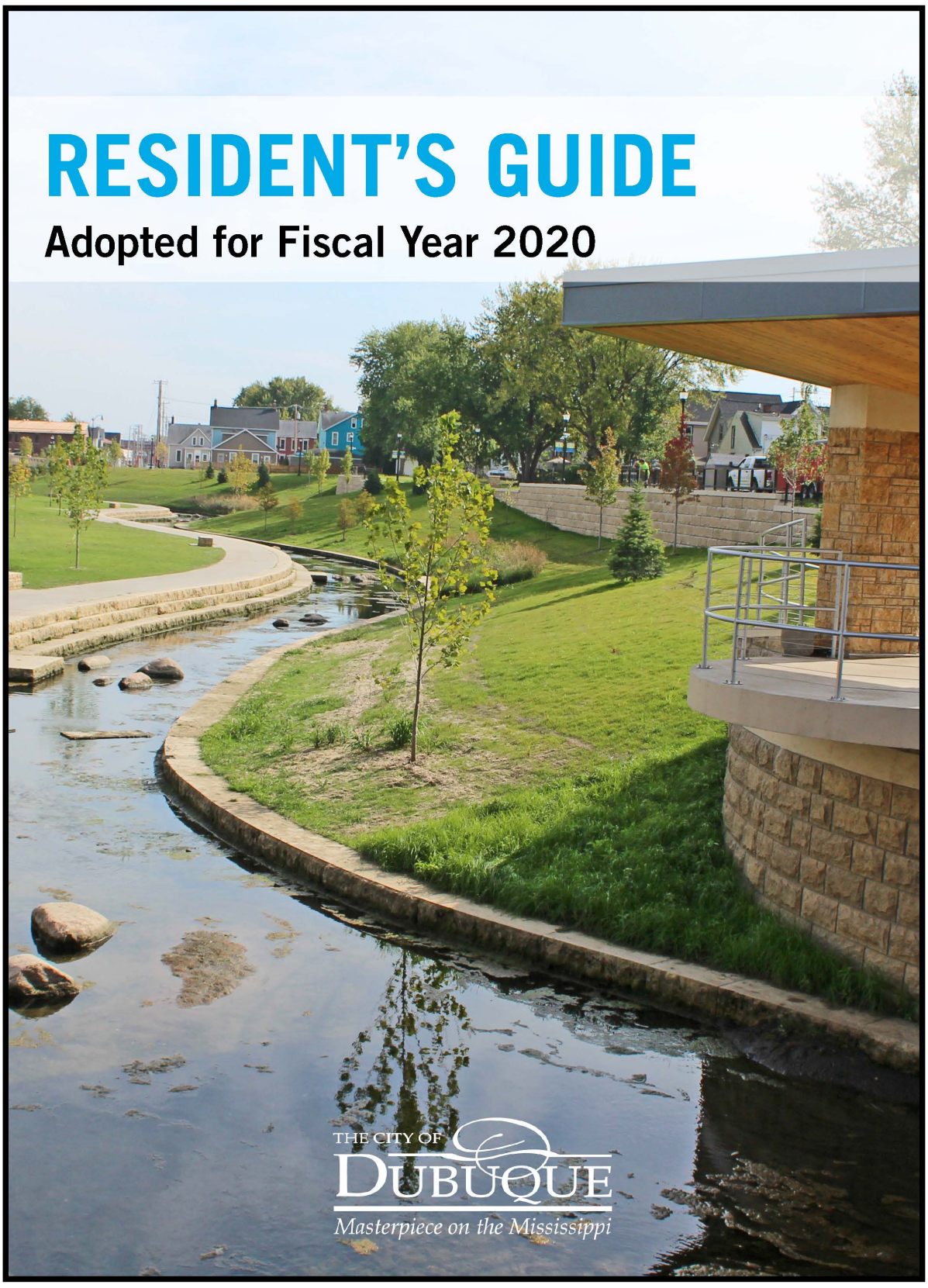
RESIDENT'S GUIDE

Adopted for Fiscal Year 2020



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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	**Communications Assistant**

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DUBUQUE CITY COUNCIL
CONTACT INFORMATION

THE CITY OF DUBUQUE
Masterpiece on the Mississippi



MAYOR

Roy D. Buol
2640 Becker Court
Dubuque, Iowa 52001
Phone: (563) 690-6502
rdbuol@cityofdubuque.org
Term Expires: Dec. 31, 2021

SEAL OF THE CITY OF DUBUQUE, IOWA
LA PETITE NUIT



AT-LARGE

Ric W. Jones
1270 Dunlieth Court
Dubuque, Iowa 52003
Phone: (563) 690-6503
rjones@cityofdubuque.org
Term Expires: Dec. 31, 2021



AT-LARGE

David T. Resnick
375 Alpine Street
Dubuque, Iowa 52001
Phone: (563) 690-6504
dresnick@cityofdubuque.org
Term Expires: Dec. 31, 2019



FIRST WARD

Brett M. Shaw
995 Richards Road
Dubuque, Iowa 52003
Phone: (563) 690-6505
bshaw@cityofdubuque.org
Term Expires: Dec. 31, 2021



SECOND WARD

Luis Del Toro
901 Gilliam Street
Dubuque, Iowa 52001
Phone: (563) 690-6506
ldeltoro@cityofdubuque.org
Term Expires: Dec. 31, 2019



