Purchase, Construction and Other Expense). In Section B, entitled "Project Financing", the project funding is presented by major revenue source (i.e., General Fund, Sales Tax Fund, Water Depreciation Fund, Sanitary Sewer Construction Fund, and Road Use Tax Fund). In Section C, entitled "Impact – Operations," the dollar impact on operations in terms of greater or lesser operating costs and/or greater or lesser revenue is provided when available. Lastly, there is a narrative section, which provides a description of the project, a justification for the project and, where appropriate, how it relates to other projects or plans. A small map may also be provided to further identify the location of the project.

Each detailed project page identifies the budget for each fiscal year in the next five years. There is a sixth column labeled "2025". This column is included to show that the project does not end in the next five years and that additional budget will be needed to fully complete the project. The "2025" column will show the total remaining estimate for the project, unless the project is annual. This column could also be known as "Beyond Fiscal Year 2024." If a project is annual the "2025" column will only show one years worth of budget.

New this fiscal year is a section in the detailed project pages called "First Year Submitted". This information represents the year the capital improvement project was first submitted for consideration. This is not the first year that the capital project was recommended for funding, but instead represents the first year a staff member identified a need for the project and created a CIP to present to the City Manager.

### **CONCLUSION**

The Capital Improvement Program represents the City of Dubuque's commitment to a maintenance and physical development plan for the next five years. The first year of the five-year CIP goes into the budget for next year and deserves the most attention. As you know, the CIP is updated each year so that City Council will have an opportunity in the next year to change Fiscal Year 2021 through Fiscal Year 2024 projects, as well as to add projects for Fiscal Year 2025.

A ranking system was established in Fiscal Year 2019 to more readily identify capital projects that directly meet City Council Goals and Priorities and address City needs. This ranking process also included several collaborative meetings with staff to determine which projects should be recommended for funding with the limited resources available. There are many capital projects that have been added to meet City Council Goals and Priorities and address City needs (\$21,986,600). Those new projects that appear in the five-year CIP are as follows:

<b>Department</b>	<b>New Project</b>	<b>Total CIP</b>
Airport	Terminal Automated Vehicle Wash Facility	\$ 557,750
Airport	Terminal Entrance Sign Regrading & Additional Lighting	\$ 216,138
Airport	Aviation Fueling Facilities NFPA Update	\$ 54,050
Building	Downtown URD Non-Profit Accessibility Assistance Program	\$ 500,000
Building	City Hall Boiler	\$ 67,260
Building	City Hall Annex Windows	\$ 48,548
Building	Carriage House Roof Replacement	\$ 22,475
City Manager's Office	Non-Profit Weatherization Improvements Assistance	\$ 500,000
Economic Development	Downtown Rehabilitation Grant Program	\$ 448,356
Economic Development	Historic Millwork District Master Plan Update	\$ 50,000
Engineering	ABC Supply Building Deconstruction	\$ 417,000

## Capital Improvement Program

Department	New Project	Total CIP
Fire	Fire HQ HVAC Replacement	\$ 593,529
Five Flags	Five Flags Building Improvements	\$ 6,000,000
Finance	Finance Remodel	\$ 100,000
Information Services	Network Switch Replacements	\$ 236,450
Parking	East 12th & Elm Parking Lot Construction (Lot 1 Millwork Parking District)	\$ 589,000
Public Works	Wayfinding Signs Replacement Project	\$ 50,000
Public Works	Municipal Services Center Air Quality Detection System Replacement Project	\$ 32,000
Public Works	High Pressure Sewer Jet Cleaner	\$ 496,083
Public Works	Hard Surface Deep Cleaning Self-Propelled Unit	\$ 166,100
Public Works	Ice Harbor Concrete Abutment Repair Project	\$ 190,000
Public Works	Ice Harbor Gate Fender Replacement Project	\$ 145,000
Sanitary Sewer	Sanitary Sewer CCTV Inspection, Cleaning, and Assessment	\$ 900,000
Stormwater	SW Arterial – US HWY 20 Interchange Storm Sewer Improvements	\$ 325,000
Stormwater	Landfill Access Frontage Road Storm Sewer	\$ 222,000
Street	Pavement Preservation Program	\$ 95,000
Street	JFK Road Resurfacing – John Wesley Dr. to Derby Grange Rd.	\$ 150,000
Street	Pennsylvania Avenue & Radford Road Roundabout	\$ 1,100,000
Street	Cedar Cross Road Restoration	\$ 3,300,000
Traffic	INET Fiber Replacement Build-Out	\$ 540,876
Traffic	Emergency Preemption Expansion and Upgrades	\$ 51,260
Traffic	Asbury Road Signalization Reconstruction	\$ 120,000
Traffic	Fiber Reel Trailer and Fiber Tools	\$ 15,000
Water	SCADA and Communications Infrastructure Improvement Project	\$ 830,000
Water	Water Line Extensions to New Developments	\$ 957,500
WRRC	Final Clarifier Rehabilitation	\$ 539,325
WRRC	Catfish Lift Station Spare Pump	\$ 55,000
WRRC	Camera System Upgrade	\$ 45,900
WRRC	Nitrogen Reduction	\$ 1,260,000
<b>TOTAL</b>		<b>\$21,986,600</b>

The Capital Improvement requests that were previously funded in the five-year CIP that are not included in this five-year CIP total \$9,372,173. To put these back into the five-year CIP, other projects will need to be removed, property taxes would need to be raised and/or more debt would need to be issued. Of those removed, \$5,572,300 are identified as deferred maintenance items, delineated with an asterisks below. The removed CIPs are as follows:

Department	Existing Project Not Funded	Total CIP
Park	Develop Dog Park	\$ 105,000
Parks	Electric Locks - Restrooms	\$ 30,000
Parks	Forestry Building - Replace Roof	\$ 38,500 *
Parks	Resurface Tennis Courts	\$ 80,000 *
Parks	Install and/or Replace Park Name Signs	\$ 67,100
Parks	Park Drinking Fountains	\$ 55,000 *

## Capital Improvement Program

Department	Existing Project Not Funded	Total CIP
Parks	Irrigation to Planters and Flower Beds	\$ 80,000
Parks	Highway 20 Replace Roses	\$ 403,000
Parks	Flora - Replace Tennis Court Lights	\$ 102,000 *
Parks	Miller Riverview Park - Quick Connects for Pedestals	\$ 40,000
Parks	Marshall Park - Replace Play Unit	\$ 150,000 *
Parks	Madison Park - Renovate Pavilion	\$ 44,000 *
Parks	Hilltop Park - Replace Play Unit	\$ 97,500 *
Civic Center	Metal Detectors and Wands	\$ 65,048
Recreation	New Operating System	\$ 60,000
Stormwater	Century Drive Storm Sewer Reconstruction	\$ 155,000 *
Stormwater	Seippel Rd Culvert Replacement (Street Program)	\$ 56,000 *
Stormwater	Bennett Street Storm Sewer (Street Program)	\$ 62,500 *
Stormwater	Sylvan Drive Storm Sewer (Street Program)	\$ 62,800 *
Stormwater	Bies Drive Storm Sewer (Street Program)	\$ 64,000 *
Stormwater	Bee Branch Green Alleys	\$ 1,500,000
Streets	Decorative Concrete Maintenance	\$ 35,000 *
Streets	Bies Drive Reconstruction	\$ 955,000 *
Streets	Bennett Street Reconstruction	\$ 880,000 *
Streets	Sylvan Drive Reconstruction	\$ 885,000 *
Streets	Seippel Rd Reconstruction	\$ 1,399,725
Streets	Century Drive Reconstruction	\$ 1,850,000 *
Planning	Kerper Boulevard Revitalization	\$ 50,000
	<b>Total \$</b>	<b>9,372,173</b>
	<i>Total Deferred Maintenance \$</i>	<i>5,572,300</i>

## Capital Improvement Program

As is the case every year, there were new projects requested that were not able to be included in whole or in part in this five year CIP (\$17,016,384). Of those \$9,302,850 are identified as deferred maintenance, delineated with an asterisks below. CIP requests that were not funded include:

Department	New Project Not Funded	Total CIP
Fire	Fire Station 5 Driveway Replacement	\$15,500 *
Fire	Replace Flooring and Paint at Station 4	\$14,000 *
Parks	Industrial Center Native Plantings	\$20,000
Parks	Veteran's Park Disc Golf	\$25,000
Parks	Town Clock Lighting	\$10,000
Parks	Pebble Cove Park Development	\$20,000
Parks	Westbrook Park Development Phase II	\$20,000
Parks	North Fork Trail Park Development	\$20,000
Parks	Washington Community Gateway	\$15,000
Parks	Eagle Point Park - Restroom Renovation	\$40,000 *
Parks	Eagle Point Park - Clear Trees from Bluff	\$20,000 *
Parks	Eagle Point Park - Indian Room Restoration	\$12,000 *
Parks	Madison Park - Flag Pole	\$25,000
Parks	Replace Flag Poles in Major Parks	\$50,000 *
Parks	Ecological Restoration	\$20,000
Parks	Replace Trash Cans	\$40,000 *
Parks	Parks Fleet Automated Vehicle Location	\$38,000
Parks	Replace Interpretive Signs	\$16,000 *
Parks	Parks - Paint Light Poles	\$15,000 *
Parks	Maintenance HQ - Wash Bay	\$20,000
Parks	Paint Railings	\$20,000 *
Parks	Miller Riverview Park - Pave Roads & Campsites	\$100,000
Parks	Eagle Point Park - Accessible Walkway to Log Cabin Pavilion	\$356,000 *
Parks	Usha Park Development	\$115,000 *
Parks	Greenhouse - Remove Trees on Hillside	\$25,000 *
Parks	Eagle Point Park - Light Trolley Line Trail	\$92,000
Parks	Eagle Point Park - Develop Wading Pool Replacement Plans	\$40,000
Parks	Roosevelt Park Redevelopment	\$35,000
Parks	Welcome Sign North	\$60,000
Parks	Welcome Sign East	\$60,000
Parks	Maintenance HQ - Storage Area	\$85,000
Parks	Valentine Park Pavilion Installation	\$5,000
Parks	Eagle Point Park - Building & Structure Assessment	\$50,000
Parks	Ham House Exterior & Landscape Improvements	\$136,305
Civic Center	Wireless Internet	\$116,000
Civic Center	LED Lighting Retrofits	\$130,700 *
Civic Center	Floor Scrubber Replacement	\$10,200 *
Civic Center	Table Relacement	\$50,000 *

## Capital Improvement Program

Department	New Project Not Funded	Total CIP
Civic Center	Portable Chairs Replacement	\$71,400 *
Civic Center	Replace Water Fountain	\$14,000 *
Civic Center	POS System	\$100,000
Civic Center	Popcorn Popper	\$11,000 *
Civic Center	Concession - Gate A and C Remodel	\$10,200
Civic Center	Bijou Room and Hall - Tile Replacement	\$10,200 *
Civic Center	Arena - Locker/Shower Facilities	\$15,150
Civic Center	Arena - Replace Stage Dimmer Lights	\$40,000 *
Civic Center	Arena - Reseal Ballroom Floor	\$25,000 *
Civic Center	Arena - Dressing Rooms Remodel	\$31,500
Civic Center	Arena - Paint Exterior Steel Siding	\$97,000 *
Civic Center	Arena - Concert Lighting	\$168,000 *
Civic Center	Arena - Pipe, Drape, and Barricades	\$33,500 *
Civic Center	Arena & Theater - Followspot Replacements	\$84,000 *
Civic Center	Arena & Theater - Lighting Consoles	\$38,500 *
Civic Center	Theater - Replace Sound System	\$150,000 *
Civic Center	Theater - Window Wood Repairs	\$40,000 *
Civic Center	Theater - Counter Weight & Grid System Upgrade	\$91,000
Civic Center	Theater - Orchestra Pit Lift	\$247,000
Civic Center	Theater - Stage Floor Refurbished	\$61,200 *
Civic Center	Theater - Renovate Dressing Rooms Remodel	\$51,950
Civic Center	Theater - Chairs and Carpet	\$240,000 *
Civic Center	Promenade - Carpet & Tile Replacement	\$93,000 *
Recreation	POD Dock Maintenance	\$50,000 *
Recreation	Quality of Life Needs Assessment	\$100,000
Recreation	Bunker Hill Golf Course - Range Project	\$320,000
Recreation	Bunker Hill Administrative Offices 2nd Floor Remodel	\$27,200
Recreation	Bunker Hill Golf Course - Material Storage Renovation	\$15,000
Recreation	Port of Dubuque Welcome Sign	\$30,000
Recreation	Veterans Memorial Park Access Drive and Parking	\$70,000
Conference Center	Management & Operations Assessment	\$30,000
Conference Center	Furniture Upholstery	\$28,050 *
Conference Center	Trash Compactor Rehab	\$29,000 *
Conference Center	Paint Bridge	\$35,000 *
Conference Center	Replace Clouds	\$79,000 *
Conference Center	Replace/Rehab Room Doors	\$57,600 *
Library	Library Landscaping	\$56,584
Library	Removal of Underground Oil Tank	\$33,609
Airport	Demolition of North Farm House Facility	\$40,000
Airport	Replace DJC Hangar Floor Coating	\$41,000 *
Airport	Paint Hangar Exteriors	\$20,000 *
Public Works	MSC Security System Replacement	\$14,000

## Capital Improvement Program

Department	New Project Not Funded	Total CIP
Public Works	Snow Melting System Design	\$180,000
Stormwater	14th Street Storm Sewer Reconstruction (Street Program)	\$25,000 *
Street	Rockdale Road Reconstruction - Maquoketa Dr to South Pointe Development	\$1,145,000 *
Street	Roosevelt Street Improvements	\$5,172,000 *
Street	Chavenelle to SW Arterial Trail	\$1,248,000
Street	N. Grandview Avenue Pavement Rehabilitation - Loras Blvd. to Dexter Street	\$365,000 *
Street	Seippel Road Trail	\$800,000
Street	Catfish Creek Trail - Planning & Design	\$225,000
Street	Phase 1 - Catfish Creek Biking and Hiking Trail	\$1,020,000
Street	Granger Creek/Tech Park Trail	\$350,000
Street	Green Alleys - Non Bee Branch	\$840,000
Street	Historic Brick Street Maintenance	\$150,000 *
Street	Hillcrest Road Sidewalks	\$142,500
Street	Bluff Street Parking Expansion	\$175,000
Engineering - Miscellaneous	Railroad Quiet Zone Study	\$38,500
Engineering - Miscellaneous	Speed Shields	\$230,000
Building Services	Integrated Access Control and Security System	\$62,326
Planning	Historic District Entry Signs	\$11,710
Information Services	Telephone Switch Upgrade	\$40,000
Information Services	Third Street Data Center	\$35,000
	Secure Vendor Access Management	\$20,000
	<b>Total</b>	<b>\$17,016,384</b>
	<i>Total Deferred Maintenance</i>	<i>\$9,302,850</i>

The CIP budget is the product of the hard work of a large number of people. It begins with department and division managers and their staff who prepared, ranked and updated the CIP requests. It extends to Boards and Commissions who review staff's recommendations and make modifications and establish priorities.

I wish to express my thanks to all who were involved in preparing the Fiscal Year 2020-2024 version of the City's Capital Improvement Program. Special thanks go to Budget Director Jennifer Larson, Senior Budget Analyst Rachel Kilburg, Office Manager Juanita Hilkin, Secretary Stephanie Valentine and Communications Assistant Natalie Riniker. I am proud of the work completed by City staff and the end-result. I hope after you have had an opportunity to review this document that you feel it is responsive to your priorities.

**FISCAL YEARS 2020-2024 CIP SOURCE OF FUNDS**

To finance the CIP projects, a variety of funding sources are used. The following table shows the source of funds for each year of the 5 year CIP.

SOURCE OF FUNDS IN CAPITAL BUDGET	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	%
<b>Current Revenue</b>							
Rental Dwelling Rehab Loan Repayments	30,000	30,000	30,000	30,000	30,000	150,000	0.08%
Homeownership Loan Repayments	—	2,000	3,000	6,000	10,200	21,200	0.01%
Historic Preservation Loan Repayments	9,270	9,270	9,270	9,270	9,270	46,350	0.02%
Washington Neighborhood Loan Repayments	20,000	20,000	20,000	20,000	20,000	100,000	0.05%
Downtown Loan Pool Revolving Fund-Repayments	184,000	—	—	—	—	184,000	0.10%
Insurance and Other Reimbursements	45,000	25,000	25,000	25,000	25,000	145,000	0.08%
County Reimbursement	6,612	119,583	—	—	—	126,195	0.07%
Golf Revenue	20,000	—	20,000	—	—	40,000	0.02%
<b>Subtotal Current Revenue</b>	<b>314,882</b>	<b>205,853</b>	<b>107,270</b>	<b>90,270</b>	<b>94,470</b>	<b>812,745</b>	<b>0.42%</b>
Cable TV	3,070	3,070	—	—	3,070	9,210	0.00%
Internal Service Funds-City Garage	5,950	8,680	2,200	12,550	5,000	34,380	0.02%
Landfill Fund	11,590	2,550	36,600	13,700	7,000	71,440	0.04%
Transit Fund	16,478	4,580	—	2,375	14,103	37,536	0.02%
Parking Enterprise Fund	436,332	239,570	84,901	4,675	17,747	783,225	0.41%
Solid Waste Collection	495,778	685,126	608,628	621,084	632,148	3,042,764	1.58%
Sanitary Sewer Utility	344,601	421,057	597,616	778,724	2,493,607	4,635,605	2.40%
Stormwater Utility Fees	2,273,529	2,059,486	806,310	703,218	460,352	6,302,895	3.27%
Water Utility Fund	2,921,403	1,804,924	1,127,870	1,513,962	1,367,564	8,735,723	4.53%
<b>Current Revenue-Utility/Enterprise</b>	<b>6,508,731</b>	<b>5,229,043</b>	<b>3,264,125</b>	<b>3,650,288</b>	<b>5,000,591</b>	<b>23,652,778</b>	<b>12.27%</b>
Fund Balance	1,017,123	—	—	—	—	1,017,123	0.53%
Airport Customer Facility Charge	72,750	485,000	—	—	—	557,750	0.29%
Sales Tax 20%	913,101	530,554	487,848	439,515	199,065	2,570,083	1.33%
Sales Tax 30%	2,823,323	2,449,361	2,459,168	2,110,472	2,953,924	12,796,248	6.64%
SRF Bonds-Sewer Fund Abated	865,000	3,897,190	6,524,155	3,855,976	1,545,605	16,687,926	8.66%
SRF Bonds-Stormwater Abated	9,000,000	1,820,958	—	—	—	10,820,958	5.61%
GO Bonds-Sales Tax 20%	1,130,487	1,351,984	2,839,356	1,331,000	3,536,600	10,189,427	5.29%
GO Bonds - DICW	—	5,316,995	—	—	0	5,316,995	2.76%
GO Bonds-GDTIF	841,000	3,211,500	—	—	8,695,000	12,747,500	6.61%
<b>Total Construction</b>	<b>16,662,784</b>	<b>19,063,542</b>	<b>12,310,527</b>	<b>7,736,963</b>	<b>16,930,194</b>	<b>72,704,010</b>	<b>37.71%</b>
Community Development Funds	543,130	581,766	594,132	532,400	522,600	2,774,028	1.44%
FAA Total	6,411,537	360,180	4,275,000	4,725,000	2,297,945	18,069,662	9.37%
Federal HUD Resiliency Grant	10,846,055	6,482,142	—	—	—	17,328,197	8.99%
Federal Lead Paint Hazard Mitigation Grant	542,500	785,000	785,000	—	—	2,112,500	1.10%
Federal Transit Administration	1,939,672	—	—	—	—	1,939,672	1.01%
Federal Assistant	175,000	—	175,000	—	—	350,000	0.18%
Federal-STP Funds	4,000,000	872,200	4,100,000	1,100,000	3,199,725	13,271,925	6.88%
<b>Total Federal</b>	<b>24,457,894</b>	<b>9,081,288</b>	<b>9,929,132</b>	<b>6,357,400</b>	<b>6,020,270</b>	<b>55,845,984</b>	<b>28.97%</b>
Iowa Finance Authority	141,283	141,283	141,283	141,283	141,283	706,415	0.37%
Road Use Tax	431,346	131,751	—	770,000	823,051	2,156,148	1.12%
State Flood Mitigation Grant	3,523,143	—	—	—	220,000	3,743,143	1.94%
State Transit	327,579	30,936	—	—	18,189	376,704	0.20%

## Capital Improvement Program

SOURCE OF FUNDS IN CAPITAL BUDGET	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	%
Other State Funding- IDOT & Trails Grants	422,000	—	477,000	—	244,000	1,143,000	0.59%
<b>Total State</b>	<b>4,845,351</b>	<b>303,970</b>	<b>618,283</b>	<b>911,283</b>	<b>1,446,523</b>	<b>8,125,410</b>	<b>4.21%</b>
DRA-Gaming Receipts	250,429	249,027	301,821	449,900	404,578	1,655,755	0.86%
DRA-Distribution of Surplus	1,102,470	1,759,138	2,154,548	2,917,620	2,666,387	10,600,163	5.50%
<b>Total DRA</b>	<b>1,352,899</b>	<b>2,008,165</b>	<b>2,456,369</b>	<b>3,367,520</b>	<b>3,070,965</b>	<b>12,255,918</b>	<b>6.36%</b>
Greater Downtown TIF Payments	1,059,000	894,876	1,940,775	1,611,732	2,460,000	7,966,383	4.13%
English Ridge Housing TIF Payments	328,467	172,836	200,006	229,133	250,414	1,180,856	0.61%
Rustic Point Housing TIF Payments	4,813	5,054	16,495	25,238	47,194	98,794	0.01%
South Pointe Housing TIF	23,765	96,910	191,229	266,317	377,230	955,451	0.01%
Dubuque Industrial West TIF Payments	—	—	—	410,465	—	410,465	0.21%
North Cascade Housing TIF Payments	1,109,784	1,058,685	502,865	559,252	619,626	3,850,212	2.00%
<b>Total TIF Funds</b>	<b>2,525,829</b>	<b>2,228,361</b>	<b>2,851,370</b>	<b>3,102,137</b>	<b>3,754,464</b>	<b>14,462,161</b>	<b>7.50%</b>
Private Participation	77,700	547,700	497,700	70,200	70,200	1,263,500	0.66%
<b>Total Private</b>	<b>77,700</b>	<b>547,700</b>	<b>497,700</b>	<b>70,200</b>	<b>70,200</b>	<b>1,263,500</b>	<b>0.66%</b>
Homeownership Sale Proceeds	100,000	156,000	203,000	264,200	360,000	1,083,200	0.56%
Ind. Parks Land Sales- Dubuque Industrial Center West	310,000	310,000	310,000	310,000	310,000	1,550,000	0.80%
<b>Total Land Sales</b>	<b>410,000</b>	<b>466,000</b>	<b>513,000</b>	<b>574,200</b>	<b>670,000</b>	<b>2,633,200</b>	<b>1.37%</b>
Special Assessments	30,000	350,000	30,000	30,000	584,524	1,024,524	0.53%
<b>Total Spec. Assessment</b>	<b>30,000</b>	<b>350,000</b>	<b>30,000</b>	<b>30,000</b>	<b>584,524</b>	<b>1,024,524</b>	<b>0.53%</b>
<b>GRAND TOTAL</b>	<b>57,186,070</b>	<b>39,483,922</b>	<b>32,577,776</b>	<b>25,890,261</b>	<b>37,642,201</b>	<b>192,780,230</b>	<b>100.0%</b>

**FISCAL YEAR 2020 - 2024 CIP BUDGET GROUPED BY STATE PROGRAMS**

The Fiscal Year 2020-2024 Capital Improvement Program totals \$192,780,230. The following table summarizes expenditures for each State program by year.

**FISCAL YEAR 2020-2024 CIP CAPITAL IMPROVEMENT PROGRAM**

<b>PROGRAM</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 YEAR TOTAL</b>	<b>PERCENT OF TOTAL</b>
Public Safety	545,000	762,934	2,146,165	1,219,261	3,955,006	8,628,366	4.5%
Public Works	16,170,249	10,768,996	13,452,227	10,125,936	10,961,729	61,479,137	31.9%
Culture & Recreation	1,084,531	940,618	704,782	1,529,000	7,926,112	12,185,043	6.3%
Community & Econ.	5,851,891	6,925,099	3,614,480	3,046,158	3,660,217	23,097,845	12.0%
General Government	1,857,997	1,788,163	2,265,444	2,052,997	1,101,461	9,066,062	4.7%
Business Type	31,676,402	18,298,112	10,394,678	7,916,909	10,037,676	78,323,777	40.6%
<b>TOTAL</b>	<b>57,186,070</b>	<b>39,483,922</b>	<b>32,577,776</b>	<b>25,890,261</b>	<b>37,642,201</b>	<b>192,780,230</b>	<b>100.0%</b>

The State Mandated Budget Program Areas and the City Departments/Activities that fall under each of these areas are as follows:

**Public Safety** – Includes Police, Emergency Communication Center, Fire, Disaster Services, Health Services: Animal Control, Public Works:

Flood Control, Building Services: Inspection

**Public Works** – Includes Airport, Public Works, Engineering

**Health and Social Services** – Human Rights, Health Services, Purchase of Services

**Culture and Recreation** – Parks, Civic Center, Conference Center, Recreation, Library, City Manager: Cultural Affairs

**Community and Economic Development** - Economic Development, Housing and Community Development, Planning Services, Purchase of Services, City Manager: Neighborhood Development

**General Government** – Building Services: City Hall/Annex Maintenance/Grand River Center Maintenance, City Council, City Manager, City Clerk, Finance, Cable TV, Legal, Information Services

**Business Type** – Water, Water Pollution Control, Parking Division, Transit, Public Works: Landfill, Engineering: Sewer, Stormwater, Finance: Meter Reads/Service

**FISCAL YEAR 2020-2024 CIP BUDGET HIGHLIGHTS BY CITY COUNCIL GOALS & PRIORITIES**

**2024 CITY COUNCIL GOALS & CORRESPONDING PRIORITIES:**

**ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES & JOBS WITH ECONOMIC PROSPERITY**

**Priority:** Affordable Childcare Study and Funding

**Priority classification:** Top Priority

**CIP projects supporting this Priority:** This priority is supported through the FY19 Operating Budget in the Economic Development Department.

**Priority:** River Cruise Docking Facilities: Direction

**Priority classification:** Top Priority

**CIP projects supporting this Priority:** Riverfront Dock Expansion (p. 228)

**Priority:** Central Ave Corridor Revitalization: Economic Revitalization

**Priority classification:** High Priority

**CIP projects supporting this Priority:** 2-Way Conversion, Central & White (p 205), Central Ave Corridor Initiative (p 272), Central Ave Streetscape Master Plan Implementation (p 273), and Downtown Rehabilitation Loan Program (p 268). This priority is also supported through the FY19 and Proposed FY20 Operating Budget in Economic Development and Engineering Departments.

**VIBRANT COMMUNITY: HEALTHY & SAFE**

**Priority:** Crime Prevention Program

**Priority classification:** High Priority

**CIP projects supporting this Priority:** All Parks - Cameras/Code Blue Phones (p 32), All Parks - Replace Security Lights (p 30), Streetlight Replacement & New Installation (p 235), Street Camera Installation (p 242), and various Housing C.H.A.N.G.E. Capital Improvement Projects (p 289-305). This priority is also supported through the FY19 and Proposed FY20 in Police, Leisure Services, Engineering, and Housing Departments.

**LIVABLE NEIGHBORHOODS & HOUSING: GREAT PLACE TO LIVE**

**Priority:** Poverty Reduction Plan

**Priority classification:** Top Priority

**CIP projects supporting this Priority:** This priority is supported through the FY20 proposed Operating Budget in the Planning Department.

**FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE, AND EFFECTIVE SERVICE DELIVERY**

**Priority:** New Financial Software: Funding

**Priority classification:** High Priority

**CIP projects supporting this Priority:** General Ledger Software (p 311).

**SUSTAINABLE ENVIRONMENT: PRESERVING & ENHANCING NATURAL RESOURCES**

**Priority:** Bee Branch Floodwall Gates Funding

**Priority classification:** High Priority

**CIP projects supporting this Priority:** Bee Branch Flood Control Maintenance Facility (p 183). This priority is also supported through the FY19 and Proposed FY20 Operating Budget in the Engineering and Public Works Departments.

**PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE & EQUITABLE**

**Priority:** Inclusive Dubuque: Continue Support and Participation

**Priority classification:** Top Priority

**CIP projects supporting this Priority:** Accessibility Building Modifications (p 39), ADA Curb Ramp Construction (p 217), Downtown URD Non-Profit ADA Assistance (p 259), Downtown ADA Assistance (p 260), ADA Compliance Consultant (p 264). This priority is also supported through the FY19 and Proposed FY20 Operating Budget in the Human Rights, Leisure Services, and Housing & Community Development Departments.

**Priority:** Pet-Friendly Community: Policy Direction and Actions

**Priority classification:** High Priority

**CIP projects supporting this Priority:** This priority was previously funded and is supported through the FY19 Operating Budget in Leisure Services.

**DIVERSE ARTS, CULTURE, PARKS AND RECREATION EXPERIENCES & ACTIVITIES**

**Priority:** Five Flags Center: Direction and Funding

**Priority classification:** Top Priority

**CIP projects supporting this Priority:** Elevator Upgrades (p 37), Exterior Brick Wall Replacement (p 38), Accessibility Building Modifications (p 39), Arena Stage Deck Replacement (p 46), and Arena Concert Sound Equipment (p 44). Five Flags Building Improvements (p 47) to repair the existing facility if the City council chooses not to do a referendum or the referendum is held and fails. This priority is also supported through the FY19 and proposed FY20 Operating Budget in Engineering Department.

**CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY, INFRASTRUCTURE & MOBILITY**

**Priority:** Major Streets Improvement: Plan, Direction, and Funding

**Priority classification:** Top Priority

**CIP projects supporting this Priority:** East - West Corridor Capacity Improvements (p 197), Chavenelle Rd Reconstruction (p 199), Southwest Arterial Project (p 202), 2-Way Conversion Central & White (p 205), North Cascade Road Reconstruction (p 209), JFK Road Resurfacing (p 211), Pennsylvania & Radford Roundabout (p 212), Cedar Cross Rd Reconstruction (p 213), Seippel Road Reconstruction (p 214). This priority is also supported through the FY19 and Proposed FY20 Operating Budget in the Engineering Department.

**Priority:** Street Maintenance Program: Funding Level

**Priority classification:** High Priority

**CIP projects supporting this Priority:** Asphalt Milling Program (p 117), Street Construction General Repairs (p 195), and Pavement Preservation Program (p 207). This priority is also supported through the FY19 and FY20 Proposed Operating Budgets in Engineering and Public Works Departments.

**MANAGEMENT AGENDA**

The City Council also identified projects that were previously on the priority list but whose implementation has already begun and therefore these projects are now a part of the Dubuque 2018 - 2020 Management Agenda. These represent short-term projects for the City Manager and City of Dubuque staff and have previously been budgeted in Fiscal Year 2019 or prior.

**2018-2020 Management Agenda items are identified under their corresponding City Council Goal:**

**Vibrant Community**

- 1) Crescent Community Health Center Development (Top Priority)  
This priority is being addressed through the FY19 and proposed FY20 Health Department Operating budget.
- 2) Community Security/Surveillance System Expansion (High Priority)  
This priority is addressed through proposed FY20 CIPs All Parks - Cameras/Code Blue Phones (p 32) and Street Camera Installation (p 242).

**Livable Neighborhoods**

- 3) CHANGE Program: Implementation (Top Priority)  
This priority is being addressed through the FY19 and proposed FY20 Housing & Community Development Department Operating budget and proposed FY 20 CIPs Homeownership Assistance (p 289), Lead Based Paint Hazard Control (p 291), True North Neighborhood Reinvestment Partnership (p 293), Washington Neighborhood Home Purchase Program (p 295), Homeowner Rehabilitation Program (p 296), Purchase/Rehab/Resale (p 298), Lead Based Paint Hazard Control Grant Match (p 299), First-Time Home Buyer Program (p 301), Rental Dwelling Rehabilitation Programs (p 302), Bee Branch Healthy Homes Resiliency Grant (p 304), and Washington Neighborhood Housing Initiative (p 305).
- 4) Dubuque's True North Housing Initiative (Top Priority)  
This priority is being addressed through the FY19 and proposed FY20 Housing & Community Development Department Operating budget and proposed FY20 CIPs Bee Branch Healthy Homes Resiliency Grant (p 305) and True North Neighborhood Reinvestment Partnership (p 293).
- 5) Residential Housing Upgrade/Bee Branch HUD Flood Protection (High Priority)  
This priority is being addressed through the FY19 and proposed FY20 Housing & Community Development Department Operating budget and proposed FY20 CIPs Bee Branch Health Homes Resiliency Grant (p 305), Bee Branch Creek RR Culverts (p 179), 22nd Street Storm Sewer Improvements (p 181), 17th Street Storm Sewer Improvements (p 182), and Bee Branch Flood Control Maintenance Facility (p 183).

**Financially Responsible, High Performance City Organization**

- 6) Resident Satisfaction Survey (High Priority)  
This priority is being addressed through the FY19 and proposed FY20 City Manager's Office Department Operating budget.
- 7) City Performance Measurements/Open Data Catalog/Data-Driven Governance (High Priority)  
This priority is being addressed through the FY19 and proposed FY20 Information Services Department and City Manager's Office Operating budgets.

**Sustainable Environment**

- 8) Water & Resource Recovery Center: Nutrient Trading (High Priority)  
This priority is being addressed through the FY19 and proposed FY20 Water & Resource Recovery Center Department Operating budget and proposed FY20 CIP Side-Stream Phosphorous Removal (p 102).

**Partnership For A Better Dubuque**

- 9) Campaign for Grade Level Reading (High Priority)  
This priority is being addressed through the FY19 and proposed FY20 Leisure Services and Americorps Operating Budgets.

**Diverse Arts, Culture, Parks & Recreation Experiences & Activities**

10) Multicultural Family Center Expansion (Top Priority)

This priority is being addressed through the FY19 and proposed FY20 Leisure Services Department Operating budget.

11) Veterans Pond Development and Direction (Top Priority)

This priority is being addressed through the FY19 and proposed FY20 Leisure Services Department Operating budget.

12) Comiskey Park Renovation (High Priority)

This priority is being addressed through the FY19 and proposed FY20 Leisure Services Department Operating budget

**Connected Community**

13) Transit Vehicles Replacement (Top Priority)

This priority is being addressed through the proposed FY20 CIP Transit Vehicle Replacement (p 277).

**MANAGEMENT IN PROGRESS AND MAJOR PROJECTS:**

The following are projects that were identified as the 2018 - 2020 Management in Progress and Major Projects by the City Council and are included in the 2020 CIP budget according to one of the Council's goals.

**2018 - 2020 Management in Progress**

**Management in Progress** are items that were previously a City Council Goal and are now in the implementation phase. These items are included in the existing FY 2019 and proposed FY 2020 Operating budgets unless noted for additional funding. The items are identified under their corresponding City Council Goal:

**Robust Local Economy**

- Riverfront Lease Gavilon Sites (2): Negotiate Lease Extension
- Workforce Market-rate Housing: Rent to Homeownership - in proposed FY20 CIPs (p 289-305)
- Brownfield Area-Wide Agreement & Clean-Up
- Economic Impact of Historic Preservation Survey & Report: FY20 Funding
- Phased Historic Architecture Survey: FY20 Funding
- Marketing Dubuque Jet Center Services: Funding
- America's River III Fundraising: Announcement
- Air Service Expansion - in proposed FY20 CIPs Update Airport Layout Plan and GIS (p 105), Rehabilitate Taxiway A (p 109), Corporate Hangar Facilities Repair/Replacement (p 115)
- Opportunity Dubuque Job Training Program: Support Expansion & Diversification of Clients - in FY20 CIPs Workforce Development (p 266)
- Flexsteel Project: Facility Completion & Dubuque Initiatives Possession of Former Site
- Dubuque Brewing & Malting Site Development: SHPO Review
- Opportunity Zone Administrative Rules: US Treasury
- Build a Better Block Event

**Vibrant Community**

- Radio System Upgrade to P25
- Dispatcher Training
- Communication National Quality Assurance
- CAD Connection to City Camera Network
- "Smart 9-1-1" Building Profiles
- EMS Equipment Replacement Schedule
- Water & Resource Recovery Center: Certification of Environmental Laboratory

- Quick Response Pumper
- Fire Pumper - in FY20 CIP Ladder Truck & Pumper Replacement (p 1)
- 2018 Community Health Needs Assessment/Health Improvement Plan
- Fire Accreditation
- HUD Voluntary Compliance Report
- Police Officer Recruitment & Retention
- 21<sup>st</sup> Century Policing
- Healthcare Coverage for Residents from the Pacific Islands

### **Livable Neighborhoods & Housing**

- Barrington Lakes Reservoir Abandonment
- Code Enforcement Accela Program
- Low Income Housing Tax-Credits Program/Projects
- Abandoned/Vacant Buildings/Structures Report - in FY20 CIPs Downtown URD Non-Profit ADA Assistance (p 259) and Non-Profit Weatherization Assistance (p 310)
- Downtown Commercial Buildings Evaluation & Assessment Report: Identification

### **Financially Responsible, High Performance City Organization**

- Plans for City Expo 2019
- Direct Time Entry & Employee Access Center
- Grant Management Software: Implementation
- Water Source Initial Plan & Distribution Hydraulic Model Master Plan: in proposed FY20 CIP (p 88)
- Mobile Asset Management Software
- I-Net Connection for Remote Sites
- InVision Facility Management Software Design & Implementation
- Liquor License Process Review
- Mobile/Roaming Vendors/Concession Agreements & Permit Process Review
- Indirect Rate for Grants: Creation
- Accounts Payable Workflow
- Health Benefits Consulting & Actuarial Services: Contract
- Workers Compensation Claims Management: Contract

### **Sustainable Environment**

- Emerald Ash Borer Program Implementation: Direction & Funding: in proposed FY20 CIP Street Tree Program (p 33)
- Community Climate Action & Resiliency Plan: Update: in proposed FY20 CIP Municipal Green House Gas Inventory (p 309)
- Sanitary Sewer System Condition Assessment: in proposed FY20 CIP Sewer Utility Master Plan (p 147)
- Lead & Copper Rule Compliance Water Sampling & Testing
- STAR Recertification
- Solid Waste Study

### **Partnership for a Better Dubuque**

- Four Mounds Foundation/HEART Program
- My Brother's Keeper
- City Channel Dubuque Programming: Distribution Options
- All-American City Application
- GIS Story Maps
- Language Translation Strategy
- City Focus Magazine
- Bee Branch "Beekeepers" Initiative

**Connected Community**

- Bus Routes: Update
- Highway 20 Landscaping: in FY20 CIP Highway 20 - Irrigation (p 36)
- Comprehensive Pavement Preservation Plan: in FY20 CIP Pavement Preservation Program (p 207)
- New Aviation Facility: in FY20 CIP Relocate D-Marc to New Terminal/Deconstruct Old Terminal (p 107)
- Airport Security Program: in FY20 CIP Perimeter Fence Improvements (p 114)
- Downtown Parking Signage Ordinance

**2018 - 2020 Major Projects**

**Robust Local Economy**

- Airport Terminal Landscaping

**Vibrant Community**

- Fire Headquarters & Stations ADA Compliance Upgrades
- Fire Station HVAC & Lighting Improvement Projects: in proposed FY20 CIP (p 2)
- Communications Center Remodel
- Police Shooting Range Development (with Dubuque County Sheriff)

**Livable Neighborhoods and Housing**

- Lowell Street Retaining Wall Repair

**Financially Responsible, High Performance City Organization**

- Purina Drive Salt Storage Building Project

**Sustainable Environment**

- Bee Branch Project (Garfield to Comiskey and Under Railroad): in proposed FY20 CIP (p 179)
- Municipal Separate Storm Sewer (MS4) Permit Compliance Program/Projects
- Energy Efficient Street Lights: in FY20 CIP LED Re-Lamp Schedule (p 243)
- Water Tank Inspection and Maintenance: Schedule: in proposed FY20 CIP (p 89)
- Washington Street 30" Force Main Phase 2
- 17th Street/W. Locust Street HUD Resiliency Storm Sewer: in proposed FY20 CIP (p 182)
- 22nd Street/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project: in proposed FY20 CIP (p 181)
- W. 3rd Street Reservoir Generator
- Well Abandonment Project (Vernon & Barrington Lakes Systems)
- Water Meter Replacement for Vernon & Barrington Lakes
- WRRC Outfall Manhole Reconstruction
- Riverbank Stabilization Project (US Corps of Engineers)
- Kerper Boulevard Sanitary Sewer
- Roosevelt Street Water Tower
- Cedar Crest, Wildwood, Barrington Lakes Fire Hydrants
- Tamarack Water Main Extension: in proposed FY20 CIP (p 91)

**Partnership for a Better Dubuque**

- City Light Pole Banners
- Bus Wrap Advertising

**Diverse Arts, Culture, Parks and Recreation Experiences and Activities**

- Grand River Center: Upgrade Projects: in proposed FY20 CIPs (p 53-66)
- Creekwood Park: Open
- English Ridge Subdivision Park Development
- Eagle Point Park Ecological Restoration Project

**Connected Community**

- Roundabouts [4]: in FY20 CIPs Pennsylvania & Radford Roundabout (212) and East-West Corridor Capacity Improvements (p 197)
- Four-Laning Southwest Arterial: Completion: in FY20 CIP Southwest Arterial Project (p. 202)
- North Cascade Road Reconstruction & Water Main Extension: in FY20 CIPs North Cascade Road Reconstruction (p 209) and North Cascade Road Water Main Extension (p 80)
- Washington Street Improvements (7th - 9th Street)
- Menards Frontage Road
- Chavenelle Road Rehabilitation: in FY20 CIP (p 199)
- Chavenelle Road Hike/Bike Trail
- Airport Signage - Highway 61: in FY20 CIP Terminal Entrance Sign and Regrading (p 110)
- Surface Parking Lots Paving
- Highway 52 Repaving

## Source of Funds and Important Details

The Fiscal Year 2020-2024 CIP presents a financial plan that reflects a \$271,326 general property tax levy supported annual debt service for the FY 2010 purchase of a replacement pumper truck (\$1,035,000) and the FY 2016 the franchise fee litigation settlement judgment bond (\$2,800,000). No other borrowings included in the Fiscal Year 2020-2024 CIP utilize a debt service levy. It is anticipated that other borrowing from non-utility funds can and will be minimized by using other sources of funds such as future DRA annual distributions of operating surplus and sales tax revenue.

The following important details are about the source of funds:

### UTILITIES

#### **Stormwater**

The Stormwater Utility was formed on July 1, 2003, to update the City's aging infrastructure and implement the City of Dubuque Stormwater Management Plan, which included improvements in the both the Catfish Creek and Bee Branch watersheds, including the Bee Branch Watershed Flood Mitigation Project. The Bee Branch Watershed Flood Mitigation Project is a multi-phased, fiscally responsible investment that reflects a holistic approach to mitigate flooding as it will also improve water quality, stimulate investment, and enhance the quality of life. Having secured the necessary federal and state funding approvals, permits, and funding, Dubuque has pushed forward with planning, engineering design, execution, and completion of three phases and the initiation of six more.

In January 2016, the State was awarded \$95.7 million in HUD National Disaster Resiliency Competition grant funds (HUD NDR Grant). Per the award, the City of Dubuque is to receive \$8.4 million for a comprehensive "Bee Branch Healthy Homes Resiliency Program" to help residents address residual impacts from the flooding experienced within the Bee Branch Watershed. The City is also to receive \$23.1 million for design and construction of storm water infrastructure improvements associated with the Bee Branch Watershed Flood Mitigation Project. The HUD NDR Grant infrastructure improvements are as follows:

- Upper Bee Branch Creek Restoration Railroad Culvert Improvements involving the installation of culverts from the Lower Bee Branch Creek, through Canadian Pacific Railway property, to the Upper Bee Branch north of Garfield Avenue;
- 22nd Street/Kaufmann Ave Storm Sewer Improvements involving the installation of a large diameter storm sewer from 22nd & Elm up Kaufmann Avenue towards the Kaufmann & Kane intersection as funding allows. The work includes inlets and local sewer connections to the storm sewer and the complete reconstruction of the street and other underground utilities along street right-of-way corridor.
- 17th Street/W. Locust Street Storm Sewer Improvements involving the installation of a 96-inch diameter pipe from the Lower Bee Branch Creek through the Canadian Pacific Railway tracks to 17th Street then to the west along 17th Street and finally west along W. Locust Street towards Rosedale Avenue as funding allows. The work includes inlets and local sewer connections to the storm sewer and the complete reconstruction of the street and other underground utilities along street right-of-way corridor.

In October of 2016, the City Council adopted Resolution 362-16. It rescinded Resolution 176-15 which outlined the construction schedule of various phases of the Bee Branch Watershed Flood Mitigation Project. Resolution 362-16 also authorized the execution of the contract with the Iowa Economic Development Authority in order for the City to utilize the \$23,309,600 HUD NDR Grant funds for the administration, design, and construction of Bee Branch Watershed Flood Mitigation Project improvements.

## Capital Improvement Program

Per the contract, the City must contribute the previously budgeted \$21,600,000 for the infrastructure improvements as local, direct leverage. The City also must provide \$38,219,000 in supporting leverage, monies that the City previously budgeted for and has been utilizing to construct the Lower Bee Branch Creek Restoration Project, the Upper Bee Branch Creek Restoration Project, and the SRF Green Alleys constructed over the past couple of years. Finally, in order to receive and utilize the funding, the City must construct all of the improvements by the end of Fiscal Year 2021.

In order to ensure that the improvements related to the grant are completed by the end of Fiscal Year 2021, adjustments were necessary to the funding schedule previously established by Resolution 176-15 for other phases of the Bee Branch Watershed Flood Mitigation Project (Flood Mitigation Project). The table below compares the funding schedule for the various phases of the Flood Mitigation Project established through the adoption of Resolution 176-15 to an updated, adjusted schedule that will ensure adherence to the terms of the Contract.

The following chart shows a Comparison of the funding schedule for the various phases of the Flood Mitigation Project established through the adoption of Resolution 176-15 to an updated, adjusted schedule that will ensure adherence to the terms of the HUD National Disaster Resilience Competition Grant Contract:

Improvements	Schedule Established by Res. 176-15	Adjusted Construction Schedule Milestones	Status
Flood Mitigation Gate Replacement	2015	2022*	Under Design
Lower Bee Branch Creek Restoration	2015	2016-2017	Complete
Upper Bee Branch Creek Restoration	2015-2016	2015-2017	Complete
Bee Branch Creek Railroad Culverts	2019	2019-2021	Ready to Bid
North End Storm Sewers	2017	2028-2030	
22nd Street Storm Sewer	2017	2017-2021	Under Construction
Flood Mitigation Maintenance Facility	2015-2017	2024-2027	Under Design
17th Street Storm Sewer	2019-2021	2018-2021	Under Construction
Water Plant Flood Protection	2022-2023	2029-2030	
Pervious Pavement Systems (Green Alleys)	2023-2040	2015-2040	80 of 240 Complete

**\*Due to the possibility of additional grant funding from the Corp of Engineers and the U.S. Economic Development Administration, the Flood Gates have been delayed from FY 2017**

The adopted Fiscal Year 2020-2024 Capital Improvement Program Budget includes \$4,847,483 for the 22nd Street Storm Sewer Improvements Project (Phase 8 of the Bee Branch Watershed Flood Mitigation Project) to improve the storm sewer system from Elm Street west across Central Avenue and up Kaufmann Avenue towards Kane Street. Exact limits to be determined by available funding. The HUD National Disaster Resiliency grant provides funding for this effort.

The adopted Fiscal Year 2020-2024 Capital Improvement Program Budget includes \$3,270,455 for the 17th Street Storm Sewer Improvements Project (Phase 12 of the Bee Branch Watershed Flood Mitigation Project) to construct a large diameter storm sewer along 17th Street from the Bee Branch Creek to West Locust Street. The HUD National Disaster Resiliency grant provides funding for this effort.

The adopted Fiscal Year 2020-2024 Capital Improvement Program Budget includes \$22,446,573 for the culverts under the Canadian Pacific Railway property as part of the Bee Branch Creek Restoration Project (Phase 7 of the Bee Branch Watershed Flood Mitigation Project). The HUD National Disaster Resiliency grant provides funding for this effort.

## Capital Improvement Program

The adopted Fiscal Year 2020-2024 Capital Improvement Program Budget includes \$220,000 for the Flood Control Maintenance Facility as part of the Bee Branch Creek Restoration Project (Phase 9 of the Bee Branch Watershed Flood Mitigation Project).

Direct City leverage totals \$21,600,000; these funds have already been committed to the Bee Branch Watershed Flood Mitigation Project and were reflected in the adopted Fiscal Year 2017-2021 Capital Improvement Program Budget.

Fiscal Year 2020 will be the thirteenth fiscal year that the Stormwater Fund is recommended to be fully funded by stormwater user fees. The General Fund will continue to provide funding for the stormwater fee subsidies that provide a 50% subsidy for the stormwater fee charged to property tax exempt properties, low-to-moderate income residents, and a 75% subsidy for the stormwater fee charged to residential farms. The FY 2020 Stormwater User Fee is proposed to increase from \$7.76 per SFU to \$8.29 per SFU, a 6.83% increase, consistent with Ordinance 16-14 passed on March 5, 2014.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Adopted Per Ordinance 21-12	\$8.50	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00
Adopted Per Ordinance 16-14	\$6.38	\$6.81	\$7.27	\$7.76	\$8.29	\$8.85	\$9.00
% Decrease From Ordinance 21-12	-24.94%	-24.33%	-19.22%	-13.78%	-7.89%	-1.69%	0%

\* The recommended rates for FY16 through FY20 reflect the rates previously established by Ordinance 16-14 following the State's approval of \$98.5 million in State Flood Mitigation state sales tax increment funds for the Bee Branch Watershed Flood Mitigation Project. Ordinance 21-12 was the ordinance adopted prior to the City receiving the Flood Mitigation grant.

### Water

Water revenue represents a portion of the monthly water bill that goes for maintenance, repair, replacement and improvement of the Eagle Point Water Plant and water distribution system on a pay-as-you-go basis for all projects except the major extensions. The annual payment to the depreciation fund in Fiscal Year 2019 is \$935,000. The Fiscal Year 2020-2024 CIP anticipates \$2,921,403 in Fiscal Year 2020, \$1,804,924 in Fiscal Year 2021, \$1,127,870 in Fiscal Year 2022, \$1,513,962 in Fiscal Year 2023, and \$1,367,564 in Fiscal Year 2024.

No borrowings are anticipated the five-year CIP. New debt service will be paid from parking fees and offset by reduced payments to Depreciation (Construction Fund).

Prior to FY 2013, the General fund has been subsidizing a portion of the utility funds use of administrative services such as Engineering administration, Engineering Project Management, Finance accounting services, Economic Development, Planning Services, Workforce Development, City Clerk services, Legal services, City Manager's Office including Budget, Geographic Information Systems, Sustainability, Neighborhood Development, Arts and Cultural Affairs and Personnel. Prior to FY 2013, the Engineering department estimated the amount of time spent on projects and allocated that time to an Internal Service Fund which is then allocated to the various capital improvement projects that the personnel work on. The remaining time not allocated to the Internal Service Fund was considered administrative and has been charged to the General Fund. In addition, administrative departments such as the City Manager's Office, Legal, Planning, Economic Development, City Clerk's Office and Workforce Development recharged expenses based upon each enterprise fund's percent of the City-wide operating budget, excluding debt service. The accounting activity of

the Finance Department has not been recharged to the other funds with exception of payroll and loan processing, parking tickets and landfill billing.

Beginning in FY 2013, additional overhead recharges to the utility funds is being phased in over several years. Engineering administrative and project management expenses that are not recharged to capital projects will be split evenly between the Water, Sewer, Stormwater and General Funds. Finance accounting expenses and all other administrative departments such as Economic Development, Planning, Workforce Development, City Clerk, Legal Services and City Manager's Office will be split evenly between Water, Sewer, Stormwater, Refuse Collection and General Funds, with overhead costs being shared by the Landfill and Parking. This will be fully implemented over time.

Beginning in Fiscal Year 2018, Neighborhood Development, Economic Development and Workforce Development expenses will not be recharged to utility funds. In addition, the Landfill will not be recharged GIS and Planning expenses.

The Water Fund's share of the City's administrative overhead is 18.75%. In FY 2020, the Water Fund will only support 6.13% of administrative overhead.

The water fees in FY 2020 are recommended to increase 5.0%; 5.0% for operating needs and 0% for capital needs.

### **Sewer**

Sewer revenue represents a portion of the monthly sewer bill that goes for the maintenance, repair, replacement and improvement of the Water & Resource Recovery Center Plant; lift stations, and sewer lines on a pay-as-you-go basis. The annual payment to the depreciation fund in Fiscal Year 2019 was \$845,000. The Fiscal Year 2020-2024 CIP anticipates \$344,601 in Fiscal Year 2020, \$421,057 in Fiscal Year 2021, \$597,616 in Fiscal Year 2022, \$778,724 in Fiscal Year 2023 and \$2,493,607 in Fiscal Year 2024.

Sanitary Sewer State Revolving Fund Loans will be used to finance sewer projects in FY 2020-2024 as follows: \$865,000 FY 2020; \$3,897,190 FY 2021; \$6,524,155 FY 2022; \$3,855,976 FY 2023; and \$1,545,605 FY 2024. The debt service related to the total \$16,687,926 State Revolving Fund Loans over the 5-years will be paid from sewer fees and offset by reduced payments to Depreciation (Construction Fund). The State Revolving Fund Loans support such projects as cedar and terminal lift station improvements and high strength waste receiving tank.

The sewer fees in FY 2020 are recommended to increase 4.5%; 4.5% for operating needs and 0% for capital needs.

Prior to FY 2013, the General fund has been subsidizing a portion of the utility funds use of administrative services such as Engineering administration, Engineering Project Management, Finance accounting services, Economic Development, Planning Services, Workforce Development, City Clerk services, Legal services, City Manager's Office including Budget, Geographic Information Systems, Sustainability, Neighborhood Development, Arts and Cultural Affairs and Personnel. Prior to FY 2013, the Engineering department estimated the amount of time spent on projects and allocated that time to an Internal Service Fund which is then allocated to the various capital improvement projects that the personnel work on. The remaining time not allocated to the Internal Service Fund was considered administrative and has been charged to the General Fund. In addition, administrative departments such as the City Manager's Office, Legal, Planning, Economic Development, City Clerk's Office and Workforce Development recharged expenses based upon each enterprise fund's percent of the City-wide operating budget, excluding debt service. The accounting activity of the Finance Department has not been recharged to the other funds with exception of payroll and loan processing, parking tickets and landfill billing.

## *Capital Improvement Program*

Beginning in FY 2013, additional overhead recharges to the utility funds is being phased in over several years. Engineering administrative and project management expenses that are not recharged to capital projects will be split evenly between the Water, Sewer, Stormwater and General Funds. Finance accounting expenses and all other administrative departments such as Economic Development, Planning, Workforce Development, City Clerk, Legal Services and City Manager's Office will be split evenly between Water, Sewer, Stormwater, Refuse Collection and General Funds, with overhead costs being shared by the Landfill and Parking. This will be fully implemented over time.

Beginning in Fiscal Year 2018, Neighborhood Development, Economic Development and Workforce Development expenses will not be recharged to utility funds. In addition, the Landfill will not be recharged GIS and Planning expenses.

The Sanitary Sewer Fund's share of the City's administrative overhead is 18.75%. In FY 2020, the Sanitary Sewer Fund will support 18.75% of the administrative overhead.

### **Parking**

Parking revenue represents three primary sources: (a) the balance of prior year depreciation funds set aside for the maintenance and repair of parking ramps; (b) future payments to the depreciation fund for repair and maintenance of the parking system (there are no budgeted payments to the depreciation fund in future years due to using existing cash balance); and (c) interest income.

A \$3 million Greater Downtown TIF borrowing is anticipated in FY 2024 for additional downtown parking. New debt service will be paid from the Greater Downtown TIF fund.

The Greater Downtown TIF will support parking related debt in the downtown as follows: \$280,000 in FY 2020; \$280,000 in FY 2021; \$280,000 in FY 2022; \$280,000 in FY 2023; and \$280,000 in FY 2024.

Prior to FY 2013, the General fund has been subsidizing a portion of the utility funds use of administrative services such as Engineering administration, Engineering Project Management, Finance accounting services, Economic Development, Planning Services, Workforce Development, City Clerk services, Legal services, City Manager's Office including Budget, Geographic Information Systems, Sustainability, Neighborhood Development, Arts and Cultural Affairs and Personnel. Prior to FY 2013, the Engineering department estimated the amount of time spent on projects and allocated that time to an Internal Service Fund which is then allocated to the various capital improvement projects that the personnel work on. The remaining time not allocated to the Internal Service Fund was considered administrative and has been charged to the General Fund. In addition, administrative departments such as the City Manager's Office, Legal, Planning, Economic Development, City Clerk's Office and Workforce Development recharged expenses based upon each enterprise fund's percent of the City-wide operating budget, excluding debt service. The accounting activity of the Finance Department has not been recharged to the other funds with exception of payroll and loan processing, parking tickets and landfill billing.

Beginning in FY 2013, additional overhead recharges to the utility funds is being phased in over several years. Engineering administrative and project management expenses that are not recharged to capital projects will be split evenly between the Water, Sewer, Stormwater and General Funds. Finance accounting expenses and all other administrative departments such as Economic Development, Planning, Workforce Development, City Clerk, Legal Services and City Manager's Office will be split evenly between Water, Sewer, Stormwater, Refuse Collection and General Funds, with overhead costs being shared by the Landfill and Parking. This will be fully implemented over time.

Beginning in Fiscal Year 2018, Neighborhood Development, Economic Development and Workforce Development expenses will not be recharged to utility funds. In addition, the Landfill will not be recharged GIS and Planning expenses.

The Parking Fund's share of the City's administrative overhead is 6.93%. In FY 2020, the Parking Fund will support 2.45% of the administrative overhead.

### **Solid Waste Collection Activities**

Solid waste collection activities revenue represents a portion of the monthly refuse bill that goes for the purchase of solid waste collection vehicles. The annual payment to the depreciation fund in Fiscal Year 2019 was \$460,000 and will be \$495,778 in FY 2020, \$685,126 in FY 2021; \$608,628 in FY 2022; \$621,084 in FY 2023; and \$632,148 in FY 2024.

Prior to FY 2013, the General fund has been subsidizing a portion of the utility funds use of administrative services such as Engineering administration, Engineering Project Management, Finance accounting services, Economic Development, Planning Services, Workforce Development, City Clerk services, Legal services, City Manager's Office including Budget, Geographic Information Systems, Sustainability, Neighborhood Development, Arts and Cultural Affairs and Personnel. Prior to FY 2013, the Engineering department estimated the amount of time spent on projects and allocated that time to an Internal Service Fund which is then allocated to the various capital improvement projects that the personnel work on. The remaining time not allocated to the Internal Service Fund was considered administrative and has been charged to the General Fund. In addition, administrative departments such as the City Manager's Office, Legal, Planning, Economic Development, City Clerk's Office and Workforce Development recharged expenses based upon each enterprise fund's percent of the City-wide operating budget, excluding debt service. The accounting activity of the Finance Department has not been recharged to the other funds with exception of payroll and loan processing, parking tickets and landfill billing.

Beginning in FY 2013, additional overhead recharges to the utility funds is being phased in over several years. Engineering administrative and project management expenses that are not recharged to capital projects will be split evenly between the Water, Sewer, Stormwater and General Funds. Finance accounting expenses and all other administrative departments such as Economic Development, Planning, Workforce Development, City Clerk, Legal Services and City Manager's Office will be split evenly between Water, Sewer, Stormwater, Refuse Collection and General Funds, with overhead costs being shared by the Landfill and Parking. This will be fully implemented over time.

Beginning in Fiscal Year 2018, Neighborhood Development, Economic Development and Workforce Development expenses will not be recharged to utility funds. In addition, the Landfill will not be recharged GIS and Planning expenses.

The Solid Waste Fund's share of the City's administrative overhead is 18.75%. In FY 2020, the Solid Waste Fund will support 17.24% of the administrative overhead.

The solid waste collection fees in FY 2020 are recommended to increase 1.63%.

### **GENERAL FUND**

The current revenue amount of \$812,745 (0.42% of CIP Total) during the five-year period represents \$40,000 in golf funds for improvements to the Bunker Hill Golf Course, \$46,350 in Historic Preservation Loan repayments, \$150,000 in Rental Dwelling Rehab Repayments, \$184,000 in Greater Downtown Loan Pool Repayments, \$100,000 in Washington Neighborhood Loan Repayments, \$145,000 in insurance and other reimbursements, \$126,195 in Dubuque County reimbursement, and \$21,200 in repayments to the Homeownership Loan Program.

### **LOCAL OPTION SALES TAX (LOST)**

The local option Sales and Services Tax approved by the voters on February 2, 1988, provided that 20 percent of the proceeds would be used for: (a) the upkeep of City-owned property such as sidewalks, steps,

storm sewers, walks, curbs, traffic signals and signs, bridges, and buildings and facilities; (b) transit equipment such as buses; (c) riverfront and wetland developments; and (d) economic development projects. This portion of the Sales and Services Tax shows up on the CIP Source of Funds Summary as “Sales Tax (20%)” totals \$2,570,083 and represents 1.33% of the total CIP.

The local option Sales and Services Tax approved by the voters on February 2, 1988, provided that 30 percent of the proceeds would be used to: (a) reduce street special assessments by at least 75 percent; and (b) maintain and repair streets. This portion of the Sales and Services Tax shows up on the CIP Source of Funds Summary as “Sales Tax/Street Projects (30 percent)” and totals \$12,796,248, or 6.64% of the total CIP.

### **GAMING**

DRA payments represent 4% in FY 2020 of the projected gaming taxes, rent, and admissions from the race track, slots and riverboat operations (\$1,655,755 or 0.86% of the total CIP) over the five-year period. When practical in future years, additional revenues will be moved to capital from operating. To the extent that there is any revenue shortfall in future years, capital projects will be eliminated or deferred. DRA distribution revenue projections (\$10,600,163 or 5.50% of the total CIP) are discounted consistent with the adopted budget guidelines by 5% in FY 2022, 10% in FY 2023 and 15% in FY 2024.

As reported in prior years, with the reduction in the Dubuque Racing Association’s market impacts the City’s lease payment from the DRA. The City’s estimated lease payments through FY 2024 have been reduced \$27.8 million based on projections from the DRA. These adjustments to the City budget were made through current years and prior year’s budgeting processes.

In Calendar Year 2018, gross gaming revenues at the Q Casino is up 4% and the Diamond Jo is up 1%. Overall, the Dubuque gaming market is up 2.2% for Calendar Year 2018. Q Casino’s increase is due to the hotel renovation, new restaurant (Farmhouse), and new gaming product and entertainment mix. The DRA has projected a 1% increase in gross gaming revenue for Calendar Year 2019.

The State of Illinois passed a Video Gaming Act on July 13, 2009 that legalized the use of Video Gaming Terminals in liquor licensed establishments including bars, restaurants, truck stops and certain fraternal and veterans’ organizations. In the part of Illinois that affects the Dubuque market, the first year of operation of video gaming terminals generated \$1 million in revenue monthly. The use of video gaming terminals has now grown to \$9.4 million monthly for the five counties closest to Dubuque and in a direct line with Rockford, IL, which has limited revenue to the gaming market in Dubuque. The Q Casino and Diamond Jo Casino average monthly revenue is \$10.8 million. The number VGT machines have increase by 84% since 2013. The five counties in Illinois had 1037 machines in 2013 and currently have 1906 machines. Currently, Q Casino has 833 Slot Machines and Diamond Jo has 916 for a total of 1,749 or 9% less. This is a similar impact of building approximately two more casinos halfway between Dubuque and Rockford.

### **FEDERAL FUNDING**

#### **Community Development Block Grant (CDBG)**

The Fiscal year 2020-2024 CIP anticipates that Community Development Block Grant (CDBG) funds will be \$543,130 in FY 2020; \$581,766 in 2021; \$594,132 in FY 2022; \$532,400 in FY 2023; and \$522,600 in FY 2024 (1.44% of the total CIP). CDBG is budgeted at the same funding level as FY 2019.

## **Federal Aviation Administration (FAA)**

The FAA funding of \$18,069,662 (9.37% of the total CIP) provides 90 percent match on most airfield related improvements. The Fiscal Year 2020-2024 budget includes replacement of snow removal equipment; north apron reconstruction; rehabilitate runway lighting, update airport layout plan and GIS; and rehabilitate taxiway A.

## **Federal Transit Administration (FTA)**

The FTA funding of \$1,939,672 (1.01% of the total CIP) provides for the federal share of the nine heavy duty buses replaced by the FTA bus and facilities grant.

## **Federal STP Funds (6.88% of Total CIP)**

Federal funds are anticipated for the North Cascade Road (\$872,200); and the East-West Corridor Study Improvements (\$8,100,000); Pennsylvania Roundabout (\$1,100,000); Seippel Road Reconstruction (\$1,119,725); and Cedar Cross Road Reconstruction (\$2,080,000).

## **Federal Lead Paint Hazard Mitigation Grant (1.10% of Total CIP)**

Federal funds for the Lead Paint Hazard Mitigation program awarded in FY 2019 with funding budgeted as follows: \$542,500 in FY 2020; \$785,000 in FY 2021; and \$785,000 in FY 2022.

## **Federal HUD Resiliency Grant (8.99% of Total CIP)**

The U.S. Department of Housing and Urban Development (HUD) has awarded the City of Dubuque \$31.5 million to assist Bee Branch Watershed homeowners in repairing and “flood-proofing” their homes and for stormwater infrastructure improvements. A total of \$8.4 million was provided for the rehabilitation of up to 320 housing units, including owner-occupied homes, single-unit rentals, and small, multi-family residential units, all within the targeted Bee Branch Watershed areas and \$23.1 million for the installation of culverts through the railroad property lying between the upper and lower sections of the Bee Branch Creek, storm sewer improvements on 17th Street & West Locust Street, and storm sewer improvements on 22nd Street & Kaufmann Avenue.

## **STATE FUNDING**

### **Road Use Tax**

Road Use Tax Funds (RUTF) of \$2,156,148 (1.12% of the total CIP) over five years represents the balance of annual payments not required for support of the operating budget and funds that had been reserved to finance high priority transportation projects. The Iowa Department of Transportation (IDOT) provides annual projections on the amount of RUTF the City of Dubuque will receive over the next five years based on a per capita amount. The State Road Use Tax Fund consist of revenues from fuel tax, vehicle registration fees, use tax, driver’s license fees and other miscellaneous sources and is distributed to cities on a per capita basis. It should be noted that in FY 2010, the Iowa Department of Revenue increased Road Use Tax Funds (RUT) as a result of higher vehicle registration fees passed into law in 2008. The gas tax was increased ten cents beginning in February 2015. The city is estimated to receive \$35,368,613 for FY 2020-2024.

### **Sales Tax Increment Revenue**

The City secured a \$98.5 million grant through the State of Iowa Flood Mitigation program funded by 70% of the sales tax increment revenue received from the State of Iowa’s 5% portion of sales tax received from sales in the City of Dubuque. This revenue will fund the debt service payable on Sales Tax increment Revenue bonds and Iowa Finance Authority State Revolving Fund Loans issued for the Flood Mitigation project known as the Bee Branch Watershed Project. In the five year capital program, \$3,743,143 of sales tax increment revenue will fund pay-as-you-go projects related to the Bee Branch Watershed project.

### **Other State Grants (0.59% of Total CIP)**

State funding includes Iowa Department of Transportation Funding for street projects and trails and Historic Preservation Surveys and Regulations of \$1,143,000 are anticipated over the five-year program.

State transit funding includes \$376,704 over the five-year program for JFK Circle Bus Transfer Phase 2 and bus stop improvements.

Iowa Finance Authority funding of \$706,415 is anticipated over the five-year program for the Housing Department's Housing Trust Fund to provide permanently affordable housing or assistance to nonprofit organizations providing the same.

### **TAX INCREMENT FINANCING (TIF)**

#### **Dubuque Industrial Center West TIF District**

In FY 2006 and 2007, Tax Increment Financing (TIF) funds were committed towards abatement of the 20 year G.O. Bond issue for a Dubuque Industrial Center West (DICW) expansion and Chavenelle Road extension project, thereby delaying payback to the general fund for prior year development costs. In FY 2007, the TIF assessed values increased, allowing for additional increment for projects and cost recovery to continue. In FY 2017, the TIF assessed values increased again from a commercial 12% state equalization order.

The FY 2020-2024 CIP includes \$310,000 each fiscal year to provide funding for the new campaign by the Greater Dubuque Development Corporation to improve the economy in Dubuque. Fiscal Year 2021 includes \$2,700,000 for Chavenelle Road Reconstruction and \$2,616,995 for Development of McFadden Farm. Fiscal Year 2024 includes \$280,000 for Seippel Road Extension, \$50,000 for McFadden Signs, and \$80,465 for Dubuque Industrial South Signs.

#### **Annexation Initiatives**

As annexation and development continues, the City has taken the following initiatives to provide services to annexed areas:

#### **Additional Police Officers (Operating Budget)**

With the Police Department's crime strategy, Territory Accountability Design, in full implementation, the department projected the need to increase Dubuque's current six patrol territories to seven as new areas of the city are developed. To add a seventh territory, five additional police officers were needed.

Partly in response to this need, the Police Department developed a Sworn Officer Plan which proposed the addition of 15 sworn police officers over a five-year period, with the first five (four Police Officers and one Police Corporal acting as a Section 8 Investigator) approved in December 2007, four more were approved in FY 2009, three more were approved in FY 2010, two more were approved in FY 2011 and one more was approved in FY 2012. The plan's staff increases created sufficient staffing to establish an additional patrol territory.

In FY 2019, an additional sworn police officer was added, an existing position was promoted to Captain and one Corporal position was eliminated in order to create a Specialty Unit Commander. The Fiscal Year 2020 budget recommendation includes the expansion of the Dubuque Police Department School Resource Officer Program. Three SRO's would be added over consecutive years: FY2020, FY2021, and FY2022 budget. Under this proposal, the DCSD would gradually pay 50% of the salary of the existing SRO Corporal, and the DARE Officer. DCSD would also begin paying 50% of the initial Iowa Law Enforcement Academy training costs and initial equipment for the proposed new SRO positions, including a squad car, and ongoing training costs for SRO's.

#### **Fire Station and Additional Firefighters**

An additional west end fire station is currently projected to be designed in FY 2023, but may be delayed. This station would be approximately 10,000 square feet and house two response apparatus, plus storage for other reserve units. The City of Dubuque currently has an annexation study and not an annexation plan. However, addition of this fire station and associated ambulance and firefighting response capability and capacity

positions the City will develop an annexation plan and begin the process of annexation in the near future. The City Development Board, that approves annexation expects services to be provided within 3 years of annexation. For a new station, operating costs include insurance, utilities, equipment, maintenance, furniture, and the cost of twelve new employees. Beginning in FY2020, one (1) new employee would be added, one (1) additional new employee would start in FY 2021 as well. In FY2022, four (4) more employees would be added. In FY2023, two (2) employees would be added, and the remaining four would start in FY 2024 (for a total of 12 positions). The current minimum staffing per shift is 22, with 28 personnel assigned to cover leave. During the build up of positions before a fire station is constructed, the additional personnel will reduce the need for overtime as each shift will have more positions available to cover vacations and other leave. This advantage will diminish once the new engine and ambulance are placed in service in FY2024.

### **Additional Snow Plow Drivers and Snow Plow Route (Operating Budget)**

Dubuque's expansion also increased the number of streets and roads that must be maintained by the City's Public Works Department. In order to maintain the current level of street maintenance, street cleaning, and snow and ice control to all areas of the city, the Public Works Department was approved for the addition of a snow plow driver in FY 2009 and another is expected to be requested in a future year. Two drivers are needed to staff a route 24 hours a day in a snow event. The Public Works Department plans to create another snowplow route with these two employees as annexation and development dictates. In the warm months, this position will be assigned to the Leisure Services Department to maintain City parks and landscaping in the Washington Neighborhood, Port of Dubuque, Iowa Street and the Locust Street connector. In Fiscal Year 2009, the Public Works Department also began using Refuse, Recycling and Yard Waste Collection employees at the end of their collection routes and on overtime to assist in snow removal duties. The City has also developed a plan to use personnel and equipment from other City departments to go from 22 pieces of snow removal equipment to 32 pieces of snow removal equipment in a snow storm that exceeds 5 inches. With the recommendation to eliminate full-time positions in the Engineering Department and create one part-time position, there will be less opportunity to supplement the snow plowing effort.

### **Water and Sanitary Sewer Service**

The City is in the process of extending sanitary sewers and water service into new development areas or recently annexed areas as part of pre-annexation agreements. Requests have been received for sanitary sewer and water service on North Cascade Road near Highway 20 and for water service further north on John F. Kennedy Road.

In 2003, a new water main was activated from Highway 20 north on the east side of the Northwest Arterial to John F. Kennedy Road then west to a new 1.25 million gallon water tower located at the Dubuque Soccer Complex. By constructing this tower and with this water main extension in the fourth pressure zone of the City's water distribution system, it allowed growth to take place for residential, commercial and industry to the west of the community.

To date, both sanitary sewer and water service have been extended through the Dubuque Industrial Center West, along Seippel Road to the north edge of the Callahan subdivision. Additional funds are available to extend water and sewer service to the 643 acres annexed and to other areas under consideration for annexation. The City has spent in excess of \$2 million to replace much of the North Fork Catfish Creek Sanitary Sewer Line.

The City extended the Granger Creek Interceptor sewer and the public water main from the Technology Park South along highway 151/61 to the north side of the Dubuque Regional Airport. The Granger Creek sanitary sewer and water main extension provided immediate sanitary sewer and water services to the Dubuque Regional Airport and portions of the annexation areas that are adjacent to the highway 151/61 corridor.

### **Greater Downtown TIF District**

This district was formally the Downtown and Ice Harbor TIF districts but now have been combined to the Greater Downtown TIF district. Many projects, which are City Council priorities, are able to move forward due

to the availability of Greater Downtown TIF revenue due to continued growth to further sustain a rejuvenated downtown and port of Dubuque. The following are projects included in the FY 2020-2024 CIP:

**Jackson Park Construct Restrooms (page 21)** – This project provides funding for the construction of rest rooms in Jackson park (\$250,000).

**Jackson Park Amenities (page 22)** – This project provides funding for the improvement of amenities in Jackson park (\$310,000).

**Town Clock Rehab (page 29)** - This project (\$100,000) provides for concrete work throughout the plaza area.

**Civic Center Arena Roof Air Conditioner Replacement (page 41)** - This project (\$225,000) provides for replacing the arena air conditioning units Roof Top Units 1, 2 and 3. The air conditioning units were installed in 2005 and have a life span of fifteen years. The units are working, however costs of repairs are rising every year.

**Five Flags Building Improvements (page 47)** - This project (\$6,000,000) provides for improvements to the building (arena, theater, lobby areas, exterior) and its equipment should a bond referendum for another scenario not pass or it is determined by City Council that Scenario 1 of status quo is the direction. This would be used on the current facility at its current footprint in its current state. The building is in need of wood window repairs, painting of the steel exterior, resealing the ballroom floor, remodeling/upgrading concession stands, carpet and tile replacement, locker shower upgrades, stage dimmer light replacement, dressing room upgrades, orchestra pit electronic lift, placement, refurbishing the stage floor, restoration of theater seats, painting walls and ceilings, satellite ticket booth, theater counter weight and grid system, lighting upgrades and retrofits and other building needs. Equipment replacement needs include the sound system, floor scrubber, tables and portable chairs, water fountains, popcorn popper, concert lighting, pipe and drape, follow spots, lighting consoles, masking equipment, scoreboard and other equipment replacements. .

**Grand River Center Replace Carpet (page 54)** - This project (\$487,872) provides for the replacement of carpeting at the Grand River Center.

**Grand River Center Market Study and Facility Assessment (page 62)** - This project (\$65,000) provides for a facility assessment and market study in preparation of the Grand River Center's first twenty years.

**East - West Corridor Capacity Improvements (page 197)** - This project (\$650,000) provides for capacity improvements along alternate east-west corridors to provide connectivity between the western growth areas and the downtown urban core. The section of University Avenue, from Pennsylvania Avenue to Loras Boulevard, referred to as the "Overlap Section" was recommended for converting the three intersections along University Avenue to roundabouts. With funds programmed in FY 2018 - 2019, the next steps in the design development process are to complete the preliminary engineering and environmental (NEPA) study phase for intersection capacity improvements along University Avenue at Loras Boulevard, Asbury Road, and at Pennsylvania Avenue. Once the preliminary engineering and environmental (NEPA) study are completed, corridor impacts will be identified, and property acquisition could begin in approximately FY2020 / 2021 and would take approximately 2 years to complete. Once property acquisition is completed within the Overlap Section, construction to convert the three intersections along University Avenue to roundabouts could begin in FY2022 and would take approximately 2-3 years to complete.

**2-Way Conversion Central and White (page 205)** - This project (\$200,000) provides for hiring a consultant to complete a One-Way to Two-Way Traffic Conversion Study along the Central Avenue

Corridor from 4th Street to 21st Street, and on White Street from 5th Street to 21st Street. The proposed Study would evaluate the 15 signalized intersections within the Central and White corridors; identify Complete Street corridor improvements or modifications to support traffic demands; and to consider transit needs, bike and pedestrian needs, and sustainability.

**7th Street Extension to Pine Street (page 206)** - This project (\$420,000) provides for an opportunity to evaluate alternatives and the feasibility of developing a roadway through the Alliant site which would connect 7th Street to Pine Street at 9th / Kerper Blvd. The potential extension of 7th Street to Pine Street would allow commercial traffic to use the US 61-151 on / off ramps at 9th Street to access Pine Street to 7th. This would provide commercial vehicles that currently use 7th, 9th, Central, Washington and Jackson Streets through the Historic Millwork District to get to the industrial businesses on 7th / Commercial Street, a more efficient, safer, and direct route..

**Federal Building Renovation (page 241)** - This project (\$1,680,518) provides funding in FY 2020 for \$22,000 to conduct an American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) Level 1 Energy Audit, \$6,000 for the replacement of the public information kiosk in the lobby, \$28,500 for making ADA accessibility upgrades to the 3rd floor public restrooms, and \$42,000 is budgeted to paint the interior post office space per the terms of the lease agreement. In FY 2021, \$220,000 is budgeted for structural repairs to the loading dock and leaking building foundation and \$165,000 for replacement of the first floor lobby lights with replica period fixtures, main stairwell painting and lighting, and refinishing of the historic woodwork in the main lobby. In FY 2022, \$250,000 is budgeted for an ASHRAE Level 2 & 3 Energy Assessment which will build off of the results from the Level 1 energy audit. The Level 2 Assessment provides detailed survey of building systems and operations, breakdown of energy source and end use, identification of Energy Efficiency Measures (EEMs) for each energy system, range of savings & costs for the EEMs, spotlight on operational discrepancies and outline of priorities for needed upgrades. The ASHRAE Level 3 Energy Assessment allows for complex HVAC system upgrade alternative analysis, return on investment and construction cost estimating. Additional funding in FY22 is being budgeted to address known long term building operations and maintenance requirements which include \$54,500 for tuck pointing and waterproofing of the building window wells, and \$13,000 to tuck point the front steps and replace rusting hand rails and \$4,500 is budgeted for improvements to the public way finding signs for the building.

In FY 2022, \$250,000 is budgeted for an ASHRAE Level 2 & 3 Energy Assessment which will build off of the results from the Level 1 energy audit. The Level 2 Assessment provides detailed survey of building systems and operations, breakdown of energy source and end use, identification of Energy Efficiency Measures (EEMs) for each energy system, range of savings & costs for the EEMs, spotlight on operational discrepancies and outline of priorities for needed upgrades. The ASHRAE Level 3 Energy Assessment allows for complex HVAC system upgrade alternative analysis, return on investment and construction cost estimating. Additional construction funding in FY23 is being budgeted to address known long term building operations and maintenance requirements.

**Riverfront Dock Expansion (page 228)** - This project (\$875,000) is to expand the existing riverfront docking facility to accommodate large excursion boats in the Port of Dubuque. The City's proposed infrastructure plan is to construct a new pier wall landing platform near the bottom of Riverwalk Stair No. 2. A portion of Stair No. 2 will be reconstructed to connect to the new landing platform. The new landing platform will be connected to the Riverwalk by an ADA compliant ramped walkway. The excursion boats will moor against new pipe pile clusters and will access land from floating platform docks which will connect to the pier wall landing platform via ADA compliant gangway. The expanded docking facility will accommodate excursion boats 400 feet in length or greater. It is forecasted that excursion boat traffic on the Mississippi River will increase and a new docking facility will create an opportunity for significant tourism growth in Dubuque. Increased tourism will create employment in retail, dining, ground transportation, and excursions to local attractions, while other tourism-related sectors will benefit as a result.

**Riverfront Leasehold Improvements (page 231)** - This project (\$79,200) provides funding in FY21 to support the rail spur improvements along Kerper Blvd. and Commercial St and the deconstruction of the former Dodd's Terminal building foundation in the South Port. Clearing this site of the existing outdated and obsolete structure will help to prepared it for redevelopment. FY 22 would allow the city to evaluate redevelopment options for the industrial sight on 7th street along Dove Harbor, as well as a site along Kerper Blvd at the Peosta Channel.

**ABC Supply Building Deconstruction (page 232)** - This project (\$417,000) provides funding for hazardous material remediation and structure deconstruction of a former City owned leased property along Highway 151 near the South Port. The Funding in FY21 would support the deconstruction of the former ABC Supply building who's lease expired in December 2018. Clearing this site of the existing outdated and obsolete structure will help to prepared it for redevelopment.

**Greater Downtown Street Lights (page 235)** - This project (\$162,000) provides funding for the addition of approximately 130 mid-block street lights within the Downtown Urban Renewal District and CDBG areas. These additional street lights would be installed on new Alliant poles. Also, the City would provide LED lights to be installed on either commercial building or residential if property owner agrees to install and pay for the electrical costs.

**Downtown Urban Renewal Area Non-Profit Accessibility Assistance Program (page 259)** - This project (\$500,000) provides assistance with accessibility improvements to existing public buildings either owned or operated by non-profits. The Non-Profit Accessibility Assistance Program is a competitive matching grant program that will fund up to \$50,000 in any one year for eligible projects and agencies. Eligible non-profits must be classified by the U.S. Internal Revenue Service under Section 501(c)(3) of the I.R.S. code and must have a minimum two-year operating history after the date of receipt of its 501(c)(3) classification. Eligible improvements include interior and exterior accessibility alterations and must comply with the most recent Department of Justice ADA Standards and Guidelines and locally adopted building codes. Additional criteria and an application will be developed.

**Downtown ADA Assistance Program (page 260)** - This project (\$155,000) provides assistance to residents and businesses to ensure facilities in the Downtown Urban Renewal Area are fully accessible and inclusive to all persons regardless of abilities. This includes parking lots, retail and wholesale stores, restaurants, cafés, taverns, gas stations, public buildings, lodging, schools, parks, and entertainment venues. The program is designed to assist businesses with the cost of becoming ADA compliant. Qualified applicants can receive up to 50% of the cost of the project from the City of Dubuque, at a maximum amount of \$5,000 per property.

**Greater Downtown Urban Renewal District Incentive & Rehabilitation Program (page 265)** - This program (\$2,040,000) would encourage investment in areas like Central Avenue, the Bluff / West Locust neighborhood, and other areas of downtown that offer housing many would believe to be inferior to the new units created in the Millwork District and Lower Main area. As the areas that have received more investment become choice housing for those working in downtown, it is important to incentive development and investment in the other areas as to minimize the disparity between the neighborhoods. This program would fill a gap in the City's current housing programs, and has been requested by developers, financial consultants, and lenders.

**Washington Neighborhood Facade Program (page 268)** - This program (\$552,447) provides low interest loans for rehabilitation and adaptive reuse for buildings and grants for planning/design costs and facade improvements in the Downtown Washington Neighborhood.

**Downtown Rehab Grant Program (page 272)** – This program (\$448,356) provides grant funding for the rehabilitation of commercial or multi-family property in the Greater Downtown Urban Renewal District. The Facade Grant Program provides 1:1 matching grants not to exceed \$10,000 in grant funds per project for front or rear facade renovations designed to eliminate inappropriate additions or alterations and restore the facade to its historic appearance or to rehabilitate the facade to include new windows, paint, signage, awnings, etc. to improve overall appearance. Landscaping or screening with fencing or retaining walls may also be allowed, especially as it may improve property adjacent to the right-of-way. The Planning and Design Grant Program provides 1:1 matching grants not to exceed \$10,000 in grant funds per project to offset the actual pre-development costs incurred prior to a Rehabilitation project. Reimbursement would be allowed for architectural and engineering fees, feasibility studies, environmental assessments or other related soft costs, but not owner/developer fees, incurred in the development of the project. The Financial Consultant Grant Program provides 1:1 matching grants not to exceed \$15,000 in grant funds per project to offset the actual cost of hiring a financial consultant used to analyze the feasibility of the projects that generally apply for historic tax credits. Additionally, there are several other property owners and developers that have expressed an interest in utilizing the program to fund projects. The Downtown Rehabilitation Facade Grant program receives the most inquires and interest out of all programs provided by the Economic Development Department. This program has helped promote great successes in the redevelopment of the downtown. In order to meet the demand for this program, and maintain the historic appeal of downtown, additional funds have been requested for this program.

**Central Avenue Corridor Initiative (page 272)** - This project (\$320,000) provides for targeted community engagement opportunities with residents, businesses, non-profits and city staff in the Central Ave Corridor and Washington Neighborhood to set the stage for community design processes. This phase will utilize the work and findings from past engagement and planning projects and further develop future plans.

**Central Avenue Streetscape Master Plan Implementation (page 273)** - This project (\$240,000) provides for the implementation of priority actions in the Central Avenue Streetscape Master Plan. The funds allocated would be used to support infrastructure and streetscaping priority improvements justified in the master plan. The Central Avenue corridor is part of the Washington Neighborhood Revitalization Plan and includes the area between Central Avenue between 11th and 22nd streets. Included in this strategy is the redevelopment and reinvestment in residential and commercial areas in the neighborhood. Some public infrastructure improvements have already been initiated and the Central Avenue corridor is beginning to see private investment in building improvements and business location.

**Historic Millwork Master Plan Update (page 274)** - This project (\$50,000) provides funding for the update of the Historic Millwork District Master Plan that was adopted by the City Council on February 16, 2009. The adopted Historic Millwork District Master Plan offered a vision for community reconnected with surrounding neighborhoods, re-energized with housing, retail, offices, galleries, entertainment, and employment, and re-imagined as a laboratory for sustainable practices and technologies. The Plan includes green streets, new development blocks, improved connections between the Millwork District, the Port of Dubuque and Downtown, reprogrammed streets, a signature public open space, coordinated parking strategy, and a mix of uses. The update of the Historic Millwork District Master Plan will address the transportation and parking needs and uses within the Millwork District. This is a requirement of the Dupaco development agreement.

**East 12th and Elm Street Parking Lot Construction (page 283)** - This project (\$589,000) provides for the construction of a 73 stall parking lot at East 12th and Elm Street (Lot 1 Millwork Parking District). The parking lot design includes a code blue emergency phone, landscaping, environmental remediation and construction of the parking lot. The cost per parking stall would be approximately \$8,070 per stall for this proposed site.

**Locust/Iowa Street Parking Ramp Repairs and Additional Parking Possibilities (page 284)** - This project (\$20,000,000) provides for a FY 2024 replacement study which will include sizing, design, and site selection of a new facility to be built when needed. The Locust Street Parking Ramp is reaching the end of its useful life.

**Washington Neighborhood Home Purchase Program (page 295)** - This project (\$250,000) supports and encourages homeownership in the Washington Neighborhood. The program operates under the oversight of the Housing Trust Fund Committee and is capitalized by annual grants received from the Iowa Finance Authority (IFA). IFA requires a match for the program and the City provides IFA Trust Match of \$50,000 from the Greater Downtown TIF (GDTIF). The primary purpose is to complement housing assistance provided through the CDBG program by providing loans to low-to-mod income homeowners and buyers in the Washington Neighborhood and for households earning less than 30% MI are eligible to purchase any property within the City limits.

**Washington Neighborhood Housing Initiative (page 305)** - This project (\$150,000) funds a housing initiative for the Washington Neighborhood. This program is a partnership between Community Housing Initiatives, Inc. (CHI) and the City of Dubuque intended to increase the rate of home ownership and achieve a greater diversity of mixed household incomes. Forty (40) single family homes will be acquired and rehabilitated and resold over a four year period. Impact will be maximized by clustering acquisitions of homes.

**Downtown Urban Renewal Area Non-Profit Weatherization Improvements Assistance (page 310)** - This project (\$500,000) provides funding for matching grants to assist non-profits in the Greater Downtown TIF area to make energy efficiency improvements to their buildings, including weatherization measures, HVAC system upgrades, and other work to decrease their utility bills. This reduction in annual operating costs will allow non-profits to invest more funds in achieving their organization's mission. Energy efficiency improvements not only result in financial savings to the organization but will also help to meet the 50% by 2030 Community Climate Action & Resiliency Plan goals approved by City Council in 2013. The program builds on the success of the Energy Efficiency Revolving Loan Fund (EELF) that is currently available to private businesses, which was created using funds the City received from the 2009 American Recovery & Reinvestment Act, and the Grants to Green program, a Community Foundation of Greater Dubuque program which invested over \$1.2 million in energy efficiency projects for non-profits. Ongoing community conversations have demonstrated a continued need to fill the gap between available utility rebates and the amount non-profits are able to pay for energy efficiency improvements. Similar to the existing EELF, non-profits may be able use funds for renewable energy installation, if all reasonable efficiency improvements have been made, in order to further reduce their utility costs and reduce their negative environmental impact. Additional criteria and an application will be developed.

#### **North Cascade Housing TIF District**

In FY 2014 the City created the first housing TIF district in the Timber Hyrst subdivision off of North Cascade Road. This is a ten year TIF which requires at least 37.9% (38.1% prior to FY 2019) of the income generated to be used for Low and Moderate Income residents anywhere in the City of Dubuque. The percentage to Low and Moderate Income residents can be higher than the required 37.9%. The LMI Housing TIF revenue can be used for City initiatives other than the Homeownership Grants in Targeted Neighborhoods & Purchase/Rehab/Resale and can be used outside the Greater Downtown TIF Area.

**22nd Street/Kaufmann Avenue Stormwater (page 181)** - This project (\$50,000) provides lead service line replacement assistance to homeowners along 22nd Street from Elm Street to the west across Central Avenue and up Kaufmann Avenue towards Kane street.

**North Cascade Road Reconstruction (page 209)** - This project (\$625,000) provides for reconstruction of North Cascade Road between the bridge over Catfish Creek to the future intersection of North Cascade Road and the Southwest Arterial. The project will be developed into 2 phases; Phase 1 (2019) - from Catfish Creek bridge to Edval Lane; and Phase 2 (2021) - from Edval Lane to Southwest Arterial. The current 24-foot roadway will be widened to accommodate a 35-foot urban "complete street" section with 5-foot paved shoulders / bike lanes on each side. The existing curves on North Cascade Road are substandard and will be realigned to improve safety and allow for better sight distance. The project will require the purchase of right-of-way property to accommodate the new roadway width and larger curves. Watermain will be extended along the North Cascade Road corridor to serve the Timber Hyrst subdivision and future development along the Southwest Arterial Corridor.

**Assistance for Homeownership (page 289)** - This project (\$1,395,003) provides for acquisition activities where the City may purchase abandoned, derelict buildings and houses; or it may purchase housing subject to mortgage foreclosure actions in order to secure City funds previously loaned as part of rehabilitation activities or other housing to accomplish the goals. Certain improvements will be made to the properties in order to make them marketable for resale. In this manner, neighborhood conditions are improved, dwellings are resold to responsible owners and City dollars are returned to the revolving fund.

**True North Neighborhood Reinvestment Partnership (page 293)** - This project (\$1,500,000) provides funding to achieve the goal of promoting a broader income mix of downtown homeowners. This Program also provides for acquisition activities where True North Development Corporation may purchase abandoned, derelict buildings and houses to accomplish the goals. Certain improvements will be made to the properties in order to make them marketable for resale. In this manner, neighborhood conditions are improved and dwellings are resold to responsible owners. Certain properties are targeted to be voluntarily acquired, for reason of poor maintenance and the inability or refusal of the owner to make improvements. These are then rehabilitated and resold to qualifying owner-occupied households. This is a ten year TIF which state law requires a minimum of 38.1% of the income generated to be used for Low and Moderate Income residents any where in the City of Dubuque. The percentage benefiting Low and Moderate Income residents can be higher than the required 38.1%. In FY 2019 the percentage is 51.1%. It is anticipated that True North Development Corporation will acquire, renovate and sell for long-term home ownership 50 residential properties over the next 5-7 years with an estimated \$30,000 construction subsidy per property. The City would ensure True North Development Corporation that they would not experience a loss upon sale of the property and through the Assistance for Home Ownership CIP the City would provide \$25,000 in down payment assistance to qualified buyers of the rehabilitated property from Assistance for Homeownership (page 289). True North Development Corporation would be seeking private financing and state and federal grants to eliminate the need in the future to generate project losses.

### **English Ridge Housing TIF District**

In FY 2015 the City created a housing TIF district in the English Ridge subdivision off of Stone Valley Drive. This is a ten year TIF which requires at least 37.9% (38.1% prior to FY 2019) of the income generated to be used for Low and Moderate Income residents anywhere in the City of Dubuque. The percentage to Low and Moderate Income residents can be higher than the required 37.9%. The LMI Housing TIF revenue can be used for City initiatives other than the Homeownership Grants in Targeted Neighborhoods & Purchase/Rehab/Resale and can be used outside the Greater Downtown TIF Area.

**Assistance for Homeownership (page 289)** - This project (\$999,895) provides for acquisition activities where the City may purchase abandoned, derelict buildings and houses; or it may purchase housing subject to mortgage foreclosure actions in order to secure City funds previously loaned as part of rehabilitation activities or other housing to accomplish the goals. Certain improvements will be made to the properties in order to make them marketable for resale. In this manner, neighborhood conditions are improved, dwellings are resold to responsible owners and City dollars are returned to the revolving fund.

**South Pointe Housing TIF District**

In FY 2017 the City created a housing TIF district in the South Pointe subdivision off of Highway 151 South. This is a ten year TIF which requires at least 37.9% (38.1% prior to FY 2019) of the income generated to be used for Low and Moderate Income residents anywhere in the City of Dubuque. The percentage to Low and Moderate Income residents can be higher than the required 37.9%. The LMI Housing TIF revenue can be used for City initiatives other than the Homeownership Grants in Targeted Neighborhoods & Purchase/Rehab/Resale and can be used outside the Greater Downtown TIF Area.

**Assistance for Homeownership (page 289)** - This project (\$942,361) provides for acquisition activities where the City may purchase abandoned, derelict buildings and houses; or it may purchase housing subject to mortgage foreclosure actions in order to secure City funds previously loaned as part of rehabilitation activities or other housing to accomplish the goals. Certain improvements will be made to the properties in order to make them marketable for resale. In this manner, neighborhood conditions are improved, dwellings are resold to responsible owners and City dollars are returned to the revolving fund.

**Rustic Point Housing TIF District**

In FY 2017 the City created a housing TIF district in the Rustic Point subdivision off of Derby Grange Road. This is a ten year TIF which requires at least 37.9% (38.1% prior to FY 2019) of the income generated to be used for Low and Moderate Income residents anywhere in the City of Dubuque. The percentage to Low and Moderate Income residents can be higher than the required 37.9%. The LMI Housing TIF revenue can be used for City initiatives other than the Homeownership Grants in Targeted Neighborhoods & Purchase/Rehab/Resale and can be used outside the Greater Downtown TIF Area.

**Assistance for Homeownership (page 289)** - This project (\$98,793) provides for acquisition activities where the City may purchase abandoned, derelict buildings and houses; or it may purchase housing subject to mortgage foreclosure actions in order to secure City funds previously loaned as part of rehabilitation activities or other housing to accomplish the goals. Certain improvements will be made to the properties in order to make them marketable for resale. In this manner, neighborhood conditions are improved, dwellings are resold to responsible owners and City dollars are returned to the revolving fund.

**MISCELLANEOUS SOURCES**

**Private Participation (0.66% of Total CIP)**

Private contributions represents the non-City share of the cost of several projects including private participation, fund raising, loans, grants and future resource allocation of City funds. Private participation funds included in the five year CIP include; contribution from the Diamond Jo Casino for the Port of Dubuque Parking Ramp for maintenance as required by the development agreement (\$351,000); County contribution for Fire Hazmat Truck Replacement (\$119,583) and multi-function copier at the Dubuque Law Enforcement Center (\$6,612); Viking Cruises contribution for the Riverfront Dock Expansion (\$875,000); and Lead Based Paint Hazard Control education and training fees (\$37,500).

**Special Assessments (0.53% of Total CIP)**

Special Assessments represent that portion of street and sanitary sewer improvement projects anticipated to be assessed to benefiting property owners. The \$324,524 amount breaks down: (a) \$154,524 for sanitary sewer special assessments, (b) \$150,000 for sidewalk lien special assessments, and (c) \$720,000 for street reconstruction assessments.

**Cable TV (0.00% of Total CIP)**

It is anticipated that Cable TV funds will be used in the five-year CIP of \$9,210 for computer replacements.