THIRD WARD

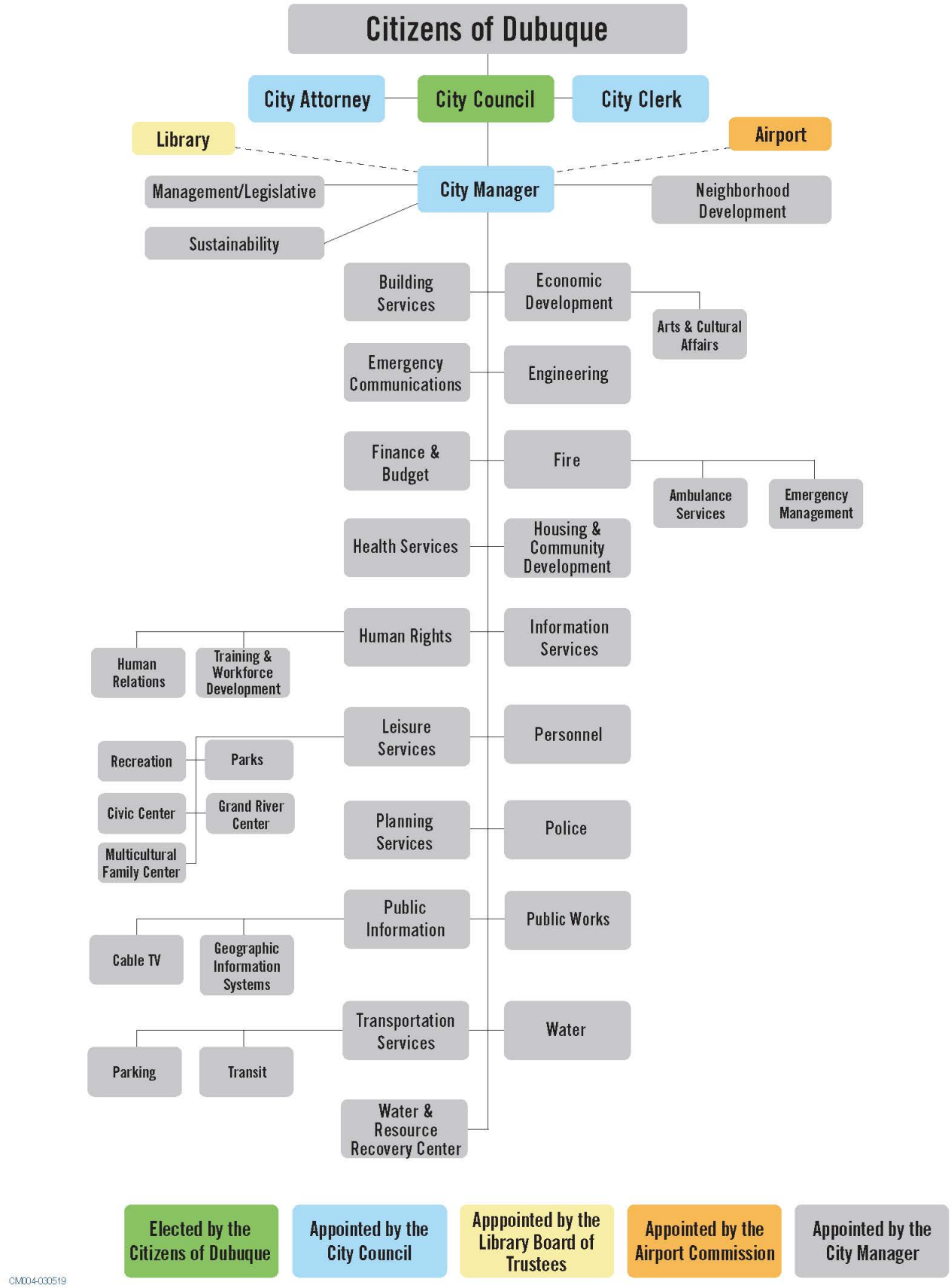
Kate M. Larson
2535 Traut Terrace
Dubuque, Iowa 52001
Phone: (563) 690-6507
kmlarson@cityofdubuque.org
Term Expires: Dec. 31, 2021



FOURTH WARD

Jake A. Rios
561 Jefferson Street
Dubuque, Iowa 52001
Phone: (563) 690-6508
jrios@cityofdubuque.org
Term Expires: Dec. 31, 2019

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Citizens of Dubuque
City Attorney
City Council
City Clerk
Library
Airport
Management/Legislative
City Manager
Neighborhood Development
Sustainability
Building Services
Economic Development
Arts & Cultural Affairs
Emergency Communications
Engineering
Finance & Budget
Fire
Ambulance Services
Emergency Management
Health Services
Housing & Community Development
Human Rights
Information Services
Human Relations
Training & Workforce Development
Leisure Services
Personnel
Recreation
Parks
Civic Center
Grand River Center
Multicultural Family Center
Planning Services
Police
Public Information
Public Works
Cable TV
Geographic Information Systems
Transportation Services
Water
Parking
Transit
Water & Resource Recovery Center
Elected by the Citizens of Dubuque
Appointed by the City Council
Apppointed by the Library Board of Trustees
Appointed by the Airport Commission
Appointed by the City Manager
CM004-030519

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MEET THE DEPARTMENT MANAGERS

THE CITY OF DUBUQUE
Masterpiece on the Mississippi



Gina Bell
Sustainable Communities Coordinator
563.690.6038
gbell@cityofdubuque.org



Denise Blakeley Ihrig
Water Department Manager
563.589.4291
dihrig@cityofdubuque.org



Crenna Brumwell
City Attorney
563.583.4113
cbrumwel@cityofdubuque.org



Cori Burbach
Assistant City Manager
563.589.4110
cburbach@cityofdubuque.org



Laura Carstens
Planning Services Manager
563.589.4210
lcarsten@cityofdubuque.org



Jill Connors
Economic Development Director
563.589.4213
jilconno@cityofdubuque.org



Mary Rose Corrigan
Public Health Specialist
563.589.4181
mcorriga@cityofdubuque.org



Mark Dalsing
Police Chief
563.589.4410
mdalsing@cityofdubuque.org



Kevin Firnstahl
City Clerk
563.589.4100
kfirnsta@cityofdubuque.org



Randy Gehl
Public Information Officer
563.589.4151
rgehl@cityofdubuque.org



Teri Goodmann
Assistant City Manager
563.589.4110
tgoodman@cityofdubuque.org



Bob Grierson
Airport Manager
563.589.4127
rgrierso@cityofdubuque.org



Susan Henricks
Library Director
563.589.4225
shenricks@dubuque.lib.ia.us



David Johnson
Building Services Manager
563.589.4150
djohnson@cityofdubuque.org



John Klostermann
Public Works Director
563.589.4250
jkloster@cityofdubuque.org



Chris Kohlmann
Information Services Manager
563.589.4280
ckohlman@cityofdubuque.org



Jennifer Larson
Director of Budget & Finance
563.589.4398
jlarson@cityofdubuque.org



Kelly Larson
Human Rights Director
563.589.4190
klarson@cityofdubuque.org



Mark Murphy
Emergency Communications Manager
563.589.4415
mmurphy@cityofdubuque.org



William O'Brien
Water & Resource Recovery Center Manager
563.589.4176
wobrien@cityofdubuque.org



Jerelyn O'Connor
Neighborhood Development Specialist
563.589.4326
joconnor@cityofdubuque.org



Randy Peck
Personnel Manager
563.589.4125
citypers@cityofdubuque.org



Gus Psihoyos
City Engineer
563.589.4270
gpsihoyo@cityofdubuque.org



Alexis Steger
Housing & Community Development Director
563.589.4231
asteger@cityofdubuque.org



Rick Steines
Fire Chief
563.589.4160
rsteines@cityofdubuque.org



Renee Tyler
Director of Transportation Services
563.589.4341
rtyler@cityofdubuque.org



Mike Van Milligen
City Manager
563.589.4110
ctymgr@cityofdubuque.org



Marie Ware
Leisure Services Manager
563.589.4263
mware@cityofdubuque.org

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 or call 563-589-4100.



Maureen Quann
Assistant City Attorney
563.583.4113
mquann@cityofdubuque.org



Barry Lindahl
Senior Counsel
563.583.4113
balesq@cityofdubuque.org



Trish Gleason
Assistant City Clerk
563.589.4100
tgleason@cityofdubuque.org



Juanita Hilkin
City Manager Office Manager
563.589.4110
jhilkin@cityofdubuque.org

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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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TABLE OF CONTENTS

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TABLE OF CONTENTS

Resident's Guide to the Adopted Fiscal Year 2019 Budget

(Table of Contents contains Hyperlinks; click on the section header to link directly to related page)

	PAGE
Introduction	
City of Dubuque Mayor and City Council	5
City of Dubuque Organizational Chart	7
City of Dubuque Management	9
Distinguished Budget Presentation Award	11
Budget Message	
Budget Introduction	19
Budget Transmittal Memo	21
2018 Year in Review	105
Differences of FY 2020 Adopted Budget from FY 2020 Budget and Fiscal Policy Guidelines	109
City Manager's Guiding Principles of the Management Philosophy	111
Budget Process	
Overview of Budgeting	115
Fund-Department Relationship	129
Key Terms for Understanding Budget	131
Budget in Brief	135
Community Information	
History of Dubuque	149
Demographics	150
Services Provided to Residents / Recreation	152
Major Employers/Taxpayers & Employment by Industry	153
Non-Profit and Partner Board Representation	154
Boards and Commissions	155
Budget Overviews	
Dubuque 2032 Vision Statement, City Council Five-Year Goals, City Council Policy Agenda and Management Agenda for 2017-2019	159
Budget Overviews (Continued)	
Linking Long- and Short-Term Goals	163
Budget Fact Sheet	169
Total Revenue and Expenditures – All Funds	170
Long Range Financial Plan	171
Revenue Category Explanations	174
Revenue Highlights	180
Expenditure Highlights	186
Costs of Municipal Services	190
Utility Rates and Comparisons	191
How Your Property Tax Rate and Payment are Split – Pie Chart	193
Tax Rate and Comparison	194
Valuation Growth	195
Comparison of Taxable Value Per Capita	196
Impact of Budget on Classes of Property	197
Average Homeowner Property Tax Receipt	201
Summary of Decision Packages	202
Full-Time Equivalent Personnel Changes	217
Personnel Complement Summary	221
Financial Summaries	
How Your City Share of Property Taxes are Distributed – Pie Chart	225
Net Operating Budget in Funds Including Tax Levy Revenue, by Department	226
Distribution of City Portion of Property Tax Payment – Residential Property Example	227
Budgeted Revenue by Category – Pie Chart	228
Total Revenues by Revenue Category	229
Where the Money Comes From – Pie Chart	230
How Budgeted Expenditures are Funded	231
How the Money is Spent – Pie Chart	234
Expenditures by Department & State Program	235