# Capital Improvement Program

City of Dubuque  
Recommended Capital Improvement Summary  
FY 2020 - FY 2024

PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>FIRE DEPARTMENT</b>									
<b>Public Safety</b>									
	Ladder Truck & Pumper Replacement	Dubuque County, G.O. Debt, DRA Distribution	\$ 350,000	\$ 408,000	\$ 1,557,550	\$ —	\$ 405,200	\$ 2,720,750	1
	HVAC Replacement - Fire Headquarters	G.O. Debt (Sales Tax Fund 20%)	\$ 80,000	\$ 168,924	\$ 344,605	\$ —	\$ —	\$ 593,529	2
	Mechanical & Electrical Systems Implementation	Sales Tax Fund (20%)	\$ —	\$ 26,010	\$ 26,010	\$ 26,010	\$ 26,010	\$ 104,040	3
	Fire Station Expansion/Relocation	Sales Tax Fund (20%)	\$ —	\$ —	\$ 40,000	\$ 806,000	\$ 3,131,400	\$ 3,977,400	4
	Ambulance Replacement	DRA Distribution	\$ —	\$ —	\$ —	\$ 257,251	\$ 262,396	\$ 519,647	6
<b>LEISURE SERVICES</b>									
<b>PARK DIVISION</b>									
<b>Culture and Recreation</b>									
<b>Park Development</b>									
	Eagle Valley Park	CDBG Grant	\$ 30,530	\$ 87,700	\$ —	\$ —	\$ —	\$ 118,230	7
<b>Avon Park</b>									
	Replace Play Unit	DRA Distribution	\$ —	\$ —	\$ 97,500	\$ —	\$ —	\$ 97,500	8
<b>Eagle Point Park</b>									
	Replace Roof on Bridge Complex	DRA Distribution, Sales Tax Fund (20%)	\$ 120,000	\$ —	\$ —	\$ —	\$ —	\$ 120,000	9
	Repair Retaining Wall	DRA Distribution	\$ —	\$ 75,000	\$ —	\$ —	\$ —	\$ 75,000	10
	Concrete Improvements	DRA Distribution	\$ —	\$ 60,000	\$ —	\$ 30,000	\$ 30,000	\$ 120,000	11
	Stone Work	DRA Distribution	\$ —	\$ —	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	12
	Renovate Log Cabin Pavilion	DRA Distribution	\$ —	\$ —	\$ 71,000	\$ 40,000	\$ —	\$ 111,000	13
	Street Light Replacement	DRA Distribution	\$ —	\$ —	\$ 40,000	\$ 40,000	\$ —	\$ 80,000	14
	Riverfront Pavilion Restoration	DRA Distribution	\$ —	\$ —	\$ 5,000	\$ —	\$ —	\$ 5,000	15
	Replace Water Lines	DRA Distribution	\$ —	\$ —	\$ —	\$ 110,000	\$ 100,000	\$ 210,000	16
	Replace Roof on Terrace Room	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 24,000	\$ 24,000	17
<b>Flora Park</b>									
	Pave Wilbright, Pool, Tennis Court, and Slattery Center Parking Lots	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ 25,000	\$ —	\$ 25,000	18
<b>Gay Park</b>									
	Replace Play Unit	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ 90,000	\$ —	\$ 90,000	19

# Capital Improvement Program

City of Dubuque  
Recommended Capital Improvement Summary  
FY 2020 - FY 2024

PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>LEISURE SERVICES</b>									
<b>PARK DIVISION</b>									
<b>Culture and Recreation</b>									
	<b>Ham House</b>								
	Replace Roof	DRA Distribution	\$ —	\$ —	\$ —	\$ 75,000	\$ —	\$ 75,000	20
	<b>Jackson Park</b>								
	Construct Rest Rooms	GDTIF G.O. Debt	\$ 250,000	\$ —	\$ —	\$ —	\$ —	\$ 250,000	21
	Amenities Improvement	GDTIF G.O. Debt	\$ —	\$ 250,000	\$ 60,000	\$ —	\$ —	\$ 310,000	22
	<b>Jefferson Park</b>								
	Retaining Wall Replacement	DRA Distribution	\$ —	\$ —	\$ —	\$ 332,000	\$ —	\$ 332,000	23
	<b>Madison Park</b>								
	Replace Play Unit	DRA Distribution	\$ —	\$ —	\$ —	\$ 82,500	\$ —	\$ 82,500	24
	<b>Murphy Park</b>								
	Replace Play Unit	DRA Distribution	\$ 62,125	\$ 94,375	\$ —	\$ —	\$ —	\$ 156,500	25
	Replace Water Lines	DRA Distribution	\$ —	\$ —	\$ 10,000	\$ 100,000	\$ 50,000	\$ 160,000	26
	Replace Roof on Rest Room Building by the Tennis Courts	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 15,000	\$ 15,000	27
	<b>Storybook Zoo</b>								
	Playground Replacement	DRA Distribution	\$ —	\$ —	\$ —	\$ 124,000	\$ —	\$ 124,000	28
	<b>Town Clock Plaza</b>								
	Plaza Rehabilitation	General Obligation Debt	\$ 33,000	\$ 67,000	\$ —	\$ —	\$ —	\$ 100,000	29
	<b>General Park Maintenance</b>								
	All Parks - Replace Security Lights	DRA Distribution	\$ 10,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 85,000	30
	All Parks - Renovate Water Systems	Sales Tax Fund (20%)	\$ —	\$ 7,000	\$ —	\$ 20,000	\$ 25,000	\$ 52,000	31
	All Parks - Cameras/Code Blue Phones	DRA Distribution	\$ 17,239	\$ 15,811	\$ 16,167	\$ 17,000	\$ 17,000	\$ 83,217	32
	Street Tree Program	Sales Tax Fund (20%)	\$ 5,000	\$ 4,600	\$ 30,115	\$ 33,500	\$ 30,112	\$ 103,327	33
	Retaining Walls	DRA Distribution	\$ —	\$ —	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000	34
	Re-landscape Locust Street Connector	DRA Distribution	\$ —	\$ 30,000	\$ —	\$ —	\$ —	\$ 30,000	35
	Highway 20 - Irrigation	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ —	\$ 25,000	\$ 25,000	36

# Capital Improvement Program

City of Dubuque  
Recommended Capital Improvement Summary  
FY 2020 - FY 2024

PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>CIVIC CENTER DIVISION</b>									
<b>Culture and Recreation</b>									
<b>Operations</b>									
	Elevator Upgrades	DRA Distribution	\$ 12,000	\$ —	\$ —	\$ —	\$ 180,000	\$ 192,000	37
	Exterior Brick Wall Replacement	DRA Distribution	\$ —	\$ 50,000	\$ —	\$ —	\$ —	\$ 50,000	38
	Accessibility Building Modifications	DRA Distribution	\$ —	\$ —	\$ 25,000	\$ —	\$ 200,000	\$ 225,000	39
<b>Concessions</b>									
	Digital Menu Boards and Directional Signage	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 25,000	\$ 25,000	40
<b>Arena</b>									
	Arena Air Conditioner Replacement	GDTIF G.O. Debt	\$ —	\$ —	\$ —	\$ —	\$ 225,000	\$ 225,000	41
	Arena Concert Audio Reinforcement	DRA Distribution	\$ —	\$ —	\$ —	\$ 200,000	\$ —	\$ 200,000	42
	Arena Air Wall Replacement	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 255,000	\$ 255,000	43
	Arena Concert Sound Equipment	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 255,000	\$ 255,000	44
	Arena Roof	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 395,000	\$ 395,000	45
	Arena Stage Deck Replacement	DRA Distribution	\$ —	\$ —	\$ 255,000	\$ —	\$ —	\$ 255,000	46
	Five Flags Building Improvements	GDTIF G.O. Debt, GDTIF	\$ —	\$ —	\$ —	\$ —	\$ 6,000,000	\$ 6,000,000	47
<b>RECREATION DIVISION</b>									
<b>Culture and Recreation</b>									
<b>Swimming Pools</b>									
	Flora and Sutton Pools Annual Maintenance	DRA Distribution	\$ 25,000	\$ 70,000	\$ —	\$ 135,000	\$ —	\$ 230,000	48
	Flora Pool Replace Playground Surface	DRA Distribution	\$ —	\$ 60,000	\$ —	\$ —	\$ —	\$ 60,000	49
<b>Bunker Hill Golf Course</b>									
	Bunker Hill Golf Course - Construct Cart Paths	Golf Fees	\$ 10,000	\$ —	\$ 10,000	\$ —	\$ —	\$ 20,000	50
	Bunker Hill Golf Course - Tee Improvements	Golf Fees	\$ 10,000	\$ —	\$ 10,000	\$ —	\$ —	\$ 20,000	51
	Bunker Hill Golf Course - Replace Irrigation System	DRA Distribution	\$ 200,000	\$ 54,132	\$ —	\$ —	\$ —	\$ 254,132	52

# Capital Improvement Program

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<b>CONFERENCE CENTER</b>									
<b>General Government</b>									
	Paint Exterior Metal	Sales Tax Fund (20%), DRA Distribution	\$ 99,000	\$ —	\$ —	\$ —	\$ —	\$ 99,000	53
	Replace Carpet	GDTIF G.O. Debt	\$ 88,000	\$ —	\$ —	\$ 100,000	\$ 120,000	\$ 308,000	54
	Paint Interior Rooms and Areas	Sales Tax Fund (20%)	\$ 40,000	\$ —	\$ —	\$ —	\$ 20,000	\$ 60,000	55
	Replace Patio Caulk	DRA Distribution	\$ 25,000	\$ —	\$ —	\$ —	\$ —	\$ 25,000	56
	Replace Table, Chairs, and Podiums	Sales Tax Fund (20%), DRA Distribution	\$ 15,000	\$ —	\$ —	\$ 300,000	\$ —	\$ 315,000	57
	Landscape Renovations	DRA Distribution	\$ 15,000	\$ —	\$ —	\$ —	\$ —	\$ 15,000	58
	Sound Control System Upgrade	Sales Tax Fund (20%)	\$ 13,000	\$ —	\$ —	\$ —	\$ —	\$ 13,000	59
	Replace Bathroom Sink Light Fixtures	DRA Distribution	\$ 11,500	\$ —	\$ —	\$ —	\$ —	\$ 11,500	60
	Energy Efficiency Improvements	Sales Tax Fund (20%)	\$ —	\$ 52,000	\$ 21,000	\$ —	\$ —	\$ 73,000	61
	Market Study and Facility Assessment	Greater Downtown TIF	\$ —	\$ —	\$ 65,000	\$ —	\$ —	\$ 65,000	62
	Concrete Restoration	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ 50,000	\$ —	\$ 50,000	63
	Repaint Exhibit Hall Airwalls	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ —	\$ 40,000	\$ 40,000	64
	Replace Fabric Wall Covering	DRA Distribution	\$ —	\$ —	\$ —	\$ 35,000	\$ 120,000	\$ 155,000	65
	Replace Exterior Building Sign	DRA Distribution	\$ —	\$ —	\$ —	\$ —	\$ 40,000	\$ 40,000	66
<b>LIBRARY</b>									
<b>Culture and Recreation</b>									
	Replace Water Lines	DRA Distribution	\$ 142,200	\$ —	\$ —	\$ —	\$ —	\$ 142,200	67
	Replace Roof on Library Addition	Sales Tax Fund (20%)	\$ 120,029	\$ —	\$ —	\$ —	\$ —	\$ 120,029	68
	Circulating Pumps for HVAC System	Sales Tax Fund (20%)	\$ 37,408	\$ —	\$ —	\$ —	\$ —	\$ 37,408	69
<b>WATER DEPARTMENT</b>									
<b>Business Type</b>									
	Water Meter Replacement Program	Water Construction Fund	\$ 79,845	\$ 150,265	\$ 153,370	\$ 56,412	\$ 159,580	\$ 599,472	70
	Manhole Replacement Rehab	Water Construction Fund	\$ —	\$ —	\$ 25,000	\$ —	\$ 25,000	\$ 50,000	71

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PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>WATER DEPARTMENT</b>									
<b>Business Type</b>									
	Water Main Upgrades during Street General Repairs	Water Construction Fund	\$ —	\$ —	\$ 20,000	\$ —	\$ 25,000	\$ 45,000	72
	Maintenance of Public Water Mains during Stone Retaining Wall Repair	Water Construction Fund	\$ —	\$ 20,000	\$ —	\$ 22,550	\$ —	\$ 42,550	73
	Fire Hydrant Assembly Relocation/ Replacement for the Sidewalk Program	Water Construction Fund	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,400	\$ 100,400	74
	Cottingham Road Water Main	Water Construction Fund	\$ 1,085,937	\$ —	\$ —	\$ —	\$ —	\$ 1,085,937	75
	Southwest Arterial Water Main Extension	Water Construction Fund	\$ 855,000	\$ —	\$ —	\$ —	\$ —	\$ 855,000	76
	SCADA & Communications Infrastructure	Water Construction Fund	\$ 505,000	\$ 325,000	\$ —	\$ —	\$ —	\$ 830,000	78
	North Cascade Road Water Main Extension	Water Construction Fund	\$ 804,100	\$ —	\$ —	\$ —	\$ —	\$ 804,100	80
	Water Main Replacements - Streets	Water Construction Fund	\$ 209,000	\$ 206,000	\$ —	\$ —	\$ —	\$ 415,000	81
	Water Main Replacements - Sewer Consent Decree	Water Construction Fund	\$ 122,500	\$ —	\$ —	\$ —	\$ —	\$ 122,500	82
	Public Lead Line Water Replacement	Water Construction Fund	\$ 61,833	\$ 122,470	\$ 84,500	\$ —	\$ —	\$ 268,803	84
	Water Line Extensions to New Developments	Water Construction Fund	\$ —	\$ 307,500	\$ 650,000	\$ —	\$ —	\$ 957,500	85
	Wells, Well Field, and Raw Transmission Piping Repair	Water Construction Fund	\$ —	\$ 227,000	\$ —	\$ —	\$ 102,500	\$ 329,500	86
	Chesterfield Drive Water Main	Water Construction Fund	\$ 15,000	\$ 301,500	\$ —	\$ —	\$ —	\$ 316,500	87
	Water Source & Hydraulic Model: Master Plan	Water Construction Fund	\$ —	\$ 115,000	\$ 25,000	\$ —	\$ 25,000	\$ 165,000	88
	Water Storage Tank Coating Program	Water Construction Fund	\$ —	\$ —	\$ 150,000	\$ 1,350,000	\$ 100,000	\$ 1,600,000	89
	Old Davenport Road Water Main Extension	Water Construction Fund	\$ 100,000	\$ —	\$ —	\$ —	\$ —	\$ 100,000	90
	Tamarak Park Frontage Road Water Main	Water Construction Fund	\$ —	\$ —	\$ —	\$ 65,000	\$ 600,000	\$ 665,000	91
	West End Annexation Phase II	Water Construction Fund	\$ —	\$ —	\$ —	\$ —	\$ 200,250	\$ 200,250	92
	West End Annexation Phase I	Water Construction Fund	\$ —	\$ —	\$ —	\$ —	\$ 70,000	\$ 70,000	93
	Creek Crossing Restoration	Water Construction Fund	\$ —	\$ —	\$ —	\$ —	\$ 35,000	\$ 35,000	94

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PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>WATER &amp; RESOURCE RECOVERY CENTER</b>									
<b>Business Type</b>									
	Final Clarifier Drive Pier Realignment and Drive Repair	Sanitary Sewer Construction Fund, State Revolving Fund Loan	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ —	\$ 520,000	95
	Catfish Lift Station Spare Pump	Sanitary Sewer Construction Fund	\$ 55,000	\$ —	\$ —	\$ —	\$ —	\$ 55,000	96
	Lift Station SCADA Upgrades	Sanitary Sewer Construction Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	97
	Camera System Upgrade	Sanitary Sewer Construction Fund	\$ 45,900	\$ —	\$ —	\$ —	\$ —	\$ 45,900	98
	High-Strength Waste Receiving & Storage	State Revolving Fund Loan	\$ —	\$ —	\$ 522,155	\$ 961,795	\$ —	\$ 1,483,950	99
	Nitrogen Reduction	Sanitary Sewer Construction Fund, State Revolving Fund Loan	\$ —	\$ —	\$ 70,000	\$ 98,000	\$ 1,092,000	\$ 1,260,000	100
	UV Disinfection System Modifications	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 10,000	\$ 225,000	\$ 235,000	101
	Side-Stream Phosphorous Removal	State Revolving Fund Loan	\$ —	\$ —	\$ —	\$ —	\$ 300,000	\$ 300,000	102
<b>AIRPORT</b>									
<b>Public Works</b>									
	North Apron Reconstruction	FAA Discretionary Funds, Airport Construction Funds	\$ 5,000,000	\$ —	\$ —	\$ —	\$ —	\$ 5,000,000	103
	Rehabilitate Runway Lighting	FAA Discretionary Funds, FAA Entitlement, General Obligation Debt	\$ 1,564,000	\$ —	\$ —	\$ —	\$ —	\$ 1,564,000	104
	Update Airport Layout Plan and GIS	FAA Discretionary Funds, DRA Distribution	\$ 559,930	\$ —	\$ —	\$ —	\$ —	\$ 559,930	105
	Replace Snow Removal Equipment (SRE)	FAA Entitlement, Sales Tax Fund (20%)	\$ 230,000	\$ —	\$ —	\$ —	\$ —	\$ 230,000	106
	Relocate D-Marc to New Terminal/Deconstruct Old Terminal	DRA Distribution	\$ 190,000	\$ —	\$ —	\$ —	\$ —	\$ 190,000	107
	Terminal Automated Vehicle Wash Facility	CSVI Funds, CFC Funds	\$ 72,750	\$ 485,000	\$ —	\$ —	\$ —	\$ 557,750	108
	Rehabilitate Taxiway A	FAA Discretionary Funds, FAA Entitlement, Sales Tax Fund (20%)	\$ —	\$ 350,000	\$ 4,750,000	\$ 5,250,000	\$ 2,500,000	\$ 12,850,000	109
	Terminal Entrance Sign and Regrading	G.O. Debt (Sales Tax Fund 20%)	\$ —	\$ 216,138	\$ —	\$ —	\$ —	\$ 216,138	110
	Aviation Fueling Facilities NFPA Update	DRA Distribution	\$ —	\$ 54,050	\$ —	\$ —	\$ —	\$ 54,050	111

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PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>AIRPORT</b>									
<b>Public Works</b>									
	Pavement Condition Index (PCI)	FAA Entitlement, DRA Distribution	\$ —	\$ 50,200	\$ —	\$ —	\$ 53,272	\$ 103,472	112
	Asphalt Pavement Repair	DRA Distribution	\$ —	\$ —	\$ 150,000	\$ —	\$ —	\$ 150,000	113
	Perimeter Fence Improvements	Sales Tax Fund (20%)	\$ —	\$ —	\$ 10,000	\$ —	\$ —	\$ 10,000	114
	Corporate Hangar Facilities Repair/Replacement	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ —	\$ 20,000	\$ 20,000	115
	Storm Drain Improvements	Sales Tax Fund (20%)	\$ —	\$ —	\$ —	\$ —	\$ 20,000	\$ 20,000	116
<b>PUBLIC WORKS</b>									
<b>Public Works</b>									
	Asphalt Milling Program	Sales Tax Fund (30%)	\$ 80,000	\$ 82,500	\$ 84,562	\$ 86,676	\$ 88,843	\$ 422,581	117
	Curb Ramp Program	Sales Tax Fund (30%), Road Use Tax	\$ 420,304	\$ 428,710	\$ 437,284	\$ 446,030	\$ 446,030	\$ 2,178,358	118
	Floodwall Post-Flood Repair Program	Sales Tax Fund (30%)	\$ 81,500	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 176,500	119
	Wayfinding Signs Replacement	Sales Tax Fund (30%)	\$ 25,000	\$ 25,000	\$ —	\$ —	\$ —	\$ 50,000	120
	Curb Replacement Program	Sales Tax Fund (30%)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	121
	Steps, Hand Railings and Wall-Top Fencing	Sales Tax Fund (30%)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 25,000	\$ 65,000	122
	Street Sign and Post Replacement	Sales Tax Fund (30%)	\$ —	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000	123
	Concrete Street Section Repair Program	Sales Tax Fund (30%)	\$ 25,000	\$ —	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000	124
	56,000 Gross Vehicle Weight (GVW) Dump Truck Replacement	Sales Tax Fund (30%)	\$ 320,930	\$ —	\$ —	\$ —	\$ 427,384	\$ 748,314	125
	Jule Building Conversion	Sales Tax Fund (30%)	\$ 48,000	\$ —	\$ —	\$ —	\$ —	\$ 48,000	126
	Municipal Services Air Quality Detection	General Fund	\$ 32,000	\$ —	\$ —	\$ —	\$ —	\$ 32,000	127
	Vacuum Street Sweeper Replacement	Sales Tax Fund (30%)	\$ —	\$ 210,000	\$ —	\$ 214,200	\$ —	\$ 424,200	128
	35,000 GVW Dump Truck Replacement	Sales Tax Fund (30%)	\$ —	\$ —	\$ 381,404	\$ —	\$ 816,424	\$ 1,197,828	129
	Aerial Bucket Truck Replacement	Sales Tax Fund (30%)	\$ 173,791	\$ —	\$ —	\$ —	\$ —	\$ 173,791	130
	Hawthorne Street Boat Ramp Repair	Sales Tax Fund (30%)	\$ 41,410	\$ 333,300	\$ —	\$ —	\$ —	\$ 374,710	131
	Wheel Loader Purchase	Sales Tax Fund (30%)	\$ —	\$ 206,350	\$ —	\$ —	\$ —	\$ 206,350	132

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<b>PUBLIC WORKS</b>									
<b>Public Works</b>									
	Municipal Service Center CNG Retrofit	DRA Distribution	\$ —	\$ —	\$ 27,163	\$ 323,886	\$ —	\$ 351,049	133
<b>Business Type</b>									
	Cab-Over Solid Waste Vehicles	Refuse Collection Fund	\$ 490,000	\$ 676,260	\$ 608,628	\$ 620,800	\$ 627,314	\$ 3,023,002	134
	Sanitary Sewer Root Foaming	Sanitary Sewer Construction Fund	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	135
	High Pressure Sewer Jet Cleaner		\$ —	\$ —	\$ —	\$ —	\$ 210,000	\$ 210,000	136
	Flood Control Levee Repair	Stormwater Construction Fund	\$ 200,000	\$ —	\$ —	\$ —	\$ —	\$ 200,000	137
	Flood Control Units	Stormwater Construction Fund	\$ —	\$ —	\$ 386,000	\$ —	\$ —	\$ 386,000	138
	Hard Surface Deep Cleaning Self-Propelled Unit	Stormwater Construction Fund	\$ —	\$ 166,100	\$ —	\$ —	\$ —	\$ 166,100	139
	Asset Management System	Stormwater Construction Fund	\$ 81,206	\$ —	\$ —	\$ —	\$ —	\$ 81,206	140
	Ice Harbor Concrete Abutment Repair	Stormwater Construction Fund	\$ 190,000	\$ —	\$ —	\$ —	\$ —	\$ 190,000	141
	Ice Harbor Gate Fender Replacement	Stormwater Construction Fund	\$ —	\$ —	\$ —	\$ 145,000	\$ —	\$ 145,000	142
<b>ENGINEERING DEPARTMENT</b>									
<b>SANITARY SEWER</b>									
<b>Business Type</b>									
<b>General</b>									
	Sanitary Sewer Extensions to New Developments	Sanitary Sewer Construction Fund	\$ 34,822	\$ 13,275	\$ 33,866	\$ 59,145	\$ 174,473	\$ 315,581	143
	Sanitary Sewer Extensions to Existing Developments	Sanitary Sewer Construction Fund, Special Assessments, State Revolving Fund Loan	\$ —	\$ 600,000	\$ 1,200,000	\$ —	\$ 386,310	\$ 2,186,310	144
	Twin Ridge Subdivision -Lagoon Abandonment	State Revolving Fund Loan	\$ —	\$ —	\$ 465,000	\$ —	\$ —	\$ 465,000	145
	Sanitary Sewer Extensions - Existing Development, Pre-annexation and Annexation Agreements	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ 233,500	\$ —	\$ —	\$ 233,500	146
	Sewer Utility Master Plan	Sanitary Sewer Construction Fund, State Revolving Fund Loan	\$ 164,000	\$ 237,000	\$ 121,000	\$ —	\$ —	\$ 522,000	147
	CCTV Inspection, Cleaning, and Assessment	Sanitary Sewer Construction Fund, State Revolving Fund Loan	\$ 75,000	\$ 285,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 900,000	148

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<b>ENGINEERING DEPARTMENT</b>									
<b>SANITARY SEWER</b>									
<b>Business Type</b>									
<b>Reconstruction</b>									
	Southfork Interceptor Sewer	State Revolving Fund Loan	\$ —	\$ —	\$ —	\$ 34,181	\$ 533,819	\$ 568,000	149
	Knob Hill-Duggan Drive Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 149,310	\$ —	\$ 149,310	150
	Brunswick Sanitary Sewer	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 9,400	\$ 68,900	\$ 78,300	151
	Southgate Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 13,300	\$ 98,100	\$ 111,400	152
	King Street Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 11,300	\$ 82,800	\$ 94,100	153
	Center Grove Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 7,300	\$ 60,000	\$ 67,300	154
	Wood Street Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ 15,000	\$ 95,000	\$ —	\$ —	\$ —	\$ 110,000	155
	Auburn & Custer Sanitary Sewer Reconstruction	State Revolving Fund Loan	\$ —	\$ 316,400	\$ —	\$ —	\$ —	\$ 316,400	156
	Grove Terrace Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ 110,000	\$ —	\$ —	\$ 110,000	157
	Heeb Street Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ 20,000	\$ 160,000	\$ —	\$ —	\$ —	\$ 180,000	158
	Hempstead Sanitary Sewer Reconstruction	State Revolving Fund Loan	\$ —	\$ 30,000	\$ 250,000	\$ —	\$ —	\$ 280,000	159
	Cooper Place and Maiden Lane Sanitary Sewer Reconstruction	State Revolving Fund Loan	\$ —	\$ —	\$ —	\$ 30,000	\$ 300,000	\$ 330,000	160
	Abott & Cottage Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 20,000	\$ 200,000	\$ 220,000	161
	Harvard St Sanitary Sewer Reconstruction	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ —	\$ 18,000	\$ 18,000	162
<b>Rehabilitation</b>									
	Catfish and Granger Creek Interceptor, Force Main and Lift Station Improvements	State Revolving Fund Loan	\$ 243,000	\$ 1,251,000	\$ 1,940,000	\$ —	\$ —	\$ 3,434,000	163

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<b>ENGINEERING DEPARTMENT</b>									
<b>SANITARY SEWER</b>									
<b>Business Type</b>									
	Cedar and Terminal Street Lift Station and Force Main Assessment and Improvements	State Revolving Loan Fund	\$ 153,000	\$ 750,000	\$ 1,416,000	\$ 2,260,000	\$ —	\$ 4,579,000	165
	Track Line Sanitary Cleaning and Lining	State Revolving Fund Loan	\$ 100,000	\$ 187,790	\$ —	\$ —	\$ —	\$ 287,790	167
	Sanitary Sewer Lining Program	G.O. Debt (Sanitary Abated)	\$ 27,500	\$ 62,500	\$ 70,000	\$ 170,000	\$ 170,000	\$ 500,000	168
	Manhole Replacement/Rehab Program	Sanitary Sewer Construction Fund	\$ 50,000	\$ —	\$ —	\$ 50,000	\$ —	\$ 100,000	169
	Center Place Alley Sanitary Sewer Rehabilitation	State Revolving Fund Loan	\$ —	\$ 110,000	\$ 300,000	\$ —	\$ —	\$ 410,000	170
	Perry & Bradley Force Main and Lift Station Improvements	State Revolving Loan Fund	\$ —	\$ —	\$ —	\$ 260,000	\$ —	\$ 260,000	171
	Couler Valley Interceptor Inspection, Cleaning and Rehabilitation	Sanitary Sewer Construction Fund	\$ —	\$ —	\$ —	\$ 85,000	\$ —	\$ 85,000	172
<b>STORMWATER</b>									
<b>Business Type</b>									
<b>General Storm Sewer Projects</b>									
	Stormwater Infiltration & Inflow Elimination Program	Stormwater Construction Fund	\$ 100,000	\$ 50,000	\$ 50,000	\$ 90,000	\$ 100,000	\$ 390,000	173
	Storm Sewer General Replacements	Stormwater Construction Fund	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 350,000	174
	Storm Sewer Improvements/Extensions	Stormwater Construction Fund	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 64,946	\$ 304,946	175
	Catch Basin Reconstruction	Stormwater Construction Fund	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,060	\$ 54,122	\$ 266,182	176
	Draintile Program	Stormwater Construction Fund	\$ 20,000	\$ 20,400	\$ 20,810	\$ 21,224	\$ 21,649	\$ 104,083	177
	Storm Sewer Lining and Rehabilitation	Stormwater Construction Fund	\$ —	\$ 100,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 350,000	178
<b>Bee Branch Watershed Projects</b>									
	Bee Branch Creek RR Culverts	State Revolving Fund Loan, Federal Grant	\$13,817,473	\$ 8,629,100	\$ —	\$ —	\$ —	\$22,446,573	179
	22nd Street Storm Sewer Improvements	Federal Grant, State Sales Tax Increment	\$ 4,847,483	\$ —	\$ —	\$ —	\$ —	\$ 4,847,483	181
	17th Street Storm Sewer Improvements	Federal Grant, Sanitary Sewer Construction Fund, State Sales Tax Increment	\$ 2,886,037	\$ 384,418	\$ —	\$ —	\$ —	\$ 3,270,455	182
	Flood Control Maintenance Facility	State Flood Mitigation, Stormwater Construction Fund, State Sales Tax Increment	\$ —	\$ —	\$ —	\$ —	\$ 220,000	\$ 220,000	183

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<b>ENGINEERING DEPARTMENT</b>									
<b>STORMWATER</b>									
<b>Business Type</b>									
<b>Specific Storm Sewer Projects</b>									
	US HWY 20 Interchange Storm Sewer Improvements	Stormwater Construction Fund	\$ 325,000	\$ —	\$ —	\$ —	\$ —	\$ 325,000	184
	Landfill Access Road Storm Sewer	Stormwater Construction Fund	\$ 222,000	\$ —	\$ —	\$ —	\$ —	\$ 222,000	185
	University Ave Storm Sewer	Stormwater Construction Fund	\$ 25,000	\$ 150,000	\$ —	\$ —	\$ —	\$ 175,000	186
	Roosevelt Culvert Reconstruction	Stormwater Construction Fund	\$ 21,000	\$ —	\$ —	\$ —	\$ —	\$ 21,000	187
	Heeb Street Storm Sewer (Street Program)	Stormwater Construction Fund	\$ 5,000	\$ 25,000	\$ —	\$ —	\$ —	\$ 30,000	188
	Keokuk Storm Sewer Extension	Stormwater Construction Fund	\$ —	\$ —	\$ 44,600	\$ —	\$ —	\$ 44,600	189
	Copper Field Storm Sewer Extension Project	Stormwater Construction Fund	\$ —	\$ —	\$ 34,700	\$ —	\$ —	\$ 34,700	190
	Key Way Drive Outfall Project	Stormwater Construction Fund	\$ —	\$ —	\$ 30,100	\$ —	\$ —	\$ 30,100	191
	Pennsylvania Culvert Replacement	Stormwater Construction Fund	\$ —	\$ —	\$ 25,000	\$ 100,000	\$ —	\$ 125,000	192
	Windsor Street Storm Sewer Extension	Stormwater Construction Fund	\$ —	\$ —	\$ —	\$ 80,500	\$ —	\$ 80,500	193
<b>STREETS</b>									
<b>Public Works</b>									
<b>Street Related Improvements</b>									
	Pavement Marking Project	Sales Tax Fund (30%), IDOT	\$ 135,000	\$ 85,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 625,000	194
	Street Construction General Repairs	Sales Tax Fund (30%)	\$ 83,000	\$ 80,000	\$ 91,911	\$ 100,000	\$ 110,000	\$ 464,911	195
	Guardrail Replacement	Sales Tax Fund (30%)	\$ 10,000	\$ —	\$ 15,000	\$ 10,000	\$ 12,000	\$ 47,000	196
	East - West Corridor Capacity Improvements	Road Use Tax, Fed DMATS Funding, State Grants (TSF), Greater Downtown TIF	\$ 4,450,000	\$ 150,000	\$ 4,150,000	\$ —	\$ —	\$ 8,750,000	197
	Chavenelle Rd Reconstruction	DICW TIF, Special Assessments	\$ —	\$ 3,000,000	\$ —	\$ —	\$ —	\$ 3,000,000	199
	Heeb Street Reconstruction	Sales Tax Fund (30%), Special Assessments, General Obligation Debt	\$ 50,000	\$ 250,000	\$ —	\$ —	\$ —	\$ 300,000	201
	Southwest Arterial Project	Sales Tax Fund (30%)	\$ 100,000	\$ —	\$ —	\$ —	\$ —	\$ 100,000	202
	Landfill Access Road	Sales Tax Fund (30%)	\$ 97,000	\$ —	\$ —	\$ —	\$ —	\$ 97,000	204

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Recommended Capital Improvement Summary  
FY 2020 - FY 2024

PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>ENGINEERING DEPARTMENT</b>									
<b>STREETS</b>									
<b>Public Works</b>									
	2-Way Conversion Central & White	GDTIF G.O. Debt	\$ 200,000	\$ —	\$ —	\$ —	\$ —	\$ 200,000	205
	7th Street Extension to Pine Street	Sales Tax Fund (30%), Greater Downtown TIF	\$ 88,400	\$ —	\$ —	\$ 70,000	\$ 800,000	\$ 958,400	206
	Pavement Preservation Program	Sales Tax Fund (30%)	\$ 32,984	\$ 49,016	\$ —	\$ —	\$ 13,000	\$ 95,000	207
	North Cascade Road Reconstruction	DMATS STP Funds, N Cascade Housing TIF	\$ —	\$ 1,497,200	\$ —	\$ —	\$ —	\$ 1,497,200	209
	JFK Road Resurfacing	Sales Tax 30%	\$ —	\$ 150,000	\$ —	\$ —	\$ —	\$ 150,000	211
	Pennsylvania & Radford Roundabout	DMATS STBG Funds	\$ —	\$ —	\$ —	\$ 1,100,000	\$ —	\$ 1,100,000	212
	Cedar Cross Rd Reconstruction	Road Use Tax, DMATS Funds, Special Assessments	\$ —	\$ —	\$ —	\$ 600,000	\$ 2,700,000	\$ 3,300,000	213
	Seippel Road Reconstruction	DICWTIF and DMATS	\$ —	\$ —	\$ —	\$ 280,000	\$ 1,119,725	\$ 1,399,725	214
<b>Sidewalk Related</b>									
	Sidewalk Inspection Program - Assessable	Special Assessments	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	215
	Sidewalk Program - City-Owned Property	Sales Tax Fund (20%)	\$ 25,000	\$ —	\$ 40,000	\$ 40,000	\$ 7,979	\$ 112,979	216
	ADA Curb Ramp Construction	CDBG Grant	\$ 12,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ 63,000	217
	Sidewalk Program Related Curb and Catch Basin Replacements	Sales Tax Fund (30%)	\$ 10,000	\$ 20,000	\$ 31,328	\$ 25,777	\$ —	\$ 87,105	218
	Crosswalk Warning Devices	Sales Tax Fund (30%), Road Use Tax	\$ —	\$ 32,000	\$ —	\$ —	\$ 32,000	\$ 64,000	219
<b>Trails/General Maintenance</b>									
	Stone Retaining Walls	Sales Tax Fund (30%)	\$ —	\$ 340,000	\$ 40,000	\$ 40,000	\$ 50,000	\$ 470,000	220
	Bridge Repairs/Maintenance	Sales Tax Fund (30%)	\$ 85,000	\$ 60,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 445,000	221
	Lead Service Line Replacement Assistance	CDBG Grant	\$ 30,000	\$ 5,000	\$ 5,000	\$ 30,000	\$ 30,000	\$ 100,000	222
	Bee Branch Trail 16th to 9th Street	State Grant, DRA Distribution, Federal Grant	\$ 597,000	\$ —	\$ 697,000	\$ —	\$ 244,000	\$ 1,538,000	223
	Complete Streets Elements	Sales Tax Fund (30%)	\$ —	\$ —	\$ 55,000	\$ —	\$ —	\$ 55,000	225

# Capital Improvement Program

City of Dubuque Recommended Capital Improvement Summary FY 2020 - FY 2024									
PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>ENGINEERING DEPARTMENT</b>									
<b>MISCELLANEOUS</b>									
<b>General Government</b>									
	Federal Building Renovation	Greater Downtown TIF	\$ 102,700	\$ 391,800	\$ 329,300	\$ 601,734	\$ —	\$ 1,425,534	226
<b>Public Works</b>									
	Riverfront Dock Expansion	Greater Downtown TIF, Private Participant	\$ —	\$ 925,000	\$ 825,000	\$ —	\$ —	\$ 1,750,000	228
	Neighborhood Related Improvement	CDBG Grant	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	230
	Riverfront Leasehold Improvements	Greater Downtown TIF	\$ 4,200	\$ 301,700	\$ 75,000	\$ —	\$ —	\$ 380,900	231
	ABC Supply Building Deconstruction	GDTIF G.O. Debt	\$ —	\$ 417,000	\$ —	\$ —	\$ —	\$ 417,000	232
	Port of Dubuque - Security Cameras	DRA Distribution	\$ —	\$ —	\$ 20,000	\$ —	\$ —	\$ 20,000	233
	Harbor Area Maintenance	Sales Tax Fund (20%)	\$ —	\$ —	\$ 10,000	\$ 11,894	\$ —	\$ 21,894	234
<b>TRAFFIC</b>									
<b>Public Works</b>									
	Street Light Replacement and New Installation	Sales Tax Fund (30%), Greater Downtown TIF	\$ —	\$ 37,000	\$ 138,200	\$ 145,200	\$ 180,000	\$ 500,400	235
	Signalization Program	Sales Tax Fund (30%)	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000	237
	Traffic Signal Mastarm Retrofit	Sales Tax Fund (30%)	\$ 80,000	\$ 80,000	\$ 100,000	\$ 80,000	\$ 80,000	\$ 420,000	238
	Traffic Signal Interconnect Conduit Replacement	Sales Tax Fund (30%)	\$ 40,000	\$ 40,000	\$ 60,000	\$ 71,000	\$ 40,000	\$ 251,000	239
	Traffic Signal Controller Replacement	Sales Tax Fund (30%)	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 41,000	\$ 221,000	240
	Street Lighting and Traffic Signal Knockdown/Insurance	Insurance Reimbursements, Sales Tax Fund (30%)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	241
	Street Camera Installation	Sales Tax Fund (30%)	\$ 75,000	\$ 82,476	\$ 130,775	\$ 101,887	\$ 105,000	\$ 495,138	242
	LED Re-lamp schedule	Sales Tax Fund (30%)	\$ 29,000	\$ —	\$ 30,000	\$ 30,000	\$ 29,000	\$ 118,000	243
	Traffic Signal Battery Backup Program	Sales Tax Fund (30%)	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000	244
	Traffic Signal Intersection Reconstruction	Sales Tax Fund (30%)	\$ 65,000	\$ 45,000	\$ 82,000	\$ 82,000	\$ 72,472	\$ 346,472	245
	Surge and Grounding Improvements at Signals City-Wide	Sales Tax Fund (30%)	\$ 15,000	\$ 14,756	\$ 29,000	\$ 10,000	\$ 10,000	\$ 78,756	246
	STREETS Traffic Control Project	Sales Tax Fund (30%)	\$ 100,000	\$ 100,000	\$ —	\$ —	\$ —	\$ 200,000	247
	Traffic Signal Fiber Optics	Sales Tax Fund (30%)	\$ 80,000	\$ 80,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 450,000	248

# Capital Improvement Program

City of Dubuque Recommended Capital Improvement Summary FY 2020 - FY 2024									
PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>ENGINEERING DEPARTMENT</b>									
<b>TRAFFIC</b>									
<b>Public Works</b>									
	ITS Traffic Control Equipment	Sales Tax Fund (30%)	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 34,000	\$ 102,000	249
	Traffic Signal Vehicle Detection Conversion	Sales Tax Fund (30%)	\$ 52,000	\$ 32,000	\$ 37,000	\$ 32,000	\$ 32,000	\$ 185,000	250
	Grandview Street Light Replacement	Sales Tax Fund (30%)	\$ 50,000	\$ —	\$ —	\$ 50,000	\$ 100,000	\$ 200,000	251
	INET Replacement Build Out	Sales Tax Fund (20%), Sales Tax Fund (30%), General Fund, Road Use Tax Fund	\$ 100,000	\$ 100,000	\$ 125,000	\$ 150,786	\$ 65,000	\$ 540,786	252
	Emergency Preemption Expansion and Upgrades	Sales Tax Fund (30%)	\$ 15,000	\$ —	\$ 15,000	\$ 15,000	\$ —	\$ 45,000	253
	Asbury Rd Signalization Reconstruction	Sales Tax Fund (30%)	\$ 120,000	\$ —	\$ —	\$ —	\$ —	\$ 120,000	254
	Fiber Reel Trailer and Fiber Tools	Sales Tax Fund (30%)	\$ 15,000	\$ —	\$ —	\$ —	\$ —	\$ 15,000	255
	Fiber Optic Conduit - Miscellaneous	Sales Tax Fund (30%)	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 210,000	256
	Fiber Infrastructure Management System	Sales Tax Fund (30%)	\$ 50,450	\$ —	\$ 100,000	\$ 10,000	\$ 10,000	\$ 170,450	257
	West Locust Fiber Redundant Path	Sales Tax Fund (30%)	\$ 92,000	\$ —	\$ —	\$ —	\$ —	\$ 92,000	258
<b>BUILDING SERVICES</b>									
<b>Public Safety</b>									
	Downtown URD Non-Profit ADA Assistance	Greater Downtown TIF	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	259
	Downtown ADA Assistance	Greater Downtown TIF	\$ 15,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 135,000	260
	City Hall Boiler	Sales Tax Fund (20%)	\$ 67,260	\$ —	\$ —	\$ —	\$ —	\$ 67,260	261
	City Hall Annex Windows	Sales Tax Fund (20%)	\$ 48,548	\$ —	\$ —	\$ —	\$ —	\$ 48,548	262
	Carriage House Roof Replacement	Sales Tax Fund (20%)	\$ 22,475	\$ —	\$ —	\$ —	\$ —	\$ 22,475	263
	ADA Compliance Consultant	Sales Tax Fund (20%)	\$ —	\$ 30,000	\$ 48,000	\$ —	\$ —	\$ 78,000	264
<b>ECONOMIC DEVELOPMENT</b>									
<b>Community and Economic Development</b>									
	Greater Downtown Urban Renewal District Incentive & Rehab Program	Greater Downtown TIF	\$ 237,100	\$ 392,900	\$ 350,000	\$ 390,000	\$ 400,000	\$ 1,770,000	265

# Capital Improvement Program

**City of Dubuque  
Recommended Capital Improvement Summary  
FY 2020 - FY 2024**

PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>ECONOMIC DEVELOPMENT</b>									
<b>Community and Economic Development</b>									
	Workforce Development	General Fund, DICW (Land Sales)	\$ 310,000	\$ 310,000	\$ 310,000	\$ 310,000	\$ 310,000	\$ 1,550,000	266
	Washington Neighborhood Façade Program	Greater Downtown TIF	\$ 50,000	\$ 120,000	\$ 70,000	\$ 60,000	\$ 200,000	\$ 500,000	267
	Downtown Rehab Grant Program	Greater Downtown TIF	\$ 100,000	\$ 70,000	\$ 70,000	\$ 60,000	\$ 50,000	\$ 350,000	268
	Historic Preservation Revolving Loan	UDAG Loan Repayments	\$ 9,270	\$ 9,270	\$ 9,270	\$ 9,270	\$ 9,270	\$ 46,350	269
	Develop McFadden Property	DICW G.O. Debt	\$ —	\$ 2,616,995	\$ —	\$ —	\$ —	\$ 2,616,995	270
	Downtown Rehabilitation Loan Program	Greater Downtown TIF, Loan Repayments	\$ 300,000	\$ —	\$ —	\$ —	\$ 300,000	\$ 600,000	271
	Central Ave Corridor Initiative	GDTIF G.O. Debt	\$ —	\$ 240,000	\$ 40,000	\$ —	\$ —	\$ 280,000	272
	Central Avenue Streetscape Master Plan Implementation	Greater Downtown TIF	\$ 100,000	\$ 120,000	\$ 20,000	\$ —	\$ —	\$ 240,000	273
	Historic Millwork District Master Plan Update	Greater Downtown TIF	\$ 50,000	\$ —	\$ —	\$ —	\$ —	\$ 50,000	274
	Dubuque Industrial Center South Signs	DICWTIF	\$ —	\$ —	\$ —	\$ 80,465	\$ —	\$ 80,465	275
	Dubuque Industrial Center Signs	DICWTIF	\$ —	\$ —	\$ —	\$ 50,000	\$ —	\$ 50,000	276
<b>TRANSPORTATION SERVICES DEPARTMENT</b>									
<b>Transit Division</b>									
<b>Business Type</b>									
	Transit Vehicle Replacement	General Fund, General Obligation Debt, DRA Distribution, FTA Grant, Sales Tax 20%	\$ 2,312,092	\$ 794,824	\$ 560,276	\$ 383,182	\$ 100,000	\$ 4,150,374	277
	JFK Transfer Phase 2	State Grant, Sales Tax Fund (20%)	\$ 409,474	\$ —	\$ —	\$ —	\$ —	\$ 409,474	279
	Bus Stop Improvements	Sales Tax Fund (20%)	\$ —	\$ 37,870	\$ 17,072	\$ 10,250	\$ 37,313	\$ 102,505	280
	Onboard Security Cameras	Sales Tax Fund (20%), FTA Allocation	\$ —	\$ 112,740	\$ —	\$ —	\$ —	\$ 112,740	281

# Capital Improvement Program

City of Dubuque Recommended Capital Improvement Summary FY 2020 - FY 2024									
PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>Parking Division</b>									
<b>Business Type</b>									
	Port of Dubuque Ramp Major Maintenance	Private Participant	\$ 70,200	\$ 70,200	\$ 70,200	\$ 70,200	\$ 70,200	\$ 351,000	282
	East 12th and Elm Street Parking Lot Construction	GDTIF G.O. Debt	\$ —	\$ 589,000	\$ —	\$ —	\$ —	\$ 589,000	283
	Locust/Iowa Street Parking Ramp Repairs	Parking Construction Fund, GDTIF G.O. Debt	\$ 250,000	\$ 150,000	\$ 84,901	\$ —	\$ 3,000,000	\$ 3,484,901	284
	Parking Meter Replacement	Parking Construction Fund	\$ 50,000	\$ —	\$ —	\$ —	\$ —	\$ 50,000	285
	Major Maintenance on Ramps	Parking Construction Fund	\$ 90,000	\$ —	\$ —	\$ —	\$ —	\$ 90,000	286
	Maintenance of Municipal Parking Lots	Parking Construction Fund	\$ —	\$ 50,000	\$ —	\$ —	\$ —	\$ 50,000	287
	Parking Ramp Occupancy Engineering Certification	Parking Construction Fund	\$ —	\$ 26,500	\$ —	\$ —	\$ —	\$ 26,500	288
<b>HOUSING AND COMMUNITY DEVELOPMENT</b>									
<b>Community and Economic Development</b>									
	Homeownership Assistance	Greater Downtown TIF, Housing TIF, Loan Repayments, General Fund, Sale Proceeds	\$ 276,238	\$ 566,485	\$ 816,595	\$ 1,050,140	\$ 1,664,664	\$ 4,374,122	289
	Lead Based Paint Hazard Control	HUD Lead Grant, Private Participant	\$ 550,000	\$ 800,000	\$ 800,000	\$ —	\$ —	\$ 2,150,000	291
	True North Neighborhood Reinvestment Partnership	Housing TIF	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ —	\$ 1,200,000	293
	Washington Neighborhood Home Purchase Program	IFA Trust, IFA Trust Loan Repayments	\$ 211,283	\$ 211,283	\$ 211,283	\$ 211,283	\$ 211,283	\$ 1,056,415	295
	Homeowner Rehabilitation Program	RRP Repayments, CDBG	\$ 105,000	\$ 155,000	\$ 205,000	\$ 210,000	\$ 210,000	\$ 885,000	296
	Purchase/Rehab/Resale	CDBG Grant	\$ 80,000	\$ 125,000	\$ 175,000	\$ 180,000	\$ 180,000	\$ 740,000	298
	Lead Based Paint Hazard Control Grant Match	CDBG Grant	\$ 40,000	\$ 104,166	\$ 102,332	\$ —	\$ —	\$ 246,498	299
	First-Time Home Buyer Program	CDBG Grant	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 220,000	301
	Rental Dwelling Rehabilitation Programs	CDBG Grant	\$ 245,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 445,000	302

# Capital Improvement Program

City of Dubuque Recommended Capital Improvement Summary FY 2020 - FY 2024									
PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>HOUSING AND COMMUNITY DEVELOPMENT</b>									
<b>Community and Economic Development</b>									
	Historic Preservation Housing Forgivable Loan program	CDBG Grant	\$ —	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000	303
	Bee Branch Healthy Homes Resiliency Grant	HUD NDRC Grant	\$ 2,718,000	\$ 674,000	\$ —	\$ —	\$ —	\$ 3,392,000	304
	Washington Neighborhood Housing Initiative	Greater Downtown TIF	\$ 150,000	\$ —	\$ —	\$ —	\$ —	\$ 150,000	305
<b>PLANNING SERVICES</b>									
<b>Community and Economic Development</b>									
	Trail Planning	DRA Distribution	\$ —	\$ —	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	306
	Historic Preservation Technical Assistance Program	State Grant-CLG/HRDP, DRA Distribution	\$ —	\$ —	\$ 15,000	\$ 15,000	\$ 5,000	\$ 35,000	307
<b>CITY MANAGERS OFFICE</b>									
<b>General Government</b>									
	Aerial Orthophotography	DRA Distribution	\$ —	\$ 52,500	\$ —	\$ 55,500	\$ —	\$ 108,000	308
	Municipal Green House Gas Inventory	General Fund	\$ 100,000	\$ —	\$ —	\$ 50,000	\$ —	\$ 150,000	309
	Non-Profit Weatherization Assistance	Greater Downtown TIF	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	310
<b>FINANCE</b>									
<b>General Government</b>									
	General Ledger Software	G.O. Debt (Sales Tax Fund 20%)	\$ —	\$ 250,000	\$ 750,000	\$ —	\$ —	\$ 1,000,000	311
	Department Remodel	General Fund	\$ 100,000	\$ —	\$ —	\$ —	\$ —	\$ 100,000	312
<b>INFORMATION SERVICES</b>									
<b>Business Type</b>									
	City-Wide Computer and Printer Replacements	Sanitary Sewer Construction Fund, Storm Sewer Construction Fund, Garage Service Fund, Water Construction Fund	\$ 96,537	\$ 29,725	\$ 41,150	\$ 52,987	\$ 87,487	\$ 307,886	313
	City-Wide Multifunction Replacement	Sanitary Sewer Construction Fund, Storm Sewer Construction Fund, Garage Service Fund, Water Construction Fund	\$ 7,068	\$ 29,060	\$ —	\$ —	\$ —	\$ 36,128	314

# Capital Improvement Program

City of Dubuque Recommended Capital Improvement Summary FY 2020 - FY 2024									
PROGRAM/ DEPT	PROJECT DESCRIPTION	SOURCE OF FUNDS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL	PAGE
<b>INFORMATION SERVICES</b>									
<b>General Government</b>									
	City-Wide Computer and Printer Replacements	General Fund, Sales Tax Fund (20%), Road Use Tax Fund, Sales Tax Fund (30%), Cable TV	\$ 713,034	\$ 648,884	\$ 873,519	\$ 532,472	\$ 573,974	\$ 3,341,883	315
	City-Wide Multifunction Replacement	Sales Tax Fund (20%), Road Use Tax Fund, Dubuque County Share	\$ 134,875	\$ 95,654	\$ —	\$ —	\$ —	\$ 230,529	316
	Network Switch Replacements	Sales Tax Fund (20%)	\$ 44,000	\$ 43,900	\$ 63,475	\$ 85,075	\$ —	\$ 236,450	317
	Network Security Risk Assessment	DRA Distribution	\$ 15,000	\$ —	\$ 22,000	\$ 15,000	\$ —	\$ 52,000	318
	Layer 2 Redundant Network Switch	DRA Distribution	\$ —	\$ 74,000	\$ —	\$ 75,229	\$ —	\$ 149,229	319
	End Point Security	DRA Distribution	\$ —	\$ 20,640	\$ —	\$ —	\$ —	\$ 20,640	320
	<b>Grand Total</b>		<b>\$ 57,186,070</b>	<b>\$ 39,483,922</b>	<b>\$ 32,577,776</b>	<b>\$ 25,890,261</b>	<b>\$ 37,642,201</b>	<b>\$ 192,780,230</b>	

**STREET CONSTRUCTION RELATED IMPROVEMENTS - OVERVIEW**

**STREET CONSTRUCTION:**

FY 2020
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**Engineering Department:**

Annual Street Construction Program	\$ 4,597,000 <sup>1</sup>
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**Engineering Department:**

Misc. Street Related Improvements	\$ 303,000
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**Engineering Department:**

Traffic Safety and Capacity Improvements	\$ 1,220,450
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**Public Works:**

Street Maintenance & Overlays Program	\$ 3,790,856
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**TOTAL - STREET CONSTRUCTION IMPROVEMENTS:**

<b>\$ 9,911,306</b>
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**ANNUAL AVERAGE:**

1995 - 2020 Average
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**Engineering Department:**

Fiscal Year 1995 - 2019 (Annual Average)	\$ 4,318,789
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**Public Works:**

Fiscal Year 1995 - 2019 (Annual Average)	\$ 2,650,175
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**TOTAL - STREET CONSTRUCTION IMPROVEMENTS:**

<b>\$ 6,968,964</b>
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**HISTORICAL AVERAGE:**

1990 - 1994 Average
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**Engineering & Public Works Department:**

Historical Five-Year Average - Street Improvements	\$ 2,100,000
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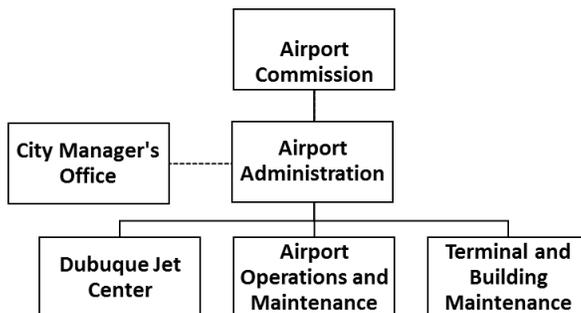
1. Budget number does not include Southwest Arterial, Traffic Signalization Maintenance, Fiber Optic Improvements, Sidewalk or Miscellaneous Improvements.

# **DEPARTMENT BUDGETS**

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# DUBUQUE REGIONAL AIRPORT

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



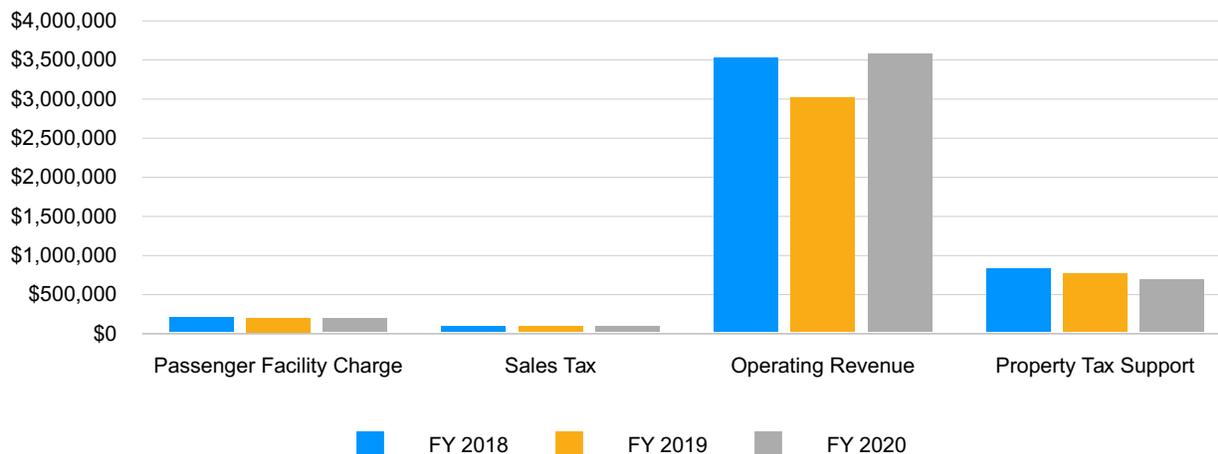
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# DUBUQUE REGIONAL AIRPORT

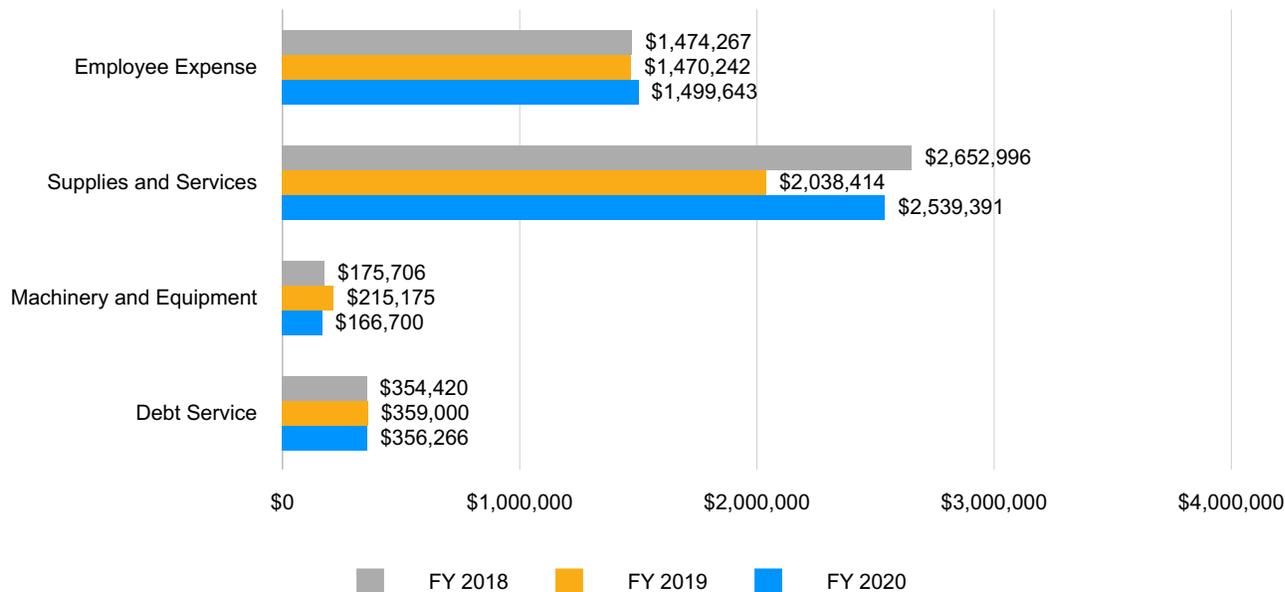
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	17.96	17.96	19.16

## Resources and Property Tax Support



The Airport is supported by 19.16 full-time equivalent employees, which accounts for only 32.87% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 11.74% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# DUBUQUE REGIONAL AIRPORT

## Airport Administration

### 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.

<b>Administration Funding Summary</b>			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$540,138	\$504,763	\$506,544
Resources	\$704,826	\$696,603	\$762,644

<b>Administration Position Summary</b>	
	FY 2020
Airport Manager	1.00
Airport Operations/Maint. Supervisor	1.00
Accountant	0.75
Marketing Coordinator	0.70
<b>Total Full-Time Equivalent Employee's</b>	<b>3.45</b>

# DUBUQUE REGIONAL AIRPORT

## Highlights of the Past Year

This past year was an exciting time at the Airport. Some accomplishments include:

- July 3rd Aircraft viewing
- Construction of entrance road signs on the general aviation side as well as the commercial terminal side
- Passed annual Federal Aviation Administration Part 139 inspection with no discrepancies
- Completion of terminal auto fuel tank and dispenser
- Initial planting of commercial terminal landscaping plants
- Participated in National Mississippi River Museum Aviation Day
- Hosted President Trump
- Staff conducted close to 30 tours for students and others



Over 3,000 people attended the July 2nd air show aircraft viewing at the Airport prior to the Radio Dubuque Air Show and Fireworks display over the river on July 3rd (Above).

# DUBUQUE REGIONAL AIRPORT

Construction was completed on the general aviation and commercial terminal signage in FY18:



Above: General aviation sign; Below: Commercial terminal sign



New terminal fuel dispenser for rental car agencies.



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 and all the building necessary to house equipment and staff.

# DUBUQUE REGIONAL AIRPORT



**Terminal Landscape Planting Day: 36 volunteers helped plant nearly 2,000 plants.**



**National Mississippi River Museum Aviation Day  
(Museum officials reported close to 1,500 people attended this day).**

# DUBUQUE REGIONAL AIRPORT

## Performance Measures

### Airport Administration - Activity Statement

Provide quality, viable, competitive airport services and facilities while promoting sustainable economic development within the region.

**MYTH: Dubuque Can't have a Red Lobster because the airport's runways are too short to fly in live lobsters.**



FALSE.

Dubuque doesn't have a Red Lobster because Darden Restaurants hasn't decided to locate here yet!

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**MYTH: The last flight to arrive in Dubuque always cancels.**

FALSE.

The cancellation rate for the late flight arrival is 4.54%. Out of 327 flights possible, just 15 flights canceled. 14 of those were due to weather.



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**MYTH: Airfares are always higher out of Dubuque.**

FALSE.

When true costs are used (Airfare + parking fees + mileage + fuel + tolls + lost time) Dubuque is usually cheaper than other area airports (Cedar Rapids, Moline, O'Hare).



# DUBUQUE REGIONAL AIRPORT



Goal: Robust Local Economy



**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.



*Transportation Security Administration booth at Airport Open House*

# DUBUQUE REGIONAL AIRPORT



**Goal: Connected Community**



**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.

<b>Dubuque Jet Center Funding Summary</b>			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,426,675	\$1,838,171	\$2,370,702
Resources	\$2,628,476	\$2,134,685	\$2,620,781

<b>Dubuque Jet Center Position Summary</b>	
	FY 2020
Fixed Base Operations Supervisor	1.00
Asst. fixed Base Operations Supervisor	1.00
Accountant	0.25
Line Service Worker	4.05
Receptionist	0.75
Customer Service Rep	0.75
<b>Total Full-Time Equivalent Employees</b>	<b>7.05</b>

# DUBUQUE REGIONAL AIRPORT

## Highlights of the Past Year

The Dubuque Jet Center hosted the 13<sup>th</sup> 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.



*Annual North American Trainers Association Formation Clinic in Dubuque*

## 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, loading and unloading of passenger baggage, and check-in and boarding of passengers.

# DUBUQUE REGIONAL AIRPORT



*The Airport hosted President Trump in July, 2018*



Dubuque Jet Center staff fuel various types of aircraft including crop dusters, business/corporate and University of Dubuque aircraft.

# 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 is unable to control outside influences such as aircraft arrivals and departures.

<b>Operations and Maintenance Funding Summary</b>			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,080,347	\$1,159,213	\$1,080,576
Resources	\$194,045	\$184,263	\$188,596

<b>Operations and Maintenance Position Summary</b>	
	FY 2020
Airport Operations Specialist	3.00
Mechanic	1.00
Maintenance Worker	3.00
Line Serviceworker	0.68
Laborer	0.23
<b>Total FT Equivalent Employees</b>	<b>7.91</b>

# DUBUQUE REGIONAL AIRPORT

## 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.



### Goal: Connected Community



#### **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.



*Airport staff work on replacing an area of concrete on a taxiway*

# 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 others.



Prescott Preschool Tour



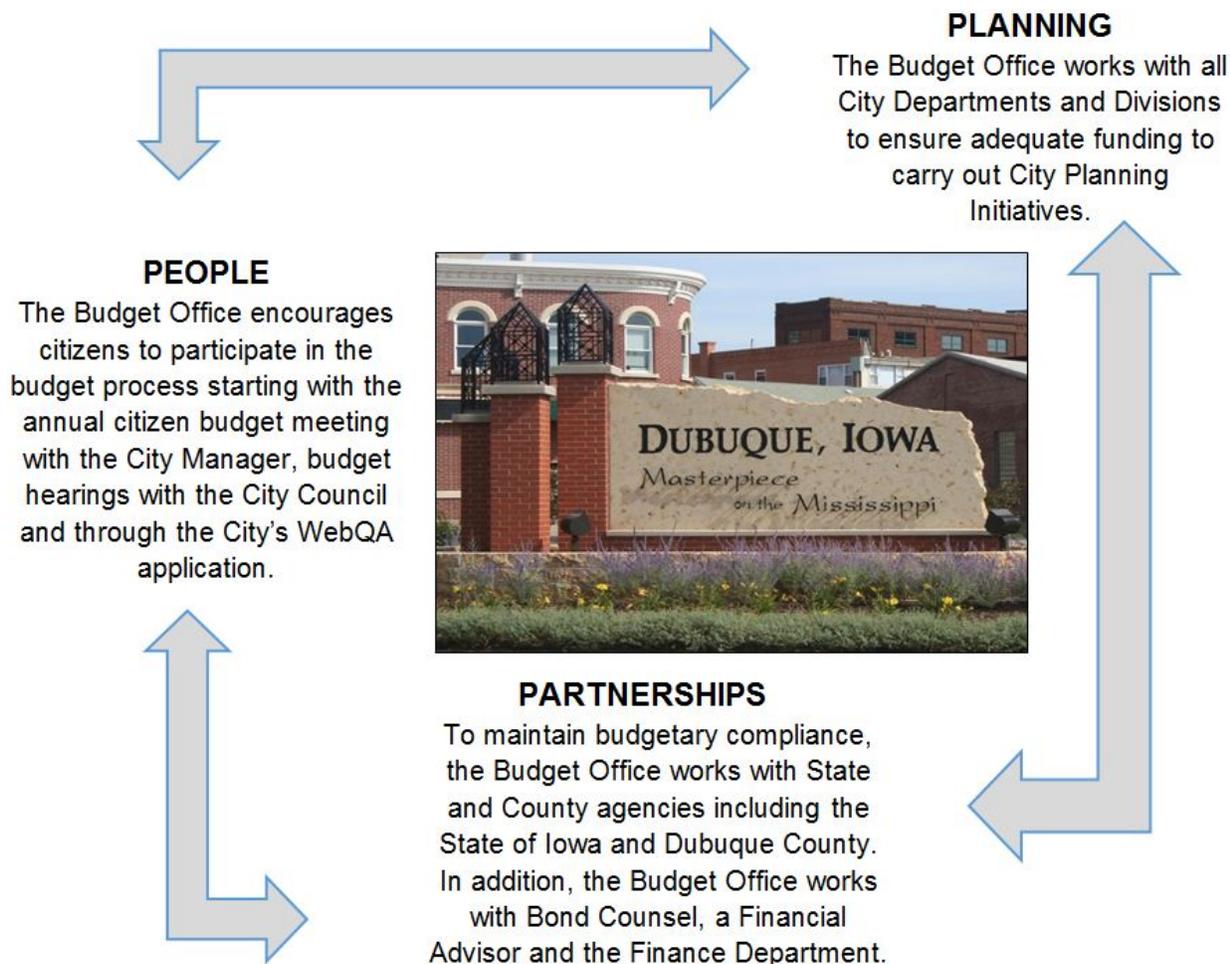
Youngun's Preschool Tour

# 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 residents to maintain fiscal integrity and accountability, as well as to support effective decision making.



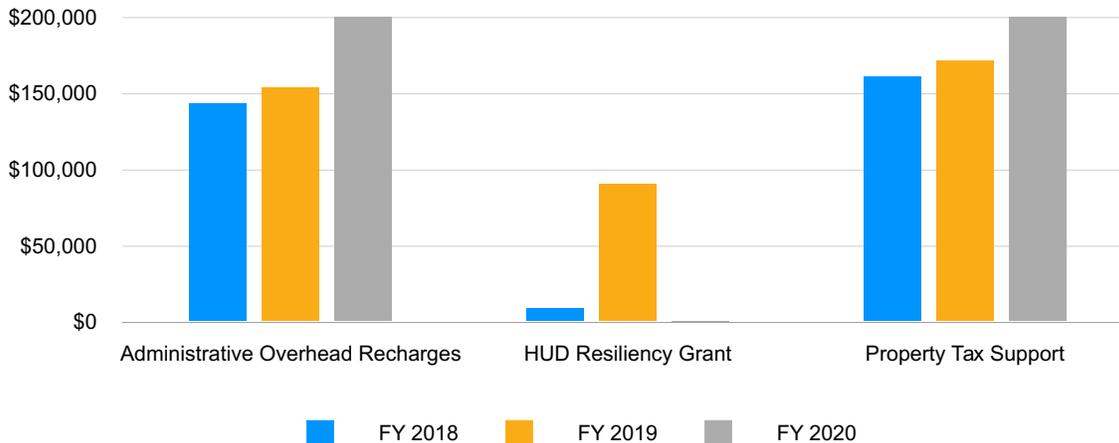
## SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES



# BUDGET OFFICE

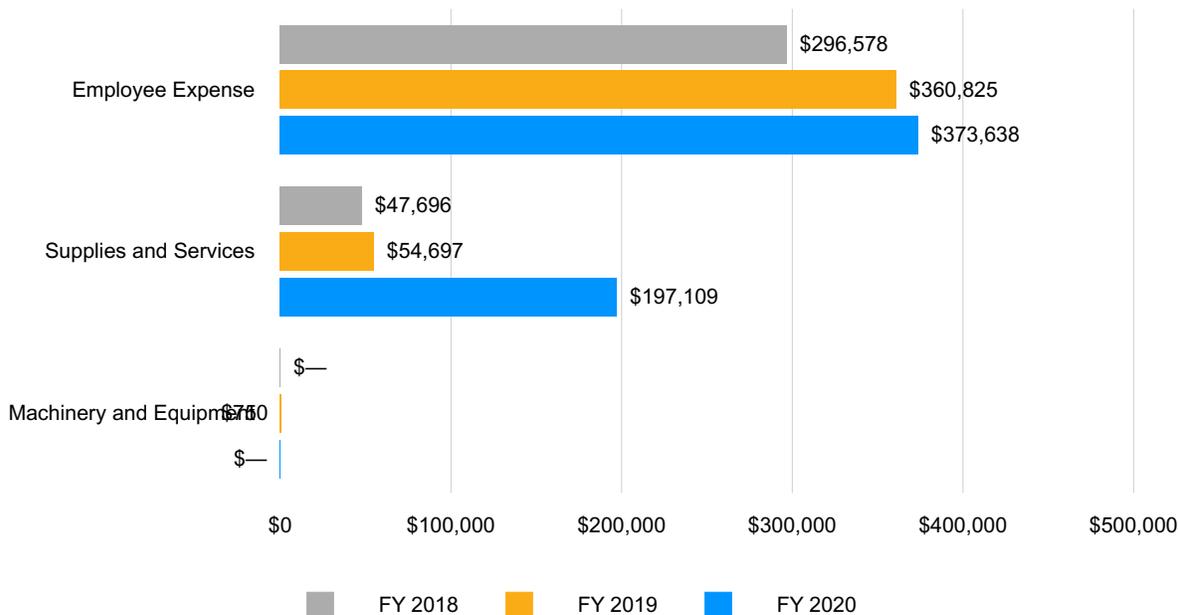
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	3.00	3.00	3.00

## Resources and Property Tax Support



The Budget Office is supported by 3.00 full-time equivalent employees, which accounts for 65.46% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 37.11% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# 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.

Budget Position Summary	
	FY 2020
DIRECTOR OF FINANCE AND BUDGET	1.00
BUDGET DIRECTOR	0.00
BUDGET MANAGER	1.00
SENIOR BUDGET ANALYST	1.00
<b>Total Full-Time Equivalent Employee’s</b>	<b>3.00</b>

## Highlights of the Past Year

- Continued execution of a debt reduction plan in conjunction with the City Manager’s Office.
- Continued implementation of software to create all budget documents that eliminates errors and redundant, time consuming work for the budget office as well as other departments.
- Continued improvement of a new ranking system for the Capital Improvement Program, which included additional collaboration between Departments to develop the Capital Improvement Program.
- Launched a new online interactive budget simulation tool and estimated taxpayer receipt to gather more comprehensive public engagement.

## 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 residents to maintain fiscal integrity and accountability of City operations.

# BUDGET OFFICE

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

**Outcome #1: The City of Dubuque maintains its financial reliability by receive 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.*

	<i>FY 2016/17 Actual</i>	<i>FY 2017/18 Actual</i>	<i>FY 2018/19 Projected</i>
Retain Aa2 Bond Rating	Aa3	Aa3	Aa3

Things we are doing to regain our Aa3 rating:

- Continue to increase the General Fund Reserve each year 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.**

# BUDGET OFFICE

The budget office launched a new interactive budget simulation tool called Balancing Act. The input gathered through the simulation were incorporated into the FY 2020 budget hearings for City Council:

- Community outreach was conducted via print and digital marketing and several presentations to various community groups and events.
- Staff presented the new budget simulation tool at a City Council meeting and hosted a workshop at the library.
- A budget input meeting was held at the City Council Chambers to gain additional resident input.

How do YOU think the City of Dubuque should spend its money?

The City budget is a balancing act. Use our budget simulation to try it yourself at: [bit.ly/2020BudgetInput](http://bit.ly/2020BudgetInput)

**A total of 321 community members attended the budget input presentations.**

**The Balancing Act budget simulator tool received 1,058 page views.**

**A total of 138 budgets were submitted by members of the public.**

**Resident 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 thirteen years.**

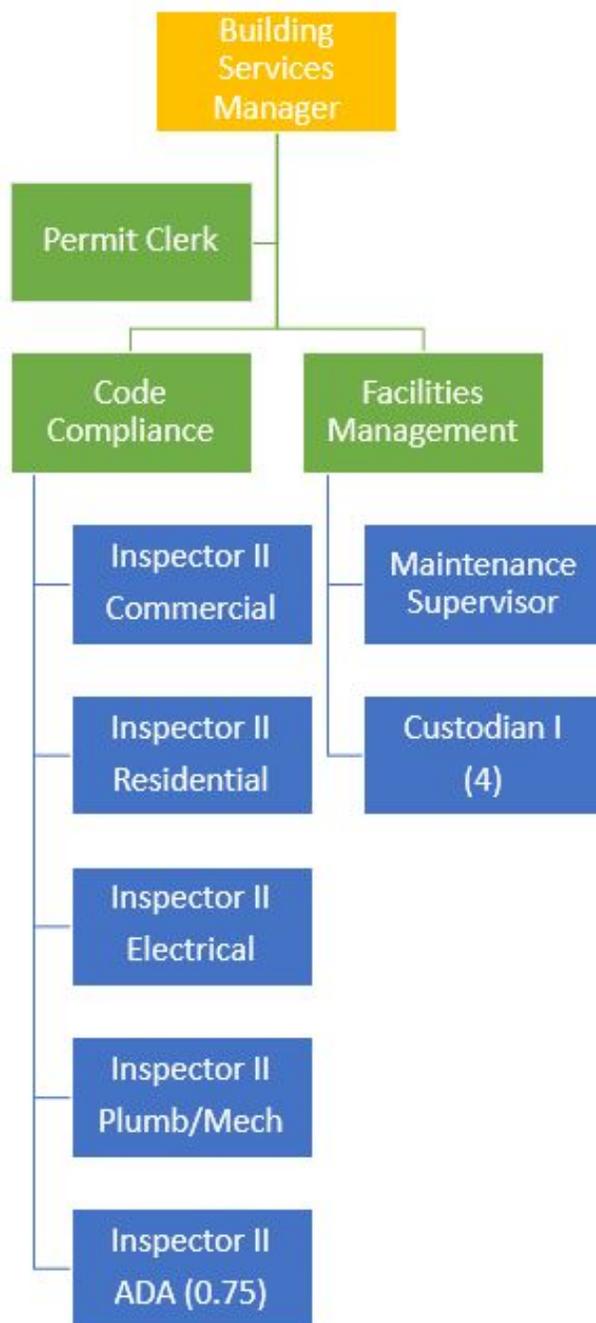
This award recognizes that the budget office is providing budget policies and documents that are understandable and meaningful to the public. For the FY 2019 budget, the City of Dubuque received "**Special Capital Recognition**" for its presentation of capital expenditures and impact of capital investments 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.



# BUILDING SERVICES

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

### People

Interact daily with resident contractors, developers, architects, engineers, and other business professionals offering them outstanding service on demand.

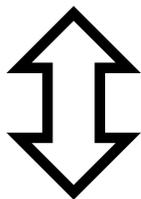
Providing our permit applications and contractors with quality and informative inspections ensuring their projects meet all codes providing safe structures for the community

Effective communication and collaboration with other City departments ensuring an efficient delivery of service to support a financially sound, high-performing city 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 ADA and Fair Housing Regulations and provide financial assistance through the Downtown ADA Assistance Program
- Ensure our facilities are properly maintained, project long-term facility management budgeting and planning, offering our residents and employees a clean and safe facility.



### Partnerships

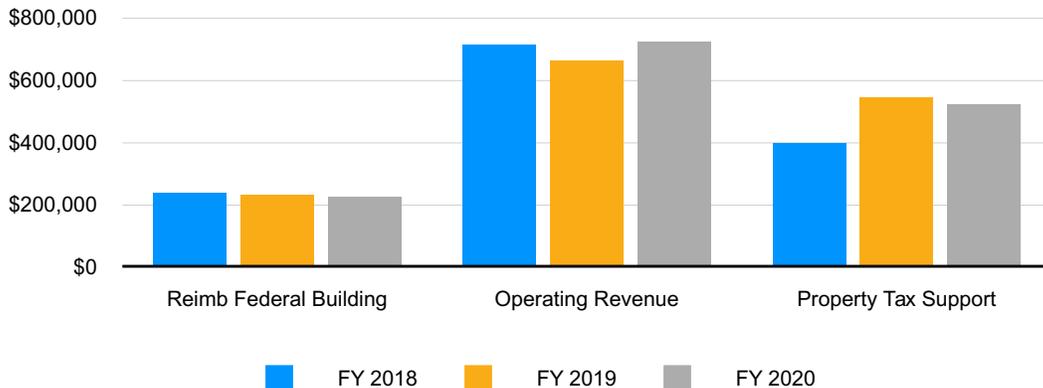
The Building Services Department coordinates with many construction professionals, non-profits, public and private sector agencies and residents. The Building Services Department views its role in these relationships as partnerships for development.



# BUILDING SERVICES

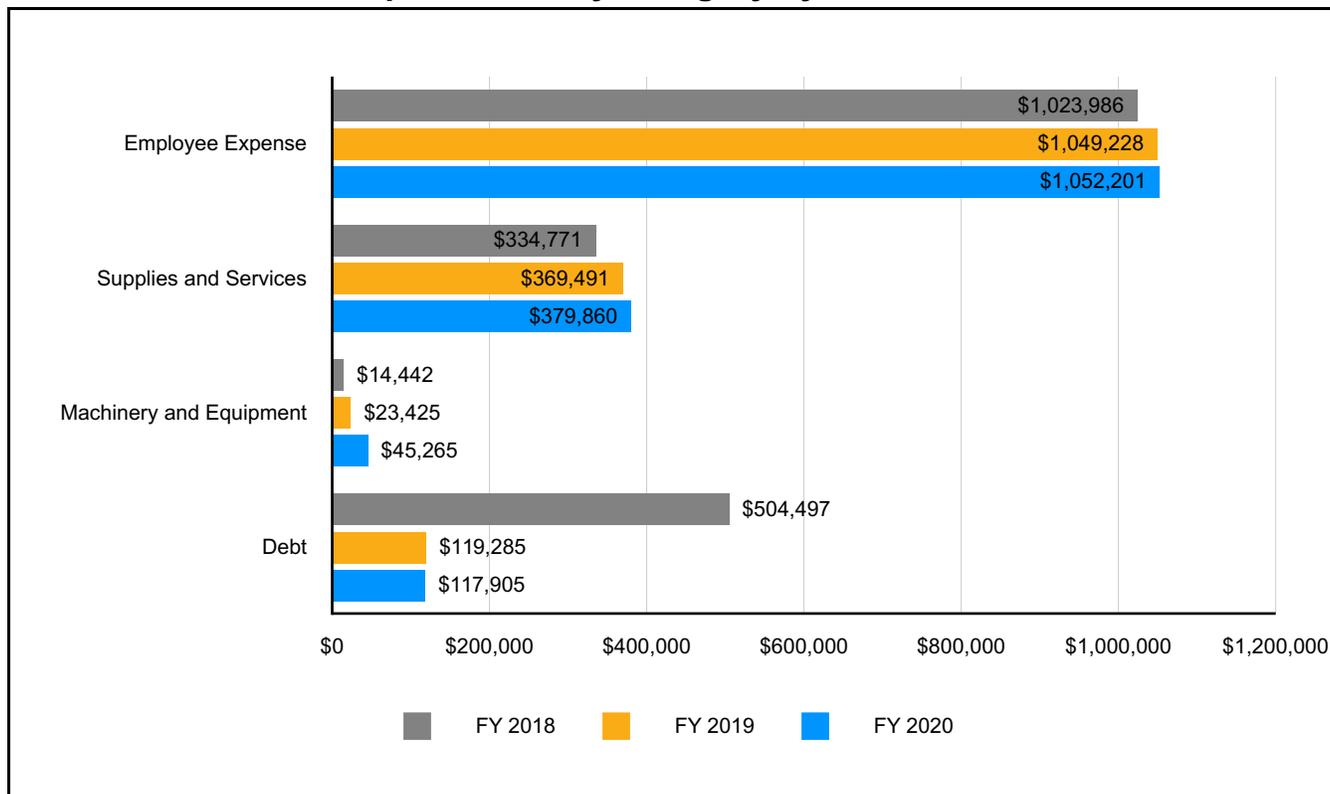
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	12.75	11.75	11.75

## Resources and Property Tax Support



The Building Services Department is supported by 11.75 full-time equivalent employees, which accounts for 65.96% of the department expense as seen below. Overall, the department's expenses are expected to increase by 2.16% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# 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 process and advises on all building code matters in a concise, timely, and informative manner 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 issues Vacant Abandon Building (VAB) Licenses and performs annual inspections for vacant and/or abandoned properties per city code. Licensing and inspections of these buildings 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 2017 NEC codes. Staff enforces all applicable local codes and ordinances. Our Department supports three appeals boards. The Building, Electrical, and Mechanical and Plumbing Boards support our Department and community as needed. These boards afford builders and 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.

**Property Maintenance Enforcement:** The Building Services Department provides code enforcement for owner occupied residential and commercial buildings in the city. The principal standard by which these buildings are evaluated is the International Property Maintenance Code and nuisance codes. The Building Services Department works closely with other code enforcement departments to ensure buildings are properly maintained to promote neighborhood vitality and social and economic resiliency.

**Storage Container Licenses:** The Building Services Department licenses 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 Program:** The Building Services Department provides support for the City of Dubuque Fats, Oils, and Grease (FOG) Program. The Plumbing Inspector reviews and inspects grease interceptor products and installations to minimize fats, oils, and grease from commercial food establishments depositing into the public sewer system. Locally adopted plumbing codes and and FOG Program govern this process.

**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 50% of eligible accessibility improvement costs to buildings in the Downtown Urban Renewal Area. 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.

Code Compliance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$752,875	\$804,469	\$844,299
Resources	\$710,840	\$663,938	\$722,728

Code Compliance Position Summary	
	FY 2020
Building Services Manager	1.00
Permit Clerk	1.00
Inspector II--FT	4.00
Inspector II--PT	0.75
<b>Total Full-Time Equivalent Employees</b>	<b>6.75</b>

## Highlights of the Past Year

- The Building Services Department Issued 4,401 Permits in Fiscal Year 2018 (FY18). This represents a 2% decrease from FY17 (4,487).

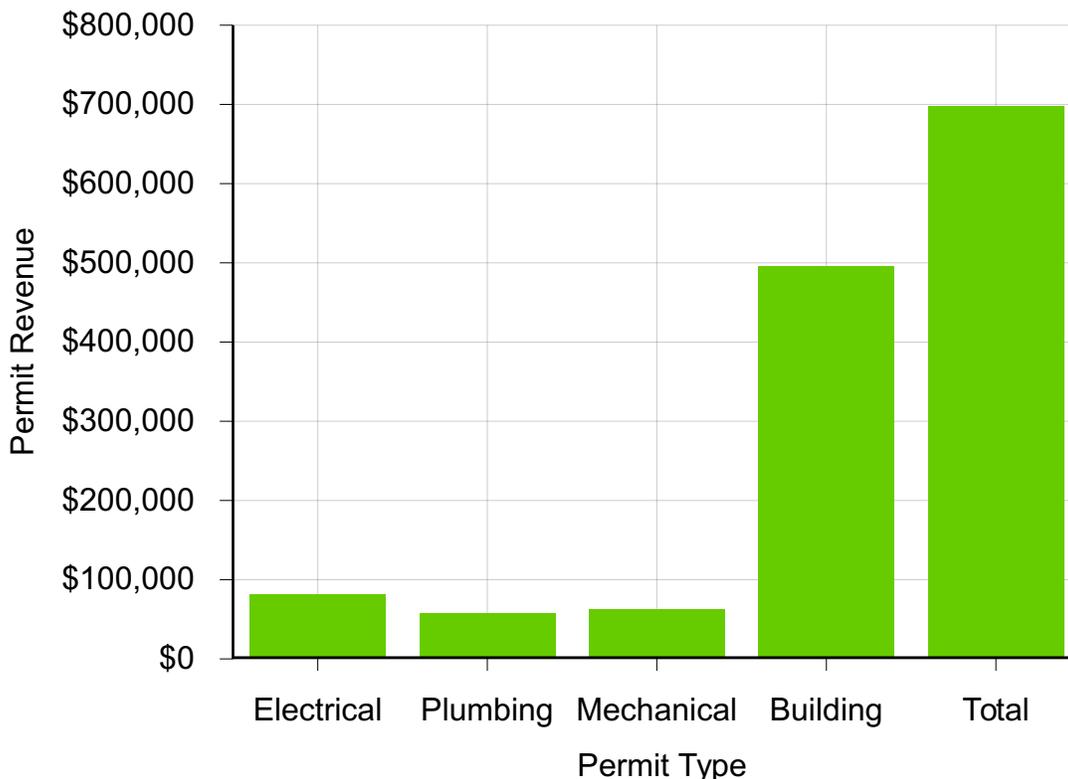
Permits Issued in FY18:

Electrical Permits Issued: 1023  
 Plumbing Permits Issued: 705  
 Mechanical Permits Issued: 1271  
 Building Permits Issued: 1402

# BUILDING SERVICES

- Permit Revenue totaled \$697,979 in FY18, a 3% increase from FY17 (\$675,127).

**Permit Revenue Fiscal Year 2018**



- A total of 72 new single-family homes were constructed in FY18, an increase of 2 homes from FY17.
- Staff completed 225 hours of plan reviews in FY18, with over 283 commercial construction projects and 72 single family homes. Plan review revenue was \$15,300 in FY18. The average plan review time was 1.02 hours per plan at a cost of \$61.15.
- A total of 864 buildings were inspected for ADA compliance since the program's inception as of FY18. Sixty-three percent (63%) have achieved full compliance and thirty-five percent (35%) are partially compliant. Compliance percentages are consistent with past years.

# BUILDING SERVICES

- Building Services Staff licensed and inspected an average of 62 Vacant and/or Abandoned Buildings' (VAB) in FY18, which is a 24% increase from FY17. The number of VAB's fluctuate as occupancy changes.
- Inspection staff addressed 147 code enforcement referrals in FY18. This is 27% increase from FY17.
- The Building Services Department implemented Digital Plan Review in FY18. Leveraging existing equipment and software, the department was able to modernize our permit application and review process for less than \$500. Digitizing plan submittal and review results in greater coordination and efficiency within the City of Dubuque organization while saving our customers money by reducing or negating the need to professionally print paper plan sets. It also allows us to store digital records for indefinite periods of time rather than six months.
- Implemented digital workflows for all projects that require plan review. Utilizing the city's existing file sharing system, the Department created concurrent workflow systems for residential and commercial new construction, additions, and accessory structures. This system allows for the many development stakeholders within the City of Dubuque organization to electronically receive, review, and comment on plans on their desktops and mobile devices, rather than making special trips to Building Services Department. The system better shares information and enhances coordination within the organization.
- All Appeal Board applications have been updated to reflect current processes and powers and duties afforded by City Code. This clarity is important to better outline the authority and abilities of appellants, Boards and Staff in the appeals process. This change will bring greater order to meetings and better position our Boards to make consistent and fair decisions.
- Implemented an educational campaign regarding the social and economic importance of building permits and the Building Services Department.

## Future Initiatives

- Continue to support the integration of Accela Permitting and Licensing Software into the organization. By better leveraging this resource, multiple departments will benefit from increased collaboration and efficiency. Opportunities include improving application workflows, developing the public permitting portal, and transitioning enforcement activities to Accela. Success will be dependent on Information Services Department support.

# BUILDING SERVICES

- Maintain the momentum of the Downtown Commercial Building Exterior Evaluation and Assessment Project. The project will further efforts toward creating more vibrant, livable, and safe neighborhoods by identifying and assessing substandard commercial buildings. The scope of work consists of identification and assessment of primarily exterior conditions for commercial properties in the City of Dubuque Greater Downtown Urban Renewal Area. The project also includes a comprehensive and coordinated enforcement and revitalization plan for concentrations of substandard conditions/neighborhoods in the project area that are determined to be substandard and/or where illegal activity or use is evident.
- Strategically 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 and provide residents with outstanding service and value.
- Finalize review and adopt 2017 Building Code Books.
- Remain active with property maintenance enforcement through collaborative efforts with all city departments. Ensure properties are maintained per local codes and ordinances to improve the public health, safety, and general welfare of our neighborhoods and community.
- 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.
- Evaluate building permit and appeals boards' fee schedules and structure.

## Performance Measures

### Code Compliance - Activity Statement

Provide exceptional building and property maintenance code review, enforcement and educational services to promote quality construction to further the health, safety, and general welfare economic and social welfare of our community.



**Goal: Robust Local Economy**



# BUILDING SERVICES

## Outcome #1: Safe and accessible buildings:

- Staff completed 225 hours of plan reviews in FY18, with over 283 commercial construction projects and 72 single family homes. These efforts ensure new construction is of good quality and conform with current construction best practices and trade national standards.
- Provided inspections for over 4,400 permit holders ensuring their projects are code compliant and safe.

**Resident Impact:** Residents can be confident their buildings are bid accurately, constructed safely, and meet all required codes and national standards. These efforts result in enhanced health, safety, and welfare for building occupants and our community. Residents also enjoy reduced insurance cost and benefits as a result of code compliance efforts. Building codes and their enforcement reduce risk, which is an important consideration in a community's Insurance Service Office (ISO) rating. Cities with current and well-enforced codes demonstrate less risk, which benefits residents insurance rates.



## Goal: Healthy and Safe



## Outcome #2: Decrease blight and increase safety in neighborhoods.

- Building Services Staff licensed and inspected an average of 62 Vacant and/or Abandoned Buildings' (VAB) in FY18.

**Resident Impact:** Building Services issues Vacant Abandon Building (VAB) Licenses and performs annual inspections for vacant and/or abandoned properties. Licensing and inspections of these buildings 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.



## Goal: Great Place to Live



## Outcome #3: Improve livability, personal and financial investment in neighborhoods.

- Inspection staff addressed 147 code enforcement referrals in FY18.
- Implemented the Downtown Commercial Building Exterior Evaluation and Assessment Project.

# BUILDING SERVICES

**Resident Impact:** *These initiatives further efforts toward creating more vibrant, livable, and safe neighborhoods by identifying and assessing substandard building conditions that depress neighborhood property values and investment. Residents benefit financially and socially from code enforcement efforts. Incentives such as the Downtown ADA Assistance and Neighborhood Enhancement Lighting Program enhances safety and accessibility for residents.*



## Goal: Financially Responsible, High Performance Organization

### Outcome #4: Improve the quality and speed of customer service.

- Conduct Digital Plan Review for all new construction, additions, and accessory structures.
- Conduct Digital workflows - The Building Services Department uses concurrent workflow systems for residential and commercial new construction, additions, and accessory structures.

**Resident Impact:** *Digitizing plan submittal and review results in greater coordination and efficiency within the City of Dubuque organization which saves our residents and customers time and money by reducing or negating the need to professionally print and submit paper plan sets. It also increases the quality and speed of internal collaboration which saves residents time and money in the review and approval process.*



## Goal: Sustainable Environment

### Outcome #5: Resilient, sustainable, energy efficient buildings.

- Provide Plan reviews and inspections per the 2015 Energy Code and encourage the use of solar power, and other Green Building alternatives.
- Utilize the Existing Building Code to balance the preservation of Historic Building and their features while also making them safe, accessible, and more efficient.
- Review and inspect grease interceptors and installations to minimize fats, oils, and grease from commercial food establishments depositing into the public sewer system.

**Resident Impact:** *Through application of modern energy codes residents enjoy reduced energy costs in private and public buildings. Using the Existing Building Code allows for the*

# BUILDING SERVICES

*preservation of Dubuque's unique historic buildings and resources which facilitates their rehabilitation, occupation, and investment within. These buildings and resources therefore remain viable for modern use and continue their important role in our community's identity, sense of place, and heritage tourism, all of which serve as important economic and social benefits to residents.*



## Goal: Partnership for a Better Dubuque



**Outcome #6:** Leverage city resources with community resources to advance goals and objectives of residents.

- Educate residents on the social and economic value of building permits and inspections.
- Offer the Downtown ADA Assistance Program.
- Offer the Neighborhood Enhancement Lighting Program.

**Resident Impact:** *These programs and efforts partner with residents to make our community a more viable, equitable, and safe place to live and work. They result in safer, healthier, and more accessible public and private environs for all residents.*

# BUILDING SERVICES

## Facility Management

### Overview

Building Services Department provides Facility Management services for City Hall, City Hall Annex, Historic Federal Building, Ruby Sutton Building, 5<sup>th</sup> Street Restrooms, and the Dubuque Shot Tower. 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.

These facilities are open to the public Monday through Friday, 8 a.m. to 5 p.m. The Dubuque Shot Tower is open by appointment. 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 leases 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 residents on an annual basis. City Hall restrooms and exterior grounds host Farmers Market each summer, allowing thousands of resident’s and visitors access to City public restrooms and providing valuable space for vendors around the exterior of City Hall. The Maintenance Supervisor and four-person Custodial Staff maintain over 115,000 square feet on a daily basis.

Facility Management Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$346,360	\$377,267	\$381,042
Resources	\$244,753	\$233,104	\$231,525

Facility Management Position Summary	
	FY 2020
Maintenance Worker	1.00
Custodian	4.00
<b>Total Full-Time Equivalent Employees</b>	<b>5.00</b>

### Highlights of the Past Year

- Completed the HVAC upgrades to City Hall and the Historic Federal Building.
- Leveraging existing software, the Building Services Department created a work order system which allows all city employees to refer a maintenance issue for any of the facilities managed by the Department. The system automatically alerts Building Services Staff of the issue and allows the person who made the referral to follow the progress for repair or replacement. The system also allows Building Services Staff to better evaluate where our maintenance time and resources are being allocated.

# BUILDING SERVICES

## Future Initiatives

- Implement a mobile panic button and mass notification system for city facilities. This system will augment the existing panic buttons used in city facilities and will be an innovative solution to better prepare, respond, and communicate in the event of a threat or emergency, an authorized user can send multi-modal messages via text, email, or voice. The application immediately dials 9-1-1 while simultaneously sending notifications to people on-site of the incident for a faster and more effective emergency response. It accelerates response and instantly alerts others on site who may be in danger or who could provide faster intervention in the event of an emergency or threat.
- Replace the roof for the City of Dubuque Carriage House Facility located at 4th Street and Commercial Street. The facility is leased by the Economic Development Department to Dubuque by Carriage, which provides horse drawn carriage rides throughout downtown Dubuque. The building is used to house horses and equipment. The roof is in need of replacement. It was professionally evaluated August of 2018. The roof membrane and flashing are splitting in numerous locations. Gutters, downspouts, and metal edging are also deteriorated. The project will replace the entire roof with a new 60 millimeter rubber roof membrane and flashing, insulation where needed, and new metal edging, gutters, and downspouts.
- Replace three (3) 300,000 BTU hot water heaters in City Hall with a new, more energy efficient boiler system. When at full capacity, the hot water heaters did not generate enough to heat the entire sidewalk surrounding City Hall. The 13th Street sidewalk is equipped to heat the sidewalk and melt snow and ice; however, the capacity of system has always been inadequate to do so.
- Replace deteriorated windows at City Hall Annex. The windows have been evaluated and select windows have been identified for replacement. Many of the windows to be replaced are original and showing significant signs of disrepair and inefficiency. The conditions of the windows require replacement. Some windows show signs of lead paint.
- Implement an Integrated Access Control and Security System for facilities managed by the Building Services Department. The Access Control and Security Program will replace antiquated lock and key access systems for City Hall and City Hall Annex. This will modernize the access control system and enhance security in these facilities. Employees currently use metal keys to access these buildings and rooms within these buildings. Circulating metal keys is difficult to track due to turnover and employees

# BUILDING SERVICES

outside of City Hall that need access to these facilities. It also does not allow staff to differentiate credentials. The Integrated Security and Access Control System can be scaled to organizational needs, and allows for programmable access control for city employees and facilities. The Building Services Department will gain the ability to program doors to automatically lock and unlock at specific times of the day. Additionally, the system will allow the Building Services Department to track and maintain a record of authorized personnel who access the system and when.

## Performance Measures

### Facility Management - Activity Statement

Manage and maintain our facilities to a high standard to provide clean, safe, accessible, and inviting environments for staff and residents to be proud of and enjoy.

### Goal: Financially Responsible, High Performance Organization

#### Outcome #1: Create safe and welcoming buildings for the public and employees.

- Support facility management software to help plan and coordinate facility maintenance.
- Continue to make strategic, long-term facility decisions to improve the efficiency of buildings and government services.

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



### Goal: Partnership for a Better Dubuque



#### Outcome #2: Public buildings that are welcoming and accessible for all people.

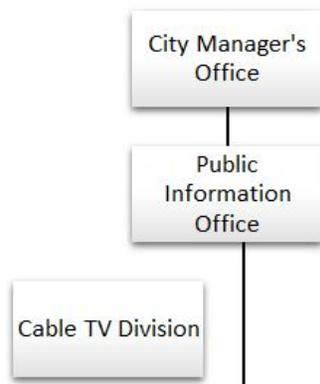
- Continue implementation of the ADA Transition Plan.

**Resident Impact:** *Advancing the ADA Transition Plan and study efforts will improve accessibility to city facilities for all residents.*

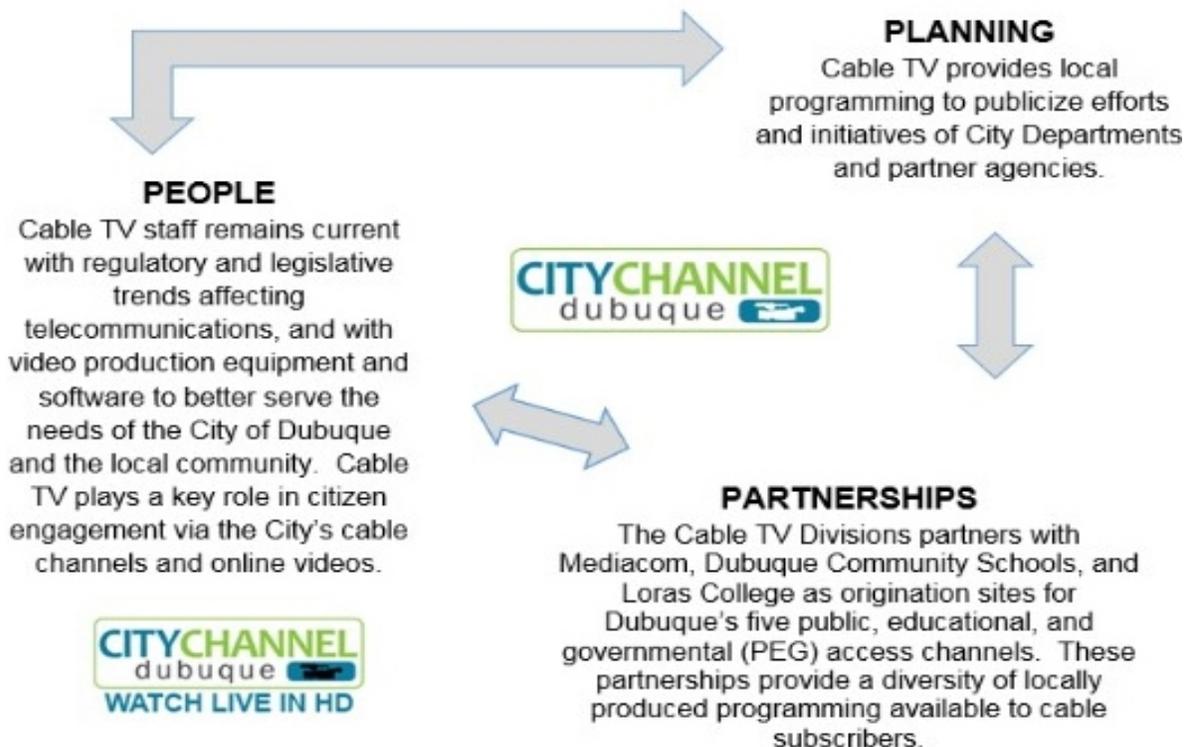
## PUBLIC INFORMATION OFFICE

# CABLE TV DIVISION

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.



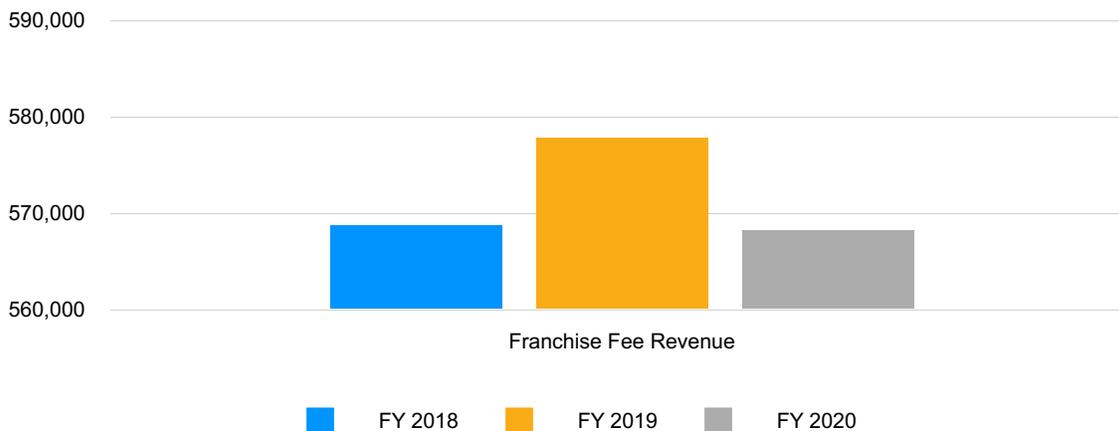
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# PUBLIC INFORMATION OFFICE CABLE TV DIVISION

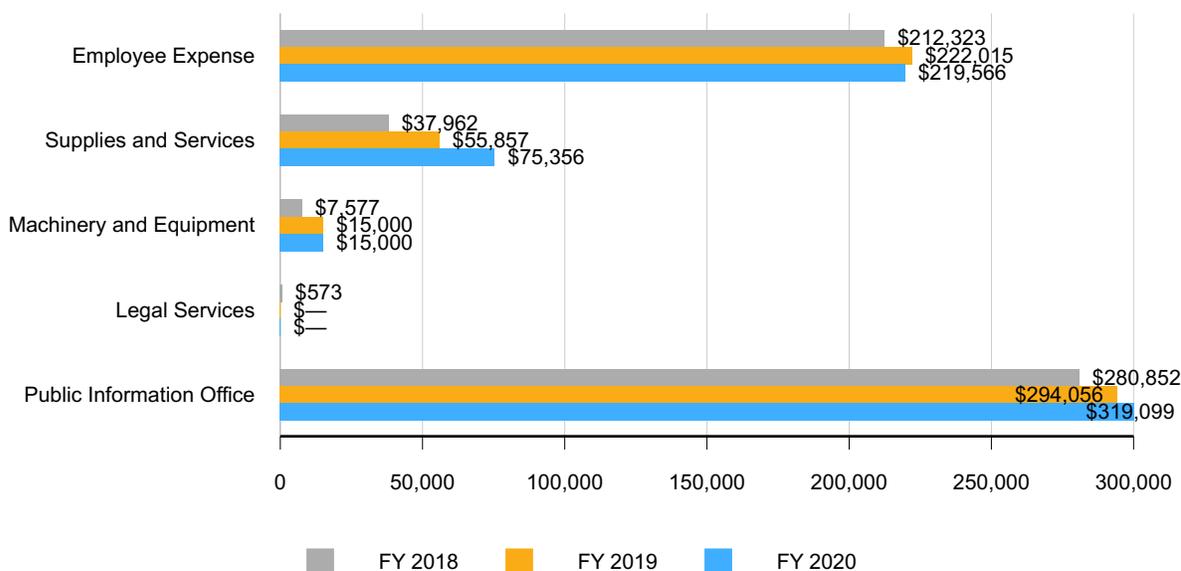
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	2.25	2.25	2.25

## Revenue



Cable TV is supported by 2.25 full-time equivalent employees, which accounts for 70.85% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 5.82% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



## PUBLIC INFORMATION OFFICE CABLE TV DIVISION

### 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 and Zoning Advisory Commission 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 around-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.

Position Summary	
	FY 2020
Cable Television Coordinator	1.00
Video Producer	1.00
Intern Video Producer	0.25
<b>Total FT Equivalent Employees</b>	<b>2.25</b>

**PUBLIC INFORMATION OFFICE**  
**CABLE TV DIVISION**  
 Highlights of the Past Year

**Technical Upgrades.** In FY 2018 the Cable TV Division replaced the HD recording decks at the Historic Federal Building and City Hall Annex. The new units are more robust and allow remote access, so the Annex recorder can be started from the Federal Building Media Room, eliminating the need to transport the recording media.

**Drone Implementation.** The Cable TV Division worked with UASolutions Group, an aviation consultant, to properly certify the City of Dubuque 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. By late Spring 2018, the City had obtained waivers to fly within the restricted airspace surrounding Dubuque Regional Airport, allowing us to provide a bird’s-eye view of construction on the Southwest Arterial/US 52 construction project.



**Monthly Construction Updates.** As the 2018 construction season opened in the Spring, monthly SW Arterial construction updates resumed. After obtaining FAA waivers to fly in restricted airspace, the updates included drone video that provided an overview of this important project. Motion-tracking software enabled staff to label key parts of this project to clearly show viewers the project’s progress. The Iowa DOT was so impressed they have indicated they plan to use this technique for a project of their own!

**Equipment Upgrades.** In FY 2018 the Cable TV Division replaced the HD recording decks at the Historic Federal Building and City Hall Annex. The new units are more robust and allow remote access, so the Annex recorder can be started from the Federal Building Media Room, eliminating the need to transport the recording media.

# 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. City staff 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, Cable TV staff will look to maximize the benefit of the funding received.
- **Supporting City Council Goals & Priorities.** By airing City Council meetings, recording civic events, and producing programs that help City departments tell their stories, the Cable TV division will continue to support City Council goals & priorities by helping keep the community informed about what’s happening in City government.
- **Annex TV Control Room Upgrade.** Cable TV staff will continue the project to upgrade the video routing system in the TV Control Room at City Hall Annex to more robust equipment which can easily handle more video signals. This new system will have additional capacity to allow for future growth.

## Performance Measures

### Cable TV - Activity Statement

Provide information on City services and initiatives to residents 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 residents and visitors by producing programs distributed through the City’s government access cable channel, featured videos and online video archives.

**Produced in FY 2018:**

- 47 City Council meetings
- 8 Zoning Advisory Commission meetings
- 12 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



## PUBLIC INFORMATION OFFICE

# CABLE TV DIVISION

- 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.



The Cable TV Division used a new piece of software called Character Animator to help introduce Watersmart, the City's new online water resource tool. Character Animator allowed Cable TV staff to animate the tool's logo. Staff created the character Wanda Waterdrop and had her explain this new online tool. The software assigns pre-made mouth expressions to sounds in the recorded audio to create the appearance the character is talking. A webcam tracks a person's head and eye movements to further animate this "talking head!"

### **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.

# PUBLIC INFORMATION OFFICE CABLE TV DIVISION

## PROGRAM GUIDE

CABLE CHANNEL 8 | DIGITAL 117.2

**Coming Up Tomorrow**

8:00am • 2016 Keynote - A Finer Future

9:30am • Art in the Park Snow Sculpting 2018

10:00am • Council Work Session - Project HOPE

11:00am • The FY2019 Budget

Current Downtown Dubuque Weather Information

65 Current Temperature	60.3 Dew Point
+2 Temperature Change From An Hour Ago	
+1.0 Dew Point Change From An Hour Ago	

SEPTEMBER 13, 2018/8:55A READING

### City Expo at Five Flags

City Expo returns on Tuesday, September 18, from 4 - 7pm, at Five Flags Center, 405 Main Street. Learn about City services & programs from booths, displays, and equipment from various City departments. Attendees could win door prizes via the "Expo Passport" activity. Informational materials & complimentary food will be available.

Current Downtown Dubuque Weather Information

Temperature 65	60.3 Dew Point
Wind Speed 4	84% Humidity
Wind Direction ESE	30.15 Barometer

SEPTEMBER 13, 2018/8:55A READING



### DID YOU KNOW?

Weather data from the City Hall Annex weather station is also available online at [www.wunderground.com](http://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 people are accessing City videos on devices other than computers. In FY18 Cable TV saw:

- 56,363 total page views
- 11,600 total visits
- 10,312 total unique visitors
- Access breakdown: 43% desktop, 57% mobile

## PUBLIC INFORMATION OFFICE

# CABLE TV DIVISION

### **Supporting the Sustainability Principle of Community Knowledge**

With Community Knowledge as the division's mission, the ultimate outcome is an informed citizenry. Through our on-air programming and online archives, City Cable TV is a prime source of information for city residents about many issues that affect them directly. Secondly, the Cable TV Division hopes to foster civic pride by showcasing some of the reasons why Dubuque is 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.**

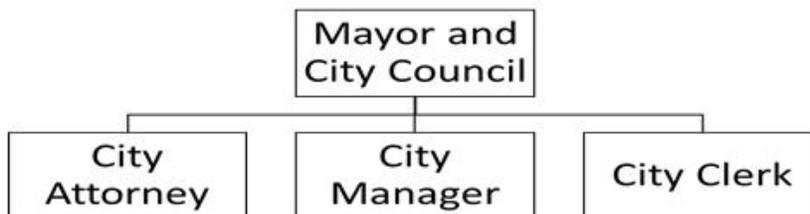
*The City's 2005 municipal cable television franchise agreement with Mediacom calls for an annual grant program to purchase equipment with which to produce local public, educational, and governmental programming. Qualified organizations – those with a principal place of business within City limits or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

In FY2018, \$138,900 was distributed to purchase equipment for the following organizations:

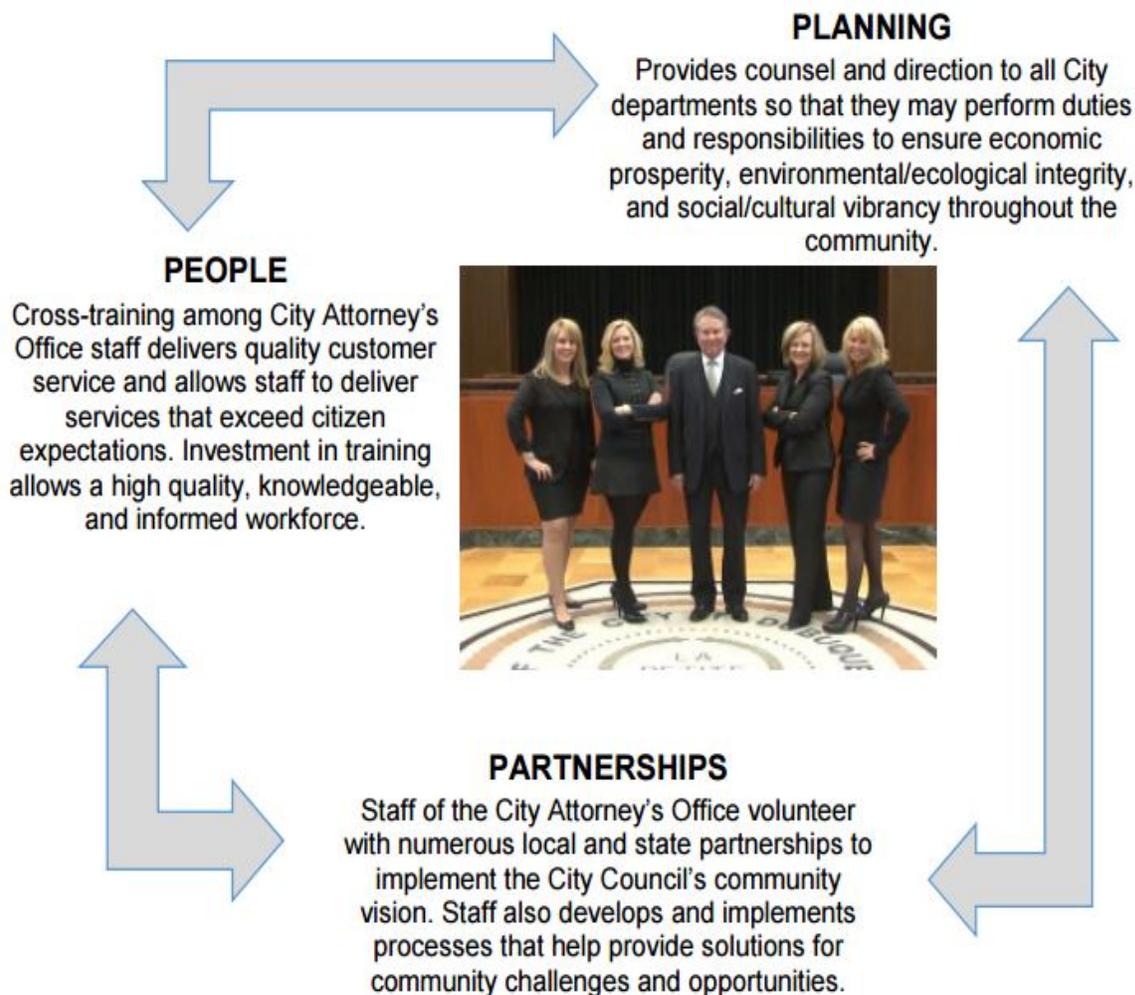
- New HD recording decks and cameras for the City of Dubuque
- New character generator and newsroom software for Loras College
- New camera kits for Dubuque Community Schools.

# 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 residents getting services and value for their tax dollar.



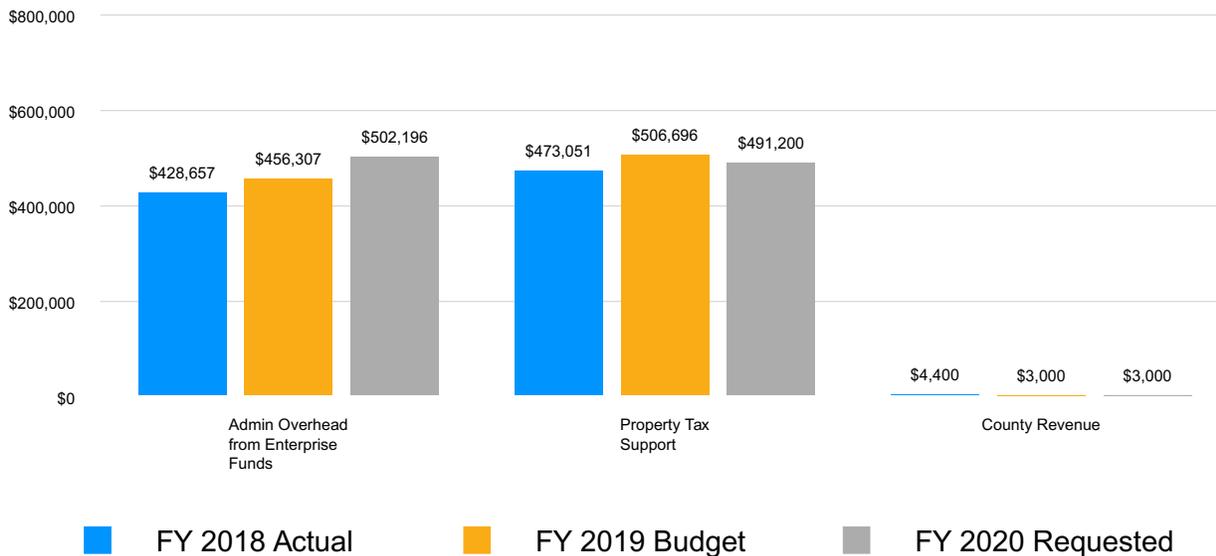
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS, AND PEOPLE LEADING TO OUTCOMES



# CITY ATTORNEY'S OFFICE

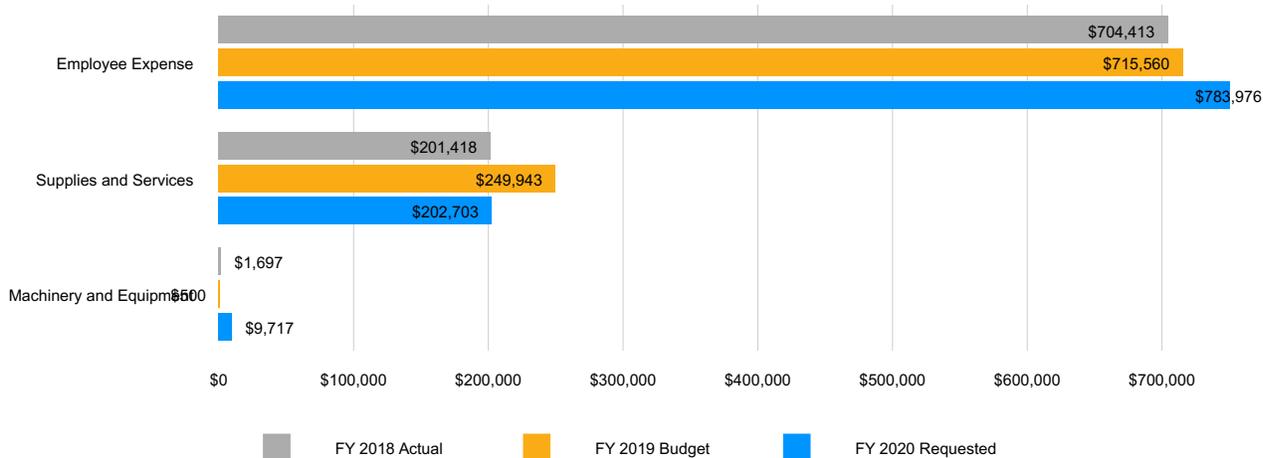
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	4.62	4.62	5.62

## Resources and Property Tax Support



The City Attorney's Office is supported by 5.62 full-time equivalent employees. Overall, the department's expenses are expected to increase by 3.1% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# 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.