TABLE OF CONTENTS (Continued)

PAGE

Financial Summaries (Continued)

Grand Total Expenditure Summaries 238
Operating Budget by Major Categories 240
Operating Budget by Fund and Department 241
Fund Balance, Income, and Expense Summary 245
Summary of Fund Balance Changes 249

Community Development Block Grant Funds

FY 2019 Annual Action Plan 253

Debt Management

Debt Service Fund Explanation 265
Statutory Debt Limit 266
Statutory Debt Capacity 268
Total Debt Outstanding 269
General Obligation Debt Per Capita 270
Summary of Bonded Indebtedness 271
Retired Debt Versus New Debt 275
Bond Rating 276

Capital Budget

Capital Improvement Program 281
Capital Improvement Program Message 289
Capital Improvement Program Projects 336
Street Construction Improvement Program 354

Department Budgets

Airport 357
Budget 371
Building Services 376
Cable TV Division 390
City Attorney's Office 398
City Clerk 407
City Council 417
City Manager's Office 422
Economic Development 439
Emergency Communications 452
Emergency Management 459

PAGE

Department Budgets (Continued)

Engineering 468
Facilities - Five Flags / Grand River Center 491
Finance Department 500
Fire Department 509
Geographic Information Systems (GIS) 526
Health Services 534
Housing and Community Development 548
Human Rights 569
Information Services 590
Library 598
Parks Division 613
Parking Division 624
Personnel 630
Planning Division 635
Police Department 646
Public Information Office 669
Public Works 679
Purchase of Services 702
Recreation Division 703
Multicultural Family Center 723
Transit Division 730
Water Department 744
Water & Resource Recovery Center 756

Policy Guidelines 767

Budget Glossary 815

Acronyms 826

CITY MANAGER'S BUDGET MESSAGE

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THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Dubuque All-America City NATIONAL CIVIC LEAGUE 2007 · 2012 2013 · 2017

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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THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Dubuque All-America City NATIONAL CIVIC LEAGUE 2007 · 2012 2013 · 2017

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:

	% Change	$ Change
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
- **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 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

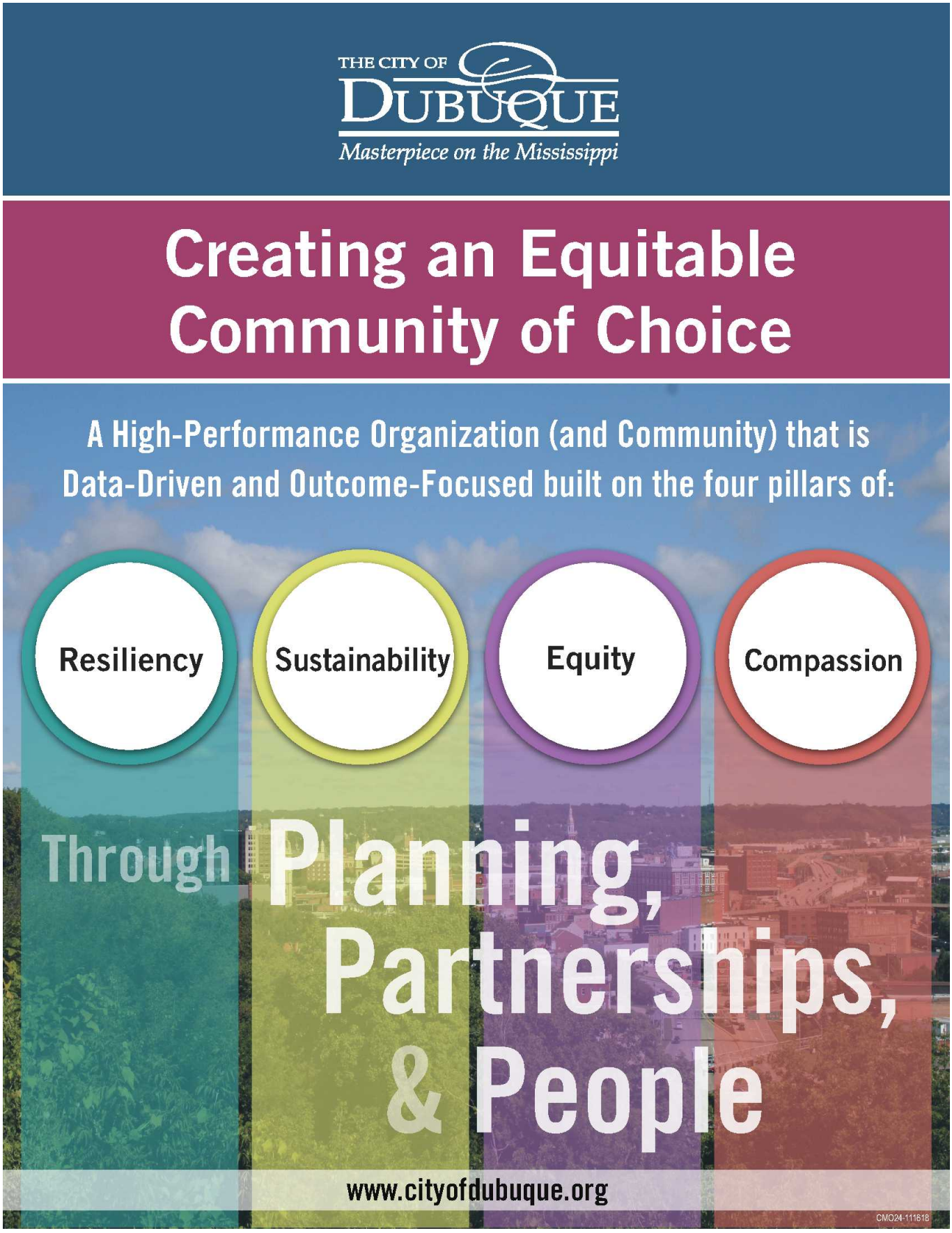
TOP PRIORITIES (in alphabetical order)

- 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



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 then 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."

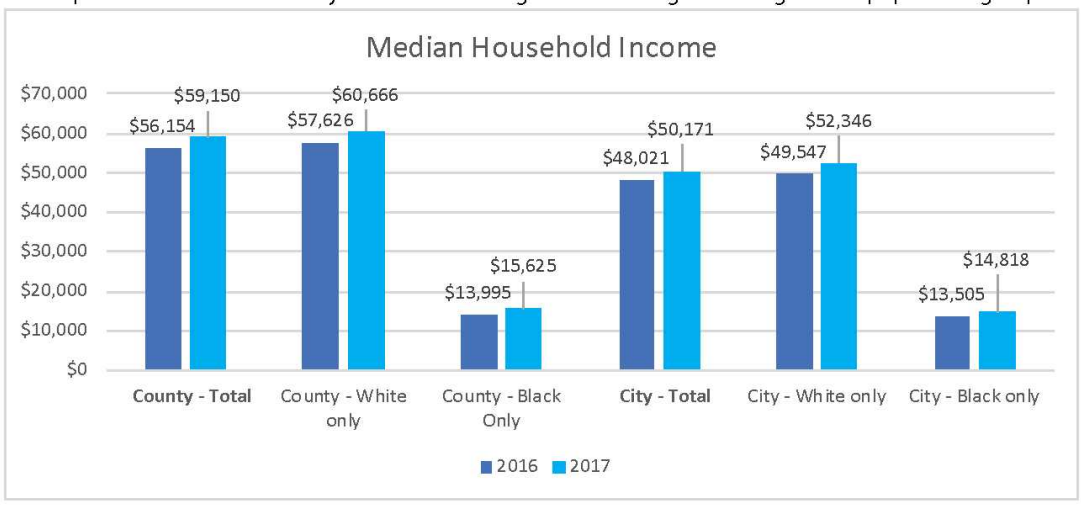
"Even for those eager to get ahead financially, it can be easy to get knocked off course.

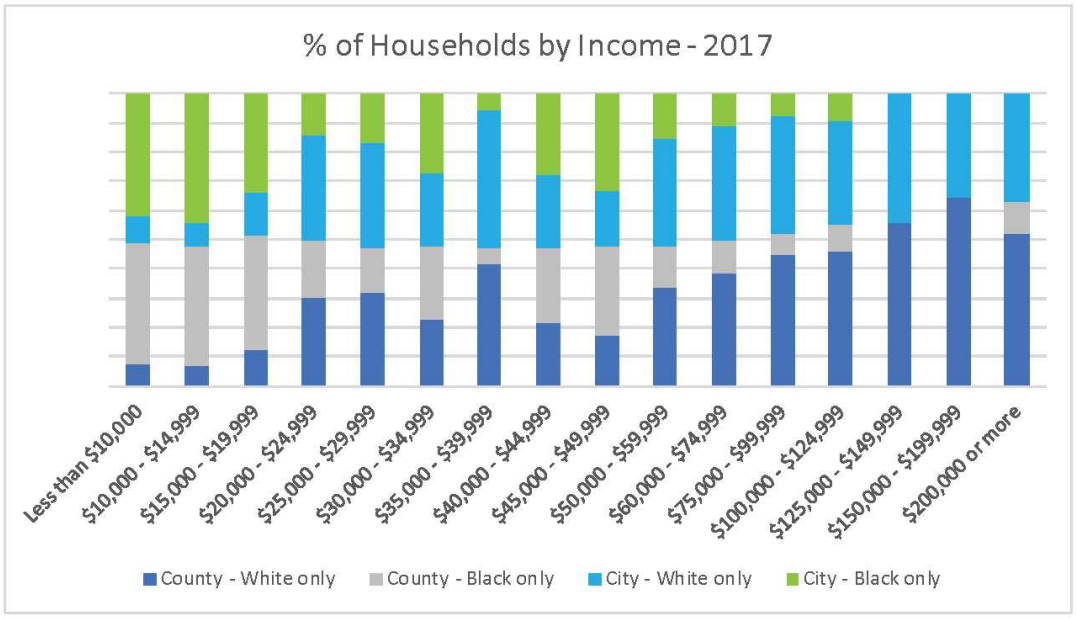
The Federal Reserve in mid-2018 released its annual Survey of Household Economics and Decisionmaking. The report underscored the fragile foundation on which many Americans’ financial plans are built.