Position Summary	
	FY 2020
PARALEGAL	2.00
ASSISTANT CITY ATTORNEY	1.00
CITY ATTORNEY	1.00
SENIOR COUNSEL	0.62
CIVIL RIGHTS SPECIALIST	1.00
<b>Total FT Equivalent Employees</b>	<b>5.62</b>

## Highlights of the Past Year

- **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** - Condemnation appeals in District Court and Supreme 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** - Finalize construction documents and negotiation documents for the railroad acquisition for the Bee Branch Project.
- **Flexsteel, Inc.** - Monitoring 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.
- **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
- **3000 Jackson Street** - Worked with City staff and new owners to create a development agreement 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.
- **The Miracle League of Dubuque** - Negotiation and execution of partnership agreement and Lease for Miracle League Complex on City park land.
- **Chaplain Schmitt Island** - Negotiation and execution of agreement with the Dubuque Racing Association for improvements and beautification of Chaplain Schmitt Island honoring veterans of all wars.
- **Controlled Livestock Grazing** - Drafted ordinance amendments and assisted with program development of controlled livestock grazing within the City.
- **Maquoketa Drive Investigation** - Worked with the Police Department, other City departments, and the County Attorney's Office to investigate and prosecute alleged water theft from a bulk water account in the City.
- **Water and Sewer Service to Table Mound, Kerrigan Heights, and Rockdale Road Customers** - Negotiation and execution of memorandum of understanding contemplating improvements to the existing private water distribution and sewer collection systems serving Table Mound Mobile Home Park, Kerrigan Heights, and Rockdale Road customers in preparation for this private system's future connection to City water distribution and sewer collection systems.
- **Maquoketa Valley Electric Cooperative Franchise Agreement**
- **Black Hills Energy Franchise Agreement**

- Dupaco Development Agreement
- Fiber Lease Agreements: Alliant, AT&T, Aueron, Comelec, CS, ImOn, Mediacom, Extenet, ICN, Nvidia, Unite, USCC, Verizon, Win, and Windstream
- Dubuque Metropolitan Area Solid Waste Agreements and Real Estate Purchase Transactions
- Medline Development Agreement
- Prairie Farms Development Agreement
- Twilight-Scales Mound Packet Co Docking License Agreement
- Kerper Sanitary Sewer Agreements
- DRA/IGA Agreement

### 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.
- **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.
- **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.
- **Interstate Transmission Company Franchise Agreement**
- **Gavilon Lease Agreements**
- **Continued Monitoring ICAP Litigation**

# CITY ATTORNEY’S OFFICE

## Performance Measures

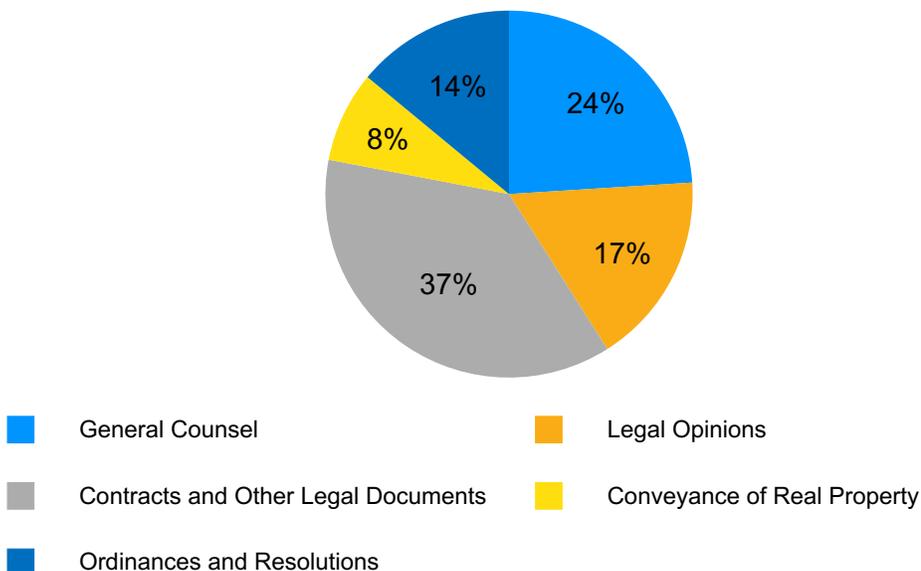
### City Attorney’s Office - Activity Statement

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 residents, City staff, and community needs and projects in an expedited and effective manner.*

## Where Our Time Goes



- **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 resident 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 140 hours of continuing legal education during 2017.

# CITY ATTORNEY’S OFFICE

CITY STAFF INVOLVEMENT IN THE COMMUNITY		
<i>Barry Lindahl</i>	<i>Crenna Brumwell</i>	<i>Maureen Quann</i>
Adjunct Lecturer at the University of Iowa College of Law	Board Member, Foster Grandparent Program, part of United Way	Serves on the Dubuque Museum of Art Special Events Committee
	Board member for Mentor Dubuque	Member of the Riverview Center Board of Directors
	City’s Prescott School Partnership	Trustee on the Clarke University Board of Trustees
	Every Child/Every Promise	



## 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 the necessary documents for fulfillment of City Council and City staff's 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.



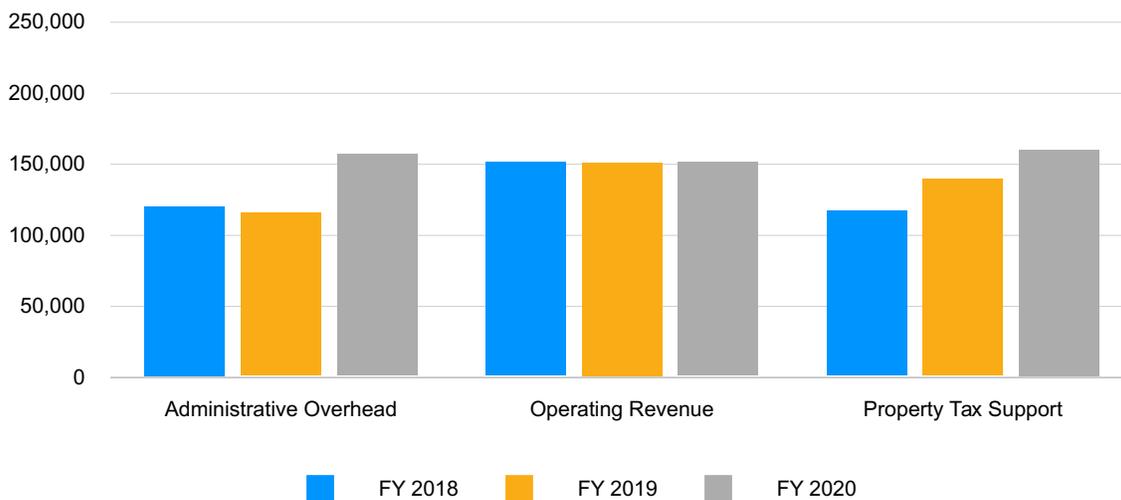
### OUTCOME



# CITY CLERK'S OFFICE

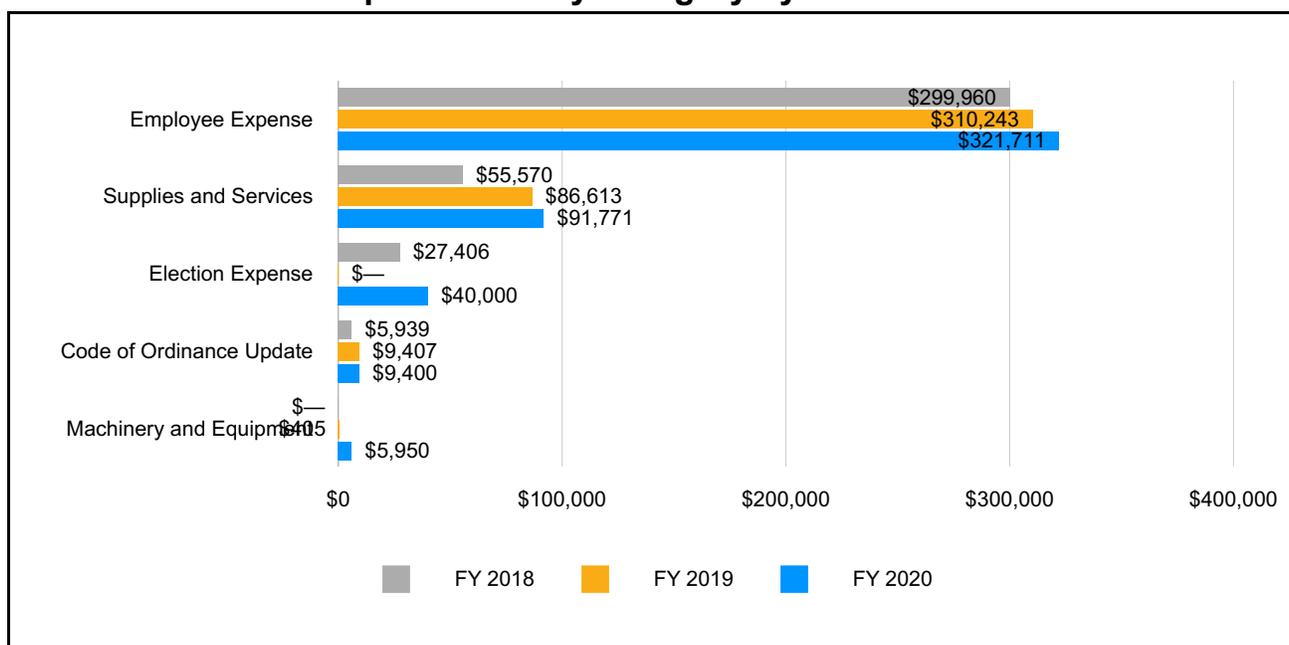
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	3.00	3.31	3.81

## Resources and Property Tax Support



The City Clerks Department is supported by 3.81 full-time equivalent employees, which accounts for 68.62% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 15.29% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# CITY CLERK'S OFFICE

## Overview

The City Clerk's Office serves as a general information center for residents and is directly responsible for prearranging, maintaining and distributing records of all City Council proceedings and actions, providing City Council members and City staff with necessary documents and materials for fulfillment of their respective legislative and administrative responsibilities, administering programs covered by the Civil Service law, and to issuing licenses and permits for certain businesses and activities as set out by local and state law.

Position Summary	
	FY 2020
City Clerk	1.00
Assistant City Clerk	1.00
Permit Clerk	1.00
Intern-Seasonal	0.31
<b>Total FT Equivalent Employees</b>	<b>3.31</b>

**Administration:** Responsible for records management for all documents related to City Council meetings while 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
- Bicycles
- Second-hand merchandise dealers
- Solicitor's licenses
- Taxi company and operator licenses
- Cigarette/Tobacco/Nicotine/Vapor product sales

**Special Events:** Processes requests for special events and festivals through an on-line permit process and with the review and approval by the Special Events Committee and the Iowa Alcohol Beverage Division. Rallies, demonstrations and block parties are also processed through a Courtesy Notification Permit application.

**Sister City Relationships Committee, City Liaison:** Promote Dubuque's global presence and diversity in accordance with the Committee's mission statement and that of the Sister Cities International organization in partnership with The Travel Dubuque Organization.

# CITY CLERK'S OFFICE

## Highlights of the Past Year

- 197 safe and community-focused Special Events were permitted.
- Permit Clerk completed the Iowa Municipal Professionals Institute implementing department succession planning.
- Amended Boards and Commissions Application to include demographics information in order to further the City's commitment to diverse representation of the community in appointed positions.
- Implement an electronic process for event organizer to utilize previous event information in submitting future event applications.
- Established the Sister City Relationships Advisory Commission as a 501c3 non-profit organization to expand its mission and installed Sister City signage to raise awareness of and promote Dubuque's international partnerships.
- Established Livestock Grazing ordinance and permit process.
- Clerical Intern completing digital conversion of paper files within the City Clerk's Office implementing a more sustainable filing and searchable office system.
- Brought Clerical Intern on board to begin Microfilm digital conversion of historic City Council records allowing for digital access and searching of documents dating back to the 1800's.

## Future Initiatives

- Continue digital conversion of historic City Council records allowing for digital access and searching.
- Establish a new Mobile Vendor application by combining current and similar applications to streamline the application process.
- Establishing a new liquor license approval process allowing for the collection of outstanding debt as pursuant to Iowa Code 123.
- Advancing the Equity Plan as it pertains to the City boards and commissions.
- Utilizing Novus Agenda software to create a consistent appearance of boards and commissions agendas as well as electronic access similar to City Council Agendas.
- Continue execution of records reorganization, retention and management.

### **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.

# CITY CLERK’S OFFICE

## Performance Measures

### Goal: Financially Responsible, High Performance City Organization

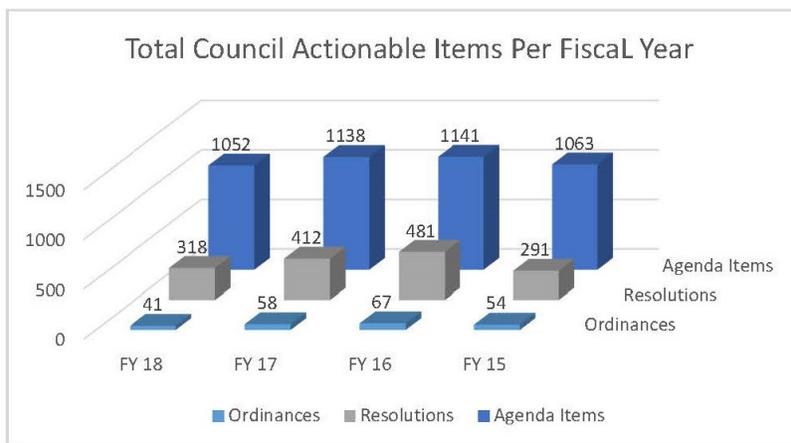


**Outcome #1:** Maintain and enhance transparent City government and decision making using available technology

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 accessible manner.



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

City Council Agenda and Minutes Subscribers rose **4.95%** from 525 in FY 17 to 551 in FY 18.

City Boards and Commission Vacancies Subscribers rose **538.46%** from 13 in FY 17 to 83 in FY 18.

# CITY CLERK'S OFFICE

## Goal: Financially Responsible, High Performance City Organization



**Outcome #2:** Provide easy access to City information and services responsive to the community and for all

The City Clerk's Office strives to ensure that pertinent documents, applications, licenses and permits are readily available and accessible to the public and multiple entities in a timely and efficient manner that promotes transparency and is compliant with state and local laws.

This objective is accomplished by focusing on the following:

- Provide residents with relevant and consistent information pertaining to State and local regulations.
- Emphasize electronic access initiatives that increases information availability to all.
- Sorting, scanning and archiving documents to allow convenient access to searchable, electronically archived materials.
- Maintaining exceptional customer service through high-level professional training, knowledge and integrity.



### Value to Residence

- Customer-focused City service delivery
- Financially sound and responsible City government
- Easy, convenient access to City information and services
- Service value for taxes and fees
- Opportunities to become involved in City governance and planning
- Secure City information, including personal information

Residents 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 by visiting [www.cityofdubuque.org](http://www.cityofdubuque.org)

# CITY CLERK’S OFFICE

## Goal: Financially Responsible, High Performance City Organization



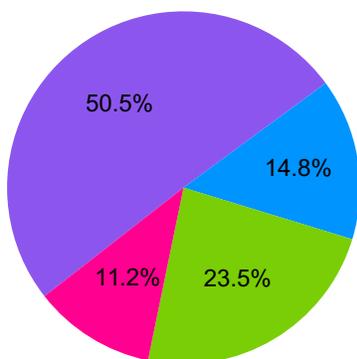
### Outcome #3: Provide City services responsive to the community

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:

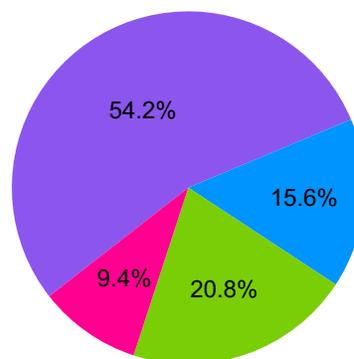
- Institute sustainable practices to reduce expenses and waste of resources.
- Emphasize electronic access initiatives that increase information availability to all.
- Provide residents with relevant and consistent information pertaining to State and local regulations.

**Licenses Processed in FY 17**



■ Liquor Licenses  
■ Bike Licenses

**Licenses Processed in FY18**



■ Cigarette/Tobacco/Nicotine/Vapor Permits  
■ Other Licenses issued  
 (Solicitor, Secondhand, Taxi Company/Drivers, etc.)

### Resident Value:

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

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 communication 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). Enabling residents to conduct business 24/7.

# CITY CLERK'S OFFICE

## Goal: Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

**Outcome #1:** Embrace diverse populations to support a diverse multicultural workforce with equitable job opportunities.

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.

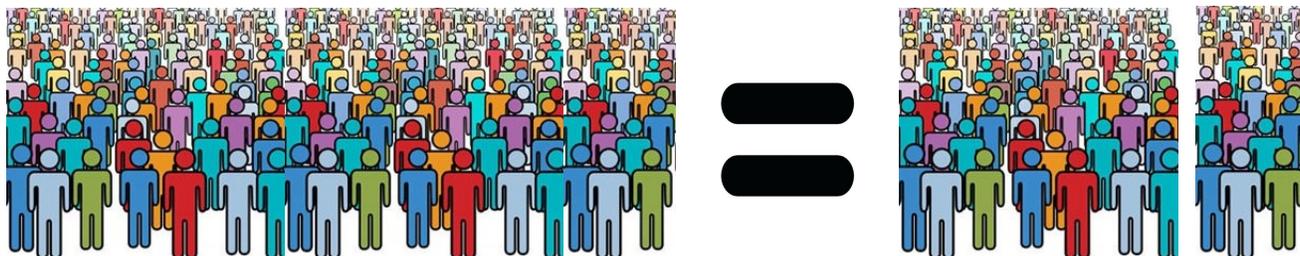
This objective is accomplished by focusing on the following:

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

There were **22** tests administrated in Fiscal Year 2018.

There were **429** total applicants tested

Of those 429 applicants tested, **293** were certified for potential employments



Value to resident:

- Variety of educational opportunities and internships leading to employment
- Young professionals want to live here and college graduates want to stay
- Children and grandchildren want to stay or return to raise their families
- Living wages for residents
- Variety of job opportunities for residents



# CITY CLERK'S OFFICE

## Goal: Diverse Arts, Culture, Parks and Recreation: Experiences and Activities

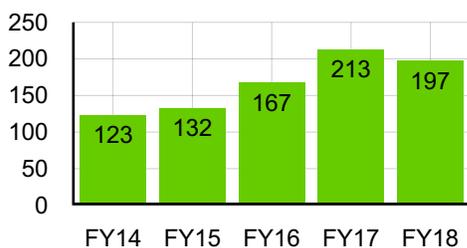
**Outcome #1:** Have welcoming community events and festivals that bring the Dubuque community together - residents meeting residents

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:

- Work closely with event organizers and provide information for creating safe sustainable and accessible events.
- Connect event organizers with appropriate City departments and available resources.
- Conduct one-on-one meetings with event organizers to review complex event planning.
- Conduct an annual review of the special event season with City departments and event organizers.

**Number of Special Event Permits Issued by Fiscal Year**



Value to residents:

- Opportunities for all to experience diverse arts and culture
- Choice for residents' leisure time
- Family-oriented activities for all generations
- Accessible, equitable and diverse recreational and enrichment programs, facilities and activities
- Enriches quality of life



# CITY CLERK’S OFFICE

## Goal: Partnering for a Better Dubuque



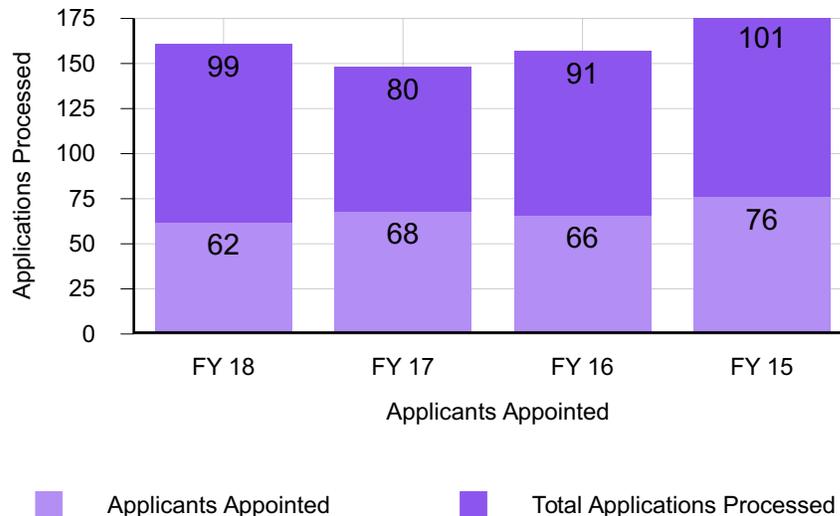
**Outcome #1:** Increase resident engagement in the City governance processes and empowerment across all demographics

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:

- Collection of demographic information insuring for tracking equity and diversity efforts and successes.
- Using multiple forms of inclusive advertisements, announcements 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

**Boards and Commission  
Number of Applicants Appointed**



Value to resident:

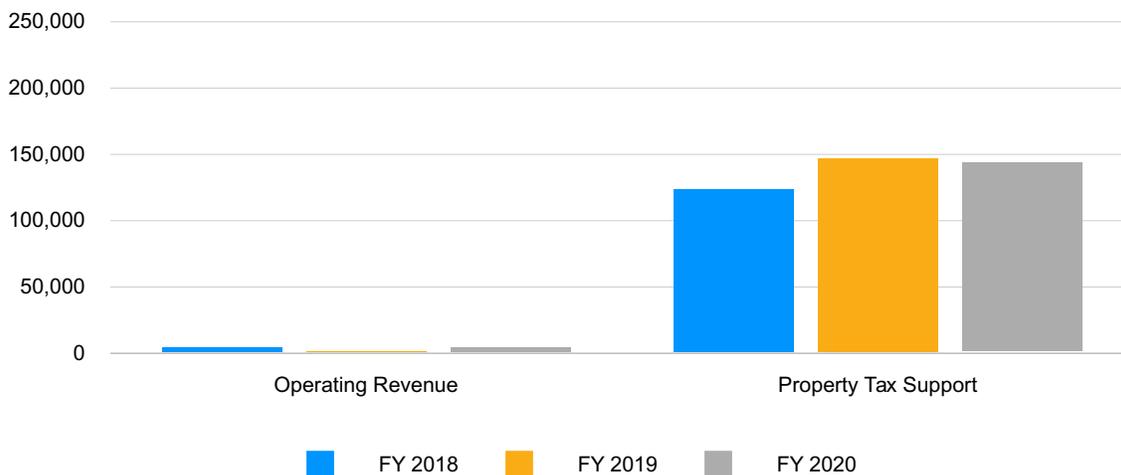
- Sense of community pride and commitment to the Dubuque community
- More ownership of “end” products - residents engaged in the process and support outcomes

# CITY COUNCIL

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.

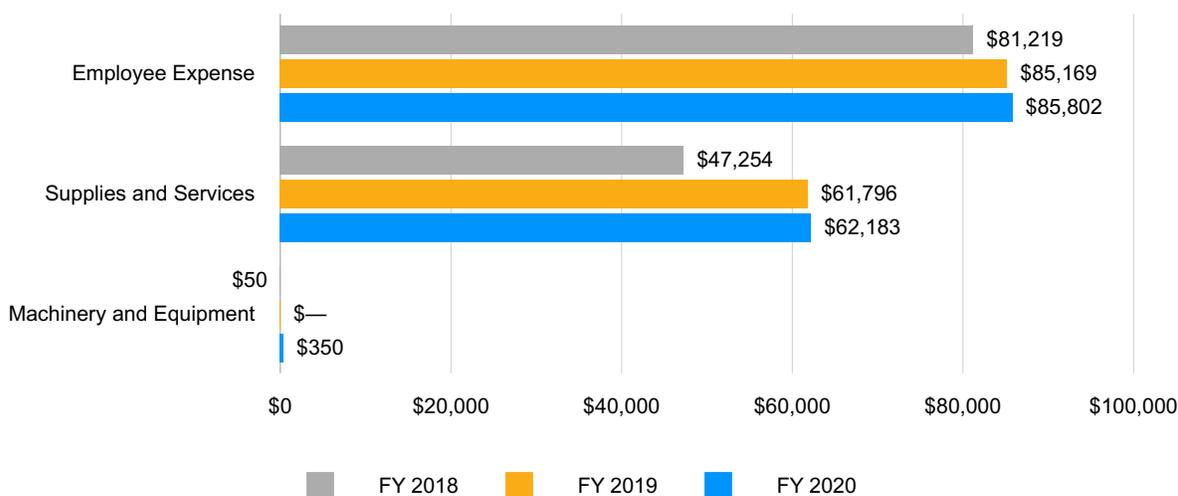
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	3.50	3.50	3.50

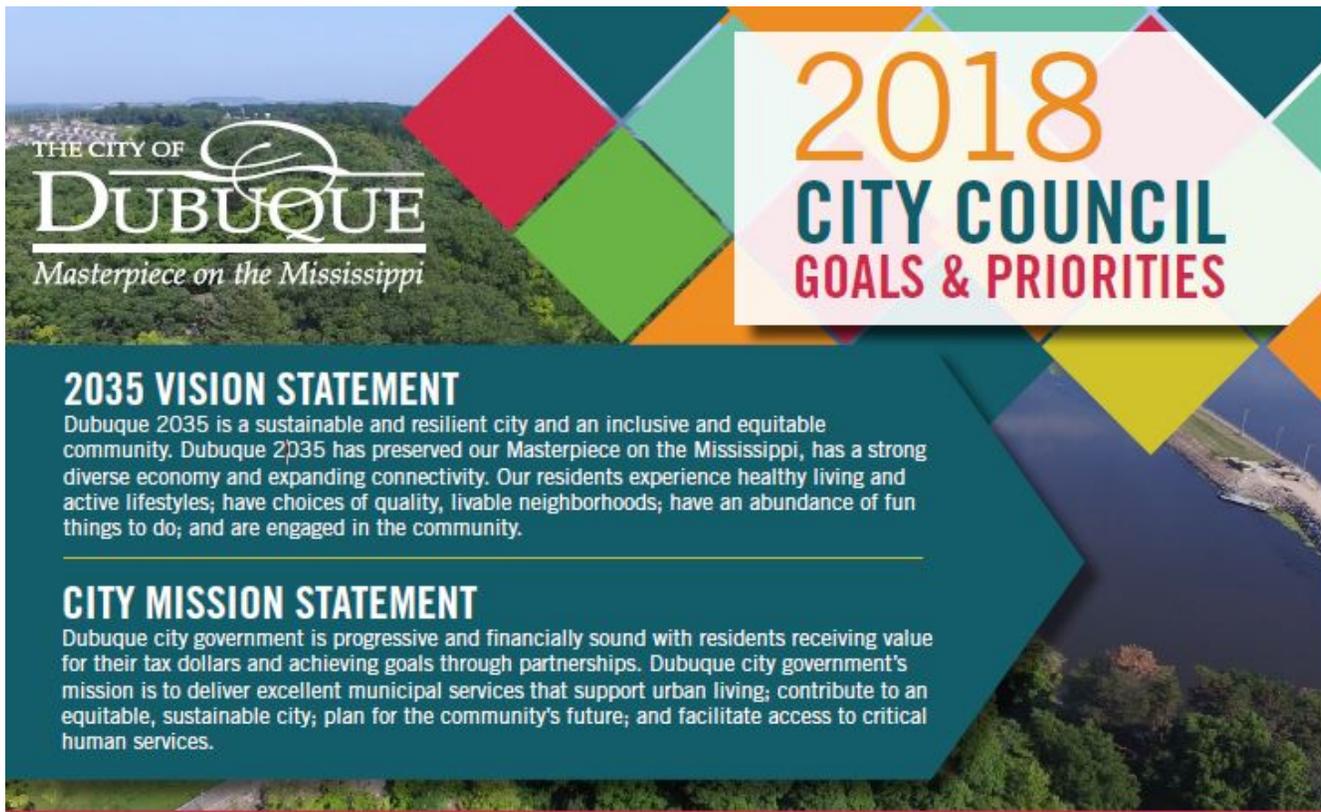
## Resources and Property Tax Support



The City Council is supported by 3.50 full-time equivalent employees, which accounts for 57.84% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 0.93% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year





## 2035 VISION STATEMENT

Dubuque 2035 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2035 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 2024

- **Robust Local Economy:** Diverse Businesses and Jobs with Economic Prosperity
- **Vibrant Community:** Healthy & Safe
- **Livable Neighborhoods & 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 Viable, Livable, and Equitable
- **Diverse Arts, Culture, Parks, and Recreation Experiences and Activities**
- **Connected Community:** Equitable Transportation, Technology Infrastructure, and Mobility

## 2018-2020 POLICY AGENDA

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.

## 2018-2020 MANAGEMENT AGENDA

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.

### TOP PRIORITIES

(in alphabetical order)

- Affordable Childcare Study and Funding
- Five Flags Center: Direction and Funding
- Inclusive Dubuque Support
- Major Streets Improvement: Plan, Direction, and Funding
- Poverty Reduction: Action Plan
- River Cruise Docking Facilities: Direction
- Winter Farmers Market: Location and Funding Support

### HIGH PRIORITIES

(in alphabetical order)

- Bee Branch Floodwall Gates Funding
- Central Avenue Corridor: Economic Revitalization
- Crime Prevention Program: Maintenance
- Debt-Reduction Plan: Continuation
- Mental/Brain Health Strategy and Action Plan
- New Financial Software: Funding
- Pet-Friendly Community: Policy Direction and Actions
- Street Maintenance Program: Funding Level

### TOP PRIORITIES

(in alphabetical order)

- Campaign for Grade-Level Reading
- CHANGE Program: Implementation
- Crescent Community Health Center Expansion
- Dubuque's True North Housing Initiative
- Multicultural Family Center Expansion
- Riverfront Master Plan (US Army Corps of Engineers)
- Transit Vehicles Replacement
- Veterans Pond Development and Direction

### HIGH PRIORITIES

(in alphabetical order)

- City Performance Measurements/Open Data/Data Governance
- Citywide Departmental Work Order System
- Comiskey Park Renovation
- Community Security/Surveillance System Expansion
- Housing Needs Assessment Report
- Resident Satisfaction Survey
- Residential Housing Upgrade/Bee Branch HUD Flood Protection
- Water & Resource Recovery Center: Nutrient Trading

**Vibrant Community**

**Management in Progress**

- Radio System Upgrade to P25
- Dispatcher Training: FY'20 Funding
- Communication National Quality Assurance: FY'20 Funding
- CAD Connection to City Cameras Network: Funding
- Water & Resource Recovery Center: Certification of Environmental Lab – Analysis of Nutrients
- 2018 Community Health Needs Assessment/Health Improvement Plan: Adoption
- Fire Accreditation: Completion
- HUD Voluntary Compliance Report
- Police Officer Recruitment & Retention
- 21st Century Policing Guide
- Healthcare for Residents from Pacific Islands: FY'20 Funding
- Traffic Camera System: Upgrade
- Smart 911 Personal & Building Profile Marketing: FY'20 Funding
- Quick Response Pumper: Operational
- EMS Equipment Replacement Schedule
- Fire Pumper: Operational
- Humane Society Contract: Renewal

**Major Projects:**

- Fire Headquarters & Station ADA Compliance
- Fire Station HVAC & Lighting Improvements
- Communications Center Remodel
- Police Shooting Range Development (with Dubuque County Sheriff)

**Management in Progress**

Items that are underway and budgeted. Staff is implementing and providing updates to City Council.

**Major Projects**

Projects that are underway and budgeted. Staff is implementing and providing updates to City Council

**Robust Local Economy**

**Management in Progress**

- Riverfront Lease Gavilon Sites [2]: Negotiate Lease Extension
- Workforce Market-rate Housing: Rent to Own Plan Development
- Brownfield Area-wide Agreement & Clean-up
- Economic Impact of Historic Preservation Survey & Report: FY'20 Funding
- Phased Historic Architecture Survey: FY'20 Funding
- Marketing Dubuque Jet Center Services: Funding
- America's River III Fundraising: Announcement
- Air Service Expansion
- Opportunity Dubuque Job Training Program- Support Expansion & Diversification of Clients
- Flexsteel Project: Facility Completion & Dubuque Initiatives Possession of Former Site
- Dubuque Brewing & Malting Site Development: SHPO Review
- Opportunity Zone Administrative Rules: US Treasury
- Build a Better Block Event

**Major Projects:**

- Airport Terminal Landscaping

**Livable Neighborhoods**

**Management in Progress**

- Barrington Lakes Reservoir Abandonment
- Code Enforcement Accela Program: FY'20 Funding
- Low Income Housing Tax Credits Program/Projects
- Abandoned/Vacant Buildings/Structures Report
- Downtown Commercial Buildings Evaluation & Assessment Report: Identification

**Major Projects:**

- Lowell Street Retaining Wall Repair

AMERICA'S RIVER III FUNDRAISING



**Financially Responsible, High Performance City Organization**

**Management in Progress**

- Plan for City Expo 2019
- Direct Time Entry & Employee Access Center: Implementation
- Grant Management Software: Implementation
- Mobile Asset Management Software: FY'20 Funding
- Water Source Initial Plan & Distribution Hydraulic Model Master Plan
- I-Net Connection for Remote Sites: FY'20 Funding
- InVision Facility Management Software Design & Implementation
- Liquor License Process Review
- Mobile/Roaming Vendors/Concession Agreements & Permit Process Review
- Indirect Rate for Grants: Creation
- Accounts Payable Workflow
- Health Benefits Consulting & Actuarial Services: Contract
- Workers Compensation Claims Management: Contract

**Major Projects:**

- Purina Drive Salt Storage Building Project

**Sustainable Environment**

**Management in Progress**

- Emerald Ash Borer Program: Implementation
- Community Climate Action & Resiliency Plan: Update
- Sanitary Sewer System Condition Assessment: FY'20 Funding
- Lead & Copper Rule Compliance Water Sampling & Testing
- STAR Recertification
- Solid Waste Study

**Major Projects:**

- Bee Branch Project (Garfield to Comiskey & Under Railroad)
- Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects
- Energy-Efficient Street Lights
- Water Tank Inspection Program & Maintenance
- Washington Street 30" Force Main Phase 2
- 17th Street/W. Locust Street HUD Resiliency Storm Sewer Improvement Project
- 22nd Street/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project
- W. 3rd Street Reservoir Generator: FY'20 Funding
- Well Abandonment Project (Vernon & Barrington Lakes Systems)
- Water Meter Replacement for Vernon & Barrington Lakes
- WRRRC Outfall Manhole Reconstruction
- Riverbank Stabilization Project (US Corps of Engineers)
- Kerper Boulevard Sanitary Sewer
- Roosevelt Street Water Tower
- Cedar Crest, Wildwood, Barrington Lakes Fire Hydrants
- Tamarack Water Main Extension





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

**Diverse Arts, Culture, Parks, & Recreation**

**Management in Progress**

- Kindle e-Readers to Nursing Homes
- How-to-Creation Videos – Library YouTube Channel
- Bunker Hill Golf Course Irrigation Project Phase 3: FY'20 Funding

**Major Projects:**

- Grand River Center: Upgrade Projects
- Creekwood Park: Opening
- English Ridge Subdivision Park Development
- Eagle Point Park Ecological Restoration Project

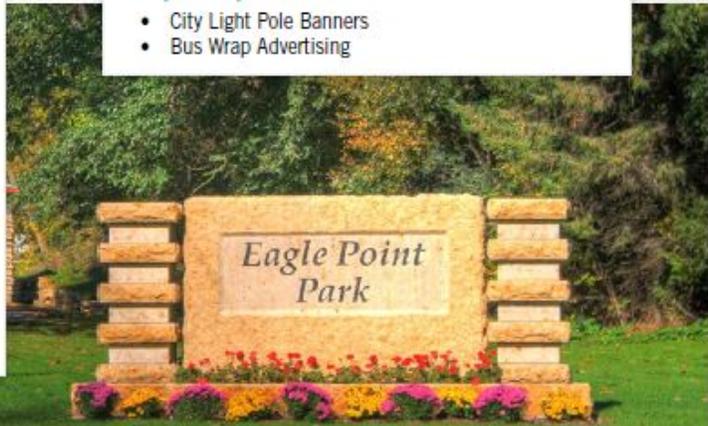
**Partnership for a Better Dubuque**

**Management in Progress**

- Four Mounds Foundation/HEART Program
- My Brother's Keeper
- City Channel Dubuque Programming: Distribution Options
- All-America City Application
- GIS Story Maps
- Language Translation Strategy
- City Focus Magazine
- Bee Branch "Beekeepers" Initiative

**Major Projects:**

- City Light Pole Banners
- Bus Wrap Advertising



EAGLE POINT PARK ECOLOGICAL RESTORATION



COUN002-090418

**Connected Community**

**Management in Progress**

- Bus Routes: Update
- Highway 20 Landscaping: FY'20 Funding
- Comprehensive Pavement Preservation Plan: FY'20 Funding
- New Aviation Facility (University of Dubuque)
- Airport Security Program: Upgrade
- Downtown Parking Signage Ordinance: Update

**Major Projects:**

- Roundabouts [4]
- Four-Laning Southwest Arterial: Completion
- North Cascade Road Reconstruction & Water Main Extension
- Washington Street Improvements (7th - 9th Street)
- Menards Frontage Road
- Chavenelle Road Rehabilitation
- Chavenelle Road Hike/Bike Trail
- Airport Signage – Highway 61
- Surface Parking Lots Paving
- Highway 52 Repaving

ROUNDAABOUTS PROGRESS

# 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 residents and that we operate as a High Performing Organization.



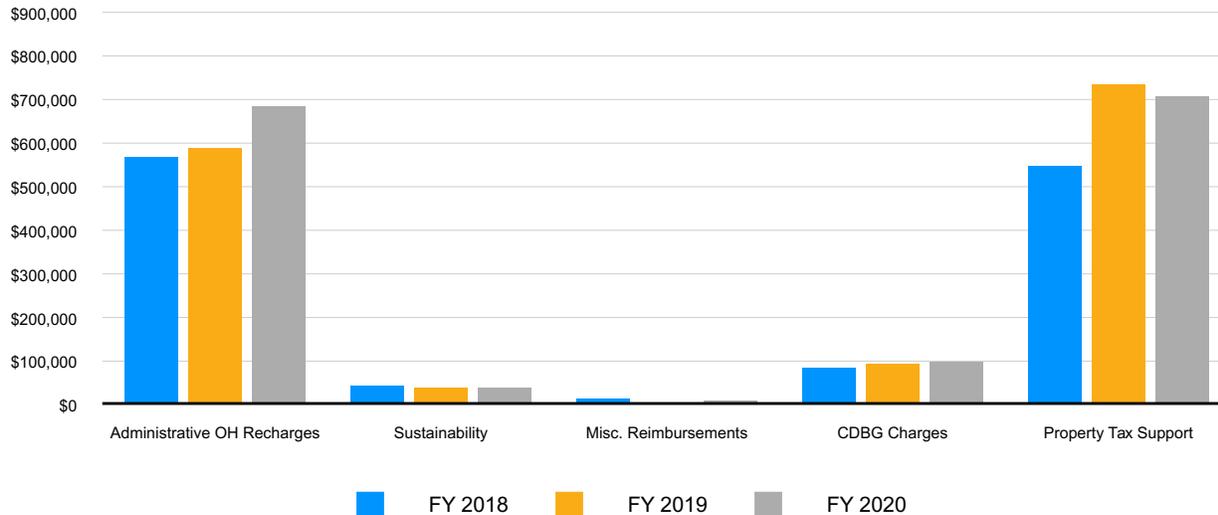
## SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES



# CITY MANAGER’S OFFICE

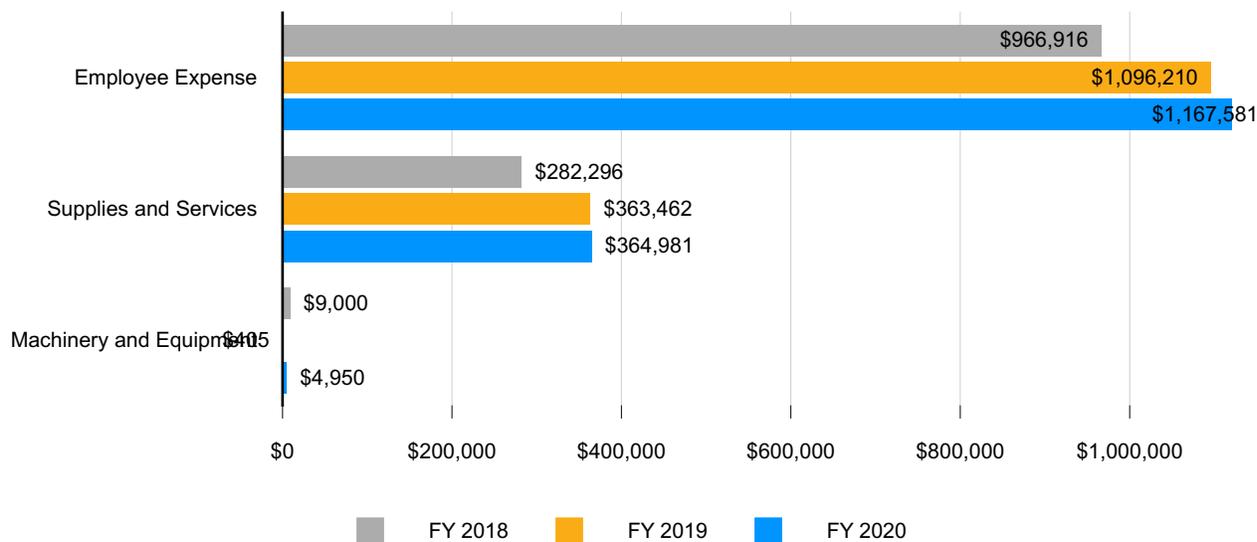
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	9.77	9.77	9.67

## Resources and Property Tax Support



The City Manager’s Office is supported by 9.67 full-time equivalent employees, which accounts for 75.94% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 5.30% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# CITY MANAGER’S OFFICE

## Management/Administrative/Legislative

### 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 residents 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.

Management/Administrative/Legislative Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,009,600	\$1,093,595	\$1,165,661
Resources	\$500,303	\$519,071	\$606,294

Management/Administrative/Legislative Position Summary	
	FY 2020
City Manager	1.00
Assistant City Manager	2.00
Office Manager	1.00
Secretary	2.00
Communications Assistant	0.00
Management Intern	1.00
Intern	0.25
<b>Total Full-Time Equivalent Employee’s</b>	<b>7.25</b>

# CITY MANAGER'S OFFICE

## Highlights of the Past Year

- Dubuque was re-designated an Iowa Great Place, this time for the Driftless North End. The designation will open opportunities for funding for projects completed in the district in the next three years.
- Through the International City Managers Association (ICMA), Dubuque hosted environmental management fellows from Myanmar, Brunei, Thailand, Malaysia and Vietnam. Dubuque also hosted a delegation of municipal and community leaders from the Ukraine to learn about developing local governments and economic development.
- The City partnered with Cartegraph to conduct a two-day High Performing Government training for 40 City staff. The training, which will be built upon through the City's EPIC team, laid the foundation for process improvement, innovation, and cross-department collaborative projects.
- The U.S. Environmental Protection Agency (EPA) Region 7 awarded the City of Dubuque the LEAFS Award in April 2018 for excellence in site reuse for the construction of the Jule Operations and Training Center at the former Peoples Natural Gas Co. EPA Superfund site.
- The Iowa Chapter of the American Planning Association (APA-Iowa) presented the City of Dubuque with the 2018 APA-Iowa Environmental Planning Award for the Upper Bee Branch Creek Restoration Project on 10/18/18
- The City received \$200,000 State of Iowa REAP grant for Four Mounds Park: Ecological Restoration and Site Accessibility
- The City received a \$185,00 in Iowa Dept of Natural Resources Sponsored Project funds for Eagle Point Park Environmental Restoration.
- 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 was awarded \$2,999,968 in Lead Based Paint Hazard Reduction grant program funding and \$581,000 in Healthy Homes Supplemental funding.
- The City received \$800,000 in federal ICAAP funds for the STREETS program.
- The City received the Bus and Bus Facilities Infrastructure Investment Program USDOT federal transit grant for \$1.9 million for buses and transit technology for the Jule and intermodal facility.

# CITY MANAGER'S OFFICE

- The City of Dubuque will have the entire four lane construction and paving of the Southwest Arterial completed by 2020 with additional cost of paving valued at an additional \$16 million in funding.

## Future Initiatives

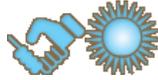
- Continue efforts to address issues of equity, diversity and inclusion, including partnerships with Inclusive Dubuque and other public and private sector organizations.
- Continued implementation of the City's open data and open performance measure transparency tools, and other efforts to create a High Performance Organization, including memorandum of understanding with Cartegraph.
- Continue efforts to improve the City's response performance rate of residents 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.
- Complete resident survey to identify opportunities for improving customer service and create a community of choice for all residents.
- Host 2019 Iowa League of Cities Conference in Dubuque, an opportunity to showcase our community to over 1,000 visitors.
- In partnership with the Human Rights Department, revitalize New Employee Orientation to ensure all new City employees are equipped with information necessary and supported to provide high-quality service to residents.

# CITY MANAGER’S OFFICE

## 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 residents**

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 FY20 rate of \$10.36 per thousand. The FY1987 rate is 28.9% higher than the proposed FY20 rate.*

*62% 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.

*In the FY20 budget 78% of budgeted revenue comes from Intergovernmental revenue, charges for services and miscellaneous revenue while budgeted revenue from taxes is 22%.*

#### **Outcome #3: Maintain an efficient resident 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.

	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual
Average time to resolve a resident issue - City Manager’s Office	12.37 days	12.37 days	9.822 days
Percent of issues resolved in 10 days or less - City Manager’s Office	73%	73%	83%
Average time to resolve a resident issue - All Departments	10.16 days	10.16 days	18.37 days
Percent of issues resolved in 10 days or less - All Departments	82.18%	82.18%	76.59%
Percent of issues resolved in 30 days or less - All Departments	92.5%	92.5%	86.95%

**Outcome #4: Make Dubuque a desirable place to live, work and play.**

The City of Dubuque is committed to serving our residents 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 38<sup>th</sup> 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.*

# CITY MANAGER’S OFFICE

## Sustainability

### 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 resident 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.

Sustainability Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$103,445	\$192,848	\$194,389
Resources	\$124,572	\$112,815	\$120,894

Sustainability Position Summary	
	FY 2020
Sustainable Community Coordinator	1.00
Sustainable Dubuque Intern	0.42
<b>Total Full-Time Equivalent Employee’s</b>	<b>1.42</b>

### Highlights of the Past Year

- The Resilient Community Advisory Commission completed its first year of work, utilizing the STAR Communities rating and other data to advise City Council on resiliency strategies.
- 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 disengaged and underrepresented populations in our community.

- The City received the Municipal Climate Adaptation Report via a partnership with the University of Nebraska Lincoln which gives us important climate-related data to base future decisions on.
- The Iowa Clean Cities Coalition delivered a fleet analysis to the City of Dubuque to guide our transition to alternative fuel vehicles.
- Sustainable Dubuque Community Grant requirements were updated to include an equity and inclusion focus, and bonus points were added to the scoring process to better align funded projects with City Council- and Resilient Community Advisory Commission-identified priorities.
- The 11<sup>th</sup> Annual Growing Sustainable Communities Conference attracted nearly 500 attendees to Dubuque.

### **Future Initiatives**

- Completion of 2019 STAR Recertification.
- Update to the 50% by 2030 Community Climate Action & Resiliency Plan to include both mitigation and adaptation strategies.
- Continued implementation of energy efficiency strategies and exploration of solar installation on City facilities to decrease municipal utility bills and emissions.
- Partner with Iowa Clean Cities Coalition to begin transition to municipal alternative fleet. Investments needed include vehicle replacement and charging/fueling infrastructure.

### **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.

# CITY MANAGER’S OFFICE



**Goal: Partnership for a Better Dubuque**



**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.*

	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual	FY2017/18 Actual
Number of awards given (as percent of total applications received)	25 (56%)	15 (50%)	12 (50%)	17 (77%)

The *Dubuque Urban Farm* provided CSA (community-supported agriculture) shares to 22 families. For 20 consecutive weeks, these families each received a box which contained 4-6 types of vegetables, local eggs, spices, recipes, and other miscellaneous ingredients to help turn the vegetables into a meal. The project’s top priority was to provide easier access to fresh vegetables to low-income community members, both by making CSA shares affordable, and by teaching members to grow and process their own food.

*Four Mounds* received funding to train hard-to-employ adults in the restoration trades, using projects at their historic location. Projects included window and door restoration of the hog shed, rebuilding doors and trellises and painting the chicken coop.



 **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 residents money, protect the environment and improve the quality of life for residents.*

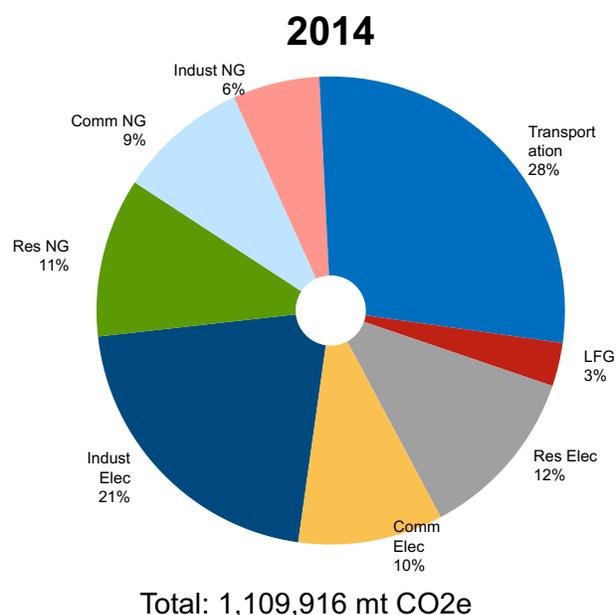
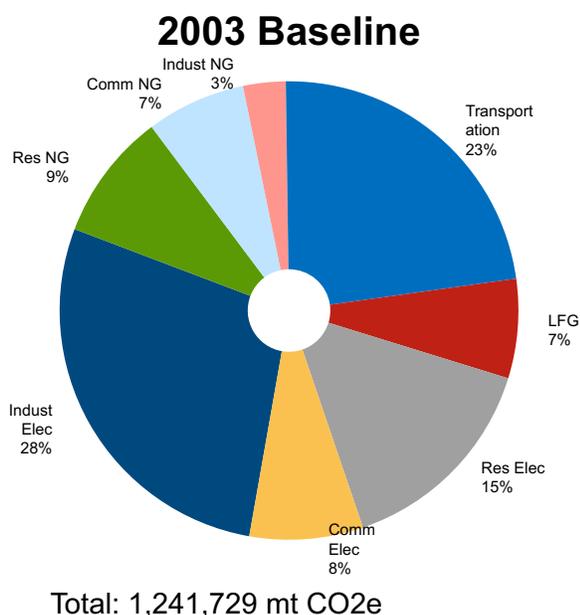
City staff continue work to implement the Integrated Pest Management program. In the last year, one additional park was added to our Pesticide-Free Parks program. Total number of chemical applications in parks was reduced from 108 in 2016 to 50 in 2017 (note that favorable weather assisted in reaching this number). Additionally, best land management practices have been added to the contracts the City manages for City-owned farmland, and a new Controlled Grazing Livestock ordinance enables all landowners in Dubuque to use goats and/or sheep as a

# CITY MANAGER'S OFFICE

sustainable alternative to chemical or mechanical management of land. Lastly, in April 2017, the City launched the Adopt A Spot program which engages volunteers in helping to clean up and maintain our parks, streams, and stormdrains.



**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.

# CITY MANAGER’S OFFICE

## Neighborhood Development

### Overview

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

<b>Neighborhood Development Funding Summary</b>			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$140,122	\$168,634	\$159,324
Resources	\$83,956	\$93,087	\$98,279

<b>Neighborhood Development Position Summary</b>	
	FY 2020
Neighborhood Development Specialist	1.00
<b>Total Full-Time Equivalent Employee's</b>	<b>1.00</b>

### 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. Residents are seeking the effectiveness of the improvements leading to higher confidence and investment in the neighborhood.
- Dubuque's True North executed an agreement with the City to acquire and rehabilitate 50 derelict properties in Downtown/North End and convert them to home ownership leading to improved conditions and increased stability in the neighborhoods.
- 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 improved code enforcement leads to increased feelings of safety and further investment in the neighborhoods.
- Washington Neighborhood residents are actively engaged in community garden, communication, (newsletter) and neighborhood improvement projects with promise of formalizing a neighborhood group. Resident involvement and ownership of neighborhood

create critical self governance and buy-in to support the continued improvements in the neighborhood.

- City adopted Arts Master Plan and enactment strategy. Implementation of plan will foster engagement at all levels, increasing desirability of Dubuque as a community of choice.

# CITY MANAGER’S OFFICE

## Future Initiatives

- Continue to support the organization of a resident-led neighborhood group in the Washington Neighborhood.
- Participation in Inclusive Dubuque's Equity sector workgroup 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.
- Participation in Arts Master Plan Task Force charged with enacting the Arts & Culture Master Plan.



### DID YOU KNOW?

Dubuque has eight active neighborhood groups that are working to improve their neighborhoods? There are 74 neighborhoods (representing 4,978 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



### 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

# CITY MANAGER’S OFFICE

Neighborhood Grant Program provides resources for neighborhood revitalization and community building.

- 24 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, Juneteenth celebration, girls and women's empowerment conference, and street mural painting.

## CDBG Funded Neighborhood Grants

Grantee Partner	Activity	Amount
North End Neighborhood	Communication Project	\$ 1251
St. Mark Youth Enrichment	Summer Enrichment Program	\$ 5,000
Valley View Neighborhood	Communication Project	\$735
Historic Bluffs Neighborhood	Arlington Community Garden	\$124
Dubuque Old House Enthusiasts	Washington Neighborhood Tour	\$750
Valley View Neighborhood	Neighborhood Beautification Project	\$1,077
Downtown Neighborhood	Beautification Project	\$ 150
Historic Bluffs Neighborhood	Neighborhood Clean-Up	\$ 536
Washington Neighbors	Neighborhood Clean-Up	\$ 688
	<b>Total</b>	<b>\$9,576</b>



# 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 residents 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.

	<i>FY 2017/18 Actual</i>	<i>FY 2018/19 Estimated</i>	<i>FY 2018/19 Projected</i>
Number of events/ meetings	74	100	90
Number of participants	4,300	5,000	5,000



Music in Jackson Park



Point Neighborhood Cook-out

# CITY MANAGER'S OFFICE



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

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

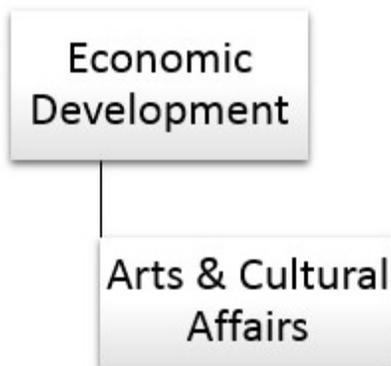
**Outcome #5: Opportunities to become involved in City governance and planning.**

- Neighborhood Development Specialist facilitates communication and cooperation between the City, neighborhood groups, and other non-profits working to improve quality of life for neighborhood residents.
- 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
  - Dream Center
  - St. Mark Youth Enrichment
  - Multicultural Family Center
  - Steeple Square
- Provided information/assistance with educational enrichment programs such as:
  - After school Programs
  - Summer Enrichment Programs
  - Resource Fairs
  - Opportunity Dubuque
  - Multicultural Family Center's event



# 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.



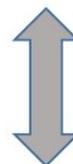
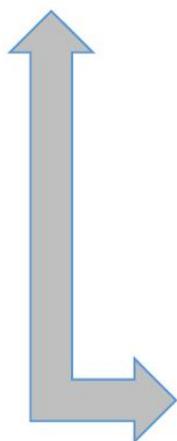
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

### 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.



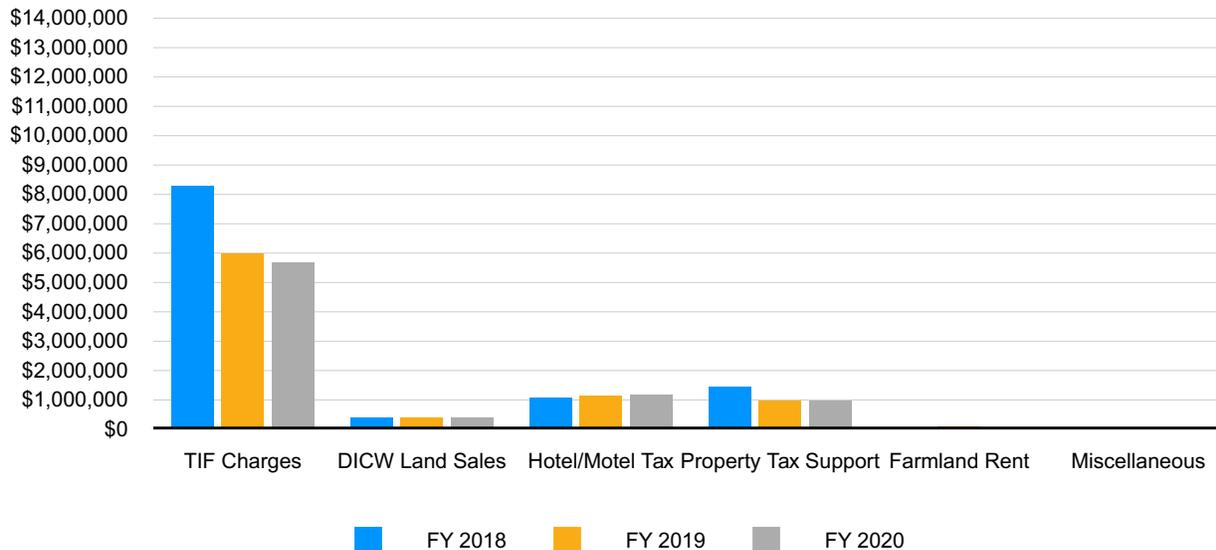
### PARTNERSHIPS

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.

# ECONOMIC DEVELOPMENT

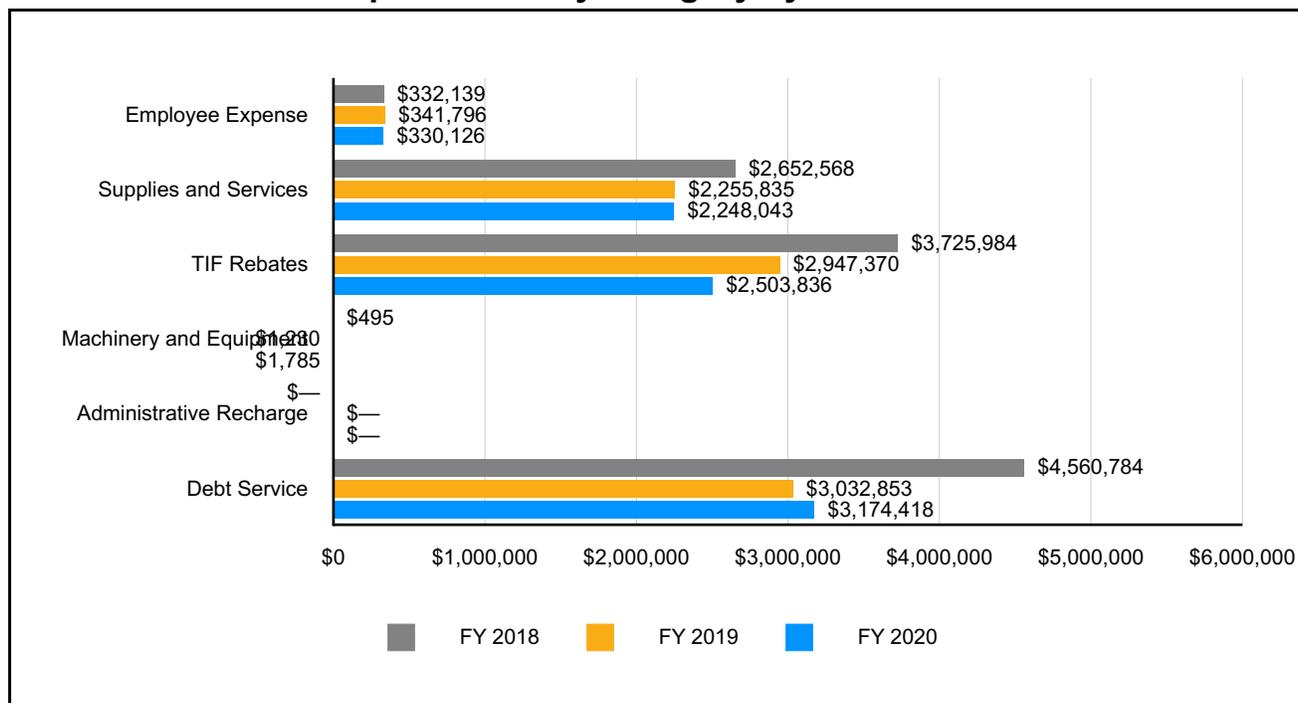
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	3.50	3.50	3.75

## Resources and Property Tax Support



The Economic Development Department is supported by 3.75 full-time equivalent employees.

## Expenditures by Category by Fiscal Year



# 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			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	10,951,326	8,221,940	7,909,256
Resources	9,827,798	7,605,499	7,291,328

Administration Position Summary	
	FY 2020
Economic Development Director	1.00
Assistant Economic Development Director	1.00
Confidential Account Clerk	0.50
Intern	0.25
<b>Total FT Equivalent Employees</b>	<b>2.50</b>

# ECONOMIC DEVELOPMENT

## Highlights of the Past Year

### Grading of Certified Site

Dubuque was selected as a finalist community among four states by a company considering expansion with approximately \$350 million capital investment to construct a 350,000 square foot facility that would employ approximately 450 people within five years with an estimated payroll of \$22 million. In order to strengthen Dubuque's Bid for selection and to remain a viable option site, prep work was initiated on Dubuque industrial Center West newly formed State of Iowa **Certified Site**.

**True North Initiative** - Greater Dubuque has rebranded Downtown Transformation to Dubuque's True North. Activities include data collection, scientific polling, staffing and rebuilding the True North Development Corporation (previously Washington Neighborhood Community Development Corporation), involvement in the CHANGE program, and North End gateway improvements. GDDC and City staff are collaborating on the initiative.

**Flexsteel Industries, Inc.** plans to invest approximately \$25 million to construct a new 300,000 square foot manufacturing facility in Dubuque. The proposed project would relocate an estimated 200 current positions from the existing facility at 3400 Jackson Street to the new Flexsteel Manufacturing facility in the Dubuque Industrial Center South. The project is expected to be completed by March 2019

The Economic Development Department assisted in the facilitation of the purchase of the **Malting & Brewing Building** (3000 Jackson Street). The developer has secured the structure to make it safe for construction and started design drawings to turn the building into 110+ apartments with a healthy food grocer among other retail on the main floors. Construction is slated to start in the Spring of 2019 and phasing the project to completion over the next 2 years.

The City of Dubuque, as a member of the East Central Intergovernmental Association Brownfields Coalition submitted a grant application to the U.S. Environmental Protection Agency for the **Brownfields Revolving Loan Fund Grant**. The Coalition was awarded \$800,000 to assist with brownfields clean-up throughout the region. The funding requires that it can only be used on sites in jurisdictions that are part of ECIA's Brownfields Coalition. The funding will be available to both government entities and developers. The Coalition seeks to revitalize distressed neighborhoods, create jobs, and improve quality of life in eastern Iowa. This work builds on successful brownfields activities funded with EPA Assessment grants to both ECIA and the City of Dubuque.

An emphasis in the community has been the rehabilitation of former school buildings into rental residential facilities in the downtown area. The Economic Development department provided a letter of commitment to assist in the rehabilitation of **Marquette Hall** formerly known as Sacred

# ECONOMIC DEVELOPMENT

Heart School in Dubuque's North end community at 2222 Queen Street into a total of 28 affordable rental residential units.

The Consulting firm RDG was engaged to provide the services outlined within the RFP of creating an opportunity to reimagine the circulation and urban fabric of the **Central Avenue Corridor** between 11<sup>th</sup> Street and 22<sup>nd</sup> Street in the Washington Neighborhood. While there have been significant efforts focused on revitalizing the corridor to date, the success of the corridor's future will be defined by the residents that live, work and play within the neighborhood. The consultant's strategy to complete the master plan will be collaborative focused and visionary concepts and imagery. The Washington Neighborhood is growing at about a 9% rate annually. The Southwest Arterial is progressing quickly and expected to be complete in late 2019. Upon completion, nearly 600 semi-trucks will be removed from the corridor, creating an opportunity to re-imagine the Corridor.

The Federal Tax Cut and Jobs Act of 2017 established a new economic tax incentive called **Opportunity Zones**. Opportunity Zones use tax incentives to draw long-term patient investment to census tracts struggling with low-income households and sluggish business growth. The program targets neighborhood revitalization and towns in need of investment. The payoff for investors is avoided capital gains tax. As a tax incentive, the Opportunity Zones program is designed to encourage long-term, private investments in low-income census tracts. In Iowa, 25 percent of the state's low-income communities census tracts were eligible to be nominated to the U.S. Department of the Treasury for Opportunity Zone designation. The Iowa Economic Development Authority accepted the applications from eligible Iowa applicants interested in being nominated to secure this designation. Once designated, the tracts will be in place for 10 years. With a history of attracting market-based investment and the demonstrated capacity to implement big projects, Opportunity Zone designation for two contiguous census tracts (1, 5) was approved by the state and U.S Treasury.

## Future Initiatives

The Economic Development Department anticipates making application to the **EPA Multipurpose Grant**. This grant opportunity will provide funding to conduct a range of eligible assessment and cleanup activities at one or more Brownfield sites in a target area. These multi-purpose grants (assessment and cleanup combination) are available up to \$1,000,000. The Target area will be the Dubuque's South Port redevelopment area.

Additionally, a coalition of local partners including NICC, Opportunity Dubuque, Iowa Workforce Development, and Dubuque Area Labor Management are working on the development and submission of a **U.S. EPA Environmental Workforce Development Job Training Grant**. A critical part of the EPA's EWDJT program is to further environmental justice by ensuring that residents living in communities historically affected by economic disinvestment, health

# **ECONOMIC DEVELOPMENT**

disparities, and environmental contamination -- such as low-income, minority, and tribal communities -- have an opportunity to reap the benefits of revitalization and environmental cleanup. Through the link to on-the-ground assessment and cleanup activities, Environmental Workforce Development and Job Training Grants train unemployed and under-employed residents of communities impacted by a variety of waste facilities, blighted properties, contaminated sites, and other environmental issues for environmental jobs that contractors may otherwise fill from outside the affected community.

Tax Increment Financing continues to be an important tool. The City of Dubuque has provided \$60,116,715 in Tax increment Financing or Bond incentives for businesses since 1990. This has leveraged \$592,378,336 in private investment by these businesses. With the use of TIF, businesses in Dubuque have retained and created 8,574 jobs. 84 projects have benefited from the use of Tax Increment Financing.

# ECONOMIC DEVELOPMENT

## 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 residents of Dubuque.

### Goal: Economic Prosperity

#### **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. Staff 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.

Economic Development staff currently monitor approximately 90 development agreements to ensure 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 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 Dubuque's 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

# ECONOMIC DEVELOPMENT

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.

Arts & Cultural Affairs Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$ 320,645	\$ 357,144	\$ 348,952
Resources	\$ 4,175	\$ 230	\$ 4,175

Arts and Cultural Affairs Position Summary	
	FY 2020
Arts & Cultural Affairs Coordinator	1.00
<b>Total FT Equivalent Employees</b>	<b>1.00</b>

### 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
- Grantees were offered scholarship funding to attend DEI workshop with Inclusive Dubuque

Coordinated 13th year of Art on the River exhibition which expanded to include:

- A curated invitational and resulting themed exhibit Art on the River Driftless featuring regional artist celebrating the Driftless region
- This year’s exhibit features kinetic art as well as light based art work.
- The Marshallese community featuring their cultural traditions including dance, music and craft making as it related to their residency in Dubuque
- Audio guide App Otocast for improved community engagement

Co-ordinated pilot program Art in the Park: Snow Sculpting Competition

- Created partnership with the private sector to host Dubuque’s first ever state championship in snow sculpting
- Sending a state representative to the U.S National Snow Sculpting Championship
- Engaged 400 community members and visitors in the winter
- Conceptualized a program that aims to create temporary, professional art, community art and community engagement in different neighborhoods

# ECONOMIC DEVELOPMENT

-Coordinated Business of the Arts second 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. Attendees were offered scholarships to Between the Waves music conference in Madison (22 attendees)

-Master Plan Community Enactment Strategy - convening community stakeholders to participate in moving forward with the master plan. The Master Plan Taskforce was assembled with 15 cross-disciplinary community members who have in turn convened the following working groups:

## **Public Art and Infrastructure**

This group focuses on policies that demystify the process for application to and exhibition of Public Art. It assesses the elements and environment needed to foster expanded public art activity and support mechanisms for potential public art programs within the city and externally.

## **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, creating 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. They assist in the review of regulations, ordinances and incentives that affect the emerging local arts industry that will improve recruitment and retention of creative industries in the city.

## **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. They will focus on creating a uniting identity, focusing on and establishing brand concepts, promotion of the implementation process and the success of the Master Plan and improving the internal messaging about the arts with in the Dubuque community

# ECONOMIC DEVELOPMENT

## Future Initiatives

1. Art in the Park - a program that focuses on the trifecta of:
  - Professional temporary public art
  - Community art making
  - Engagement in public spaces (mainly parks) in different neighborhoods
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. Culture Grant that focuses on creating visibility and promoting the cultural aspects of the people residing in Dubuque.
4. 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.
5. 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.

# 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.

Organization	GRAND TOTAL
Bell Tower Productions	\$212,620.57
Colts Drum & Bugle	\$375,057.00
Dubuque Arts Council	\$70,798.84
Dubuque Chorale	\$19,231.66
Dubuque Fine Arts Society	\$32,007.58
Dubuque Museum of Art	\$282,123.81
Dubuque County Historical	\$553,639.00
Dubuque Symphony Orchestra	\$515,644.00
Fly-By-Night Productions	\$23,969.48
Julien Dubuque Int'l Film Festival	\$35,977.72
Northeast Iowa School of Music	\$121,067.03
Four Mounds Foundation	\$55,922.00
Grand Opera House	\$290,636.25
Dubuque Arboretum	\$85,962.16
Dubuque Main Street/DDCC	\$16,219.00
Loras College	\$19,127.00
Dubuque Community School Foundation	\$2,995.00
Clarke University	\$10,872.00
Voices Productions	\$7,231.00
Matter/Creative Adventure Lab	\$29,993.55
Dubuque Main Street	\$25,222.00
Rising Star Theatre Co	\$14,800.90
Healing Moments	\$3,000.00
Studio Works/DAAC	\$15,479.00
Multicultural Family Center	\$5,175.00
Friends of Mines of Spain	\$5,000.00

# ECONOMIC DEVELOPMENT

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



## 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.*

# 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

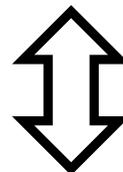
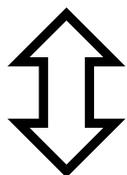
### People

The Emergency Communications Center works with residents and emergency responders to ensure the needs of the community are met.



### Planning

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



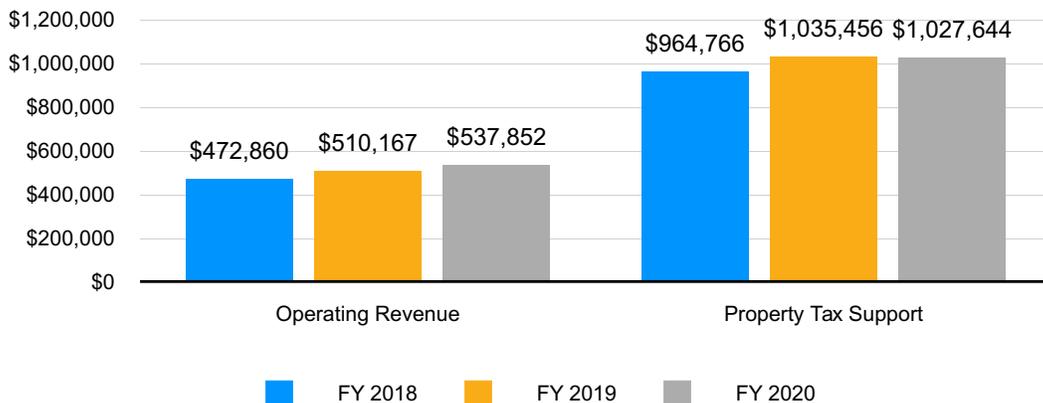
### Partnerships

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.

# EMERGENCY COMMUNICATIONS

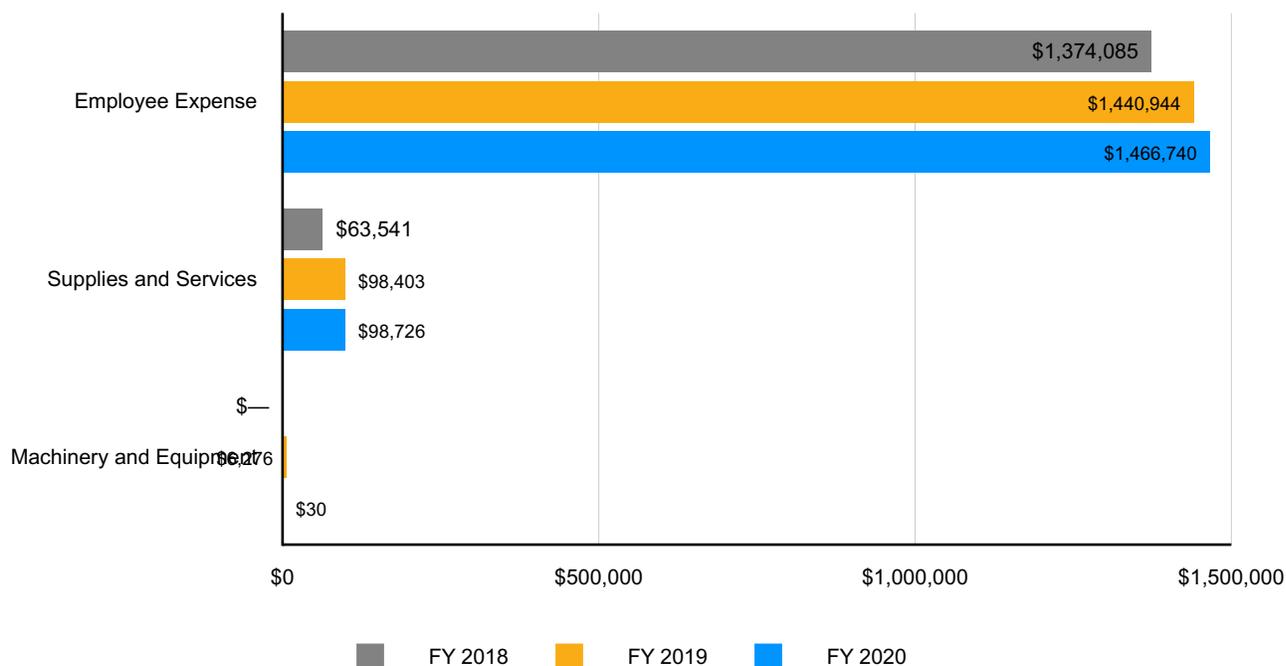
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	17.55	18.28	19.28

## Debt and Resources



The Emergency Communication Department is supported by 19.28 full-time equivalent employees, which accounts for 92.48% of the department expense as seen below. Overall, the department's expenses are expected to increase by 1.24% in FY 2020 compared to FY 2019.

## 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.

Emergency Communications Position Summary	
	FY 2020
Emergency Communications Manager	1.00
Lead Public Safety Dispatcher	4.00
Public Safety Dispatcher - FT	10.00
Public Safety Dispatcher - PT	3.55
Records Clerk - PT	0.73
<b>Total Full-Time Equivalent Employees</b>	<b>19.28</b>

## Highlights of Fiscal Year 2018

- Text to 911 Completed
- Remodeled Communications Center
- Smart 911 Text to all wireless hangups

## Future Initiatives

- Radio System Replacement
- Phone System Upgrade/Change
- Quality Assurance of Call Taking
- FirstNet
- Landline 911 on Wireless 911 Network
- Additional Training

## 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 upmost safety to the residents of Dubuque.



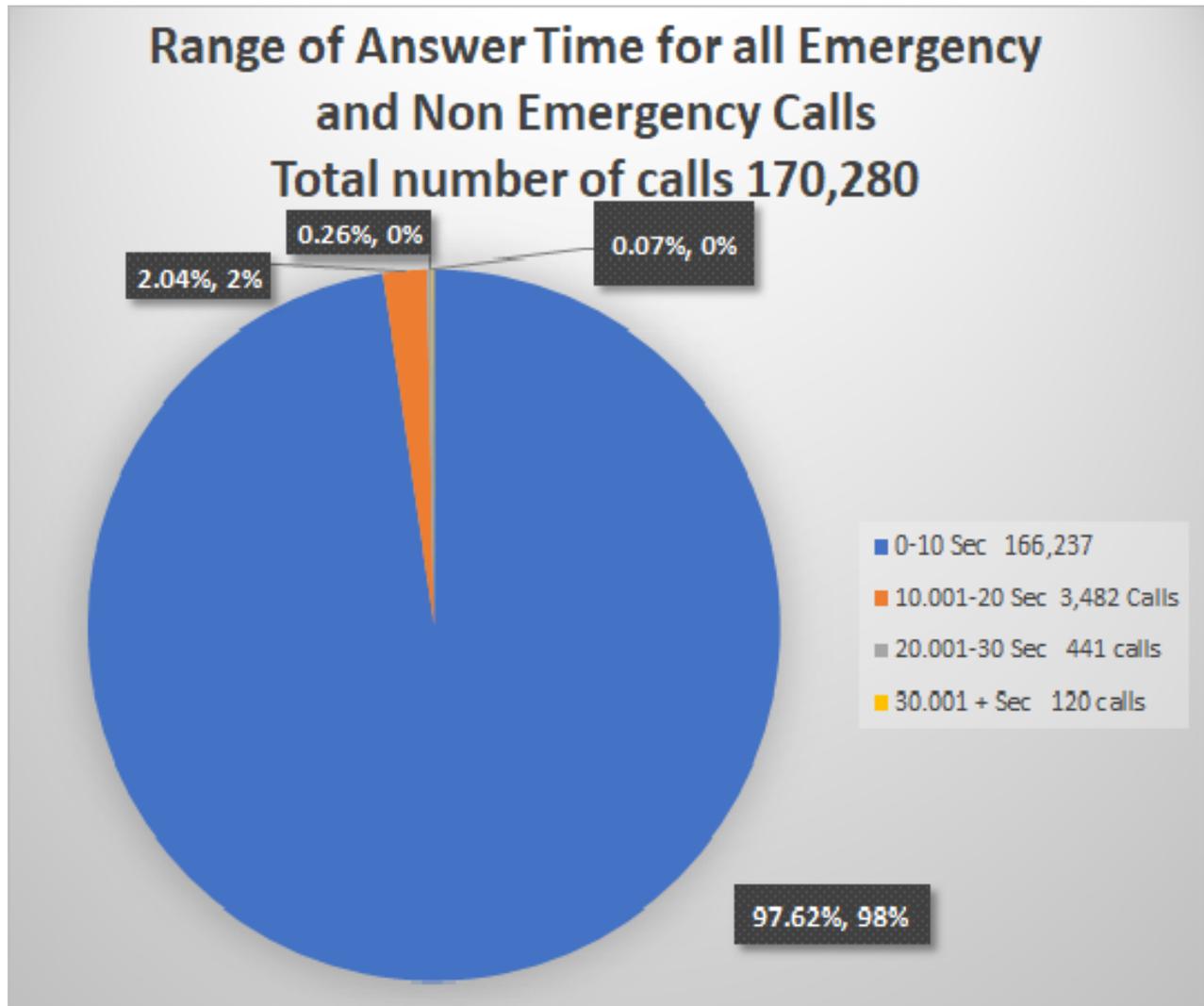
**Goal: Financially Responsible, High Performance Organization**



# EMERGENCY COMMUNICATIONS

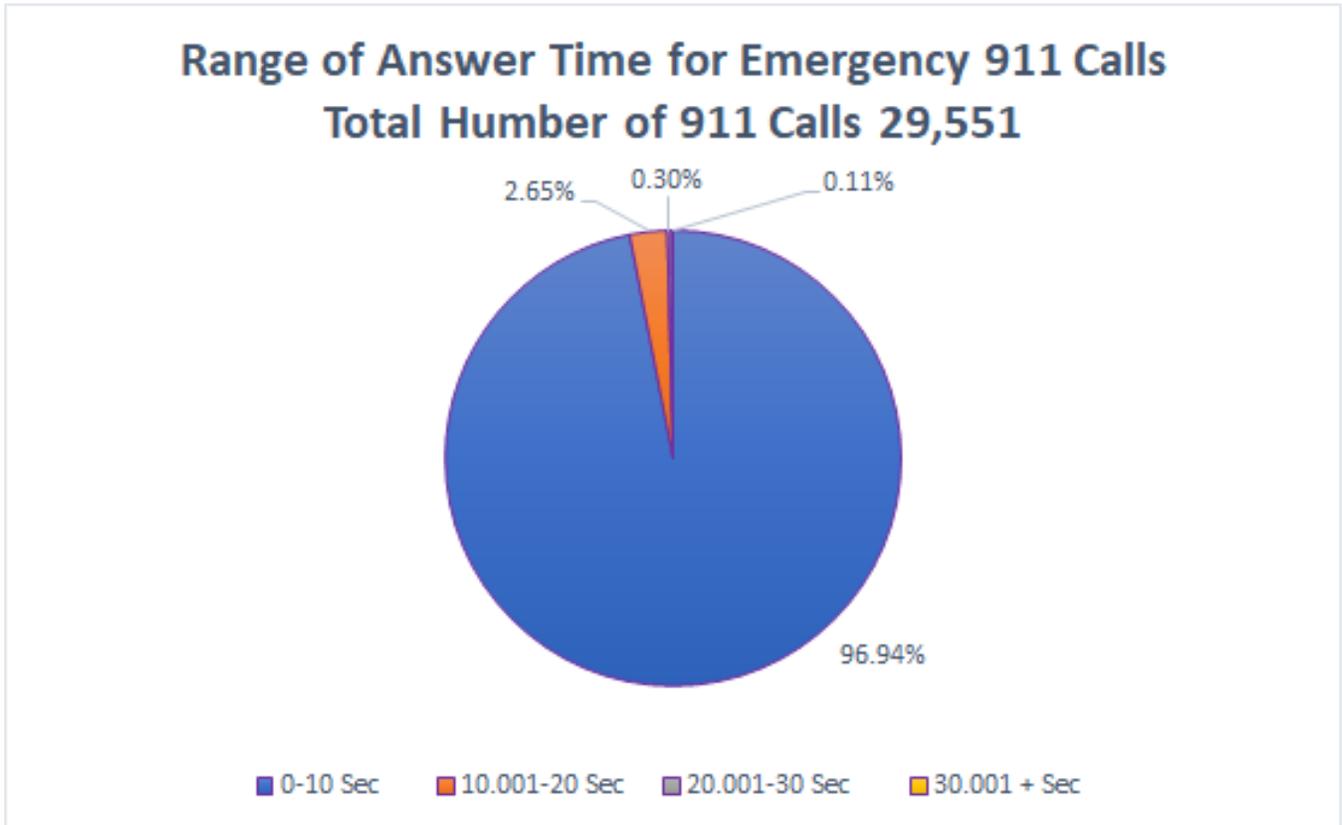
**Outcome #1:** *Quicker response times for dispatch result in quicker response times for agencies involved and quicker residents get requested services.*

- 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.



# EMERGENCY COMMUNICATIONS

96.94% 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 FY17 and FY18 with the FY19 being the average change over the last 5 years added to the FY18 numbers:

	FY17	FY18	FY19 Revised
Dubuque Police	56,184	56,153	57,922
Dubuque Co Sheriff	24,977	22,421	23,374
Dubuque Fire	6,598	6,541	6,911
County Fire*	2,468	2,705	2,900
County Law **	10,658	10,670	11,065
No Agency Events	7,008	7,230	7,542
<b>Total</b>	<b>107,893</b>	<b>105,720</b>	<b>109,717</b>

\***County Fire**- Asbury Fire, Bernard Fire, Cascade Fire, Cascade Ambulance, Centralia/Peosta Fire, Dyersville Fire, Dyersville Ambulance, Epworth Fire, Farley Fire, Farley Ambulance, Holy Cross Fire, Key West Fire, LaMotte Fire, New Vienna Fire, Sherrill Fire, Worthington Fire, and Support Services.

\*\***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 residents to get the help they request.

No Agency Events- Dispatchers answer the phone and start an event but cancel prior to it being assigned to an agency.

**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.

- 1<sup>st</sup> 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?

	FY17	FY18
<i>Number of schools In Dubuque City/County presented class to</i>	27	28
<i>Number of classes taught</i>	62	60
<i>Number of students</i>	1240	1215

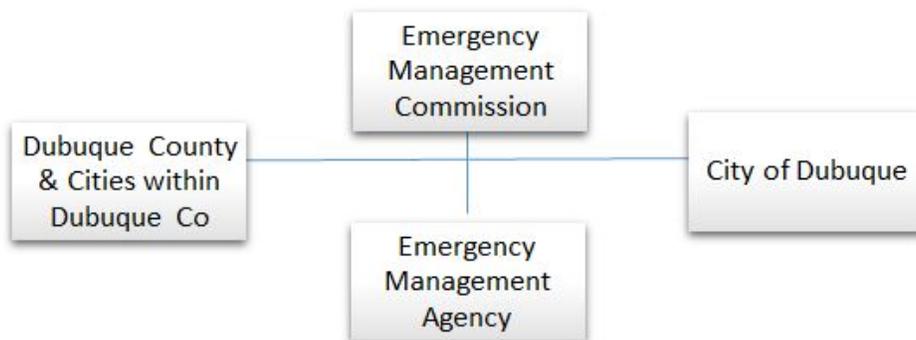
# EMERGENCY COMMUNICATIONS

- **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
  - State of Iowa 911 Council
  - Dubuque County Fire Association
  - Dubuque County EMS Association
  - 911 in the Schools- all City & County Schools

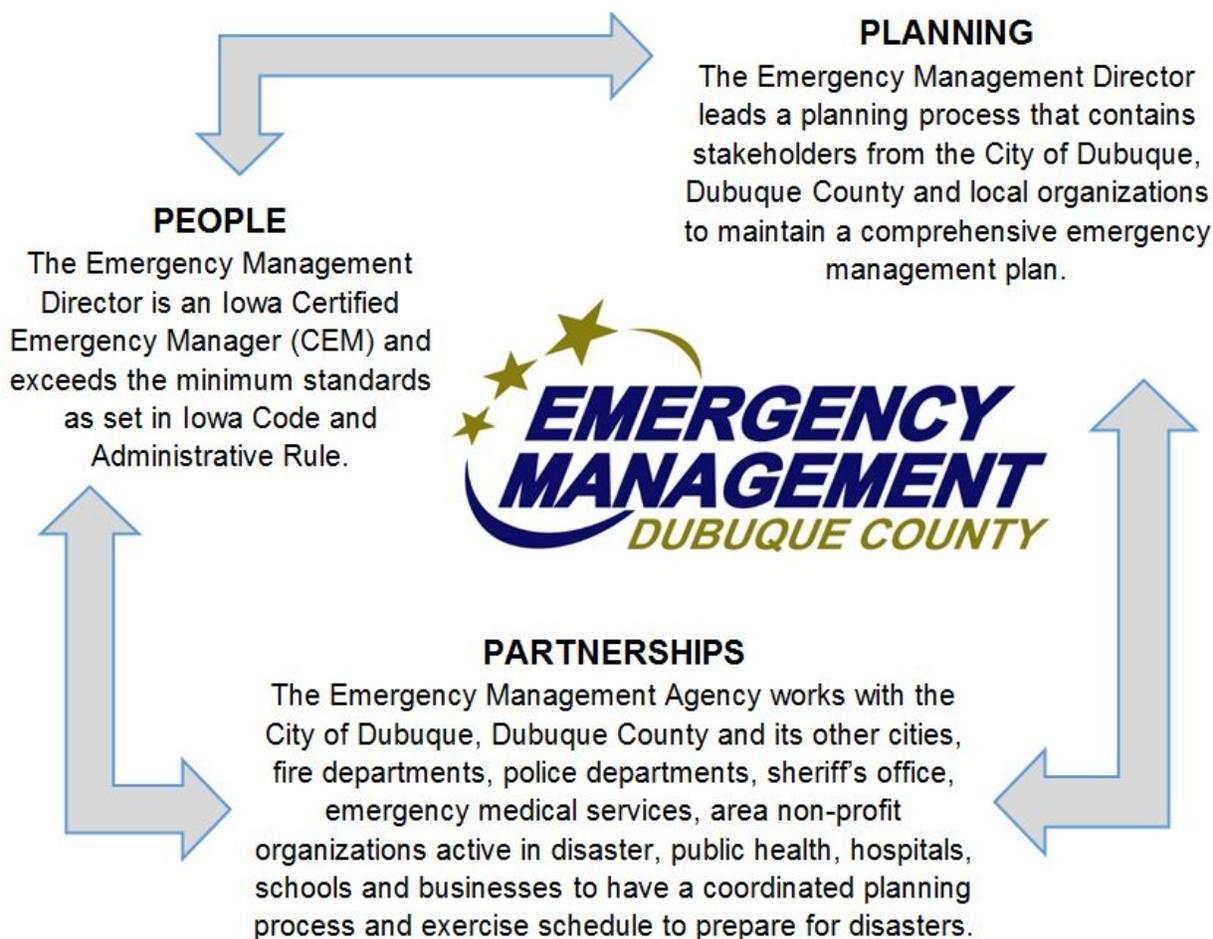


# EMERGENCY MANAGEMENT

Through an all hazards approach, resilience is the basis for capacity of local jurisdictions to plan, prepare for, respond to, and recover from disasters in a coordinated response.

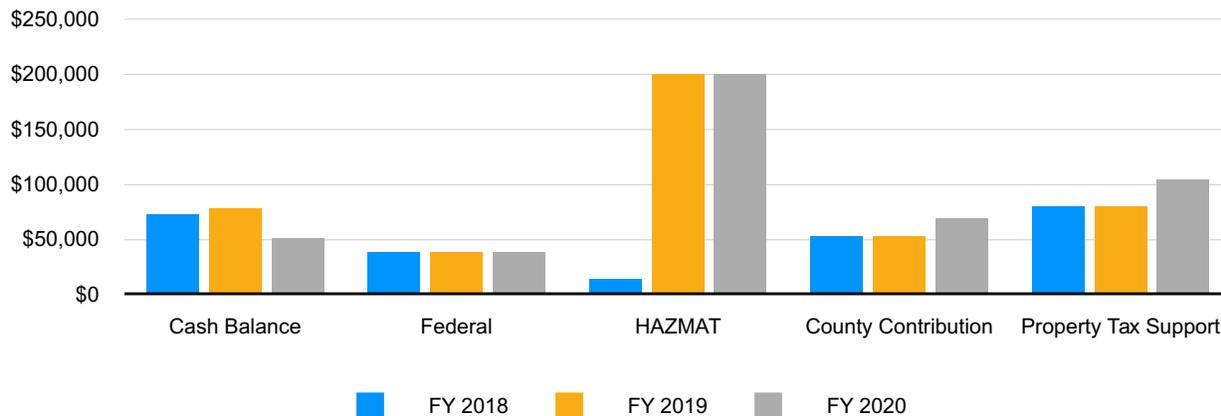


## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



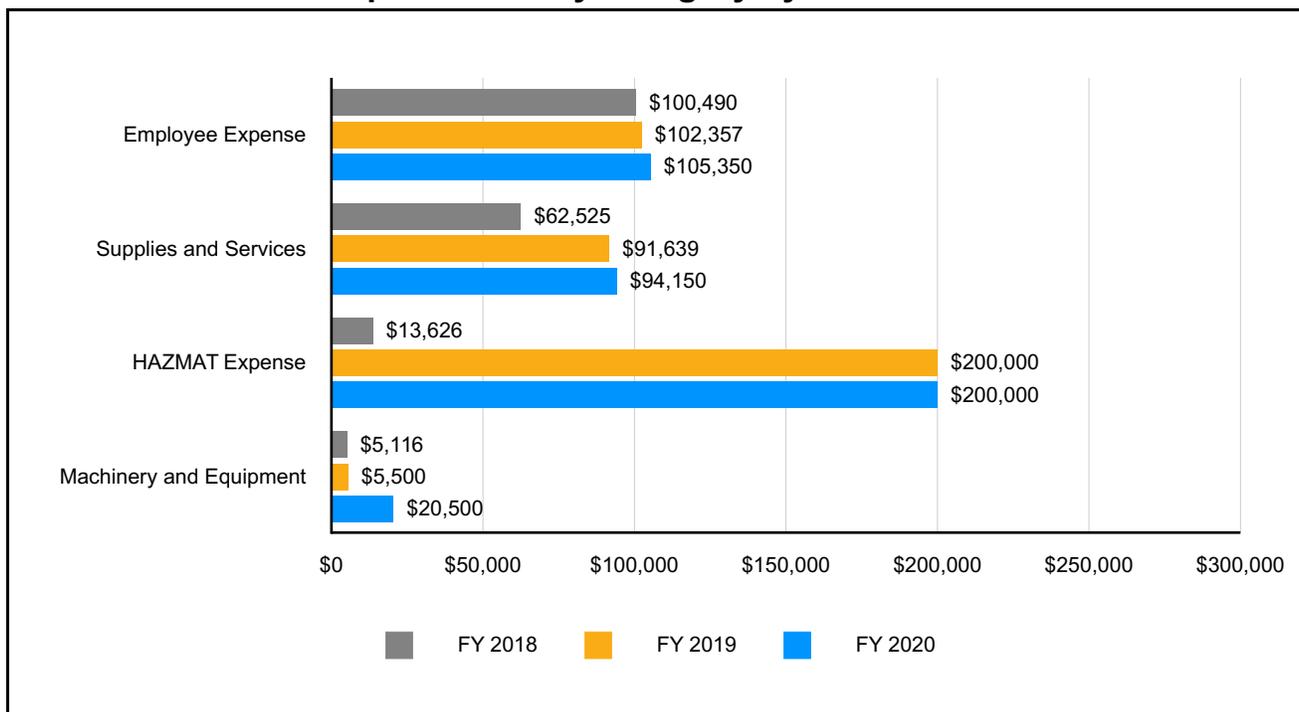
# EMERGENCY MANAGEMENT

## Resources and Property Tax Support



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.

## Expenditures by Category by Fiscal Year



# EMERGENCY MANAGEMENT

## Overview

Emergency Management provides a comprehensive emergency management program that includes planning, training, 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 for cities, staff, emergency responders and residents.

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 are able to respond in a coordinated and efficient manner to lessen the losses of our residents and to assist them in recovering from events.

## Past Disaster Trainings Coordinated and Sponsored:

- 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 2018

# EMERGENCY MANAGEMENT

## Highlights of the Past Year

- The required Emergency Support Functions (ESFs) of our Comprehensive Emergency Management Plan were reviewed, updated, revised and ultimately received state approval 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 simulating Mississippi River flooding
- Submission of the update of the Multi-jurisdictional Dubuque County Hazard Mitigation Plan to the State of Iowa. The plan was approved at the state level and is awaiting approval from FEMA.
- Collaboration with schools and universities for emergency planning including lock down and evacuation drills.

## Future Initiatives

- Continue planning, conducting and evaluating tabletop and functional exercises at the EOC, which will incorporate the requirements for many local entities and organizations. Prepare for the triennial Dubuque Regional Airport full scale mass casualty exercise to test the readiness and response of our public safety agencies.
- Promotion of the emergency notification systems available to residents and to promote a whole community preparedness plan for response to disasters. Enhance resident safety through education and public outreach.
- 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 residents and businesses.



*Anhydrous Ammonia Tank Hazardous Materials Incident - November 2016*

## 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.

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

The comprehensive emergency management plan is updated annually and approved by the Iowa Department of Homeland Security and Emergency Management. The plan 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:

- Dubuque City/County Severe Weather Plan - includes key information and warning policies and procedures to warn residents 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.



*City of Dubuque Tabletop Disaster Exercise - April 2018*

Preparedness Activities include:

- Assisting the City of Dubuque Fire Department and the Emergency Communications Center 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.
- Maintenance of the CodeRed Emergency Notification System.

**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.**

# EMERGENCY MANAGEMENT

*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.*

- 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 resident'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 residents to work, reopen businesses, and restore other essential services needed for a full and timely economic recovery.*

# EMERGENCY MANAGEMENT

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

*The emergency management director participates in educating the residents for emergency preparedness activities and talks to schools, groups, organizations and residents 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.

# EMERGENCY MANAGEMENT

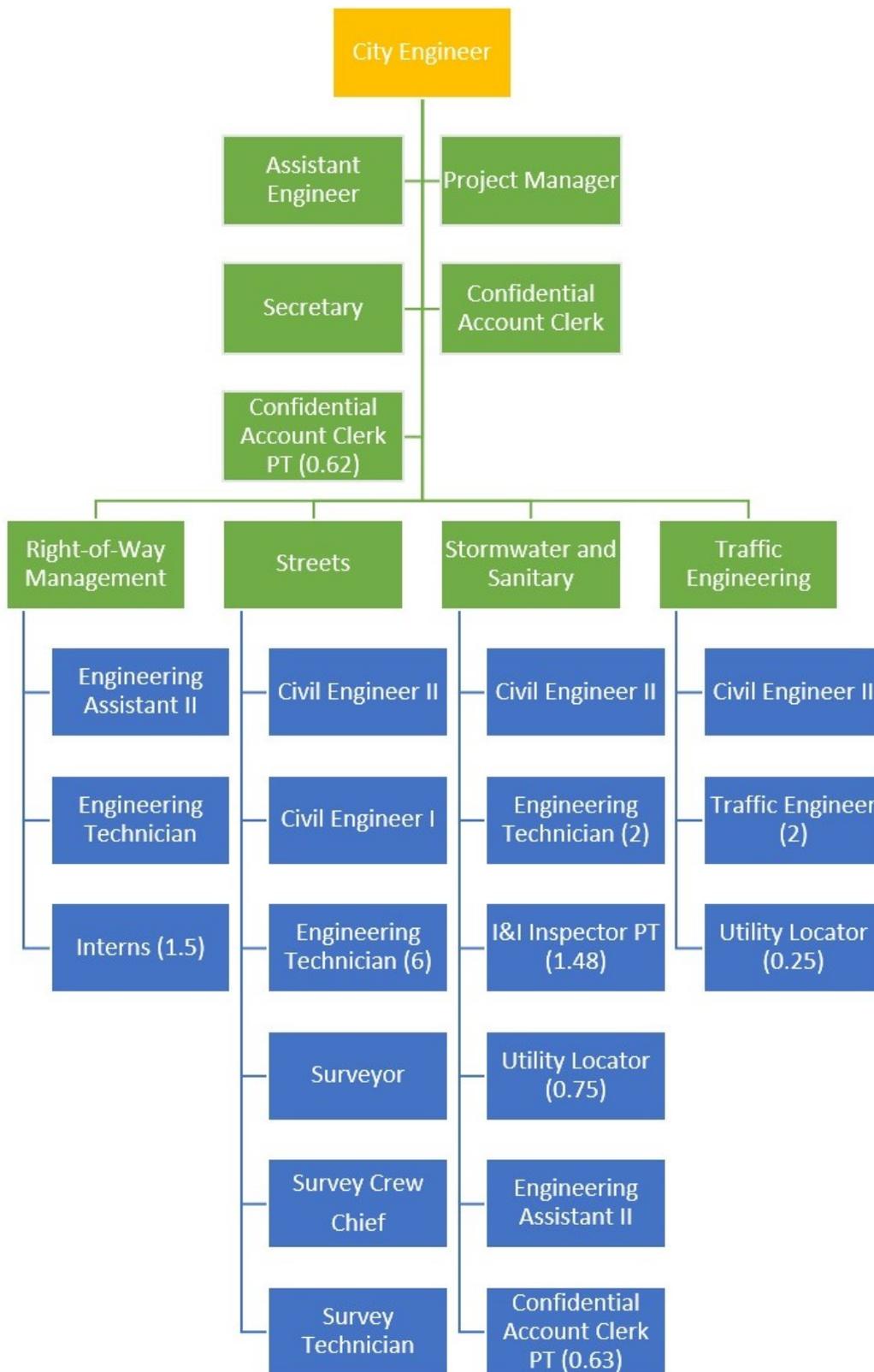
As you can see from the chart, there have been local disasters that qualified for a Presidential Declaration. The information in the chart below shows the total dollar amount of public assistance damages for all governmental entities and non-profits for each of the presidential disasters since 2001. By having a compliant comprehensive emergency management agency, local jurisdictions are eligible for disaster recovery assistance from the State of Iowa and FEMA.

**Public Assistance Damages from Recent Presidentially Declared Disasters**



# ENGINEERING DEPARTMENT

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.



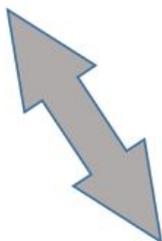
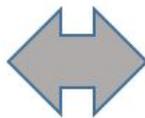
# SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

## 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.



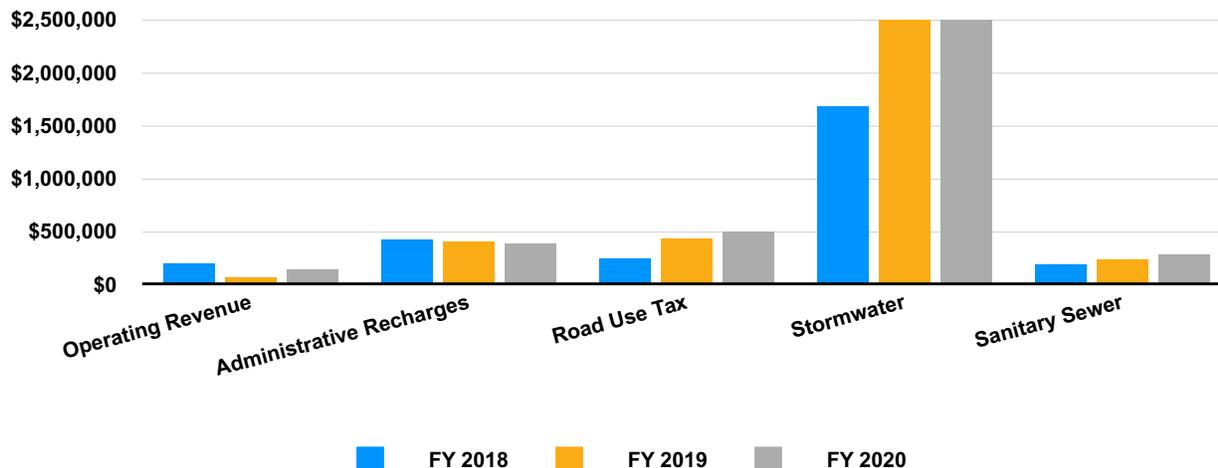
## PARTNERSHIPS

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.

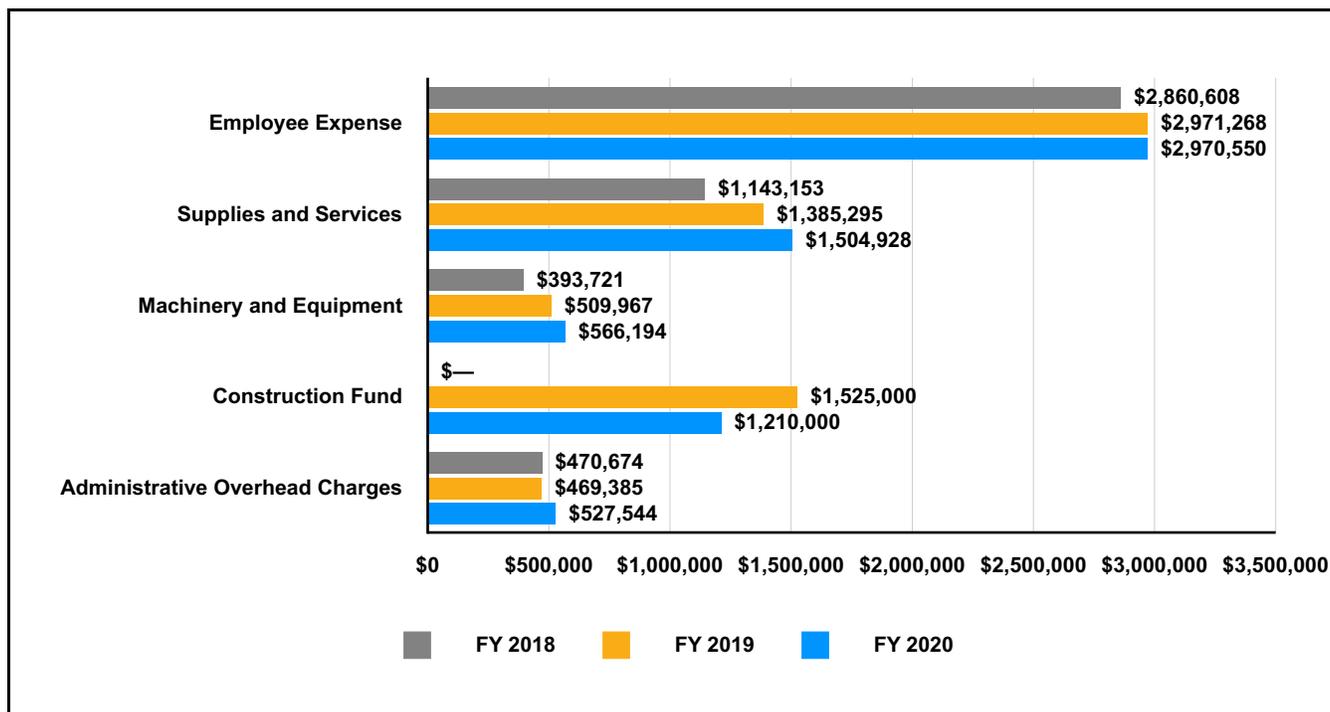
# ENGINEERING DEPARTMENT

	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	29.29	30.23	29.96

## Resources



The Engineering Department is supported by 29.96 full-time equivalent employees, which accounts for 57.57% of the department expense as seen below. Overall, the department's expenses are expected to increase by 0.30% in FY 2020 compared to FY 2019.



# 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.

Right-of-way and Streets Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
<b>Expenditure</b>	\$2,676,717	\$2,275,199	\$2,056,049
<b>Resources</b>	\$2,234,751	\$3,607,876	\$(1,149,463)

# ENGINEERING DEPARTMENT

Right-of-way and Streets Position Summary	
	FY 2020
City Engineer	0.30
City Engineer - Service Fund	0.15
Assistant City Engineer	0.30
Assistant City Engineer- Svc Fd	0.70
Project Manager	0.40
Project Manager - Service Fund	0.10
Civil Engineer II	0.95
Civil Engineer II - Service Fund	1.55
Survey Technician	0.15
Survey Technician - Service Fund	0.30
Survey Party Chief	0.15
Survey Party Chief - Service Fd	0.30
Engineering Technician	1.90
Engineering Technician - Service	2.50
Engineering Assistant II	0.10
Engineering Assistant II - Service	0.40
Surveyor	0.80
Surveyor - Service Fund	0.20
Engineering Aide	0.25
Engineering Aide - Service Fund	1.00
Traffic Engineer	0.60
Traffic Engineer - Service Fund	0.40
Confidential Account Clerk	0.65
Confidential Acct Clerk - Service	0.05
Secretary - Admin	0.25
Secretary - Admin Internal Svc	0.25
ROW Technician	0.90
ROW Technician - Service Fd	0.10
Engineering Aide - Seasonal	0.25
<b>Total FT Equivalent Employees</b>	<b>15.95</b>

## Highlights of the Past Year

### Southwest Arterial

- Current Status - The Southwest Arterial (US 52) project is fully under construction with multiple active construction projects underway from US20 to US61-151. To-date, thirteen (13) projects have been completed at a cost of approximately \$42.3 million. There are currently ten (10) active projects under construction for a total amount of approximately \$46.3 million. In June 2018, the Iowa DOT approved in their 5-Year Transportation Improvement Program, the additional funding to complete the 4-lane construction of the Southwest Arterial. The Iowa DOT will bid the 4-lane paving in February 2019 at an estimated cost of \$38.8 million.
- Property Acquisition - The City is substantially complete with all the right-of-way acquisition for the 56 impacted properties along the Southwest Arterial (US 52) Corridor. In total, there were 93 owner, leasehold or rental tenants affected, each requiring separate negotiated

# ENGINEERING DEPARTMENT

purchase agreement settlements. As of November 2018, the City has spent to-date approximately \$16.8 million for right-of-way property acquisition.