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."

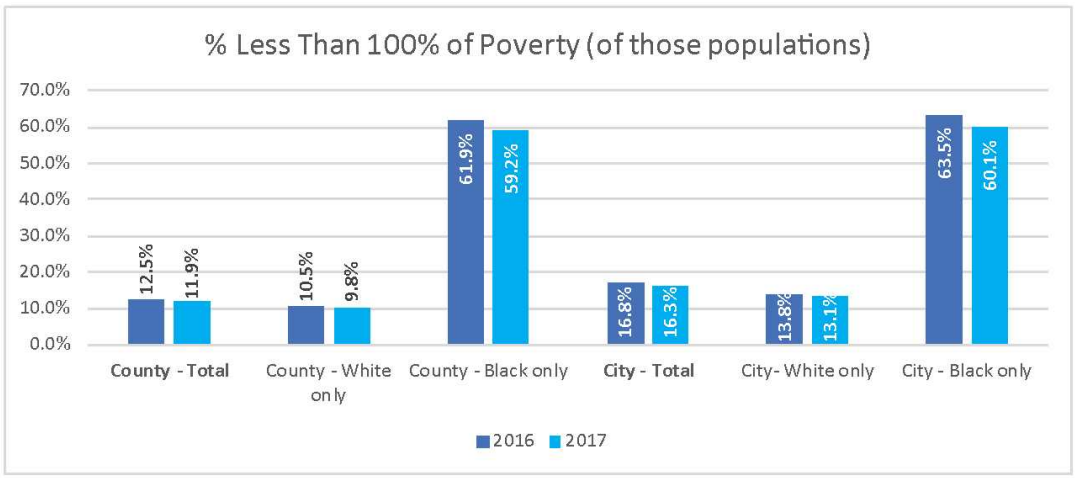
The Greater Dubuque Development Corporation provides information that the financial hurdles in Dubuque are even higher for the minority community:

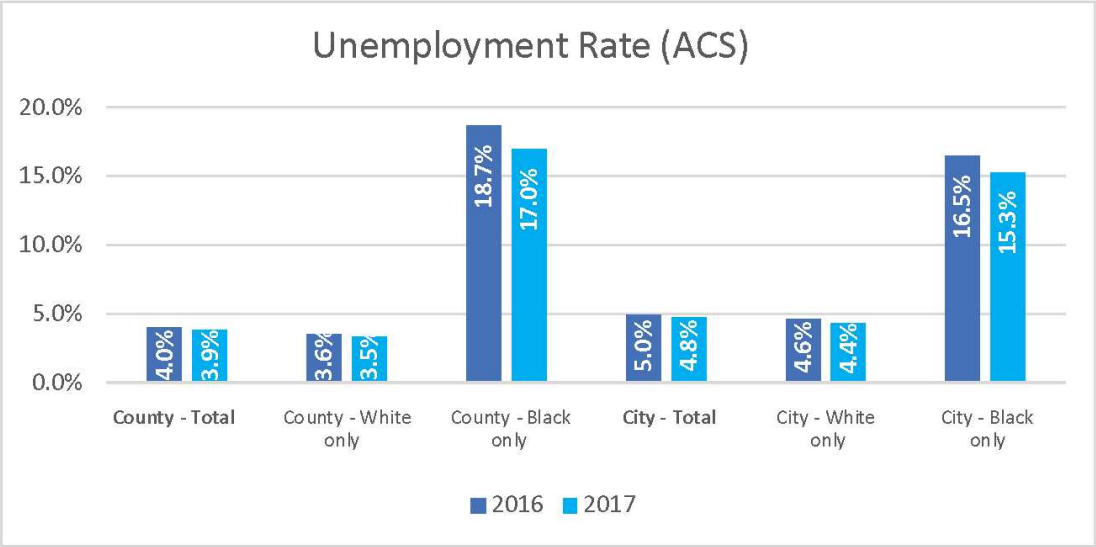
Data represented from the ACS 5-year estimates. Margin of error is higher among smaller population groups.