## Construction

- English Mill Road reconstruction project was completed in May 2018; final cost is approximately \$3.9 Million.
- Menards Frontage Road project is currently under construction, approximately 95% complete. Work will finish in the spring of 2019. Cost projection \$8.8 Million.
- US20 / Seippel interchange grading project is completed. Cost projection \$6.4 Million.
- West grading project from English Mill to Catfish Creek is complete. Cost projection \$8.8 Million.
- Military Road reconstruction project is complete. Cost projection \$5.2 million.
- US20 / Seippel interchange WB Ramp D bridge is complete. Cost projection \$853,000.
- US20 / Seippel interchange WB Ramp D paving is complete. Cost projection \$850,000.
- Elmwood Drive Bridge Over Granger Creek is complete. Cost projection \$1.4 Million.
- US 20 Interchange, EB Ramp C Bridge is complete. Cost projection \$1.2 Million.
- US 20 Mainline Dual Bridges Over Catfish Creek are currently under construction, approximately 95% complete. Cost projection \$2.5 Million.
- Southwest Arterial Overpass Bridge Over US Highway 20 is currently under construction, approximately 50% complete. Cost projection \$9.5 Million.
- Southwest Arterial Overpass Bridge Over US Highway 61-151, is currently under construction, approximately 30% complete. Cost projection \$8.2 Million.
- East grading project (Phase 2) from Catfish Creek to Military Road is currently under construction, approximately 80% complete. Cost projection \$6 Million.
- SW Arterial WB Bridge Over Catfish Creek is currently under construction, approximately 50% complete. Cost projection \$4.2 Million.

## Other Notable Project Accomplishments

- Construction of the Grandview-University Roundabout
- Construction of the Loras and Grandview Traffic Signalization Project
- JFK and NW Arterial Right Turn Lane Improvements
- Resurfacing of 11th Street from Elm to White Streets (US 52) and resurfacing of White Street from 9th to 11th Street (US 52).
- Provided construction inspection services on private subdivision developments, including; South Pointe; Rustic Point; Timber-Hyrst; and English Ridge.
- Reconstruction of 17th Street from Elm Street to Heeb Street. All utilities and large capacity storm sewer is constructed. Final surface of the roadway to be completed in spring 2019.
- Reconstruction of 22nd Street from Elm Street to White Street.

# ENGINEERING DEPARTMENT

## 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 Heeb Street to West Locust Street (HUD Resiliency Project)
- Design and construction of W. Locust Street from 17th Street to Angella Street (HUD Resiliency Project)
- Design rehabilitation improvements for Chavenelle Road from NW Arterial to Radford Road.
- North Cascade Road Reconstruction - Edval Lane to Catfish Creek Bridge. Expect bidding in spring 2019 with construction summer of 2019.

# ENGINEERING DEPARTMENT

## Performance Measures

### Right-of-Way Management - Activity Statement

Manage the public right of way so that it is safe and accessible for all users.

### Streets - Activity Statement

Construct and maintain streets in a fiscally responsible way to also provides for safe and efficient transportation for all users.



## Goal: Connected Community



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

### Resident 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.*



Sidewalk not shoveled

### Did you know?

In 2018 the City of Dubuque sent out 401 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.*



Cracked and heaving sidewalk - Tripping hazard



New ADA Curb Ramps

# ENGINEERING DEPARTMENT

 **Goal: Great Place to Live** 

## **Outcome #2: Manage the work in right of way permits.**

### **Resident 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.



Emergency Water main repair in the winter

### **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 2018. 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**

### **Resident 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 maintain 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 2015 and again in the fall of 2017. 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.



Pavement Scanning Van measures smoothness and cracking

# ENGINEERING DEPARTMENT



Installation of Geogrid over joints



New Asphalt Interlayer Installation to reduce cracking

Did you know?

The City has a Complete Streets Policy 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.



Bike Lanes on Jackson Street

Did you know?

The City is actively trying to expand the amount of hike/bike trails available to residents. To date the City has constructed 11.47 miles of trails since 1999.



Bike Sharrows on 10th Street

# ENGINEERING DEPARTMENT

## Activity: Stormwater Management

### Overview

The mission of the City’s Stormwater Management Utility is to help protect the health of residents 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. 32<sup>nd</sup> 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.

Stormwater Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$4,854,819	\$5,293,341	\$5,275,137
Resources	\$4,854,819	\$5,293,341	\$5,275,137

Stormwater Position Summary	
	FY 2020
Civil Engineer II	0.20
Civil Engineer II - Service Fund	1.20
City Engineer	0.15
City Engineer - Service Fund	0.10
Engineering Technician	1.00
Engineering Technician - Service Fd	1.85
Engineering Assistant II	0.10
Engineering Assistant II - Service Fd	0.40
Survey Party Chief - Service Fund	0.25
Survey Technician - Service Fund	0.25
Project Manager - Service Fund	0.25
Utility Locator - Stormwater	0.25
Utility Locator - Water	0.25
Confidential Account Clerk	0.30
I&I Inspector	1.46
Confidential Account Clerk - Service	0.35
<b>Total FT Equivalent Employees</b>	<b>8.36</b>

# ENGINEERING DEPARTMENT

## Highlights of the Past Year

- Completed the engineering design and property acquisitions required for 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;
- Completed construction of the 22<sup>nd</sup> St/Kaufmann Ave Storm Sewer Improvements Project (Phase 8 of the Bee Branch Watershed Flood Mitigation Project) from Elm Street to White Street;
- Substantially completed construction of the 17<sup>th</sup> St/W. Locust St Storm Sewer Improvements Project from Elm Street to Heeb Street (Phase 12 of the Bee Branch Watershed Flood Mitigation Project);
- Completed the storm sewer improvements on White Street between 9th and 11th Streets to alleviate street flooding in the Millwork District (CIP# 7202274 - US52 Storm Sewer: 11th Street from Elm to White and White Street from 9th to 11th Street); and
- Initiated the design and property acquisition stage of the Hillcrest-Rosemont Detention Basin Project (CIP#7202758).
- 

## Future Initiatives

- Construction of the Bee Branch Railroad Culverts Project (Phase 7 of the Bee Branch Watershed Flood Mitigation Project);
- Engineering design of the Bee Branch Flood Control Pumping Station Gates and Pump Station Project (Phase 5 of the Bee Branch Watershed Flood Mitigation Project);
- Construction of the 22<sup>nd</sup> St/Kaufmann Ave Storm Sewer Improvements Project (Phase 8 of the Bee Branch Watershed Flood Mitigation Project) from White Street to Kleine Street; and
- Construction of the Hillcrest-Rosemont Detention Basin Project.

# ENGINEERING DEPARTMENT

## Performance Measures

### Stormwater Management - Activity Statement

Provide a storm and surface water system that protects the health and safety of residents, 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.



Basement flooding high water mark on water heaters

#### Resident Impact:

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



Street flooding on 22nd Street

#### **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 Railroad Culverts Project***



The Bee Branch Creek Railroad Culverts Project involves tunneling under the Canadian Pacific railroad tracks at 506 Garfield Avenue.



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.

# ENGINEERING DEPARTMENT



## Goal: Connected Community



**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.

### **Resident 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 residents.



Silt fence failure allowing sediment to leave a construction site



Sediment deposition clogging a storm sewer inlet

**Did you know?** The City of Dubuque inspects construction sites with grading activities when more than an acre of land is disturbed to ensure that best practices are employed to prevent sediment from leaving the construction site.

# 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.

<b>Sanitary Sewer Collection Funding Summary</b>			
	<b>FY 2018 Actual</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Requested</b>
<b>Expenditures</b>	\$188,916	\$516,028	\$557,989
<b>Resources</b>	\$188,916	\$516,028	\$557,989

<b>Sanitary Sewer Collection Position Summary</b>	
	<b>FY 2020</b>
<b>City Engineer</b>	0.15
<b>City Engineer - Service Fund</b>	0.15
<b>Civil Engineer II</b>	0.10
<b>Project Manager</b>	0.10
<b>Project Manager - Service Fund</b>	0.15
<b>Engineering Technician</b>	0.10
<b>Engineering Technician - Service</b>	1.65
<b>Survey Party Chief - Service Fund</b>	0.30
<b>Survey Technician - Service Fund</b>	0.30
<b>Secretary</b>	0.25
<b>Secretary - Service Fund</b>	0.25
<b>Confidential Account Clerk</b>	0.30
<b>Confidential Account Clerk - Svc</b>	0.10
<b>Utility Locator</b>	0.25
<b>Total FT Equivalent Employees</b>	<b>4.15</b>

# 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 design of the Marquette Sanitary Sewer Reconstruction Project - a project listed on the Consent Decree corrective action plan;
- Completed construction of the 30th and Jackson Sanitary Sewer Improvements Project - a project listed on the Consent Decree corrective action plan;
- Completed construction of the sanitary sewer extension to serve the Derby Grange Road area;
- Initiated construction of the Kerper Boulevard Sanitary Sewer Project.

## 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.

## 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



Oils and grease in a sanitary sewer lift station

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.

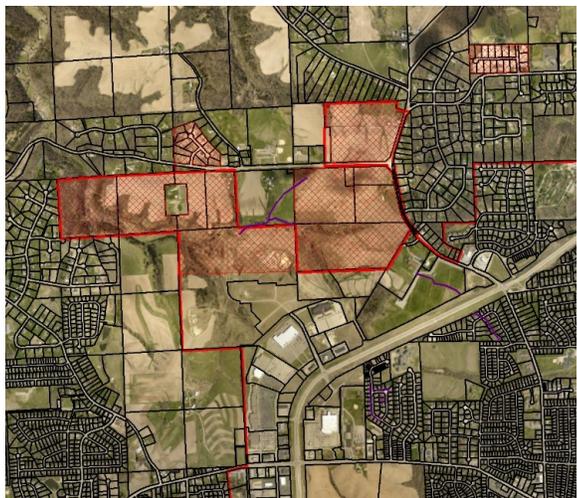
### Did you Know?

*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.*



Build up of grease in sanitary sewer pipe

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



Map showing the area served by the extension of sanitary sewer to the Dubuque Regional Airport

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 right turn lane at JFK & NW Arterial, Fiber along Kerper Boulevard, University-Grandview Roundabout Project as well as, fiber maintenance and extensions, traffic cameras, traffic counts, and pavement markings.

Traffic Engineering Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$18,586	\$71,782	\$153,780
Resources	\$6,000	\$8,117	\$17,681

Traffic Engineering Position Summary	
	FY 2020
Confidential Account Clerk	0.25
Utility Locator	0.25
Traffic Engineering Assistant	0.00
Traffic Engineering Assistant - Svc	0.00
<b>Total FT Equivalent Employees</b>	<b>0.50</b>

### Highlights of the Past Year

- During the 2018 year more than 8.6 miles of fiber was installed due in part to joint private/public agreements between the city and data providers.
- Fiber conduit was installed along Highway 20 from Locust Street to Hill Street (4,600 feet). This will ultimately tie into US 20.
- Completed acquisition of 25,000 feet of fiber conduit through the city from downtown to the west end. Installed fiber along route for continuous fiber from downtown to the west end of Dubuque.
- Completed installation of Fiber Optic cable and electrical conduit along Grandview Avenue from Highway 20 to University Avenue (1,108 feet).
- Installed conduit along Alta Vista Street from university Avenue to Kirkwood Street (3,060 feet)
- Installed fiber optic cable using the old AT&T route from Bluff Street to the NW Arterial (4.05 miles).

# 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.



High Pressure Sodium Lighting



LED Lighting

**Did you Know?** The City of Dubuque owns 2,307 street lights of which:

- 1,006 are high pressure sodium
- 7 are incandescent
- 146 are metal halide
- 1148 are LED

# ENGINEERING DEPARTMENT



Goal: Improved Connectivity



## **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 3 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.**



Intersection with microwave traffic detectors uninhibited by extreme weather conditions



Closeup of a microwave traffic detector

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 it 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.

**Resident 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 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.

# ENGINEERING DEPARTMENT

## **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 15 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;

- NW Arterial at Pennsylvania westbound right turn lane improvement (planned for summer of 2019)
- Reconstruct the traffic signals at Asbury Road and Carter Road (planned for summer of 2019)
- Reconstruct the traffic signals at Asbury Road and Chaney Road (planned for summer of 2019).

Recently Constructed projects include

- University and Grandview Roundabout (constructed the summer of 2018)
- Right turn lane at JFK and NW Arterial - eastbound (constructed the summer of 2018)

***Resident Impact:*** This improved infrastructure will allow residents 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 1,097 security cameras with over 550 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.

***Resident 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 residents request video evidence of their accident to assist them with their claim. These security cameras also keep the residents safer by assisting law enforcement.

### ***Did you know?***

The Traffic department for the City of Dubuque currently has over 62 miles of conduit installed and 48.4 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.

## 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 residents 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.



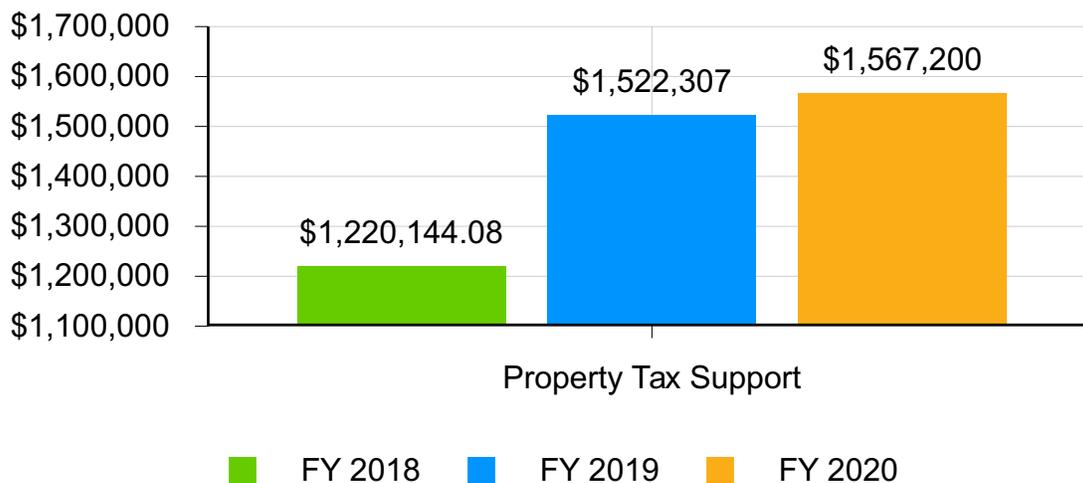
#### PARTNERSHIPS

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.

## LEISURE SERVICES FACILITY DIVISION

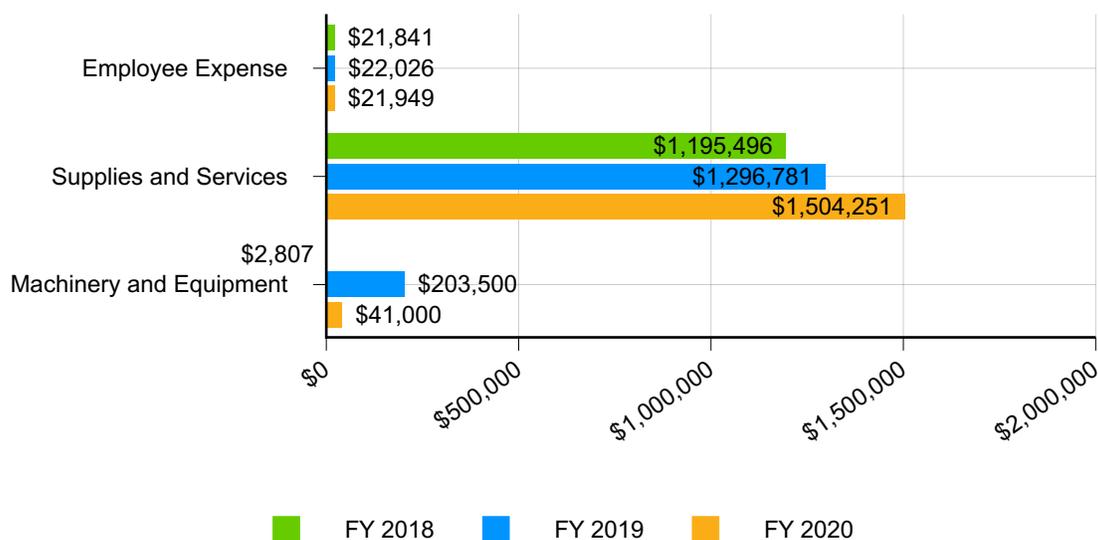
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	0.15	0.15	0.15

### Property Tax Support



The Leisure Services Facilities Division is supported by 0.15 full-time equivalent employees. Supplies and services accounts for 95.98% of the department expense as seen below. Overall, the department's expenses are expected to increase by 2.95% in FY 2020 compared to FY 2019.

### Expenditure by Category by Fiscal Year



# 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.



Five Flags Civic Center Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$828,944	\$981,500	\$1,056,057
Resources	\$—	\$—	\$—

Five Flags Civic Center Position Summary	
	FY 2020
Leisure Services Manager	0.15
<b>Total FT Equivalent Employees</b>	<b>0.15</b>

## LEISURE SERVICES FACILITY DIVISION

Grand River Center Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$401,100	\$559,371	\$533,318
Resources	\$9,900	\$18,564	\$22,175

### Highlights of the Past Year

- Five Flags hosted 342 performances / events with total attendance of 99,042 in Fiscal Year 2018.
- Five Flags exceeded the goal of reducing tax payer subsidy but beating the annual benchmark by over \$50,000.
- Five Flags produced or hosted 12 concerts, a 30% increase over Fiscal Year 2017.
- Five Flags produced the highest ticket grossing show in venue history with Willie Nelson. Ticket sales exceeded \$260,000.
- Five Flags hosted the highest ticket sales event for a multi-performance event in venue history with Disney on Ice, which grossed \$217,914.50.
- Five Flags increased food and beverage sales by 41% from \$223,620 to \$315,288 from Fiscal Year 2017 to Fiscal Year 2018.
- Wags at the Flags, Dubuque's indoor dog park, raised \$1,500 for Homeward Bound Siberian Husky Rescue during the Fiscal Year 2018 season.
- Five Flags Center received three awards in Fiscal Year 2018: 365 Ink Magazine for Best of 2018; Outstanding Support Recognition for Toys-For-Tots Dubuque; and HR Cook received Dubuque's Movers and Shakers and Newsmakers Award.
- Events were held at Grand River Center 345 days out of 365 for 94% usage and recorded 199,677 attendees in calendar year 2018.
- Grand River Center had many public exhibit hall events in 2018, some new to Dubuque and some annual including Radio Dubuque Bridal Show, Dubuque Sports and Rec, Dubuque Boat Show, Dubuque Car Show, Callahan Craft Shows, Tri State Home Show, Best Fest, Hope Church, UPA Weight Lifters, Midwest Chess, Mac and Cheese Fest, Paranormal Expo, Kids' Expo, TH Media's Her Night Out, Dubuque Choir Orchestra and Band, Opening Doors Trivia Nights, Midwest Starz Dance, Bacon Fest and Yoga and Oneness Festival.
- Grand River Center welcomed for the first time in Dubuque, Iowa World China Painter which hosted 200 people for three days during an April weekend. Artists and collectors enjoyed
-

## LEISURE SERVICES FACILITY DIVISION

- vendors and demonstrations. On display during the event was the world's largest china painted teapot and also world's smallest china painted teapot.
- Grand River Center hosted the Dubuque Chapter of IBEW for four days with 300 attendees that participated in seminars, visited with vendors and networked.
- Grand River Center was also the venue for National Livestock Marketing Association with 425 people for five days and the Master Farm Homemakers/Country Women's Council with 100 attendees for four days.
- Capital improvements to each facility improve the experience of visitors and attendees.

### Future Initiatives

- Five Flags Civic Center has a goal to sell over \$85,000 in building advertising and sponsorships by June 30, 2019 thus helping decrease taxpayer subsidies to the facility.
- Increased programming at Five Flags Civic Center for families.
- Reduce expenses in Fiscal Year 2019 at Five Flags Civic Center.
- Direction and funding decisions regarding Five Flags Civic Center. City Council 2018-2020 Top Priority.
- Continue energy efficient initiatives and updating technology at Grand River Center.

### 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 which 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 Dubuque residents and visitors.

## LEISURE SERVICES FACILITY DIVISION



**Goal: Partnering for a Better Dubuque**



**Outcome #1: Become a regional hub for arts and culture by partnering with arts and culture organizations.**

Five Flags Civic Center has been home to arts and cultural opportunities as well as community events. Five Flags is home to the Dubuque Symphony Orchestra, Rising Star Theater Company, Fly-By-Night Theater, Colts Drum & Bugle Corps and Julien Dubuque International Film Festival. In addition to arts groups, Five Flags Center has worked to bring in national performances such as Mannheim Steamroller, Russian Nutcracker and others. Five Flags Center works with local theaters to make sure that all demographics of the Tri-States area are represented in entertainment while not over-saturating the market with double bookings and eroding local talent and resources. Five Flags Center is poised to again increase performing arts programming by 27% in the theater and arena in Fiscal Year 2020.

The **Knight Foundation and Gallup in the 2010 Soul of the Community Report** found that a community's:

- social offerings
- openness
- aesthetics

(in that order) influence residents' attachment to their community. Residents rate their community's availability of arts and cultural opportunities and social community events highest among social offerings.

All contribute to the *soul* of our community – Dubuque.

**What does this mean to the residents of Dubuque?**

Our residents 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.

## LEISURE SERVICES FACILITY DIVISION

This is just a partial list:

Grand River Center	Five Flags Center
Maria House Opening Doors Gala	Confederate Railroad
Holy Family Gala	Kenny Rogers
Special Olympics	Comedian Todd Oliver
Bald Eagle Days	Paw Patrol Live!
Boy Scouts of America	Red Green
Make-A-Wish Gala	Matthew West
Dubuque County Right to Life Dinner	Josh Turner
Dubuque Community Schools	Barks, Bourbon & Brews
St. Mark's Community Apples for Kids	Moscow Ballet
Boys' and Girls' Club	Martina McBride
Iowa State Police Association	Celtic Christmas
Iowa Women Lead Change	Traxxas Monster Truck
Loras College / Clarke University Athletics	Tracy Byrd
University of Dubuque Senior Banquet	Chicago the Band
Dubuque Humane Society	Newsboys
Clarity Clinic	Three Dog Night
Mercy Foundation	Beyond the Stars Dance Competition
Stonehill St. Francis	Disney on Ice
HAVLife	Comedian Lisa Lampanelli
Riverview Center Dinner	Willie Nelson
Keystone Education Agency	George Winston
American Massage	Drew Hastings
Tri State Emergency Responders	WWE Life



**What does this mean to the residents 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.

## LEISURE SERVICES FACILITY DIVISION

**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 drive people through their doors before and after events at Five Flags Center. Five Flags has offered and promoted discounted room rates at the Holiday Inn & Hotel Julien, and has also offered ticket holders coupons for discounts at the Q Casino. Downtown, Port, and Millwork Districts all report large increases in sales when events are held at Five Flags Center. Studies reflect Five Flags Center contributes \$5,000,000 annually. While the 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 10th Annual Growing Sustainable Communities Conference. As hosts of the event, \$20,000 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 350 attendees from 22 states across the country for this two-day event. The 2019 Iowa League of Cities Conference will be held at the Grand River Center. Each year the Grand River Center hosts numerous conferences - national, regional and state.

**What does this mean to the residents 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.



365 Ink Magazine Award



WWE



Disney on Ice

## LEISURE SERVICES FACILITY DIVISION

### **Outcome #4: Visitors have positive experience and return to the Five Flags Civic Center 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 the community, Five Flags Civic Center, and the Grand River Center have an economic impact on the community initially. Additionally, 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.

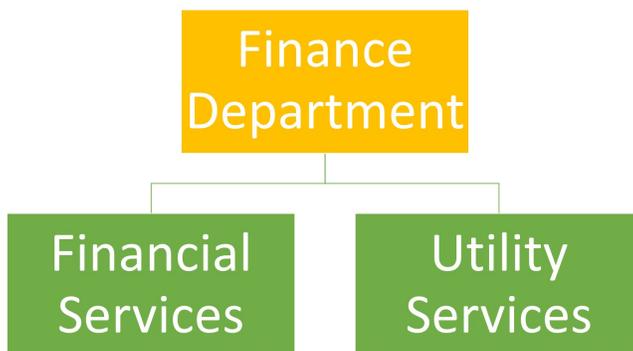
### **What does this mean to the residents of Dubuque?**

Young professionals determine where they want to live and then find a job there. Adult children whose parents still live in Dubuque are returning to raise their family.

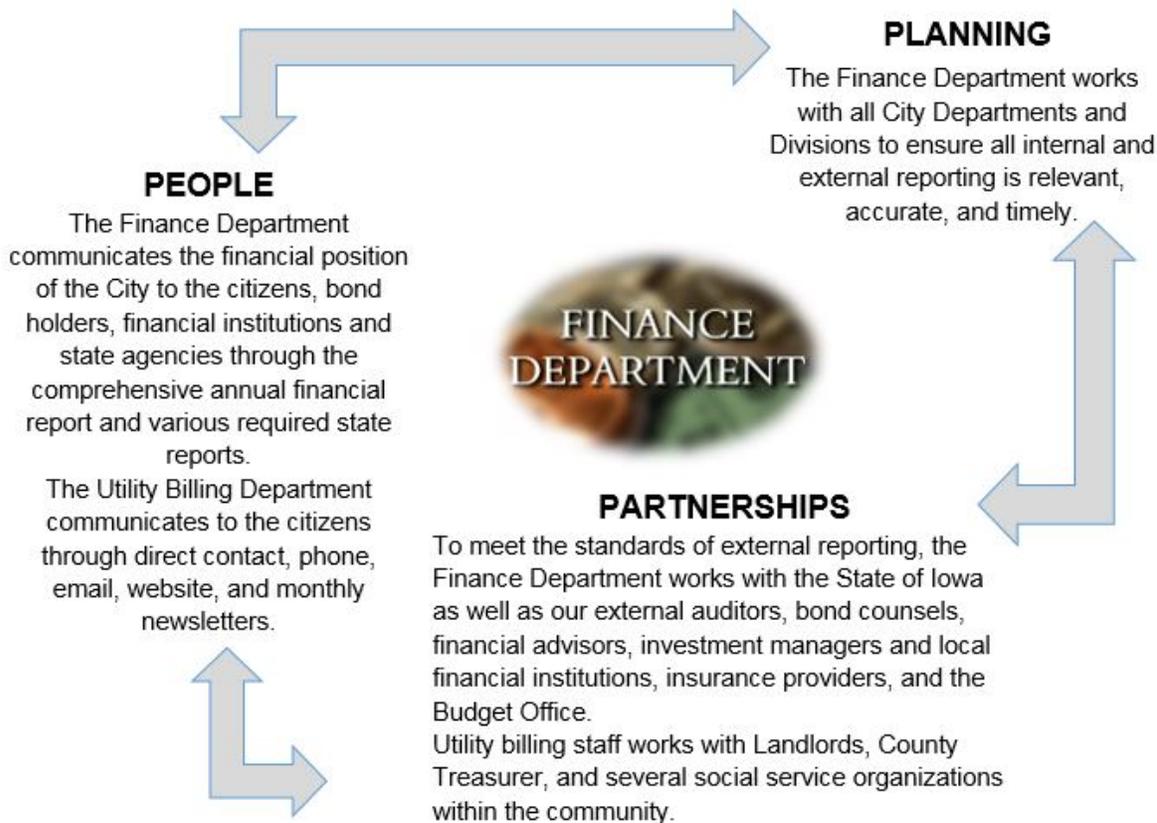


# FINANCE DEPARTMENT

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.



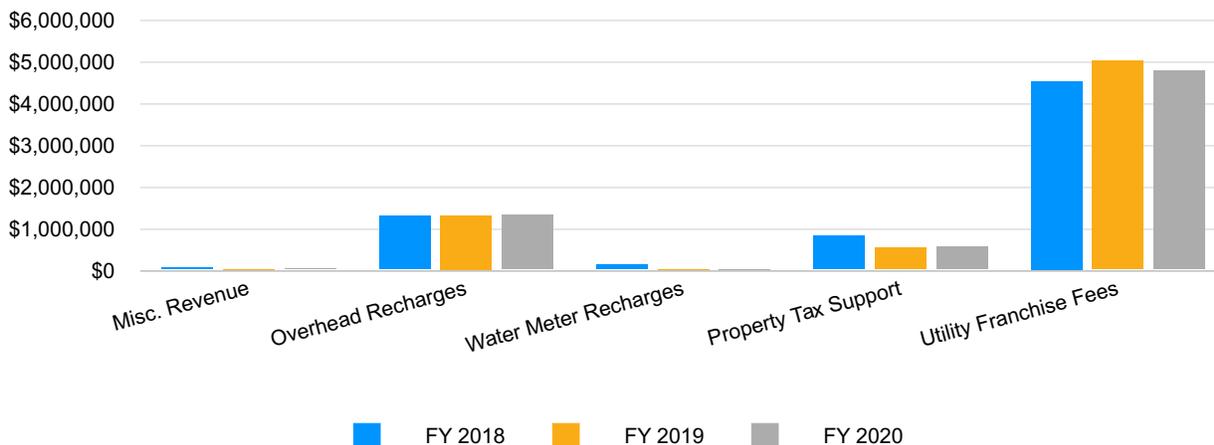
## SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES



# FINANCE DEPARTMENT

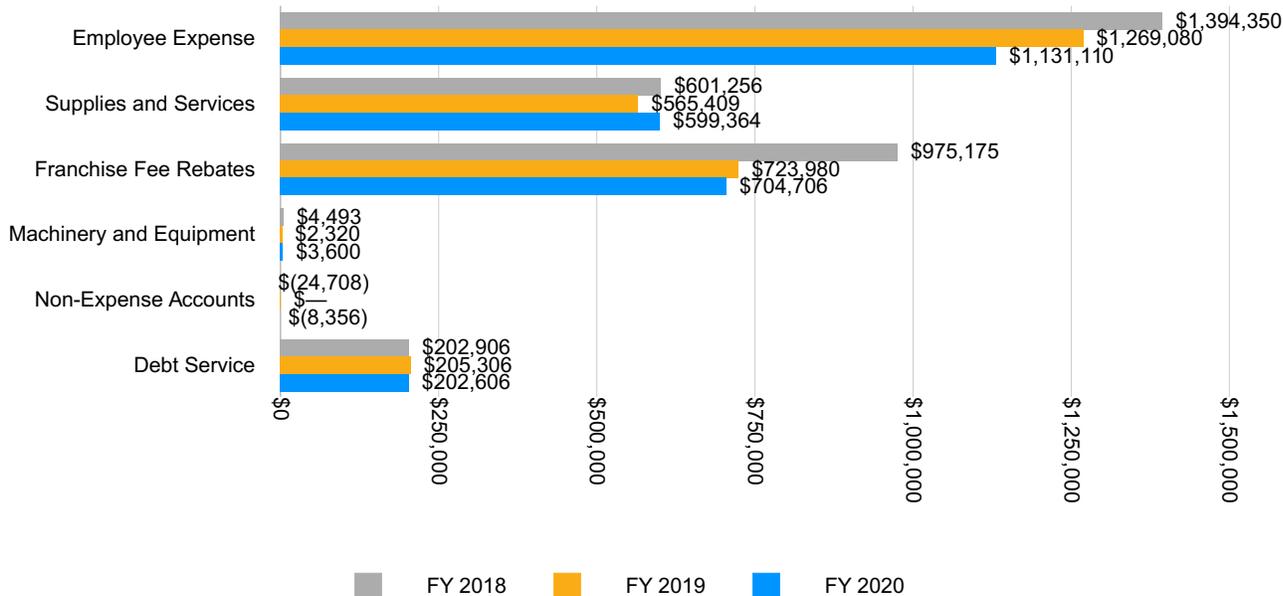
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	17.74	15.94	15.24

## Resources and Property Tax Support



The Finance Department is supported by 15.24 full-time equivalent employees, which accounts for 41.46% of the department expense as seen below. Overall, the departments' expenses are expected to decrease by 4.65% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# FINANCE DEPARTMENT

## Financial Service

### 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.

### 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.
- Provide accounting services to Dubuque Initiatives and Subsidiaries (DI), and Dubuque Metropolitan Area Solid Waste Agency (DMASWA).

### Payroll:

- Assemble, audit, and update payroll data for processing.
- Maintain payroll information on a calendar year and fiscal year basis for reporting.

### Purchasing:

- Purchasing
- Development of RFP and Purchasing Policies
- Asset disposal

### Risk Management:

- Loss control review
- Property coverage
- Machinery and equipment coverage
- Pollution liability
- Builder's risk
- Liability insurance coverage

### 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,*

# FINANCE DEPARTMENT

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.

**Audit/Reporting:** Prepare state mandated reports; Annual Financial Report, Street Financial Report, Outstanding Debt Report, and Annual Urban Renewal Report. Prepare the Comprehensive Annual Financial Report (CAFR) for both the City of Dubuque, and the Dubuque Metropolitan Area Solid Waste Agency. Conduct internal operational audit reviews as required. Ensure all transactions and reporting is in conformity with generally accepted accounting principles (GAAP).

Financial Service Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,002,595	\$1,798,588	\$1,684,324
Resources	\$5,067,237	\$5,557,392	\$5,345,965

Financial Service Position Summary	
	FY 2020
FINANCE DIRECTOR	0.00
FINANCE MANAGER	1.00
ASSISTANT FINANCE DIRECTOR	0.00
PURCHASING COORDINATOR	1.00
ACCOUNT CLERK I	2.00
PAYROLL ACCOUNTANT	1.00
ACCOUNTANT	1.50
PAYROLL SPECIALIST	0.00
SECRETARY	0.75
FINANCE INTERN-SEASONAL	0.49
<b>Total FT Equivalent Employees</b>	<b>7.74</b>

## Highlights of the Past Year

- Earned the Government Finance Officers Association Certificate of Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).

# FINANCE DEPARTMENT

- Received unmodified audit opinion that the financial statements fairly state the financial position of the City from our external auditor
- Purchased and implemented ECivis Grant Software

## Future Initiatives

- Increase volume of purchase card transactions to maximize the rebate revenues available to the City, and streamline payment processing for routine purchases.
- Streamline Accounts Payable workflow
- Evaluate existing enterprise financial software and recommend upgrade

## Performance Measures

### Financial Services - Activity Statement

Preserve the City's strong financial condition through responsible financial strategies and effective management of City resources.



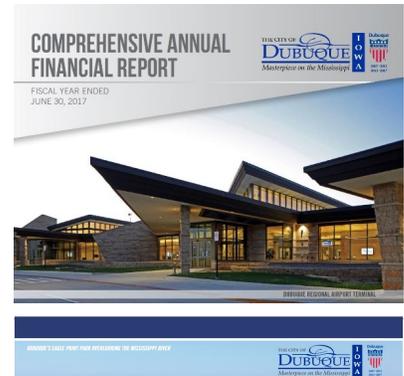
**Goal: Financially Responsible, High Performance Organization**

### 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 financial 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 30 consecutive years.

# FINANCE DEPARTMENT

## 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 ensure 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 \$27 million in professionally managed investments.

**CITY OF DUBUQUE**  
**Summary of Managed Investments at Market Value**  
**As of June 30, 2018**  
**(In hundreds of dollars)**

Investment Type	Matures Less than 1 Year	Matures 1 to 5 Years	Matures 6 to 10 Years	Matures More than 10 Years	TOTAL
Money Market /Mutual Funds/Cash	\$ 504,760.12				\$ 504,760.12
US Treasuries				2,570,653.35	2,570,653.35
Federal Agency Obligations	1,615,567.76	20,605,077.13	42,586.62	3,685,624.31	25,948,855.82
Managed Account Long Term CD		241,091.39			241,091.39
Corporate Stock	89,885.10				89,885.10
	\$ 2,210,212.98	\$ 20,846,168.52	\$ 42,586.62	\$ 6,256,277.66	\$ 29,355,245.78

### ***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.

# 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.

Utility Services Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,063,272	\$857,201	\$841,100
Resources	\$1,063,272	\$857,201	\$841,100

Utility Services Position Summary	
	FY 2020
Finance Director	0.00
Utility Billing Supervisor	1.00
Accountant	0.50
Account Clerk 1	2.00
Cashier	4.00
Water Meter Inspector	0.00
Water Meter Service Worker	0.00
<b>Total FT Equivalent Employees</b>	<b>7.50</b>

### Highlights of the Past Year

- Early adopter of Utility Billing software version 18.1 upgrade at no cost
- Watersmart
- Meter change out of Westside Water System, 350 meters
- Paymentus online payment software
- PDF copies of bills available online
- Improvements in electronic billing

### Future Initiatives

- Early adopter of Utility Billing software 18.2 at reduced cost
- Addition of new accounts as new subdivisions are completed
- Improve user experience for website using only single log- in for account information and payments
- 24 hour automated payment by telephone

# FINANCE DEPARTMENT

## 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.



### Goal: Financially Responsible, High Performance Organization

#### 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, 6% 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 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.

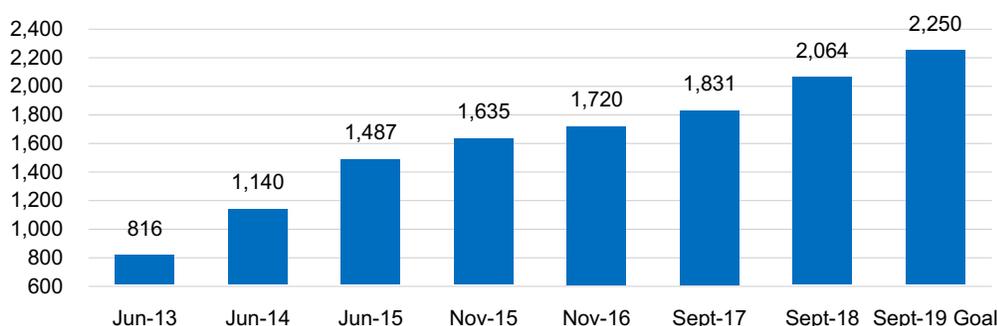
# FINANCE DEPARTMENT

## E-Billing and Billing History Website

The City offers e-billing which allows customers to receive their bill by e-mail. In 1<sup>st</sup> 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. The City surpassed the FY2019 goal of 2000 customers receiving e-bills. 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



#### DID YOU KNOW?

Customers have online access to their current and past 6 years of billing, payment and consumption history

### Outcome #3: Customer-focused City service delivery

The City still offers walk-in face-to-face contact for 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.

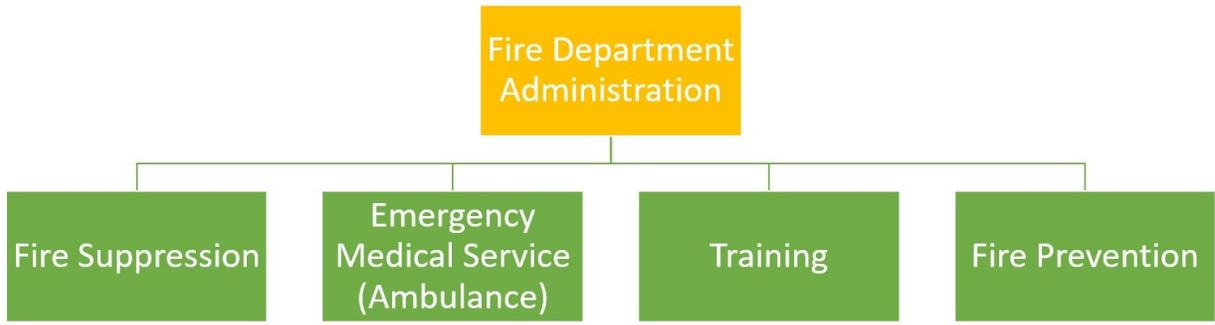
Customers have multiple options for paying, which include the payment counter in City Hall, the drop box located outside City Hall, US mail service, direct debit to their bank account, or online website payments.



In FY 2019, the City is partnering with Paymentus to offer enhanced online payment options that include scheduling payment dates and recurring payments.

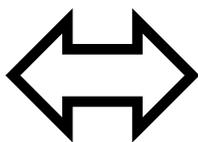
# 547 FIRE DEPARTMENT

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

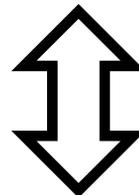
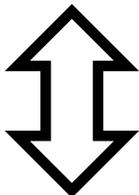


## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

**People**  
Provide quality assistance and solutions to our residents 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.

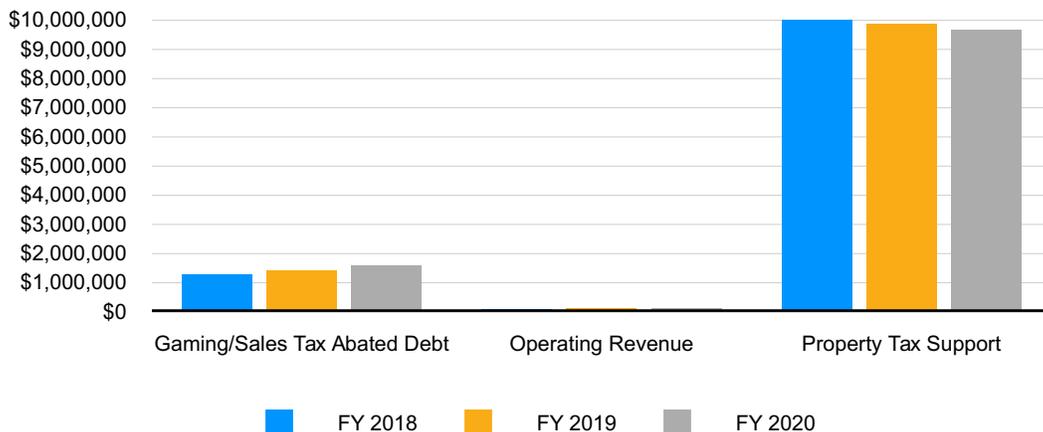


**Partnerships**  
Create and maintain strong relationships with area Fire, EMS, law enforcement, utilities, and health care providers to assure the best-possible response to emergencies.

# FIRE DEPARTMENT

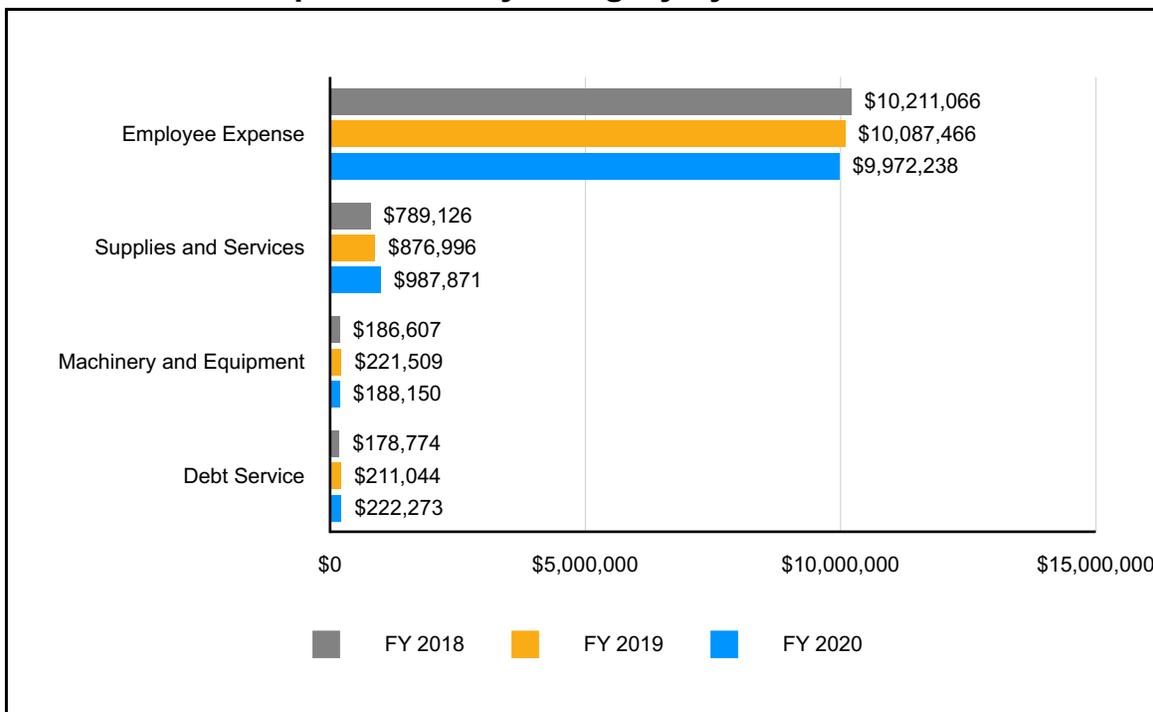
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	90.16	90.16	91.16

## Revenue and Property Tax Support



The Fire Department is supported by 91.16 full-time equivalent employees, which accounts for 87.7% of the department expense as seen below. Overall, the department's expenses are expected to decrease by 0.23% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# FIRE DEPARTMENT

## Fire Administration

### Overview

Fire Administration is responsible for developing long and short-range goals for fire and EMS service, establishing policy for 24-hour per day operations and conducting all other administrative duties of the Fire Department.

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

Administration Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$701,227	\$463,637	\$510,762
Resources	\$14,070	\$7,337	\$8,254

Administration Position Summary	
	FY 2020
Fire Chief	1.00
Intern	0.16
Secretary	1.00
<b>Total FT Equivalent Employees</b>	<b>2.16</b>

### Highlights of the Past Year

- Update to Strategic Plan Goals and Objectives
  - Organized an internal employee team to develop a department equity plan.
  - Supported employee teams for Records Management, and Emergency Medical Service delivery.
  - Updated Strategic Plan Appendix 1 (Goals and Objectives) for 2018.

**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

- Worked with Epworth and Peosta-Centralia fire departments to create a 28E agreement for use of City fire hydrants in the Vernon water system area.
- Fire station automatic alerting project completed and system rules and procedures established.
- New fire pumper being built for delivery spring 2019.

# FIRE DEPARTMENT



## 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 fiscal year 2020.*
  - Strengthen partnerships with local schools to educate youth on fire service/EMS careers.
    1. *Participate in five career day activities, completing presentations to middle, high school, and college groups by November 1, 2019.*
    2. *Establish a two-day career program with the police department to introduce public safety careers to youth.*
  
- 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, 2019.*
  2. *Reduce response time by setting benchmark for leaving the station within 80 seconds of dispatch.*
  3. *Explore alternatives to provide improved ambulance response times on the western edge of the city. Develop pilot program for implementation in 2019.*
  4. *Long-range benchmark goal of first unit on scene within 6 minutes 20 seconds of 911 call pick up (Total Response Time).*

911 Call to First Unit Arrival	FY 2018
Fire Suppression 90 <sup>th</sup> Percentile	8:12
EMS 90 <sup>th</sup> Percentile	7:16

- Seek industry best practices that reduce the road miles traveled by heavy fire apparatus.
  1. *Place Quick Response Pumper in service and establish response standard operating guide for same by October 1, 2019.*
  2. *Continue to refine computer dispatching system (ProQA) to maximize appropriate response of apparatus by October 1, 2019.*

# 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 residents 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 FY2018 a total of 24 hours of ride-a-long were provided to three people interested in fire service careers or training in a fire/EMS related field.
3. Partnered with Multicultural Family Center to double the number of fire/EMS career program days presented to middle school and teenage youth.
4. Department personnel participated in five career fair events for middle school, high school, and college students.
5. Fire Department intern program provided career exploration opportunities for two interns (12 weeks each) in FY2018.



### Goal: Financially Responsible & High Performance Organization

#### Outcome #2: Pursue National Accreditation

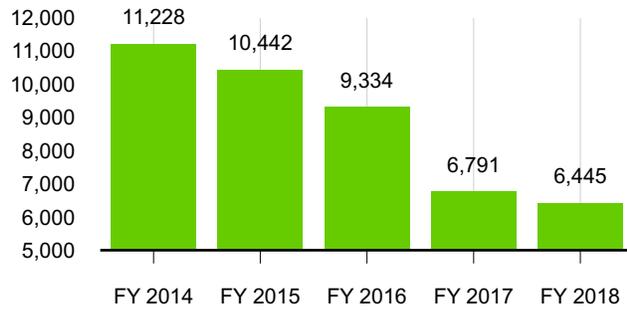
1. Annual appraisal of all major program activities was completed, establishing goals for improvement.
2. Implemented quality assurance procedures for National Fire Incident Reporting, assuring accuracy in reporting of response times, and dollar loss estimates.
3. Developed plan and time line for movement to the next level in the accreditation process, with goal of reaching accreditation in 2021.

#### Outcome #3: Maintain a reliable fire apparatus fleet

1. Completed major repairs to a ladder truck, extending the serviceable life of this apparatus to accomplish replacement goals.
2. Update of vehicle replacement schedule to balance changing use patterns, assuring reliable vehicles over the expected service life.

# FIRE DEPARTMENT

### Ladder Truck Miles Driven



# FIRE DEPARTMENT

## 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.

Training Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$180,970	\$238,789	\$214,097
Resources	\$1,238	\$79,887	\$—

Training Position Summary	
	FY 2020
Assistant Fire Chief	1.00
<b>Total FT Equivalent Employee</b>	<b>1.00</b>

### Highlights of the Past Year

- **Aggressive training to improve fire suppression response**
  - Three additional incident commanders have completed certification in Blue Card Incident Command. This nationally recognized certification provides better coordination and control of emergency incidents.
  - A new firefighter recruit academy was completed for 4 new members. This is a 320-hour fire academy exceeding the state standard requirements for new firefighters.



- **Train on Special Hazards**
  - Hazardous Materials Team trained with the Dubuque CAER group to practice containing hazardous materials released in flowing waterways.

### Future Initiatives

- **Develop fire officer skills**
  - Three additional officers to Blue Card incident command training during FY 2020, while maintaining current certified personnel.
  - Implement web-based training platform (Target Solutions) to provide officer task book program January 1, 2020.

# FIRE DEPARTMENT

- **Enhance Fire and EMS Training**
  - Provide Advanced Medical Life Support training to all personnel in FY2020.
  - Institutionalize use of "pit crew" response to cardiac arrest incidents.
  - Explore alternative funding for hazardous materials training after loss of grant source.



# 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. *Implemented more shift training that allows each shift to develop training based on needs.*
2. *Four members completed "Crude by Rail" emergency response course in Champaign IL. Training for response to crude oil-related spills.*



#### Outcome #2: Provide Current and Relevant Training

1. *Blue Card incident command training being offered to Captain-level personnel, creating a larger group of personnel with enhanced scene management skills.*
2. *Recent oil spill on waterway was responded to appropriately based on the previous training in that discipline.*
3. *Confirmed required certifications of all personnel with the Iowa Fire Service Training Bureau. Validates the knowledge, skills, and abilities of personnel.*

# FIRE DEPARTMENT

## Emergency Medical Services (Ambulance)

### Overview

The ambulance activity is committed to safeguarding our residents 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.

Emergency Medical Services Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,922,279	\$1,707,024	\$1,738,607
Resources	\$1,187,373	\$1,312,314	\$1,476,829

Emergency Medical Services Position Summary	
	FY 2020
Ambulance Medical Officer	6.00
Fire Captain	2.00
Fire Lieutenant	4.00
EMS Supervisor	1.00
<b>Total FT Equivalent Employees</b>	<b>13.00</b>

### Highlights of the Past Year

- Awarded EMS-Gold for the second time by the American Heart Association for excellence in heart attack care.
- Established monthly training sessions matching National Registry of EMTs criteria.

### Future Initiatives

- Implement cardiac monitor information electronically into patient report by October 2019.
- Maintain cardiac survival rates for calendar year 2019 above the American Heart Association (AHA) national average.
- Present “hands-only” CPR training events to the public in calendar year 2019, reaching 200 people.
- Assess EMS equipment needs on Paramedic Engines, and develop a five-year replacement schedule for equipment for FY2021.

### Performance Measures

#### Emergency Medical Services (Ambulance) - Activity Statement

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

# FIRE DEPARTMENT



Goal: Healthy and Safe



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

*Paramedic engine companies had a travel time less than 4 minutes and 9 seconds to 90% of the EMS calls for service. By maintaining good distribution of available companies patients start receiving paramedic care quickly.*

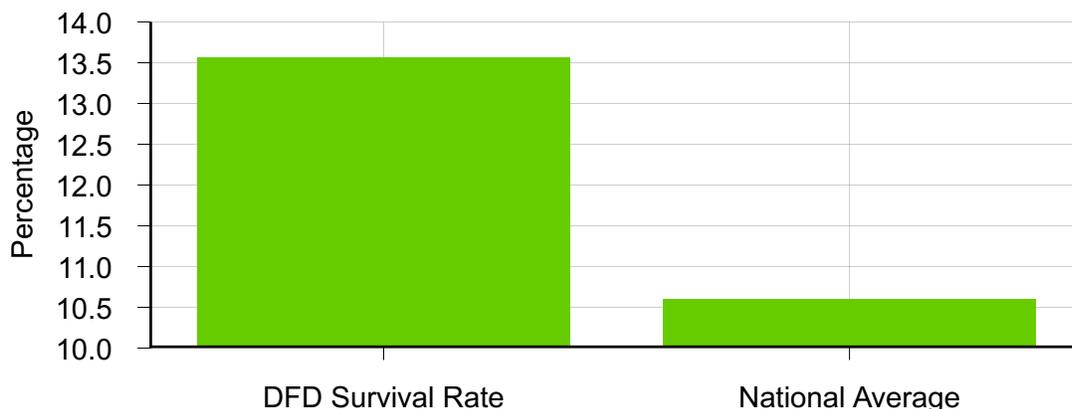
**DID YOU KNOW?**

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**

*Survival rate for Dubuque Fire/EMS patients in FY18 was 13.56%. National average was 10.6%*

## FY 2018 Cardiac Survival Rate



*Dubuque firefighters trained over 200 people in “Hands-only” CPR during EMS week in May 2018.*

**DID YOU KNOW?**

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

# FIRE DEPARTMENT

## 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.

Fire Suppression Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$8,096,095	\$8,479,176	\$8,366,048
Resources	\$80,830	\$8,253	\$80,290

Fire Suppression Position Summary	
	FY 2020
Assistant Fire Chief	3.00
Fire Captain	7.00
Fire Equipment Operator	24.00
Fire Lieutenant	14.00
Firefighter	25.00
<b>Total FT Equivalent Employees</b>	<b>73.00</b>

### Highlights of the Past Year

- Reviewed and updated dozens of Standard Operating Guidelines. Established procedures matching latest industry best practices.
- Clarified and corrected dispatch response plans to better match needs.
- Defined response type risk categories, identifying critical tasks for various response hazards.



### Future Initiatives

- 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 2019.
- Place new Quick Response Pumper in service in 2019.

# FIRE DEPARTMENT

## Performance Measures

### Fire Suppression - Activity Statement

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



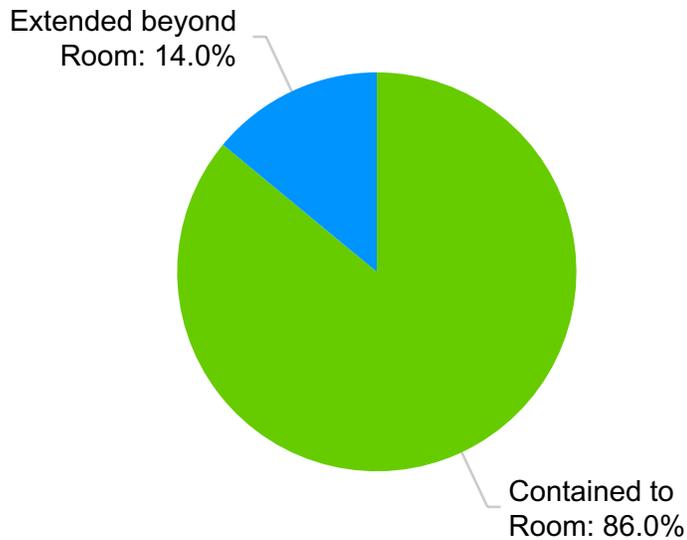
**Goal: Healthy and Safe**



### **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 FY2018, 86% of structure fires were controlled within the room-of-origin.*

### Fire Control



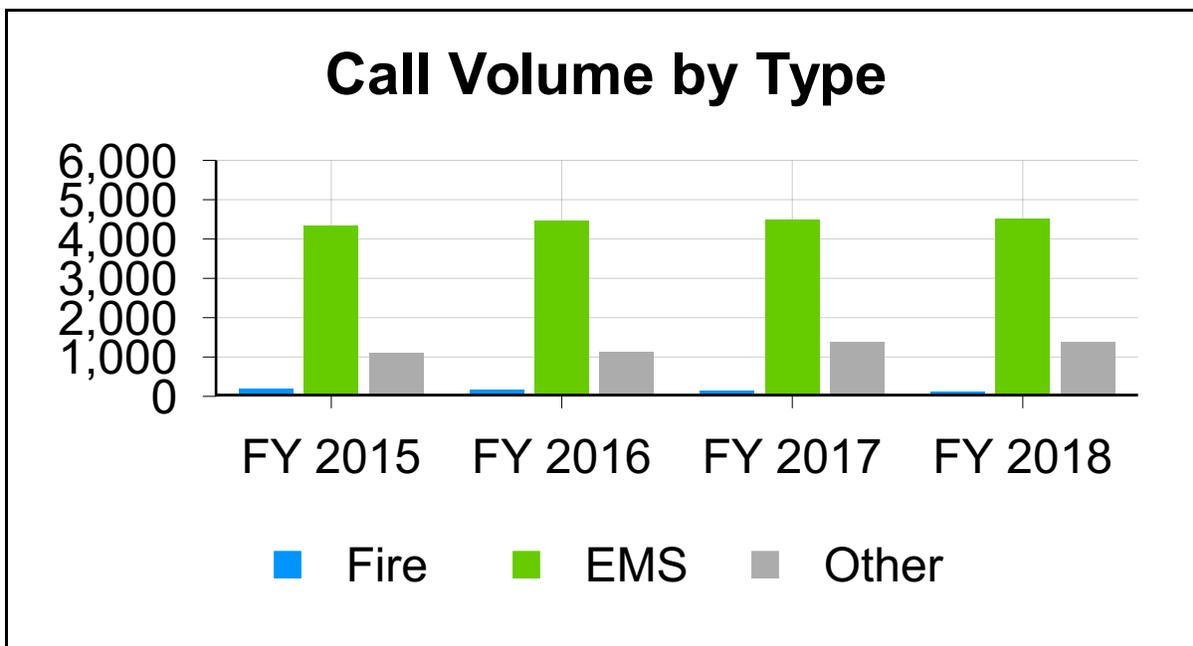
# FIRE DEPARTMENT

## Outcome #2: Reduce Fire Hazards through Inspections

1. In-service fire crews used tablet computers to complete 1407 business inspections in FY 2018

### 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 DEPARTMENT

## 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 inspection of 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			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$286,227.87	\$297,345	318,745
Resources	\$2,250	\$1,990	3,830

Fire Prevention Position Summary	
	FY 2020
Fire Marshal	1.00
Assistant Fire Marshal	1.00
<b>Total FT Equivalent Employees</b>	<b>2.00</b>

### Highlights of the Past Year

- Staff performed inspections of 21 local firework sales locations for the Iowa State Fire Marshal's Office.
- Implemented enforcement of inspection requirements for exterior fire escapes.
- Awarded a grant from the Iowa State Fire Marshal for purchase of a rated storage magazine for confiscated fireworks and explosive materials.
- FMO staff presented a career-focused fire academy program to middle school-aged children and Multicultural Family Center participants reaching 59 students.



# FIRE DEPARTMENT

## Future Initiatives

- Development appraisal of community risk reduction programming. Completion by March 2018.
- Develop a home safety inspection "Self-Check" program, available by mail or electronic form by October 2019.
- Adopt the 2018 edition of the International Fire Code with amendments in FY 2020.
- Transition inspection data from Firehouse Inspector to ESO Properties for NFPA compliant records in 2019.
- Based on risk assessment, include targeted apartment buildings for inspection of common areas in the 2019 inspection schedule.

## Performance Measures

### Fire Prevention - Activity Statement

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.



**Goal: Healthy and Safe**



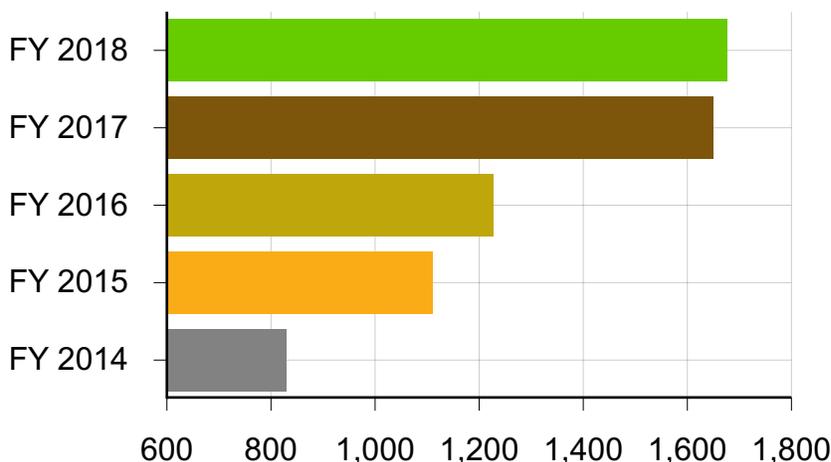
### **Outcome #1: Improve Exterior Fire Escape Code Compliance**

*Completed enforcement of 7 fire escape inspections in 2018. This resulted in safe emergency egress for occupants of upper floors.*

### **Outcome #2: Ensure building safety and fire code regulations for businesses**

*1676 fire inspections were completed in FY 2018. We are meeting our goal to complete business inspections within a three-year cycle.*

## Business Inspections Completed



# FIRE DEPARTMENT

**Outcome #3: Maintain a robust program to install smoke detectors in targeted occupancies**

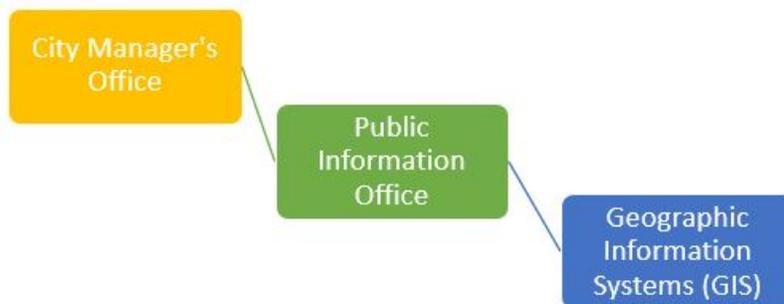
*Using grant funded smoke detectors from the American Red Cross, Dubuque firefighters installed 480 detectors in FY 2018.*



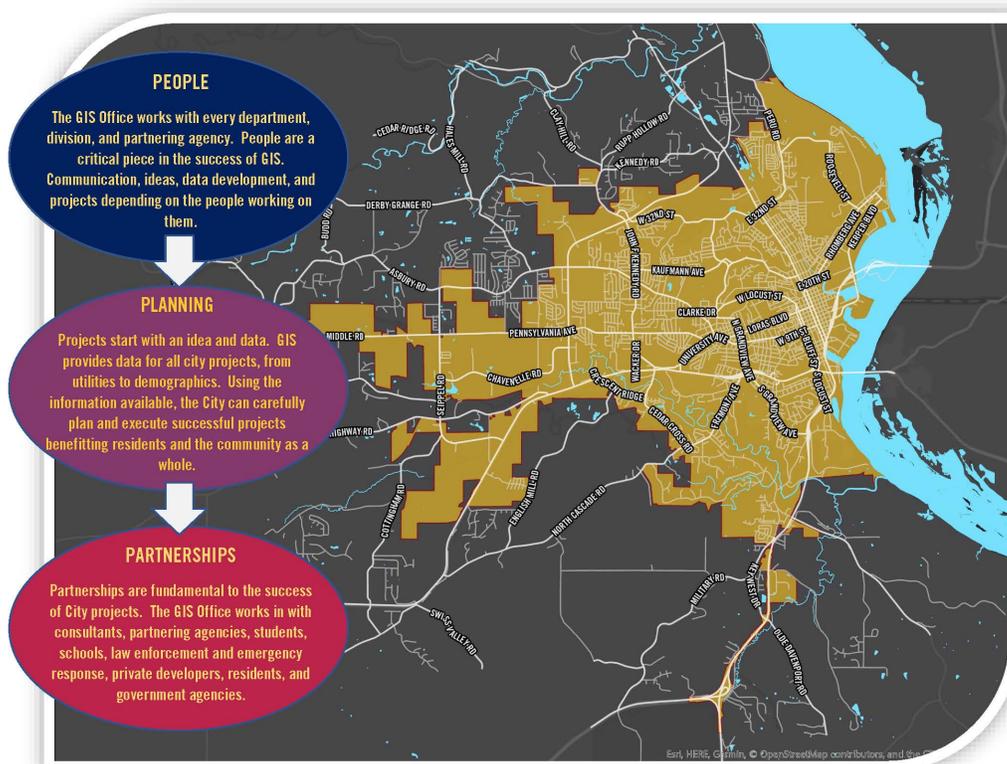
Photo above: a child dragging a "dummy" victim to safety as part of our "Kid's Firefighter Entrance Test".

# 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.



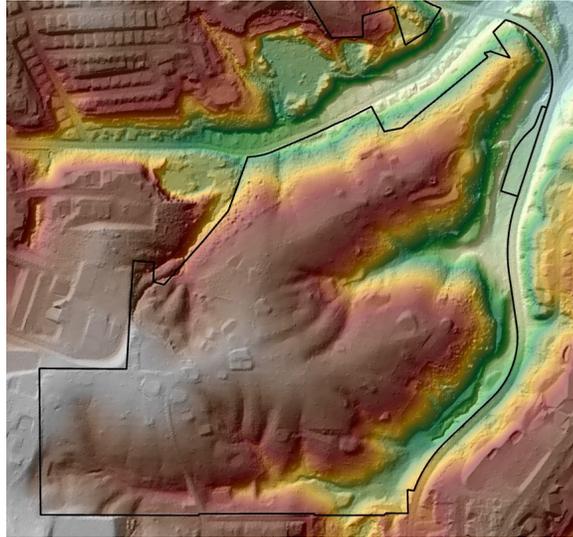
## SUCCESS IS ABOUT PEOPLE, PARTNERSHIPS, AND PLANNING LEADING TO OUTCOMES



# GEOGRAPHIC INFORMATION SYSTEMS (GIS)

## Overview

**GIS** stands for **G**eographic **I**nformation **S**ystem: a combination of hardware, software, people, data, and analysis 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.



Bunker Hill Golf Course - Hillshade

**What is GIS?** Most people are familiar with mapping applications like Google Maps, Apple Maps, and Waze. Some might still be using the hard copy road atlas to find their way around. GIS is several steps beyond these tools, but also incorporates the information they provide to make smarter maps and smarter decisions. The maps and information created in GIS not only serve as wayfinding applications and atlases, but can also be an important component of successful project management.



***DID YOU KNOW?*** *Data in GIS maps and apps are not limited to just map layers and may include data from spreadsheets, scanned documents, and web services. Information is often aggregated from other databases the City uses to map out different information, from licensed pets to building permits. As long as the information has a location tied to it (address, coordinates, name), it can be put on a map.*

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 which must be tracked.

# GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Position Summary	
	FY 2020
GIS APPLICATIONS SPECIALIST	1.00
GIS COORDINATOR	1.00
ARCHITECTURAL INTERN	0.50
GIS INTERN - SEASONAL	0.25
<b>Total FT Equivalent Employees</b>	<b>2.75</b>

In the winter of 2019, the GIS Office became an office of 2 full-time and 2 intern employees. The GIS Coordinator/Analyst position has been a part of the City since 2006. The GIS Applications Specialist was added in 2019. The seasonal GIS technician joins the office for about 1/4 of the year - typically in the summer as most of these individuals are college students completing their degrees. An architectural intern is funded for 1/2 the year and assists in the implementation of the ADA Transition Plan and asset management system in GIS. This position is funded through a GIS Office CIP, but is managed through the Engineering Department.

**GIS is Asset Management** An important focus of GIS development is organizing and documenting City assets - hydrants, manholes, pipes, inspections, and any other information which can be gathered and identified on a map. Each feature in the map exists in the real world, in the map as a symbol, and in a database with all the important information.

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



Here's a storm inlet just outside City Hall on the corner of W 13<sup>th</sup> St and Iowa St.



Here's that same inlet in GIS. We see it from above, and can see how it fits into the storm sewer network.

Identify

Identify from:

- sw Inlets
  - STO S 04427
    - sw Inlet Inspections
    - sw Inlet Maintenance
      - STO S 04427
        - sw Inlet Repair
        - sw Inlet Replacement

Location: 5,684,629.015 3,659,954.941 Feet

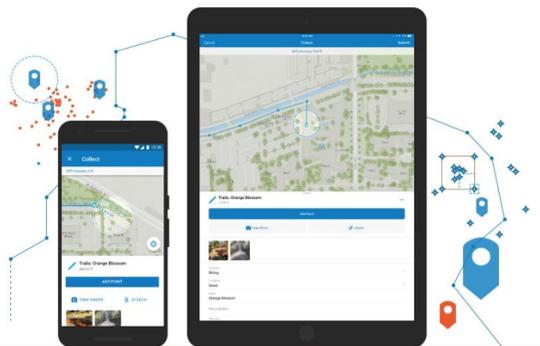
Field	Value
OBJECTID	6861
Facility ID	STO S 04427
Inlet Type	<null>
Access Diameter	<null>
Access Material	Reinforced Concrete
Access Type	<null>
Owned By	Our Agency
Managed By	Our Agency
Year Installed	2007
CATCH BASIN TYPE	A-1
Location Description	Shoulder
Street Location	E 13TH ST
Street Address	IOWA ST
Status	Active
Collection Method	GPS Survey
Collection Date	8/2/2010
Other Utilities Present in Structure?	No
GRATE ELEVATION	<null>
Divert Elevation	<null>
Inlet Depth (ft)	<null>
REPLACE DATE	<null>

Identified 1 feature

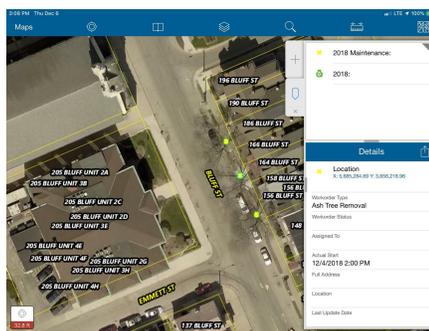
Here is the information for that inlet. Not only is there specific information about the size/year it was installed, but we also track inspections, maintenance, and repair.

# GEOGRAPHIC INFORMATION SYSTEMS (GIS)

**GIS is on the Move** For a long time, GIS use was confined to a desk and it was difficult to learn to use, build maps, and determine ways to make different types of data work together. However, GIS has become easier to use than ever before. GIS applications may now be accessed from a smart phone, so maps can be viewed the same whether in the office or on-the-go. The data does not need to be downloaded to a device and is accurate and up-to-date when the user needs it. If an event occurs outside the workday, employees can log in to a website or check their mobile device instead of returning to the office to consult a paper map.



GIS on mobile devices



A sample of city tree work using mobile maps.



**DID YOU KNOW?** *The majority of data edits are done on mobile devices. Departments including Public Works, Engineering, and Fire and Rescue capture information about their activities in the field on mobile devices connected to GIS. This information is immediately available to anyone else using that same dataset. Some of the most active GIS-users in the City have never edited a single feature in desktop GIS software!*

**The GIS Office is Busy** There's never a dull day in the GIS Office. Below are some examples of activities keeping GIS staff active.



# GEOGRAPHIC INFORMATION SYSTEMS (GIS)

## Highlights of the Past Year

### Esri Significant Achievement in GIS (SAG) Award



## Special Achievement in GIS 2018 Award Winner

The City of Dubuque was recognized for its use of GIS by Esri, the international leader in mapping and spatial data analytics technology. The award was presented to GIS Coordinator/Analyst Nikki Rosemeyer at the annual Esri International Users Conference in San Diego, CA.

The City of Dubuque was selected from over 300,000 eligible candidates and received its award for innovative application of mapping, data analytics, and leadership in government. The SAG Awards are meant to show appreciation for organizations that are using GIS to solve some of the world's toughest challenges. According to Esri, "through *The Science of Where* - the technology of GIS combined with the science of geography - the users honored with these awards are demonstrating the most groundbreaking and transformative possibilities of GIS software."

Dubuque was one of over 180 organizations in areas such as commercial industry, defense, transportation, non-profit work, telecommunications, and government to receive a SAG Award. Esri staff annually nominate hundreds of candidates from around the world for consideration, and Jack Dangermond, president and founder of Esri, personally selects recipients and presides over the ceremony.

**Why is this important?** Generally, GIS is a fairly obscure application and many are unfamiliar with the GIS or Esri software functionalities. Many users of these softwares still treat it as a simple mapping tool. Since the inception of GIS in the City of Dubuque in 1996, the City has teetered on cutting edge applications and deployment of GIS. City leaders identified early the importance of the application and have supported its expansion from less than 10 shared desktop licenses to an enterprise-wide solution with over 350 unique users. The City of Dubuque has tied GIS into almost every applicable project or activity. Dubuque frequently implements innovative applications, uses, and methods at a faster and more aggressive and successful rate than many larger cities. Receiving the SAG award testifies to that.

# GEOGRAPHIC INFORMATION SYSTEMS (GIS)

## GIS and Legacy/Enterprise Database Integration

A legacy or enterprise system is a database and/or application that houses a large amount of data and is used by multiple departments within an organization, making its existence and use very important in day-to-day tasks. The City has several legacy/enterprise applications, including but not limited to:

- **GIS**;
- **Accela**, which is used to issue building, construction, rental, demolition permits, and to manage and monitor rental licenses and rental properties;
- **WebQA**, 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 further integrate GIS with these applications. The most important part of this integration is addressing. Other features GIS was able to provide include maps of the city, parcel information, district boundaries, and ownership.

**Why is this important?** Address consistency across the organization is crucial. Since the City first began using the systems listed above, the system permitted any format for address entry. Since each system is used by multiple departments, there were multiple entries for the same address. Additionally, it is time-consuming and difficult to attempt to match up addresses (100 Main, 100 Main St, 100 Main Street, 100 Main St #1) when comparing information across different systems.

In emergency response situations, addresses, street names and address ranges are incredibly important. The dispatch operator and the software they use must be able to quickly identify a correct address or intersection and 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 with Emergency Communications to keep this data accurate and consistent throughout the City and County. Every minute counts in an emergency situation.

The address database in GIS also includes other information such as wards, neighborhoods, zoning, subdivisions, refuse collection days, historic districts, and address types. With this information readily available in GIS, it is easily transferred to another application if necessary. Additionally, with GIS serving as a one-stop-shop for important and organized data, it mitigates unnecessary work to gather data which has already been compiled.

## Did you Know...?

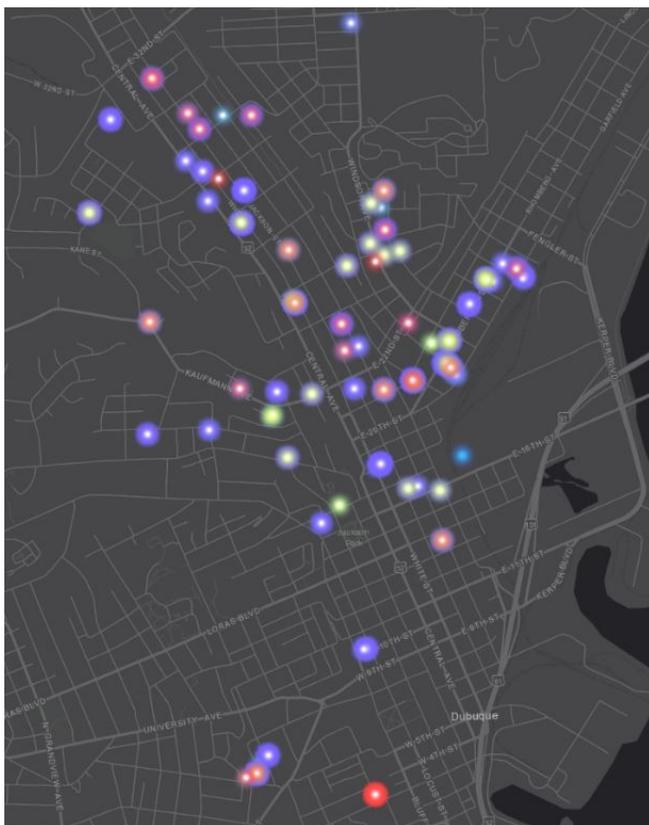
- The most common zip code in the city is "52001" -- 21,643 addresses have this zip code!
- There were 650 new or modified addresses in the city in FY2018.
- Nearly 40% of the city's addresses are located in areas eligible for Community Development Block Grant funding for new projects and neighborhood improvements!

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

### Bee Branch/Healthy Homes HUD Resiliency Project

GIS continues to be an integral part of data collection and management for the Bee Branch/Healthy Homes HUD Resiliency project. There are essentially three components to the Healthy Homes portion of the project: Home Advocate work administered by the Visiting Nurse Association (VNA), inspections completed by East Central Intergovernmental Association (ECIA), and applications and project administration performed in-house by City administrative and project management staff. Each home has an address and a project ID in GIS which these three groups use to track their work.

Using the GIS platform, the GIS Office developed surveys based on the information each group was collecting. This information, based on address, 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 transporting paper documents from place to place. This information is also web-enabled, so the data may be accessed anywhere. This interactive type GIS model is shown below:



Each dot on the map (left) identifies the location of a Bee Branch/Health Homes Participant:

- The colors vary depending on the type of applicant (single-family homeowner, single-family rental, or multi-family resident).
- The brighter each dot is, the more contact various components of the project have had with that particular location.

Since all the information for assessment, inspections, and family information is overlaid on the map, users can quickly identify the necessary information for each household.

# GEOGRAPHIC INFORMATION SYSTEMS (GIS)

## Future Initiatives

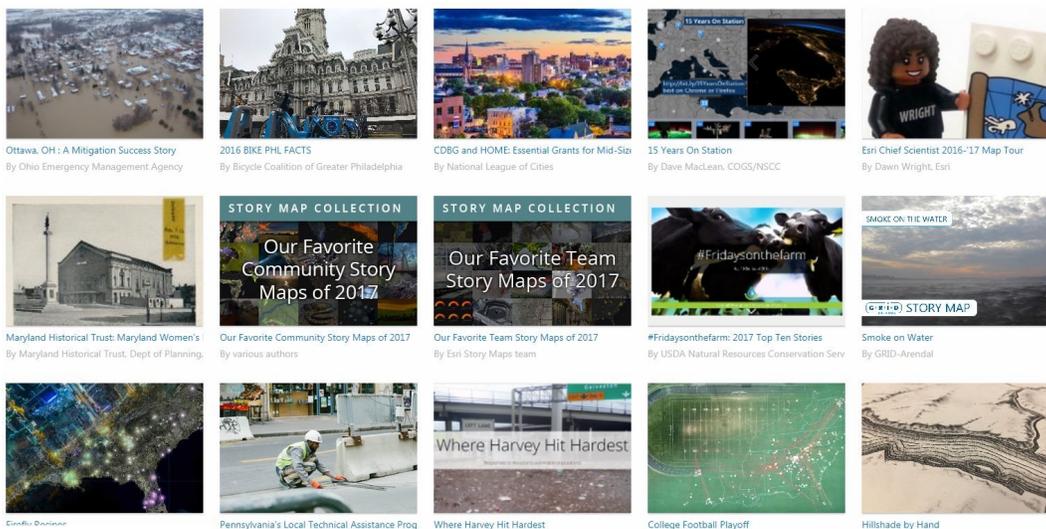
### Continue Work with the Bee Branch Healthy Homes - HUD Resiliency Project

The GIS Office plans to continue to build upon the momentum of data gathering and organization occurring internally and involve stakeholders outside the organization as well. Specific goals include sharing the mapping applications and data with the Iowa Economic Development Authority and the US Department of Housing and Urban Development. In addition to ensuring detailed data may be extracted from the web mapping application, the GIS Office also plans to create dashboards related to specific points of data being collected in the project.



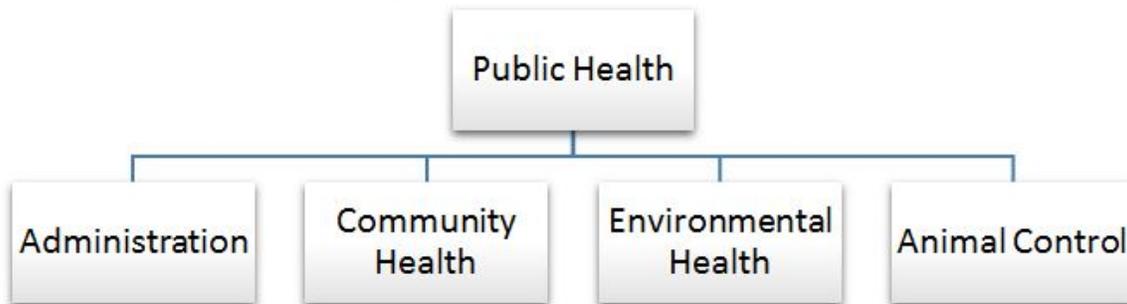
### Story Map Generation

Story maps are a way to share stories and background about City projects and engage the public with narrative, pictures, maps, and data. The City is currently uses story maps for several projects, including Green Alley development and various Bee Branch related activities. The GIS Coordinator/Analyst hopes to expand these story maps into more comprehensive information in each department with the addition of the GIS Applications Specialist. These story maps, coupled with the City's Open Data Initiative, will give the public more insight to the daily operations and background of City functions.



# PUBLIC HEALTH

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



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

### People

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



### Planning

- The 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 Health Care Preparedness Coalition is a multi-disciplinary partnership that assesses jurisdictional risk and responds cohesively to public health incidents and emergencies.



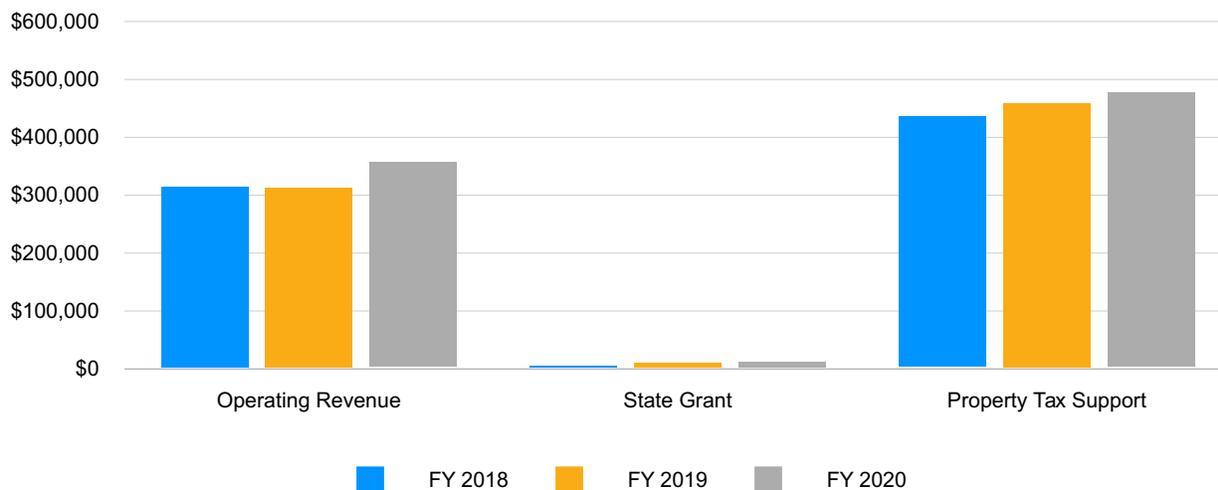
### Partnerships

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 Nurses Association, Dubuque County Health Department, Mercy Medical Center, Unity Point Health/Finley HOspital, and many others.

# PUBLIC HEALTH

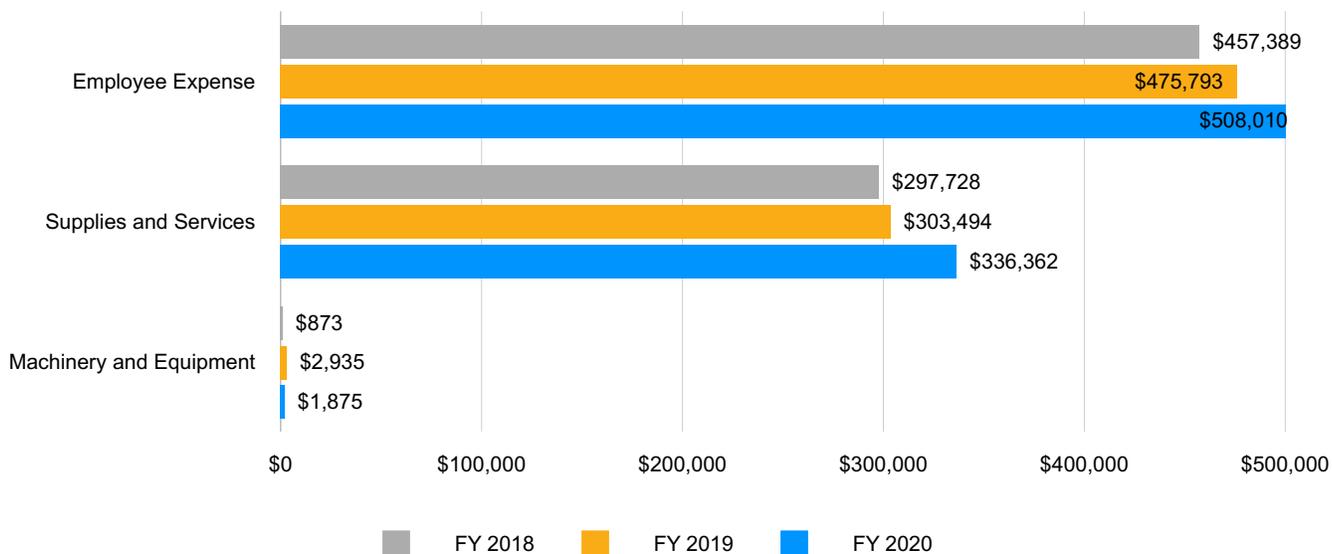
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	5.58	5.58	5.86

## Resources and Property Tax Support



The Health Department is supported by 5.86 full-time equivalent employees, which accounts for 60.03% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 8.19% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# PUBLIC HEALTH

## Administration/Community Health

**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.

Evaluate/Review/Update Ordinances enforced by Health Department:
Animal
Noise
Nuisance
Sewer Connection
Refuse Storage
Food

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. The prime responsibility is to plan programs and develop policies based on the community health needs assessment, city council priorities, emerging health issues and emergencies as required, and respond to health related complaints and requests in a professional manner.

Health Administration/Community Health Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$252,039	\$244,079	\$269,468
Resources	\$6,482	\$12,207	\$13,565

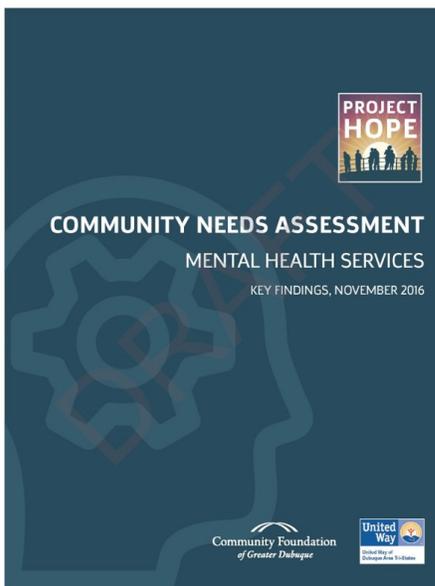
Health Administration/Community Health Position Summary	
	FY 2020
Public Health Specialist	1.00
Public Health Intern	0.14
Secretary	1.00
<b>Total Full-Time Equivalent Employees</b>	<b>2.14</b>

### Highlights of the Past Year

- Community Health Needs Assessment and Health Improvement Plan (CHNA-HIP) completion (2019-2021 version)
- Updated Noise Ordinance
- City Employee Wellness Committee -provide guidance, support
- Attended HUD/National Environmental Health Association (NEHA) Lead and Healthy Homes Conference
- Development agreement between Crescent Community Health Center and Metx for a new clinic
-

# PUBLIC HEALTH

- Bee Branch Healthy Homes Program- assisted with developing evaluation method and tools and providing oversight for Home Advocates
- Opioid advocacy policy development for city council and Dubuque Opioid Response Team
- Brain Health Community Task Force member
- Integrated Pest Management Plan (IPM) development- working group member
- Controlled Livestock Grazing ordinance and policy staff work group for successful implementation
- Revised nuisance and weed ordinance enforcement policies



# PUBLIC HEALTH

## Future Initiatives

- Further develop SOCRATA dashboard for Public Health data and outcomes
- Community education on lead service line replacement for water
- Brain Health-continue working with community based Brain Health Task Force to improve the mental/brain health care system and improved access to care in Dubuque County
- Healthy Hometown community health initiative in conjunction with Dubuque County Wellness Coalition
- Implementation of revised nuisance enforcement policy
- Pet Friendly Community Policy development - staff committee
- Build out of new Crescent Community Health Center
- Opioid Task Force community education and advocacy
- Community Health Needs Assessment and Health Improvement Plan (CHNA HIP) tracking and Implementation
- Dubuque Regional Humane Society - new agreement

## Performance Measures

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

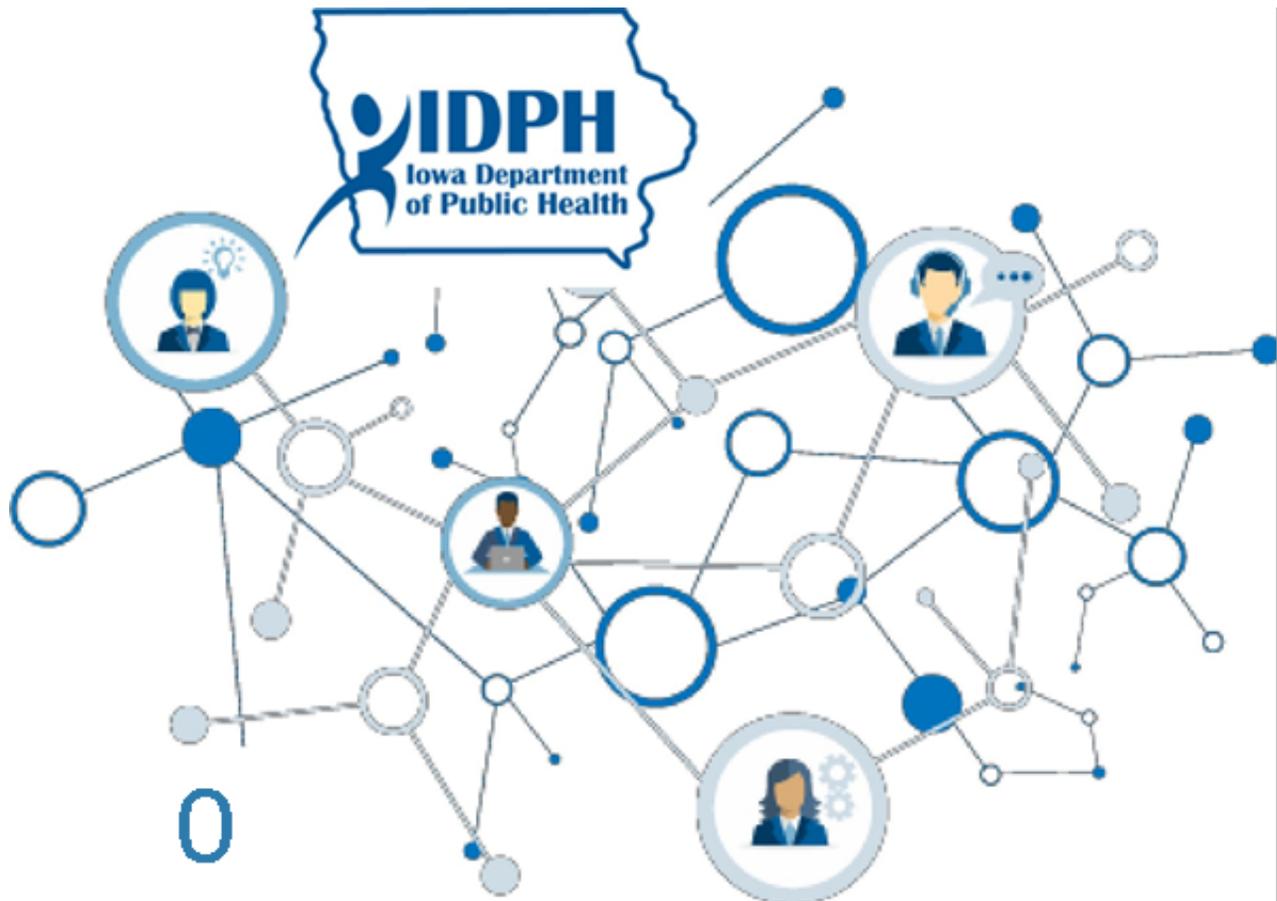
- Prepare for, respond to, and recover from public health emergencies and problems.
- Work cooperatively with community health partners to prevent and control the spread of infections, communicable and environmental diseases and conditions.
- Build and maintain collaborative relationships with community partners that support public health assessment, planning and program implementation.
  - Seasonal health and emerging communicable disease information communicated to the public via website, social media, TV and newspaper
  - Participated in the Integrated Pest Management Program (IPM) Task Force which included drafting an IPM plan for the City.
  - Coordinate Dubuque County Health Care Preparedness Coalition and participate in exercises



*Participates in and plans emergency preparedness training and drills to 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.*

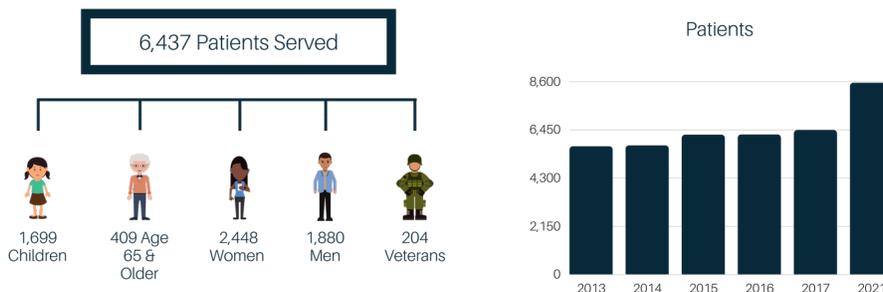
# PUBLIC HEALTH

- Participate in the Dubuque County Health Care, Executive Committee Member
- Planned and executed City Management Team Emergency Operations Center (EOC) exercise. Exercise



# PUBLIC HEALTH

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

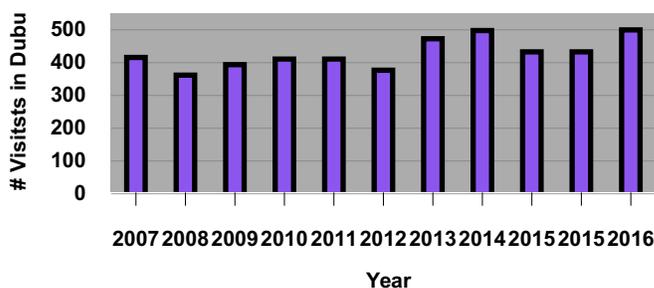


Crescent Community Health Center secured lease with Metx, LLC to move clinic into new space at 1690 Elm Street, allowing for clinic expansion.

- 6,437 patients served in 2017
- 1,699 were children
- 50% have incomes at or below 100% of the federal poverty level
- 19% had no insurance
- Dental Visits: 10,780 (up from 9,723 in FY15)
- Medical Visits: 7,984

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

### Hospital Emergency Department Asthma Visits



**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, incorporating Lead and Healthy Homes Programs.

# PUBLIC HEALTH

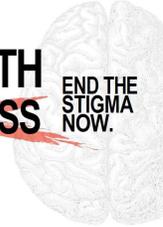
## **Outcome #4: Mobilize community partnerships to identify and investigate public health problems and emerging issues**

- 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, Chair
- Dubuque County Health Care Preparedness Coalition
- Dubuque Opioid Response Team

**IT'S BRAIN HEALTH  
NOT MENTAL ILLNESS**

[brainhealthiowa.org](http://brainhealthiowa.org)

**END THE  
STIGMA  
NOW.**



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 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

Food Inspection/Environmental Health Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$216,213	\$220,732	\$224,391
Resources	\$122,682	\$116,070	\$158,116

Food Inspection/Environmental Health Position Summary	
	FY 2020
Environmental Sanitarian	2.00
<b>Total Full-Time Equivalent Employees</b>	<b>2.00</b>

## Highlights of the Past Year

- FDA modified the National Voluntary Retail Food Protection Standards. All Standards were reviewed, updated, and completed.
- Renewed contract with Iowa Department of Inspections and Appeals (DIA).
- Nuisance and weed ordinance enforcement policies and procedures revised.
- Fully digital on food and swimming pool inspections.

## Future Initiatives

- Re-evaluate FDA Standard 6 to meet compliance.
- Meet requirements of FDA Standard 9, a new addition to contract with DIA.
- Go fully digital on tattoo and tanning inspections
- Implementation of new nuisance enforcement policy.
- Continue data collection of bedbug incidence and conduct enforcement for hotels along with targeted education and enforcement.



# PUBLIC HEALTH

## Performance Measures

### Environmental Health - Activity Statement

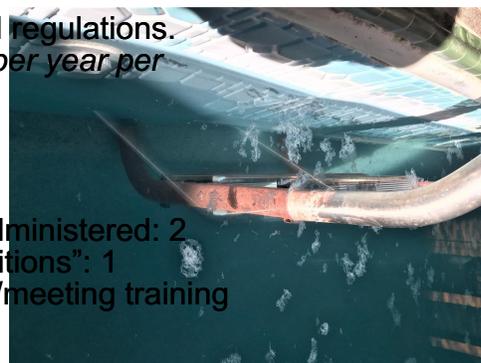
Promote a safe and healthy environment by assuring sanitary conditions and practices in accordance with municipal public health and environmental ordinances, codes and regulations.



### 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: 12
  - Tattoo parlors: 23
  - Tanning operator certification exams administered: 2
  - Pool/Spas closed for "Unsanitary Conditions": 1
  - 100% of tanning operators maintaining/meeting training requirements

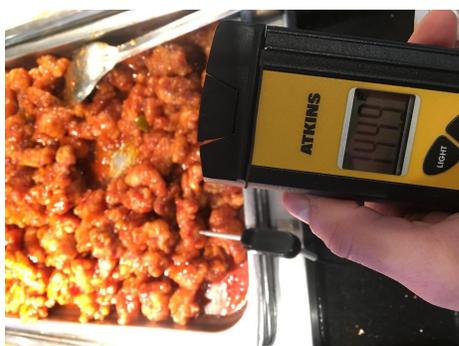


### Did You Know?

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: 703
- Outstanding past due inspections: 141
- Complaint Inspections: 37
- Temporary food stand licenses issued: 172
- New establishment/change of ownership licenses issued: 36

# 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: 317
- Hotel Complaints: 16

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 & Grass/Weed citations issued: 5
- Nuisance & Grass/Weed violations corrected by hired contractor: 40
- Nuisance & Grass/Weed complaints: 321



## **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.

Animal Control Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$287,513	\$317,411	\$352,388
Resources	\$190,832	\$194,879	\$197,332

Animal Control Position Summary	
	FY 2020
Animal Control Officer	0.72
ANIMAL CONTROL OFFICER	1.00
<b>Total Full-Time Equivalent Employees</b>	<b>0.72</b>

### Highlights of the Past Year

- Animal Control Officers were trained in chemical immobilization
- Added PetData and Animal Control phone number to pet license tags in 2018
- Updated Animal Control brochure

### Future Initiatives

- Continue Animal Control Officer education and training
- Police Officers involved in animal abuse and neglect training
- Utilize body cameras
- Evaluate wild cat trapping procedure and policy



# PUBLIC HEALTH

## Performance Measures

### 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 residents.

**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 942 complaints
- Police Department responded to 539 complaints during times Animal Control Officers are not on duty
- 44 citations were issued for violations of the Animal Control ordinance.

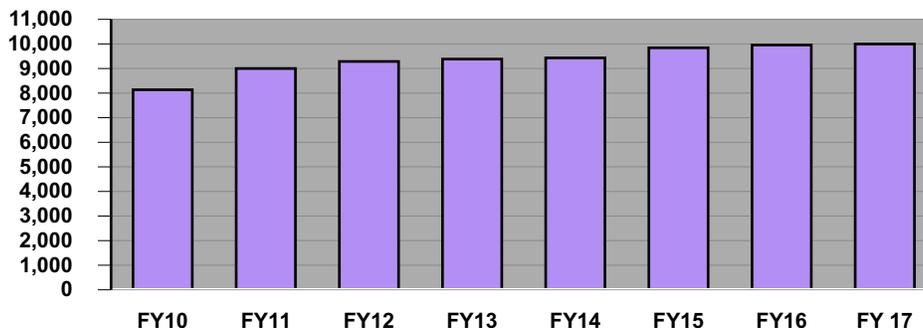


**Outcome #2:** To control the spread of rabies among animals and between animals and humans

*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.*

- 10,309 Pet Licenses Sold
- 1,446 Citations for Failure to License Pet

City of Dubuque Pet Licences

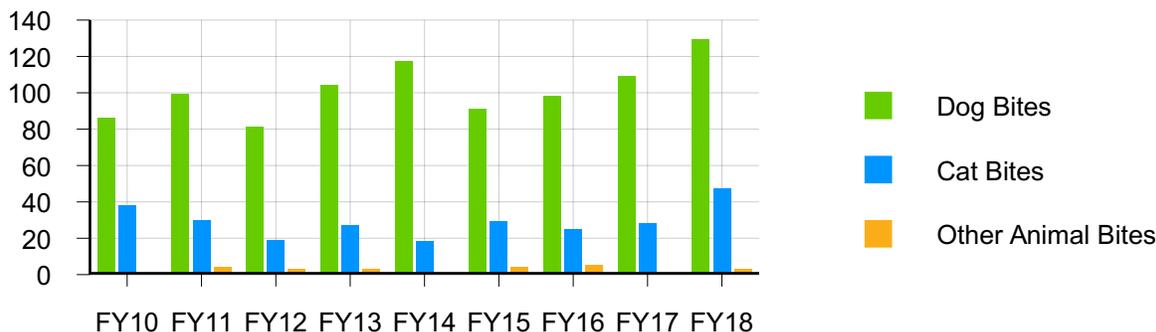


# PUBLIC HEALTH

**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, license, leash laws, running at large, vicious and nuisance issues.*

## Animal Bites



- 179 animal bites in FY18, a 64% increase from FY17
- 3 Vicious/Potentially Vicious Declarations

### Did You Know?

- Per the Iowa Department of Public Health, there were 10 cases of animal rabies reported in Iowa in 2017-most commonly found in bats, skunks and cats.
- In the United States, over 36% of households own at least one dog.
- Among adults, men are more likely than women to be bitten by a dog.

**Outcome #4: To respond to the problems and nuisances of wild animals within the city by: providing residents 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?

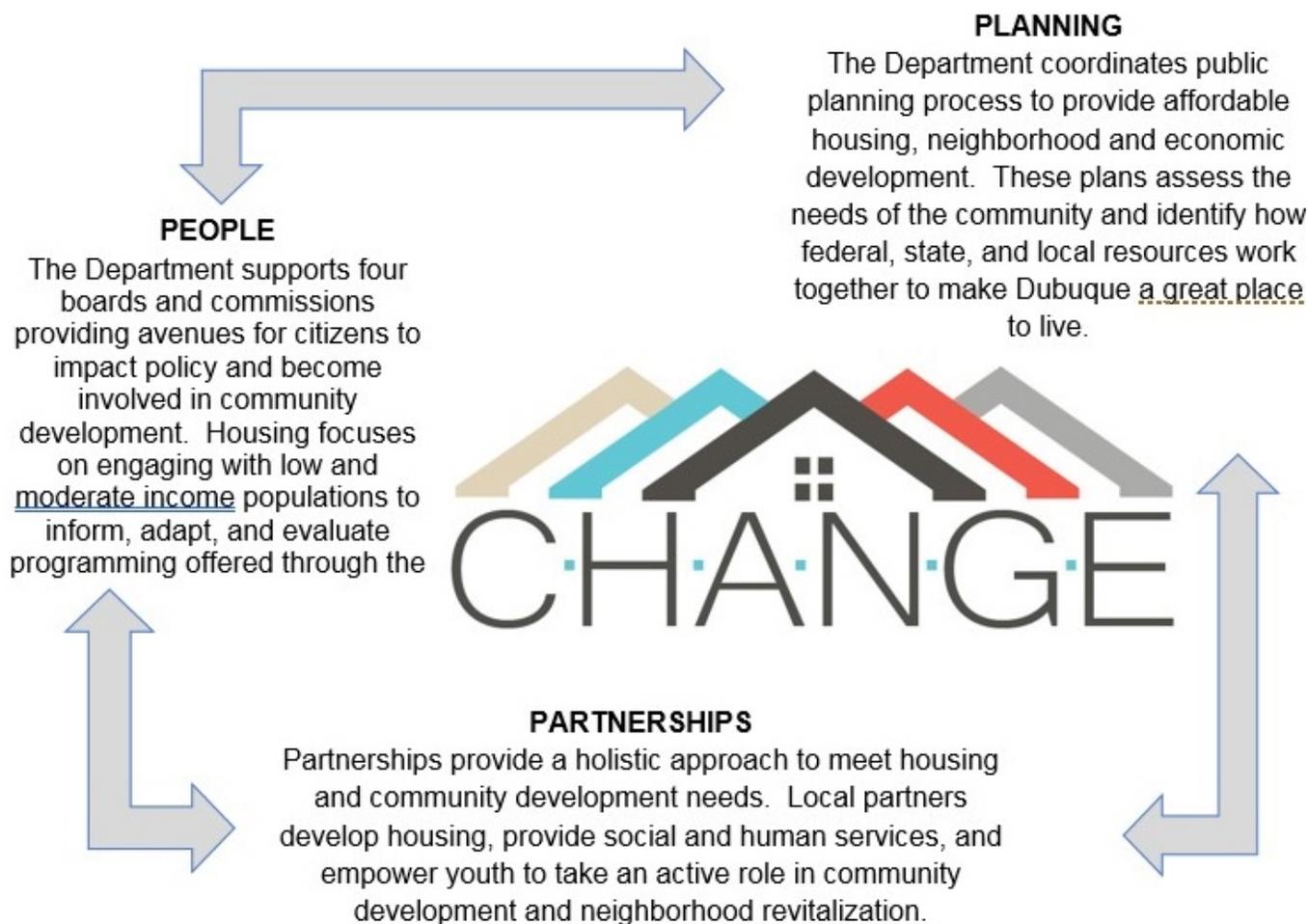
In the state of Iowa, rabies was diagnosed in 2 cats in 2017.

# HOUSING AND COMMUNITY DEVELOPMENT

The Housing and Community Development Department creates safe, healthy, affordable housing for all that promotes strong, sustainable, and inclusive communities.



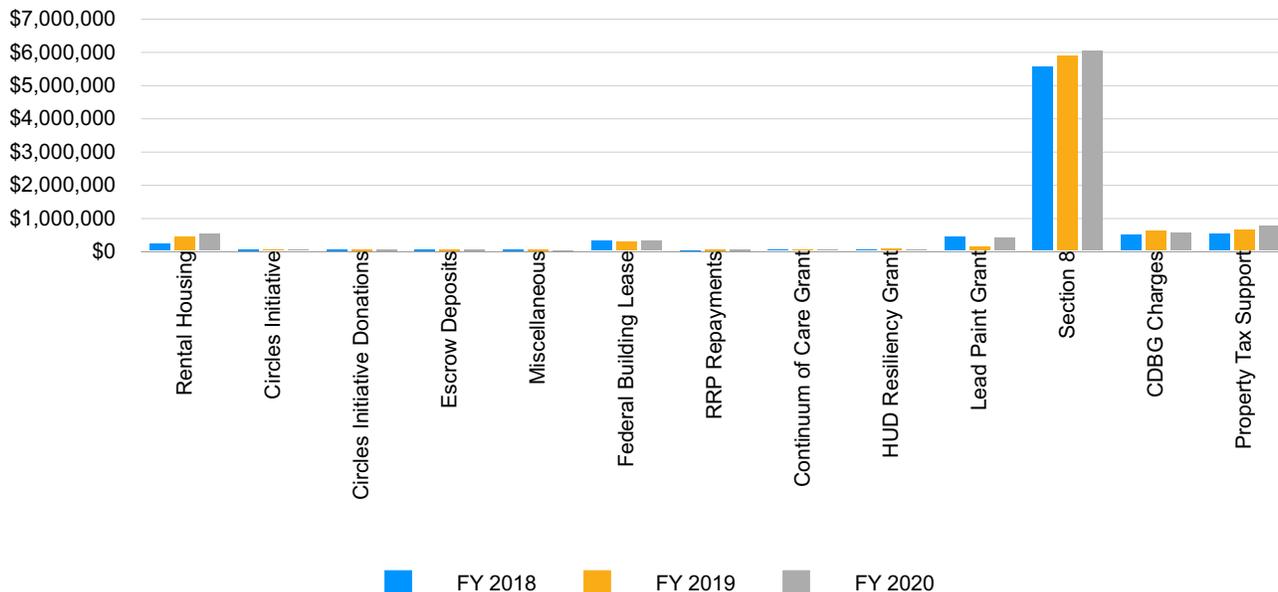
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# HOUSING AND COMMUNITY DEVELOPMENT

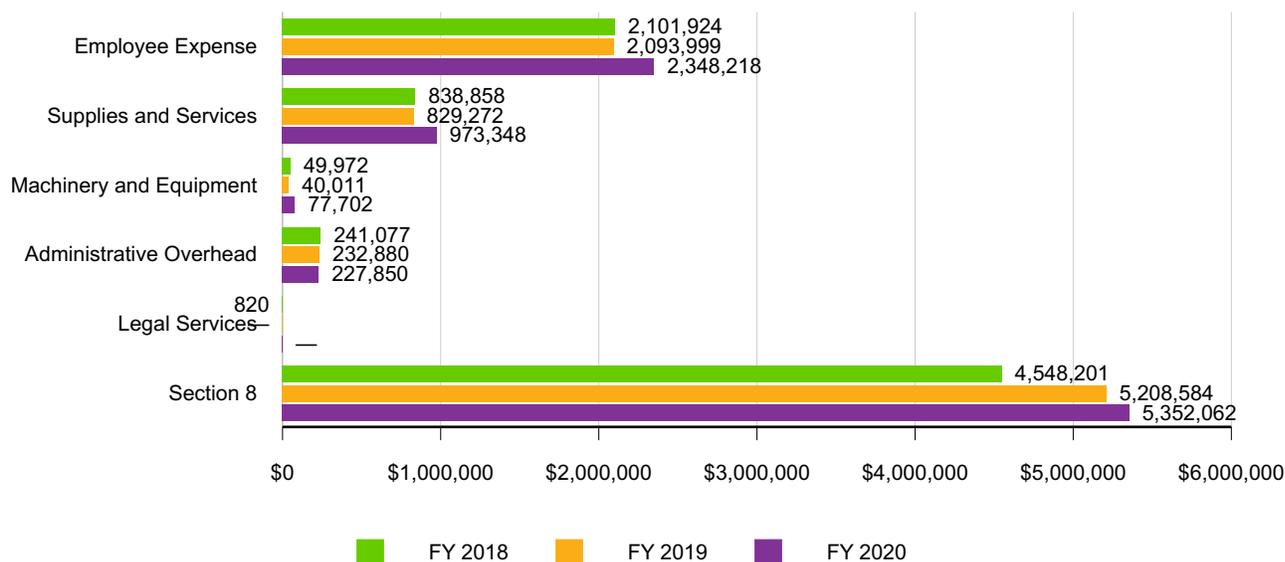
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	25.00	23.82	27.30

## Resources and Property Tax Support



The Housing Department is supported by 27.30 full-time equivalent employees, which accounts for only 26.15% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 6.83% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# HOUSING AND COMMUNITY DEVELOPMENT

## Administration and Community Development

### Overview

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, residents 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.

Administration and Community Development Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$ 287,395	\$ 314,270	\$ 401,257
Resources	\$ 151,318	\$ 201,541	\$ 161,978

Administration and Community Development Position Summary	
	FY 2020
Housing/Community Development Director	0.50
Housing/Community Development Director CDBG	0.25
Housing/Community Development Director Sec 8	0.50
CDBG/HCV Supervisor	0.00
CDBG/HVC Supervisor- CDBG	0.00
Community Development Specialist Section 8	0.00
CDBG Specialist	0.00
<b>Total Full-Time Equivalent Employees</b>	<b>1.25</b>

# 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 Loans - 30 units (\$432,146)

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.

##### Homebuyer Loans - 64 units (\$852,000)

Provides 0% interest loans to help purchase your home. Amount of assistance has a sliding scale from \$5,000-\$25,000 depending on gross income of household. Any property located within the city limits is eligible.

**HOUSING REHABILITATION TOTALS - 102 UNITS = \$1,284,146**

##### MARGINAL PROPERTIES - CHI - 12 units (\$300,000) / City Owned - 6 units (\$513,337)

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

##### LEAD AND HEALTHY HOMES PROGRAM - 123 units completed, (\$2,944,026)

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. Current performance period to be completed November 15, 2018.

##### THE BEE BRANCH HEALTHY HOMES RESILIENCY PROGRAM - 57 units completed (\$1,007,451 contracted)

The Bee Branch Healthy Homes Resiliency Program includes \$8.4 million to assist 275-320 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, 2018, 300 total units have been addressed with funds totaling \$6,048,960**

**Originally projected was \$19 million and 739 units from 2016-2021**

# 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.

*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.

## Future Initiatives

- Support Inclusive Dubuque Action Plan
- Voluntary Compliance Agreement
  - Continue 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: Great Place to Live



**Outcome #1:** 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 fifth 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.

## HOUSING AND COMMUNITY DEVELOPMENT

	Household Has 1 of 4 Housing Problems	Household has none of 4 Housing Problems	Cost burden not available, no other problems	Total Households	% of Households with no Housing Problems
Data Year					
2010-2014	6,650	17,220	160	24,025	71.68%
2009-2013	6,520	17,230	185	23,930	72.00%
2008-2012	6,675	17,170	120	23,970	71.63%
2007-2011	6,340	17,260	120	23,720	72.77%

### **Outcome #2: Safe, healthy, and affordable housing options throughout Dubuque**

*The City of Dubuque is committed to making housing choice a reality for all residents. 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 Analysis of Impediments was updated in 2015 and identifies barriers to fair housing in Dubuque and steps taken to address those barriers. This plan will be updated in 2019. 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 City recognizes there is a need for affordable housing throughout the City and encourages development of affordable units in areas of opportunity.

**Key Performance Indicator:** Number of City-supported affordable rental housing developed in areas of opportunity.

### **City-Supported Mixed-Income & Senior Housing Developments**

Application Year	Housing Development	Affordable Units	Market Rate Units	Area of Opportunity	Project Status
2018	Alta Vista Horizon Development	60	—	Yes	Applied for 2018 Tax Credit Awards
2018	Radford Road	52	—	Yes	Applied for 2018 Tax Credit Awards
2018	Central Avenue Historic Residents	24	3	Yes	Applied for 2018 Tax Credit Awards
2016	University Lofts	43	5	Yes	Developer Declined Award
2016	Marquette Hall	25	3	Yes	Awarded 2017 Tax Credits
2016	Fifteenth Street Apartments	32	4	Yes	Awarded 2017 Tax Credits
2015	Applewood IV - Senior Housing	54	6	Yes	Completed October 2017

# 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, including Accessibility Programs
- Washington Neighborhood Incentives Program
- C.H.A.N.G.E. Initiative
- HOME Workshop

Neighborhood Revitalization Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$376,343	\$365,880	\$373,433
Resources	\$374,468	\$365,424	\$373,177

Neighborhood Revitalization Position Summary	
	FY 2020
Rehabilitation Supervisor	1.00
CDBG Specialist	0.00
Inspector	1.00
Housing Financial Specialist	1.50
Secretary	0.00
<b>Total Full-Time Equivalent Employee's</b>	<b>3.50</b>

### Highlights of the Past Year

- Revised Programs to increase participation for low/moderate income households in Homeowner Rehabilitation Program by 12 households.
- Increased marketing by Rehabilitation Supervisor becoming a Homeownership Advocate
- Increased homeownership throughout the City by 23 households
- Purchased two rental duplex properties to convert into two large single family homes
- Obtained one petitioned property to be rehabbed and sold to income-qualifying household outside a high concentrated poverty area of the city.

# 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 \$5.6M and 531 loans
- 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

### Neighborhood Revitalization - Activity Statement

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.



## Goal: Robust Local Economy



**Outcome #1:** Increase homeownership opportunities by encouraging resident participation through education, financial counseling, outreach and incentive programs.

*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 means investing in a home and community” – Homebuyer**

Increase Homeownership	FY17 Actual	FY18 Actual	FY19 Projected
Washington Neighborhood Homebuyers	7	10	10
First Time Homebuyer Program	9	8	14
Rental units converted to homeowners	FY17 Actual	FY18 Actual	FY19 Projected
Washington Neighborhood	4	4	4
City-owned properties		1	4

# HOUSING AND COMMUNITY DEVELOPMENT

**Outcome #2:** Improved properties through financial assistance to revitalize neighborhoods, and 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 Realtor one-on-one meetings and agency presentations, etc.*

<b>Agency Partners:</b>
Operation New View
Area Lenders
Dubuque Board of Realtors
Four Mounds/HEART Program
Habitat for Humanity
Greater Dubuque Development Corporation (GDDC) - Dubuque True North

*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



HOME Workshop	2017 Actual	2018 Actual	FY19 Projected
Total Participants to-date	44	59	60
Became 1 <sup>st</sup> Time Homebuyers	21	22	25

Outreach	2017 Actual	2018 Actual	FY19 Projected
Neighborhood Association Presentations	3	3	4
Other outreach activities	11	11	10



***“I learned so much about owning a home and home maintenance and now I feel more knowledgeable and comfortable about owning my first home.” - Homebuyer, regarding HOME Workshop***

# HOUSING AND COMMUNITY DEVELOPMENT

## Safe & Healthy Housing

### Overview

Housing code enforcement and grant-funded programs provide specialized services to ensure the City's residents have safe, healthy, and resilient affordable housing options. Through the adoption of the International Property Maintenance Code in 2016, the minimum housing standards for rental properties are more clear and consistent, and require more skillful repairs for code violations. Federal funding through grants totaling over \$11 million allows private home owners and property owners with rentals to make their units lead-safe, eliminate healthy homes deficiencies, and to ensure the home is resilient to heavy rain events. Funds are disbursed through forgivable loans, easing the cost-burden for low-income individuals and families.

Safe, healthy, and resilient homes decrease economic burden through reduced school and work absenteeism, and decreased health care costs. Additionally, pride of ownership is fostered through housing programs as property owners and occupants receive resources, advocacy, and education on home maintenance and repair.

**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 resident complaints for exterior environmental concerns including grass, trash and snow/ice and to housing code complaints in owner occupied and rental units. 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. 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 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 an 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.

As part of the program home advocates help assess the family’s personal circumstances and any opportunities to improve their situation through agency referral and follow up related to healthcare, skillset improvement for underemployed individuals, educational needs, utility assistance, childcare resources and many other avenues for personal development.

Services include:

- 5 year forgivable loans for cost of repairs
- Advocacy services for occupants and follow up increasing neighborhood resilience
- Whole home structural inspection, assessment and construction project management
- Lead hazard reduction activities where warranted

<b>Safe and Healthy Housing Funding Summary</b>			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$960,571	\$820,399	\$1,182,973
Resources	\$735,811	\$710,828	\$1,017,777

<b>Safe and Healthy Housing Position Summary</b>	
	FY 2020
Rental Inspect/License Supervisor	1.00
General Housing Specialist	0.80
Inspector - General Fund	2.75
Inspector - CDBG	0.45
Inspector - Seasonal General Fund	0.30
Inspector - Seasonal CDBG	0.00
HUD Resiliency Grant Coordinator	0.25
Permit Clerk	1.00
HUD Resiliency Grant Administrator	1.00
Lead Paint Supervisor	0.75
Lead Paint Assistant	1.00
Lead Paint Inspector	2.00
<b>Total Full-Time Equivalent Employee's</b>	<b>11.30</b>

# HOUSING AND COMMUNITY DEVELOPMENT

## Highlights of the Past Year

### Rental Licensing, Inspections & Code Enforcement Summary

- 215 Rental license applications received and processed in FY18 for newly licensed or sold/transferred rental properties
  - 590 Rental units contained in properties reviewed for license applications
  - Approximately 3,500 total rental licenses issued for properties containing approximately 11,000 rental units
- 2,072 Inspections for licensing and/or assisted housing (includes re-inspections)
- 1,322 Citizen Service Center requests received and responded to
- 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 city staff 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 will reach or exceed all HUD benchmarks.
- 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

### Bee Branch Healthy Homes Resiliency Program

- Through October 2018, 57 Construction project units complete totaling \$1,007,457 supporting local contractors. An additional 24 units awarded and in progress.
- 26 units complete totaling \$313,265 of \$400,000 match from the Lead and Healthy Homes Program. All remaining units identified and ready to be contracted.
- Advocacy efforts thriving, and outcome tracking is fully established after meeting with 98 families through October 2018
- Collaboration activities ongoing with the University of Iowa Flood Center and Center for Evaluation and Assessment of program activity and impact.
- 152 unit applications approved and inspected through October 2018
- Successful creation and implementation of community resource group lead by family advocates. Group meets quarterly with goal of aligned resource networking between government, non profit and private sectors serving low to moderate income populations in Dubuque
- Replicable model for social resiliency outcomes established
- Interactive project progress map achieved online

## Future Initiatives

### Rental Licensing, Inspections & Code Enforcement Summary

- 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.

### Bee Branch Healthy Homes Resiliency Program

- Support local economy and trade contractors through continued public competitive project bidding process
- Streamline replicability of measuring social resilience in the community

### Performance Measures

#### Safe & Healthy Housing - Activity Statement

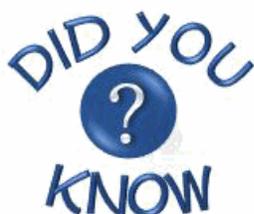
Safe & Healthy Housing provides residential property inspections, a report of conditions, resources to correct deficiencies, and ultimately a safe and healthy home that improves quality of life.



#### 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**



**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%				
Blood Lead Level	1997-2002	2003-2007	2008-2010	2011-Present
Target Area	12.8%	8.6%	4.5%	
City Wide	10.8%	6.8%	2.8%	1.5%*

\*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.



## HOUSING AND COMMUNITY DEVELOPMENT

### **Outcome 2: Promote 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.*

- **Approximately 2072 dwellings were visited by inspection staff for various inspections in FY18**

### **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**

<b>Increase Resilient Households</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Projected</b>
# Applications Approved	38	23	80
# Unit Repairs Completed	—	36	90
# Advocacy Assessments	27	46	60

# HOUSING AND COMMUNITY DEVELOPMENT

## 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

<b>Sustainable Living Funding Summary</b>			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$5,596,887	\$6,203,310	\$6,330,847
Resources	\$5,647,455	\$5,984,257	\$6,137,269

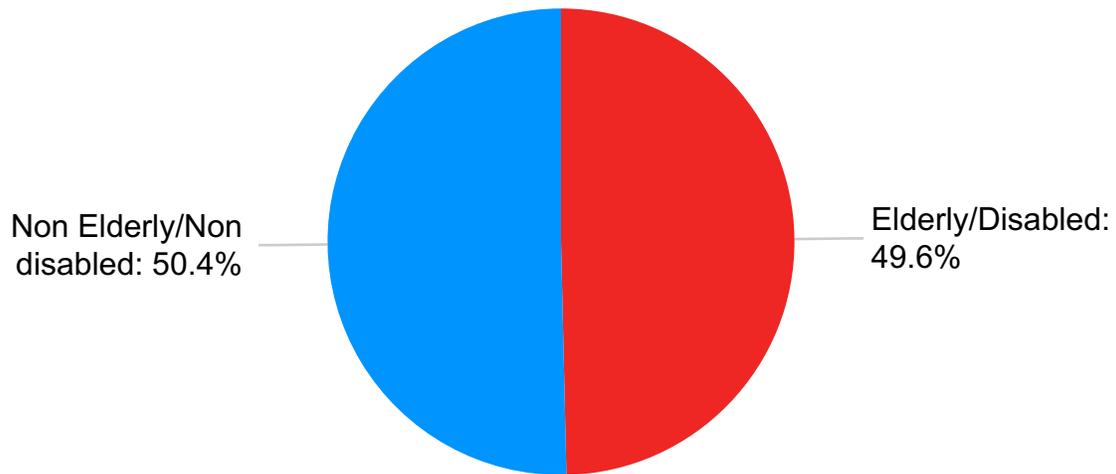
<b>Sustainable Living Position Summary</b>	
	FY 2020
Secretary	1.00
Assisted Housing Specialist	4.00
Assisted Housing Supervisor	1.00
Assisted Housing Coordinator	1.00
Inspector I	0.80
<b>Total Full-Time Equivalent Employee's</b>	<b>7.80</b>

### 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 2018, \$4.8 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 \$2.0 million for utilities and tenant share of the property rents.

# HOUSING AND COMMUNITY DEVELOPMENT

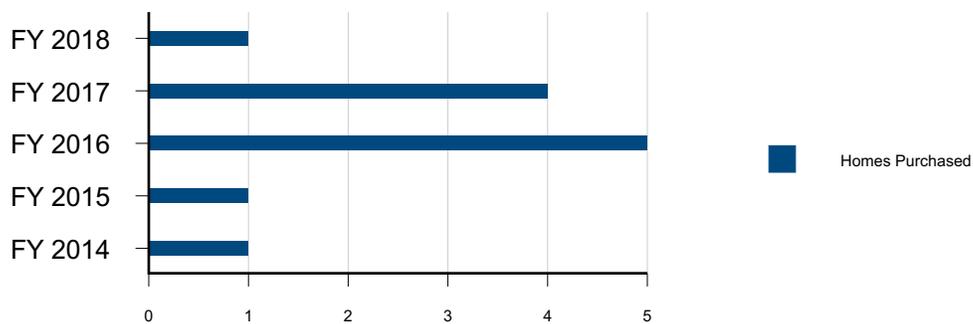
## VOUCHER PARTICIPANT HOUSEHOLDS



### 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. Elderly/disabled families are exempt from the maximum term.

### Voucher Participants Moving to Homeownership



# HOUSING AND COMMUNITY DEVELOPMENT

## 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

- A participant purchased a home in FY 2018 and there are 12 participants currently utilizing the HCV Homeownership option.
- Compliance with the HUD Voluntary Compliance Agreement based on bi-annual reporting which is addressing the disproportionate housing needs in the community.
- Utilized an online waiting list application for Housing Choice Voucher program, Project Based Voucher program and Moderate Rehabilitation program.

## 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.**

- 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.

# HOUSING AND COMMUNITY DEVELOPMENT

**Outcome #2: 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
  - 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

**Continuum of Care Homeless Assistance**

In FY 2018, \$78,691 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 \$54,924 or 70% of the total grant dollars. A total of 15 households consisting of 16 adults and 9 children were assisted.

Community Partners include:

Crescent Community Health Center	Hillcrest Mental Health	Iowa Workforce	Substance Abuse Services Center
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# HOUSING AND COMMUNITY DEVELOPMENT

## Gaining Opportunities

### Overview

Gaining Opportunities is a new program that focuses on community development and family self-sufficiency. The core curriculum is based on the goals of self-sufficiency which are; Meaningful Employment, Education/Training for the Workplace, Financial Stability, Accessibility to Essential Needs, Social Capital and the Ability to Navigate Systems.

Gaining Opportunities (Circles Initiative) Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$162,895	\$173,260	\$176,743
Resources	\$5,014	\$39,500	\$39,500

Circles Initiative Position Summary	
	FY 2020
Assisted Housing Specialist	1.00
Family Self-Sufficiency Coordinator	1.00
Circles Coordinator	0.00
Circles Coach	0.00
<b>Total Full-Time Equivalent Employee's</b>	<b>2.00</b>

**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

### Getting Ahead

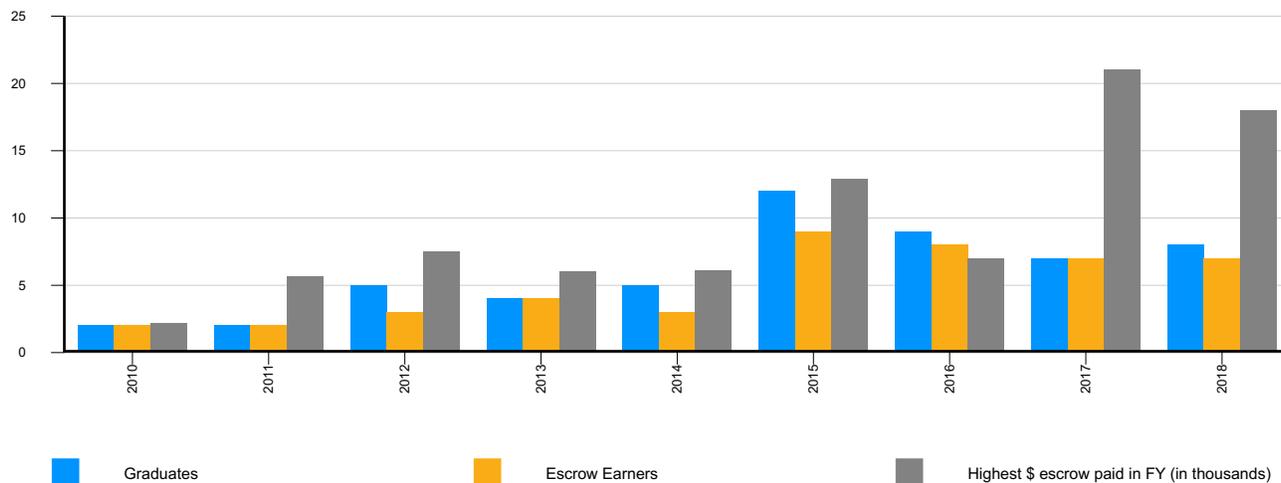
*Getting Ahead* will be provided for Gaining Opportunities participants. This 15 week, research-based personal development curriculum guides participants in creating the path to a stable, secure future. Participants examine their own experience of poverty, assess their financial, emotional, social, and 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.

## Highlights of the Past Year

### Family Self-Sufficiency (FSS)

- Eight people graduated from FSS in FY 2018, bringing our graduate total to 117.
- Those FSS Graduates earned a total of \$67,298 in escrow. The highest escrow earning payment was \$17,972.
- As of June 30, 2018, Fifty nine percent (59%) of the households have an established escrow account totaling \$120,917.

# HOUSING AND COMMUNITY DEVELOPMENT



## Future Initiatives

- 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 on the job training.
- Continue collaboration with Dupaco Community Credit Union to ensure the success of the Money Match program for Participants.
- Build more partnerships with the community to ensure participants have continued supports and resources.

## Performance Measures

### Gaining Opportunities - Activity Statement

To improve the lives of people living in a community with opportunities to succeed and contribute.



### Goal: Great Place to Live



### Outcome #1: 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.

*A total of 33 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 using HCV funds.*

In FY 2018, 101 households participated in the FSS program. As of June 30, 2018, the average annual earned income at the start of FSS was \$962 and the average earned annual income at FSS graduation is \$27,039.

# HOUSING AND COMMUNITY DEVELOPMENT



## Goal: Robust Local Economy



### **Outcome #2: Educate and empower community members to be financially responsible and to build wealth & equity**

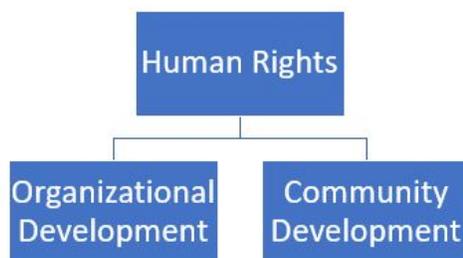
- Provide workshops on income tax savings and create plans with individuals to help them save more money from their tax returns.
- Continue to offer the Dupaco Money Match program and encourage participants to save for wealth building assets.
- Continue to provide asset building workshops
  - Developed 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.

### **Outcome #3: Bridge gaps and build skills so community members can succeed in their education and employment goals.**

- Recruit community members into the Getting Ahead in the Workplace class, who can benefit from soft skill and leadership development.
- Support and evaluate participant success in achieving goals
  - Participants choose one or more tracks: Accessibility to Essential Needs, Education, Employment, Financial Stability, Navigating Systems and Social Capital.

# HUMAN RIGHTS DEPARTMENT

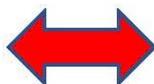
**Department Goal:** partnering to advance equity in opportunities to be engaged in the community, to access City and community services, and to meet basic needs. In all efforts, compliance with current civil rights laws is considered the bare minimum required, not the end goal.



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

### PEOPLE

We **engage** traditionally marginalized communities to strengthen relationships, expand participation, and advance equity in City services.



### PLANNING

We **facilitate and consult** on Department and partner efforts to develop and implement equity plans.



INCLUSIVE  
INCLUSIVE  
INCLUSIVE  
dubuque

Connecting People • Strengthening Community



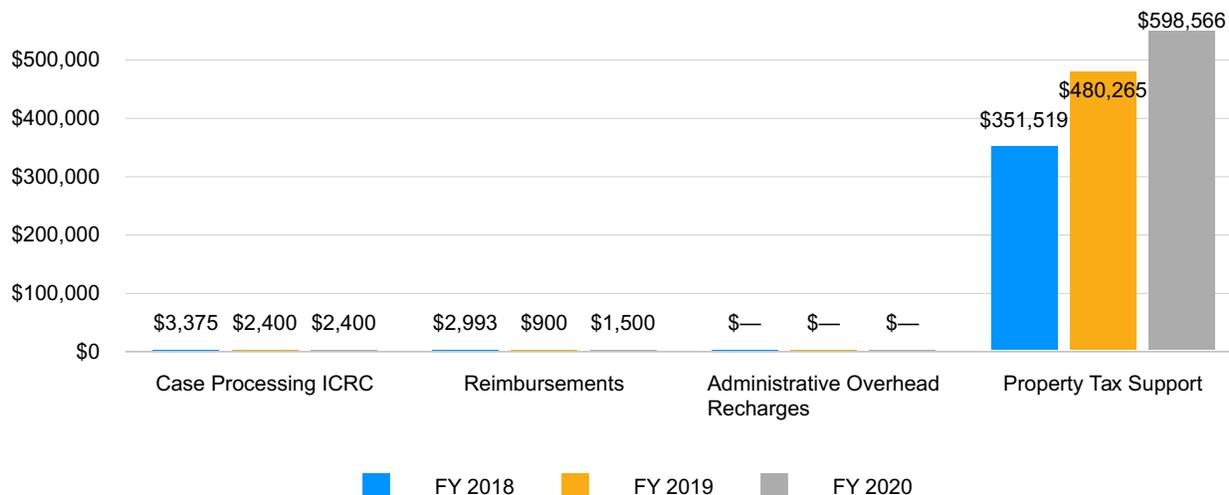
### PARTNERSHIPS

We **educate** individuals and **facilitate and consult** on cross-sector efforts to collectively advance equity.

# HUMAN RIGHTS DEPARTMENT

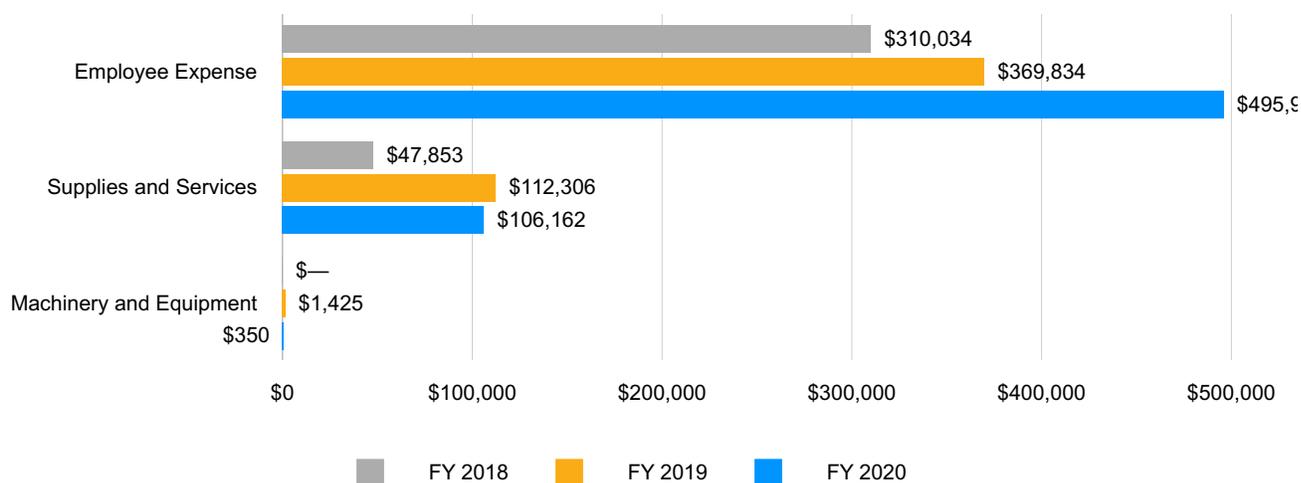
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	5.00	5.00	5.00

## Resources and Property Tax Support



The Human Rights Department is supported by 5.00 full-time equivalent employees, which accounts for 82.32% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 24.59% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# HUMAN RIGHTS DEPARTMENT

## Organizational Development

### Overview

We partner with other City Departments to advance equity understanding and actions amongst our employees, through our service delivery and community engagement efforts, and with our contracted services partners.

Organization Development Funding Summary			
	FY18 Budget	FY19 Budget	FY 2019 Requested
<b>Expenditures</b>	\$8,154	\$45,129	\$96,496
<b>Resources</b>	\$0	\$0	\$0

Organization Development Position Summary	
	FY 2020
Training & Workforce Dev. Coordinator	0.75
Community Engagement Coordinator	0.50
Director	0.50
Intake Specialist	0.50
Equity Outreach Coordinator	0.50
<b>Total FT Equivalent Employees</b>	<b>2.75</b>

### Highlights of the Past Year

- Facilitated Equity Teams to:
  - Finalize equity goals, objectives, and guiding principles for the institution
  - Work with six departments to complete initial departmental equity plans and conducted self-assessments with three additional departments to begin their plans
  - Pilot a reporting tool with partners who, collectively, are receiving 2.7 million in FY19 contracted and purchased services funding
  - Improve score on the Municipal Equality Index
  - Engage Government Alliance on Race & Equity to present at the Growing Sustainable Communities Conference
- Facilitated connection between the Transportation Department and the Pacific Island Health Project to obtain a grant to provide transportation to doctor appointments.

# HUMAN RIGHTS DEPARTMENT

## Internal Partnerships



The Human Rights Department supports other departments in their efforts to recruit and retain a high quality, diverse workforce; to deliver City services in ways that advance equity; and to engage the community in decision making so that services are responsive to community needs.

**Green** represents a department that has developed an equity plan, **yellow** represents a department working on a plan, and **blue** represents departments that are beginning a self-assessment.

### Future Initiatives

- Facilitate self-assessments with three additional departments.
- Facilitate plan development with three departments.
- Consult on final plans for three departments.
- Consult on progress on plans with three departments.
- Hire and orient Strategic Workforce Equity Coordinator and Community Engagement Coordinator.
- Customize ICC and equity skill development to employee job responsibilities.

# HUMAN RIGHTS DEPARTMENT

## Performance Measures

### Organizational Development - Activity Statement

Partner with other City Departments to advance equity amongst our employees, through our service delivery and community engagement efforts, and with our contracted services partners.

### Goal: Financially Responsible, High Performance Organization

#### **Outcome #1: Provide City services responsive to the public and easy access to City information and services for all**

*Service:* Facilitate Equity Teams, consult on department equity plans, and develop organizational framework for collectively advancing equity.

Human Rights staff facilitate six cross-departmental teams and consult with departments on equity plans around the following goals:

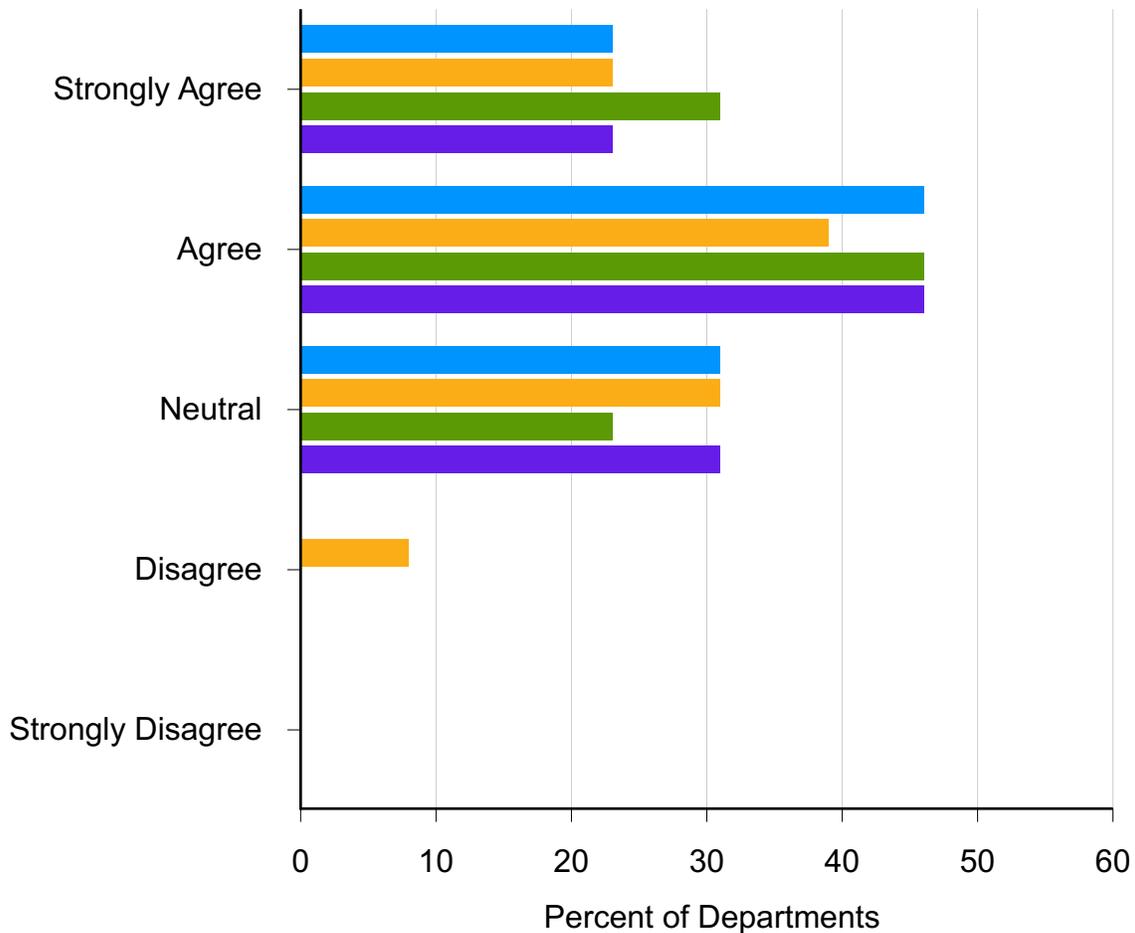


- Goal 1:** Advancing equity through workforce recruitment and retention
- Goal 2:** Advancing equity through grant, contract, and purchased services
- Goal 3:** Advancing equity through service delivery and community engagement
- Goal 4:** Advancing equity through collective impact partnerships

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.

# HUMAN RIGHTS DEPARTMENT

## Effectiveness of Facilitation and Consultation Across Departments Served



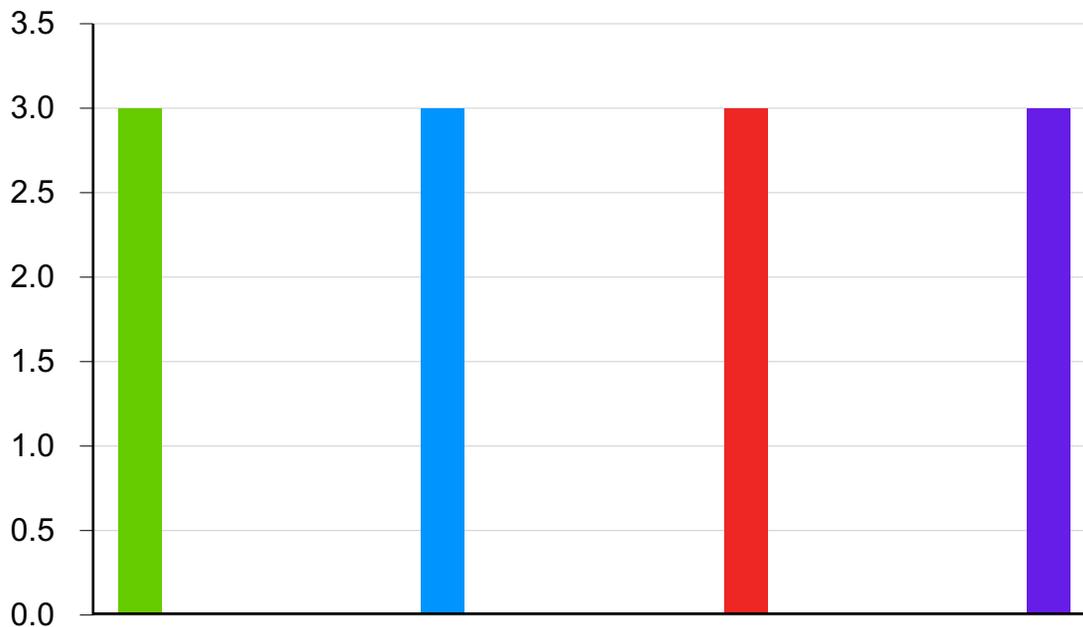
- Helped my department more effectively engage the public in equitable and inclusive ways
- Helped my department understand how to use an equity tool to analyze and improve programs and practices
- Helped my department make program adjustments designed to improve equitable access and use of our programs
- Helped my department improve equity and inclusion in our workforce

# HUMAN RIGHTS DEPARTMENT

*Program:* Educate staff on developing intercultural skills and applying equity tools

This year, 37 staff attended 10.5 hours of Intercultural Foundations Workshops offered by the Intercultural Facilitators, bringing the total number of staff who have completed a minimum of 10.5 hours of workshops to 856.

## ICC Staff Evaluations - 4 point scale



- Helped understand factors influencing equity
- Helped understand intercultural and equity basics
- Helped find ways to identify and address inequities in my institutions
- Take away new approach for future use

*"One thing I will do differently is to examine group interactions more closely."  
Participant in ICC Foundations workshop*

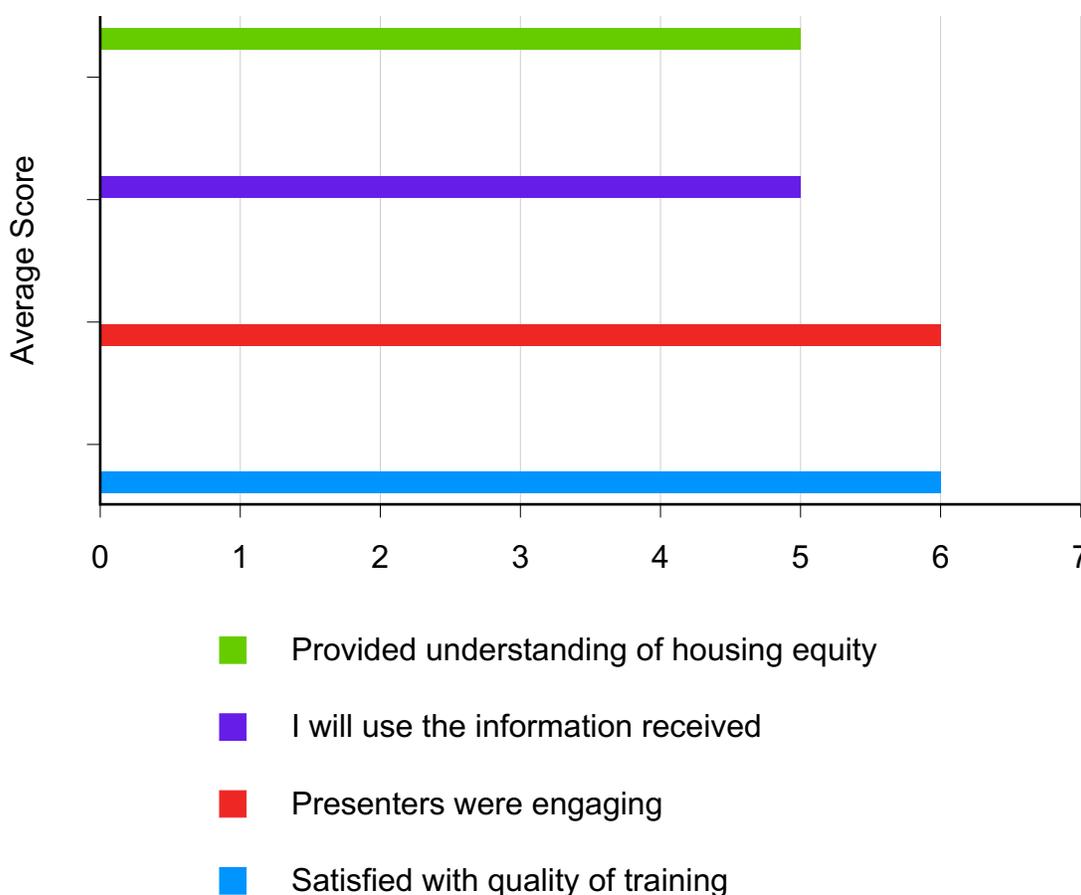
*"One thing I will do differently is to think and look at situations from different perspectives."  
Participant in ICC Foundations workshop*

# HUMAN RIGHTS DEPARTMENT

In addition, Human Rights staff respond to department requests for consultation on specific projects. This year, the Human Rights Department facilitated a workshop for summer staff with Leisure Services and provided staff professional development for the Multicultural Family Center.

Human Rights also conducted training for 205 City staff members designed to identify "right sized problems" that departments can impact in order to contribute towards implementation of the Fair Housing Action Plan.

## Fair Housing Evaluations - 7 point scale



*"The most helpful part of today's session was tying the equity piece into my day-to-day work." Participant in Fair Housing Workshop*

*"The most helpful part of today's session was that you have to think/work through issues with multiple perspectives." Participant in Fair Housing Workshop*

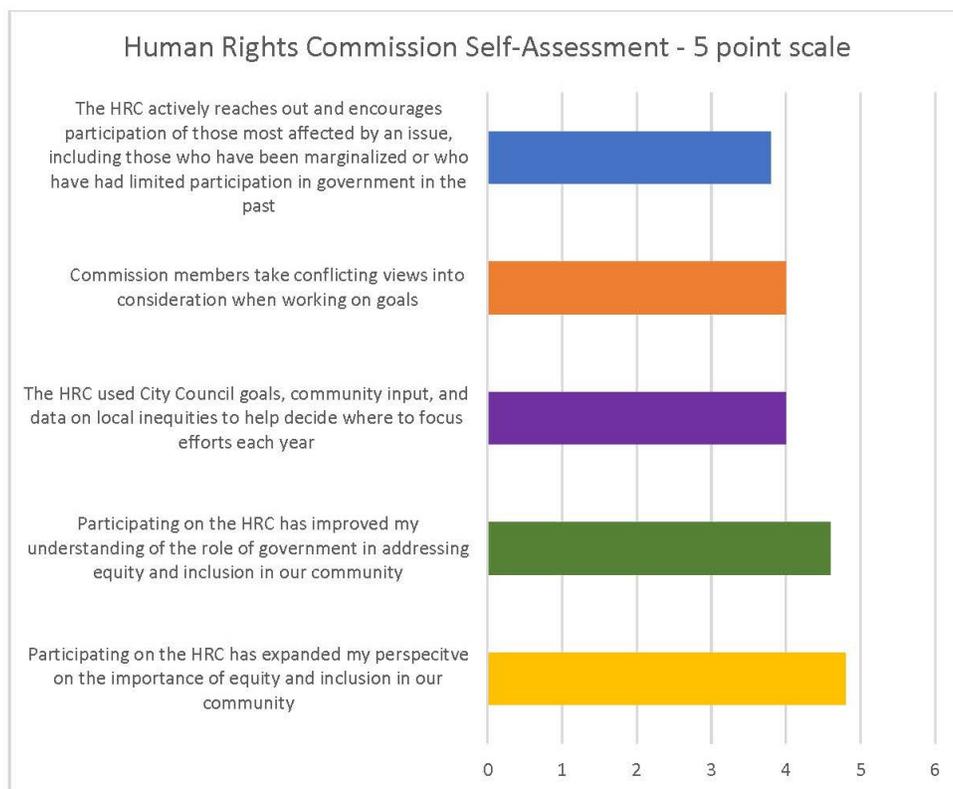
# HUMAN RIGHTS DEPARTMENT

*Service:* Facilitate equitable service delivery and community engagement with government

One key way the public participates in governance is through serving on boards and commissions that are advisory to the City Council. This year, Human Rights facilitated the City Clerk's efforts to establish a demographic trendline for board and commission participation. Human Rights also facilitated connections with the Arts Coordinator to engage Marshall Island community members in Art on the River.

Staff facilitated the Human Rights Commission in carrying out their role by providing orientation for new commissioners, co-facilitating development of goals and strategies, providing information related to their goals, and providing technical assistance with respect to their goals, events, and responses to community incidents.

This year, the Commission advocated for a strong school district focus on equity, responded strongly to hate incidents, and urged that equity considerations remain central to Council goals.



*"I think we could improve on sharing what we've learned and looking closely at the City Council goals and engaging them."*

*"I feel the commission could put a bit more effort toward engaging with those most affected by an issue."*

# HUMAN RIGHTS DEPARTMENT

## Goal: Robust Local Economy

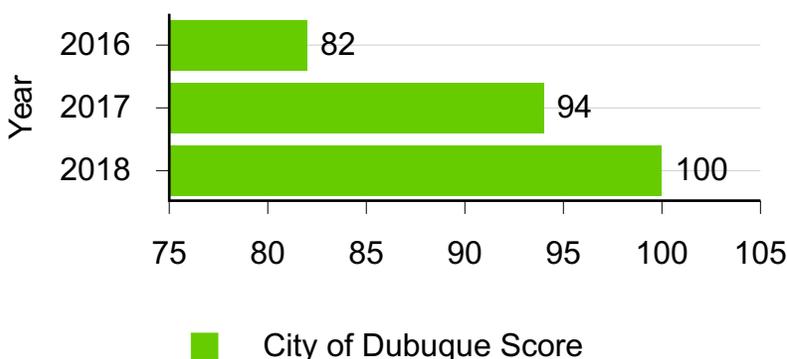
### **Outcome #1: Embrace diverse populations that support a diverse multicultural workforce with equitable opportunities**

Service: Facilitate development of equitable City workforce policies and practices

In FY18 the Human Rights Department:

- consulted on hiring practices and participated in interview processes with several departments, including Police, Leisure Services, the Water & Resource Recovery Center, and the City Manager's Office;
- consulted with departments working to develop a shared understanding amongst staff on the importance of equity and inclusion in their day to day work by discussing equity as part of regular staff meetings;
- consulted with Public Works on developing an apprenticeship program focused on expanding the diversity of the field; and
- facilitated efforts to improve the City of Dubuque's ranking on The Municipal Equality Index (MEI). Specific successes included providing trans-inclusive health benefits for staff, offering domestic partner benefits to same-sex partners, including protections based on gender identity in City contract provisions, and establishing official LGBTQ liaisons to the City Manager,

### City of Dubuque MEI Ranking



*The MEI is a ranking of municipalities across the country based on the inclusiveness of their laws, policies, and services for lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ) residents. It is issued annually by the Human Rights Campaign in partnership with the Equality Federation Institute.*

# HUMAN RIGHTS DEPARTMENT

## Community Development

### Overview

Community Development involves partnering with various groups and organizations within the community to address inequities in economic opportunity, health, housing, education, transportation, and safety.

Community Development Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
<b>Expenditures</b>	\$ 348,436	\$ 428,436	\$ 495,970
<b>Resources</b>	\$ 6,368	\$ 3,300	\$ 3,900

Community Development Position Summary	
	FY 2020
Equity Outreach Coordinator	.50
Community Engagement Coordinator	.50
Director	.50
Intake Specialist	.50
Training & Workforce Dev. Coordinator	.25
<b>Total FT Equivalent Employee's</b>	<b>2.25</b>

### Highlights of the Past Year

- Collaborated with the Inclusive Dubuque Network to design and facilitate Best Practices in Diversity, Equity and Inclusion
- Collaborated with the My Brother's Keeper Network to advance equitable participation in the Dubuque Community School District summer academy
- Supported the NAACP and Legal Aid in the second employment barriers clinic
- Facilitated and consulted on data analysis with the Coaches Partnership Empowerment Network (PEN) to improve equity in service delivery by identifying patterns of common barriers and collaborating to address them
- Consulted with Greater Dubuque Development Corporation on equity resources for businesses
- Collaborated with the Pacific Islander Health Project, the Immigration Think Tank, Crossing Borders
- Consulted with Washington Neighborhood community engagement leaders on effective engagement practices
- Consulted with Clarke University on their equity initiatives and provided co-facilitation with their trainers.
- Joined the DCSD equity committed and consulted on equity initiatives, including co-facilitating with trainers at Roosevelt Middle School.

# HUMAN RIGHTS DEPARTMENT

## External Partnerships



The Human Rights Department networks with organizations and communities to strengthen intercultural relations in Dubuque and to identify and address barriers to equitable access and participation.

**Orange** represents a community/organization staff keep informed about the department's work; **yellow** represents a community/organization staff involved in decisionmaking; **purple** represents a community/organization staff provided consultation to on equity plans; **blue** represents individuals/groups staff collaborated with on equity efforts; and **green** represents a community/organization staff empowered to carry out a program with a City department.

### Future Initiatives

- Facilitate Best Practices workshops and consult on Business Cohort and Network Impact Council
- Collaborate with Loras Civil Action Team on developing a Cultural Snapshot of the Latinx communities and the LGBTQ communities in Dubuque
- Consult with partners to identify equity and inclusion projects and goals

# HUMAN RIGHTS DEPARTMENT

## Performance Measures

### Community Development - Activity Statement

Engage residents and organizations as partners in advancing equity in economic opportunity, housing, education, health, transportation, and safety.

### Goal: Partnering for a Better Dubuque

#### Outcome #1: Engage contracted and purchased service partners in advancing Council goals and community betterment.

*Service:* Facilitate Cash Out Equity Team, and consult with grant and contract partners to advance equity within individual programs/institutions, as well as across institutions through collective impact partnerships.

#### ADVANCING EQUITY IN EDUCATION

##### Campaign for Grade Level Reading\*

- 547 first and second grade students qualified for summer reading support and 221 attended a summer program through the Dubuque Community School District, Dubuque Dream Center or St. Mark Youth Enrichment.
- Two neighborhood moms co-led parent engagement sessions with staff from the Community Foundation of Greater Dubuque to encourage summer reading. Twenty-three families attended 95% of the sessions, developing relationships, learning about the importance of grade level reading, and creating summer reading charts for use at home.



##### Re-Engage Dubuque - 2017-18 School Year\*

- 157 of 185 students were re-engaged to work towards their High School Diploma or High School Equivalent Diploma (HSED)
- 29 re-engaged students graduated high school and 11 obtained their HSED
- 86 students remain continue to actively work towards graduation and 31 continue to work towards their HSED

\* Data disaggregated by race and gender is not available due to having fewer than 10 students in these discreet categories.

# HUMAN RIGHTS DEPARTMENT

## ADVANCING EQUITY IN EMPLOYMENT

### *Opportunity Dubuque - FY18*

- 96% of those who have completed an Opportunity Dubuque certificate program since 2012 are employed or continuing their education
- Of those employed or continuing their education for whom we have race or ethnicity information, 32% are racial and ethnic minorities.

### *Workforce Innovation & Opportunity Act Programs*

- 78.8% entered employment by second quarter after exit with median earnings of \$6,669 during the quarter
- 74.8% were retained by fourth quarter
- Persons served: 2,301 male; 1,511 female; 2,893 white; 536 African-American; 132 Hispanic; 32 Asian; 395 with disabilities; 246 veterans.

## ADVANCING EQUITY IN HEALTH

### *Dubuque Pacific Islander Health Project:*

- increased enrollment of Pacific Islanders in prevention programs and treatment;
- increased primary care relationships;
- decreased ER visits by 38%;
- decreased missed appointments by 60%.

### *Double Up Food Bucks:*

- token distribution up 47%, allowing individuals receiving food benefits to access fresh, healthy food at the Farmer's Market

### *DuRide:*

- provided more than 12,000 rides for seniors for medical appointments, nursing home visits, social excursions, shopping, and church services.

## ADVANCING EQUITY IN ARTS AND CULTURE

### *Arts Grants:*

- co-facilitated the grant orientation workshop for grant applicants on equity & inclusion expectations

# HUMAN RIGHTS DEPARTMENT

*Program:* Equity and Intercultural Workshops for partners

This year the Human Rights Department offered a 32-hour workshop entitled Developing an Equity Framework via Intercultural Methods. 29 people participated in the workshop, including participants from departments creating equity plans and organizations who receive City funding.

Participants indicated they will do the following differently as a result of the workshop:

- Use the 7-S while working through a SMART goal
- Be slower to assume and quicker to ask questions
- Speak up and be a voice for change
- Remember that everyone has a story

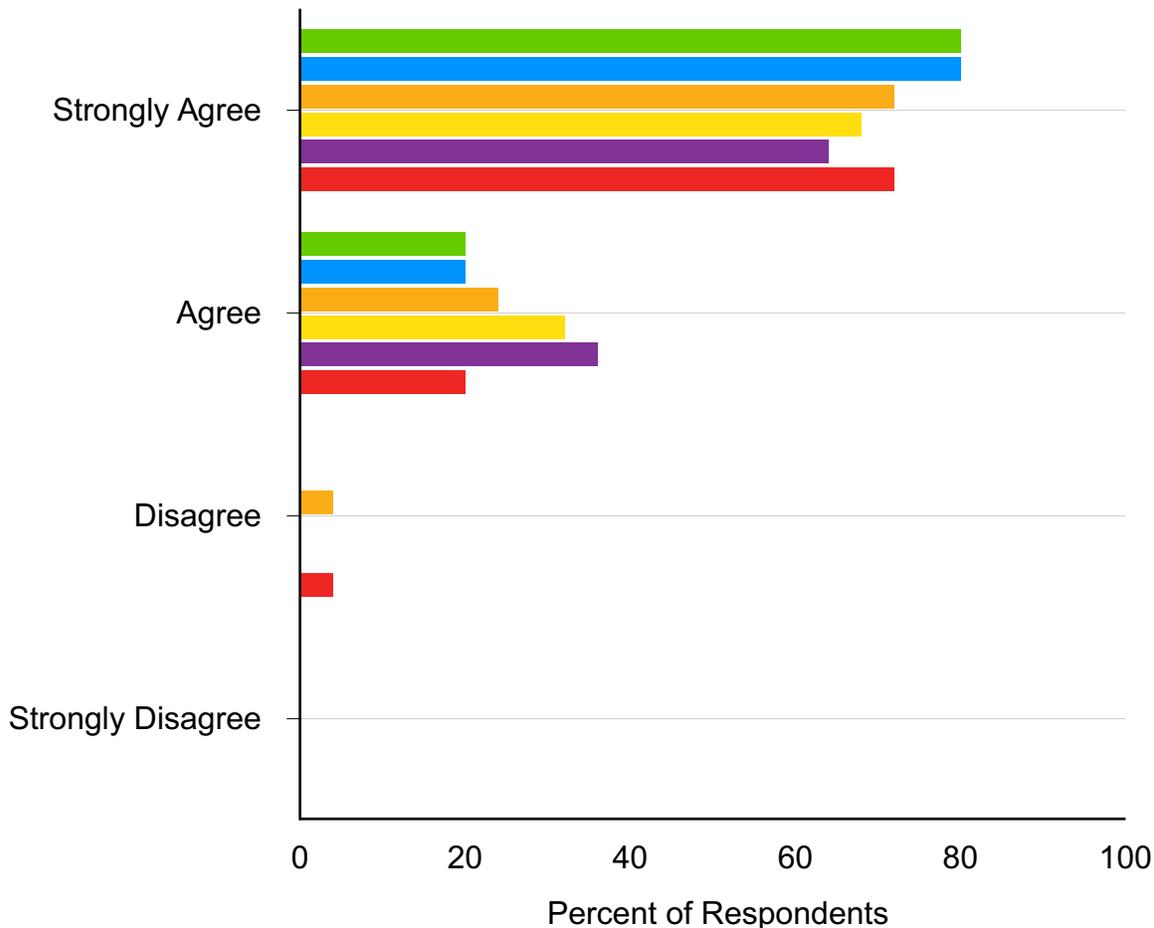
**Total participants in all workshops since 2009: 567.**

Human Rights also offers follow-up consultation to graduates from our workshops.



# HUMAN RIGHTS DEPARTMENT

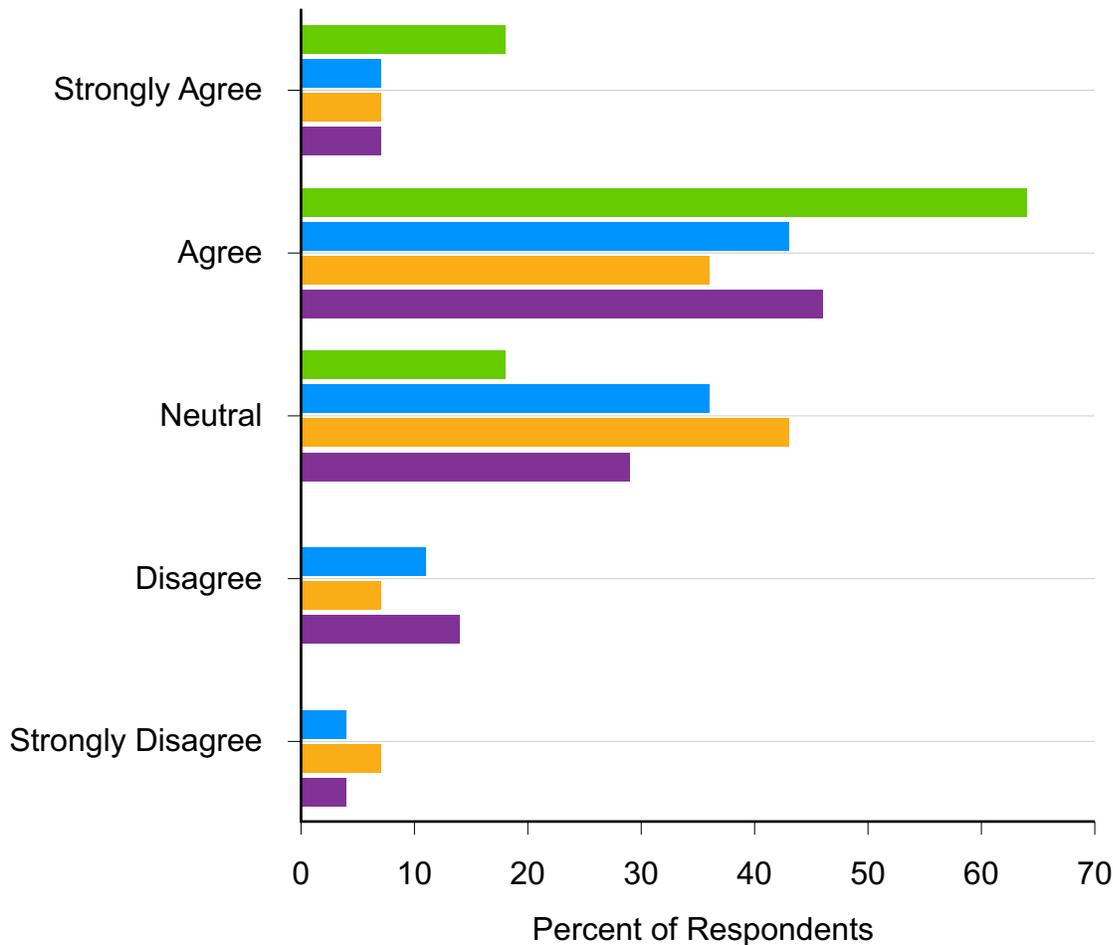
## Developing an Equity Framework Post Survey Results



- Improved my understanding of individual factors influencing equity
- Improved my understanding of institutional factors influencing equity
- Improved my understanding of systemic factors influencing equity
- Helped me understand the influence of implicit bias on perception
- Helped me practice ways to identify and begin to address inequities in my institution
- Taking away new approaches I will use in the future

# HUMAN RIGHTS DEPARTMENT

## Implementation Efforts by Workshop Graduates



- My organization has made program improvements designed to improve equitable access and use of our programs
- My organization solicits feedback from communities most affected by inequities
- My organization tracks the number of staff hired and retained who reflect communities most affected by inequities
- My organization uses an equity tool to analyze and improve programs or practices

# HUMAN RIGHTS DEPARTMENT

**Outcome #2:** Have non-profit institutions, private businesses, and educational institutions contributing toward implementation of the Imagine Dubuque plan.

*Service:* Facilitate My Brother's Keeper, 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:

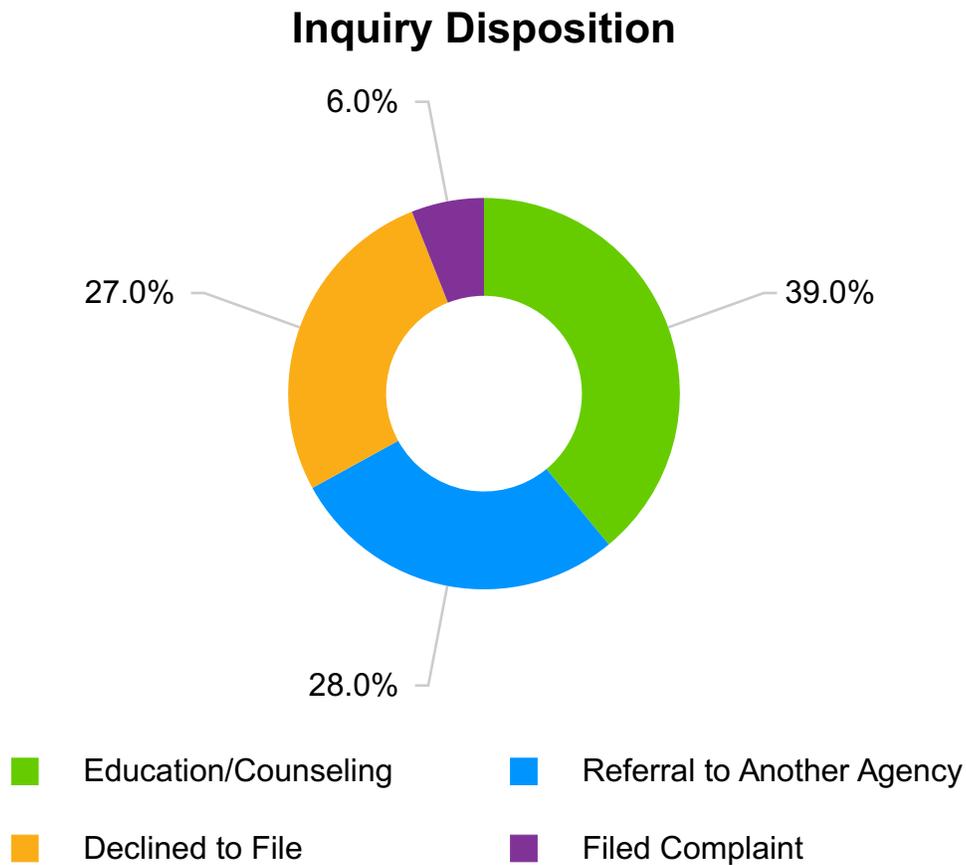
- 160 students participated in summer programming and 88% maintained or increased literacy skills
- Mentors and tutors donated time valued at over \$5,000
- 377 students completed out-of-school-time academic programs with network partners during the school year and 191 maintained or increased literacy skills

# HUMAN RIGHTS DEPARTMENT

*Service:* Information and referral

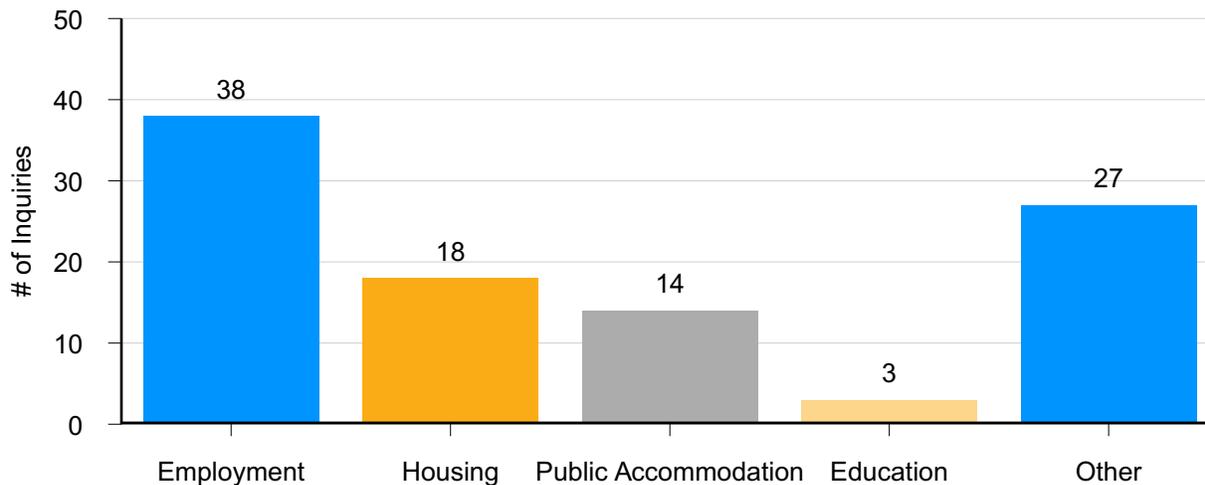
In FY18, 209 people contacted the Human Rights Department with specific questions about discrimination complaints or questions about meeting basic needs.

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.

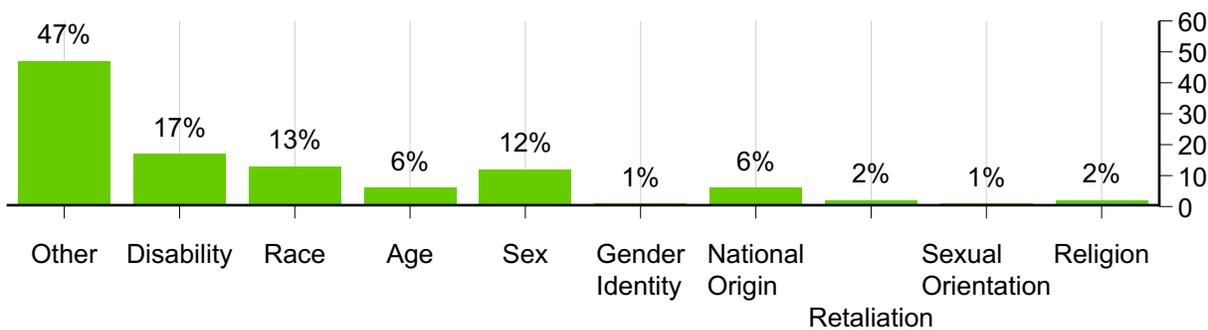


# HUMAN RIGHTS DEPARTMENT

## 2018 Inquiries by Area



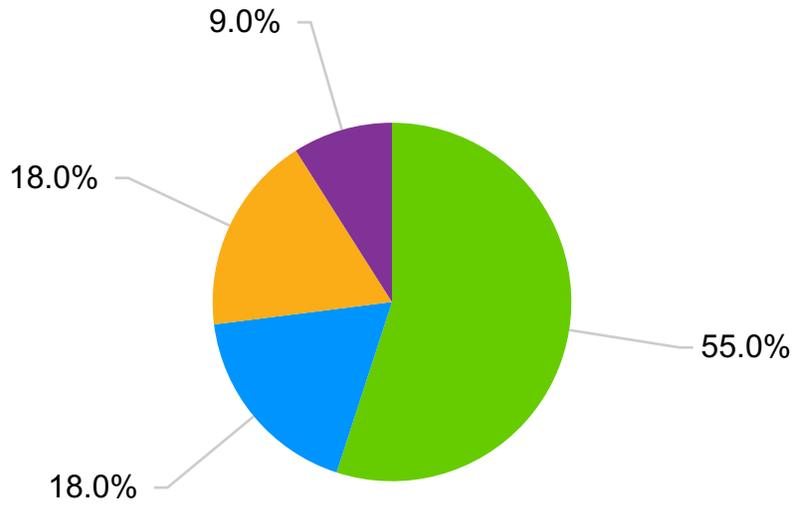
## 2018 Inquiries by Basis



12 contacts resulted in the filing of formal discrimination complaints for investigation by the Legal Department. During FY18, the Legal Department closed 11 cases.

# HUMAN RIGHTS DEPARTMENT

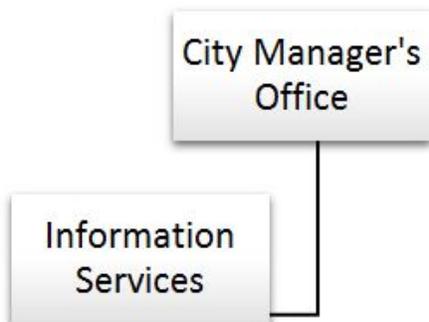
## Disposition of Closed Cases



- Administrative Closure
- No Probable Cause
- Referred to Iowa Civil Rights Commission
- Successful Mediation

# 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.



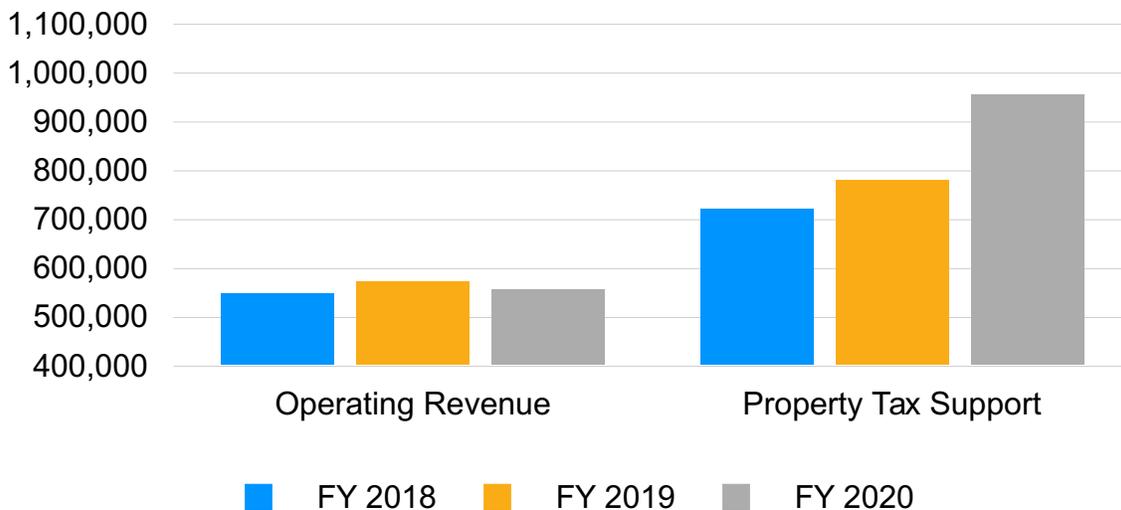
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# INFORMATION SERVICES

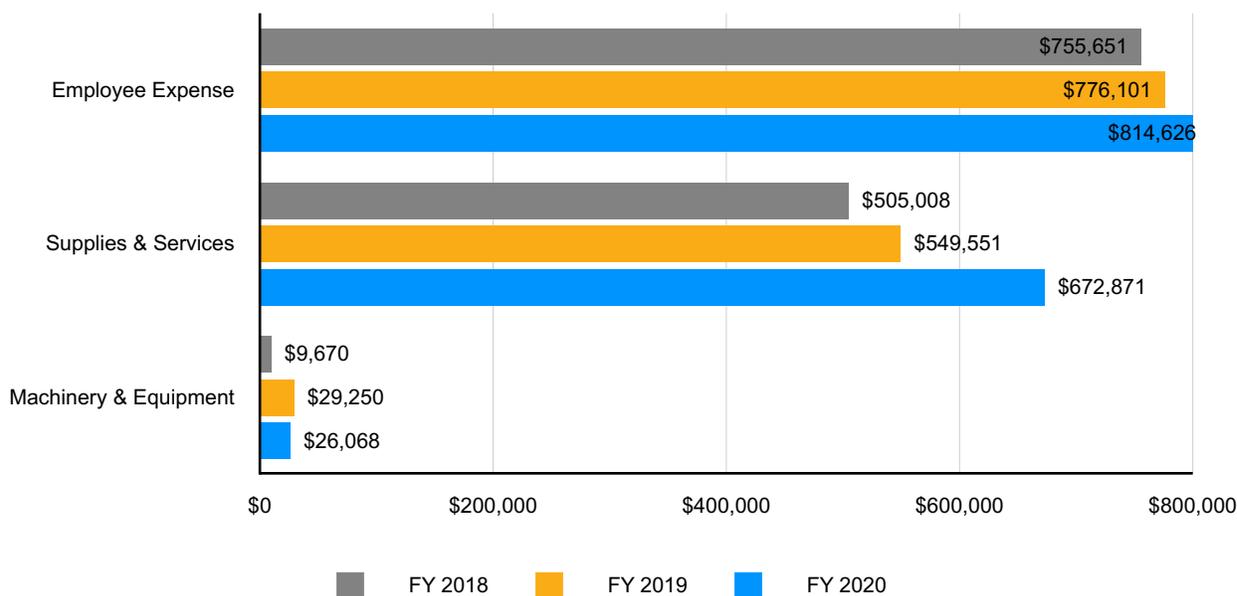
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	9.00	9.00	9.00

Resource and Property Tax Support



Information Services is supported by 9 full-time equivalent employees, which accounts for 53.82% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 11.71% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# 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.

Position Summary	
	FY 2020
Information Services Manager	1.00
Senior Network System Administrator	1.00
Lead Application/Network Specialist	3.00
Information Technology Specialist	1.00
User Technical Support	1.00
Help Desk Technical Support	1.00
Information Services Intern	1.00
<b>Total FT Equivalent Employees</b>	<b>9.00</b>

## 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 3<sup>rd</sup> 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

### Information Service – Activity Statement

Provide efficient, effective and functional use of resources to create a resilient and sustainable information technology deployment for the City of Dubuque.



### 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 resident 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

# INFORMATION SERVICES

## **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 resident 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**

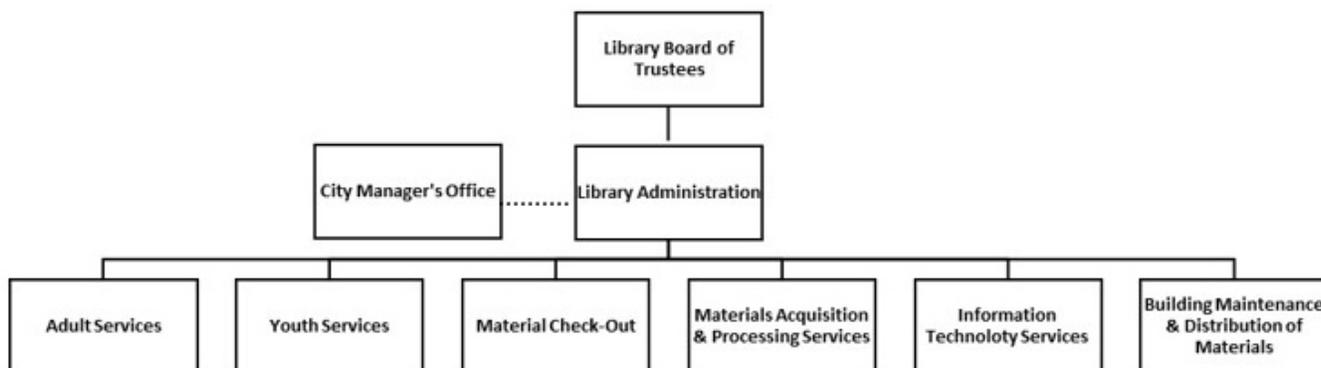
**KPI:** 0% successful compromise or intrusion

- 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.

# CARNEGIE-STOUT PUBLIC LIBRARY

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

### 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.

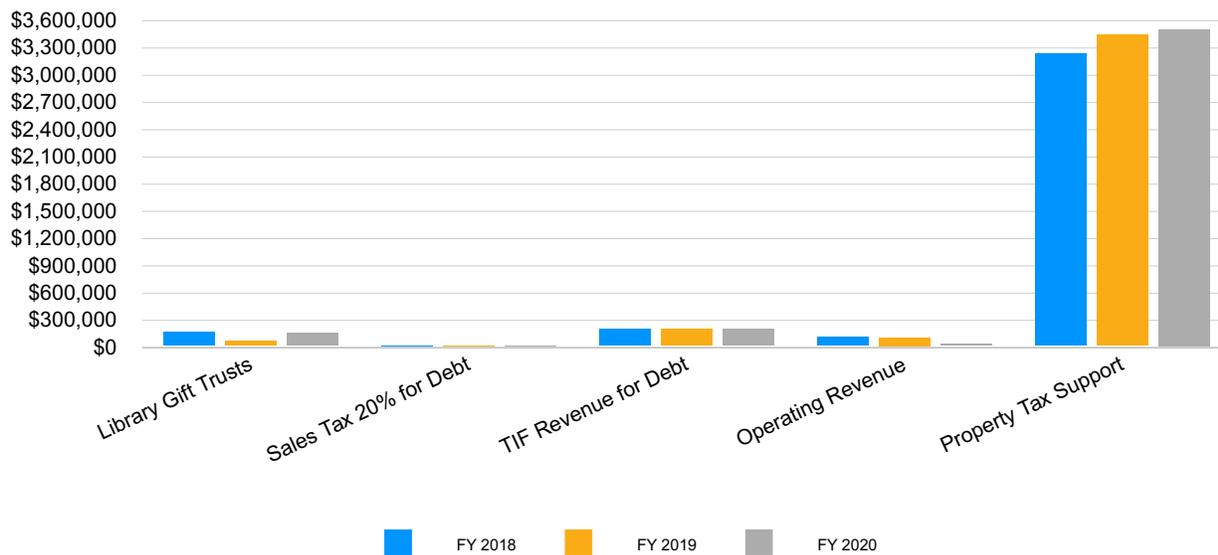
### PLANNING

The Library is implementing a five-year strategic plan, which focuses on outreach and youth literacy.

# CARNEGIE-STOUT PUBLIC LIBRARY

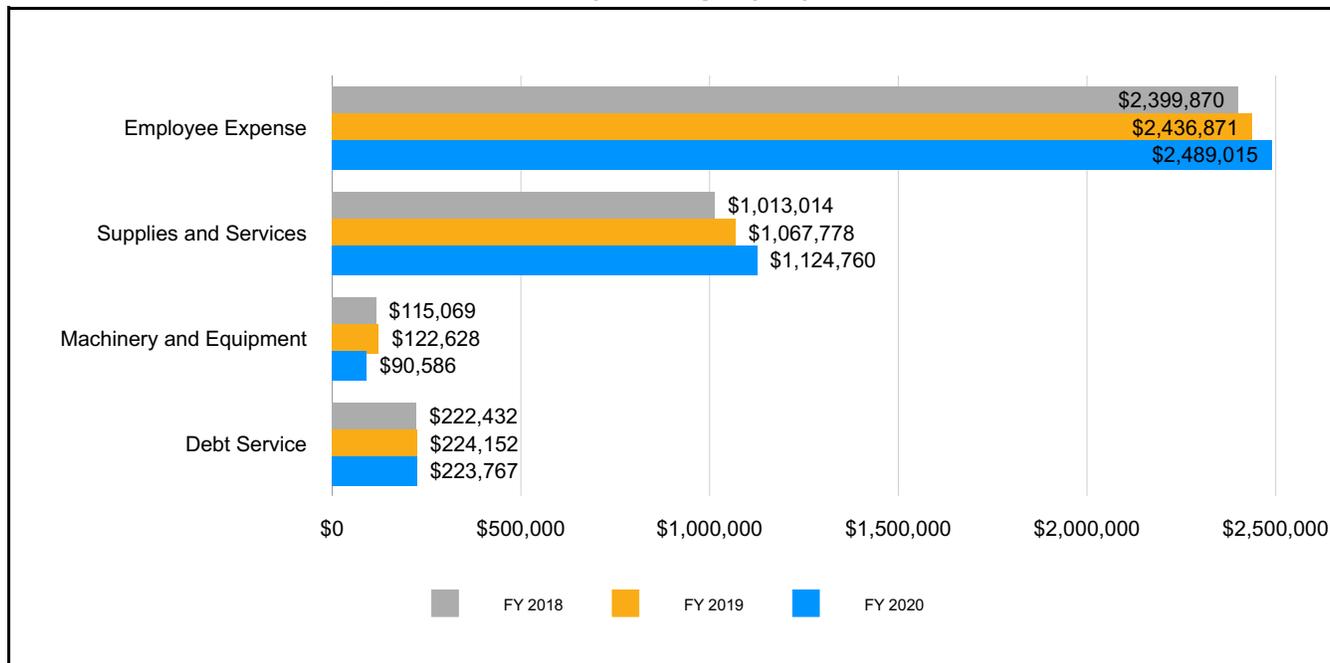
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	34.14	34.14	34.14

## Revenue and Property Tax Support



The Carnegie-Stout Public Library is supported by 34.14 full-time equivalent employees, which accounts for 63.36% of the department expense as seen below. Overall, the department expenses are expected to increase by 1.99% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# CARNEGIE-STOUT PUBLIC LIBRARY

## Adult Services

### Overview

Provides and promotes Library services and collections for adult residents of Dubuque for the purpose of supplying information, encouraging recreational reading, listening and viewing, and enhancing intellectual development.

Adult Services Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,320,079	\$1,370,389	\$1,420,695
Resources	\$12,219	\$3,100	\$9,354

Adult Services Position Summary	
	FY 2020
Librarian I - FT	4.00
Librarian I - PT	0.07
Library Director	1.00
Librarian II	1.00
Library Aide - FT	1.00
Library Aide - PT	1.00
Confidential Account Clerk	0.63
<b>Total FT Equivalent Employees</b>	<b>8.07</b>

## Highlights of the Past Year

- The selection and utilization of the adult digital materials increased significantly over the previous fiscal year. Check out of e-Books and e-Audio increased 18%.
- Innovative programs were developed to complement existing, successful programs. New library outreach programs included the roll out of the new mobile bike library and the circulating Kindle program performing outreach to teach residents to use Kindles for reading. Other innovative programming included the beginners guide to mountain biking, small business development workshops, local history and genealogy programs tailored to Dubuquers, improvisational acting, and assorted arts and crafts programs for adult patrons.

## Future Initiatives

- Introduce mobile hotspots to provide at home access for patrons. New hotspots coupled with Kindles will be enable patrons to look for jobs, do school work, read, explore the Internet, and many other activities.
- Introduce additional video streaming options for patrons.
- Strengthen and grow community partnerships to find and meet the diverse needs of residents.
- Continue to create new programs to reach all segments of the community both at the library and off-site to meet patrons where they gather.

# CARNEGIE-STOUT PUBLIC LIBRARY

## Performance Measures

### Adult Services - Activity Statement

The Library Adult Services Activity provides and promotes library services and collections for adult residents of Dubuque for the purpose of supplying information, encouraging recreational reading, listening and viewing, and enhancing intellectual development.

## Goal: Social/Cultural Vibrancy

### **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 18%.
- The collection of e-Books now numbers 12,520 titles.
- Introduced a circulating board game collection and circulating baking pans.
- 

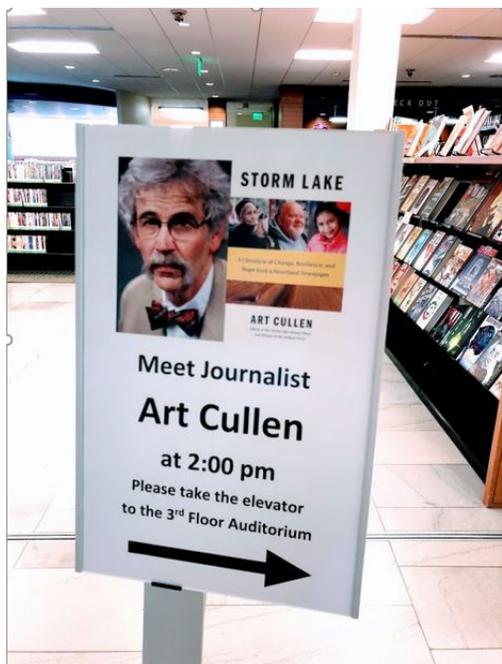
### **Respond to questions in person, by telephone, text, e-mail, chat, and through social media.**

- Librarians responded to 44,286 questions last year; 45% 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 6%
- Last year the library offered programs in partnership with other organizations including the American Trust & Savings Bank, the City of Dubuque Police Department, the Dubuque Community School District, the Dubuque County Extension Master Gardeners Program, the Dubuque County Fair, the Dubuque Grand Opera House, the Dubuque Museum of Art, the Dubuque Symphony Orchestra, the Dubuque TARDIS, Iowa State University Extension, Loras College, the Quilts of Valor Foundation, Reference USA, 7Hills Brewery, and Video Games Etc.

# CARNEGIE-STOUT PUBLIC LIBRARY



**Did you know** the Library hosted Pulitzer Prize winning author Art Cullen?



**Did you know** the Library held an Adult Spelling Bee at 7Hills Brewing Company? Winners of the adult spelling bee are shown above.



Library programs taught Dubuquers about Iowa natural history, how to create art, local culture, and everything in between -- from improvisational acting to learning how to maintain their mountain bikes.

# CARNEGIE-STOUT PUBLIC LIBRARY

**Outcome #3: Foster a personal connection between Dubuque residents and the Library.**

**Use the Internet and social media to increase awareness of library services.**

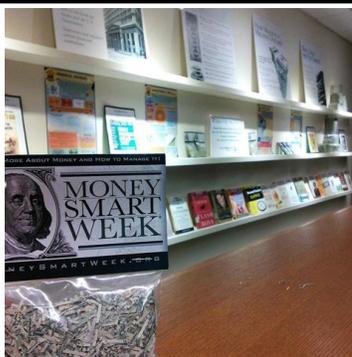
- In the past year, the library's online interactions with patrons increased 24% across social media and instant messaging platforms.
- The library kept Dubuque residents informed at the national and local government levels with outreach throughout the community including local schools, the Farmers' Market, festivals, the Dubuque County Fair, and more.



Dubuque Police Officers joined the Library's after-hours program Nerf!



Last winter, scarves were knitted in the Library's Maker Space and left at various locations downtown for passerby to take to keep warm.



Money Smart Week focuses on financial literacy. The Library participates for a week every April.



Quilts of valor recipients

# CARNEGIE-STOUT PUBLIC LIBRARY

## 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.

Youth Services Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$483,871	\$526,547	\$531,494
Resources	\$3,524	\$0	\$0

Youth Services Position Summary	
	FY 2019
Librarian II	1.00
Administrative Assistant	1.00
Library Assistant	0.00
Library Aide - FT	2.00
Library Aide - PT	0.69
Library Clerk	2.57
<b>Total FT Equivalent Employees</b>	<b>7.26</b>

### Highlights of the Past Year

- Added "Raising Readers" backpacks (themed contents include books, games, and activities for parents and children).
- Summer Reading Program was extended for children who completed it early with the "Bonus Log" program.
- Introduced a "kids only" library card.
- Offered a "Lunch and Learn" program in partnership with the Dubuque Community School District.
- Created "Play as Learning Early Literacy" cards for parents of young children.

### Future Initiatives

- Create a "Library Connections Bag" in partnership with the Teresa Shelter.
- Introduce a Storybook Walk in the community.

# CARNEGIE-STOUT PUBLIC LIBRARY

## 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.

- 4,532 titles were added to the Youth Services collection and 137,607 children's items were checked out last year.
- The check out of young adult material last year totaled 13,918. New titles added to this collection numbered 1,078.
- 31 Raising Readers Backpacks were introduced into the collection.
- Over 2,000 books were earned by youth through participation in the extended Summer Reading Program by using the "bonus log."

#### **Outcome #2: Establish partnerships with other agencies to bring library programs to under-served youth.**

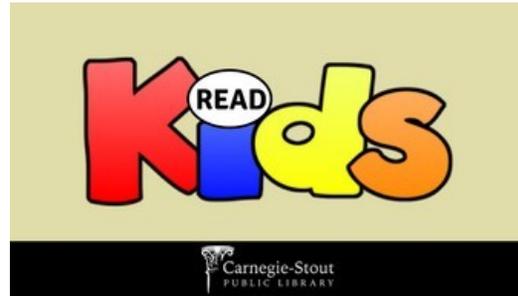
- Provided 158 programs to area child care centers in partnership with Americorps.
- Provided free field trips and programs for the Summer Academy, St. Mark Youth Enrichment, and area child care centers during the summer.
- Book club at the Boys & Girls Club, called "Becca's Book Adventures" was held monthly.
- Created and delivered 24 programs for LEAP (Leadership Enrichment After School Program) in partnership with the Dubuque Community School District.

**Did you know?** The Library now has Raising Readers Learning Backpacks available for checkout. Each backpack uses a thematic approach to incorporate learning and support social and emotional development. Activity guides provide easy-to-follow instructions and tips for parents to support their child's learning.



# CARNEGIE-STOUT PUBLIC LIBRARY

**Did you know?** Children can have their own library card that is specially designed just for them!



**Did you know?** Parent engagement is part of early literacy and school readiness. The Library has created "Play is Learning Early Literacy" cards with early literacy tips on one side and an activity for the child on the other.



**Did you know?** One of the Library's most popular programs is Lollipops & Music for our Preschoolers (L&MOP) sponsored by Northeast Iowa School of Music. It attracted 471 people for seven programs last year.

# CARNEGIE-STOUT PUBLIC LIBRARY

## 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.

# CARNEGIE-STOUT PUBLIC LIBRARY

Materials Check-Out Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$808,132	\$694,255	\$733,872
Resources	\$101,285	\$109,060	\$32,096

Materials Check-Out Position Summary	
	FY 2020
Circulation Manager	1.00
Library Lead Assistant	1.00
Custodian - FT	1.00
Custodian - PT	0.13
Clerical Assistant	0.25
Library Assistant	3.43
Library Clerk	1.00
<b>Total FT Equivalent Employees</b>	<b>7.81</b>

### Highlights of the Past Year

- Service to people who are homebound, either temporarily or longer term, was introduced. Homebound residents are visited by volunteers who leave materials and pick up returns.
- The bicycle library traveled nearly 400 miles around Dubuque during the summer months with Evan Meyer as the book peddler. Evan interacted with nearly 2,100 residents and checked out over 650 items.
- Off-site library card sign up events were held at the University of Dubuque, Eleanor Roosevelt Middle School, Audubon School, and Dubuque Senior High School. New library cards were also issued from the bicycle library.

### Future Initiatives

- Match donors with children's library accounts that have fees for lost books in order to restore library privileges to youth and increase accessibility to library resources.

# CARNEGIE-STOUT PUBLIC LIBRARY

## 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.**

- The collection was kept current by the addition of over 21,000 new titles to, and the withdrawal of over 16,000 items from, the collection last year.
- The collection offers 240,000 items for library users to select from.
- 3,127 new library cards were issued last year, over 5,000 were deleted. The year closed with 41,068 registered borrowers which represents about 71% of the population.
- 264,600 people visited the library last year.

**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 residents unable to visit the library.**

- Twelve nursing homes and residential care facilities had a total of 135 visits to leave over 6,500 books for residents.
- An agreement was signed to continue expanded reciprocal borrowing with the Dubuque County Library System to allow pick up of Carnegie-Stout material and drop off at the Asbury Branch of the County System.
- Library service to the homebound was launched in the summer of 2018.

**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 20 informational databases about 74,000 times last year.
- Nearly 118,000 issues of the archived Telegraph Herald newspaper were viewed last year.
- Over 66,500 digital materials - including e-audio, e-books, music, magazines, and movies - were checked out last year.
- Video streaming was added in July, 2018
- All of the above materials are available from anywhere a person has Internet access, 24 hours a day, seven days a week.

**Outcome #4: Provide the means for library users to check out materials in a welcoming, convenient method suitable for their tastes.**

# CARNEGIE-STOUT PUBLIC LIBRARY

- The fiscal year ended with about 629,000 check outs, of which nearly 73,000 were done remotely.
- The use of self-check machines totaled 196,150 last year.

## **Outcome #5: Improve the rate of on-time returns to ensure equal availability of all library materials for all library users.**

- \$69,058 was generated as fines for past-due library materials.
- A study was completed to review the effectiveness of charging fines to get library materials returned on time. No evidence is available to indicate that charging fines is the most successful way to get materials back on time. As a result the library eliminated fines on a six-month trial basis to evaluate the effectiveness of this model starting July 1, 2018.

## **The Bicycle Library debuted in June 2018:**



# CARNEGIE-STOUT PUBLIC LIBRARY

## 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.

Information Technology Services Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$737,108	\$948,356	\$837,830
Resources	\$0	\$50	\$0

Information Technology Services Position Summary	
	FY 2020
Lead Application Network Analyst	1.00
User Support Specialist	1.00
Maintenance Worker	1.00
Librarian I	1.00
Library Assistant	3.00
Library Aide - FT	2.00
Library Aide - PT	0.50
Library Clerk	0.38
Information Services Intern	0.50
<b>Total FT Equivalent Employees</b>	<b>10.38</b>

### Highlights of the Past Year

The Library launched Virtual Reality (VR) in June 2018, which increased visits to the Maker Space by 25%. Programs include VR experiences in fishing, painting, archery, 3D sculpting, and visits to museum collections to mention some. Since the introduction of VR all classes have been filled.

### Future Initiatives

- Enhance the library's website to provide greater visibility of programs, the collection, and services, such as the Maker Space.
- Introduce a blog for the Maker Space and technology.
- Create "how-to" videos to feature on the library's YouTube channel that will feature equipment available in the Maker Space.
- Addition of a sound-deadening room for music, podcasting, voice over recordings and many other applications.

# CARNEGIE-STOUT PUBLIC LIBRARY

## 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 residents with convenient access to information, services, and entertainment through technology.**

- Teen pages on the website were updated
- Readers' Advisory services on the website expanded
- The 3D printers have logged 4,439 hours and used 28,358 grams of filament during FY 18.
- Technology based one-on-one classes numbered 70. Attendees learned everything from intermediate classes for 3D designs, to navigating the library's digital databases.
- The Telegraph Herald digital archives had over 34,000 searches with over 117,000 issues viewed.
- Kindle readers with e-books introduced for circulation
- Hot spots introduced for circulation

### **Outcome #2: Provide vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions.**

The following equipment is available in the Maker Space for public use:

- 10 iPads
- 6 MacBook Pros
- 3 Snowball microphones
- 1 Lulzbot Taz5 3D printer
- 2 Prusa 13 MK3 3D printers
- 2 Apple TVs
- Chromecast
- Button maker
- Virtual Reality: HTC Vive Pro
- VHS to DVD converter
- Slide and film to DVD converter
- 2 GoPro cameras and accessories
- Video camera and accessories
- 4 Makey Makey controllers

# CARNEGIE-STOUT PUBLIC LIBRARY

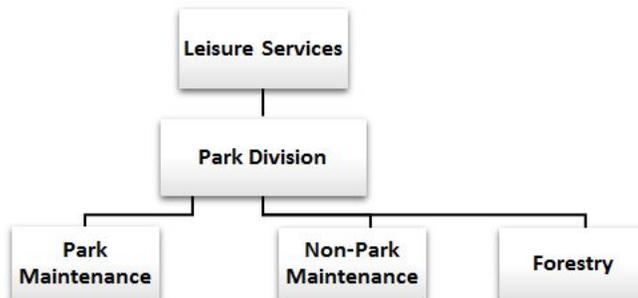
- 2 Ozobots
- 2 sets of Snap Circuits
- Green Screen
- Circuit machine (cutting machine for scrapbooks)
- Cuddlebug (die cutting and embossing machine)
- 3 sewing machines
- Pfaff embroidery machine
- Adobe Creative Cloud software
- 5 Raspberry Pis (mini-computers used for teaching basic computer science)
- Paper quilling, Needle felting, Perler beads, and other crafting supplies
- Jewelry making equipment

**Did you know?** You can check out a digital camera, a camcorder, GoPro cameras, snowball microphones, Apple TV or Chromecast, projectors, a 3D pen, Kindle Fires, Makey Makeys, jewelry jigs, a retro gaming system, hot spots, and projectors at no charge with your library card?



## 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

#### 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.

#### 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.



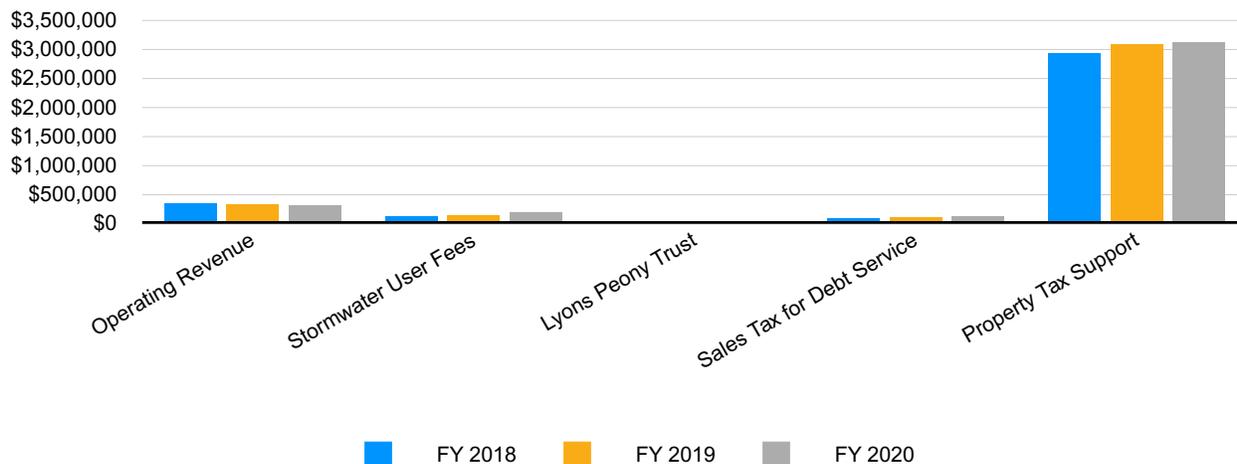
#### PARTNERSHIPS

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.

## LEISURE SERVICES PARKS DIVISION

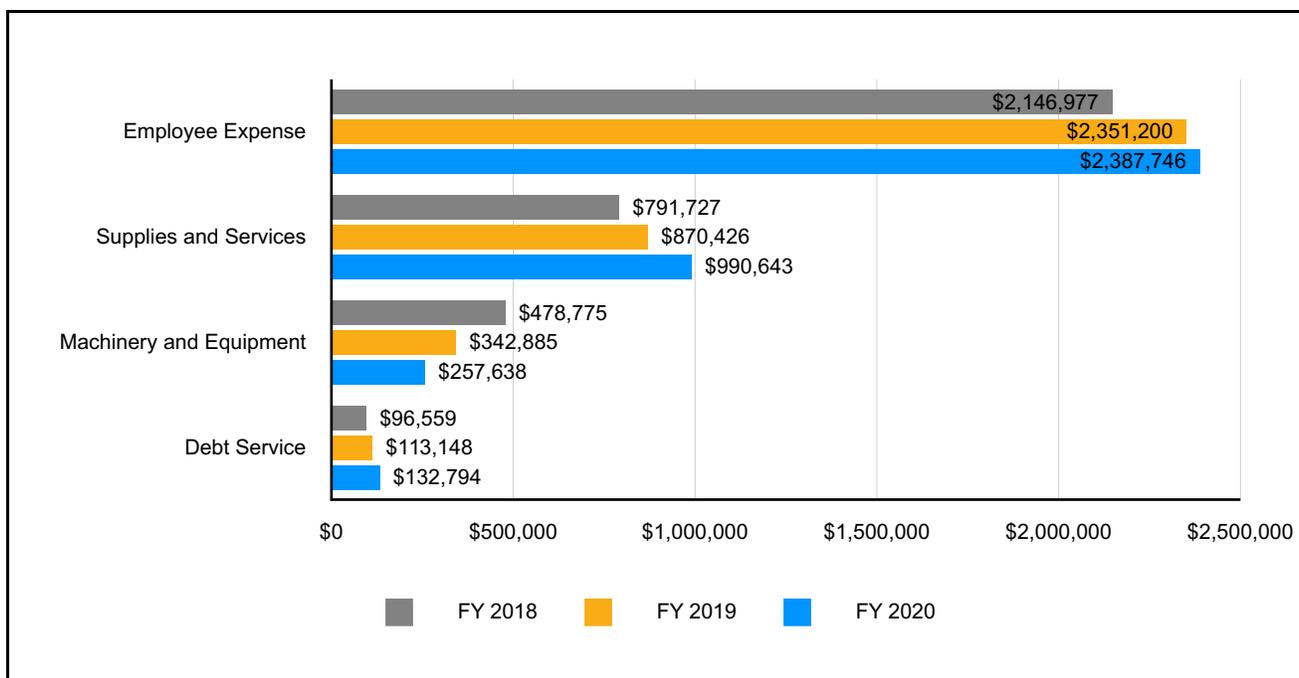
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	37.20	36.68	36.48

### Resources and Property Tax Support



The Park Division is supported by 36.48 full-time equivalent employees, which accounts for 63.36% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 2.48% in FY 2020 compared to FY 2019.

### Expenditures by Category by Fiscal Year



# LEISURE SERVICES PARKS DIVISION

## Parks Maintenance

### 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, 25 mini parks, 5 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, 27 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 residents' enjoyment of leisure time activities and provides information about the park system and assistance to park patrons.

To learn more about City of Dubuque parks, visit [www.cityofdubuque.org/parks](http://www.cityofdubuque.org/parks)

### **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.

**3 in 4 Americans say they live within walking distance of a local park or other recreational facility.**

Park Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,092,160	2,270,930	2,268,706
Resources	\$287,356	266,613	259,856

## LEISURE SERVICES PARKS DIVISION

Park Maintenance Position Summary	
	FY 2020
Foreman	2.00
Leisure Services Manager	0.52
Park Division Manager	1.00
Natural Areas & Sustainable Practices Spec	0.09
Nat. Areas & Sustainable Practices Spec - Stormwater	0.40
Park Ranger	0.86
Park Fee Collector	1.09
Lead Secretary	0.40
Secretary	0.00
Clerical Assistant	0.10
Maintenance Worker	7.82
Truck Driver	0.60
Laborer II - Stormwater	1.02
Laborer II	3.90
Laborer I - Stormwater	0.11
Laborer I	1.28
<b>Total FT Equivalent Employees</b>	<b>21.19</b>

### Highlights of the Past Year

- Completion of Creek Wood Park. City Council 2018-2020 major project.
- Completion of 9 new dedicated pickleball courts at Veteran's Memorial Park.
- Completion of renovation of Washington Park Pavilion.
- Completion of improvements to pet park including lighting, drinking fountains, benches, concrete and fencing.
- Completion of installation of four permanent picnic tables at Jackson Park.
- Completion of Phase 1 water line project at Eagle Point Park.
- Completion of new wood shingle roof on the Indian Room at Eagle Point Park.
- Began soil quality restoration project at Valentine Park.
- Began construction of Skate Park project at Flora Park. City Council 2015-2017 management agenda.
- Began replacing light fixtures with LED lighting fixtures in numerous facilities to decrease energy costs.

### Future Initiatives

- Comiskey Park expansion and renovation. City Council 2018-2020 management agenda high priority.
- Begin pet-friendly community process. City Council 2018-2020 policy agenda high priority.
- Completion of new play equipment and poured in place safety surfacing at Flora Park.
- Completion of Chavenelle Road hike/bike trail. City Council 2018-2020 major project.
- Focus on mobility throughout parks and department assets to improve ADA accessible compliance. City Council 2017-2019 management in progress.

- English Ridge subdivision park development. City Council 2018-2020 major project.

## LEISURE SERVICES PARKS DIVISION

- Implementation of Eagle Point Park Environmental Restoration Management Plan. City Council 2018-2020 major project.

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

#### **Outcome #1: 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 residents? 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, 8<sup>th</sup> 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

Non-Park Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$732,054	\$891,865	\$925,438
Resources	\$47,904	\$64,274	\$51,129

Non-Park Maintenance Position Summary	
	FY 2020
Horticulturist	1.00
Assistant Horticulturist - Greenhouse	2.02
Assistant Horticulturist - Port	0.26
Assistant Horticulturist - Downtown	0.30
Nat. Areas & Sustain. Spec. - Tech Park	0.30
Nat. Areas & Sustain. Spec. - DICW	0.21
Confidential Account Clerk	1.00
Mechanic	1.46
Maintenance Worker - Downtown	0.50
Maintenance Worker - Tech Park	0.25
Maintenance Worker - DICW	0.47
Maintenance Worker - Greenhouse	0.30
Laborer - Port of Dubuque	0.25
Laborer - Tech Park	0.10
Laborer - DICW	0.15
Laborer - Greenhouse	2.67
Laborer - Veteran's Memorial Park	0.05
<b>Total FT Equivalent Employees</b>	<b>11.24</b>

### 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 2018 season with limited staff.
- Hired new Assistant Horticulturist.
- Began development of a landscape plan for the Highway 20 corridor from Locust Street to Cherokee Drive.
- Began development of a plan for annual and perennial landscaped beds along Grandview Avenue Boulevard.
- Installed new efficient forced air heaters in greenhouse to reduce energy costs.

### Future Initiatives

- Hire 2 new Assistant Horticulturists after positions have been unfrozen.
- Install natural gas forced air heaters in Greenhouse to reduce energy costs.
- FY 20 funding for Highway 20 landscaping. City Council 2018-2020 management in progress.

# LEISURE SERVICES PARKS DIVISION

## 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



### Goal: Robust Local Economy



**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 residents? 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.



### Goal: Experiences and Activities



**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 residents? 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 residents to enjoy.

The City of Dubuque has 27.8 miles of signed on-street routes, and 25.5 miles of off-road, paved, multi-use trails. Information can be found at [www.cityofdubuque.org/trails](http://www.cityofdubuque.org/trails)

# LEISURE SERVICES PARKS DIVISION

## 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.

Forestry Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$591,388	\$397,097	\$438,254
Resources	\$15,592	\$1,000	\$2,465

Forestry Position Summary	
	FY 2020
Urban Forester	1.00
Equipment Operator II	1.00
Forestry Technician	1.00
Truck Driver	1.00
<b>Total FT Equivalent Employees</b>	<b>4.00</b>

### Highlights of the Past Year

- Hired new Forestry Technician.
- Continued successful partnership with 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 2018-2020 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:** Residents understand the value and benefits of trees through continued education.

## LEISURE SERVICES PARKS DIVISION

### What does this mean to residents?

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.