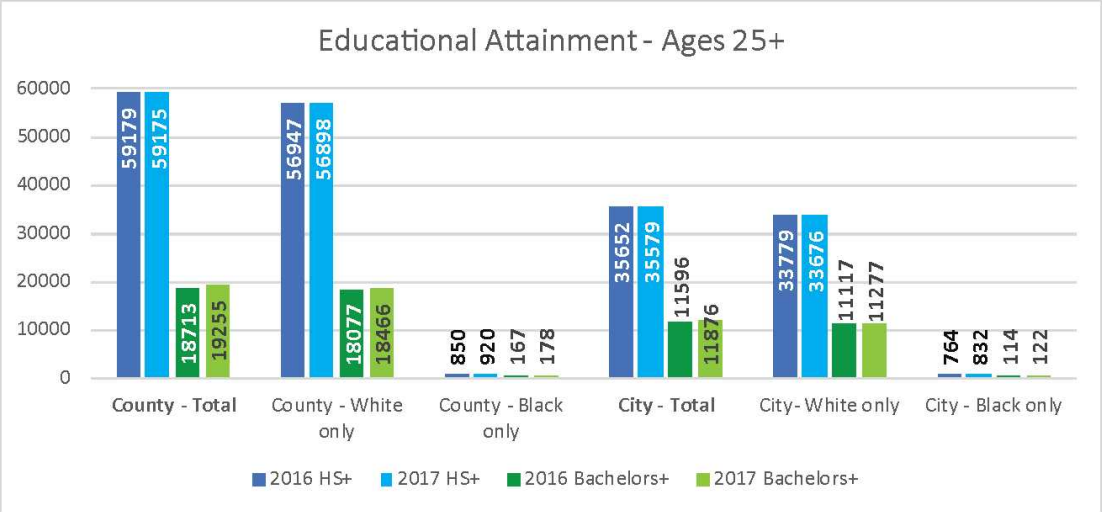


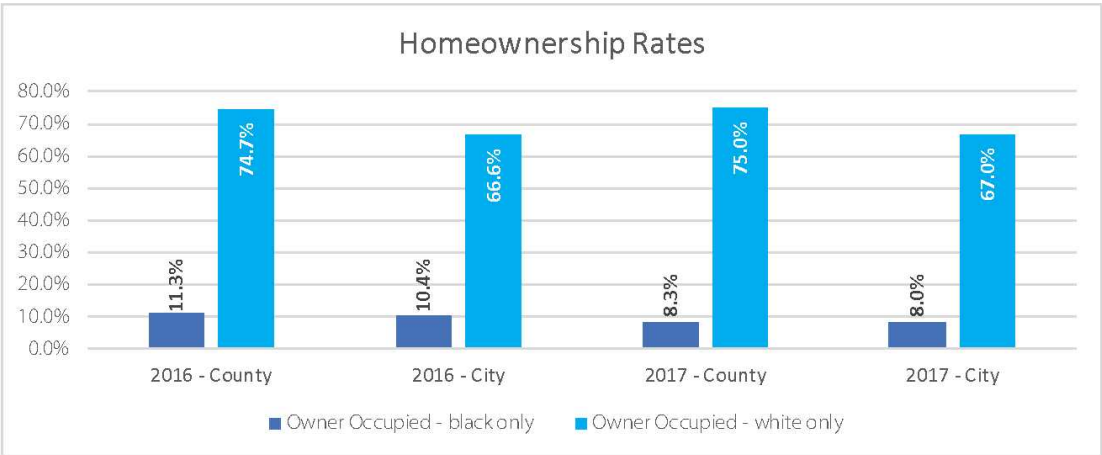


* Breaks out by percentage of that subgroup to show distribution. ex. 28.9% of the *City - Black only* subgroup make less than $10,000 versus 6.3% of the *City - White only* subgroup.