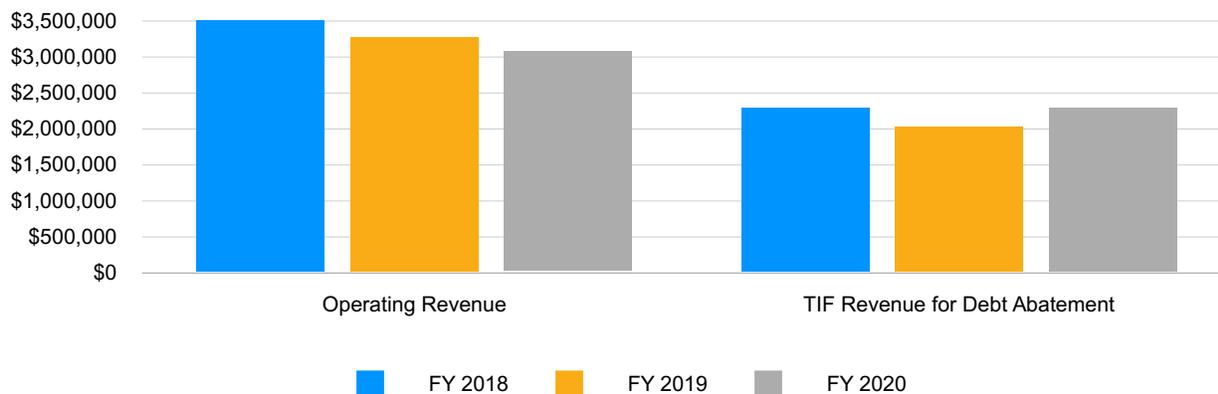
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# TRANSPORTATION SERVICES DEPARTMENT PARKING DIVISION

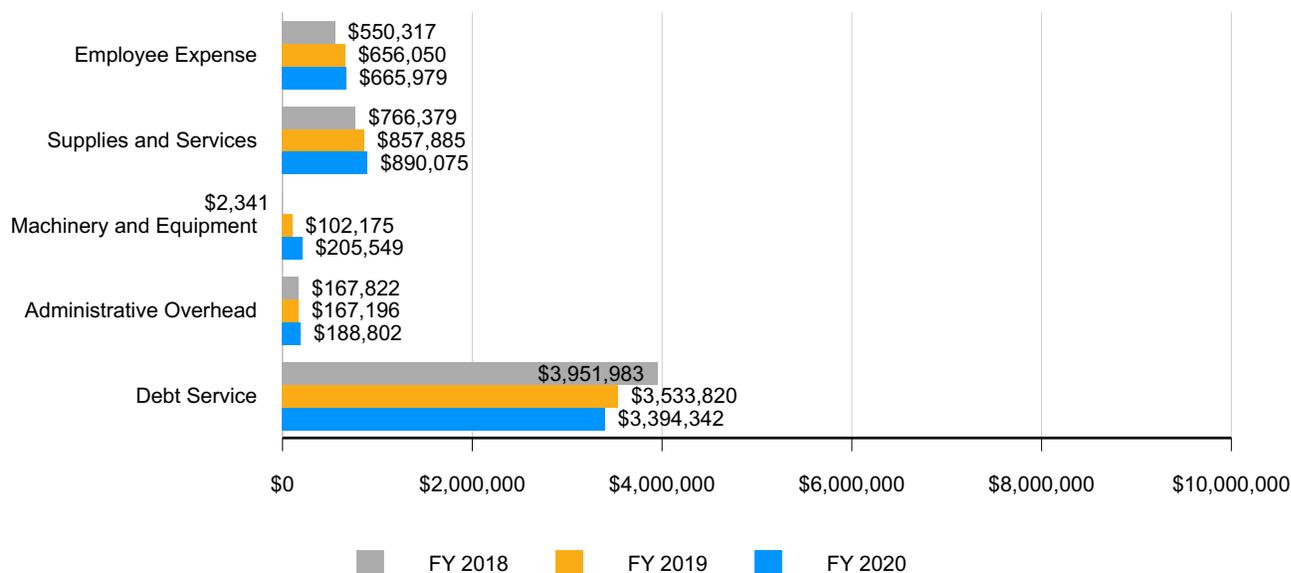
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	10.85	9.65	9.92

## Resources



The Parking Division is supported by 9.92 full-time equivalent employees, which accounts for only 12.46% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 0.64% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# TRANSPORTATION SERVICES DEPARTMENT PARKING DIVISION

## 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.

Central Business District Parking Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,184,361	\$2,428,913	\$1,756,351
Resources	\$1,832,021	\$1,635,205	\$1,612,005

Central Business District Parking Position Summary	
	FY 2020
TRANSPORTATION SERVICES MGR	0.50
OPERATIONS SUPERVISOR	0.50
TRANSPORTATION ANALYST	0.50
FIELD SUPERVISOR	0.50
CONFIDENTIAL ACCOUNT CLERK FT	1.00
CONFIDENTIAL ACCOUNT CLERK PT	0.22
PARKING SYSTEM TECHNICIAN	2.00
DISPATCHER FT	0.30
DISPATCHER PT	0.10
<b>Total FT Equivalent Employees</b>	<b>5.62</b>

# TRANSPORTATION SERVICES DEPARTMENT PARKING DIVISION

## Highlights of the Past Year

- Integrate Parking into Smart Travel Models
- Increased Usage of Mobile Pay Application

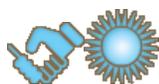
## Future Initiatives

- 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.

- 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
- 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.

# TRANSPORTATION SERVICES DEPARTMENT PARKING DIVISION

## Metered Parking

### 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. The Parking Division currently has six part time officers who 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!



Metered Parking Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$265,057	\$303,909	\$291,777
Resources	\$1,081,178	\$1,100,515	\$1,005,177

Metered Parking Position Summary	
	FY 2020
Parking Meter Checker	3.30
Parking Revenue Collector	0.73
<b>Total FT Equivalent Employees</b>	<b>4.03</b>

### Highlights of the Past Year

- Expanded on usage of Passport Parking Application

### Future Initiatives

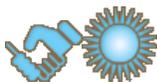
- Evaluate new types of meters, such as pay stations, as meters need replacement
- Re-evaluate each meter length, to ensure compatibility with businesses in the area

# TRANSPORTATION SERVICES DEPARTMENT PARKING DIVISION

## Performance Measures

### **Metered Parking**

The on-street parking meter program provides parking meter revenue collection, installation and maintenance services to the City of Dubuque for residents, visitors and businesses so they can have reliable metered parking.



**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 the City encourages 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.

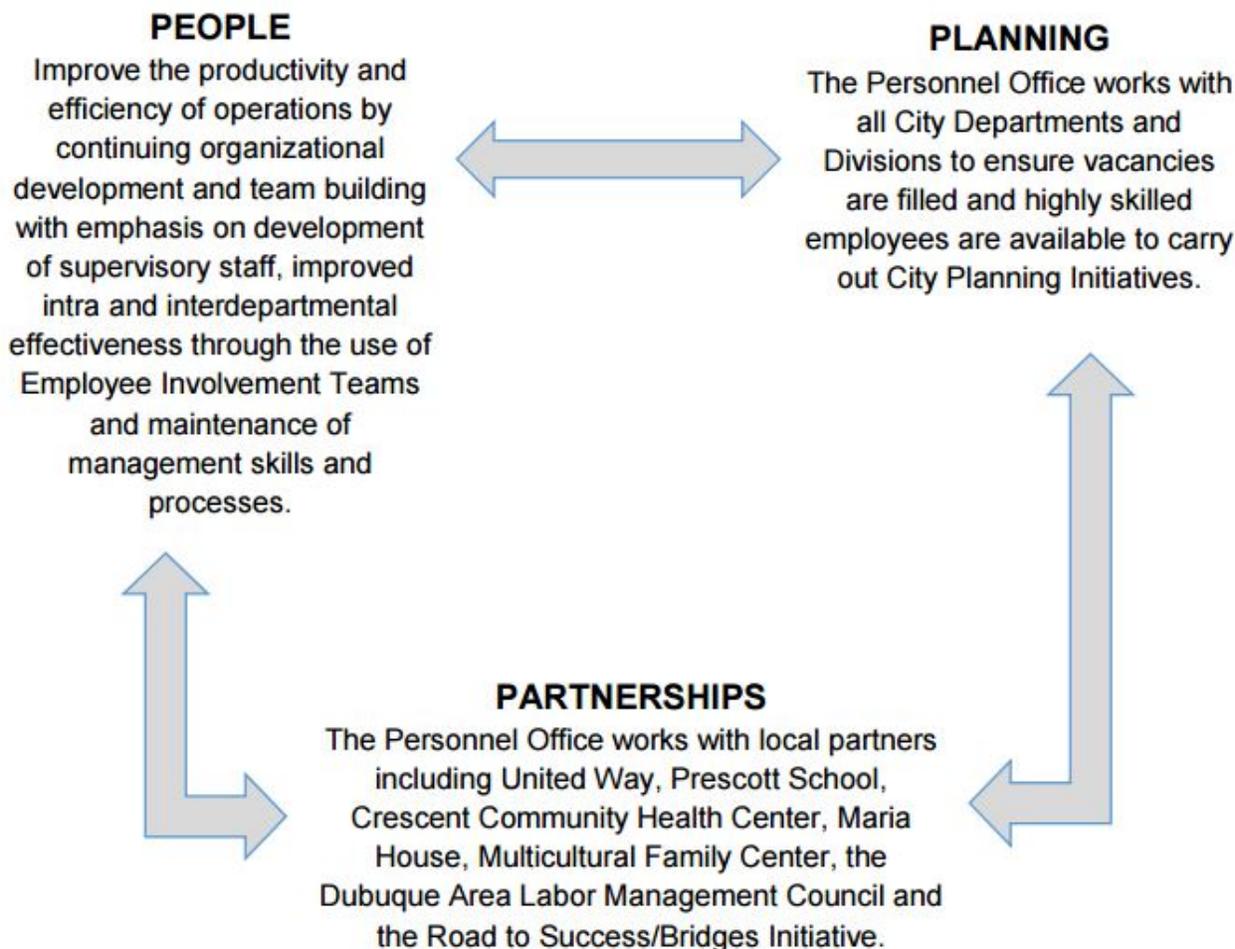
Expired Meter Violations	15,253
Courtesy Meter Violations	9,724
Alternate Side Parking	2,662
Disabled Parking Violation	373

# PERSONNEL OFFICE

The Personnel Office is committed to providing expertise in attracting, developing and sustaining a high quality workforce committed to excellent services.



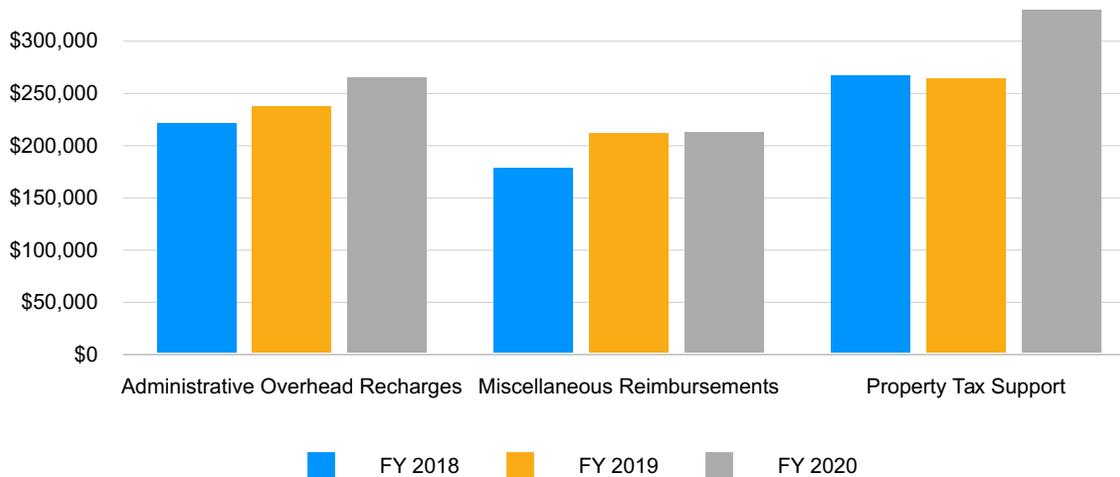
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# PERSONNEL OFFICE

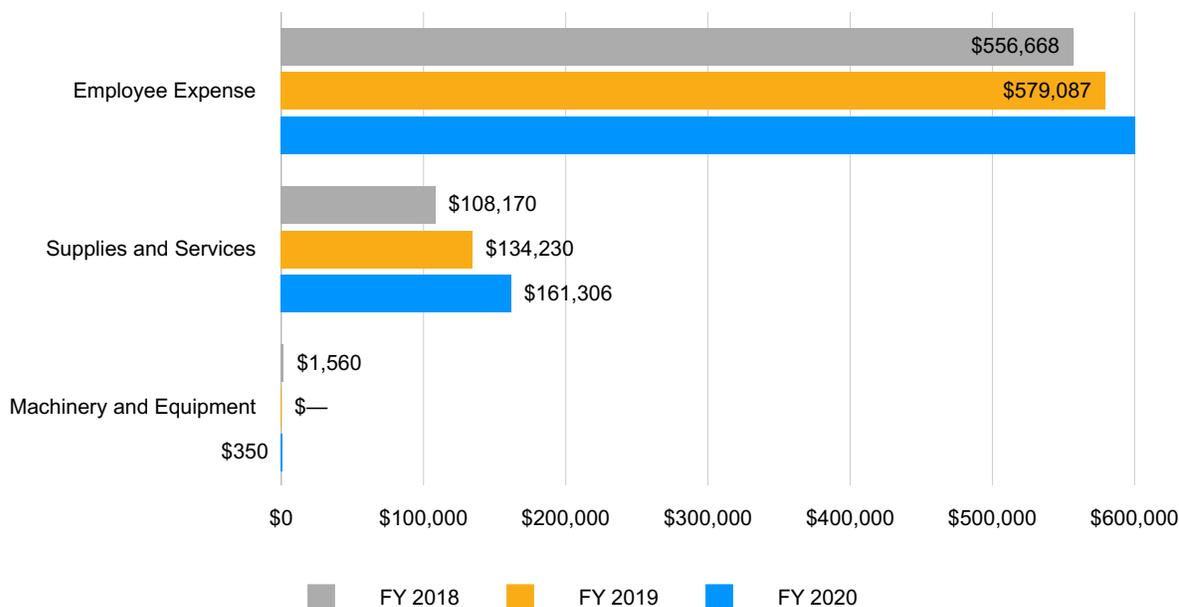
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	9.77	9.77	9.67

## Resources



The Personnel Office is supported by 3.63 full-time equivalent employees, which accounts for 81.95% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 25.54% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# 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	
	FY 2020
Personnel Manager	1.00
Personnel Assistant	1.00
Secretary	1.00
Secretary PT	0.63
<b>Total FT Equivalent Employees</b>	<b>3.63</b>

## Highlights of the Past Year

- On July 1, 2018, the City selected a new purchasing coalition for the prescription drug program. The estimated annual savings is \$161,696.
- On July 1, 2017, Wellmark Blue Cross Blue Shield of Iowa became the City's third-party administrator for the medical plan. The annual savings from Fiscal Year 2017 to Fiscal Year 2018 was \$2,151,455.

## 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 plan in order to contain the increasing cost of providing this benefit, including implementing wellness and disease management programs and clinical management programs.
- Conduct a request for proposal for health benefit consulting and actuarial services.

# PERSONNEL OFFICE

## 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

Employee Demographics										
Fiscal Year 2018										
Male					Female					
White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total All Columns
640	22	14	1	0	371	24	7	0	0	1079

	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
<b>Retirements</b>	14	31	19	16	21	22	20
<b>Vacancies</b>	90	86	88	82	81	55	114
<b>Applications Processed</b>	5,407	5,360	3,761	3,349	4,223	2,547	3,099
<b>Civil Service Applications</b>	862	1,138	1,085	863	714	702	633

Employment Applications	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Unknown	Other
July 2017 through June 2018	2416	252	103	81	10	185	51
<b>New Hires</b>							
July 2017 through June 2018	272	33	9	1	0	0	0

# PERSONNEL OFFICE

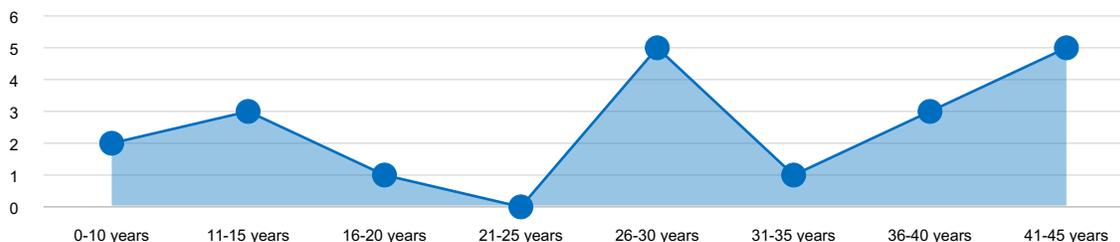
**Outcome #2: Provide compensation and benefits plan that promotes a satisfied and engaged workforce.**

*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 residents 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

**Retiree's Years of Service FY'18**  
Average - 29.1 Years



# PLANNING SERVICES



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 staff works in partnership with volunteer city residents on the Zoning Advisory Commission, Zoning Board of Adjustment, Historic Preservation Commission, and Long Range Planning Advisory Commission to accomplish this mission.



# 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:

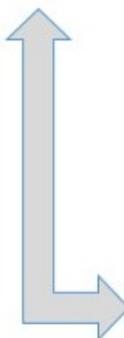
- promote a sound, safe, healthy, and sustainable community,
- encourage good development and support the conscientious developer,
- protect existing property values and uses, and



### PLANNING

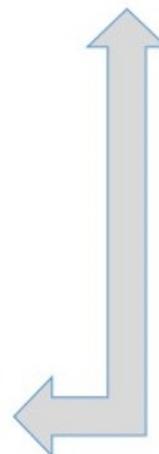
Planning Services staff works with the Long-Range Planning Advisory Commission to create a viable, livable, and equitable community and plan for a better future through the long-term Comprehensive Plan and strategic short-term plans for urban renewal and revitalization.

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

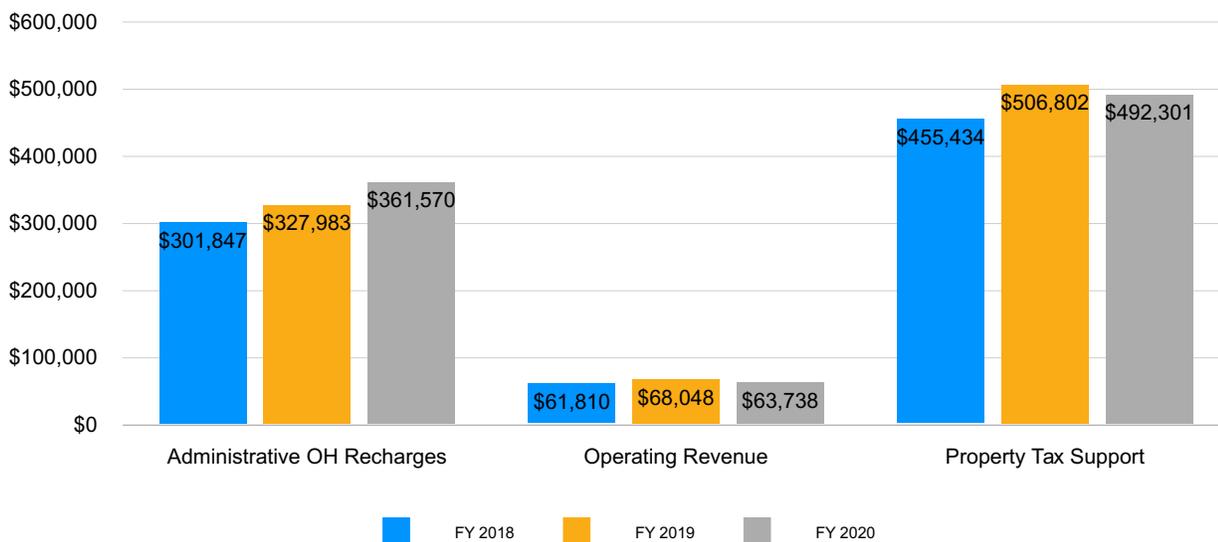
Planning Services staff collaborates with City departments; local, state and federal agencies; private sector and non-profits to facilitate development, enhance neighborhood quality, and support regional efforts. Major collaborations include: sustainability, annexation, riverfront development, downtown and neighborhood revitalization, public health, watershed management, and regional parks, open space and bike/hike trail systems.



# PLANNING SERVICES

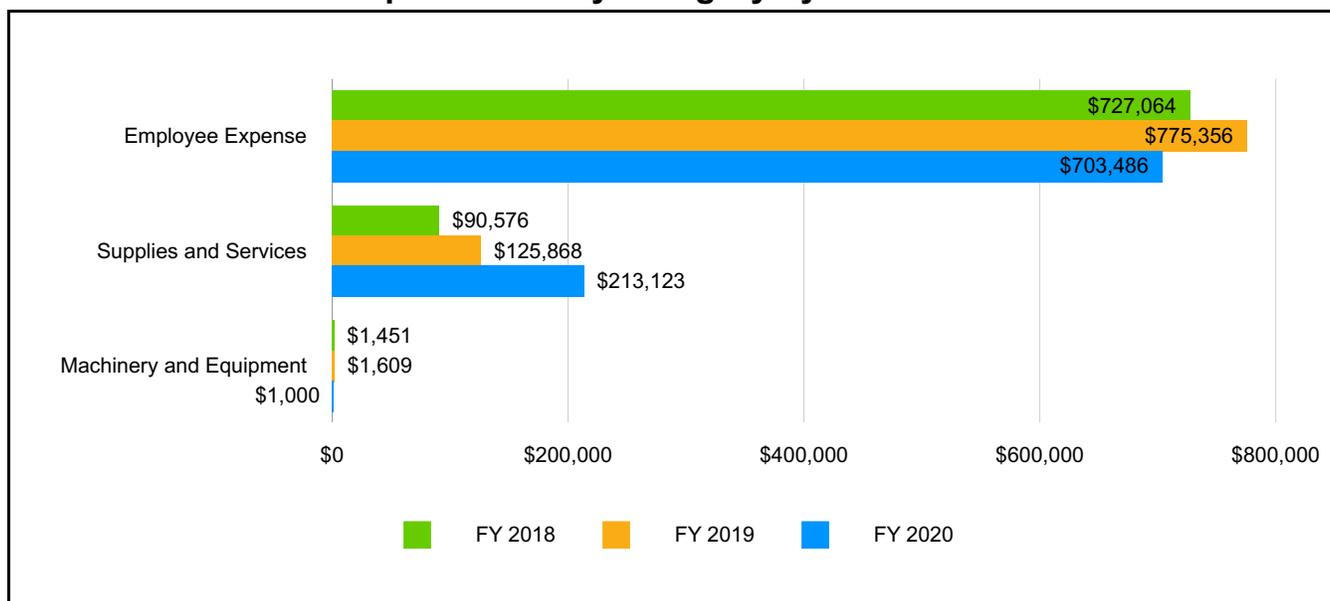
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	8.38	8.38	8.38

## Resources and Property Tax Support



The Planning Services Department is supported by 8.38 full-time equivalent employees, which accounts for 76.67% of the department expense as seen below. Overall, the department's expenses are expected to increase by 1.64% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# PLANNING SERVICES

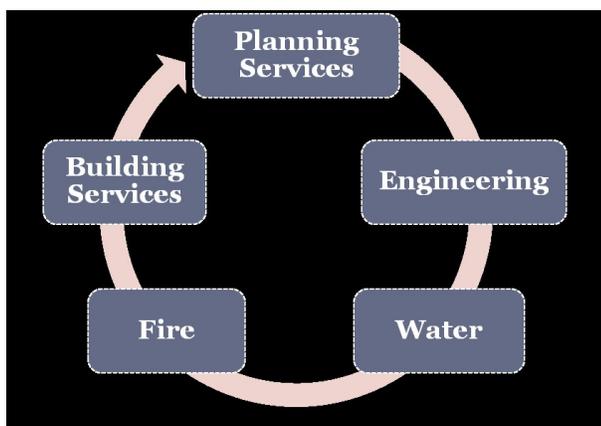
## Development Services

### 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. 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.

Development Service Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$454,366	\$455,204	\$415,347
Resources	\$61,728	\$65,767	\$61,578

Development Service Position Summary	
	FY 2020
Associate Planner	1.00
Assistant Planner	2.00
Zoning Enforcement Officer	1.00
Secretary	0.40
<b>Total Full-Time Equivalent Employees</b>	<b>4.40</b>



### Did you know?

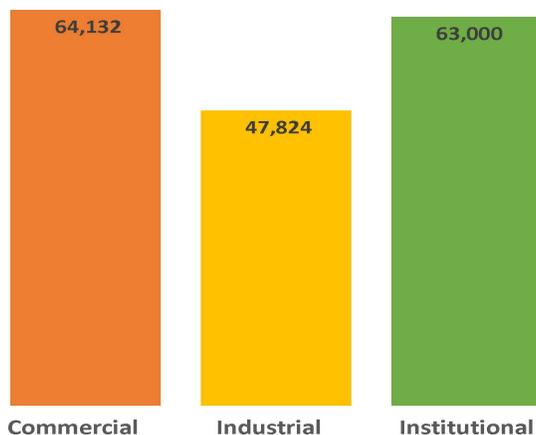
Planning Services staff facilitates **Development Review Team** meetings with City Engineering, Fire, Water, Building and Planning Departments to review subdivision plats, site plans, and conceptual development plans. Developers, property owners, contractors, architects and engineers attend the meetings 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 2018

**Development Review & Approval** - Planning Services staff facilitated review and approval of site plans, conceptual development plans, and subdivision plats for office, commercial, industrial, and institutional projects while facilitating sustainable development through an open, transparent process.

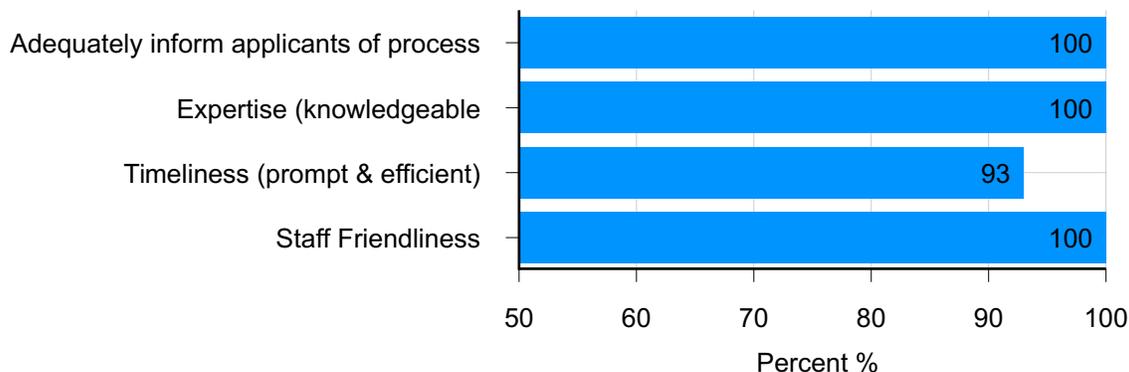
FY 2018 Approved Development (Sq. Ft.)



### 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 FY2018, staff rated 100% in three areas and 93% in the fourth area.**

## Customer Service Survey Results FY 2018



\*\*\*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 2018.

# PLANNING SERVICES

## Future Initiatives

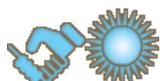
**2020 Census Complete Count** - Outreach about the importance of the 2020 Census through collaboration with organizations, institutions, and traditionally under-counted community groups is planned to motivate residents to participate.

**Evaluation and update of the Unified Development Code (UDC)** is planned as Iowa Code requires zoning regulations be consistent with the Comprehensive Plan. The update also would ensure the UDC addresses City Council goals of Equity and Affirmatively Furthering Fair Housing.

### 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.



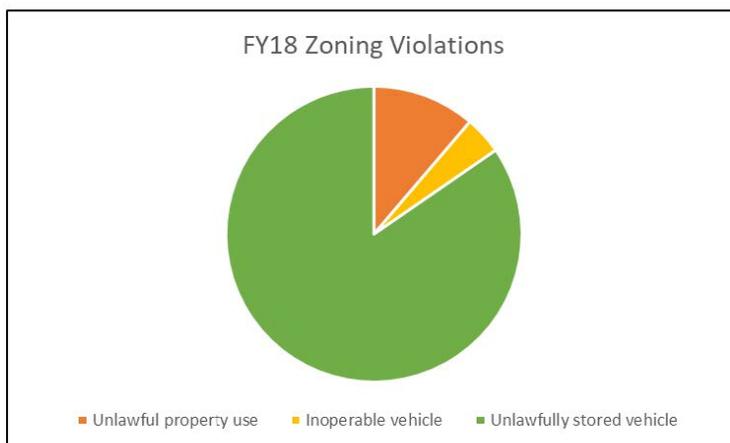
#### Goal: Robust Local Economy



**Outcome #1: Provide effective customer service, knowledge of development regulations and department efficiency to encourage voluntary compliance and effectively serve the community.** *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 **420 complaints** in FY2018, conducting 1,495 inspections to bring properties into compliance. Most cases involve inoperable or unlawfully



stored vehicles.

# PLANNING SERVICES

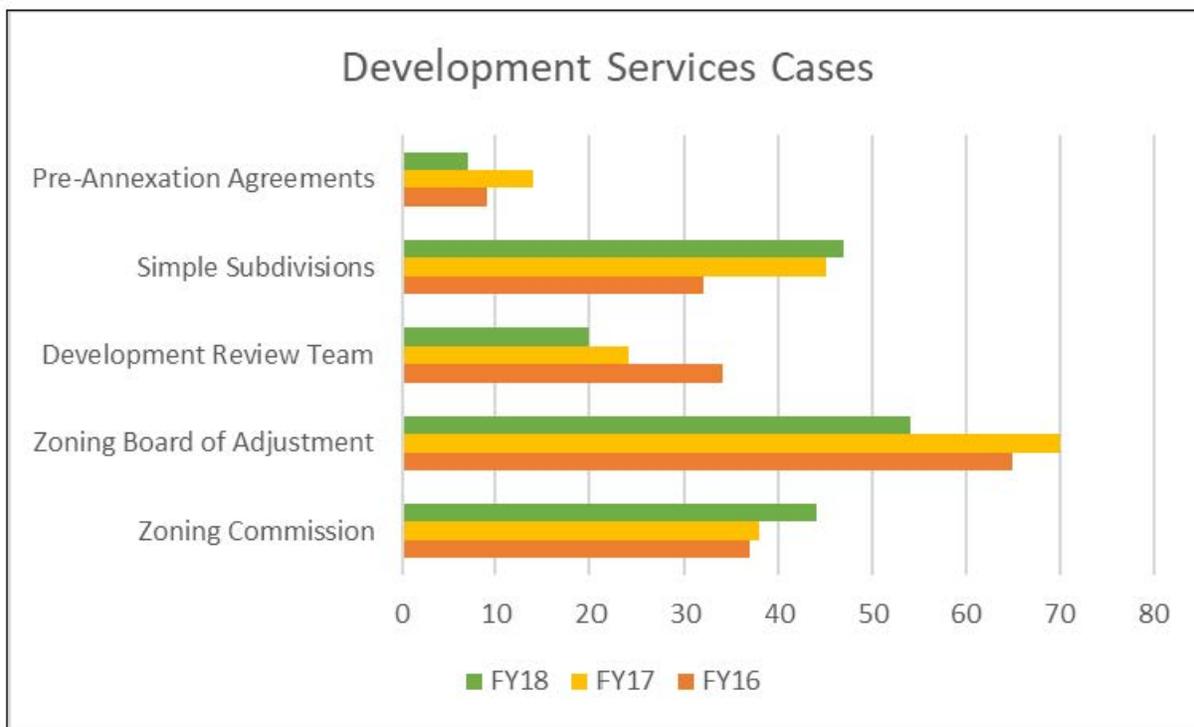
 **Goal: Financially Responsible, High Performance City Organization** 

**Outcome #2: Provide seamless communication to ensure that the City Council, City Manager, Boards, Commissions, and residents 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.*

**Typical Review & Approval Time:**

**Zoning Board of Adjustment:** usually **21-25 days** from application deadline.

**Zoning Advisory Commission:** typically **55 days** from application deadline to City Council.



# PLANNING SERVICES

## City Planning and 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, led by the **Long Range Planning Advisory Commission**. Planning Services staff also assists the Dubuque Metropolitan Area Transportation Study (DMATS) and other planning efforts.

**Historic Preservation** works to promote, protect and enhance the city's historic, cultural, aesthetic and environmental resources. Staff support the **Historic Preservation Commission** with exterior design review; evaluation, nomination, and registration of historic properties; and public outreach . Staff helps ensure projects comply with Federal requirements, such as Section 106 reviews.

City Planning / Historic Preservation Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$364,725.28	\$447,629	\$502,262
Resources	\$301,929.1	\$330,264	\$363,730

City Planning / Historic Preservation Position Summary	
	FY 2020
Planning Services Manager	1.00
Assistant Planner	1.00
Planning Technician	1.00
Secretary	0.60
Planning Intern	0.38
<b>Total Full-Time Equivalent Employees</b>	<b>3.98</b>

## City Planning Highlights of Fiscal Year 2018

**Adoption of *Imagine Dubuque 2037: A Call to Action Comprehensive Plan*** - After an extensive and inclusive community engagement process, the City Council adopted a new Plan that reflects the shared vision and goals of Dubuque residents and stakeholders.

### City Planning Future Initiatives

**Implementation of the 2017 Comprehensive Plan** - A consultant-led collaborative process with community stakeholders, businesses, organizations, and residents is planned.

**Kerper Boulevard Revitalization** - This High Priority of the City Council's 2017-2019 Policy Agenda is to create a master plan for revitalization of vacant sites and a "complete streets" re-design are envisioned to spur economic growth.

**Poverty Reduction: Action Plan** - Developing a Community Action Plan to Reduce Poverty is one of the Top Priorities on the City Council's 2018-2020 Policy Agenda.

# PLANNING SERVICES

## Historic Preservation Highlights of Fiscal Year 2018

**National Alliance of Preservation Commissions 2018 Forum:** Thanks to a federal grant, 3 staff and 3 commissioners were able to attend this national conference in Des Moines.

**Eagle Point Park National Register of Historic Places (NRHP) Listing** --The NRHP listing will provide much deserved recognition of Eagle Point Park's significance as well as create opportunities for financial incentives to preserve and enhance the park's resources.



### 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

## Historic Preservation Future Initiatives

**Interactive Historic Preservation Map** - online web mapping application to allows users to zoom into an aerial photo of a property and receive parcel, address and historic preservation information (historic districts, conservation districts, National Register districts, etc.)

**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 District Entry Signs** - The Historic Preservation Commission supports installation of National Register District entry signs for 13 of Dubuque's 18 National Register of Historic Places Districts which do not currently have entry signs. The City's five locally-designated historic districts have entry signs.

## Performance Measures

### City Planning and Historic Preservation - Activity Statement

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.

# PLANNING SERVICES



## Goal: Partnering for a Better Dubuque

**Outcome # 1: Begin implementation of the 2017 Comprehensive Plan.** Planning Services staff will manage a consultant-led collaborative process with community stakeholders, businesses, organizations, and residents using a collective impact model.

**Did you know?** The Comprehensive Plan and supporting documents are available free on CD from Planning Services or to view and download at [www.cityofdubuque.org/ImagineDubuque](http://www.cityofdubuque.org/ImagineDubuque)



## Goal: Great Place to Live

**Outcome #2: Promote, enhance and preserve the community’s historic and cultural resources.** *Planning Services in conjunction with the Historic Preservation Commission provides technical assistance to property owners and developers on funding sources, technical resources, 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.*

**Historic Preservation Commission** review and approval time is usually between **15-20 days** from application deadline. Staff sign offs are usually **1-2 days**.

Investment in historic and downtown neighborhoods was **\$3.2 million in FY2018**.

### Did you know?

The City has designated 10 local landmarks. All are listed in the National Register of Historic Places. Two are also National Historic Landmarks: Old Jail and William M. Black steam dredge. Learn more about Dubuque’s landmarks at [www.cityofdubuque.org/331/Historic-Preservation](http://www.cityofdubuque.org/331/Historic-Preservation)



Old County Jail, constructed 1857



William M. Black Steam Dredge, constructed 1934

# PLANNING SERVICES



## Goal: Connected Community

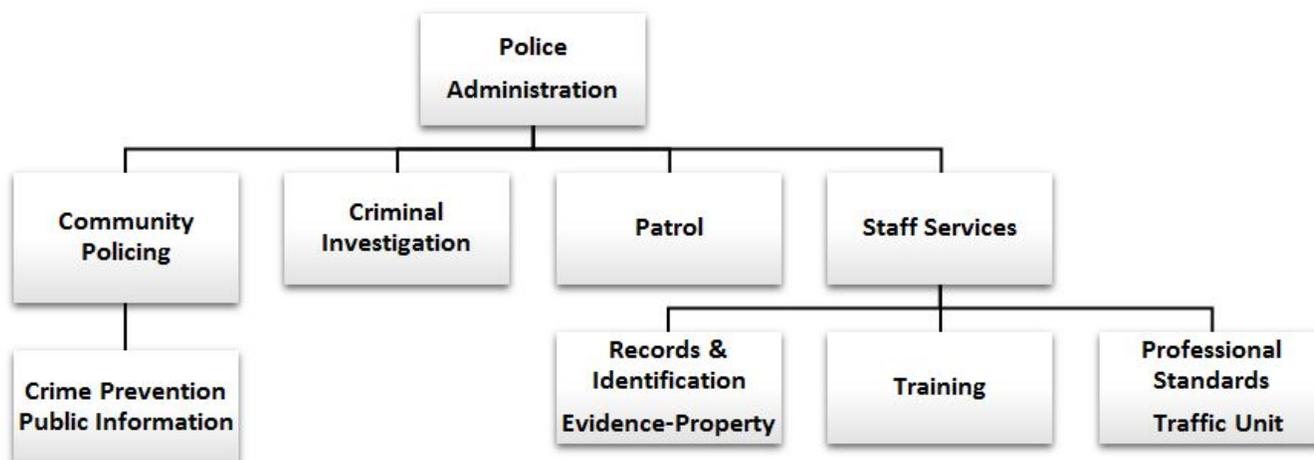


**Outcome #1: Increase access to trails and bike routes.** *Planning Services coordinates planning and development of bike/hike trails and facilities within the City of Dubuque and the urbanized region, and helps secure state and federal grants.*

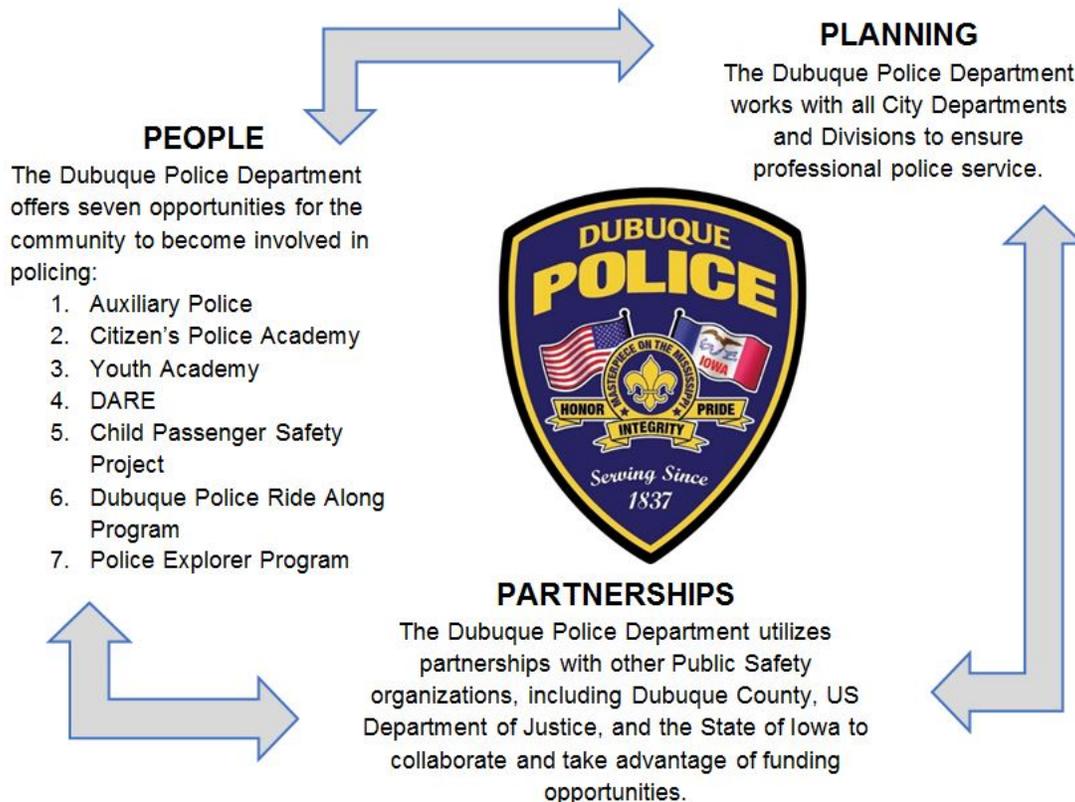
**Outcome 2: Assist Dubuque Metropolitan Area Transportation Study (DMATS).** *Planning Services staff serves on the DMATS Technical Advisory Committee and helps coordinate community land use planning and development projections with the updates and implementation of the DMATS Long Range Transportation Plan and related regional plans.*

# DUBUQUE POLICE DEPARTMENT

The Mission of the Dubuque Police Department is to provide a safe and secure environment for residents, visitors and guests so they can experience a stable, thriving community free of danger, injury or threat of harm.



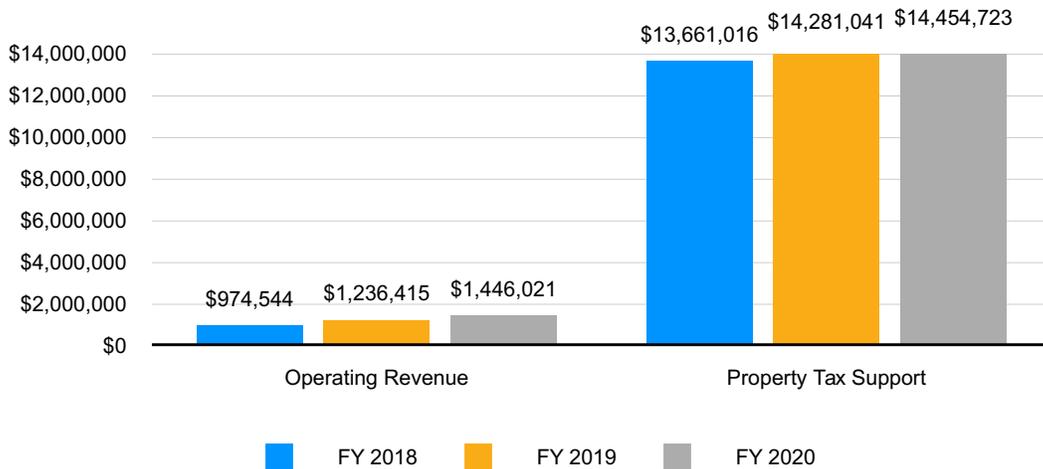
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# DUBUQUE POLICE DEPARTMENT

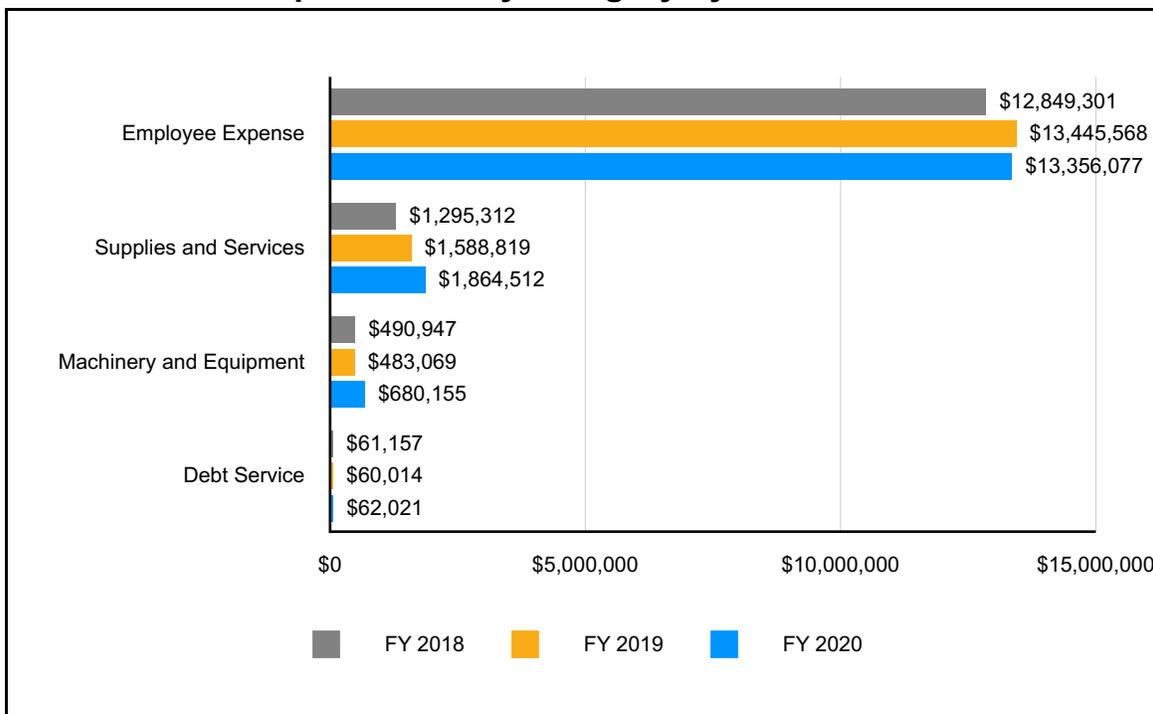
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	118.56	119.56	120.56

## Revenue and Property Tax Support



The Police Department is supported by 120.56 full-time equivalent employees, which accounts for 83.67% of the department expense as seen below. Overall, the department's expenses are expected to increase by 2.47% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# DUBUQUE POLICE DEPARTMENT

## Administration

### Overview

The Police Department is responsible for providing community service and protection, creating a safe and secure environment for the residents 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.

Administration Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$791,101	\$914,161	\$983,464
Resources	\$540	\$5,050	\$7,250

Administration Position Summary	
	FY 2020
Police Chief	1.00
Assistant Police Chief	1.00
Account Clerk Confident	1.00
<b>Total FT Equivalent Employees</b>	<b>3.00</b>

## 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.

## THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

- 21<sup>st</sup> Century Policing Strategies: The Dubuque Police Department has adopted the President's Task Force on 21<sup>st</sup> 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

#### Administration - Activity Statement

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.

 **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.*

•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.

## 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.*



•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.

	2012	2013	2014	2015	2016	2017
<b>Applicants</b>	289	214	174	164	185	151
<b>Hired</b>	5	7	8	7	6	9



# 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			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$ 1,427,462	\$ 1,470,670	\$ 1,614,153
Resources	\$ 181,028	\$ 184,928	\$ 321,914

Community Oriented Policing Position Summary	
	FY 2020
Police Captain	1.00
Police Lieutenant	1.00
Police Corporal	4.00
DARE Police Officer	1.00
School Resource Officer	4.00
Police Officer	2.00
<b>Total FT Equivalent Employees</b>	<b>13.00</b>

## 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

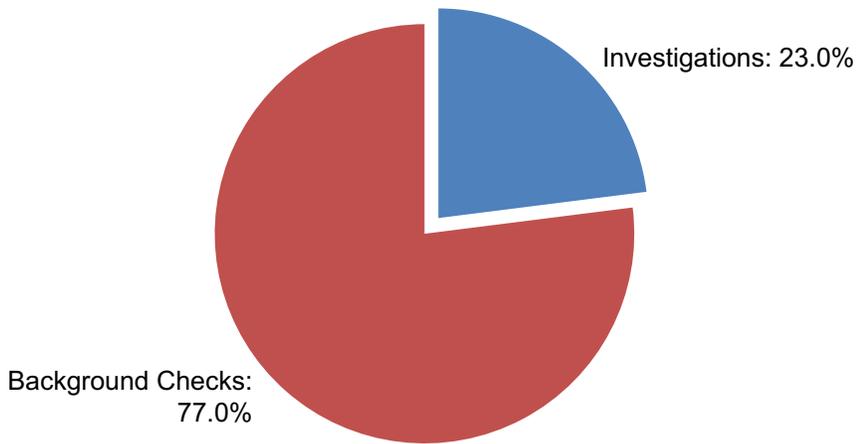
Established in April 2008, the Housing Investigator Position continues to be an integral part of the COP Unit by investigating violations of the rules and regulations of the voucher program.

•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.

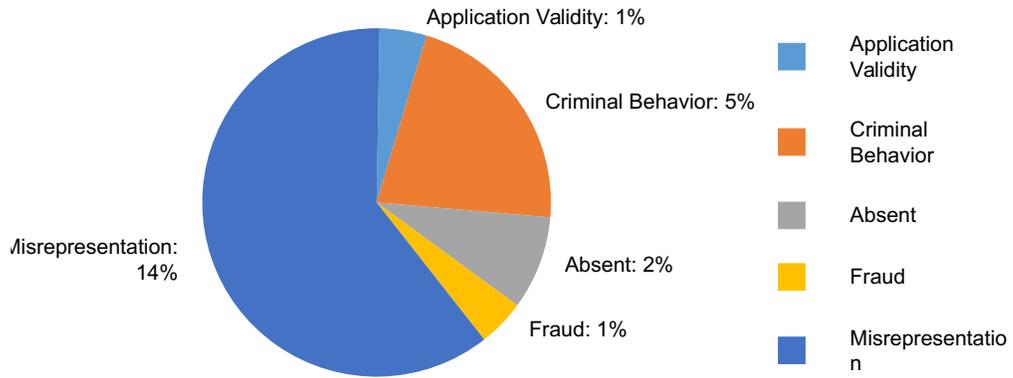
# DUBUQUE POLICE DEPARTMENT

## Total Housing Investigator Cases: April 2008 - June 2017



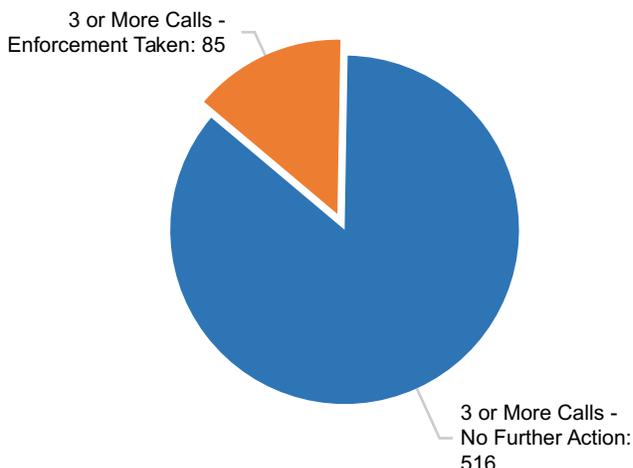
•In FY17 the Dubuque Police Department performed approximately 6,000 background checks for landlords on prospective tenants at no charge to the landlord. There have been nearly 36,000 checks conducted through the programs since its inception in FY12

Type of Investigations: April 2008 - June 2014



# DUBUQUE POLICE DEPARTMENT

## Nuisance Enforcement



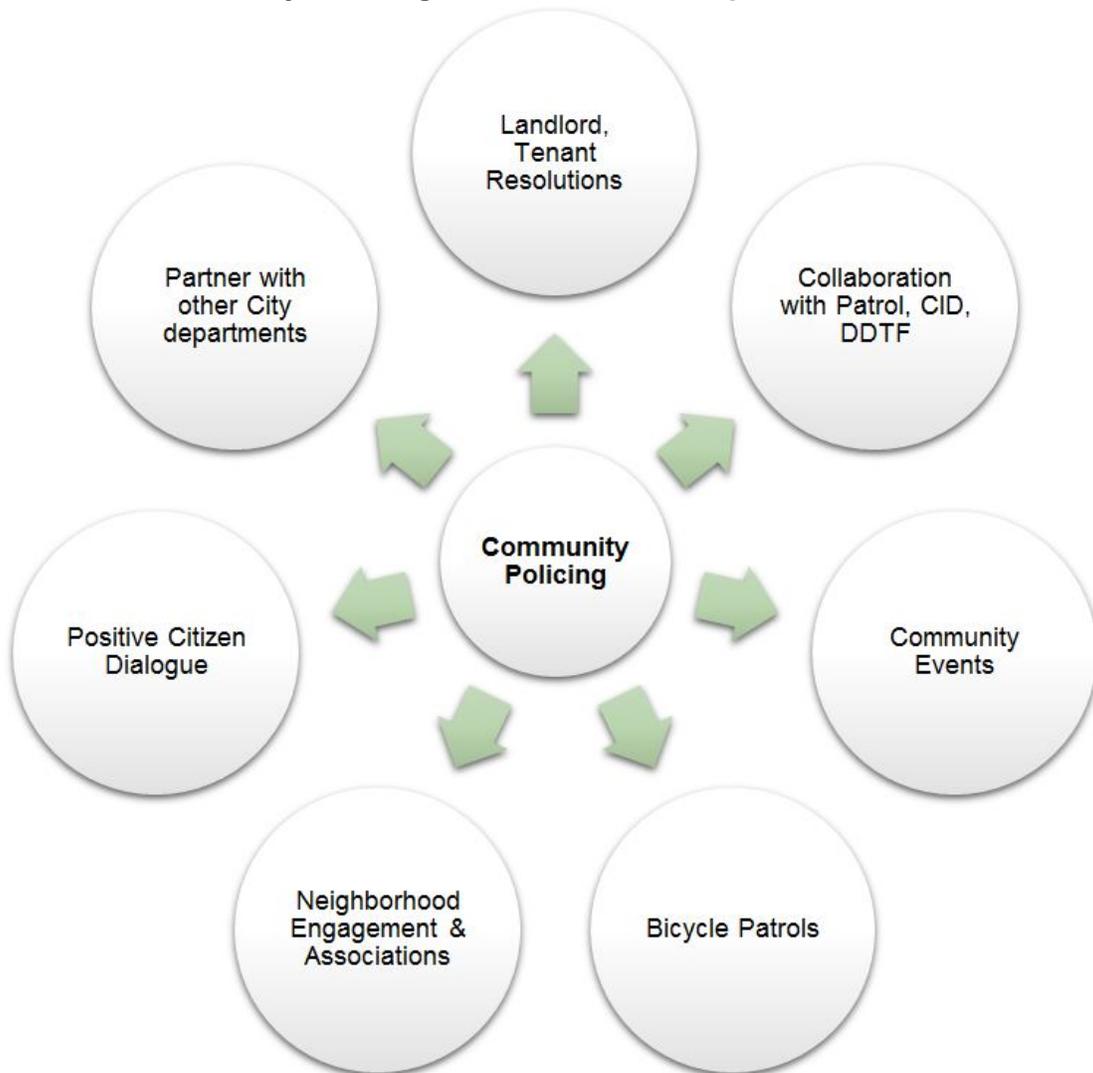
• Since August 2014, the Dubuque Police Department and City Attorney's Office have been tracking calls for City services to individual buildings. Through October 2016, over 32,000 calls have been reviewed. 1,085 properties warranted follow up as they had 3 or more calls within 30 days. Of those, 127 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.



# DUBUQUE POLICE DEPARTMENT

## Community Policing Routine Partnerships and Activities



# DUBUQUE POLICE DEPARTMENT

## School Resource Officer Activities and Support

*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

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.

### 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.

# DUBUQUE POLICE DEPARTMENT

## Criminal Investigation

### 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			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,678,907	\$1,771,101	\$1,848,602
Resources	\$38,911	\$59,800	\$63,860

Criminal Investigation Position Summary	
	FY 2020
Police Captain	1.00
Police Lieutenant	2.00
Police Corporal	4.00
Patrol Officer	6.00
<b>Total FT Equivalent Employees</b>	<b>13.00</b>

### 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.

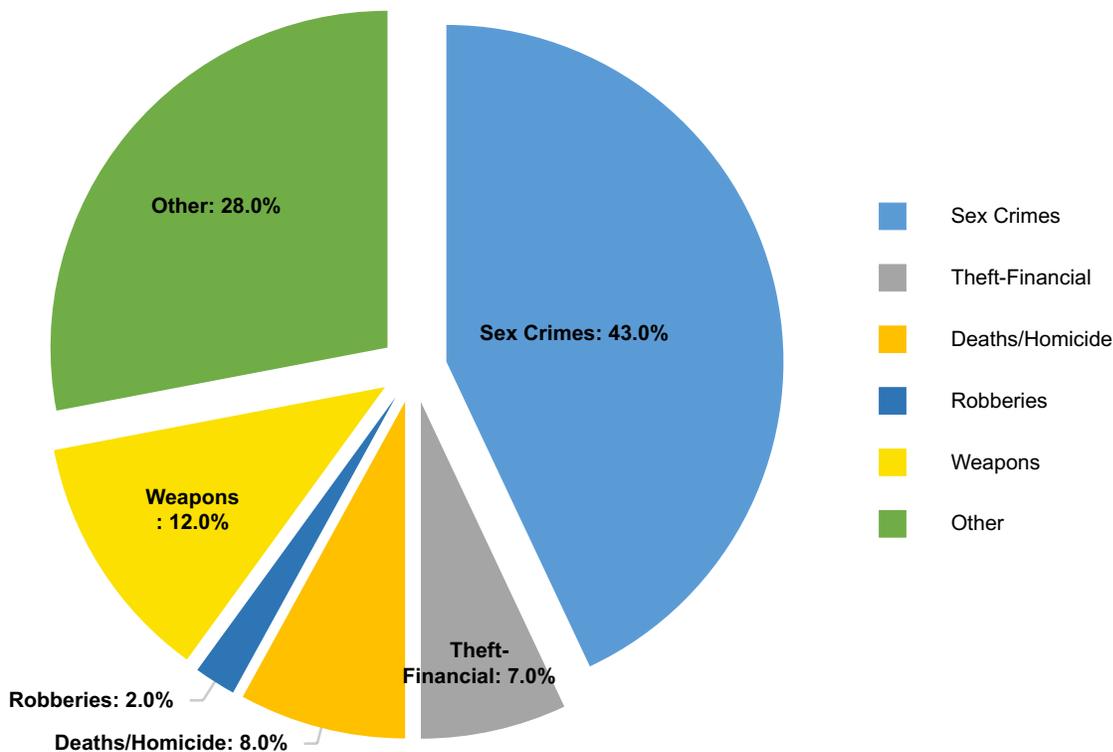
 **Goal: Financially Responsible, High Performance Organization** 

**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**



# 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.*

<b>Dubuque Drug Task Force</b>	<b>CY 2012</b>	<b>CY 2013</b>	<b>CY 2014</b>	<b>CY 2015</b>	<b>CY 2016</b>
Narcotic Violations Filed	109	145	120	124	113
Federal Indictments	8	11	5	7	22
Drug Endangered Child Investigations	73	75	34	34	36
Number of Children	111	94	44	54	37
Meth Lab Sites	11	25	9	13	8
Meth Lab Dump Sites	29	11	12	16	15



•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.

Patrol Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$8,773,218	\$9,271,925	\$9,368,426
Resources	\$589,737	\$682,042	\$689,730

Patrol Position Summary	
	FY 2020
Police Captain	4.00
Police Lieutenant	7.00
Police Corporal	6.00
Patrol Officer	58.00
<b>Total FT Equivalent Employees</b>	<b>75.00</b>

### 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

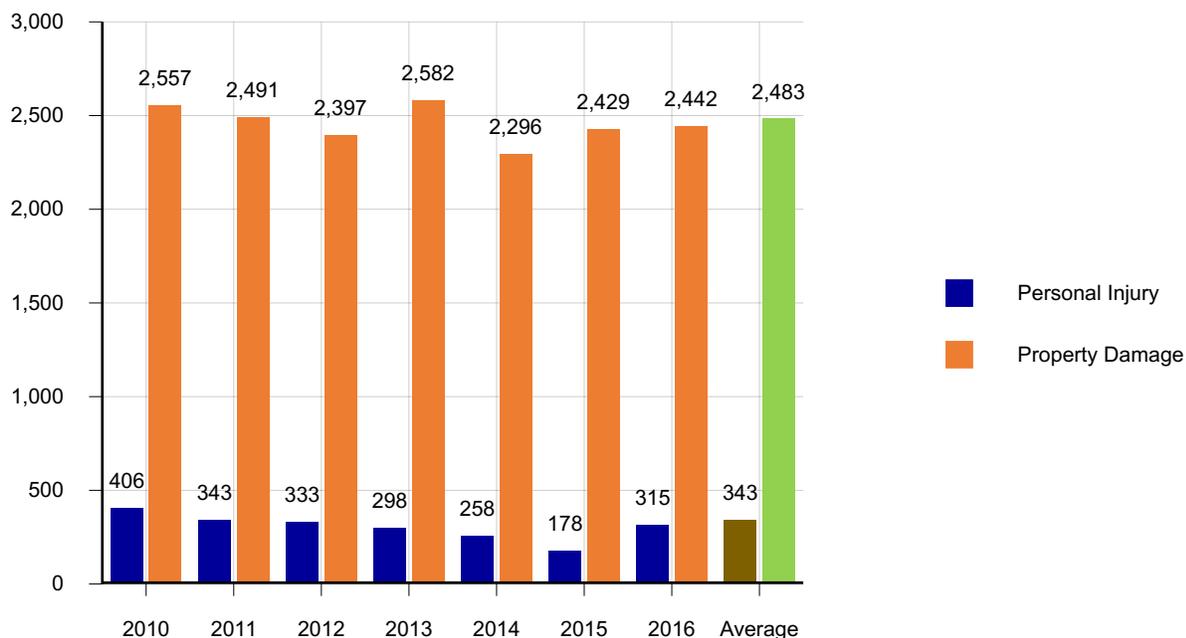
*Calls for service are prioritized by Emergency Communications center staff and police officers are dispatched accordingly. Calls for service range from Code 1 emergency response to incidents such as accidents with injury, ambulance assists and felonies in progress; to Code 5 lower priority calls such 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 4<sup>th</sup> 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

- 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

**Did You Know?**  
Residents can make an online request for traffic enforcement through the department's web page at [www.cityofdubuque.org/police](http://www.cityofdubuque.org/police)

# DUBUQUE POLICE DEPARTMENT



## 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.

Staff Services Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,901,42	\$2,063,167	\$2,062,832
Resources	\$117,309	\$280,803	\$312,127

# DUBUQUE POLICE DEPARTMENT

Staff Services Position Summary	
	FY 2020
Police Captain	1.00
Police Corporal - Staff Services	1.00
Police Corporal - Records	1.00
Police Lieutenant	1.00
Police Lieutenant - Training	1.00
Patrol Officer	3.00
Law Enforcement Support Specialist	1.00
Records Supervisor	1.00
Records Clerk - FT	2.00
Records Clerk - PT	1.37
Secretary	1.00
Clerical Assistant	0.62
Community Resource Officer	0.57
Clerk Typist	1.00
<b>Total FT Equivalent Employees</b>	<b>16.56</b>

## 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

### Staff Services - Activity Statement

To provide support to all divisions within the police department, ensuring professional police service to staff and residents.

### 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.*

# DUBUQUE POLICE DEPARTMENT



- 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 residents.

## Maintain Accreditation

*Accreditation standards assure residents 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:** Residents 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.

# DUBUQUE POLICE DEPARTMENT

## 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

# 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.



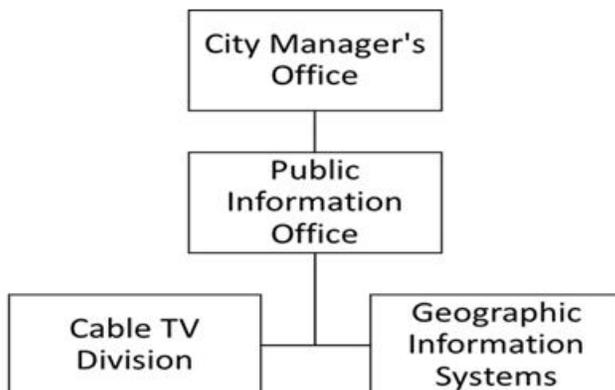
## DID YOU KNOW?

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

# PUBLIC 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

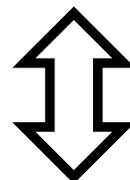
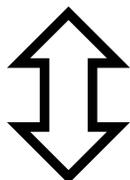
### PEOPLE

Public Information Office staff serve on Leadership Team, the Employee Recognition Committee, Travel Dubuque Advisory Board, Intercultural Communications Marketing Team, and the Local Emergency Preparedness Committee.



### PLANNING

The Public Information Office supports all departments/divisions in planning activities to promote their programs and activities and assists with promoting engagement opportunities and tools to provide public input into those processes.



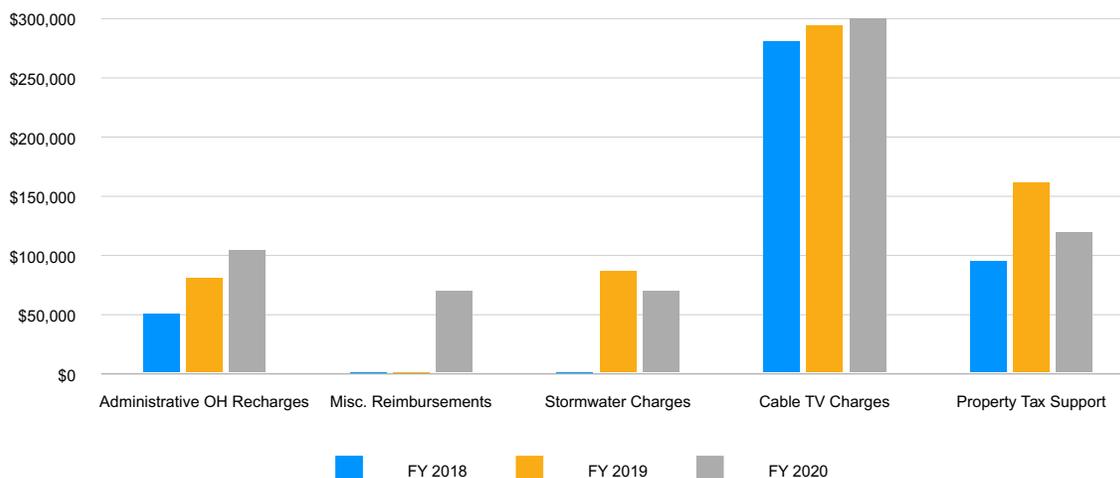
### PARTNERSHIPS

The Public Information Office partners daily with other City departments and divisions and frequently collaborates with Greater Dubuque Development Corporation, the Community Foundation of Greater Dubuque, Travel Dubuque, Dubuque Area Chamber of Commerce, and other strategic partners.

# PUBLIC INFORMATION OFFICE

	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	2.75	2.75	3.63

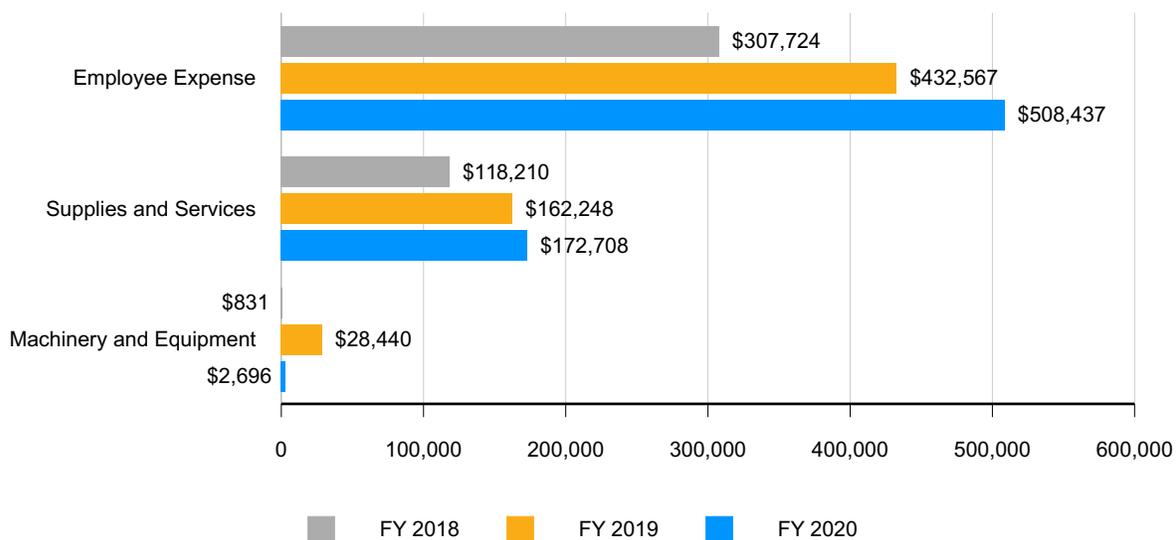
## Resources and Property Tax Support



\*Includes Public Information Office and Geographic Information Systems.

The Public Information Office is supported by 6.38 full-time equivalent employees, which accounts for 74.35% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 9.72% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# 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 (WebQA) 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, LinkedIn, YouTube, and Instagram.

### 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.

Position Summary	
	FY 2020
PUBLIC INFORMATION OFFICER	1.00
COMMUNICATIONS SPECIALIST	0.75
COMMUNICATIONS SPECIALIST	0.25
COMMUNICATIONS SPECIALIST	0.50
COMMUNICATIONS ASSISTANT	0.75
COMMUNICATIONS SPECIALIST	0.38
<b>Total FT Equivalent Employees</b>	<b>3.63</b>

## Highlights of the Past Year

- City Expo 2018
- Jule Operations & Training Center Ribbon-Cutting Event
- Launch of WaterSmart Water Management Tool
- Skate Park Groundbreaking Ceremony

# 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

- Five Flags Center Project Public Information Campaign
- Development of “Bee Keeper” Bee Branch Watershed stewardship program
- Increased utilization of video in social media posts
- Development of City of Dubuque Instagram account

## Performance Measures

### Activity Statement

Increase awareness and understanding of City services and programs and facilitate increased transparency of City government, to promote resident 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.

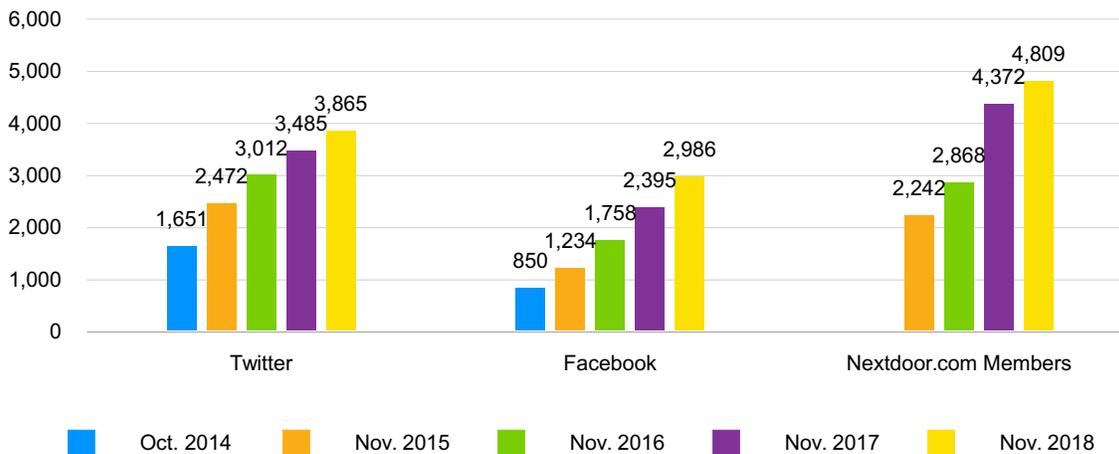
### DID YOU KNOW?

As of Nov 2018, nearly 6,500 Tweets and Retweets have been shared with @CityofDubuque followers since the account was created.

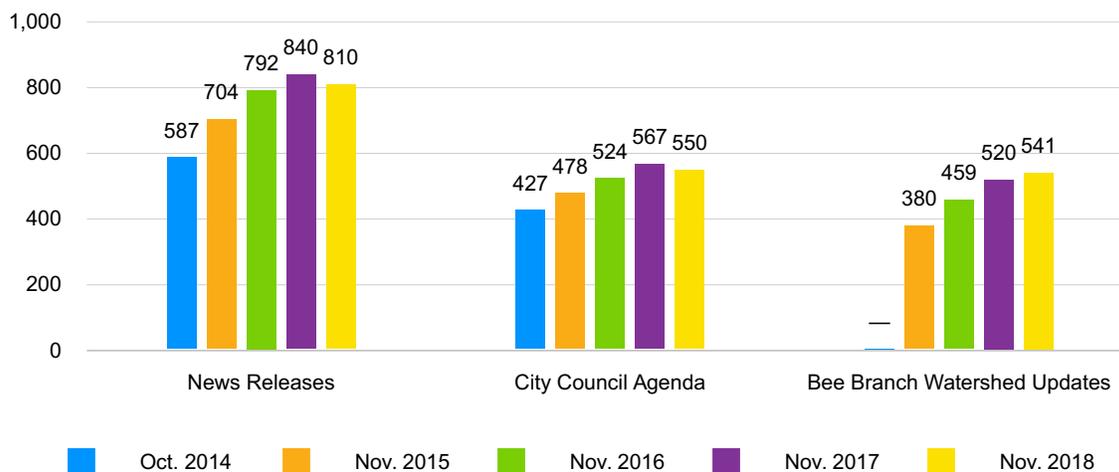
More than 120 news items were distributed as “News Release” Notify Me messages in FY 2018.

# PUBLIC INFORMATION OFFICE

## Subscriber Growth in City Communication Channels



## Notify Me Subscribers



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

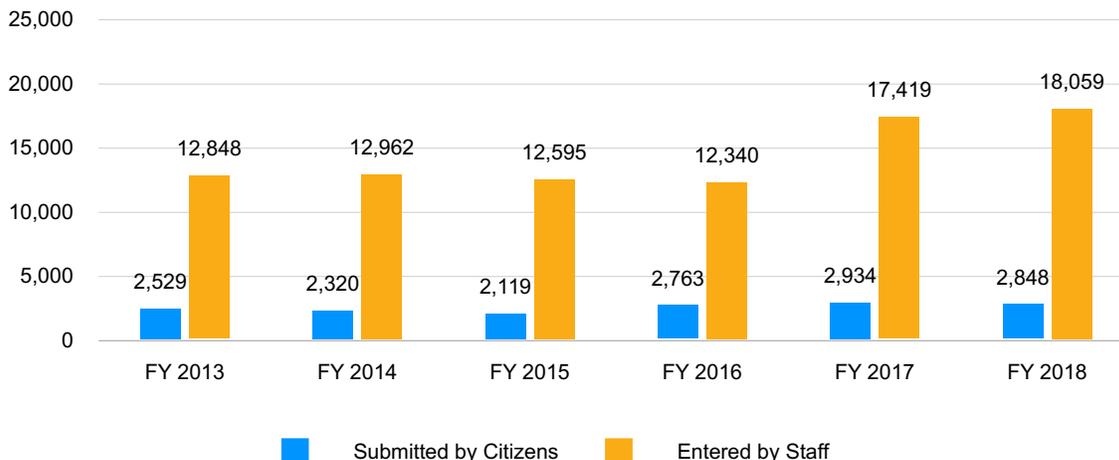


**Outcome #2:** Maintain an up-to-date, comprehensive, and interactive City website for residents and stakeholders to access information and communicate with City staff and elected officials.

*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.*

# PUBLIC INFORMATION OFFICE

## Service Requests Processed Through Website

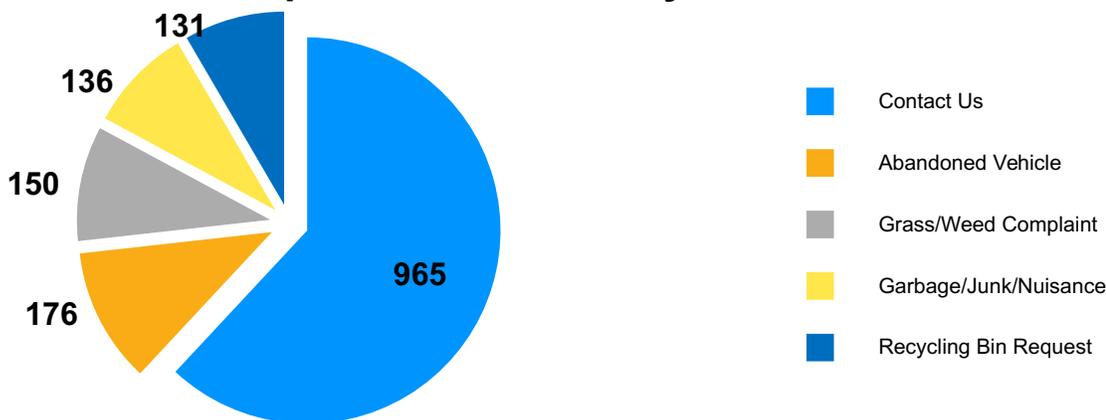


### DID YOU KNOW?

In FY 2018, 20,907 service requests were processed through WebQA, the City’s citizen response management system. Of that total, 13.6% (2,848) 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](http://www.cityofdubuque.org/citizensupport)**

### Top 5 Service Requests Submitted by Residents: FY 2018



# PUBLIC INFORMATION OFFICE

## Top Ten Page Visits (with exception of homepage):

Nov. 1, 2017 – Nov. 1, 2018

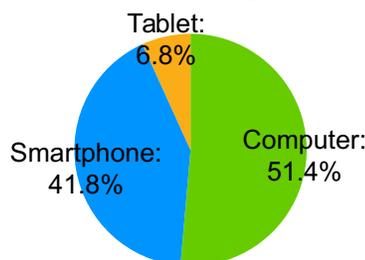
1. Job Opportunities (38,974)
2. Leisure Services (36,115)
3. Pay a Bill or Fine (30,239)
4. Utility Billing (27,276)
5. Police (22,175)
6. The Jule (21,105)
7. Dubuque Employment Opportunities (19,978)
8. Miller Riverview Park (18,336)
9. Eagle Point Park (16,485)
10. Flora Park Swimming Pool (16,091)

## Top 10 Most-Frequently Used Search Terms

on Website: Nov. 1, 2017 – Nov. 1, 2018

1. Eagle Point Park (192)
2. Housing (129)
3. Shot Tower (119)
4. Parking (116)
5. Swim Lessons (116)
6. Jobs (115)
7. Flora Pool (95)
8. Bids (84)
9. Applicant Partner Portal (78)
10. Police (77)

## Website Visits by Device



**DID YOU KNOW?** In 2018, 49% of the devices used to visit the City website were mobile (smartphone or tablet). **Of the mobile devices, 86% were smartphones.**

**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.*

## PUBLIC INFORMATION OFFICE

- All project-related information is available at [www.cityofdubuque.org/beebranch](http://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 (541 subscribers as of 11/19/2018, a 4% increase since November 2017), Facebook page (758 follows as of 11/19/2018, a 21% increase since November 2017), Twitter account (305 followers as of 11/19/2018, a 11% increase since November 2017), and residents on Nextdoor.com. Many are also shared on the City's social media channels.
- A City Journal program updating viewers on the completed Upper Bee Branch Creek Restoration Project and remaining phases of the overall flood mitigation project was produced and aired in February 2018.
- Created the completed projects map for the Bee Branch Healthy Homes Resiliency Program using ArcGIS Online. The map features before and after photos of each property along with a summary of the repairs and renovations made to the site. The map is updated every two to three months as more housing units are completed. The map can be viewed at [www.cityofdubuque.org/bbhh](http://www.cityofdubuque.org/bbhh) or the direct link is <http://arcg.is/1mqrzC>.
- Created detailed webpages for the 22<sup>nd</sup> St./Kaufmann Ave. and 17<sup>th</sup> St./W. Locust St. storm sewer improvement construction projects including custom project maps, estimated construction schedules, road closure and detour maps, and potential impacts to residents. As the 2018 construction season comes to an end, the webpages will be updated to reflect the next phases of the projects which will start in spring 2019. View those webpages at [www.cityofdubuque.org/22ndkaufmann](http://www.cityofdubuque.org/22ndkaufmann) and [www.cityofdubuque.org/17thwlocust](http://www.cityofdubuque.org/17thwlocust).
- Sent a series of letters to property owners, tenants, and businesses impacted by the two Bee Branch Project-related storm sewer improvement projects. Letters included:
  - 1.) a pre-construction letter with a summary of the project and potential impacts to residents,
  - 2.) a notice that construction was scheduled to begin, and
  - 3.) a notice that the project was progressing, and additional sections of the street would be closing for construction.

The initial pre-construction letter also included an invitation for residents to call the City to schedule a time to meet and discuss the project. In addition, open house public information meetings were held for the two projects. Property owners and current residents were informed of the open house public meetings via direct-mail postcard.

- Designed a two-page Bee Branch Creek Restoration handout detailing the upper and lower portions of the completed Bee Branch Creek as well as the Railroad Culverts phase and project funding.

- A four-page Bee Branch Watershed Flood Mitigation Project newsletter was mailed to all properties in the Bee Branch Watershed in June 2018. This is approximately 13,000 addresses. The next is scheduled to be mailed by in early-January 2019.

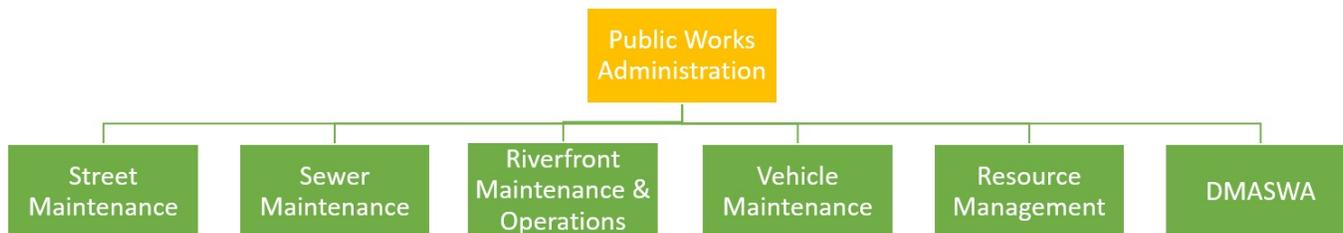
## PUBLIC INFORMATION OFFICE

- Designed all materials for the America's River III campaign including the campaign website ([www.cityofdubuque.org/ar3](http://www.cityofdubuque.org/ar3)), case statement booklet, tri-fold brochure, donation forms, and online naming opportunities map (<http://arcg.is/1PKTTP>). Serve as a point person for all questions and donations. Provided training to the leisure services department on how to recognize donors and change the status of amenities on the naming opportunities map.
- Wrote and submitted several nominations to regional and national award competitions for the Upper Bee Branch Creek Restoration and Bee Branch Watershed Flood Mitigation Project. The project received the following awards:  
2018 Eddy Award for Design, River Action - April 2018  
2018 James Lee Witt Award for Excellence in Floodplain Management, Association of State Floodplain Managers - June 2018  
2018 Environmental Planning, Iowa Chapter of the American Planning Association - October 2018  
2018 Project of the Year Award, Iowa Chapter of the American Public Works Assoc. - October 2018
- Updated and redesigned the 8-page Road Construction Tool Kit for businesses. The guide is to be provided to all businesses impacted by City projects before construction begins. It outlines resources the City provides before and during construction projects, things businesses can do to proactively prepare for a construction project, and other helpful information including City noise ordinance for construction, dust control measures, and parking and transportation alternatives. During the redesign process, the Public Information Office worked with the Engineering Department to establish standard temporary directional signs for businesses during road construction projects.
- Provided educational tours of the completed Bee Branch Creek Greenway to several groups including Mazzucchelli Middle School, University of Dubuque, Wahlert High School, Marshall Elementary School, the Dubuque Police Chief's Forum, the University of Iowa Office of Strategic Communication, and the Growing Sustainable Communities mobile tour.
- Partnered with Laura Klavitter and Heidi Zull, representatives from the Washington Neighborhood, and Green Iowa AmeriCorps to do community engagement about the redevelopment of the Blum site. Residents were asked to submit art to be displayed on temporary vinyl banners that will be attached to the fence surrounding the property. After the artwork was gathered, it was scanned, converted it into digital art, and laid it out as a collage. The result is colorful banners of artwork created by community members that is both a celebration and reflection of the Washington Neighborhood and North End residents, especially its youth. The banners are expected to be installed in December 2018.



# 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 transit on city streets.



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

### 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.

### 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.



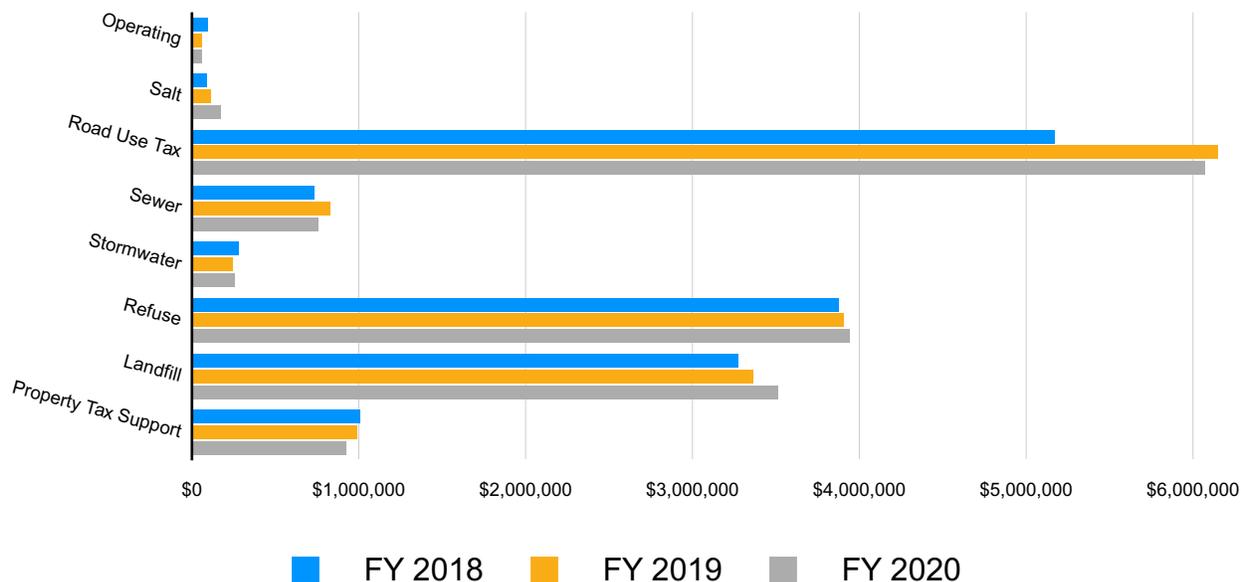
### PARTNERSHIPS

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.

# PUBLIC WORKS

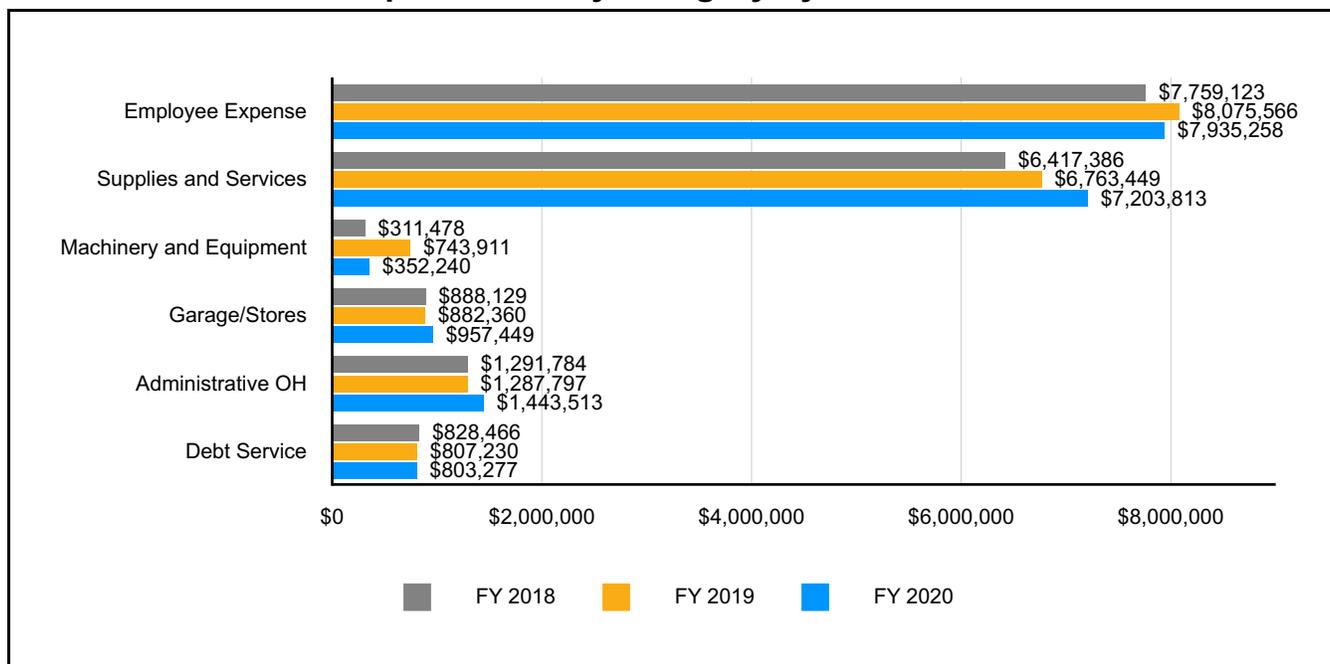
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	92.09	91.96	91.96

## Resources



The Public Works Department is supported by 91.96 full-time equivalent employees, which accounts for 51% of the department expense as seen below. Overall, the department's expenses are expected to decrease by 0% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# PUBLIC WORKS

## Public Works Administration

### Overview

The Public Works Director directs and supervises the activities of 91.96 full-time, part-time and seasonal employees including 87 full-time, 1 utility worker apprentice, 2 part-time, 4 seasonal workers and 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, curb side electronic 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.

Administration Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$(14,748)	\$8,569	\$3,100
Resources	\$54	\$205	\$136

Administration Position Summary	
	FY 2020
Public Works Director	1.00
Assistant Public Works Director	1.00
Account Clerk II	1.00
Secretary	1.00
Clerical Assistant	0.68
<b>Total FT Equivalent Employees</b>	<b>4.68</b>

### Highlights Fiscal Years 2016 - 2018

- Received and responded to 6,101 resident requests for service in FY 2016
- Received and responded to 8,369 resident requests for service in FY 2017
- Received and responded to 10,522 resident requests for service in FY 2018
- Received approval by the US Department of Labor for the Utility Worker Apprenticeship Program in FY2018.

### Future Initiatives

- Recruit and retain a highly qualified and well-trained diverse work force
- Fill the position of Public Works Utility Worker Apprentice.
- Continue to improve the high level of customer service provided to our residents

# PUBLIC WORKS

## Performance Measures

### 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 resident service through 24 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 Director/Assistant Public Works Director or Public Works Field Supervisor are not available for on-site command.*



#### **DID YOU 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, Electronics 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.

**Outcome #2: Provide effective and timely response to resident requests for information and service in order to avoid disruption in our residents' daily activities.**



#### **DID YOU KNOW?**

The Public Works Department received or initiated, and responded to 10,522 WEBQA requests for service in FY2018 which is a 26% (2,153 requests) increase over FY 2017 requests

- Respond to resident requests for emergency action within one hour.

*Even though the Public Works Department is not considered a public safety department, our employees are recognized as "first responders" during many incidents. A resident who has raw sewage filling the basement of his or her home, or a resident 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 resident requests for information or non-emergency action within 72 hours.

*Residents 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 resident inquiries and requests for non-essential service can take as long as 72 hours to complete.*

# PUBLIC WORKS

## Street Maintenance

### Overview

#### **Street Maintenance (Funded by Road Use Tax Dollars)**

Provides for maintaining and repairing 282.28 centerline miles of city streets, curb and gutter, alleys, including 80 green alleys, 8 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 282.28 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 2,612 with 526 of those lights being high pressure sodium and 2,089 being LED lights. The City-owned street light system is made up of 1,006 high pressure sodium and 1,148 LED lights, 7 incandescent and 146 MH for a total of 2,307 street lights. All City owned street lights and traffic signals are maintained by the Public Works Department's two traffic signal technicians. 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.

# PUBLIC WORKS

Street Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$5,236,415	\$6,051,246	\$5,964,661
Resources	\$2,706,354	\$3,405,884	\$3,263,784

Street Maintenance Position Summary	
	FY 2020
Foreman - Maintenance	2.75
Foreman - Snow and Ice	0.90
Field Supervisor - Maintenance	0.73
Field Supervisor - Snow and Ice	0.17
Truck Driver - Maintenance	3.87
Truck Driver - Snow and Ice	1.00
Truck Driver - Street Cleaning	0.83
Utility Worker - Maintenance	3.85
Utility Worker - Snow and Ice	0.85
Equipment Operator I - Street Signs	0.45
Equipment Operator I - Maintenance	3.88
Equipment Operator I - Snow & Ice	1.72
Equipment Operator I - Street Clean	0.00
Equipment Operator II - Traffic	0.02
Equipment Operator II - Street Signs	0.85
Equipment Operator II - Maint.	0.94
Equipment Operator II - Snow & Ice	1.12
Equipment Operator II - Street Clean	3.21
Assistant Horticulturist - Maint	0.25
Assistant Horticulturist - Snow and Ice	0.17
Custodian I	0.38
Laborer - Street Signs	0.67
Utility Worker Apprentice	1.00
Laborer - Street Cleaning	0.36
Maintenance Worker - Maintenance	0.07
Maintenance Worker - Snow	0.16
Traffic Signal Technician II - Street Sign	0.01
Traffic Signal Technician II - Snow	0.12
Traffic Signal Technician II - Traffic	1.86
<b>Total FT Equivalent Employees</b>	<b>32.19</b>

## Highlights of Fiscal Years 2014-2018

- Completed asphalt overlay projects on 34 streets equaling 6.29 centerline miles in calendar 2015, 50 streets equaling 7.11 miles in 2016, on 43 streets equaling 7.64 miles in 2017 and on 29 streets equaling 5.14 centerline miles in 2018
- Completed full depth concrete repairs on 17 streets in calendar 2015, on 10 streets in 2016 ,10 streets in calendar 2017 and on 11 streets in 2018

# PUBLIC WORKS

- Assisted in the installation of 106 ADA curb ramps (105 constructed by contractors and 1 by Public Works staff). Asphalt required at all curb ramp installations was installed by Public Works.

## 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 alternative fuel 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.

- C1Asphalt overlay 5 centerline miles of streets in fiscal year 2020. In calendar year 2018 a 5.14 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 FY20, 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



### DID YOU KNOW?

The City has a Snow Plow Progress Mapping system. Visit [www.cityofdubuque/snow](http://www.cityofdubuque/snow) for additional information.

- C5Plow 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 safe movement of pedestrians on City walks and steps after winter storms.*

Winter Season	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Number of Storms	42	19	15	12	26
Total Seasonal Snowfall	63.3"	33.7"	34.8"	27.1"	38.2
Salt Used for De-icing	13,411 tons	5,346 tons	3,242 tons	3,474 tons	5,749 tons

### Resident Requests

During the winter of 2017-2018, the department received a total of 325 Web Q/A requests for service related to snow and ice control. By responding to these requests for service in a timely manner, our residents are provided a safe environment in which to commute to work, school, and home.

# 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 2017-2018 was 31,959 gallons.

### De-icing:

The department's FY20 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 5,500 tons of roadway deicer salt at an estimated cost of \$60.71/ton.

### **Outcome #2: Provide clean and attractive streets and neighborhoods by maintaining City Right-of-Way (ROW) and properties.**

In order to provide our residents and visitors an aesthetically attractive and sanitary community environment, Public Works Department crews sweep streets and downtown alleys, 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 2307 City-owned high pressure sodium and LED street lights are maintained by the department's two technicians.*



#### **DID YOU KNOW?**

The Public Works Department, under the guidance of the Engineering Department, is replacing City-owned high pressure sodium street lights with LED street lights. The new LED street lights are more energy efficient and have a longer life span.

### **Sign Replacement Program**

In calendar 2018, 94 street names, 27 JULE, and 723 other types of traffic control signs and posts were installed or replaced at various locations throughout the city.

# PUBLIC WORKS

## Sewer Maintenance

### Overview

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 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.

Sewer Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,013,347	\$1,071,839	\$1,016,780
Resources	\$1,013,347	\$1,071,839	\$1,016,780

Sewer Maintenance Position Summary	
	FY 2020
Foreman - Sanitary	1.31
Foreman - Storm	0.73
Field Supervisor - Storm	0.00
Equipment Operator I - Sanitary	3.38
Equipment Operator I - Storm	1.12
Equipment Operator II - Sanitary	0.72
Equipment Operator II - Storm	0.10
Truck Driver - Sanitary	0.30
Utility Worker - Sanitary	0.30
<b>Total FT Equivalent Employees</b>	<b>7.96</b>

### Highlights of Fiscal Years 2016 - 2018

- 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)
- Cleaned or Inspected 73.68 miles of the sanitary sewer system pipe in calendar 2018 (through 12/20/18)

### 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.

# PUBLIC WORKS

## Performance Measures

### 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.

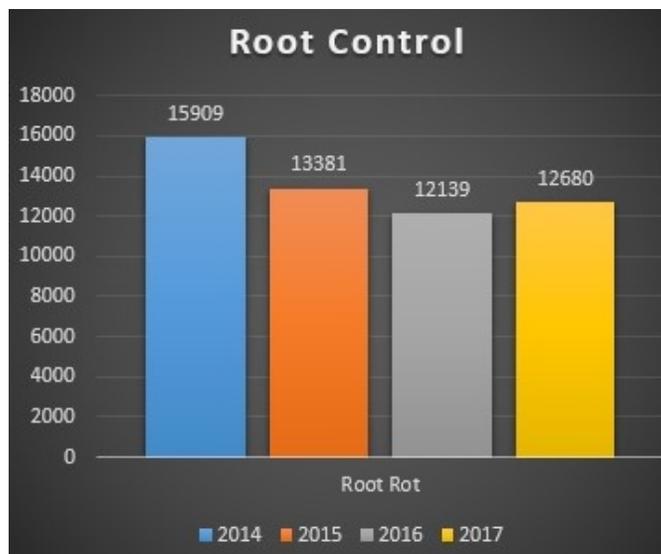
### Timely Response to Sanitary Sewer Service Requests

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.

Year	2014	2015	2016	2017	2018
Total Service Requests:	126	96	96	97	106
Private Sewer Problems	110	85	84	86	93
City Sewer Problems	16	11	12	11	13

### 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. A total of 7,262 feet of pipe was treated in 2018.



# PUBLIC WORKS

**Outcome #2: Ensure contractors’ and developers’ compliance with City specifications by completing post-construction inspection of new or repaired sanitary and storm sewer infrastructure**

*In order to ensure contractor compliance with City specifications, all newly-constructed or repaired sanitary and storm sewer infrastructure will be inspected with closed-circuit television equipment (CCTV).*



**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)

Year	2015	2016	2017	2018
Total sewer pipe inspection footage using CCTV equipment	85,387	65,936	95,383	39,594

## 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 5.8 mile long flood control 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.

Riverfront Maintenance and Operations Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$429,995	\$448,485	\$447,533
Resources	\$6,755	\$9,345	\$6,755

# PUBLIC WORKS

Riverfront Maintenance and Operations Position Summary	
	FY 2020
Foreman	0.31
Field Supervisor - Floodwall	0.10
Equipment Operator I	0.10
Equipment Operator I	0.25
Equipment Operator II - Riverfront	0.10
Equipment Operator II - Floodwall	0.04
Maintenance Worker - Riverfront	0.50
Maintenance Worker - Floodwall	0.02
Maintenance Worker - POD	0.25
Laborer - Riverfront	0.21
Laborer - Floodwall	0.13
Laborer - POD	0.46
Traffic Signal Technician	0.01
<b>Total FT Equivalent Employees</b>	<b>2.48</b>

## Highlights of the Past Year

- Provided staff support in preparation for Americas River Festival in the Port of Dubuque
- Provided pre-event preparation for 56 private and public events held in the Port of Dubuque in 2018

## 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 residents 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 residents 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 5.8 mile long flood control system.**

Make continual improvements to the City’s flood control system 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 flood control system’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.

Vehicle Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$ 2,136,484	\$ 2,097,596	\$ 2,192,216
Resources	\$ 2,214,903	\$ 2,087,596	\$ 2,198,166

# PUBLIC WORKS

Vehicle Maintenance Position Summary	
	FY 2020
Equipment Maintenance Supervisor	1.00
Lead Mechanic	2.00
Mechanic	7.00
Stock Clerk	2.00
Custodian I	0.15
<b>Total FT Equivalent Employees</b>	<b>12.15</b>

## Highlights of the Past Year

- Implemented shop safety protocol (mandatory safety glasses, marked walk ways)
- Established weekly safety meetings
- Technician training increased from 125 total hours to 232 total training hours.
- Sweeper and solid waste factory trainers conducted on-site training for shop technicians.
- Develop and implement a City wide fleet replacement evaluation rating system.

## Future Initiatives

- Recruitment and retention of experienced heavy equipment and diesel engine mechanics. Technician training schedule developed for web based training, advanced electrical and drivability training scheduled. Work with vendors to provide equipment specific training.

## Performance Measures

### Vehicle Maintenance - Activity Statement

Maintain and repair the City's fleet to ensure safe and efficient operation of all City-owned vehicles and provide 24/7 support as needed during during storm events and other emergency operations.



**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 in its entirety except for the vehicles belonging to the Airport Department. The department insures that public safety vehicles, Police/ Fire and snow and ice control in the winter, are ready to respond to any emergency at any time to protect the public from bodily harm and property damage.*

The department's nine mechanics will receive annual training annually to keep current in the latest automotive and equipment technologies.

*While private sector service providers are not available to service an ambulance, fire truck, police car, or snow plow truck at 3AM on a*

# PUBLIC WORKS

*Sunday, Christmas Day, etc. the Public Works mechanics provide this support as needed 24/7. Continual training of our mechanics, especially regarding the technologies incorporated into those vehicles, is especially important.*

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 Public Works department is currently operating the following CNG vehicles : 1-Tandem axle plow truck, 1-single axle street truck, 1-½ ton pickup truck. In 2019 our first hybrid diesel/electric bucket truck will be placed into service. The City garage will continue to evaluate CNG and electric/hybrid powered equipment with the commitment to reduce the City fleet's carbon footprint across all departments.*

# PUBLIC WORKS

## Solid Waste Resource Management

### Overview

The Solid Waste 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 equitable refuse collection and disposal service to over 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. Recycling bins and/or carts are provided to City’s customers for the recycling of a full spectrum of paper, plastic and metal materials. The third activity offered to City customers is the large item collection which includes the collection of furniture, appliances, electronics and/or other 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.

Resource Management Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$3,911,991	\$3,914,284	\$3,949,508
Resources	\$4,237,240	\$4,340,310	\$4,400,323

Resource Management Position Summary	
	FY 2020
Resource Management Coordinator	1.00
Lead Sanitation Driver	1.00
Sanitation Driver	17.00
Sanitation Laborer	1.00
Custodial I	0.08
Seasonal Sanitation Driver	0.67
<b>Total FT Equivalent Employees</b>	<b>20.75</b>

### Highlights of the Past Year

- The purchase and distribution of 1310 large (95 gallon) wheeled carts to its recycling customers.
- The department introduced curb side electronics collection to the City’s large item collection program to offer city customers a more convenient and accessible service to manage electronics.
- Over 783 customers downloaded the Rethink Waste mobile device app.

# PUBLIC WORKS

## Future Initiatives

- Evaluate and implement next steps in the Performance Analysis of the Solid Waste Operations and Rate Review study.
- Improve pedestrian recycling through color-coding and improve signage.
- Implement one-year civil service testing to advance equity through workforce recruitment and retention efforts.
- Design and implement fully automated collection for refuse (only) in designated area.
- The department is continuing to explore how we deliver service to ensure we are delivering equity municipal service.
- The department is continuing to improve the possible future use of 100% Bio CNG-fueled collection vehicles.
- The department is evaluating the greater use of City-owned mechanically tipper carts for the collection of refuse, recyclables, and yard/food debris.

## Performance Measures

### Resource Management - Activity Statement

Provides efficient and comprehensive residential curbside collection services for the disposal of garbage and bulky items, and, the diversion and reuse of recyclables, electronics, yard debris, food scraps and other food-related compost.



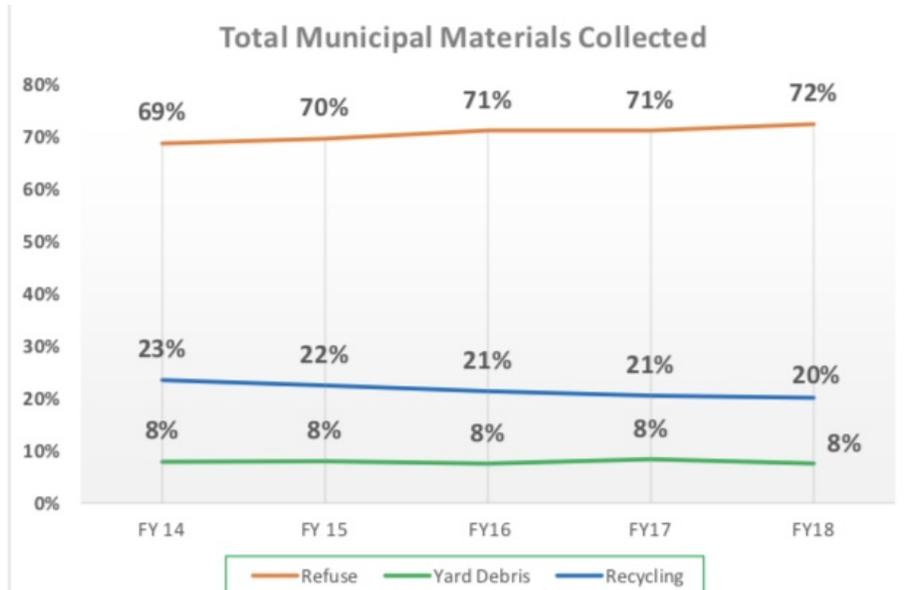
**Goal: Sustainable Environment**



**Outcome #1: Increase the percentage of collected municipal solid waste diverted from landfill disposal.**

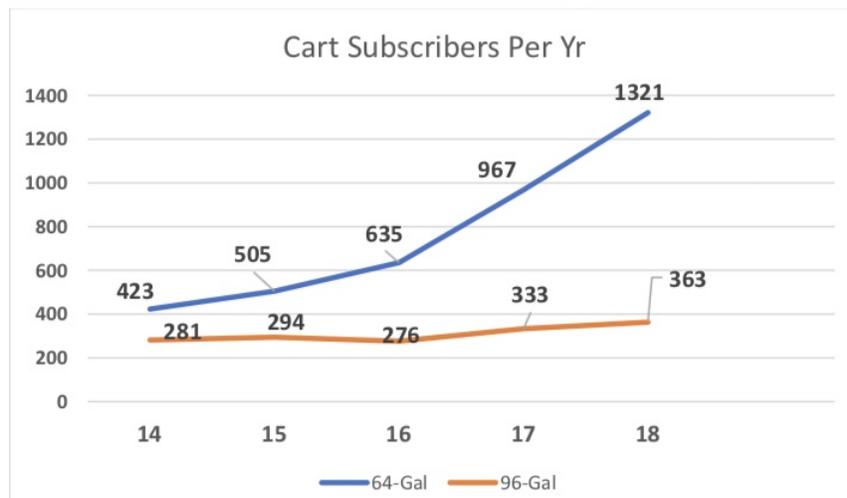
*What does this mean to the residents of Dubuque? By diverting materials from landfilling, the City advances the goal of 50% by 2030 Greenhouse Gas Reduction. Reduction can extend the future capacity for local landfilling by years.*

# PUBLIC WORKS



**Outcome #2:** Increase expanded use of City owned wheeled collection carts.

*What does this mean to the residents of Dubuque? Being responsive to city customer needs and calls for City service.*



# PUBLIC WORKS

## Dubuque Metropolitan Area Solid Waste Agency (DMASWA)

### Overview

This activity provides a wide range of municipal solid waste management options to residents 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 (HHRCC) provides convenient, no-fee, drop-off household hazardous materials disposal services to Dubuque and Delaware county residents from April through October.

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

DMASWA Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$3,822,998	\$3,856,650	\$4,002,934
Resources	\$3,822,998	\$3,856,650	\$4,002,934

DMASWA Position Summary	
	FY 2020
Solid Waste Agency Administrator	1.00
Landfill Supervisor	1.00
Foreman	1.00
Equipment Operator II	2.00
Landfill Equipment Operator	3.00
Landfill Equipment Operator - Seasonal	0.75
Mechanic	1.00
Scale House Operator	2.00
<b>Total FT Equivalent Employees</b>	<b>11.75</b>

# PUBLIC WORKS

## 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 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.
- In March of 2018 release an RFQ/P to request proposals from developers for the development of a renewable natural gas (RNG) project at the Agency's facility. In December the Agency entered into an agreement with Trillium for a renewable gas project.
- In 2018 staff successfully negotiated an agreement for the sale of property to the State of Iowa Department of Transportation related to the Swiss Valley intersection project.

## 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.

# PUBLIC WORKS

## 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.**

#### DID YOU KNOW?

The DMASWA's landfill and other services are not tax-supported. The fees paid by the Agency's Iowa, Illinois, and Wisconsin customers to use its facilities are the only revenue it receives.

*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.*



#### DID YOU KNOW?

The DMASWA Landfill serves not only all of Dubuque county, but also all of Delaware county and many homes and businesses in Grant and Jo Davies counties.

#### 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.*

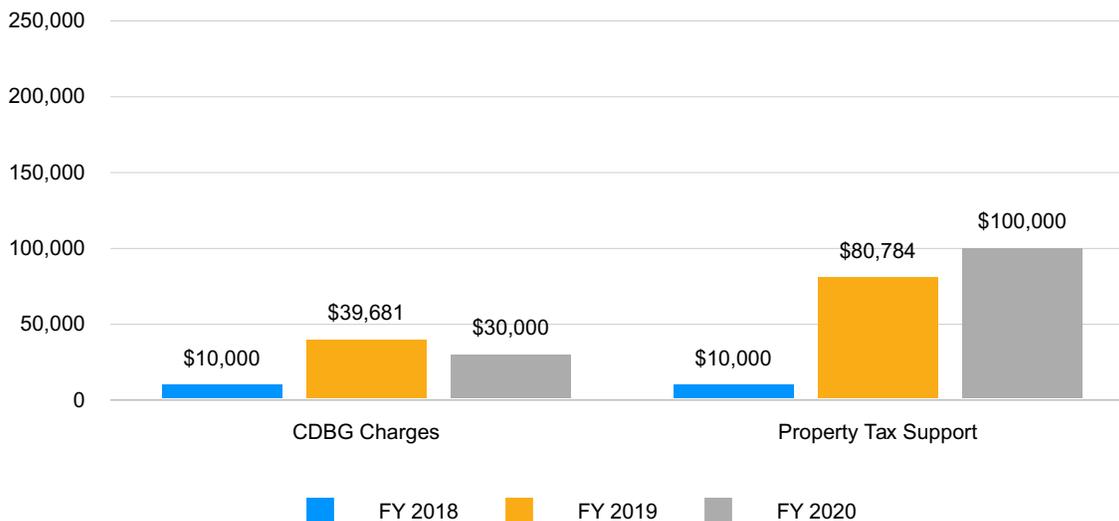
#### Identify a financially-sustainable use for the Agency's landfill methane.

*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.*

# PURCHASE OF SERVICE

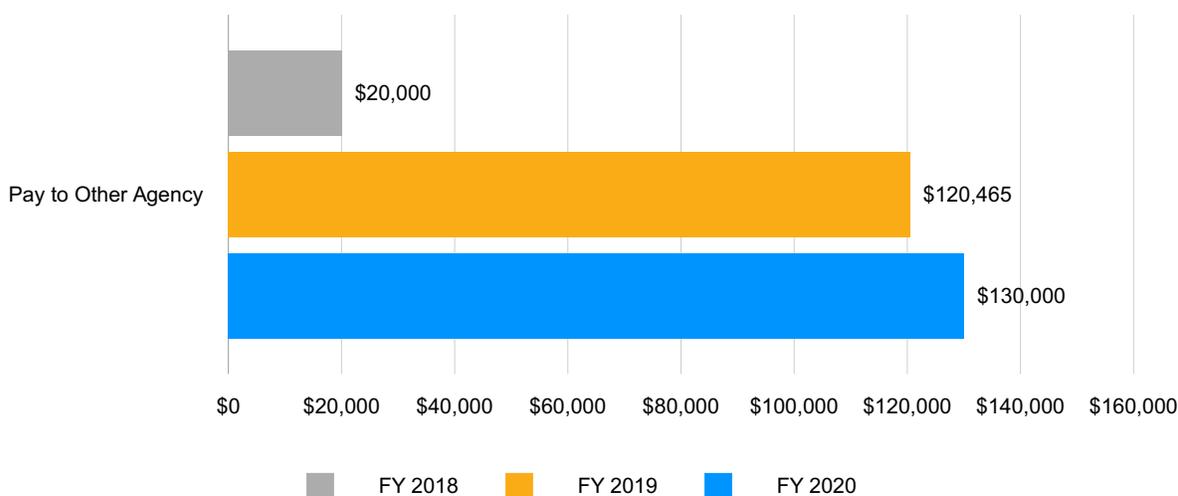
Purchase of services activities are those services that the City feels fit the goals and priorities of the City and are not required to be provided or would not be provided in the normal course of City business. In Fiscal Year 2014, an application process was implemented for the funding of purchase of service agencies.

## Resources and Property Tax Support



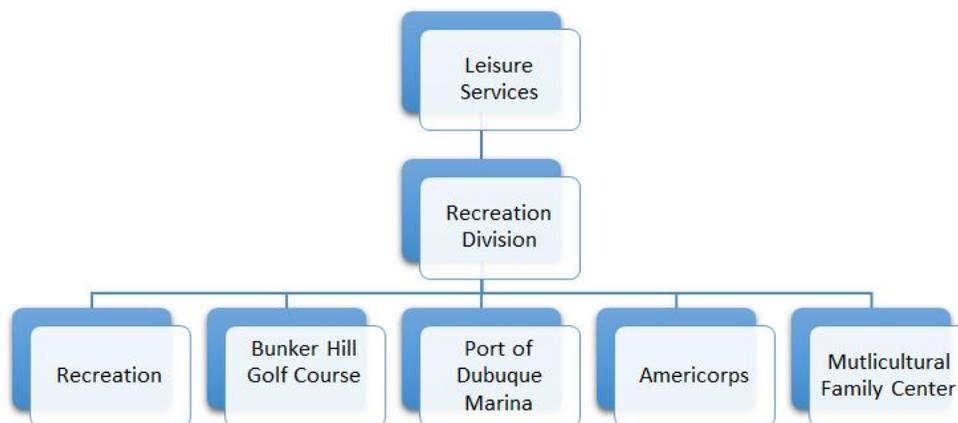
Purchase of Services is supported by no full-time equivalent employees. Pay to other agencies accounts for 100% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 7.92% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# LEISURE SERVICES RECREATION DIVISION

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.

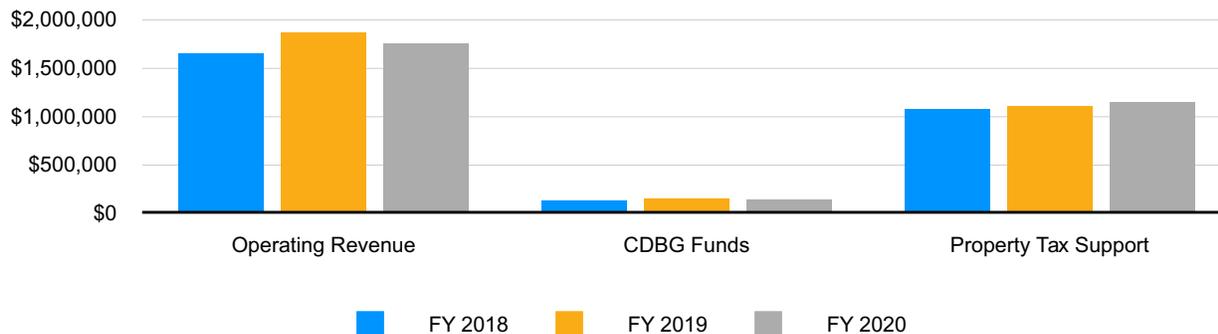
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



## LEISURE SERVICES RECREATION DIVISION

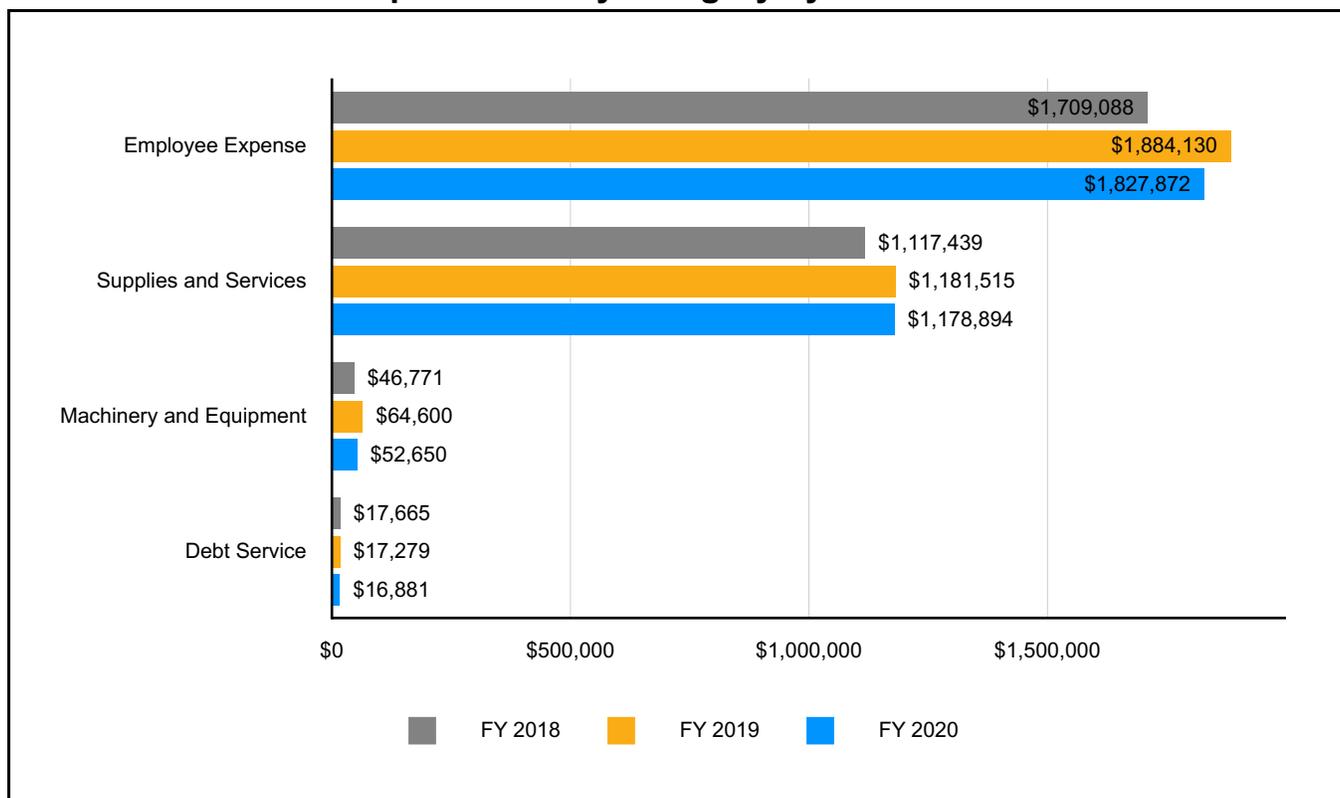
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	43.23	43.45	43.45

### Resources and Property Tax Support



The Recreation Division is supported by 48.00 full-time equivalent employees, which accounts for 59.42% of the department expense as seen below. Overall, the department's expenses are expected to decrease by -2.26% in FY 2020 compared to FY 2019.

### Expenditures by Category by Fiscal Year



# LEISURE SERVICES RECREATION DIVISION

## Recreation Programming

### Overview

The Recreation Division develops a variety of recreational activities and job OPPORTUNITIES to provide the residents 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.



Recreation Programming Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$1,735,278	\$1,899,557	\$1,857,703
Resources	\$626,019	\$649,207	\$639,596

## LEISURE SERVICES RECREATION DIVISION

Recreation Programming Position Summary	
	FY 2020
Lead Secretary	0.60
Facilities Supervisor	0.33
Secretary - FT	1.00
Secretary - PT	0.00
Recreation Program Supervisor	2.00
Aquatic/Therapy Supervisor	1.00
Leisure Services Manager	0.33
Recreation Division Manager	1.00
Recreation Leader - Admin	0.22
Recreation Leader	6.11
Recreation Leader - CDBG	0.00
Recreation Field Supv- Youth Sports	0.45
Recreation Field Supv - Adult Athletics	0.43
Recreation Field Supv. - CDBG	0.61
Recreation Leader Jr.	0.92
Playground Coordinator	0.20
Assist. Playground Coordinator	0.10
After School Sports Coordinator	0.41
Pre-School Instructor	0.12
Pre-School Instructor - CDBG	0.72
Swimming Pool Manager	1.35
Head Lifeguard	0.44
Lifeguard	8.63
Pool Cashier	1.01
Concession Worker - Pools	1.04
Concession Worker- McAleece	0.19
Snack Bar Manager	0.20
Laborer - Youth Sports	0.09
Laborer - Swimming	0.48
Laborer - Adult Athletics	0.75
<b>Total FT Equivalent Employees</b>	<b>30.73</b>

### 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.

## 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

#### Recreation - Activity Statement

Provide diverse, affordable, safe, accessible, beneficial and fun programs and events to the community in order to increase QUALITY OF LIFE OPPORTUNITIES.



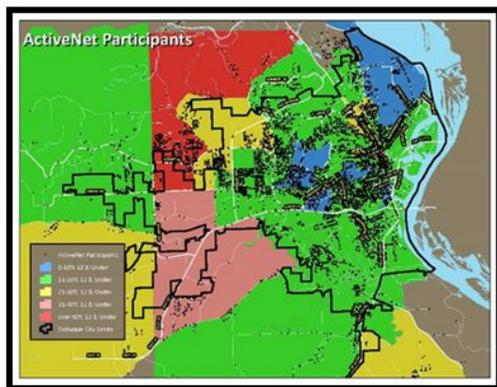
### Goal: Experiences and Activities



**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 residents 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.

## LEISURE SERVICES RECREATION DIVISION



Over 16,000  
Unique Addresses  
Served

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](http://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.



**52%**  
Increase in program  
participation from  
2013 to 2017

**3**  
More registrants per  
program from 2013 to  
2017

## LEISURE SERVICES RECREATION DIVISION



**Goal: Partnership for a Better Dubuque**



**Outcome #2:** Develop, increase, and retain partnerships in order to provide **QUALITY** and **affordable** program **OPPORTUNITIES** for the residents.

**What does this mean to the residents 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



**28**  
Partnerships in 2017



**Goal: Robust Local Economy**



**Outcome #3:** Develop and provide quality entry level job **OPPORTUNITIES** for both youth and adults within the community.

## LEISURE SERVICES RECREATION DIVISION



What does this mean to the residents of Dubuque? For many individuals, recreation jobs are their first experience in the working world. Not only does this experience provide life lessons for future positions, but they also help to put money back into the economy. The total salaries for just the seasonal jobs alone account for 22% of the operating budget. Over the years, individuals who have worked part-time for the Leisure Services Department have gone on in their careers to be doctors, lawyers, dentists, teachers, engineers and recreation supervisors here in Dubuque. In addition to the use of seasonal staff for programming, local contractors are also used to provide various services. These can include athletic officials, local businesses, local non-profits, individual program instructors, etc. In total, over \$236,000 is budgeted to pay out to these instructors in FY19.

200+ Seasonal Hires = \$702,251 in salaries



Local Service Contracts = \$236,853

**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 residents of Dubuque?** Expanding/Enhancing upon traditional programming to make them more current and increase OPPORTUNITIES for social interaction and learning.

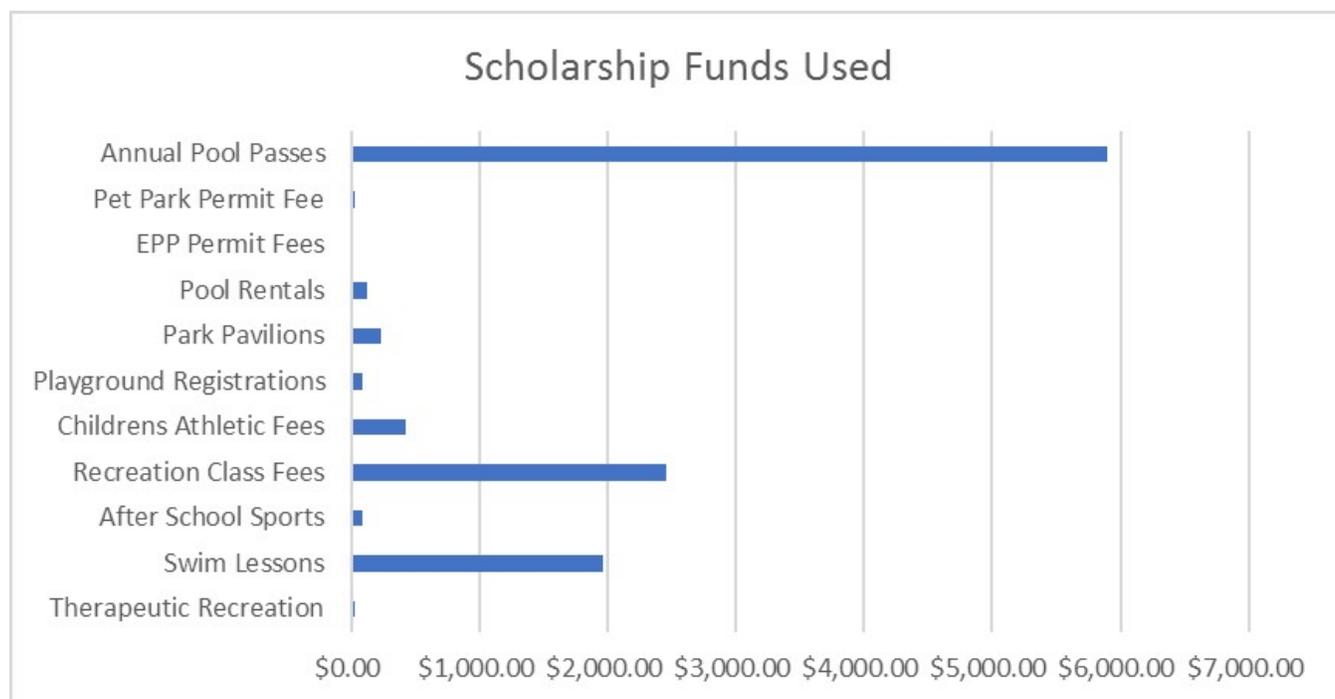


Partnering with the AmeriCorps to provide our local youth with learning OPPORTUNITIES throughout the summer, the Playground Explorations Program reaches more youth on a daily basis each year. As a result, more local youth are exposed to reading, math, science, engineering, and art on a daily basis during the summer months.

## LEISURE SERVICES RECREATION DIVISION

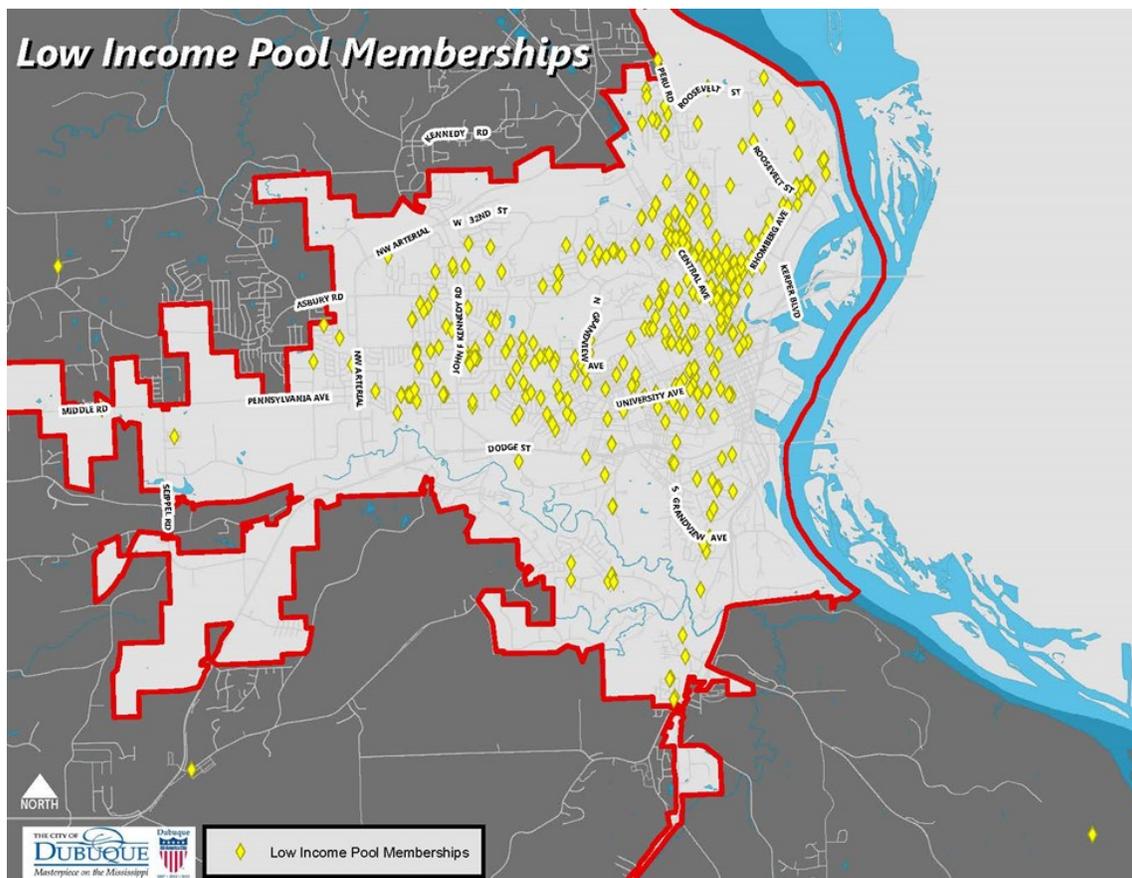
In the summer of 2017 the Recreation Division offered 43 free programs (playgrounds excluded) to those who qualified as low-income. The programs included summer preschool, sports camps, youth enrichment, martial arts, and outdoor adventure. 27 of these programs were located in Comiskey Park, Jackson 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.



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.

## LEISURE SERVICES RECREATION DIVISION



### 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

Bunker Hill Golf Course Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$867,953	927,054	903,718
Resources	\$858,887	983,563	917,492

Bunker Hill Golf Course Position Summary	
	FY 2020
Golf Course Supervisor	1.00
Golf Professional	0.94
Assistant Golf Professional	1.36
Pro Shop Attendant	0.80
Concession Worker	0.84
Golf Course Technician - FT	1.00
Golf Course Technician - PT	0.72
Laborer	2.20
<b>Total FT Equivalent Employees</b>	<b>8.86</b>

### 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

# 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 residents 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 resident 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 residents 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.

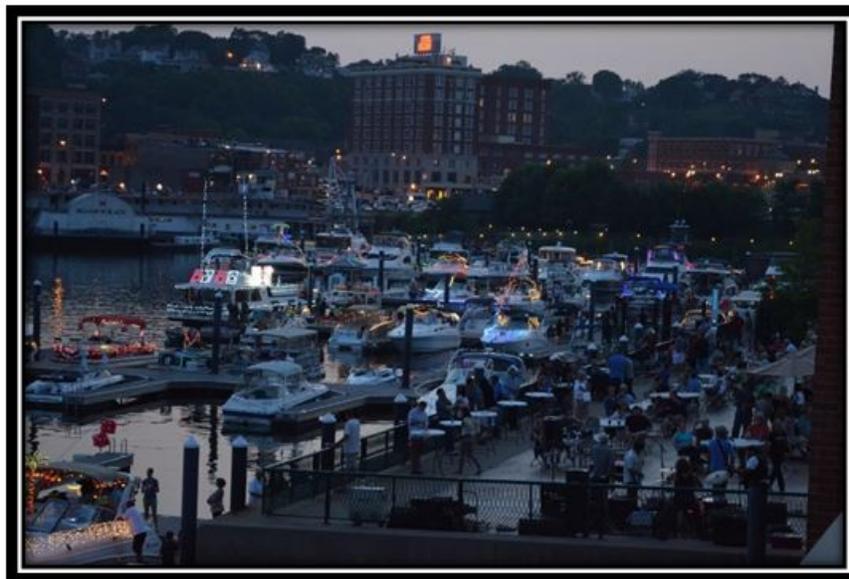


### Port of Dubuque Marina

#### 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			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$251,867	\$285,434	\$279,795
Resources	\$178,239	\$239,669	\$208,278

Port of Dubuque Marina Position Summary	
	FY 2020
Facilities Supervisor - Dock	0.33
Facilities Supervisor - C-Store	0.34
Marina Cashier/Clerk	0.83
Dock Worker	0.58
<b>Total FT Equivalent Employees</b>	<b>2.08</b>

### 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 residents 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 residents 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.

**8%**  
Reduction in Tax  
Support from FY 2016  
to FY 2017

**46%**  
Reduction in Tax Support from  
FY 2014 to FY 2017.

### 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 residents 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

## LEISURE SERVICES RECREATION DIVISION

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 residents 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.

AmeriCorps Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$325,071.7	\$333,835	\$399,164
Resources	\$270,826	\$349,162	\$375,073

AmeriCorps Position Summary	
	FY 2020
AmeriCorps Program Director	1.00
<b>Total FT Equivalent</b>	<b>1.00</b>

### 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-3<sup>rd</sup> 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-3<sup>rd</sup> 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.

## LEISURE SERVICES RECREATION DIVISION

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.



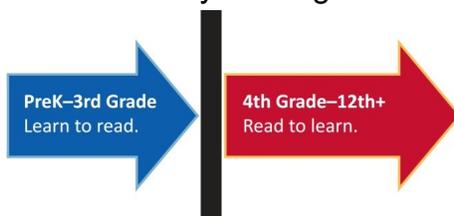
**Goal: Experiences and Activities**



**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 residents 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 3<sup>rd</sup> grade are more likely to not graduate high school.



## LEISURE SERVICES RECREATION DIVISION

**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 residents 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-3<sup>rd</sup> 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 residents 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/amicorps](http://www.cityofdubuque.org/amicorps).

## LEISURE SERVICES RECREATION DIVISION

### Multicultural Family Center (MFC)

	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	3.41	3.41	4.55

#### Overview

The mission of the MFC is to empower all families and community members of Dubuque to reach their potential and build unity through diversity, equity and inclusion.



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.mfcdubq.org](http://www.mfcdubq.org).

Multicultural Family Center Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$272,612	\$268,100	\$338,184
Resources	\$38,189	\$8,246	\$12,402

## LEISURE SERVICES RECREATION DIVISION

Multicultural Family Center Position Summary	
	FY 2020
Multicultural Family Center Director	1.00
Multicultural Family Center Asst. Director	1.00
Recreation Field Supervisor - PT	1.22
Recreation Field Supervisor - Seasonal	0.35
Receptionist	0.48
Secretary	0.50
<b>Total FT Equivalent Employees</b>	<b>4.55</b>

### Highlights of the Past Year

#### Summer Teen Empowerment Program (STEP)



**STEP** - a summer teen empowerment program focusing on employment, education and financial literacy. Teens had the opportunity to earn a stipend while gaining critical employment, communication and leadership skills while connecting to employers, community leaders and higher education institutions in the area. Program is provided in partnership with AmeriCorps. Teens are taught:

- critical employment skills such as interviewing, creating a resume, punctuality and teamwork
- effective communication skills including verbal and non-verbal as well as public speaking presentations
- diversity-equity-inclusion understanding and skills including implicit and explicit bias, and equity vs. equality
- financial literacy including opening and managing bank accounts and budgeting

- 40 teens participated (20 girls / 20 boys)
- Participants can earn a high school credit and up to \$500.
- 35 out of 40 teens received 80% of the potential money earned (\$400 without the savings match); 21 out of 35 youth also received a \$100 savings match
- 17 partners including 9 field trips to area business and higher education institutes
- 14 teens attended 1 and 2-week overnight camps at University of Wisconsin Platteville and Loras College



## LEISURE SERVICES RECREATION DIVISION

### Teen Empowerment Programs

The MFC is a place for teens to hang out and interact in a safe, supervised environment that promotes diversity, equity, and inclusion and empowers teens to reach their potential. Dinner is provided with activities, field trips, career development, higher education opportunities, games and guest speakers.



- Weekly Teen Nights - throughout school year
- Summer Teen Nights - three times per week in partnership with Leisure Services and AmeriCorps
- Road to Success: Teen Employment Workshop
- LGBTQ+ Youth Group

- 175 individual teens served in 2018

Additional partners include: Prudential Retirement, Society of Women Engineers, Carnegie-Stout Public Library, Hillcrest Family Services, Riverview Center, Black Men Coalition, Great River Learning, John Deere Dubuque Works, Antonio Mouzon, University of Dubuque, City of Dubuque Public Works, Iowa State Extension & Outreach, Dubuque Museum of Art and Job Corps



### Many Educational, Empowerment, and Social Support Programs

The MFC has provided many educational, empowerment programs for youth, teens and adult populations over the past year



- MFC Food Pantry
- International Travel Club
- Step Afrika! Field Trip
- Black Panther Movie Field Trip
- LGBTQ+ Youth & Adult Support Groups
- I READ (K-5th grade) Tutoring Program
- Hip-Hop Dance
- Culture Cafe
- NAACP (National Association for the Advancement of Colored People)
- Dubuque Black Men Coalition

## LEISURE SERVICES RECREATION DIVISION

- Sahaja Yoga/Meditation
- Little Luxuries Girls Club
- Turnt Kidz Dance Group
- Girl Talk - Marshallese Girls Group
- Multicultural Art History Program
- Math/Science Tutoring Program
- STEM into Action
- Kids in the Kitchen
- 4-H Cooking Club
- Makerspace
- Robotics



### Future Initiatives

**Multicultural Family Center Expansion: 2018-2020 City Council Management Agenda Top Priority.**

**Provide educational trainings and workshops including:**

- Expand outreach and increase participation from community members that have not traditionally participated in programming.
- Increase civic engagement from community stakeholders that have not traditionally collaborated with the MFC.
- Increase usage of all social media outlets.
- Increase email notifications resulting in customer awareness of all programs for the upcoming seasons.



### 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.

## LEISURE SERVICES RECREATION DIVISION



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.

### Celebratory Events:

The MFC sponsors and organizes various cultural community events throughout the year.

We work with local cultural groups to celebrate and educate through educational presentations, displays, music, dance, art and food.



- Dia De Los Muertos (Day of the Dead)
- India Independence Day
- Hispanic Heritage Month
- Black History Month Celebration
- Celebrate Africa & the Diaspora
- Juneteenth
- Marshall Islands Constitutional Day
- Tri-College Latinx Social

- Germany Cultural Presentation
- India Culture Cooking Night
- Spain Cultural Presentation
- Hawaiian Culture Night
- Gay Pride Picnic
  
- 13 cultural events in 2018
- Over 1,700 cultural event participants



### What does this mean to the residents of Dubuque?

Everyone is welcome in the Dubuque community with equal treatment and opportunities to experience arts, culture and each other.

## LEISURE SERVICES RECREATION DIVISION



**Goal: Partnership for a Better Dubuque**



**Outcome #2: Provide resources for and support to Dubuque resident led organizations increasing civic responsibilities by having residents be part of the solution.**

Partnerships include

- Inclusive Dubuque
- Circles/Getting Ahead
- Alcoholics Anonymous
- Narcotics Anonymous
- IA State Extension & Outreach
- Hillcrest Family Services
- Dubuque Children's Chorale
- CO Dubuque / LGBTQ+ Community
- Black Men Coalition
- Little Luxuries Girls Club
- Turnt Kidz Dance Group
- Sisters United Empowerment Coalition



- Rotary Club of Dubuque
- Tri-State Marshallese Community
- Crescent Community Health/Dubuque Pacific Islander Health Project
- Dubuque Museum of Art
- St. Stephen's Food Bank
- Tri-State Islamic Center
- Prudential Retirement Employees: Pru Pride, Black Leadership Forum
- NAACP (National Association of Advancement of Colored People)
- Tri-College Multicultural Group (Clarke University, Loras College, University of Dubuque)

### **What does this mean to the residents of Dubuque?**

People are involved in the process and supportive of outcomes. Promoting resident engagement, facilitating dialogue and creating opportunities to support a more connected Dubuque community.

## LEISURE SERVICES RECREATION DIVISION



**Goal: Robust Local Economy**



**Outcome:** Embrace diverse populations supporting a multicultural workforce by providing educational, technological and employment programs including:

- STEP - Summer Teen Empowerment Program
- Road to Success Teen Career Workshop
- John Deere Career Job Fair
- Anderson Window & Door Job Fair
- Area Residential Care Job Fair
- Stonehill Franciscan Services Job Fair
- Hills & Dales Career Fair
- Computer Lab

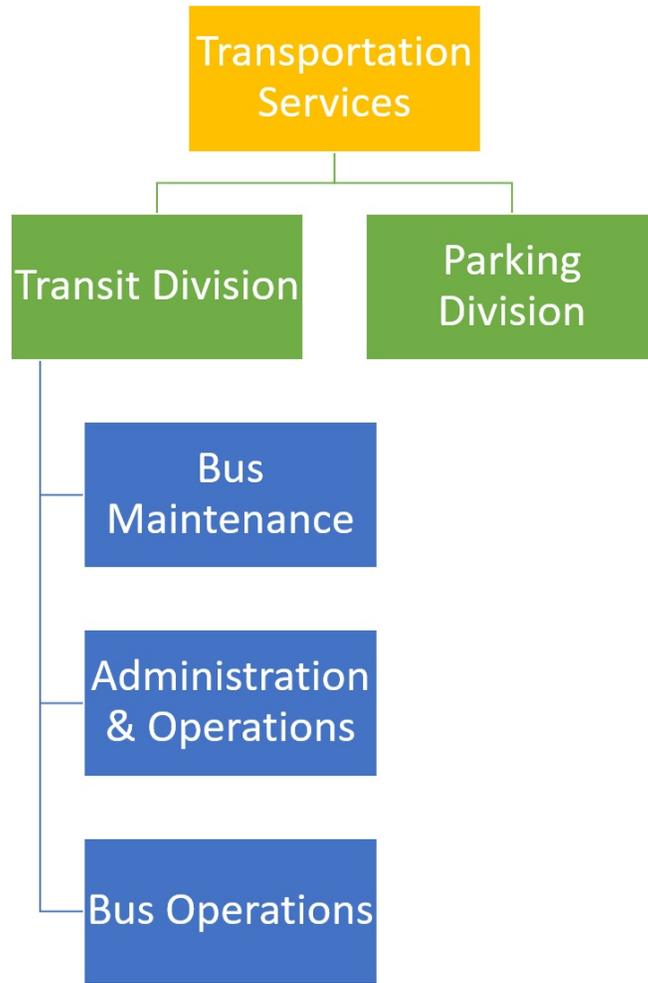


### **What does this mean to the residents of Dubuque?**

Provide residents 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.



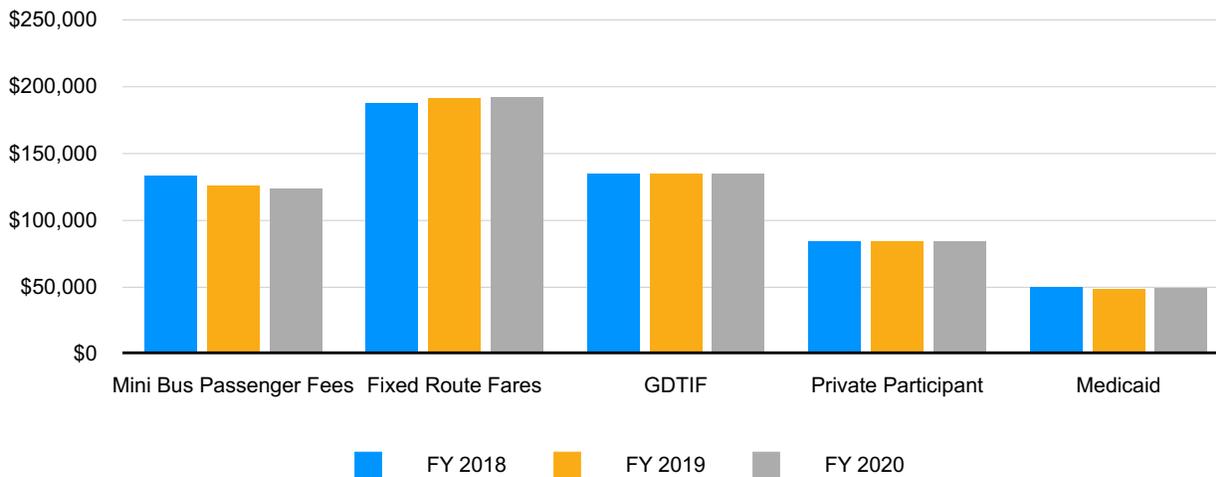
**PARTNERSHIPS**

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.

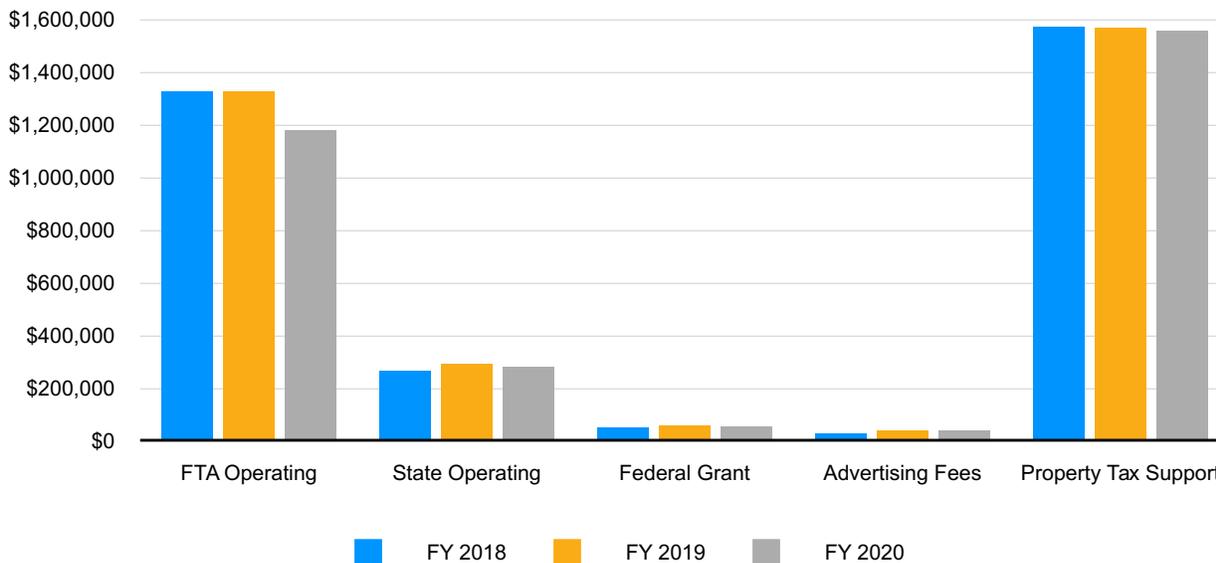
## TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

	FY 2018	FY 2019	FY 2020
<b>Full-Time Equivalent</b>	<b>45.79</b>	<b>44.12</b>	<b>43.81</b>

### Resources



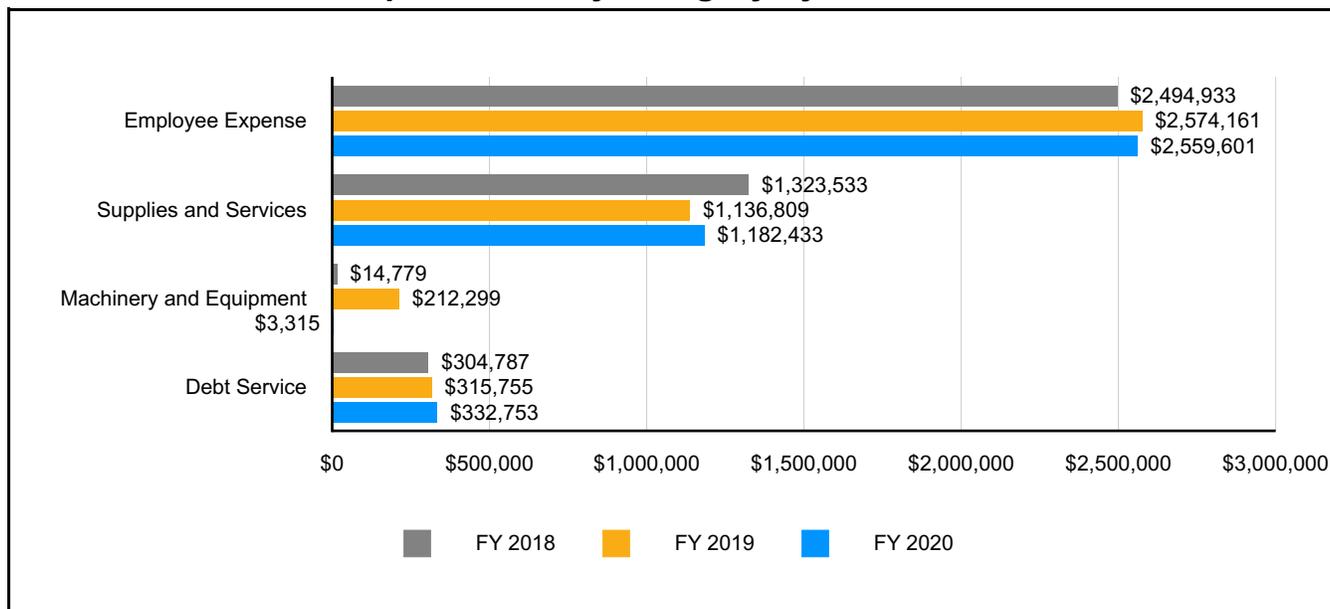
### Resources and Property Tax Support



The Transit Division is supported by 43.81 full-time equivalent employees, which accounts for 62.76% of the department expense as seen below. Overall, the departments' expenses are expected to decrease by 3.80% in FY 2020 compared to FY 2019.

# TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

**Expenditures by Category by Fiscal Year**



## 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.

Administration and Operations Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$849,718	\$880,876	\$783,893
Resources	\$821,915	\$567,161	\$1,789,928

Administration and Operations Position Summary	
	FY 2020
TRANSPORTATION ANALYST	0.50
FIELD SUPERVISOR	0.50
OPERATIONS SUPERVISOR	0.50
TRANSPORTATION SERVICES MGR	0.50
DISPATCHER FT	2.70
DISPATCHER PT	0.98
CONFIDENTIAL ACCOUNT CLERK PT	0.51
OPERATIONS ASSISTANT PT	0.55
<b>Total FT Equivalent Employees</b>	<b>6.74</b>

## 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.

# TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION



BUS STOP CHANGES  
EFFECTIVE NOVEMBER 7, 2016

The Red 2 Mercy/Loras will now serve the Locust Street and Main Street stops previously served by the Green 2 Mercy/S Locust.

PICKUP TIME CHANGES		
Stop Location	Route	Pickup Time
Locust St & 1st St	Red 2 Mercy/Loras	:36
Locust St & 6th St	Red 2 Mercy/Loras	:38
9th & Main St	Red 2 Mercy/Loras	:40
Main St & 14th St	Orange 1 Clarke	:07
Main St & 12th St	Orange 1 Clarke	:08
6th St & Iowa St	Orange 1 Clarke	:12

## Bus Operations

### Overview

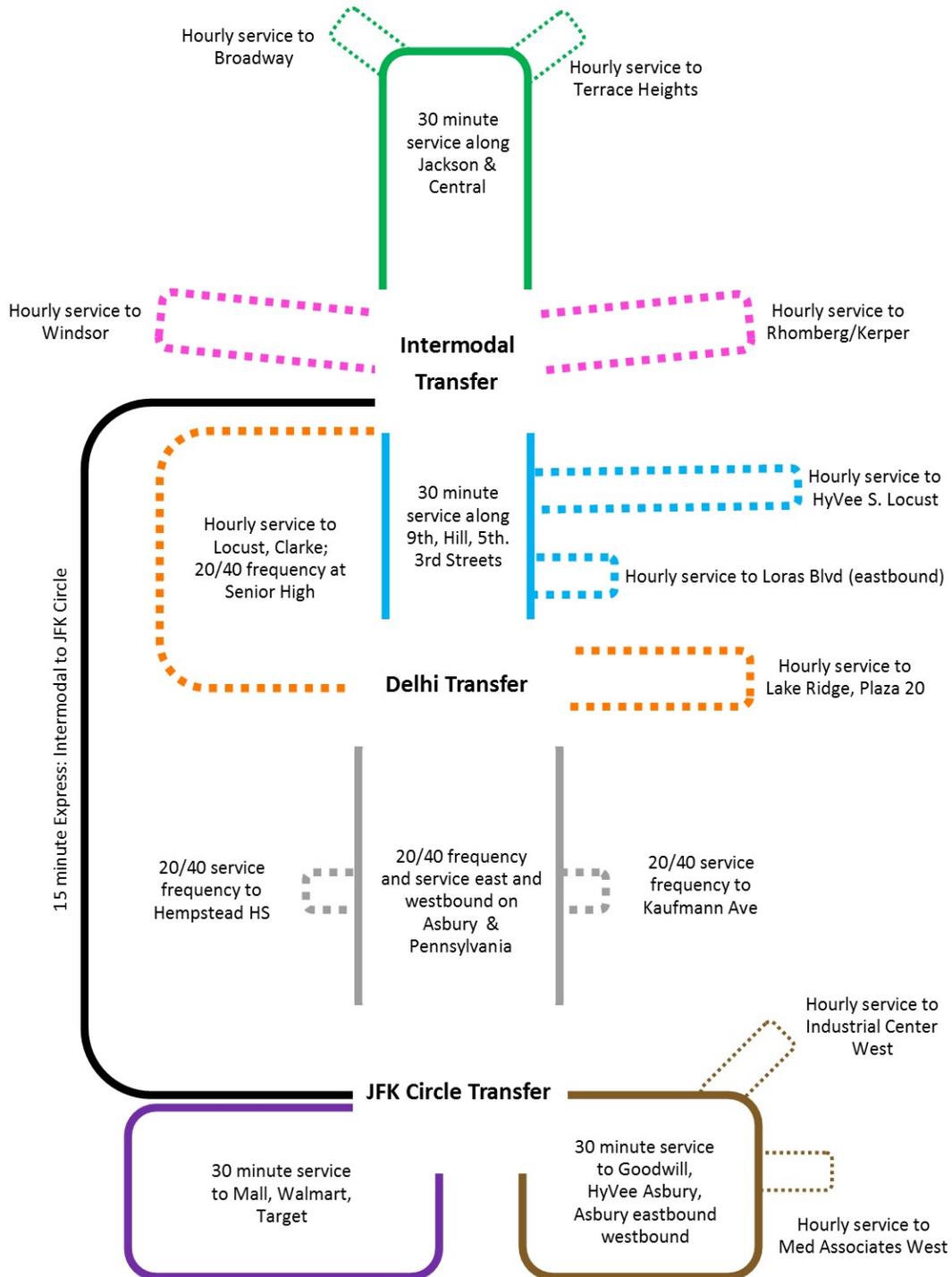
The city of Dubuque has grown geographically and the city’s fixed-route transit system needed to catch up. The award of grant funds to the city for this expansion has provided the opportunity for the transit system to serve more residents and businesses. New routes were developed in 2014 and tweaked 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



## TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

Bus Operations Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,803,441	\$2,882,680	\$2,804,018
Resources	\$1,311,659	\$1,657,628	\$547,701

Bus Operations Position Summary	
	FY 2020
Bus Operator FT	8.00
Bus Operator PT	14.01
Mini-Bus Operator FT	3.00
Mini-Bus Operator PT	9.75
Bus Operator-Trolley Route	0.034
<b>Total FT Equivalent Employees</b>	<b>34.79</b>

### 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

# TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

## Performance Measures

### Bus Operations- Activity Statement

Provide safe, accessible/convenient, professional transit service in the City of Dubuque for residents 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 residents can get to work, school, and recreational opportunities.

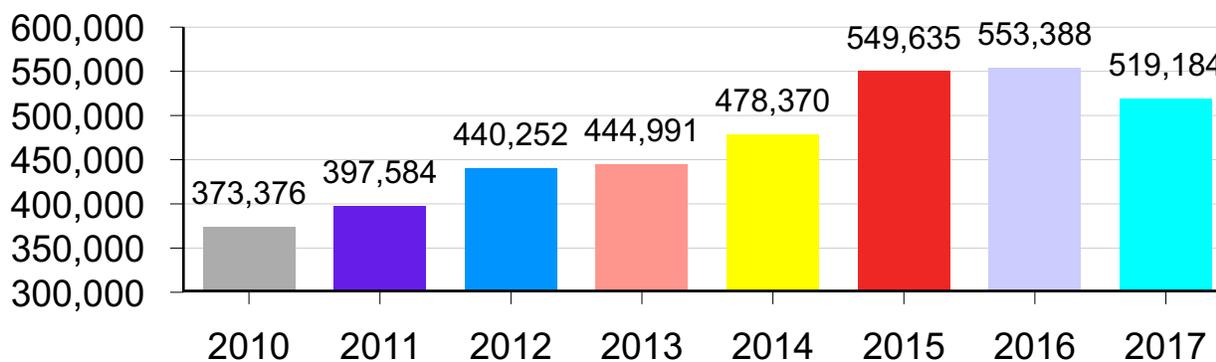
## Transit Access = 5 minute walk to a bus stop

**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

## Ridership



## TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

**Outcome #2: Be Responsive. Ask for input and make recommendations that reflect the needs of residents.**

*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.*

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.

**Look for opportunities to provide input on The Jule's website ([www.juletransit.org](http://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.**

## TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

**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.**

	Pre 2014 Travel Time	Post August 2015 Travel Time	Time Savings
JFK Circle to The Jule (2401 Central)	75 min	35 min	40 min
The Point to Medical Associates West	95 min	50 min	45 min
Downtown Transfer to Kohls/HyVee	45 min	25 min	20 min
University of Dubuque to Walmart/Lowes	50 min	25 min	25 min
Clarke University to Mercy/ Medical Associates East	45 min	18 min	27 min
Loras College to Kennedy Mall	39 min	25 min	14 min
The Point to Target/HyVee	85 min	50 min	35 min



**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.

		City of Dubuque Finance Department – manages bus pass sales at City Hall	

\*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			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$180,086	\$159,713	\$157,438
Resources	\$242,877	\$73,730	\$14,333

## TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

Bus Maintenance Position Summary	
	FY 2020
Service Worker	2.00
Laborer PT	0.28
<b>Total FT Equivalent Employees</b>	<b>2.28</b>

### 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.



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

**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).

## TRANSPORTATION SERVICES DEPARTMENT TRANSIT DIVISION

Goal **80%+** of vehicles are serviced within the mileage threshold.

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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.

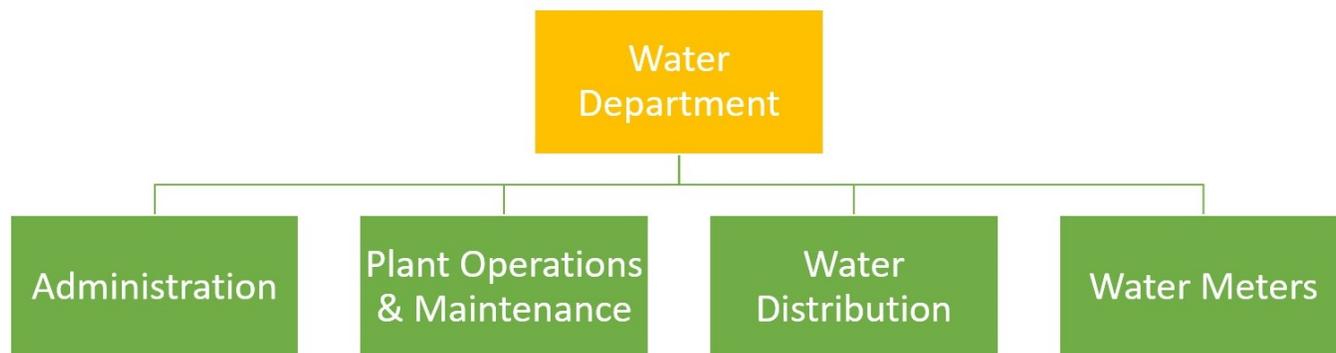
FY 17 **96.54%** of vehicles were serviced within the mileage threshold

Light Duty: 5,000 miles preventative maintenance threshold  
Medium and Heavy Duty: 6,000 miles preventative maintenance threshold



# WATER DEPARTMENT

The Water Department ensures our community has high quality, safe, reliable and affordable drinking water.



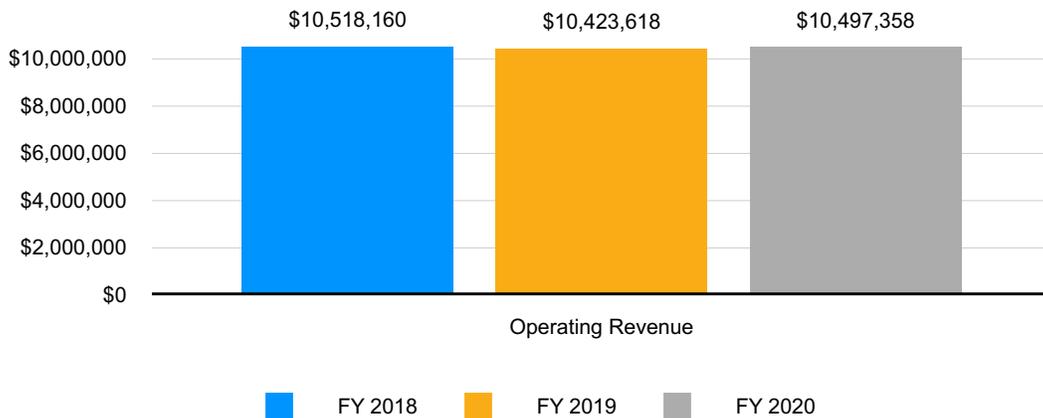
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# WATER DEPARTMENT

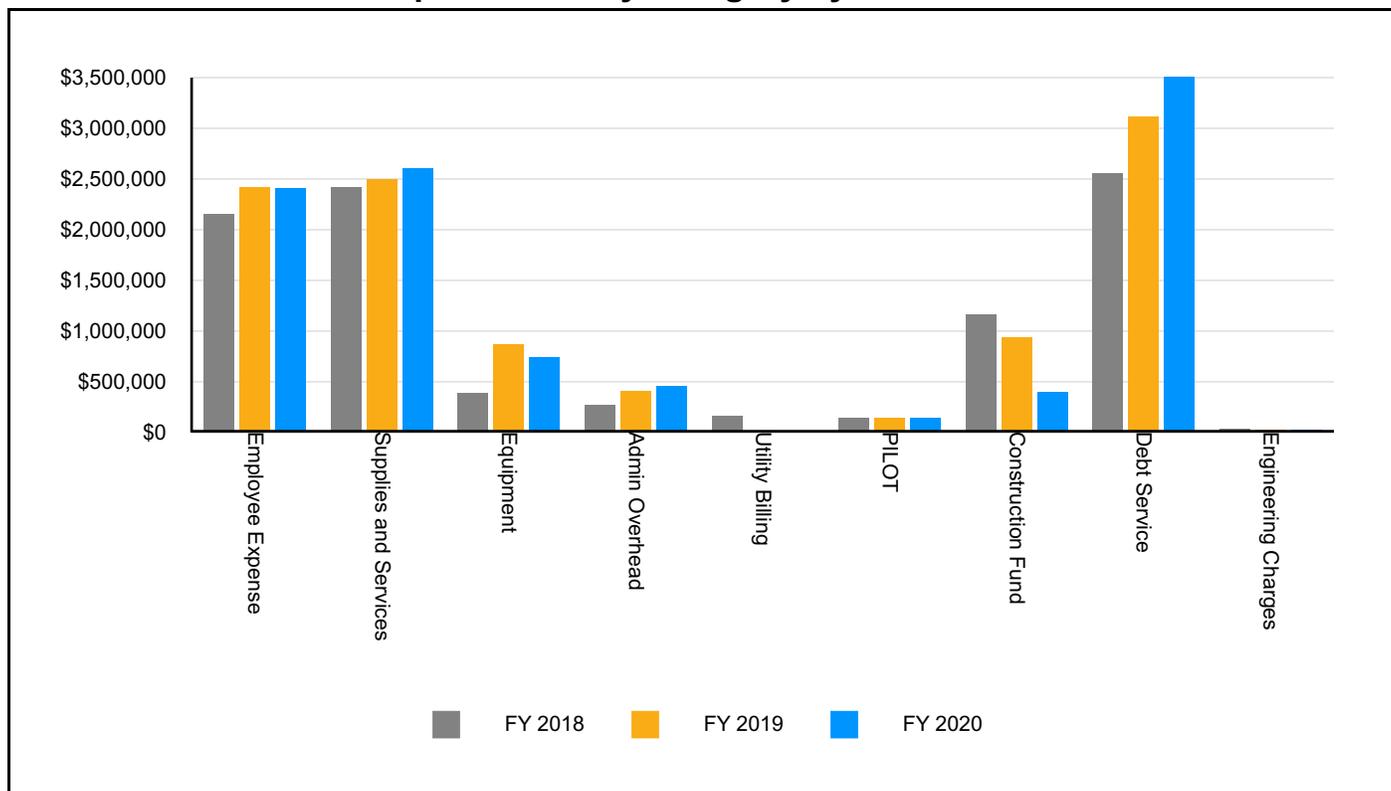
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	25.57	25.87	26.37

## Resources Support



The Water Department is supported by 26.37 full-time equivalent employees, which accounts for 23.01% of the department expense as seen below. Overall, the department's expenses are expected to increase by 0.42% in FY 2020 compared to FY 2019.

## Expenditures by Category by Fiscal Year



# WATER DEPARTMENT Administration

## 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 residents 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.

Water Administration Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$3,374,228	\$3,943,635	\$4,546,855
Resources	\$1,172,921	\$—	\$—

Water Administration Position Summary	
	FY 2020
Water Department Manager	1.00
Confidential Account Clerk	1.00
GIS Specialist	1.00
GIS Intern	0.50
<b>Total FT Equivalent Employees</b>	<b>3.50</b>

## Highlights of the Past Year

Completion of the Westside Water System Improvements, which included the installation of over 2 miles of water main and the addition of the English Mill Pump Station, connecting the Vernon Water Tower and the Vernon and Barrington Lakes Water Systems to the City of Dubuque water supply.

Completion of the John F. Kennedy Road water main extension project. A 12-inch water main was extended north of Derby Grange Road providing water service to the Derby Grange Road Housing Urban Renewal Area.

Initiation of the Roosevelt Street Water Tower planning and design. The tower will improve water pressure and flows to better serve the residents in the 2nd Pressure Zone (Peru Road and Roosevelt Street) and prepare the City for continued growth.



*JFK Road Water Main Installation FY18*

# WATER DEPARTMENT

## 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 and professional development 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.*

# WATER DEPARTMENT

## 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.

Over 200 tests per day are performed by water treatment plant operators. In addition to these tests, the Dubuque W&RRC Laboratory performs over 60 bacteriological analysis of our drinking water on a monthly basis.



Other compliance-related testing is performed by the University of Iowa Hygienic Laboratory. All of these analytical measures ensure the water reaching homes is of drinking-water quality.

Plant Operations and Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,443,137	\$2,485,477	\$2,468,782
Resources	\$911	\$480	\$—

Plant Operations and Maintenance Position Summary	
	FY 2020
Electronic Technician	1.00
Equipment Mechanic	1.00
Plant Operator II	1.00
Plant Operator III & IV	0.00
Plant Operator IV	6.00
<b>Total FT Equivalent Employees</b>	<b>9.00</b>

### Highlights of the Past Year

- Abandoned the Barrington Lakes Wells, removed the well house and restored the site for hand over to Barrington Lakes Homeowners Association.
- Maintained Regulatory Compliance. Focus on Lead and Copper water sampling in residential homes.
- Completed the 2017-2018 Consumer Confidence Reports for Dubuque. Zero violations were reported.

# WATER DEPARTMENT

## Future Initiatives

- Maintain the operation 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

### Plant Operations and Maintenance - Activity Statement

Protect, preserve and promote the public health and welfare of the residents of the city of Dubuque by effectively and efficiently managing, maintaining and operating the Eagle Point Water Treatment Plant.



**Goal: Sustainable Environment**

### **Outcome #1: Provide water treatment and distribute high quality, clean, drinking water that meets or exceeds drinking water regulations**

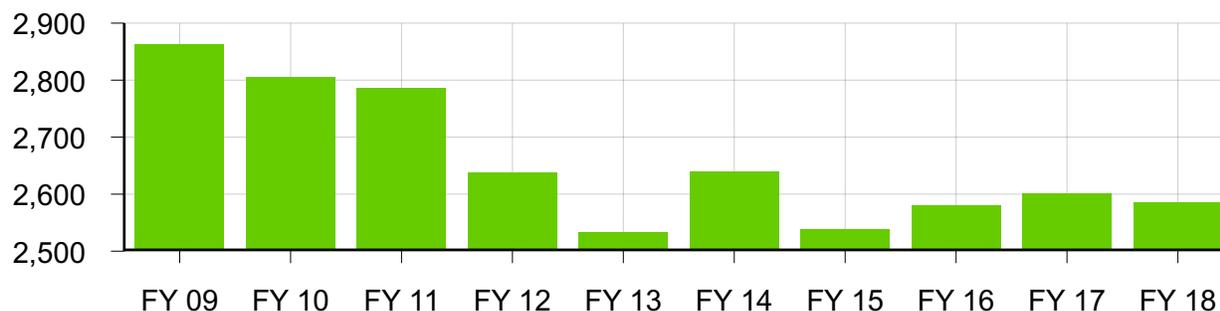
*Drinking water is one of our most vital resources and is essential to human health. The Eagle Point Water Treatment Plant delivers an average of 7 million gallons of clean water each day to our homes, schools and businesses which is then used for cooking, drinking, cleaning, bathing, and available for fire suppression.*

The **2018 Water Quality Report** can be downloaded at: <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)



# WATER DEPARTMENT

## Water Distribution

### 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.



### 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

Water Distribution Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$2,586,126	\$2,935,545	\$2,328,838
Resources	\$9,218,783	\$10,309,518	\$10,378,220

Water Distribution Position Summary	
	FY 2020
Equipment Operator II	2.00
Water Distribution Maintenance Worker	4.00
Water Distribution Foreman	1.00
Water Distribution Supervisor	1.00
Water Engineering Assistant	1.00
Custodian I	0.07
<b>Total FT Equivalent Employees</b>	<b>9.07</b>

# WATER DEPARTMENT

## Highlights of the Past Year

- Completion of Highway 20/Menards intersection water main installation
- 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**

*The Water Department's Distribution Crew is available 24/7/365 to repair water mains and reduce service outages, minimizing the time customers are without water.*



# WATER DEPARTMENT

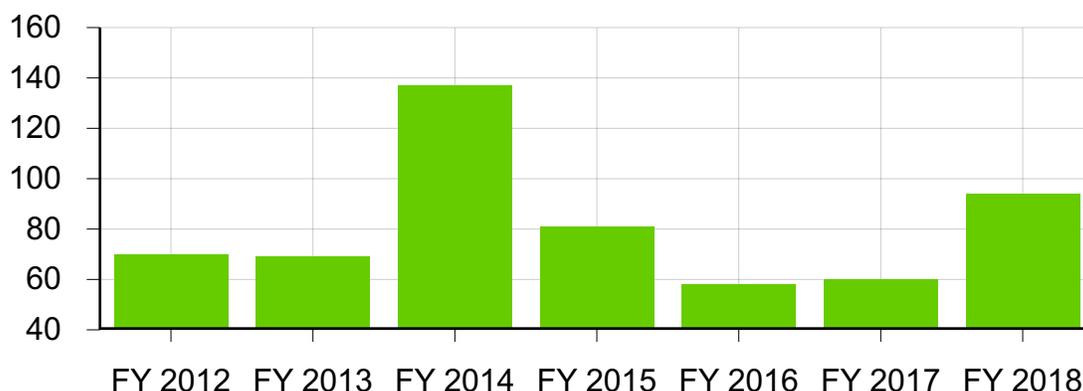
## Water Meters

### Overview

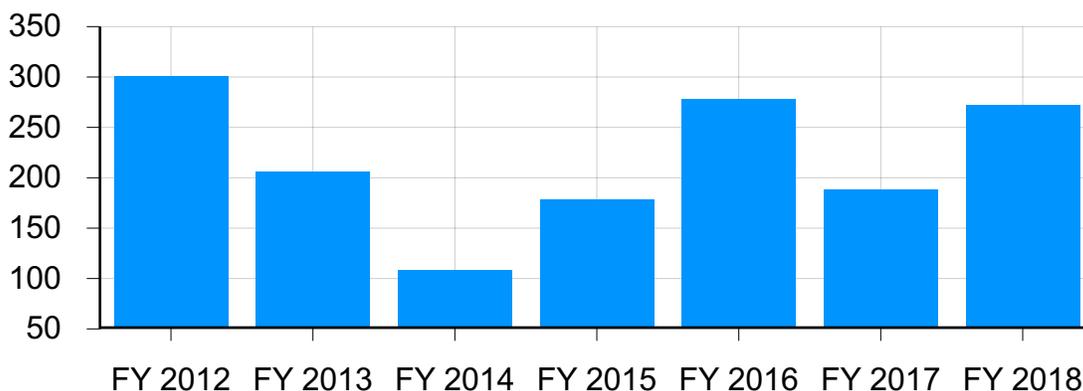
The Water Meter Division provides dependable meter repair consisting of testing, dismantling, cleaning, repairing, and reassembling meters as required. The Meter Division performs installation services, addresses pressure complaints, investigates illegal use of water, installs outside registers, and 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.

**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 Main Breaks



### Service Taps



Service taps are new connections to the public water mains

# WATER DEPARTMENT

Water Meters Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$295,216	\$497,222	\$494,598
Resources	\$120,545	\$113,620	\$119,138

Water Meters Position Summary	
	FY 2020
Water Meter Repair Worker I	3.00
Water Meter Repair Worker II	1.00
Water Meter Inspector	0.00
Water Meter Service Worker I	0.80
Total Full-Time Equivalent Employee's	<b>4.80</b>

### 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.*

# WATER DEPARTMENT

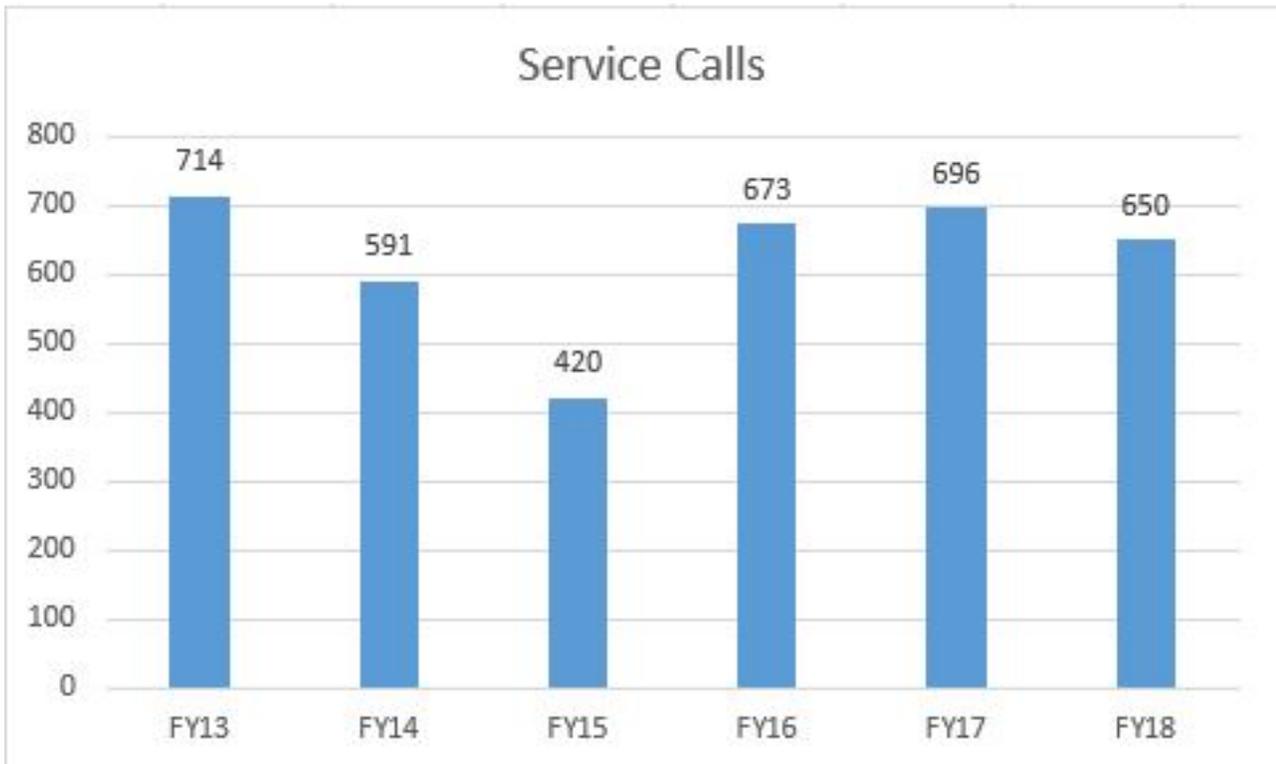
## DID YOU KNOW?

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 2,967 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 40 accounts will be established before the end of the fiscal year 2020.



# WATER DEPARTMENT

**Outcome #3: Responding to customer inquiries in a timely manner**  
*Maintains consumer confidence in the water utility*

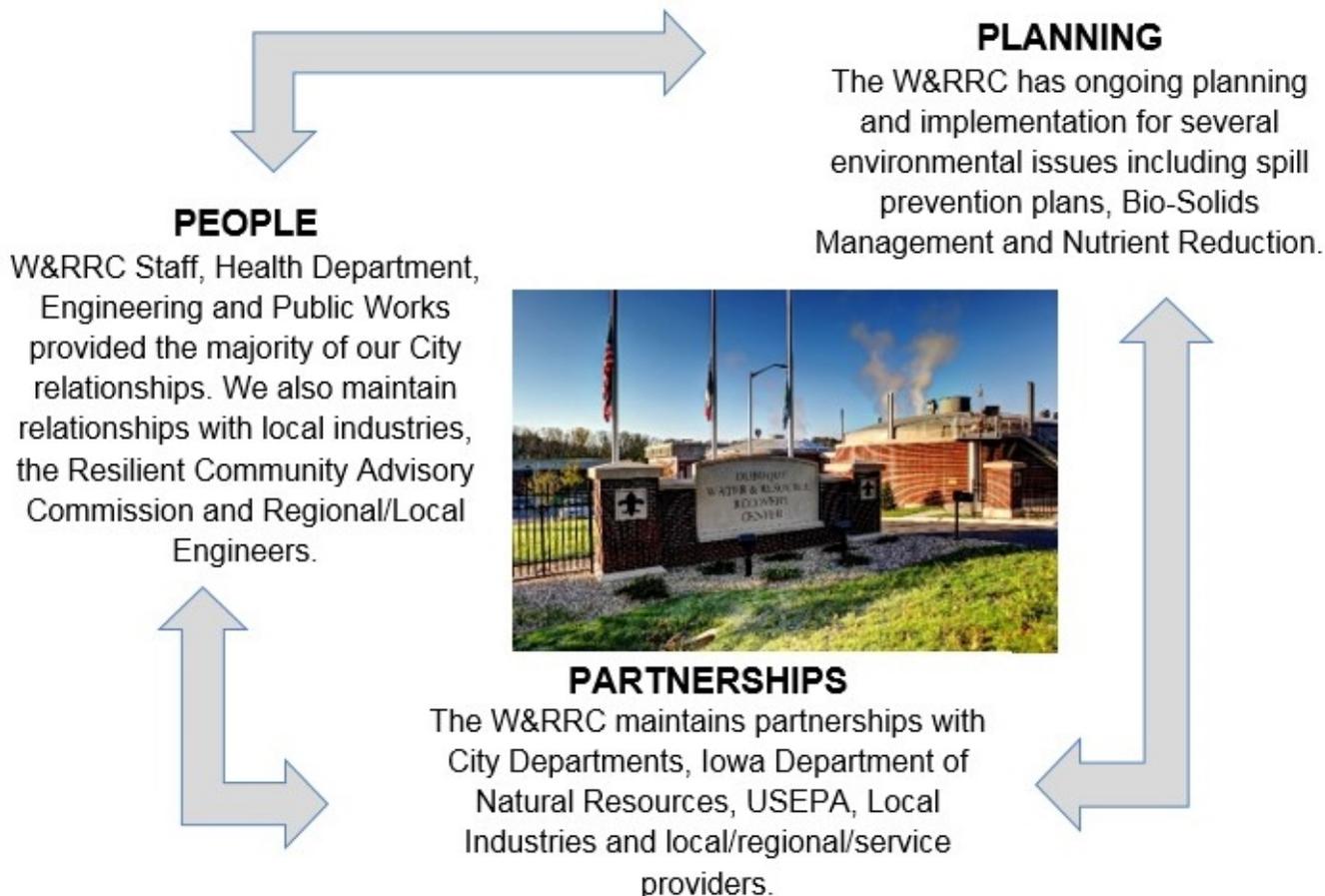


# WATER & RESOURCE RECOVERY CENTER

The Water & Resource Recovery Center uses technology to clean the water used by the community to allow its safe return to the environment. The process provides the opportunity to extract resources from the water for use within the Center and the surrounding community.



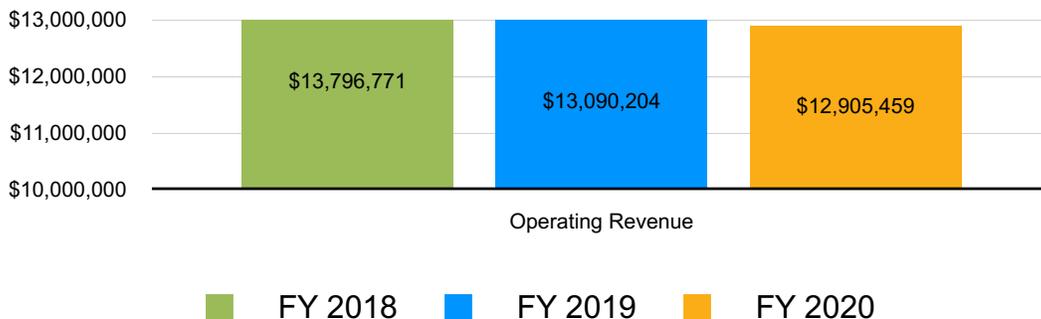
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# WATER & RESOURCE RECOVERY CENTER

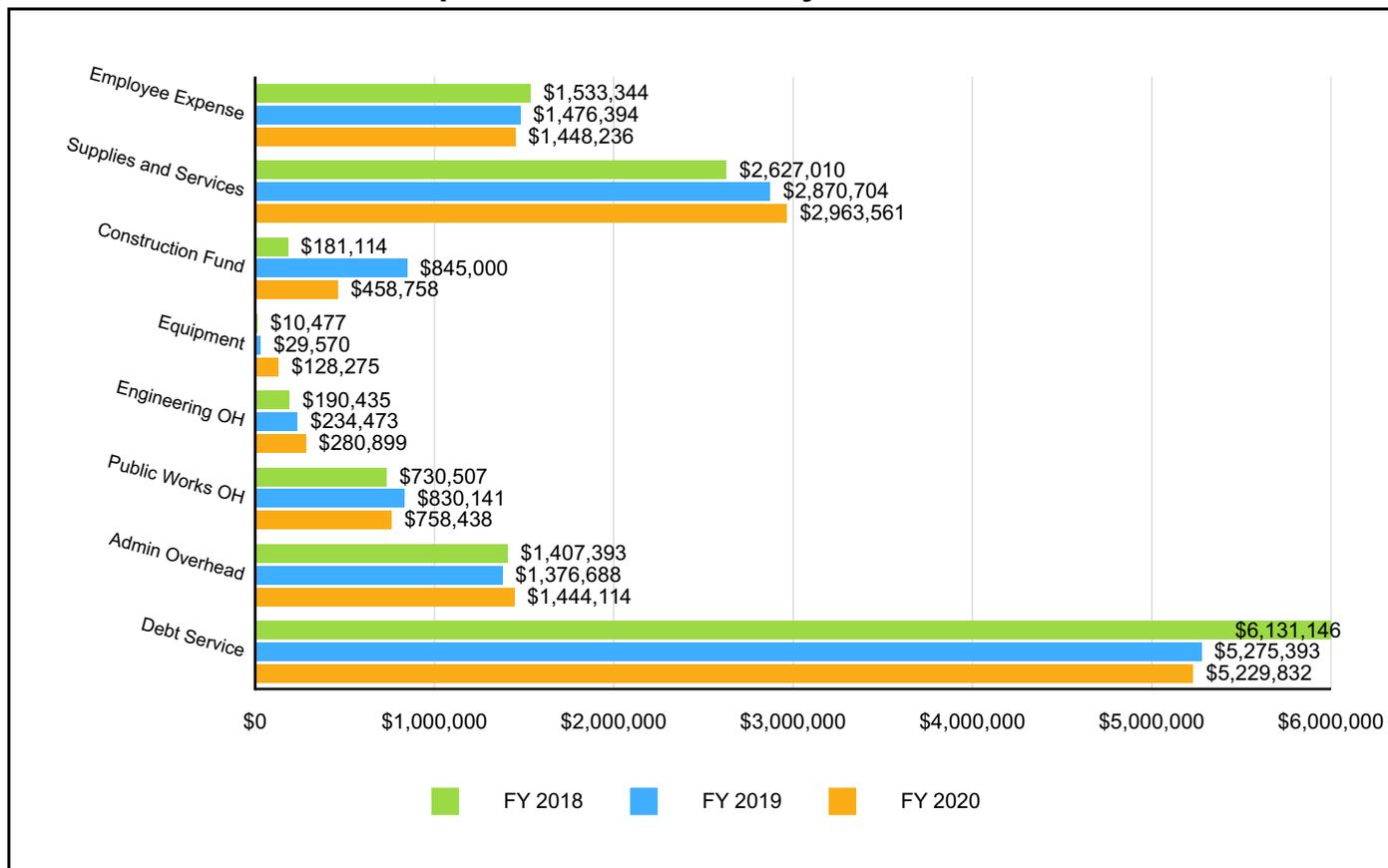
	FY 2018	FY 2019	FY 2020
Full-Time Equivalent	17.00	15.00	15.00

## Resources



The Water Resource Recovery Center is supported by 15.00 full-time equivalent employees, which accounts for 28.97% of the department expense as seen below. Overall, the department's expenses are expected to decrease by -2% in FY 2020 compared to FY 2019.

## Expenditures and Debt by Fiscal Year

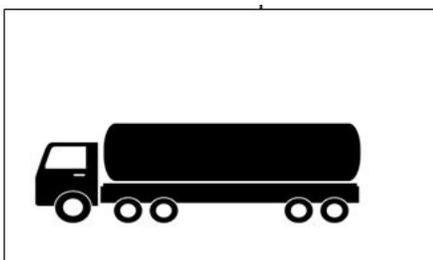


# WATER & RESOURCE RECOVERY CENTER

## Operations and Maintenance

### Overview

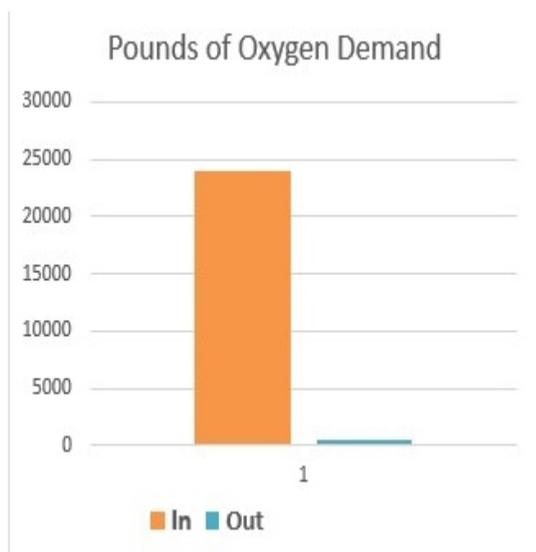
Operations and maintenance of the W&RRC consists of maintaining equipment and records necessary to collect, pump, treat and dispose of the liquid wastes discharged into the sanitary sewer system as required by state and federal regulatory agencies at the lowest possible cost while sustaining appropriate 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 FY18 the Water & Resource Recovery Center (W&RRC) treated an average 7.02 million gallons per day (M.G.D.) or 2,562 million gallons for the year.

**7.02 million gallons is equal to about 1400 semi-tanker loads of sewer water per day.**

The average BOD or Biochemical Oxygen Demand was 24,500 pounds of Oxygen per day of which 23,900 pounds was removed or about **97.6** percent removal.



**That means that each day we kept 23,900 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.

Operations and Maintenance Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$9,827,182	\$9,144,151	\$9,289,084
Resources	\$13,454,137	\$12,928,424	\$12,738,062

Operations and Maintenance Position Summary	
	FY 2020
WRRC MANAGER	1.00
MAINTENANCE SUPERVISOR WWT	1.00
W&RRC OPERATIONS SUPERVISOR	1.00
EQUIPMENT MECHANIC - WWT	2.00
INDUSTRIAL ELECTRONICS TECH	1.00
WRRC OPERATOR CERT GR II	2.00
PLANT OPERATOR GRADE III & IV	2.00
CONFIDENTIAL ACCOUNT CLERK	1.00
<b>Total FT Equivalent Employees</b>	<b>11.00</b>

# WATER & RESOURCE RECOVERY CENTER

## 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 residents from exposure to pollution in the Mississippi River.



### Goal: Sustainable Environment



**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/ivers where residents 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 residents of the City of Dubuque that even during power outages the W&RRC will continue to operate and provide essential services to our residents.

### 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

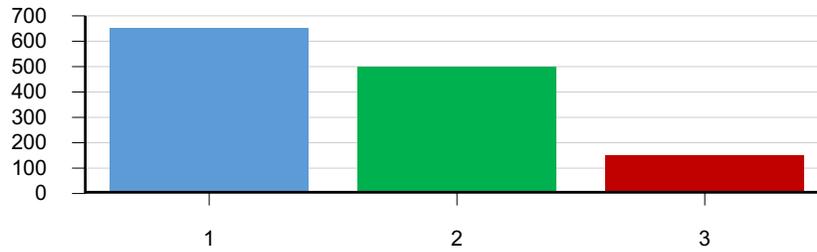
*Increased addition of HSW to the digesters provides for additional revenue for the W&RRC and over time will allow the W&RRC to produce most of the energy needed to operate the Center.*

**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

# WATER & RESOURCE RECOVERY CENTER

Electrical Demand KW



Blue = Total Demand    Green = W&RRC Production    Red = Purchased

# 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.

Environmental Monitoring Funding Summary			
	FY 2018 Actual	FY 2019 Budget	FY 2020 Requested
Expenditures	\$454,902	\$492,422	\$462,900
Resources	\$338,259	\$151,819	\$158,258

Environmental Monitoring Position Summary	
	FY 2020
Lab Supervisor	1.00
Lab Technician	2.00
Environmental Coordinator	1.00
<b>Total FT Equivalent Employees</b>	<b>4.00</b>

### 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

Environmental Monitoring - Activity Statement  
 Monitor the quality of water discharged from the Water & Resource Recovery Center to assure environmental stewardship and adherence to State and Federal regulations and the environmental goals of the residents of Dubuque.

# 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.*

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# **POLICY GUIDELINES**

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**TO:** The Honorable Mayor and City Council Members

**FROM:** Michael C. Van Milligen, City Manager

**SUBJECT:** Budget and Fiscal Policy Guidelines for Fiscal Year 2020

**DATE:** December 12, 2018

Budget Director Jennifer Larson is recommending adoption of the Fiscal Year 2020 Budget Policy Guidelines.

The budget guidelines are developed and adopted by City Council during the budgeting process in order to provide targets or parameters within which the budget recommendation will be formulated within the context of the City Council Goals and Priorities established in August 2018. The final budget recommendation may not meet all of these targets due to changing conditions and updated information during budget preparation. To the extent the recommended budget varies from the guidelines, an explanation will be provided in the printed budget document.

The Fiscal Year 2020 budget guidelines call for a 0.97% reduction in the property tax rate, which would be no property tax increase for the average Dubuque homeowner and a property tax decrease for commercial ( 0.59%, \$19.42), industrial ( 0.72%, \$34.88) and multi-residential ( 5.69%, \$106.36) properties.

The City property tax rate projected in these budget guidelines and impact on the average residential property owner (\$139,493) is as follows:

Fiscal Year	City Tax Rate	% Change in Tax Rate
FY 2020	10.4856	-0.97%
FY 2021	10.5168	+0.30%
FY 2022	10.8831	+3.48%
FY 2023	11.3251	+4.06%
FY 2024	11.9426	+5.45%

Fiscal Year	"City" Property Tax Askings	% Increase in Tax Askings	% / \$ Impact on Avg. Residential Property*
FY 2019	\$25,766,328		
FY 2020	\$26,370,503	+2.3%	+0.00% / +\$0
FY 2021	\$26,616,587	+0.9%	+0.30% / +\$2.30
FY 2022	\$27,711,877	+4.1%	+3.48% / +\$26.90
FY 2023	\$29,014,168	+4.7%	+4.06% / +\$32.46
FY 2024	\$30,692,094	+5.8%	+5.45% / +\$45.36

The recommended guideline is no increase for the average residential property owner assuming the Homestead Property Tax Credit is fully funded. A one percent increase in the tax rate will generate approximately \$265,942.

Dubuque is the SECOND LOWEST in the state for property tax rate. The highest ranked city (Council Bluffs) is 74.17% higher than Dubuque’s rate, and the average is 46.41% higher than Dubuque.

**City Property Tax Rate Comparison for Eleven Largest Iowa Cities**

Rank	City	Tax Rate
11	Council Bluffs	\$18.26
10	Des Moines	\$18.15
9	Waterloo	\$17.45
8	Davenport	\$16.78
7	Sioux City	\$16.33
6	Iowa City	\$16.18
5	Cedar Rapids	\$15.22
4	West Des Moines	\$12.78
3	Ankeny	\$12.29
<b>2</b>	<b>Dubuque (FY 2020)</b>	<b>\$10.49</b>
1	Ames	\$10.07
	AVERAGE w/o Dubuque	\$15.35

These guidelines include \$697,351 for recurring and \$478,777 for non-recurring improvement packages.

Significant issues impacting the FY 2020 budget include the following:

1. State Funded Backfill on Commercial and Industrial Property Tax
  - a. Elements of the property tax reform passed by the Iowa Legislature in 2013 have created a tremendous amount of uncertainty in the budget process. While the State has committed to provide some funding for the City revenue reductions caused by the decrease in taxable value for commercial and industrial properties, key legislators have been quoted in the media as casting doubt on the reimbursements continuing. **It is assumed the backfill will be fully funded in FY 2020, then beginning in FY 2021, it is assumed that the State will eliminate the backfill over a five-year period.**

The projected reduction of State backfill revenue to the general fund is as follows:

Fiscal Year	State Backfill Reduction
2020	\$0
2021	-\$206,540
2022	-\$206,540
2023	-\$206,540
2024	-\$206,540
2025	-\$206,540
Total	-\$1,032,700

2. Gaming Revenue Reduction.

- a. Gaming revenues generated from lease payments from the Dubuque Racing Association (DRA) are estimated to increase \$85,928 from \$4,901,176 in FY 2019 to \$4,987,104 in FY 2020 based on revised projections from the DRA. This follows a \$45,165 increase from budget in FY 2019 and a \$159,046 decrease from budget in FY 2018.
- b. The Fiscal Year 2020 projections are based on five months of actual experience and gross gaming revenues are up 4.7%. In Calendar Year 2018, gross gaming revenues at the Q Casino is up 4% and the Diamond Jo is up 1%. Overall, the Dubuque gaming market is up 2.2% for Calendar Year 2018. Q Casino's increase is due to the hotel renovation, new restaurant (Farmhouse), and new gaming product and entertainment mix. The DRA has projected a 1% increase in gross gaming revenue for Calendar Year 2019.
- c. The State of Illinois passed a Video Gaming Act on July 13, 2009 that legalized the use of Video Gaming Terminals in liquor licensed establishments including bars, restaurants, truck stops and certain fraternal and veterans' organizations. In the part of Illinois that affects the Dubuque market, the first year of operation of video gaming terminals generated \$1 million in revenue monthly. The use of video gaming terminals has now grown to \$9.4 million monthly for the five counties closest to Dubuque and in a direct line with Rockford, IL, which has limited revenue to the gaming market in Dubuque. The Q Casino and Diamond Jo Casino average monthly revenue is \$10.8 million. The number VGT machines have increase by 84% since 2013. The five counties in Illinois had 1037 machines in 2013 and currently have 1906 machines. Currently, Q Casino has 833 Slot Machines and Diamond Jo has 916 for a total of 1,749 or 9% less. **This is a similar impact of building approximately two more casinos halfway between Dubuque and Rockford.** The revised DRA gaming projections include minimal growth in revenues over the next five years with a growth rate of 1% in FY 2020 and FY 2021 and a growth rate of 0% in FY 2022 and beyond.

3. New multi-residential property class in Fiscal Year 2017.

- a. Beginning in FY 2017 (July 1, 2016), new State legislation created a new property tax classification for rental properties called multi-residential, which requires a rollback, or assessment limitations order, on multi-residential property which will eventually equal the residential rollback. Multi-residential property includes apartments with 3 or more units. Rental properties of 2 units were already classified as residential property. The State of Iowa will not backfill property tax loss from the rollback on multi-residential property.

Fiscal Year	Rollback %	Annual Loss of Tax Revenue
FY 2017	86.25%	\$ 331,239
FY 2018	82.50%	\$ 472,127
FY 2019	78.75%	\$ 576,503
FY 2020	75.00%	\$ 696,046
FY 2021	71.25%	\$ 614,319
FY 2022	67.50%	\$ 952,466
FY 2023	63.75%	\$ 1,018,664
FY 2024	55.63%	\$ 1,187,123
<b>Total</b>		<b>\$5,848,487</b>

**This annual loss in tax revenue of \$696,046 in FY 2020 and \$1,187,123 from multi-residential property when fully implemented in FY 2024 will not be backfilled by the State.** From Fiscal Year 2017 through Fiscal Year 2024 the City will lose \$5,848,487 in total, meaning landlords will have paid that much less in property taxes. The state did not require landlords to charge lower rents or to make additional investment in their property.

#### 4. Fiscal Year 2020.

The hiring freeze ended during Fiscal Year 2019 with most of the positions funded only a partial fiscal year in FY 2019, so these will be additional new costs in Fiscal Year 2020 of \$382,470.

#### 5. Debt Reduction

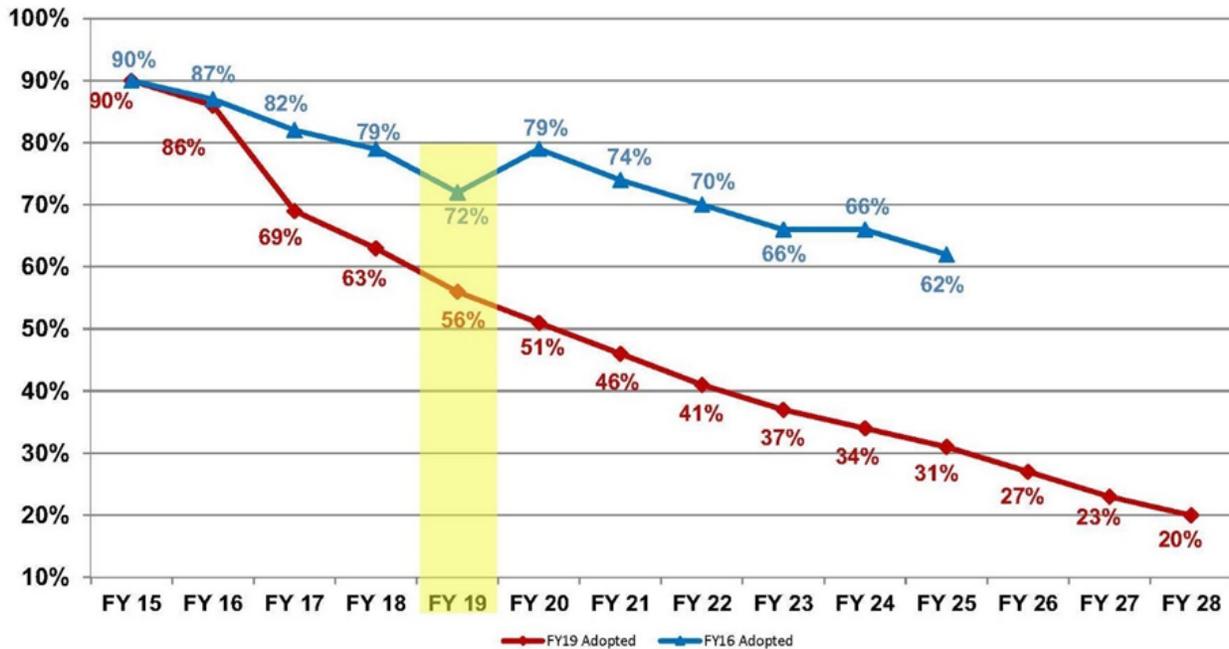
- a. Outstanding G.O. debt (including tax increment debt, economic development projects TIF rebates remaining payments and general fund lease agreement) on June 30, 2019 will be \$129,940,743 (56.40% of the statutory debt limit) leaving an available debt capacity of \$96,572,012 (43.60%). In FY 2018 the City was at 63.42% of statutory debt limit, so 56.40% in FY 2019 is a 7.02 percent decrease in use of the statutory debt limit.

The City also has debt that is not subject to the statutory debt limit. This debt includes revenue bonds. Outstanding revenue bonds payable by water, sewer and stormwater fees on June 30, 2019 will have a balance of \$141,390,905. The total City indebtedness as of June 30, 2019, is projected to be \$266,331,648. **The total City indebtedness as of June 30, 2018, was \$271,788,100. In FY 2019, the City will have a projected \$5,456,452 (-2.0%) less in debt.**

In August 2015, the Mayor and City Council adopted a debt reduction strategy which targeted retiring more debt each year than was issued by the City. The FY 2019 budget achieved that target throughout the 5-year CIP and also substantially beat overall debt reduction targets over the next five and ten-year periods. **The Fiscal Year 2020 review of Capital Improvement Budget requests is not yet complete, so there are no revised Fiscal Year 2020 debt projections as of yet. In addition, these debt projections do not include any general obligation debt for the Five Flags Renovation.**

- b. You can see that based on the FY 2019 budget process, the Mayor and City Council have significantly impacted the City’s use of the statutory debt limit established by the State of Iowa. In Fiscal Year 2015, the City of Dubuque used 90% of the statutory debt limit. In Fiscal Year 2019, the use of the statutory debt limit would be 56%, and by the end of the current recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2023, the City of Dubuque would be at 37% of the statutory debt limit. Projections out 10 years to Fiscal Year 2028 show the City of Dubuque at 20% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.

### Statutory Debt Limit Used (as of June 30th)



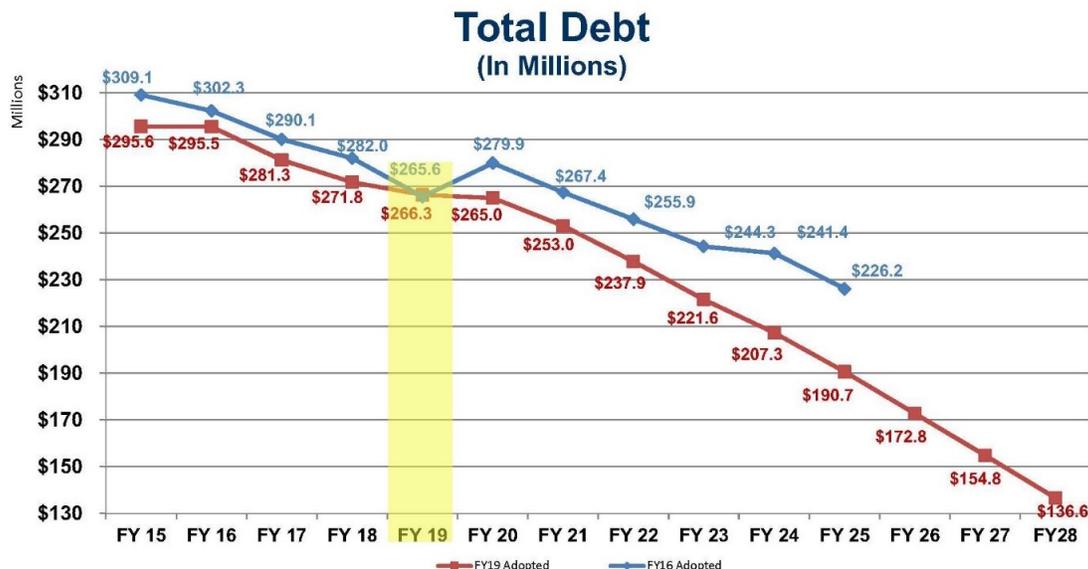
- c. The following chart demonstrates that the relative position pertaining to use of the statutory debt limit of the City of Dubuque for Fiscal Year 2020 (based on the Fiscal Year 2019 budget process) to the other cities in Iowa for Fiscal Year 2018 with a population over 50,000:

**Legal Debt Limit Comparison for Eleven Largest Iowa Cities**

Rank	City	Amount of Debt Against 5% Legal Debt Limit	Percentage of legal debt limit utilized
11	Des Moines	\$416,130,930	73.03%
10	Sioux City	\$144,100,000	67.47%
9	Davenport	\$211,165,000	63.87%
8	Waterloo	\$108,225,490	56.54%
7	Cedar Rapids	\$271,585,000	52.43%
6	Ankeny	\$126,830,000	51.65%
5	W. Des Moines	\$184,720,000	51.39%
4	<b>Dubuque (FY20)</b>	<b>\$115,141,469</b>	<b>50.96%</b>
3	Ames	\$65,480,000	31.30%
2	Council Bluffs	\$68,725,096	28.40%
1	Iowa City	\$66,945,000	24.37%
	Average w/o Dubuque	\$166,390,652	50.04%

In March 2018, the projected use of the statutory debt limit as of June 30, 2019, was 56.40%, which remains unchanged. The projection for FY 2020 is 50.96%. Of the eleven cities in Iowa with a population more than 50,000, Dubuque will have the fourth lowest use of statutory debt limit. The highest city (Des Moines) is 43.3% higher than Dubuque and the average of the other ten cities 1.8% lower than Dubuque.

- d. The total amount of debt for the City of Dubuque by the end of the FY 2019 Five Year Capital Improvement Program (CIP) budget would be \$219.6 million (37% of the statutory debt limit) and the projection is to be at \$136.6 million (20% of statutory debt limit) within 10 years.



- e. After all planned expenditures plus an additional \$1,050,000 added to the fund balance in FY 2019, the City of Dubuque will have a general fund reserve of 19.76 percent of general fund expenses as computed by the methodology adopted in the City's general fund reserve policy or 22.02 percent of general fund revenues as computed by the methodology used by Moody's Investors Service. The general fund reserve cash balance is projected to be \$11,384,325 on June 30, 2019. The City of Dubuque will increase the General Fund working balance or operating reserve by a minimum of \$1,000,000 in FY 2020. In subsequent years, the City should add to the operating reserve until 20% is maintained consistently. In Fiscal Year 2017, the City had projected reaching this consistent and sustainable 20% reserve level in Fiscal Year 2022. Now this projection is this level will be reached in Fiscal Year 2019, three years ahead of schedule.

**General Fund Reserve Projections:**

	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
Contribution	\$600,000	\$1,050,000	\$1,050,000	\$1,000,000	\$100,000	\$100,000	\$100,000
City's Spendable General Fund Cash Reserve Fund Balance	\$14,172,661	\$16,460,491	\$15,485,326	\$16,185,326	\$16,285,326	\$16,385,326	\$16,485,326
% of Projected Revenue (Moody's)	20.09%	23.81%	22.02%	22.86%	22.93%	23.46%	22.92%

**6. Health Insurance**

The City portion of health insurance expense is projected to decrease from \$1,193 per month per contract to \$903 per month per contract (based on 572 contracts) in FY 2020 (general fund savings of \$1,218,758). The City of Dubuque is self-insured, and actual expenses are paid each year with the City only having stop-loss coverage for major claims. In FY 2017, The City went out for bid for third party administrator and the estimated savings has resulted from the new contract and actual claims paid. During FY 2019, the City went out for bid for third party administrator for the prescription drug plan and there will be savings resulting from the bid award. Estimates for FY 21-24 have been increased by 5.62 percent per year.

In September and October 2018, the City of Dubuque launched a new interactive budget simulation tool called Balancing Act. The online simulation invites community members to submit their own version of a balanced budget under the same constraints faced by City Council, respond to high-priority budget input questions, and leave comments. The Budget Office conducted community outreach with the new tool via print and digital marketing and presentations to the Institute of Managerial Accountants, Point Neighborhood Association, Young Professionals, Community Development Advisory Commission, Downtown Neighborhood, and at City Expo.

In November 2018, City staff hosted an evening public budget input meeting at the City Council Chambers in the Historic Federal Building. The Budget Office conducted community outreach with the new budget simulator tool to the Kiwanis Club and North End Neighborhood Association.

In December 2018, City staff presented the new budget simulation tool at the December 3, 2018 City Council meeting and hosted a Budget Simulator Workshop at the Carnegie-Stout Public Library in the Aigler Auditorium on December 8, 2018.

A total of 321 community members attended the budget presentations. There have been 870 page views of the Balancing Act budget simulator tool and 125 budgets have been submitted by the public as of December 10, 2018. The input provided will be analyzed by City staff and evaluated by the City Manager for inclusion in the Fiscal Year 2020 budget recommendation as deemed appropriate.

During Fiscal Year 2016, the City launched a web based open data platform which can be found at [www.dollarsandcents.cityofdubuque.org](http://www.dollarsandcents.cityofdubuque.org). The City of Dubuque's Open Budget application provides an opportunity for the public to explore and visually interact with Dubuque's operating and capital budgets. This application is in support of the five-year organizational goal of a financially responsible city government and high-performance organization and allows users with and without budget data experience, to better understand expenditures in these categories.

During Fiscal Year 2017, an additional module was added to the open data platform which included an interactive checkbook which will allow residents to view the City's payments to vendors. The final step will be adding performance measures to the open data platform to allow residents to view outcomes of the services provided by the City.

There will be six City Council special meetings prior to the adoption of the FY 2020 budget before the state mandated deadline of March 15, 2019.

I concur with the recommendation and respectfully request Mayor and City Council approval.



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Michael C. Van Milligen

MCVM:jml

Attachment

cc: Crenna Brumwell, City Attorney  
Cori Burbach, Assistant City Manager  
Teri Goodmann, Assistant City Manager  
Jennifer Larson, Budget Director

## Operating Budget Guidelines

The Policy Guidelines are developed and adopted by City Council during the budgeting process to provide targets or parameters within which the budget recommendation will be formulated, in the context of the City Council Goals and Priorities established in August 2018. The final budget presented by the City Manager may not meet all these targets due to changing conditions and updated information during budget preparation. To the extent the recommended budget varies from the guidelines, an explanation will be provided in the printed budget document. By State law, the budget that begins July 1, 2019 must be adopted by March 15, 2019.

### A. RESIDENT PARTICIPATION

#### GUIDELINE

To encourage resident participation in the budget process, City Council will hold multiple special meetings in addition to the budget public hearing for the purpose of reviewing the budget recommendations for each City department and requesting public input following each departmental review.

The budget will be prepared in such a way as to maximize its understanding by residents. Copies of the recommended budget documents will be accessed via the following:

- The City Clerk's office, located in City Hall (printed)
- The government documents section at the Carnegie Stout Public Library (printed)
- On the City's website at [www.cityofdubuque.org](http://www.cityofdubuque.org) (digital)
- CD copy of the budget on CD, available upon request (digital)

Opportunities are provided for resident input prior to formulation of the City Manager's recommended budget and will be provided again prior to final Council adoption, both at City Council budget special meetings and at the required budget public hearing.

#### Timeline of Public Input Opportunities

**September - October 2018** During September 2018, the City of Dubuque launched a new interactive budget simulation tool called [Balancing Act](#). The online simulation invites community members to submit their own version of a balanced budget under the same constraints faced by City Council, respond to high-priority budget input questions, and leave comments. The Budget Office conducted community outreach with the new tool via print and digital marketing and presentations to Institute of Managerial Accountants, Point Neighborhood Association, Young Professionals, Community Development Advisory Commission, Downtown Neighborhood, and at City Expo.

**November 2018** City staff hosted an evening public budget input meeting at the City Council Chambers in the Historic Federal Building. The Budget Office conducted community outreach with the new budget simulator tool to Kiwanis Club and North End Neighborhood Association.

**December 2018** City staff presented the new budget simulation tool at the December 3, 2018 City Council meeting and hosted a Budget Simulator Workshop at the Carnegie-Stout Public Library at Aigler Auditorium on December 8, 2018.

A total of 321 community members attended the budget presentations. There have been 870 page views of the Balancing Act budget simulator tool and 125 budgets have been submitted by the public as of December 9, 2018. The input provided will be analyzed by City staff and evaluated by the City Manager for inclusion in the Fiscal Year 2020 budget recommendation as deemed appropriate.

### **Open Budget**

URL: [www.dollarsandcents.cityofdubuque.org](http://www.dollarsandcents.cityofdubuque.org)

During Fiscal Year 2016, the City launched a web based open data platform. The City of Dubuque's Open Budget application provides an opportunity for the public to explore and visually interact with Dubuque's operating and capital budgets. This application is in support of the five-year organizational goal of a financially responsible city government and high-performance organization and allows users with and without budget data experience, to better understand expenditures in these categories.

During Fiscal Year 2017, an additional module was added to the open data platform which included an interactive checkbook which will allow residents to view the City's payments to vendors. The final step will be adding performance measures to the open data platform to allow residents to view outcomes of the services provided by the City.

### **Taxpayer Receipt**

URL: <http://dubuque.abalancingact.com/fy2020-estimated-taxpayer-receipt>

During Fiscal Year 2019, the City launched an online application which allows users to generate an estimate of how their tax dollars are spent. The tool uses data inputted by the user such as income, age, taxable value of home, and percentage of goods purchased with City limits. The resulting customized receipt demonstrates an estimate of how much in City taxes the user contributes to Police, Fire, Library, Parks, and other city services. This tool is in support of the City Council goal of a financially responsible and high-performance organization and addresses a Council-identified outcome of providing opportunities for residents to engage in City governance and enhance transparency of City decision-making.

## **B. SERVICE OBJECTIVES AND SERVICE LEVELS**

### **GUIDELINE**

The budget will identify specific objectives to be accomplished during the budget year, July 1 through June 30, for each activity of the City government. The objectives serve as a commitment to the residents from the City Council and City organization and identify the level of service which the resident can anticipate.

## **C. TWO TYPES OF BUDGET DOCUMENTS TO BE PREPARED**

### **GUIDELINE**

Two types of budget documents will be prepared for public dissemination. The recommended City operating budget for Fiscal Year 2020 will consist of a Recommended City Council Policy Budget that is a collection of information that has been prepared for department hearings and a Residents Guide to the Recommended FY 2020 Budget. These documents will be available in early February.

**Recommended City Council Policy Budget** The purpose of this documents is to focus attention on policy decisions involving what services the City government will provide, who will pay for them, and the implications of such decisions. The document will emphasize objectives, accomplishments and associated costs for the budget being recommended by the City Manager.

The Recommended City Council Policy Budget will include the following information for each department:

- Highlights of prior year’s accomplishments and Future Year’s Initiatives
- a financial summary
- a summary of improvement packages requested and recommended
- significant line items
- capital improvement projects in the current year and those recommended over the next five years
- organizational chart for larger departments and major goals, objectives and performance measures for each cost center within that department
- line item expense and revenue financial summaries.

**The Residents Guide** This section of the Recommended FY 2020 Budget will be a supplementary composite of tables, financial summaries and explanations. It will include the operating and capital budget transmittal messages and the adopted City Council Budget Policy Guidelines. Through graphs, charts and tables it presents financial summaries which provide an overview of the total operating and capital budgets.

## **D. ADOPT A BALANCED BUDGET**

### **GUIDELINE**

The City will adopt a balanced budget in which expenditures will not be allowed to exceed reasonable estimated resources. The City will pay for all current expenditures with current revenues.

## **E. BALANCE BETWEEN SERVICES AND TAX BURDEN**

### **GUIDELINE**

The budget should reflect a balance between services provided and the burden of paying taxes and/or fees for those services. It is not possible or desirable for the City to provide all the services requested by individual residents. The City must consider the ability of residents to pay for services in setting service levels and priorities.

## **F. MAINTENANCE EXISTING LEVEL OF SERVICE**

### **GUIDELINE**

To the extent possible with the financial resources available, the City should attempt to maintain the existing level of services. As often as reasonably possible, each service should be tested against the following questions:

- (a) Is this service truly necessary?
- (b) Should the City provide it?
- (c) What level of service should be provided?
- (d) Is there a better, less costly way to provide it?
- (e) What is its priority compared to other services?

- (f) What is the level of demand for the service?
- (g) Should this service be supported by property tax, user fees, or a combination?

## **G. IMPROVE PRODUCTIVITY**

### **GUIDELINE**

Continue efforts to stretch the value of each tax dollar and maximize the level of City services purchased with tax dollars through continual improvements in efficiency and effectiveness. Developing innovative and imaginative approaches for old tasks, reducing duplication of service effort, creative application of new technologies, and more effective organizational arrangements are approaches to this challenge.

## **H. USE OF VOLUNTEERS**

### **DISCUSSION**

To respect residents who must pay taxes, the City must seek to expand resources and supplement service-delivery capacity by continuing to increase direct resident involvement with service delivery. Residents are encouraged to assume tasks previously performed or provided by City government. This may require the City to change and expand the approach to service delivery by providing organizational skills and training and coordinating staff, office space, meeting space, equipment, supplies and materials -- rather than directly providing more expensive full-time City staff. Activities in which residents can continue to take an active role include: Library, Recreation, Parks, Five Flags Center, and Police.

### **GUIDELINE**

Future maintenance of City service levels may depend partially or largely on volunteer resident staffs. Efforts shall continue to identify and implement areas of City government where (a) volunteers can be utilized to supplement City employees to maintain service levels (i.e., Library, Recreation, Parks, Police) or (b) service delivery can be adopted by to non-government groups and sponsors -- usually with some corresponding financial support.

## **I. RESTRICTIONS ON INITIATING NEW SERVICE**

### **GUIDELINE**

New service shall only be considered: (a) when additional revenue or offsetting reduction in expenditures is proposed; or (b) when mandated by state or federal law.

## **J. SALARY INCREASES OVER THE AMOUNT BUDGETED SHALL BE FINANCED FROM BUDGET REDUCTIONS IN THE DEPARTMENT(S) OF THE BENEFITING EMPLOYEES**

### **DISCUSSION**

The recommended budget includes salary amounts for all City employees. However, experience shows that budgeted amounts are often exceeded by fact finder and/or arbitrator awards. Such "neutrals" do not consider the overall financial capabilities and needs of the community and the fact that the budget is carefully balanced and fragile. Such awards have caused overdrawn budgets, deferral of necessary budgeted expenditures, expenditure of

working balances and reserves, and have generally reduced the financial condition or health of the City government. To protect the financial integrity of the City government, it is recommended the cost of any salary adjustment over the amount financed in the budget is paid for by reductions in the budget of the department(s) of the benefiting employees.

The City has five collective bargaining agreements. The current contracts expire as follows:

Bargaining Unit	Contract Expires
Teamsters Local Union No. 120	June 30, 2022
Teamsters Local Union No. 120 Bus Operators	June 30, 2022
Dubuque Professional Firefighters Association	June 30, 2022
Dubuque Police Protective Association	June 30, 2018
International Union of Operating Engineers	June 30, 2022

**GUIDELINE**

Salary increases over the amount budgeted for salaries shall be financed from operating budget reductions in the department(s) of the benefiting employees.

**K. THE AFFORDABLE CARE ACT**

**GUIDELINE**

The Affordable Care Act is a health care law that aims to improve the current health care system by increasing access to health coverage for Americans and introducing new protections for people who have health insurance. The Affordable Care Act (ACA) was signed into law on March 23, 2010.

Under the ACA, employers with more than 50 full-time equivalent employees must provide affordable “minimum essential coverage” to full-time equivalent employees. The definition of a full-time equivalent employee under the Affordable Care Act is any employee that works 30 hours per week or more on average over a twelve-month period (1,660 hours or more). There is a twelve-month monitoring period for part-time employees. If a part-time employee meets or exceeds 30 hours per week on average during that twelve-month period, the City must provide health insurance.

On July 2, 2013, the Treasury Department announced that it postponed the employer shared responsibility mandate for one year. Based on the initial requirements of the Affordable Health Care Act, the Fiscal Year 2014 budget provided for insurance coverage effective February 1, 2014 for several part-time employees. In addition, the Fiscal Year 2014 budget provided for making several part-time positions full-time on June 1, 2014.

Due to the delay of the employer shared responsibility mandate for the Affordable Health Care Act, the City delayed providing insurance coverage for eligible part-time employees and delayed making eligible part-time positions full-time until January 1, 2015. The Standard Measurement Period was delayed from January 1, 2013 through December 31, 2013 to December 1, 2013 through November 30, 2014 with the first provision of health insurance date being January 1, 2015.

The impact of the Affordable Care Act on the City of Dubuque included changing nine part-time positions to full-time (Bus Operators (4), Police Clerk Typist (1), Building

Services Custodians (3), and Finance Cashier (1) in Fiscal Year 2016. In addition, nine part-time positions were offered health insurance benefits due to working more than 1,560 hours (Bus Operators (4), Golf Professional, Assistant Golf Professional, Golf Maintenance Worker, Parks Maintenance Worker, and Water Meter Service Worker). The number of these part-time positions with health insurance benefits has been reduced as employees in these positions accept other positions or leave employment with the City of Dubuque. As of December 7, 2018, there are four part-time positions with health insurance benefits that remain which include the Golf Professional, Assistant Golf Professional, Parks Maintenance Worker, and Water Meter Service Worker.

## L. HIRING FREEZE

### GUIDELINE

The hiring freeze ended during Fiscal Year 2019 with most of the positions funded only a partial fiscal year in FY 2019, the additional new costs in Fiscal Year 2020 are as follows:

Department	Position	FY 2020 Cost	FTE
Human Rights	Full-time Community Engagement Coordinator	\$40,886	1.00
Human Rights	Full-time Training/Workforce Development	\$40,886	1.00
Park	Full-time Assistant Horticulturalist	\$40,189	1.00
Park/Public Works	Full-time Assistant Horticulturalist	\$40,189	1.00
Park	Full-time Maintenance Worker	\$54,140	1.00
City Manager's Office	Part-time Management Intern (ICMA)	\$16,806	0.60
City Manager's Office	Full-time Secretary	\$30,124	1.00
Information Services	Full-time Help Desk Technical Support	\$31,858	1.00
Engineering	Full-time Traffic Engineering Assistant	\$58,055	1.00
Police	Full-time Records Clerk	\$29,337	1.00
<b>Total Additional FY 2020 Cost</b>		<b>\$382,470</b>	<b>9.60</b>

## M. BALANCE BETWEEN CAPITAL AND OPERATING EXPENDITURES

### GUIDELINE

The provision of City services in the most economical and effective manner requires a balance between capital (with emphasis upon replacement of equipment and capital projects involving maintenance and reconstruction) and operating expenditures. This balance should be reflected in the budget each year.

## N. USER CHARGES

### DISCUSSION

User charges or fees represent a significant portion of the income generated to support the operating budget. It is the policy that user charges or fees be established when possible so those who benefit from a service or activity also help pay for it. Municipal utility funds have been established for certain activities, which are intended to be self-supporting. Examples of utility funds include Water User Fund, Sewer User Fund, Stormwater User Fund, Refuse Collection Fund, and Parking Fund. In other cases, a user charge is established after the Council

determines the extent to which an activity must be self-supporting. Examples of this arrangement are fees for swimming, golf, recreation programs, and certain inspection programs such as rental inspections and Building Department licensing.

The Stormwater User Fund is fully funded by stormwater use fees. The General Fund will continue to provide funding for the stormwater fee subsidies which provide a 50% subsidy for the stormwater fee charged to property tax exempt properties and low-to-moderate income residents and a 75% subsidy for residential farms.

**GUIDELINE**

User fees and charges should be established where possible so that those who utilize or directly benefit from a service, activity or facility also help pay for it.

User fees and charges for each utility fund (Water User Fund, Sewer User Fund, Stormwater User Fund, Refuse Collection Fund, and Parking Fund) shall be set at a level that fully supports the total direct and indirect cost of the activity, including the cost of annual depreciation of capital assets, the administrative overhead to support the system and financing for future capital improvement projects.

The following chart shows activities with user charges and the percentage the activity is self-supporting.

Activity	Percent Self Supporting			
	FY17 Actual	FY18 Actual	FY19 Adopted	FY20 Recomm'd
Adult Athletics	85.6%	82.6%	74.3%	74.9%
McAleece Concessions	113.9%	130.3%	122.8%	144.2%
Youth Sports	21.3%	24.1%	20.8%	16.9%
Therapeutic & After School	5.4%	6.8%	13.7%	35.0%
Recreation Classes	90.3%	81.1%	75.8%	72.7%
Swimming	59.1%	67.5%	67.6%	68.2%
Golf	98.8%	99.0%	106.1%	100.6%
Port of Dubuque Marina	64.1%	70.8%	84.0%	74.1%
Park Division	16.7%	14.0%	16.2%	17.0%
Library	5.0%	3.8%	3.5%	3.2%
Airport	82.2%	84.5%	84.2%	86.5%
Building Inspections	84.3%	94.4%	82.5%	83.3%
Planning Services	43.3%	44.4%	43.9%	46.7%
Health Food/Environmental Inspections	57.6%	56.7%	52.6%	71.5%
Animal Control	57.7%	66.4%	61.4%	59.7%
Housing - General Inspection	86.6%	53.7%	88.5%	94.9%
Federal Building Maintenance	80.2%	85.0%	79.0%	85.1%

**O. ADMINISTRATIVE OVERHEAD RECHARGES**

**DISCUSSION**

While the Enterprise Funds have contributed to administrative overhead, the majority has been provided by the General Fund. This is not reasonable and unduly impacts property taxes, which

causes a subsidy to the Enterprise Funds. Prior to FY 2013, the administrative overhead was charged by computing the operating expense budget for each enterprise fund and dividing the result by the total City-wide operating expense budget which resulted in the following percentages of administrative overhead charged to each enterprise fund: Water 5.32%; Sanitary Sewer 4.84%; Stormwater 0.55%; Solid Waste 2.83%; Parking 1.71%; and Landfill 2.71%. The adopted Fiscal Year 2013 budget changed the administrative overhead to be more evenly split between the general fund and enterprise funds and is phased in over many years.

The Fiscal Year 2018 administrative overhead formula was recommended modified. The modification removed Neighborhood Development, Economic Development and Workforce Development from all recharges to utility funds. In addition, the Landfill calculation is modified to remove GIS and Planning.

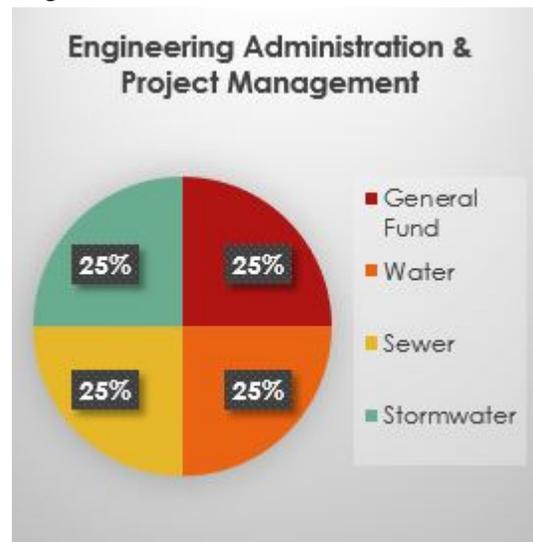
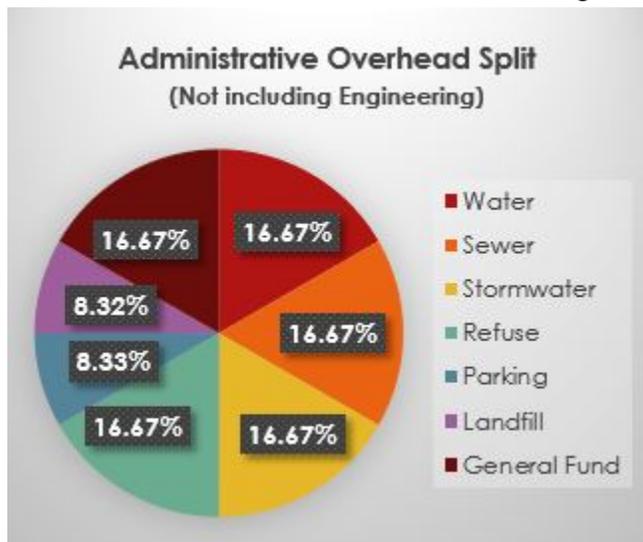
In Fiscal Year 2020, the general fund is recommended to support \$3,401,634 in administrative overhead using the recharge method adopted in Fiscal Year 2013 and revised in Fiscal Year 2018.

**GUIDELINE**

Beginning in FY 2013, additional overhead recharges to the utility funds is being phased in over several years. Engineering administrative and project management expenses that are not recharged to capital projects will be split evenly between the Water, Sewer, Stormwater and General Funds. Finance accounting expenses and all other administrative departments such as Planning, City Clerk, Legal Services and City Manager’s Office will be split evenly between Water, Sewer, Stormwater, Refuse Collection and General Funds, with overhead costs being shared by the Landfill and Parking. This will be fully implemented over time.

Beginning in Fiscal Year 2018, Neighborhood Development, Economic Development and Workforce Development expenses will not be recharged to utility funds. In addition, the Landfill will not be recharged GIS and Planning expenses.

When the overhead recharges are fully implemented, the split of the cost of administrative overhead excluding Engineering will be as follows:



## P. OUTSIDE FUNDING

### DISCUSSION

The purpose of this guideline is to establish the policy that the City should aggressively pursue outside funding to assist in financing its operating and capital budgets. However, the long-term commitments required for such funding must be carefully evaluated before any agreements are made. Commitments to assume an ongoing increased level of service or level of funding once the outside funding ends must be minimized.

### GUIDELINE

To minimize the property tax burden, the City of Dubuque will make every effort to obtain federal, state and private funding to assist in financing its operating and capital budgets. However, commitments to guarantee a level of service or level of funding after the outside funding ends shall be minimized. Also, any matching funds required for capital grants will be identified.

## Q. GENERAL FUND OPERATING RESERVE (WORKING BALANCE)

### DISCUSSION

An operating reserve or working balance is an amount of cash, which must be carried into a fiscal year to pay operating costs until tax money, or other anticipated revenue comes in. Without a working balance, there would not be sufficient cash in the fund to meet its obligations and money would have to be borrowed. Working balances are not available for funding a budget; they are required for cash flow (i.e., to be able to pay bills before taxes are collected).

Moody's Investor Service recommends a factor of 20 percent for "AA" rated cities. In May 2015, Moody's Investors Service downgraded Dubuque's general obligation bond rating from Aa2 to Aa3 and removed the negative outlook. This followed two bond rating upgrades in 2003 and 2010, and one bond rating downgrade in 2014. In announcing the bond rating downgrade, Moody's noted that the City's general fund balance/reserve declined.

Fiscal Year	Fund Reserve (As percent of General Fund revenues)	Reason for change from previous FY
FY 2013	21.08%	
FY 2014	14.87%	Decrease due to planned capital expenditures of \$4.1m in FY14
FY 2015	14.87%	Unchanged
FY 2016	17.52%	Increase due to capital projects not expended before the end of the FY and increase in general fund revenue
FY 2017	20.09%	Increase due to capital projects not expended before the end of the FY and additional contributions to general fund reserve
FY 2018	23.81%	Increase due to capital projects not expended before the end of the FY and additional contributions to general fund reserve
FY 2019	22.02%	Decrease due to planned capital expenditures

The City of Dubuque has historically adopted a general fund reserve policy as part of the Fiscal and Budget Policy Guidelines which are adopted each year as part of the budget process. During Fiscal Year 2013, the City adopted a formal Fund Reserve Policy. Per the policy for the General Fund, the City will maintain a minimum fund balance of at least 10 percent of the sum of

(a) annual operating expenditures not including interfund transfers in the General Fund less (b) the amounts levied in the Trust and Agency fund and the Tort Liability Fund (“Net General Fund Operating Cost”). The City may increase the minimum fund balance by a portion of any operating surplus above the carryover balance of \$200,000 that remains in the General Fund at the close of each fiscal year. The City shall continue to add to the General Fund minimum balance when additional funds are available until 20 percent of Net General Fund Operating Cost is reached.

After all planned expenditures plus an additional \$1,050,000 added to the fund balance in FY 2019, the City of Dubuque will have a general fund reserve of 19.76 percent of general fund expenses as computed by the methodology adopted in the City’s general fund reserve policy or 22.02 percent of general fund revenues as computed by the methodology used by Moody’s Investors Service. The general fund reserve cash balance is projected to be \$11,384,325 on June 30, 2019.

**GUIDELINE**

The guideline of the City of Dubuque is to increase the General Fund working balance or operating reserve by a minimum of \$1,000,000 in FY 2020. In subsequent years, the City should add to the operating reserve until 20% is maintained consistently. In Fiscal Year 2017, the City had projected reaching this consistent and sustainable 20% reserve level in Fiscal Year 2022. Now this projection is this level will be reached in Fiscal Year 2019, three years ahead of schedule.

**General Fund Reserve Projections:**

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Contribution	\$600,000	\$1,050,000	\$1,050,000	\$1,000,000	\$100,000	\$100,000	\$100,000
City’s Spendable General Fund Cash Reserve Fund Balance	\$14,172,661	\$16,460,491	\$15,485,326	\$16,185,326	\$16,285,326	\$16,385,326	\$16,485,326
% of Projected Revenue (Moody’s)	20.09%	23.81%	22.02%	22.86%	22.93%	23.46%	22.92%

**R. USE OF UNANTICIPATED, UNOBLIGATED, NONRECURRING INCOME**

**DISCUSSION**

Occasionally, the City receives income that was not anticipated and was not budgeted. Often, this money is non-recurring and reflects a one-time occurrence which generated the unanticipated increase in income.

Non-recurring income must not be spent on recurring expenses. This would result in a funding shortfall in the following budget year before even starting budget preparation. However, eligible non-recurring expenditures would include capital improvements and equipment purchases.

**GUIDELINE**

Nonrecurring un-obligated income shall be spent only for nonrecurring expenses. Capital improvement projects and major equipment purchases tend to be nonrecurring expenditures.

## S. USE OF "UNENCUMBERED FUND BALANCES"

### DISCUSSION

Historically, 100% of a budget is not spent by the end of the fiscal year and a small unencumbered balance remains on June 30th. In addition, income sometimes exceeds revenue estimates or there are cost savings resulting in some unanticipated balances at the end of the year. These amounts of un-obligated, year-end balances are "carried over" into the new fiscal year to help finance it.

The FY 2019 General Fund budget, which went into effect July 1, 2018, anticipated a "carryover balance" of \$200,000 or approximately 2 percent of the General Fund. For multi-year budget planning purposes, these guidelines assume a carryover balance of \$200,000 in FY 2020 through FY 2024.

### GUIDELINE

Carryover General Fund balance shall be used to help finance the next fiscal year budget and reduce the demand for increased taxation. The available carryover General Fund balance shall be anticipated not to exceed \$200,000 for FY 2020 and beyond through the budget planning period. Any amount over that shall be programmed in the next budget cycle as part of the capital improvement budgeting process.

## T. PROPERTY TAX DISCUSSION

### I. ASSUMPTIONS - RESOURCES

#### 1. Local, Federal and State Resources

**a. Cash Balance.** Unencumbered funds or cash balances of \$200,000 will be available in FY 2020 and each succeeding year to support the operating budget.

**b. Sales Tax Revenue.** By resolution, 50% of sales tax funds must be used in the General Fund for property tax relief in FY 2020. Sales tax receipts are projected to increase 2.8 percent over FY 2019 budget (+\$123,514) and 1.00 percent over FY 2019 actual of \$4,440,884 based on FY 2019 revised revenue estimate of \$4,440,884 which includes a reconciliation payment from the State of Iowa of \$217,699 received in November 2018, increased 1.0 percent to calculate the FY 2020 budget, and then increased at an annual rate of 1.0 percent per year beginning in FY 2021. The estimates received from the State of Iowa show a 4.35% decrease in the first two payments estimated for FY 2020 as compared to the first two payments budgeted for FY 2019. The following chart shows the past four years of actual sales tax funds and projected FY 2020 for the General Fund:

Sales Tax Funds	FY16	FY17	FY18	FY19	FY20
PY Quarter 4 (Half)	\$818,018	\$748,170	\$748,108	\$732,174	\$700,311
Quarter 1	\$1,102,922	\$1,112,755	\$1,080,294	\$1,066,816	\$1,098,820
Quarter 2	\$1,136,167	\$1,146,296	\$1,109,978	\$1,098,596	\$1,131,553
Quarter 3	\$960,705	\$960,626	\$939,923	\$954,021	\$982,642
Quarter 4 (Half)	\$374,085	\$374,054	\$366,087	\$371,578	\$382,726
Reconciliation	\$255,657	\$103,185	\$77,018	\$217,699	\$190,000
Total	\$4,647,554	\$4,445,085	\$4,321,408	\$4,440,884	\$4,486,053

% Change	+10.10%	-4.36%	-2.78%	+2.76%	+1.00%
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**c. Hotel/Motel Tax Revenue.** Hotel/motel tax receipts are projected to increase 3.03 percent (\$71,948) over FY 2019 budget and 7.80 percent over FY 2019 re-estimated receipts of \$2,270,643 based on FY19 being low due to an extremely wet fall and the weather pattern not expected to continue in FY 20, and then increase at an annual rate of 3 percent per year.

**d. FTA Revenue.** Federal Transportation Administration (FTA) transit operating assistance is anticipated to decrease 11.2 percent or \$148,416 from FY 2019 budget based on the revised FY 2019 budget received from the FTA. Federal operating assistance is now based on a comparison of larger cities which has resulted in a decrease of funding. Previously the allocation was based on population and population density.

**e. Miscellaneous Revenue.** Miscellaneous revenue has been estimated at 2 percent growth per year over budgeted FY 2019.

**f. Building Fee Revenue.** Building fees (Building Permits, Electrical Permits, Mechanical Permits and Plumbing Permits) are anticipated to increase \$30,918 from \$629,547 in FY 2019 to \$660,465 in FY 2020 based on Fiscal Year 2019 building activity to-date.

**g. DRA Revenue.** Gaming revenues generated from lease payments from the Dubuque Racing Association (DRA) are estimated to increase \$85,928 from \$4,901,176 in FY 2019 to \$4,987,104 in FY 2020 based on revised projections from the DRA. This follows a \$45,165 increase from budget in FY 2019 and a \$159,046 decrease from budget in FY 2018.

The following is a ten-year history of DRA lease payments to the City of Dubuque:

Fiscal Year	DRA Lease Payment	\$ Change	% Change
FY 2020 estimate	\$4,987,104	+\$85,928	+1.75%
FY 2019 revised	\$4,996,391	+\$140,380	+2.89%
FY 2019 budget	\$4,901,176	+\$45,165	+0.93%
FY 2018 actual	\$4,856,011	+\$18,879	+0.39%
FY 2017 actual	\$4,837,132	-\$195,083	-3.88%
FY 2016 actual	\$5,032,215	-\$155,297	-2.99%
FY 2015 actual	\$5,187,512	-\$158,104	-2.96%
FY 2014 actual	\$5,345,616	-\$655,577	-10.92%
FY 2013 actual	\$6,001,193	+\$3,305	+0.06%
FY 2012 actual	\$5,997,888	-\$345,242	-5.44%
FY 2011 actual	\$6,343,130	-\$477,153	-7.00%
FY 2010 actual	\$6,820,283	-\$1,586,647	-18.87%

The Diamond Jo payment related to the revised parking agreement increased from \$500,000 in FY 2019 to \$567,306 based on Consumer Price Index adjustments since the lease was implemented.

**h. DRA Gaming.** The split of gaming revenues from taxes and the DRA lease (not distributions) in FY 2020 is recommended to remain at a split of gaming taxes and rents between operating and capital budgets of 96 percent operating and 4 percent capital. When practical in future

years, additional revenues will be moved to the capital budget from the operating budget. The following shows the annual split of gaming taxes and rents between operating and capital budgets from FY2016 - FY2020:



**i. Diamond Jo Revenue.** The Diamond Jo Patio lease (\$25,000 in FY 2020) and the Diamond Jo parking privileges (\$567,306 in FY 2020) have not been included in the split with gaming revenues. This revenue is allocated to the operating budget.

## 2. Property Taxes

- a. **Residential Rollback.** The residential rollback factor will increase from 55.621 percent to 56.1324 percent or a 0.92 percent increase in FY 2020. The rollback has been estimated to remain the same from Fiscal Years 2021 thru 2024.

The percent of growth from revaluation is to be the same for agricultural and residential property; therefore, if one of these classes has less than 3% growth for a year, the other class is limited to the same percent of growth. A balance is maintained between the two classes by ensuring that they increase from revaluation at the same rate. In FY 2020, agricultural property had more growth than residential property which caused the rollback factor to increase.

The increase in the residential rollback factor increases the value that each residence is taxed on. This increased taxable value for the average homeowner (\$74,230 taxable value in FY 2019 and \$78,301 taxable value in 2020) results in more taxes to be paid per \$1,000 of assessed value. In an effort to keep property taxes low to the average homeowner, the City calculates the property tax impact to the average residential property based on the residential rollback factor and property tax rate. In a year that the residential rollback factor increases, the City recommends a lower property tax rate than what would be recommended had the rollback factor remained the same.

The residential rollback in Fiscal Year 1987 was 75.6481 percent as compared to 56.1324 percent in Fiscal Year 2020. The rollback percent had steadily decreased since FY 1987, which has resulted in less taxable value and an increase in the City's tax rate. However, that trend began reversing in FY 2009 when the rollback reached a low of 44.0803 percent. If the rollback had remained at 75.6481 percent

in FY 2019, the City’s tax rate would have been \$7.65 per \$1,000 of assessed value instead of \$10.59 in FY 2019.

- b. **State Equalization Order/Property Tax Reform.** There was not an equalization order for commercial or industrial property in Fiscal Year 2020. The Iowa Department of Revenue is responsible for “equalizing” assessments every two years. Also, equalization occurs on an assessing jurisdiction basis, not on a statewide basis.

Commercial and Industrial taxpayers previously were taxed at 100 percent of assessed value; however due to legislative changes in FY 2013, a 95% rollback factor was applied in FY 2015 and a 90% rollback factor will be applied in FY 2016 and beyond. The State of Iowa will backfill the loss in property tax revenue from the rollback and the backfill 100% in FY 2015 through FY 2017 and then the backfill will be capped at the FY 2017 level in FY 2018 and beyond. **The FY 2019 State backfill for property tax loss is estimated to be \$1,032,700.**

Elements of the property tax reform passed by the Iowa Legislature in 2013 have created a tremendous amount of uncertainty in the budget process. While the State has committed to provide some funding for the City revenue reductions caused by the decrease in taxable value for commercial and industrial properties, key legislators have been quoted in the media as casting doubt on the reimbursements continuing. **Beginning in FY 2021, it is assumed that the State will eliminate the backfill over a five-year period.**

The projected reduction of State backfill revenue to the general fund is as follows:

Fiscal Year	State Backfill Reduction
2021	-\$206,540
2022	-\$206,540
2023	-\$206,540
2024	-\$206,540
2025	-\$206,540
Total	-\$1,032,700

FY 2015 was the first year that commercial, industrial and railroad properties were eligible for a Business Property Tax Credit. The Business Property Tax Credit will be deducted from the property taxes owed and the credit is funded by the State of Iowa. Eligible businesses must file an application with the Assessor’s office to receive the credit with a deadline of January 15, 2019 for applications to be considered for FY 2020. The calculation of the credit is dependent on the number of applications that were received and approved statewide versus the amount that was appropriated for the fiscal year, the levy rates for each parcel, and the difference in the commercial/industrial rollback compared to residential rollback. In FY 2015, the Iowa Legislature has appropriated \$50 million for FY15; \$100 million for FY16; and \$125 million for FY17 and thereafter. The estimated initial amount of value that will be used to compute the credit in FY 2015 is \$33,000, FY 2016 is \$183,220, FY 2017 is \$255,857, FY 2018 is \$266,340, and FY 2019 is \$231,603. The basic formula is the value multiplied by the difference in rollbacks of

commercial and residential property then divided by one thousand and then multiplied by the corresponding levy rate. The average commercial and industrial properties (\$432,475 Commercial / \$599,500 Industrial) will receive a Business Property Tax Credit from the State of Iowa for the City share of their property taxes of \$148 in FY 2015, \$693 in FY 2016, \$982 in FY 2017, \$959 in FY 2018, and \$843 in FY 2019. Projected at \$929 in FY 2020.

- c. **Multi-Residential Property Class/Eliminated State Shared Revenue.** Beginning in FY 2017 (July 1, 2016), new State legislation created a new property tax classification for rental properties called multi-residential, which requires a rollback, or assessment limitations order, on multi-residential property which will eventually equal the residential rollback. Multi-residential property includes apartments with 3 or more units. Rental properties of 2 units were already classified as residential property. The State of Iowa will not backfill property tax loss from the rollback on multi-residential property. The rollback will occur as follows:

Fiscal Year	Rollback %	Annual Loss of Tax Revenue
FY 2017	86.25%	\$ 331,239
FY 2018	82.50%	\$ 472,127
FY 2019	78.75%	\$ 576,503
FY 2020	75.00%	\$ 696,046
FY 2021	71.25%	\$ 614,319
FY 2022	67.50%	\$ 952,466
FY 2023	63.75%	\$ 1,018,664
FY 2024	55.63%	\$ 1,187,123
<b>Total</b>		<b>\$5,848,487</b>

\*56.13% = Current residential rollback

**This annual loss in tax revenue of \$696,046 in FY 2020 and \$1,187,123 from multi-residential property when fully implemented in FY 2024 will not be backfilled by the State.**  
From Fiscal Year 2017 through Fiscal Year

2024 the City will lose \$5,848,487 in total, meaning landlords will have paid that much less in property taxes. The state did not require landlords to charge lower rents or to make additional investment in their property.

In addition, the State of Iowa eliminated the:

- Machinery and Equipment Tax Replacement in FY 2003 (-\$200,000)
- Personal Property Tax Replacement in FY 2004 (-\$350,000)
- Municipal Assistance in FY 2004 (-\$300,000)
- Liquor Sales Revenue in FY 2004 (-\$250,000)
- Bank Franchise Tax in FY 2005 (-\$145,000)

The combination of the decreased residential rollback, State funding cuts and increased expenses has forced the City's tax rate to increase since 1987 when the residents passed a referendum to establish a one percent local option sales tax with 50% of the revenue going to property tax relief.

- d. **Taxable Value.** FY 2020 will reflect the following impacts of taxable values of various property types:

Property Type	Percent Change in Taxable Value
Residential	+1.95%
Commercial	+1.71%
Industrial	+2.14%
Multi-Residential	-2.96%
Overall	+0.50%*

\*Overall taxable value increased 0.50 percent after deducting Tax Increment Financing values

Assessed valuations were increased 2 percent per year beyond FY 2020.

**e. Riverfront Property Lease Revenue.** Riverfront property lease revenue is projected to increase by \$219,765 in FY 2020 due to the new Hodge lease payment effective November 2018 and the first full year in FY 2020.

### 3. Fees, Tax Rates & Services

- a. **Franchise Fees.** Natural Gas franchise fees have been projected to increase 5.5 percent over FY18 actual of \$1,147,459 based on the projected growth. Also, Electric franchise fees have been projected to increase 5.5 percent over FY18 actual of \$3,398,709 based on the projected growth. The franchise fee revenues are projected to increase at an annual rate of 4 percent per year from FY 2021 thru FY 2024.

The franchise fee charged on gas and electric bills increased from 3% to 5%, the legal maximum, on June 1, 2015.

- b. **Property Tax Rate.** For purposes of budget projections only, it is assumed that City property taxes will continue to increase at a rate necessary to meet additional requirements over resources beyond FY 2021.
- c. **Police & Fire Protection.** FY 2020 reflects the twelfth year that payment in lieu of taxes is charged to the Water and Sanitary Sewer funds for Police and Fire Protection. In FY 2020, the Sanitary Sewer fund is charged 0.43% of building value and the Water fund is charged 0.62% of building value, for payment in lieu of taxes for Police and Fire Protection. This revenue is reflected in the General Fund and is used for general property tax relief.

## II. ASSUMPTIONS - REQUIREMENTS

**a. Pension Systems.** The Municipal Fire and Police Retirement System of Iowa Board of Trustees City contribution for Police and Fire retirement decreased from 26.02 percent in FY 2019 to 24.41 percent in FY 2020 (general fund savings of \$162,007). Also, the Iowa Public Employee Retirement System (IPERS) City contribution is unchanged from the FY2019 contribution rate of 9.44 percent (no general fund impact). The IPERS employee contribution is also unchanged from the FY 2019 contribution rate of 6.29% (which does not affect the City's portion of the budget). The IPERS rate is anticipated to increase 1 percent each succeeding year.

**b. Collective Bargaining.** Consistent with the already approved collective bargaining agreements for Teamsters Local Union 120, Teamsters Local Union 120 Bus Operators, Dubuque Professional Firefighters Association, and International Union of Operating Engineers, in FY 2020 there is a 1.5% employee wage increase for represented and non-represented employees at a cost of \$550,635 to the General Fund.

**c. Health Insurance.** The City portion of health insurance expense is projected to decrease from \$1,193 per month per contract to \$903 per month per contract (based on 572 contracts) in FY 2020 (general fund savings of \$1,218,758). The City of Dubuque is self-insured, and actual expenses are paid each year with the City only having stop-loss coverage for major claims. In FY 2017, The City went out for bid for third party administrator and the estimated savings has resulted from the new contract and actual claims paid. In addition, firefighters began paying an increased employee health care premium sharing from 10% to 15% and there was a 7% increase in the premium on July 1, 2018. During FY 2019, the City went out for bid for third party administrator for the prescription drug plan and there will be savings resulting from the bid award. Estimates for FY 21-24 have been increased by 5.62 percent per year.

**d. Sick Leave Payout.** FY 2013 was the first year that eligible retirees with at least twenty years of continuous service in a full-time position or employees who retired as a result of a disability and are eligible for pension payments from the pension system can receive payment of their sick leave balance with a maximum payment of 120 sick days, payable bi-weekly over a five-year period. The sick leave payout expense budget in the General Fund in FY 2019 was \$179,120 as compared to FY 2020 of \$188,595, based on qualifying employees officially giving notice of retirement.

**e. Supplies & Services.** General operating supplies and services are estimated to increase 2% over actual in FY 2018. A 2% increase is estimated in succeeding years.

**f. Electricity.** Electrical energy expense is estimated to have a 1% increase over FY 2018 actual expense, then 2% per year beyond.

**g. Natural Gas.** Natural gas expense is estimated to have no increase over FY 2018 actual expense, then 2% per year beyond.

**h. Travel Dubuque.** The Dubuque Area Convention and Visitors Bureau contract will continue at 50% of actual hotel/motel tax receipts.

**i. Equipment & Machinery.** Equipment costs for FY 2020 are estimated to decrease 15.5% under FY 2018 budget, then remain constant per year beyond.

**j. Debt Service.** Debt service is estimated based on the tax-supported, unabated General Obligation bond sale for fire truck and franchise fee litigation settlement.

**k. Unemployment.** Unemployment expense in the General Fund decreased from \$67,502 in FY 2019 to \$54,286 in FY 2020 based on estimated savings from a change in the administration of the reserve.

**l. Motor Vehicle Fuel.** Motor vehicle fuel is estimated to increase 7% over FY 2019 budget (+ \$158,173), then increase 2.0% per year beyond.

**m. Motor Vehicle Maintenance.** Motor vehicle maintenance is estimated to decrease 1.4% under FY 2019 budget based on FY 2018 actual, then increase 2.0% per year and beyond.

**n. Public Transit.** The decrease in property tax support for Transit from FY 2019 to FY 2020 is \$20,512, which reflects decreased expense for health insurance (\$28,982); decrease in workers compensation (\$20,514); decrease in electrical utility (\$17,616); increase in motor vehicle maintenance and diesel fuel (\$65,800); decrease in machinery and equipment (\$212,299) and decreased FTA operating revenue (\$148,416).

The following is a ten-year history of the Transit subsidy:

Fiscal Year	Amount	% Change
2020 Projection	\$1,550,795	-1.31%
2019 Budget	\$1,571,307	-0.10%
2018 Actual	\$1,572,825	34.10%
2017 Actual	\$1,172,885	24.41%
2016 Actual	\$942,752	-13.20%
2015 Actual	\$1,086,080	30.33%
2014 Actual	\$833,302	-20.19%
2013 Actual	\$1,044,171	45.51%
2012 Actual	\$717,611	-33.48%
2011 Actual	\$1,078,726	-7.12%
2010 Actual	\$1,161,393	-7.36%
2009 Actual	\$1,253,638	+17.2%

**o. Shipping & Postage.** Postage rates for FY 2020 are estimated to increase 1% over FY 2018 actual expense due to postage inventory levels at year-end and proposed cost increases by USPS. A 2.0 percent increase is estimated in succeeding years.

**p. Insurance.** Insurance costs are estimated to change as follows:

- Workers Compensation is decreasing 8.75% based on the Iowa Workers Compensation law changed effective July 1, 2017. This law change reduced the amount of liability employers incur for certain work-related injuries. In addition, the City is making changes to the administration of Workers Compensation reserve.
- General Liability is increasing 3.70%.
- Damage claims is decreasing 33.71% based on a three year average.
- Property insurance is increasing 13.17%.

**q. Housing.** The Section 8 Housing subsidy payment from the General Fund is estimated to decrease \$89,283 in FY 2020. In FY 2011, the City approved reducing the number of allowed Section 8 Housing Vouchers from 1,060 to 900 vouchers. This reduction in vouchers was estimated to reduce Section 8 administrative fees from HUD by \$100,000 per year. However, in the transition, the number of vouchers dropped to 803 vouchers. HUD has based the Section 8 administrative fees for FY 2020 on the lower number of vouchers held in FY 2019 which has decreased the amount of revenue received by the Section 8 program in FY 2020. The City is in the process of increasing the Section 8 Housing Vouchers back to 1,072.

**r. CATV Fund.** The Cable TV Fund no longer funds Police and Fire public education, Information Services, Health Services, Building Services, Legal Services, and City Manager's

Office due to reduced revenues from the cable franchise. This is due to Mediacom’s conversion from a Dubuque franchise to a state franchise in October 2009 which changed the timing and calculation of the franchise fee payments.

Effective June 2020, Mediacom will no longer contribute to the Public, Educational, and Governmental Access Cable Grant (PEG) Fund, and the City will be responsible for all Cable TV equipment replacement costs.

**s. Greater Dubuque Development Corporation.** Greater Dubuque Development Corporation support of \$780,613 is budgeted to be paid mostly from Dubuque Industrial Center Land Sales in FY 2020, with \$100,000 to implement the True North strategy paid from the Greater Downtown TIF. In FY 2021 and beyond Greater Dubuque Development Corporation will be paid from the Greater Downtown TIF and Dubuque Industrial Center West land sales.

### PROPERTY TAX IMPACT

The recommended Fiscal Year 2020 property tax rate decrease of 0.97% will have the following impact:

	FY 2020	% Change	\$ Change
Property Tax Rate	\$10.4856	-0.97%	-\$0.1029
Average Residential Payment	\$770.17	+0.00%	+\$0
Average Commercial Payment	\$3,258.81	-0.59%	-\$ 19.42
Average Industrial Property	\$4,835.02	-0.72%	-\$ 34.88
Average Multi-Residential Property	\$1,763.85	-5.69%	-\$106.36

### Historical Impact on Tax Askings and Average Residential Property Tax Rates

The following is a historical City tax rate comparison. The average percent change in tax rate from 1987 - 2020 is -0.92%.

### Historic Impact on Tax Askings & Average Residential Property Tax Rates



Historical:

Fiscal year	City Tax Rate	% Change in Tax Rate	Fiscal year	City Tax Rate	% Change in Tax Rate
FY 1987	14.5819		FY 2004	10.273	0.60%
FY 1988	13.95	-4.33%	FY 2005	10.072	-1.96%
FY 1989	11.8007	-15.41%	FY 2006	9.6991	-3.70%
FY 1990	11.6891	-0.95%	FY 2007	9.9803	2.90%
FY 1991	12.266	4.94%	FY 2008	10.3169	3.37%
FY 1992	12.7741	4.14%	FY 2009	9.969	-3.37%
FY 1993	12.4989	-2.15%	FY 2010	9.8577	-1.12%
FY 1994	12.6059	0.86%	FY 2011	10.0274	1.72%
FY 1995	11.7821	-6.54%	FY 2012	10.4511	4.22%
FY 1996	11.7821	0.00%	FY 2013	10.7848	3.19%
FY 1997	11.3815	-3.40%	FY 2014	11.0259	2.23%
FY 1998	11.4011	0.17%	FY 2015	11.0259	0%
FY 1999	11.0734	-2.87%	FY 2016	11.0259	0%
FY 2000	10.716	-3.23%	FY 2017	11.1674	1.28%
FY 2001	11.0671	3.28%	FY 2018	10.8922	-2.46%
FY 2002	10.7608	-2.77%	FY 2019	10.5884	-2.79%
FY 2003	10.212	-5.10%	FY 2020	10.4856	-0.97%

**Projected Impacts on Tax Askings and Average Residential Property Tax Rates**

Projected Impacts on Tax Askings & Average Residential Property Tax Rates



Projected:

Fiscal Year	City Tax Rate	% Change in Tax Rate
FY 2020	10.4856	-0.97%
FY 2021	10.5168	+0.30%
FY 2022	10.8831	+3.48%
FY 2023	11.3251	+4.06%
FY 2024	11.9426	+5.45%

## IMPACT ON AVERAGE RESIDENTIAL PROPERTY - EXAMPLE

ACTUAL - HISTORICAL		CITY TAX CALCULATION	ACTUAL PERCENT CHANGE	CHANGE IF HTC 100% FUNDED <sup>A</sup>	DOLLAR CHANGE
FY 1989	"City" Property Tax	\$ 453.99	-11.40%		- \$ 58.39
FY 1990	"City" Property Tax	\$ 449.94	- 0.89%		- \$ 4.04
FY 1991*	"City" Property Tax*	\$ 466.92	+ 3.77%		+\$ 16.98
FY 1992	"City" Property Tax	\$ 483.63	+ 3.58%		+\$ 16.71
FY 1993*	"City" Property Tax*	\$ 508.73	+ 5.19%		+\$ 25.10
FY 1994	"City" Property Tax	\$ 510.40	+ 0.30%		+\$ 1.51
FY 1995*	"City" Property Tax*	\$ 522.65	+ 2.43%		+\$ 12.41
FY 1996	"City" Property Tax	\$ 518.10	- 0.87%		- \$ 4.54
FY 1997*	"City" Property Tax*	\$ 515.91	- 0.42%		- \$ 2.19
FY 1998	"City" Property Tax	\$ 512.25	- 0.71%		- \$ 3.66
FY 1999	"City" Property Tax*	\$ 512.25	- 0.00%		\$ 0.00
FY 2000	"City" Property Tax	\$ 511.38	- 0.17%		- \$ 0.87
FY 2001	"City" Property Tax	\$ 511.38	0.00%		\$ 0.00
FY 2002	"City" Property Tax	\$ 511.38	0.00%		\$ 0.00
FY 2003	"City" Property Tax*	\$ 485.79	- 5.00%		-\$ 25.58
FY 2004	"City" Property Tax	\$ 485.79		0.00%	\$ 0.00
	With Homestead Adj.	\$ 493.26	+ 1.54%		+\$ 7.46
FY 2005	"City" Property Tax*	\$ 485.93		+ 0.03%	+\$ 0.14
	With Homestead Adj.*	\$ 495.21	+ 0.40%		+\$ 1.95
FY 2006	"City" Property Tax (1)	\$ 494.27		+ 1.72%	+\$ 8.34
	With Homestead Adj. (1)	\$ 504.62	+ 1.90%		+\$ 9.41
FY 2007	"City" Property Tax*(2)	\$ 485.79		- 1.72%	-\$ 8.48
	With Homestead Adj.*	\$ 496.93	- 1.52%		-\$ 7.69
FY 2008	"City" Property Tax	\$ 496.93		0.00%	\$ 0.00
	With Homestead Adj.	\$ 510.45	+ 2.72%		+\$13.52
FY 2009	"City" Property Tax	\$ 524.53		+ 2.76%	+\$14.08
	With Homestead Adj.	\$ 538.07	+ 5.41%		+\$27.62
FY 2010	"City" Property Tax	\$ 538.07		+ 0.00%	+\$ 0.00
	With Homestead Adj.	\$ 550.97	+ 2.40%		+\$12.90
FY 2011	"City" Property Tax	\$ 564.59		+ 2.47%	+\$13.62
	With Homestead Adj. (3)	\$ 582.10	+ 5.65%		+\$31.13
<b>FY 2012</b>	"City" Property	\$ 611.19		+ 5.00%	+\$29.09
	With Homestead Adj. (3)	\$ 629.78	+ 8.19%		+\$47.68
FY 2013	"City" Property	\$ 661.25		+ 5.00%	+\$31.47
	With Homestead Adj. (3)	\$ 672.76	+ 6.82%		+\$42.98
FY 2014	"City" Property	\$ 705.71	+ 4.90%		+\$32.95
FY 2015	"City" Property	\$ 728.48	+ 3.23%		+\$22.77
FY 2016	"City" Property	\$ 747.65	+ 2.63%		+\$19.17
FY 2017	"City" Property	\$ 755.70	+ 1.08%		+\$ 8.05
FY 2018	"City" Property	\$ 755.70	+ 0.00%		+\$ 0.00
FY 2019	<b>"City" Property</b>	\$ 770.17	+ 1.92%		+\$ 14.47
<b>Average FY 1989-FY 2019 with Homestead Adj.</b>			+ 1.39%		+ \$ 8.32
<b>Average FY 1989-FY 2019 without Homestead Adj.</b>				+ 0.90%	+ \$ 5.13

PROJECTION		CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
FY 2020	"City" Property Tax*	\$ 770.17	+0.00%	+\$0.00
FY 2021	"City" Property Tax	\$ 772.47	+0.30%	+\$2.30
FY 2022	"City" Property Tax*	\$ 799.37	+3.48%	+\$26.90
FY 2023	"City" Property Tax	\$ 831.84	+4.06%	+\$32.46
FY 2024	"City" Property Tax	\$ 877.19	+5.45%	+\$45.36

\* Denotes year of State-issued equalization orders.

^ Impact to the average homeowner if the State funds the Homestead Property Tax Credit at 62%.

(1) The FY 2006 property tax calculation considers the 6.2% valuation increase for the average residential homeowner as determined by the reappraisal.

(2) Offsets the impact of the State reduced Homestead Property Tax Credit in FY 2005 & 2006.

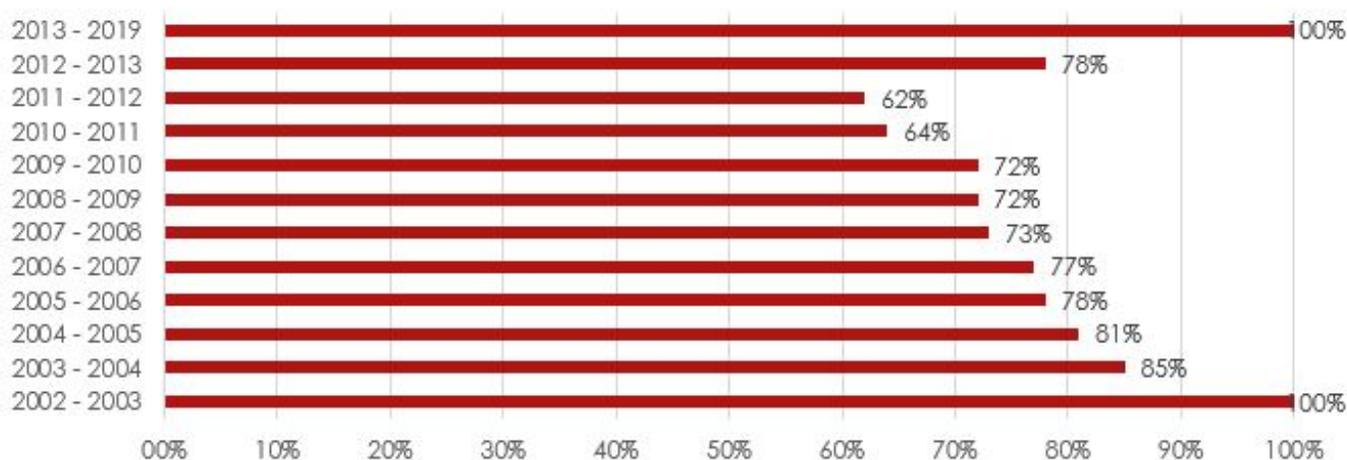
(3) The City adopted a budget in FY 2011 and 2012 that provided no increase to the average homeowner. The State of Iowa underfunded the Homestead Property Tax Credit in both years costing the average homeowner an additional \$18.59 in FY 2012 and \$11.51 in FY 2013. This provided no additional revenues to the City, as this money would have come to the City from the State if they appropriated the proper amount of funds.

### Homestead Property Tax Credit

The Homestead Property Tax Credit was established by the state legislature to reduce the amount of property tax collected. The intent of the credit was to be a form of tax relief and provide an incentive for home ownership. The State Homestead Property Tax Credit works by discounting the tax collected on the first \$4,850 of a property's taxable value. This has no impact on what the City receives from property tax collections, but provides tax relief for the average homeowner.

Beginning FY 2004, the State of Iowa did not fully fund the State Homestead Property Tax Credit resulting in the average homeowner paying the unfunded portion. Again, this has no impact on what the City receives, however as a result has caused the average homeowner to pay more taxes.

Historical Percent of Iowa Homestead Property Tax Credit Funded by State of Iowa



## IMPACT ON COMMERCIAL PROPERTY - EXAMPLE

ACTUAL - HISTORICAL		CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
FY 1989	"City" Property Tax	\$2,106.42	-15.43%	-\$ 384.19
FY 1990	"City" Property Tax	\$2,086.50	- .95%	- \$ 19.92
FY 1991	"City" Property Tax*	\$2,189.48	+ 4.94%	+\$ 102.98
FY 1992	"City" Property Tax	\$2,280.18	+ 4.14%	+\$ 90.70
FY 1993	"City" Property Tax*	\$2,231.05	- 2.15%	-\$ 49.13
FY 1994	"City" Property Tax	\$2,250.15	+ 0.86%	+\$ 19.10
FY 1995	"City" Property Tax*	\$2,439.60	+ 8.42%	+\$ 189.45
FY 1996	"City" Property Tax	\$2,439.60	+ 0.00%	+\$ 0.00
FY 1997	"City" Property Tax*	\$2,659.36	+ 9.01%	+\$ 219.76
FY 1998	"City" Property Tax	\$2,738.43	+ 2.97%	+\$ 79.07
FY 1999	"City" Property Tax*	\$2,952.03	+ 7.80%	+\$ 213.60
FY 2000	"City" Property Tax	\$2,934.21	- 0.60%	-\$ 17.82
FY 2001	"City" Property Tax	\$2,993.00	+ 2.01%	+\$ 58.86
FY 2002	"City" Property Tax	\$2,910.25	- 2.77%	-\$ 82.84
FY 2003	"City" Property Tax*	\$3,186.27	+ 9.48%	+\$ 276.03
FY 2004	"City" Property Tax	\$3,278.41	+ 2.89%	+\$ 92.15
FY 2005	"City" Property Tax*	\$3,349.90	+ 2.18%	+\$ 71.48
FY 2006	"City" Property Tax (1)	\$3,152.52	- 5.89%	-\$ 197.38
FY 2007	"City" Property Tax*	\$3,538.03	+12.23%	+\$ 385.50
FY 2008	"City" Property Tax	\$3,688.64	+ 4.26%	+\$ 150.62
FY 2009	"City" Property Tax*	\$3,554.71	- 3.63%	-\$ 133.94
FY 2010	"City" Property Tax	\$3,524.48	- 0.85%	-\$ 30.23
FY 2011	"City" Property Tax	\$3,585.16	+ 1.72%	+\$ 60.68
FY 2012	"City" Property Tax	\$3,736.64	+ 4.23%	+\$ 151.48
FY 2013	"City" Property Tax	\$3,855.96	+ 3.19%	+\$ 119.32
FY 2014	"City" Property Tax	\$3,942.14	+ 2.24%	+\$ 86.20
FY 2015	"City" Property Tax*(2)	\$3,896.93	- 1.15%	-\$ 45.21
FY 2016	"City" Property Tax (3)	\$3,139.16	-19.45%	-\$ 757.77
FY 2017	"City" Property Tax* (4)	\$3,364.61	+7.18%	+\$ 225.45
FY 2018	"City" Property Tax* (5)	\$3,280.44	-2.50%	-\$ 84.16
FY 2019	"City" Property Tax* (6)	\$3,278.23	-0.07%	-\$ 2.21
<b>Average FY 1989-2019</b>			+ 0.88%	+\$ 25.41
PROJECTED		CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
FY 2020	"City" Property Tax	\$ 3,258.81	- 0.59%	-\$ 19.42
FY 2021	"City" Property Tax*	\$ 3,268.52	+0.30%	+\$ 9.71
FY 2022	"City" Property Tax	\$ 3,382.36	+3.48%	+\$113.84
FY 2023	"City" Property Tax*	\$ 3,519.72	+4.06%	+ \$137.37
FY 2024	"City" Property Tax	\$ 3,711.64	+5.45%	+\$191.92

\* Denotes year of State-issued equalization orders

(1) The FY 2006 property tax calculation considers the 3% valuation decrease for commercial property as determined by the reappraisal.

- (2) The Business Property Tax Credit was \$148 and rollback to 95% in FY 2015.
- (3) The Business Property Tax Credit was \$693 and rollback to 90% in FY 2016.
- (4) The Business Property Tax Credit was \$982 and rollback to 90% in FY 2017. There was a State issued equalization order of 12% for commercial property in FY 2017 which raised the average assessed value from \$386,139 to \$432,475.
- (5) The Business Property Tax Credit was \$959 and rollback to 90% in FY 2018.
- (6) The Business Property Tax Credit was \$843 and rollback to 90% in FY 2019.

**IMPACT ON INDUSTRIAL PROPERTY - EXAMPLE**

ACTUAL - HISTORICAL		CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
FY 1989	"City" Property Tax	\$5,900.35	-15.40%	-\$1,074.65
FY 1990	"City" Property Tax	\$5,844.55	- .90%	-\$ 55.80
FY 1991	"City" Property Tax	\$6,133.00	+ 4.90%	+\$ 288.45
FY 1992	"City" Property Tax	\$6,387.05	+ 4.10%	+\$ 254.05
FY 1993	"City" Property Tax	\$6,249.45	- 2.20%	-\$ 137.60
FY 1994	"City" Property Tax	\$6,302.95	+ 0.90%	+\$ 53.50
FY 1995	"City" Property Tax	\$5,891.05	- 6.50%	-\$ 411.90
FY 1996	"City" Property Tax	\$5,891.05	+ 0.00%	+\$ 0.00
FY 1997	"City" Property Tax	\$5,690.75	- 3.40%	-\$ 200.30
FY 1998	"City" Property Tax	\$5,700.56	+ .17%	+\$ 9.81
FY 1999	"City" Property Tax	\$5,536.70	- 2.87%	-\$ 163.86
FY 2000	"City" Property Tax	\$5,358.00	- 3.23%	-\$ 178.70
FY 2001	"City" Property Tax	\$5,533.00	+ 3.28%	+\$ 175.55
FY 2002	"City" Property Tax	\$5,380.42	- 2.77%	-\$ 153.13
FY 2003	"City" Property Tax	\$5,106.00	- 5.10%	-\$ 274.40
FY 2004	"City" Property Tax	\$5,136.50	+ .60%	+\$ 30.50
FY 2005	"City" Property Tax	\$5,036.00	- 1.96%	-\$ 100.50
FY 2006	"City" Property Tax (1)	\$5,814.61	+15.46%	+\$ 778.61
FY 2007	"City" Property Tax	\$5,983.21	+ 2.90%	+\$ 168.60
FY 2008	"City" Property Tax	\$6,184.95	+ 3.37%	+\$ 201.74
FY 2009	"City" Property Tax	\$5,976.44	- 3.37%	-\$ 208.51
FY 2010	"City" Property Tax	\$5,909.69	- 1.12%	-\$ 66.75
FY 2011	"City" Property Tax	\$6,011.44	- 1.72%	+\$ 101.75
FY 2012	"City" Property Tax	\$6,265.43	+ 4.23%	+\$ 254.00
FY 2013	"City" Property Tax	\$6,465.48	+ 3.19%	+\$ 200.04
FY 2014	"City" Property Tax	\$6,610.00	+ 2.24%	+\$ 144.53
FY 2015	"City" Property Tax (2)	\$6,131.80	- 7.23%	-\$ 478.20
FY 2016	"City" Property Tax (3)	\$5,256.41	- 14.28%	-\$ 875.39
FY 2017	"City" Property Tax* (4)	\$5,043.36	- 4.05%	-\$ 213.05
FY 2018	"City" Property Tax* (5)	\$4,917.78	- 2.49%	-\$ 125.58
FY 2019	"City" Property Tax* (6)	\$4,869.91	-0.97%	-\$ 47.87
<b>Average FY 1989-FY 2019</b>			<b>- 1.10%</b>	<b>-\$ 67.91</b>

PROJECTED	CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
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FY 2020	"City" Property Tax	\$ 4,835.02	-0.72%	-\$ 34.88
FY 2021	"City" Property Tax*	\$ 4,849.43	+0.30%	+\$14.41
FY 2022	"City" Property Tax	\$ 5,018.33	+3.48%	+\$168.90
FY 2023	"City" Property Tax*	\$ 5,222.14	+4.06%	+\$203.81
FY 2024	"City" Property Tax	\$ 5,506.89	+5.45%	+\$284.75

- (1) The FY 2006 property tax calculation considers the 19.9% valuation increase for industrial property as determined by the reappraisal.
- (2) The Business Property Tax Credit was \$148 and rollback to 95% in FY 2015.
- (3) The Business Property Tax Credit was \$693 and rollback to 90% in FY 2016.
- (4) The Business Property Tax Credit was \$982 and rollback to 90% in FY 2017.
- (5) The Business Property Tax Credit was \$959 and rollback to 90% in FY 2018.
- (6) The Business Property Tax Credit estimated to be \$822 and rollback to 90% in FY 2019.

**IMPACT ON MULTI-RESIDENTIAL PROPERTY - EXAMPLE**

ACTUAL - HISTORICAL		CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
FY 2015	"City" Property Tax	\$2,472.99		
FY 2016	"City" Property Tax	\$2,225.69	-10.00%	-\$247.30
FY 2017	"City" Property Tax*	\$2,160.39	-2.93%	-\$65.30
FY 2018	"City" Property Tax*	\$2,015.48	- 6.71%	-\$144.91
FY 2019	"City" Property Tax*	\$1,870.21	-7.21%	-\$145.26
<b>Average FY 2016-FY 2019</b>			<b>-6.71%</b>	<b>-\$150.69</b>

PROJECTION		CITY TAX CALCULATION	PERCENT CHANGE	DOLLAR CHANGE
FY 2020	"City" Property Tax*	\$ 1,763.85	-5.69%	-\$106.36
FY 2021	"City" Property Tax	\$ 1,680.65	-4.72%	-\$83.20
FY 2022	"City" Property Tax*	\$ 1,647.65	-1.96%	-\$33.00
FY 2023	"City" Property Tax	\$ 1,619.31	-1.72%	-\$28.34
FY 2024	"City" Property Tax	\$ 1,503.56	-7.15%	-\$115.75

Beginning in FY 2017 (July 1, 2016), new State legislation created a new property tax classification for rental properties called multi-residential, which requires a rollback, or assessment limitations order, on multi-residential property which will eventually equal the residential rollback. Multi-residential property

includes apartments with 3 or more units. Rental properties of 2 units were already classified as residential property. The State of Iowa will not backfill property tax loss from the rollback on multi-residential property. The rollback will occur as follows:

<b>Fiscal Year</b>	<b>Rollback %</b>	<b>Annual Loss of Tax Revenue</b>
2017	86.25%	\$ 331,239
2018	82.50%	\$ 472,127
2019	78.75%	\$ 576,503
2020	75.00%	\$ 696,046
2021	71.25%	\$ 614,319
2022	67.50%	\$ 952,466
2023	63.75%	\$ 1,018,664
2024	55.63%	\$ 1,187,123
<b>Total</b>		<b>\$5,848,487</b>

\*56.13% = Current residential rollback

This annual loss in tax revenue of \$696,046 in FY 2020 and \$1,187,123 from multi-residential property when fully implemented in FY 2024 will not be backfilled by the State. From Fiscal Year 2017 through Fiscal Year 2024 the City will lose \$5,848,487 in total, meaning landlords will have paid that much less in property taxes. The state did not require landlords to charge lower rents or to make additional investment in their property.

There were reappraisals done in Fiscal Year 2016 that may have increased the taxable value for the properties considered multi-residential; however, the overall assessments for multi-residential property has remained relatively flat except for twelve large properties that increased significantly. The assessed value for multi-residential properties in Fiscal Year 2017 did not increase and landlords began receiving tax breaks with their September 2016 tax payments

## **HISTORY OF INCREASES IN PROPERTY TAX ASKINGS**

Fiscal Year	"City" Property Tax Askings	% Change in Tax Askings	Impact on Homeowner**
FY 1989	\$10,918,759	-12.0%	-11.4%
Sales Tax Initiated			
FY 1990	\$10,895,321	- 0.2%	- 0.9%
FY 1991	\$11,553,468	+ 6.0%	+ 3.8%
FY 1992	\$12,249,056	+ 6.0%	+ 3.6%
FY 1993	\$12,846,296	+ 4.9%	+ 5.0%
FY 1994	\$13,300,756	+ 3.5%	+ 0.3%
FY 1995	\$13,715,850	+ 3.1%	+ 2.4%
FY 1996	\$14,076,320	+ 2.6%	- 0.9%
FY 1997	\$14,418,735	+ 2.4%	- 0.4%
FY 1998	\$14,837,670*	+ 2.9%	- 0.7%
FY 1999	\$15,332,806*	+ 3.3%	0.0%
FY 2000	\$15,285,754	- 0.3%	- 0.2%
FY 2001	\$15,574,467	+ 1.9%	0.0%
FY 2002	\$15,686,579	+ 0.7%	0.0%
FY 2003	\$15,771,203	+ 0.5%	- 5.0%
FY 2004	\$16,171,540	+ 2.5%	0.0%
FY 2005	\$16,372,735	+ 1.2%	0.0%
FY 2006	\$16,192,215	- 1.1%	+ 1.7%
FY 2007	\$17,179,994	+ 6.1%	- 1.7%
FY 2008	\$18,184,037	+ 5.8%	0.0%
FY 2009	\$18,736,759	+ 3.0%	+2.8%
FY 2010	\$19,095,444	+ 1.9%	0.0%
FY 2011	\$19,878,962	+ 4.1%	+2.5%
FY 2012	\$21,284,751	+ 7.1%	+5.0%
FY 2013	\$22,758,753	+ 6.9%	+5.0%
FY 2014	\$23,197,623	+ 1.9%	+4.9%
FY 2015	\$24,825,015	+7.0%	+3.2%
FY 2016	\$24,906,544	+0.3%	+2.6%
FY 2017	\$26,375,291	+5.9%	+1.1%
FY 2018	\$25,871,726	-1.9%	+0.0%
FY 2019	\$26,494,204	-0.41	+1.9%
<b>Average FY 1989-2019</b>		1.13%	+0.79%

\*Without TIF Accounting change. \*\*Does not reflect State unfunded portion of Homestead Credit.

## IMPACT ON TAX ASKINGS AND AVERAGE RESIDENTIAL PROPERTY

To maintain the current level of service based on the previous assumptions would require the following property tax asking increases:

Fiscal Year	"City" Property Tax Askings	% Increase in Tax Askings	% / \$ Impact on Avg. Residential Property*
FY 2019	\$26,494,204		
FY 2020	\$26,370,503	-0.47%	+0.00%/+\$0
FY 2021	\$26,616,587	+0.9%	+0.30% / +\$2.30
FY 2022	\$27,711,877	+4.1%	+3.48% / +\$26.90
FY 2023	\$29,014,168	+4.7%	+4.06% / +\$32.46
FY 2024	\$30,692,094	+5.8%	+5.45% / +\$45.36

**GUIDELINE**

The recommended guideline is no increase for the average residential property owner assuming the Homestead Property Tax Credit is fully funded. A one percent increase in the tax rate will generate approximately \$265,942.

These guidelines include \$697,351 for recurring and \$478,777 for non-recurring improvement packages.

**CIP BUDGET GUIDELINES**

**U. INTEGRATION OF CAPITAL RESOURCES**

**GUIDELINE**

To obtain maximum utilization, coordination and impact of all capital improvement resources available to the City, state and federal block and categorical capital grants and funds shall be integrated into a comprehensive five-year Capital Improvement Program (CIP) for the City of Dubuque.

**V. INTEGRITY OF CIP PROCESS**

**GUIDELINE**

The City shall make all capital improvements in accordance with an adopted Capital Improvement Program (CIP). If conditions change and projects must be added and/or removed from the CIP, the changes require approval by the City Council.

**W. RENOVATION AND MAINTENANCE**

**GUIDELINE**

Capital improvement expenditures should concentrate on renovating and maintaining existing facilities to preserve prior community investment.

**X. NEW CAPITAL FACILITIES**

## GUIDELINE

Construction of new or expanded facilities which would result in new or substantially increased operating costs will be considered only if:

- 1) their necessity has been clearly demonstrated
- 2) their operating cost estimates and plans for providing those operating costs have been developed
- 3) they can be financed in the long term; and 4) they can be coordinated and supported within the entire system.

## Y. COOPERATIVE PROJECTS

### GUIDELINE

Increased efforts should be undertaken to enter mutually beneficial cooperative capital improvement projects with the county, school district and private groups. Examples include cost-sharing to develop joint-use facilities and cost-sharing to improve roads and bridges are examples.

## Z. USE OF GENERAL OBLIGATION BONDS

### DISCUSSION

The Iowa Constitution limits the General Obligation debt of any city to 5% of the actual value of the taxable property within the city. The Iowa legislature has determined that the value for calculating the debt limit shall be the actual value of the taxable property prior to any "rollback" mandated by state statute.

On October 15, 2012, the City Council adopted a formal Debt Management Policy for the City of Dubuque. Prior to adoption of the formal policy, the City had already been practicing much of the policy, although the formal policy included some new additions. The most significant components of the Debt Management Policy include an internal policy of maintaining the City's general obligation outstanding debt at no more than 95% (except as a result of disasters) of the limit prescribed by the State constitution as of June 30th of each year. It is projected as of June 30, 2019 the City will be at 56.40%. City will not use short-term borrowing to finance operating needs except in the case of an extreme financial emergency which is beyond its control or reasonable ability to forecast. Currently there is no such debt, and none will be recommended in this process.

### Bond Financing Stipulations

- Recognizing that bond issuance costs (bond counsel, bond rating, and financial management fees) add to the total interest costs of financing:
- Bond financing should not be used if the aggregate cost of projects to be financed by the bond issue is less than \$500,000
- City will consider long-term financing for the construction, acquisition, maintenance, replacement, or expansion of physical assets (including land) only if they have a useful life of at least six years
- City shall strive to repay 20 percent of the principal amount of its general obligation debt within five years and at least 40 percent within ten years.

- The City shall strive to repay 40 percent of the principal amount of its revenue debt within ten years.

### Debt Service Payments

Total annual debt service payments on all outstanding debt of the City shall not exceed 25% of total annual receipts across all the City’s funds. As of June 30, 2019, it is projected the City will be at 16.21%.

### Internal Reserve

It shall be the goal of the City to establish an internal reserve equal to maximum annual debt service on future general obligation bonds issued that are to be abated by revenues and not paid from ad-valorem property taxes in the debt service fund. This shall begin with debt issued after July 1, 2013. This reserve shall be established by the fund or revenue source that expects to abate the levy, and shall be carried in said fund or revenue source on the balance sheet as a restricted reserve. This reserve does not exist now, except where required by bond covenants. This internal reserve would be implemented by adding the cost of the reserve to each debt issuance.

### General Obligation Debt

FY 2019 Debt Limit: The FY 2017 assessable value of the community for calculating the statutory debt limit is \$4,430,255,110, which at 5%, indicates a total General Obligation debt capacity of \$212,512,756.

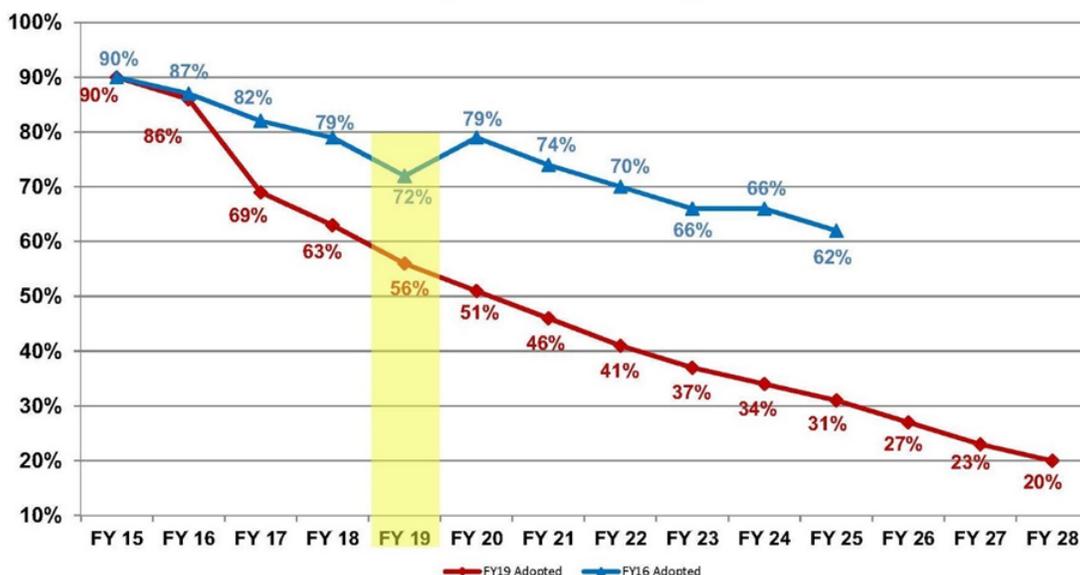
**Based on Outstanding G.O. debt (including tax increment debt, remaining payments on economic development TIF rebates, and general fund lease agreement) on June 30, 2019 will be \$129,940,743 (56.40% of the statutory debt limit) leaving an available debt capacity of \$96,572,012 (43.60%). In FY 2018 the City was at 63.42% of statutory debt limit, so 56.40% in FY 2019 is a 7.02 percent decrease in use of the statutory debt limit.**

It should be noted that most of the City of Dubuque’s outstanding debt is not paid for with property taxes (except TIF), but is abated from other revenues. Exceptions include one issuance for the replacement of a Fire Pumper truck in the amount of \$1,410,000 with debt service of \$87,708 in FY 2019 and one issuance for the franchise fee litigation settlement in the amount of \$2,800,000 with debt service of \$205,306 in FY 2019. Included in the debt is \$9,640,109 of property tax rebates to businesses creating and retaining jobs and investing in their businesses.

### Statutory Debt Limit

Fiscal Year	Statutory Debt Limit	Amount of Debt Subject to Statutory Debt Limit	% Debt Limit Used
2018	\$209,048,707	\$132,575,900	63.42%
2019	\$221,512,756	\$124,940,743	56.40%

### Statutory Debt Limit Used (as of June 30th)



The City also has debt that is not subject to the statutory debt limit. This debt includes revenue bonds. Outstanding revenue bonds payable by water, sewer and stormwater fees on June 30, 2019 will have a balance of \$141,390,905. The total City indebtedness as of June 30, 2019, is projected to be \$266,331,648. The total City indebtedness as of June 30, 2018, was \$271,788,100. **In FY 2019, the City will have a projected \$5,456,452 (-2.0%) less in debt.** The City is using debt to accomplish necessary projects and to take advantage of the attractive interest rates in the current market.

### Total Debt (In Millions)



Part of the City’s FY 2014 debt was in the form of a grant from the Iowa Flood Mitigation Program. Through a new state program, the City is able to issue \$28.25 million in revenue bonds payable from the 5 percent State Sales Tax increment for projects in the Bee Branch Watershed allowing the City to complete the Bee Branch Creek Restoration, construct permeable alleys, replace the Bee Branch flood gates, complete North End Storm Sewers, construct a Flood Control Maintenance Facility, install Water Plant Flood Control and complete 17<sup>th</sup> Street Storm Sewer over the next twenty years.

The FY 2020-2024 Capital Improvement Program is currently being reviewed and balanced, so there are no revised Fiscal Year 2020 debt projections yet. **The FY 2019 debt projections do not include any general obligation debt related to the Five Flags Civic Center renovation.**

As we approach the preparation of the FY 2020-2024 Capital Improvement Program (CIP) the challenge is not the City’s capacity to borrow money but (a) how to identify, limit, and prioritize projects which justify the interest payments and; (b) how to balance high-priority projects against their impact on the property tax rate.

**GUIDELINE**

There are many high priority capital improvement projects which must be constructed during the FY 2020-2024 period. The reductions in DRA rent and distribution over the years may impact the need to borrow for projects. As in the past, debt will be required on several major capital projects, including the Bee Branch Watershed Project, Airport Improvements, Park Improvements, Sidewalk and Street Improvements, Sanitary Sewer Fund, Parking Fund, and Water Fund. In FY 2020-2024 borrowings will also include smaller projects and equipment replacements such as Park developments and Public Works equipment. These smaller borrowings will be for a term not exceeding the life of the asset and not less than six years in accordance to the Debt Management Policy. Alternative sources of funds will always be evaluated (i.e. State Revolving Loan Funds) to maintain the lowest debt service costs.

**AA. ROAD USE TAX FUND**

**DISCUSSION**

Actual Road Use Tax Fund receipts are as follows:



The FY 2019 budget was based on receiving \$7,353,339 in Road Use Tax funds. In FY 2019, 100% of the Road Use Tax income is in the operating budget. The State of Iowa increased the gas tax 10 cents per gallon in FY 2016.

With increases in City DMATS and State Road Use Tax funds, the City will be able to substantially add to the number of street lights, ensure the Southwest Arterial project continues to move forward and continue with major road improvements such as North Cascade Road, Central Avenue, and White Street.

#### **GUIDELINE**

It is preferable to shift Road Use Tax funds to the capital budget for street maintenance and repair to reduce the need to borrow funds for routine street maintenance and improvements. This shift cannot occur until there are increased revenues or reduced expense that would allow this shift without a property tax impact.

### **BB. COMMERCIAL AND INDUSTRIAL DEVELOPMENT**

#### **GUIDELINE**

Current City, commercial and industrial development efforts should be continued to (a) preserve current jobs and create new job opportunities and (b) enlarge and diversify the economic base. Financing these efforts and programs should continue to be a high priority.

### **CC. HOUSING**

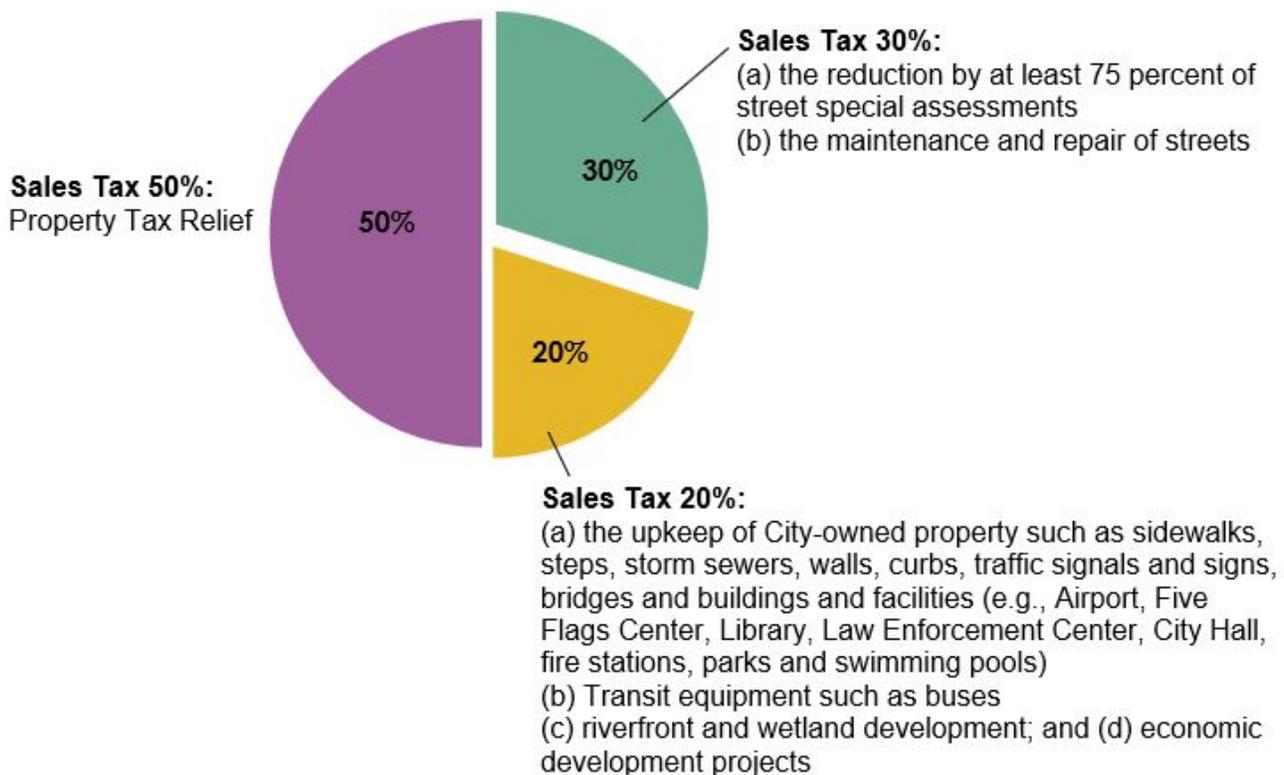
#### **GUIDELINE**

To maintain an adequate supply of safe and decent housing, the City should strive to preserve existing single family and rental housing that is not substandard and provide opportunities for development of new housing, including owner occupied, within the City's corporate limits for all residents, particularly for people of low and moderate income. Workforce rental housing is becoming increasingly important and the City provides incentives for building rehabilitations.

## DD. SALES TAX

### GUIDELINE

Sales Tax revenue shall be used according to the following split:



## EE. NET CASH PROCEEDS (SURPLUS DISTRIBUTION) FROM THE DUBUQUE RACING ASSOCIATION

### DISCUSSION

The contract with the Dubuque Racing Association calls for distribution at the end of its fiscal year, December 31<sup>st</sup>, of 50 percent of its net cash operating funds to the City of Dubuque. In early-February, the City receives payment of proceeds to be distributed. These proceeds are then allocated for capital improvements, with the highest priority given to reducing the City's annual borrowing.

The Dubuque Racing Association provides the City with projections of future distributions. Since gaming is a highly volatile industry, the estimates are discounted prior to including them in the City's Five-Year CIP.

Consistent with past use of DRA distributions, 100% of the February 2020 projections of operating surplus have been anticipated as resources to support the Fiscal Year 2020 capital improvement projects. The estimates received from the DRA will be reduced by 5 percent for FY 2022 resources, 10 percent for FY 2023, and 15 percent for FY 2024 resources, to provide a margin of error in case the estimates are not realized.

**GUIDELINE**

In Fiscal Year 2020, the City anticipates distribution of a significant amount of net cash proceeds for use in the Capital Improvement Program. These amounts will be budgeted in the Five-Year CIP in the year they are received and will be used to reduce required General Obligation borrowing. The three out-years will be discounted by 5 percent, 10 percent, and 15 percent respectively.

**FF. EMPHASIS ON INITIATIVES THAT REDUCE FUTURE OPERATING BUDGET EXPENSE**

**GUIDELINE**

Capital improvement expenditures that will reduce future maintenance and operating expense will receive priority funding and these types of initiatives will be encouraged in all departments and funding sources as a means of maximizing the use of available resources. This emphasis reflects fiscally responsible long-range planning efforts.

**GG. USE OF GAMING-RELATED RECEIPTS**

**GUIDELINE**

On April 1, 2004, a new lease took effect with the Dubuque Racing Association for lease of the Dubuque Greyhound Park and Casino. This new lease was negotiated after the FY 2005 budget was approved and raised the lease payment from ½% of coin-in to 1% of coin-in. This new lease and the expansion of gaming at Dubuque Greyhound Park and Casino, from 600 gaming positions to 1,000 gaming positions, effective August 1, 2005, provided additional revenues to the City of Dubuque.

The following shows the historical split of DRA gaming taxes and rents between the City's operating and capital budgets:

Split of DRA Gaming Taxes & Rents between Operating & Capital Budgets



**Notable Changes:**

**\*FY 2010** The operating portion of the split now includes the debt service required on the 2002 general obligation bonds for the America’s River Project that was previously considered as part of the capital portion of the DRA lease. Debt obligations are considered a continuing annual expense and are more accurately reflected as part of the operating portion of the DRA lease.

**\*\*FY 2016** A reduction in revenue in the Greater Downtown TIF urban renewal area resulted in reduced revenues to make debt payments and it was necessary for the general fund to support \$84,104 in FY 2015 and \$78,242 in FY 2016 of debt service payments, which were funded by reducing the amount of gaming revenues from taxes and DRA lease that goes to capital recommended in FY 2016.

The Diamond Jo expanded to a land-based barge casino facility and increased to 1,100 slots on December 1, 2008. This expansion was projected to decrease the Q gaming market and correspondingly the coin-in by just over 21 percent. Based on the projected market share loss, the City did not receive a distribution of cash flows from the Dubuque Racing Association (DRA) in Fiscal Years 2009 and 2010.

DRA distributions restarted in FY 2011 instead of the projected year of FY 2012.

The reduction in the DRA’s market impacts the City’s lease payment from the DRA. The current lease requires the DRA to pay the City 1 percent of coin in from slot machines and 4.8 percent of gross revenue from table games. The following chart shows the impact of the reduction of lease payments on the City’s five-year projections based on revised projections from the DRA each year:

Fiscal Years	Impact of Revised Five-Year DRA Projections
2009-2013	-\$7,000,000
2010-2014	-\$4,800,000
2011-2015	-\$1,000,000
2012-2016	-\$3,200,000
2013-2017	-\$2,900,000
2014-2018	No Change
2015-2019	-\$3,200,000
2016-2020	-\$3,100,000
2017-2021	-\$1,300,000
2018-2022	-\$1,400,000
2019-2023	+\$308,076
2020-2024	+\$131,141
<b>Total Impact</b>	<b>-\$27.5 million</b>

**From FY 2009 thru FY 2024, the City’s lease payments have been reduced \$27.5 million.**

In Calendar Year 2018, gross gaming revenues at the Q Casino is up 4% and the Diamond Jo is up 1%. Overall, the Dubuque gaming market is up 2.2% for Calendar Year 2018. Q Casino's increase is due to the hotel renovation, new restaurant (Farmhouse), and new gaming product and entertainment mix. The DRA has projected a 1% increase in gross gaming revenue for Calendar Year 2019.

The State of Illinois passed a Video Gaming Act on July 13, 2009 that legalized the use of Video Gaming Terminals in liquor licensed establishments including bars, restaurants, truck stops and certain fraternal and veterans' organizations. In the part of Illinois that affects the Dubuque market, the first year of operation of video gaming terminals generated \$1 million in revenue monthly. The use of video gaming terminals has now grown to \$9.4 million monthly for the five counties closest to Dubuque and in a direct line with Rockford, IL, which has limited revenue to the gaming market in Dubuque. The Q Casino and Diamond Jo Casino average monthly revenue is \$10.8 million. The number VGT machines have increase by 84% since 2013. The five counties in Illinois had 1037 machines in 2013 and currently have 1906 machines. Currently, Q Casino has 833 Slot Machines and Diamond Jo has 916 for a total of 1,749 or 9% less. This is a similar impact of building approximately two more casinos halfway between Dubuque and Rockford. The revised DRA gaming projections include minimal growth in revenues over the next five years with a growth rate of 1% in FY 2020 and FY 2021 and a growth rate of 0% in FY 2022 and beyond.

The 50¢ per patron tax previously received from the Diamond Jo was replaced by a \$500,000 fixed payment based on their revised parking agreement which expires June 16, 2029. The riverboat related tax on bets increased from \$330,429 in FY 2018 to \$341,750 in FY 2020.

# **GLOSSARY**

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## Glossary

**28E Agreement:** Chapter 28, Section E of the Iowa Code which establishes intergovernmental agreements for two or more governmental agencies to cooperate on an issue/activity.

**Accounting System:** Records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

**Accrual Basis of Accounting:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity:** A specific type of work or group of tasks performed by one or more organized units of the government. An example would be Street Maintenance.

**Ad Valorem Taxes:** Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and tax rate.

**Allot:** To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**Alternatives:** This term means other possible activities or uses of funding besides those already decided upon or being considered. It also suggests the comparison between two or more possible approaches toward fulfilling the same purpose, goal or objective.

**Amortization:** The gradual elimination of an asset or liability, such as a bond premium, over a specified period of time.

**Annualize:** Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation:** A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation:** A value established for real property for use as a basis for levying property taxes.

**Assessment Ratio:** The ratio at which the tax rate is applied to the tax base.

**Assets:** Resources owned or held by the City which has a monetary value.

**Attrition:** A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Audit:** Examination by an independent party of the City's financial books, records, accounts, funds, and securities for purposes of determining evidence of the accuracy and correctness of financial statements and ensuring management has effectively and efficiently performed responsibilities.

**Authorized Positions:** Employee positions which are authorized in the adopted budget to be filled during the year.

**Balanced Budget:** Occurs when planned expenditures equal anticipated revenues.

**Base Budget:** Cost of continuing the existing levels of service in the current budget year.

**Bond Funds:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**Bond Rating:** A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. City of Dubuque has an Aa2 rating from Moody's Investor Services.

## Glossary

**Bond:** A long-term promise to pay a sum of money (the face amount of the bond) on a specific date(s) (the bond maturity date) at a specified interest rate.

**Bonding Capacity - Debt Capacity:** The State limit for general obligation debt is 5% of assessed valuation.

**Bond Refinancing:** The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget:** A plan of financial operation and estimated expenditures for a specific period of time, and the monies to be used to finance the expenditures. The City of Dubuque Operating Budget is a plan for the period from July 1 through June 30.

**Budget Amendment:** Any change in expenditure budgets, which result in a net increase or decrease in the total dollar amount budgeted at the fund level.

**Budgetary Basis:** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar:** The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budget.

**Budget Carryover:** Funds unused during a financial year which are transferred to the budget for the following year.

**Budgetary Control:** The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Budget Document (Program and Financial Plan):** The official written statement prepared by the City staff reflecting the decisions made by the Council in their budget deliberations.

**Budget Message:** The City Manager's summary of the salient issues of the budget he is recommending to the City Council for their adoption. The message highlights the City Manager's views of the major aspects of the budget and provides the city Council with an overview of the major fiscal policies incorporated in the recommended budget, or which may impact future recommended budgets.

**Capital Assets:** Asset of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital:** Purchases of building, improvements other than buildings, machinery, and equipment with a value over \$500 and a useful life in excess of one year.

**Capital Improvements:** Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program (CIP):** A long- range plan for providing the capital outlays necessary to insure that adequate services are provided to the residents of the City. The plan includes improvements to, or the acquisition of, structural improvements and major equipment purchases.

**Capital Improvement Projects:** The specific projects that make up the Capital Improvements Program. The projects involve the construction, purchase, or renovation of city facilities or property. They are generally nonrecurring major improvements to the City's physical plant, which necessitate long-term financing and are permanent in nature.

**Capital Outlay:** Expenditures for fixed assets, such as equipment, remodeling, minor building improvements, and vehicles, that are funded from the operating budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvement Program.

## Glossary

**Capital Project:** A major expenditure for a public improvement that is of such magnitude as to be considered a part of the City's five-year Capital Improvement Program. Such expenditures typically include City infrastructure construction projects, and would normally have an estimated useful life of a minimum of 10-15 years. Capital projects are summarized in the City's Operating Budget and detailed in the City's Capital Improvement Program document.

**Capital Projects Funds:** These funds account for the financial resources to be used for the acquisition and/or construction of major facilities (usually over \$10,000), other than those financed by proprietary funds. Each year the City appropriates money for the work to be completed that fiscal year; fund balances are designated for the completion of the projects over a period of years. Examples are fire stations, streets, water and sewer lines, etc. These funds use the modified accrual basis of accounting. Revenues are recognized in Capital Projects Funds when they become measurable and available to finance expenditures for the current period (such as when bonds are sold). Expenditures are recognized when the related liability is incurred.

**Capital Reserve:** An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**Cash:** For purposes of our financial management system, cash refers to money, revenue, or fund balances available in the City treasury for financing an activity or project.

**Cash Basis of Accounting:** The basis of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

**Clearing Account:** An intermediary account used to initially accumulate direct expenditures for subsequent charging to other officially reported accounts. These accounts are used in situations in which allocations are made to the reporting accounts on a percentage basis, and usually involve the ultimate distribution of expenses to a number of different accounts.

**Collective Bargaining Agreement:** A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees.)

**Commission of Accreditation for Law Enforcement Agencies (CALEA):** Credentialing authority (accreditation), based in the United States, whose primary mission is to accredit public safety agencies, namely law enforcement agencies, training academies, communications centers, and campus public safety agencies.

**Commodities:** Items or supplies needed for routine maintenance and operations. They include cleaning, maintenance and office supplies, repair materials, minor equipment, and tools.

**Community Development Block Grant (CDBG):** A grant that is funded by the federal government through the Housing and Urban Development agency to the State of Iowa and then administered through the Iowa Department of Economic Development.

**Community Orientated Policing Services (COPS):** component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

**Comprehensive Annual Financial Report:**

(CAFR) the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Government Accounting Standards Board (GASB). GASB provides standards for the content of a CAFR in its annually updated publication *Codification of Governmental Accounting and Financial Reporting Standards*. A CAFR is compiled by a state, municipal or other governmental accounting staff and audited by an external American Institute of Certified Public Accountants (AICPA) certified accounting firm utilizing GASB requirements. It is composed of three sections: introductory, financial and statistical. It combines the financial information of fund accounting and enterprise authorities accounting.

## Glossary

**Constant or Real Dollars:** The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index:** A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

**Contingency Funds:** A reserve of monies set aside within the General Fund for emergency or unexpected expenditures. This is also called the Emergency Reserve.

**Contractual Services:** Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreement, and professional consulting services.

**Cost-of-living Adjustment (COLA):** an increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Retirement/Redemption:** The expenditure of funds for the retirement of all, or a portion of, the principal amount of a long-term financial obligation of the City.

**Debt Service Fund:** The fund which accounts for the payment of interest and principal on all general obligation debt other than that payable from special assessments and revenue debt issued for a governmental enterprise.

**Dedicated Tax:** A tax levy to support a specific government program or purpose.

**Deferred Compensation:** Income deferred until retirement age.

**Deficit:** the excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department:** The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development-related fees:** Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Direct Revenues:** Revenues earned by a specific General Fund division in the course of performing their assigned duties.

**Disbursement:** The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program:** A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division:** A major administrative organizational unit of the City which indicates overall management responsibility of one or more activities.

**Employee (or Fringe) Benefits:** Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrances:** Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved by an accounting entry.

**Enterprise Fund:** Those funds established to finance and account for acquisition, operation and maintenance of governmental operations which are predominantly self-supporting by user charges. Such operations must

## Glossary

be run in a manner similar to private business. Examples are the Water Utility Operation and Solid Waste Collection.

**Entitlements:** Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Expenditures:** Funds spent in accordance with budgeted appropriations on goods and services obtained.

**Expense:** Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Federal Emergency Management Agency (FEMA):** Coordinates the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or man-made, including acts of terror.

**Fiscal Policy:** A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year (FY):** The 12-month period to which the operating budget applies, and the period of time at the end of which the government determines its financial condition. For the City of Dubuque, this is July 1 through June 30.

**Fixed Assets:** Assets of a long-term character, which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full Faith and Credit:** A pledge of a government's taxing power to repay debt obligations.

**Full-Time Equivalent (F.T.E.):** A measure of authorized personnel calculated by equating 2,080 hours of work per year with the F.T.E. of one position.

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g. public safety).

**Fund:** An accounting term referring to a group of accounts recording all financial resources together with correspondence liabilities, which has a distinct balance and is used to segregate specific activities and functions from those of other groups of accounts.

**Fund Balance:** The balance that remains in a fund on a given date after all expenditures have been made. This balance shows the fund equity.

**General Fund:** The fund used to account for all financial resources and liabilities that are not required to be accounted for in another fund.

**General Obligation Bonds:** Bonds backed by the full faith and credit of the issuing government. Repayment of these bonds is based on the government's ability to tax its residents for such purposes.

**General Revenues:** Revenues deposited in the General Fund and shared by the General Fund divisions.

**Generally Accepted Accounting Principles (GAAP):** Accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements.

**Geographic Information System (GIS):** System designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data.

**Global Positioning System (GPS):** Satellite-based radio navigation system owned by the United States Government and operated by the United States Air Force. It is a global navigation satellite system that provides

## Glossary

geolocation and time information to a GPS receiver anywhere on or near the Earth where there is unobstructed line of sight to four or more GPS satellites.

**Goal:** A desirable end, condition, accomplishment and/or development, the attainment of which may never be fully realized, towards which organizational effort is expended according to assigned responsibilities, available resources and prepared plans. Goals are attained by means of objectives. Goals are broadly stated and useful in evaluating resource allocation decisions. For example, the Goal for the Park Areas and Maintenance Activity of the Park Division of Leisure Services Department is to develop and maintain safe, clean, functional and attractive park and recreational facilities to meet the passive and active leisure time needs for all residents and visitors.

**Government Accounting Standards Board (GASB):** They are the authoritative source of GAAP for state and local government.

**Governmental Funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

**Grant:** A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Improvement Package:** One or more objectives of an activity, which represents a standalone alternative or decision. For example, the Base Level Increment of a particular activity may have twelve objectives. Some of these objectives may be interrelated and the twelve objectives may represent only four choices or stand alone improvement packages. You may have one improvement package with one objective, two improvement packages with four objectives each and one improvement package with three objectives. The important thing is that the improvement package includes one or more stand alone objectives and is not dependent upon the approval of any other improvement package.

**Indirect Cost:** A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure:** The physical assets of a government (e.g. streets, water, sewer, public buildings, and parks).

**Interfund Transfers:** A transfer from a fund receiving the revenue, to a fund through which the authorized expenditure is to be made. An example would be a transfer of revenue from the Road Use Tax Fund to the Street Construction Fund.

**Intergovernmental Revenue:** Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Charges:** Goods or services provided by one department to others within the same government or to other governments, on a user fee basis, with full costs to be recovered. An example of this would be the City's Garage Service.

**International City/County Management Association (ICMA):** Advances professional local government through leadership, management, innovation, and ethics. Provides member support; publications; data and information; peer and results-orientated assistance; and training and professional development to over 11,000 city, town, and county managers, their staffs, and other individuals and organizations throughout the world.

**Iowa Communities Assurance Pool (ICAP):** The organization the City holds membership to cover its liability insurance.

**Iowa Department of Natural Resources (IDNR):** Agency that manages fish and wildlife programs, ensures the health of Iowa's forests and prairies, and provides recreational opportunities in Iowa's state parks. The DNR carries out state and federal laws that protect air, land and water through technical assistance, permitting and

## Glossary

compliance programs. The IDNR also encourages the enjoyment and stewardship of natural resources among Iowans through outreach and education.

**Iowa Department of Transportation (IDOT):** Agency that is responsible for the organization, construction, and maintenance of the primary highway system. Located in Ames, IA, the IDOT is also responsible for licensing drivers and programming and planning for aviation, rail and public transit.

**Iowa Economic Development Authority (IEDA):** Mission is to strengthen economic and community vitality by building partnerships and leveraging resources to make Iowa the choice for people and business. Two main divisions, business development and community development. IEDA administers several state and federal programs to meet its goal of assisting individuals, communities and businesses.

**Iowa League of Cities (ILC):** Through membership services, research, publications, trainings and other collaborations, the Iowa League of Cities provides guidance and serves as the resource for member cities.

**Iowa Municipal Finance Officers Association (IMFOA):** An association of city clerks and municipal finance officers in Iowa. The purpose of IMFOA is to conduct regular instructional and informational meetings, as often as deemed necessary by the Board of Directors, for the purpose of educating municipal officers in the keeping of public records and for any other purpose deemed to be in the best interest of the public.

**Lapsing Appropriation:** An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, and unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy:** The amount of taxes, assessments or service charges imposed by a government. The maximum General Fund property tax levy allowed in Iowa is \$8.10 per \$1,000 of assessed valuation. Other levies may be imposed in addition to this.

**Liabilities:** Debts or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**Line-item Budget:** A budget prepared along departmental lines that focuses on what is to be bought.

**Local Option Sales Tax:** A tax approved by a majority of the City's registered voters, which collects revenue according to a percentage of the value of goods and services delivered within the corporate limits. In Dubuque, the local option sales tax applies to those goods and services to which the State of Iowa sales tax applies.

**Long-term Debt:** Debt with maturity of more than one year after the date of issuance.

**Major Fund:** Governmental fund or enterprise fund reported as a separate column in a governmental entity's basic fund financial statements and subject to a separate opinion in the independent auditor's report.

**Mill:** The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**Modified Accrual Accounting:** The accrual basis of accounting modified to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for: (1) prepaid insurance and similar items; (2) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; and (3) principal and interest on long-term debt which are generally recognized when due.

**Municipal Fire and Police Retirement System of Iowa (MFPRSI):** Provides pension benefits for municipal police officers and fire fighters in Iowa. MFPRSI is a defined benefit public retirement system created by Iowa statute.

**Net Budget:** The legally adopted budget less all interfund transfers and interdepartmental charges.

## Glossary

**Nominal Dollars:** The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Non-Major Fund:** Funds are considered non-major funds if they are less than 10% of Borough assets, liabilities, revenues and expenditures.

**Object of Expenditure:** An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective:** A statement of results to be accomplished during the fiscal year in support of the broader goal. Objectives are major steps towards accomplishing established goals. An Objective should state the result to be achieved or accomplished, the time frame, the cost and the action step.

**Obligations:** Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Budget:** The City's financial plan that outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**Operating Expenses:** Those expenses from a fund which are directly related to accomplishing the fund's primary functions. Payroll would be one example of an operating expense.

**Operating Revenues:** Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Other Post-Employment Benefits (OPEB):** All types of post-employment benefits not offered as an integral part of a pension plan, as well as all forms of post-employment health care.

**Output Indicator:** A unit of work accomplished, without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**Pay-as-you-go Basis:** A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Pay Plan:** Classifications and corresponding salary ranges of positions within the City government.

**PILOT:** Payment in lieu of taxes. These are payments, primarily from enterprise fund operations, that reimburse the general fund for the property tax that would have been paid if the enterprise funds were for-profit companies.

**Performance Budget:** A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators:** Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measures:** Numbers that transmit some information about the quality or quantity of services provided by the City government. The primary reasons for attempting to measure performance are to (1) Provide information for making better decisions; (2) Report on progress made toward established objectives; (3) Improve performance, suggest improvements and change priorities; and (4) Serve as an early warning device by indicating problem areas when they first begin to develop.

## Glossary

**Permanent Fund:** Fund for resources that are restricted to the extent that only earnings, and not principal, may be used for the benefit of the state or its citizenry. Permanent funds include endowments where the funds or property donated to the City are required by contract, agreement, or trust instrument to be maintained in fact.

**Personal Services:** A General Fund expenditure category that includes all wages and benefits paid to employees.

**Post-Employment Benefits:** Payments made directly to former employees or their beneficiaries, or to third parties on their behalf as compensation for services rendered while they were still active employees.

**Prior-Year Encumbrance:** Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrance when the obligations are paid or otherwise terminated.

**Program:** A grouping of related work tasks or activities into a large organizational unit. An example of a program is the Public Safety Program.

**Program Budget:** A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget:** A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a work group. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income):** Revenues earned by a program, including fees for services, license and permit fees, and fines.

**Property Taxes:** An ad valorem tax levied on both real and personal property according to the property's valuation and the tax rate.

**Proprietary Funds:** Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

**Public Transit Fund:** This fund is a subfund of the General Fund, and is used to account for the receipt and disbursement of property taxes generated by the levy authorized under Section 384.12(19) of the Code of Iowa. The purpose of the levy is to aid Jule Transit.

**Purchasing Card (P-Card):** This is the City's procurement card program of credit cards for individual City employees.

**Purpose:** A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Refunding:** The issuance of long term debt in exchange for, or to provide funds for, the retirement of long-term debt already outstanding. Refunding is essentially the "refinancing" of long-term debt.

**Reserves:** Amounts used to hold certain portions of a fund or types of assets as unappropriated for expenditures, or as legally set aside for a specific purpose.

**Resolution:** A special or temporary order of a legislative body; and order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources:** Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

## Glossary

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**Revenue Bonds:** Bonds which are repaid in both principal and interest from the earnings of an enterprise fund operation. Storm Water Utility Revenue Bonds would be one example.

**Revitalize Iowa's Sound Economy:** (RISE) grant that is funded by the Iowa Department of Transportation for the purpose of providing infrastructure for economic development projects.

**Risk Management:** The identification and control of risk and liabilities incurred by a local government to conserve resources from accidental loss.

**Road Use Tax Fund:** This fund accounts for the receipt of state revenues, allocated to the City by the State under a formula, for expenditure within the City for street maintenance/improvement/supervision.

**Rollback:** The State of Iowa annually adjusts the rollback percentage which is the percentage of the residential assessed valuation which is taxable.

**Service Lease:** A lease under which the lessor maintains and services the asset.

**Service Level:** Services or products which comprise actual or expected output of a given program. Focus on results, not measures of workload.

**Services and Charges:** A category of expenditures used for the purchase of services provided by individuals, businesses or agencies that are not in the direct employ of the City.

**Sinking Funds:** These funds are used to accumulate monies in order to have adequate amounts available to make required periodic debt service payments. Sinking funds are used in enterprise funds that have outstanding long- term debt.

**Source of Revenue:** Revenues are classified according to their source or point of origin.

**Special Assessment:** A levy against a property to pay for all or part of the cost of an improvement benefiting that property.

**Special Revenue Funds:** Special revenue funds are used to account to the proceeds of specific revenue sources that are legally restricted to expenditures for particular purposes.

**Subsidy:** Financial aid given to a governmental unit by another governmental unit.

**Supplies and Services:** Expendable materials and operating supplies necessary to conduct departmental operations.

**Target Budget:** Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one- time expenditures, projected revenues, and reserve requirements.

**Tax Increment Financing Funds:** These funds are used to account for receipt of property taxes allocated to various tax increment financing districts and used to pay the principal and interest on tax increment debt, as well as to make major infrastructure expenditures.

**Tax Levy:** The resultant product when the tax rate per \$1,000 is multiplied by the tax base.

**Tax Rate:** The amount of tax stated in terms of a unit of the tax base, for example, dollars per \$1,000 of assessed valuation.

## Glossary

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Tort Liability:** A tort is a wrong against an individual or property that is neither a crime nor a violation of contract. A court could find the City liable or responsible when a tort occurs on City property, as a result of the actions of a City employee, or the function of a City operated activity. The City levies a special tax to purchase tort liability and to cover the cost of tort damages for which the City is found responsible.

**Transfers:** Involves the movement of money between City funds.

**Trust and Agency Funds:** Funds used to account for assets held by the government in a trustee capacity, for individuals or other groups associated with the government. Agency monies or assets are held by a government. Agency monies or assets are held by a government acting as an agent acting as an agent for others, i.e. Landfill.

**Unamortized Premium and Discount:** when bonds are sold, the difference in the price above par or face value (premium) or below par (discount) is recognized over the life of the bonds. The amount of the premium or discount not yet recognized is called the unamortized premium or discount.

**Unencumbered Balance:** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance:** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriations.

**User Charges:** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Variable Cost:** A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Valuation:** The official value established for various properties within set State guidelines, for taxation purposes. The assessed valuation of property is that portion of the property's value upon which taxes are levied.

**Working Cash:** Excess of readily available assets over current liabilities or cash on hand equivalents which may be used to satisfy cash flow needs.

**Workload Indicator:** A unit of work to be done (e.g. number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**Work Years:** The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year round employee. For most categories, this equals 2,080 hours per year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

## Acronyms

**ACH:** Automated Clearing House

**ADA:** Americans With Disabilities Act

**AED:** Automated External Defibrillator

**AICPA:** American Institute of Certified Public Accountants

**ARRA:** American Recovery & Investment Act

**CAD:** Computer Aided Design

**CAFR:** Comprehensive annual Financial Report

**CALEA:** Commission on Accreditation for Law Enforcement Agencies

**CD:** Compact Disc

**CDBG:** Community Development Block Grant

**CEBA:** Community Economic Betterment Account

**CF:** Cubic Feet

**CIP:** Capital Improvement Program

**COBRA:** Consolidated Omnibus Budget Reconciliation Act

**COLA:** Cost-of-living Adjustment

**COPS:** Community Orientated Policing Services sponsored by the U.S. Department of Justice

**CPI:** Consumer Price Index

**DCSD:** Dubuque Community School District

**DCVB:** Dubuque Convention & Visitors Bureau

**DMATS:** Dubuque Metropolitan Area Transportation Study

**DVD:** Digital Video Disc

**EMD:** Emergency Medical Dispatching

**EMS:** Emergency Medical Services

**EOC:** Emergency Operations Center

**EPA:** Environmental Protection Agency

**FAA:** Federal Aviation Administration

**FBO:** Fixed Base Operator - Airport

**FD:** Fire Department

**FEMA:** Federal Emergency Management Agency

## Acronyms

**FHWA:** Federal Highway Agency

**FOG:** Fats, Oil, and Grease

**FTA:** Federal Transit Administration

**FTE:** Full-Time Equivalent

**FY:** Fiscal Year

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Government Accounting Standards Board

**GFOA:** Government Finance Officers Association

**GIS:** Geographic Information System

**G.O.:** General Obligation

**GPS:** Global Positioning System

**GTSB:** Governor's Traffic Safety Bureau

**HAZMAT:** Hazardous Materials

**HHW:** Household Hazardous Waste

**HMGP:** Hazard Mitigation Grant Program

**HUD:** Housing and Urban Development

**HVAC:** Heating, Ventilation, and Air  
Conditioning

**IA:** Iowa

**ICAP:** Iowa Communities Assurance Pool

**ICMA:** International City/County Management Association

**IEDA:** Iowa Economic Development Authority

**IDNR:** Iowa Department of Natural Resources

**IDOT:** Iowa Department of Transportation

**ILC:** Iowa League of Cities

**ILS:** Integrated Library System

**IMFOA:** Iowa Municipal Finance Officers Association

**IT:** Information Technology

**kV:** Kilovolts

**KWH:** Kilowatt Hour

## Acronyms

**LED:** Light Emitting Diode

**LEED:** Leadership in Energy & Environmental Design

**LMI:** Low and Moderate Income

**LOC:** Letters of Compliance

**LOST:** Local Option Sales Tax

**LT:** Long-term

**LUPP:** Land Use Policy Plan

**MFPRSI:** Municipal Fire and Police Retirement System  
of Iowa

**MGD:** Million Gallons Per Day

**MHZ:** Megahertz

**MPO:** Metropolitan Planning Organization

**MS4:** Municipal Separate Storm Sewer System

**MSRP:** Manufacturer's Suggested Retail Price

**MW:** Megawatt

**NADC:** National Animal Disease Center

**NICC:** Northeast Community College

**NOI:** Notice of Intent

**NPDES:** National Pollutant Discharge Elimination  
System

**OEM:** Original Equipment Manufacturer

**OMB:** Office of Management and Budget

**OPEB:** Other Post-Employment Benefits

**OSHA:** Occupational Safety & Health Administration

**OWI:** Operating While Intoxicated

**P&Z:** Planning and Zoning

**PAYG:** Pay-as-you-go

**PC:** Personal Computer

**P-Card:** Purchasing Card

**PILOT:** Payment in lieu of taxes

## *Acronyms*

**PIN:** Personal Identification Number

**PIO:** Public Information Officer

**PM:** Performance Measures

**RFID:** Radio Frequency Identification

**RISE:** Revitalize Iowa's Sound Economy

**ROW:** Right-of-Way

**RR:** Railroad

**RSS:** Resident Satisfaction Survey

**RUT:** Road Use Tax Fund

**SA:** Special Assessment

**SCADA:** Supervisory Control & Data Acquisition

**SOG:** Standard Operating Guidelines

**SR:** Special Revenue Funds

**SRF:** State Revolving Fund

**SRO:** School Resource Officer

**SSSE:** Sanitary Sewer System Evaluation

**STP:** Surface Transportation Program

**SWPPP:** Stormwater Pollution Prevention Plan

**TIF:** Tax Increment Financing Funds

**TIS:** Traffic Impact Studies

**W&RRC:** Water & Resource Recovery Center

**YR:** Year

**ZBA:** Zoning Board of Adjustment

## *Acronyms*

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