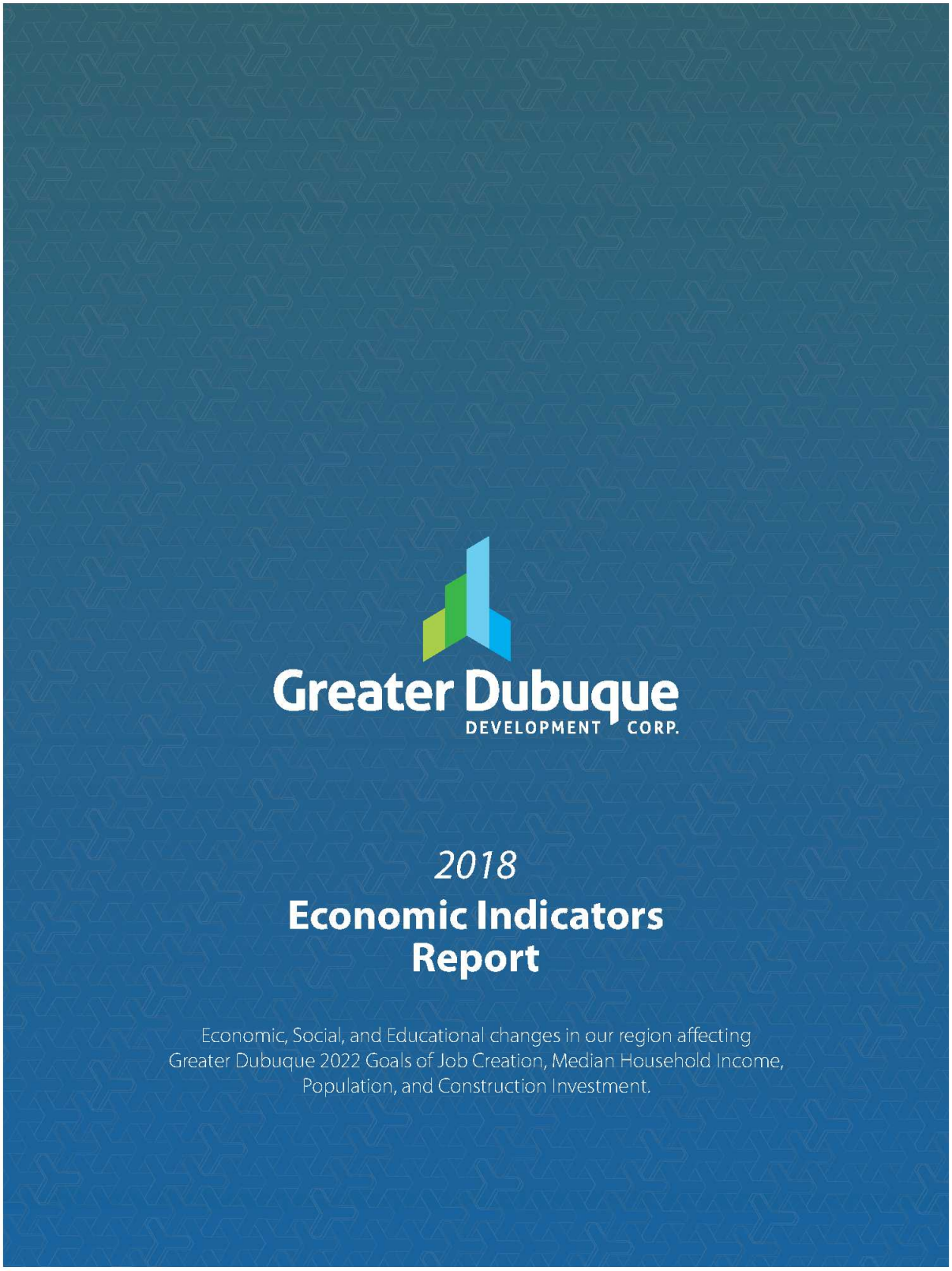



Unemployment Rate (ACS)
20.0%
15.0%
10.0%
5.0%
0.0%
4.0%
3.9%
3.6%
3.5%
18.7%
17.0%
5.0%
4.8%
4.6%
4.4%
16.5%
15.3%
County - Total
County - White only
County - Black only
City - Total
City - White only
City - Black only
2016
2017


Educational Attainment - Ages 25+
60000
50000
40000
30000
20000
10000
0
59179
59175
18713
19255
56947
56898
18077
18466
850
920
167
178
35652
35579
11596
11876
33779
33676
11117
11277
764
832
114
122
County - Total
County - White only
County - Black only
City - Total
City- White only
City - Black only
2016 HS+
2017 HS+
2016 Bachelors+
2017 Bachelors+


Homeownership Rates
80.0%
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
11.3%
74.7%
10.4%
66.6%
8.3%
75.0%
8.0%
67.0%
2016 - County
2016 - City
2017 - County
2017 - City
Owner Occupied - black only
Owner Occupied - white only

GDDC 2018 Economic Indicators Report



GREATER DUBUQUE **2022**
GOALS BREAKDOWN

TO BE ACHIEVED BY JUNE 30, 2022:

Job Creation	Median Household Income	Population	Investment
64,000	$60,000	100,000	$800,000,000

Quarterly Action Dashboard (Info*Action* & HR Action Reporting, primarily quantitative)
Inform & validate lagging data with this "real time" data

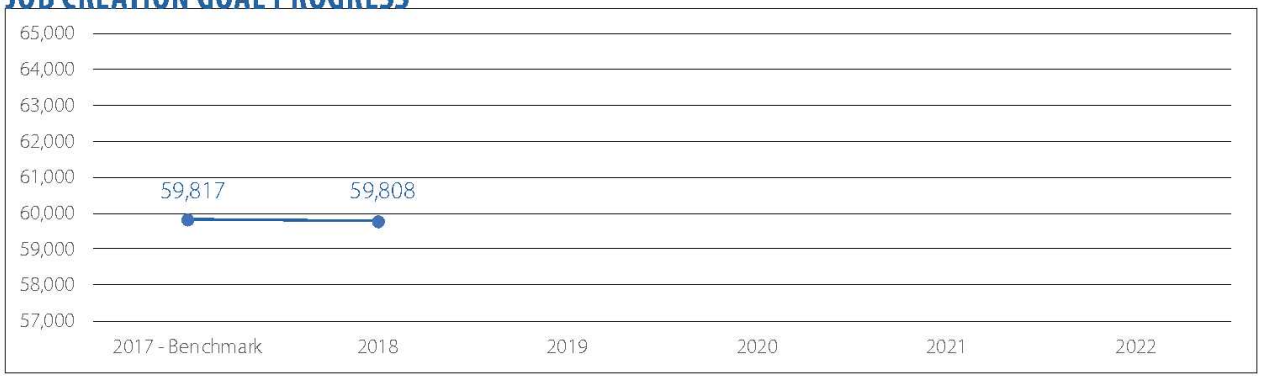
Education/ Occupational Data	Median Household Income	Population	Investment
• Number of Businesses • Top Occupational Openings • Industry Composition • Skills Gap Analysis • # of Degrees Granted • Certified School Enrollment • % Students Proficient Reading & Math	• % of Jobs by Wage Level • Salary Trend • % Paying More Than 35% on Mortgage/Rent • % Eligible for Free/ Reduced Lunch • Poverty Level • SNAP recipients • Average Income of In- and Out-migration	• Migration Flow • Cost of Living Composite • Retail - Total Taxable Sales • Vehicle Ownership	• Housing Units • Median property value • Mortgage Status • Rental Vacancy Rate • Median Rent • Home & Property Sales

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, & 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, & 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, & 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

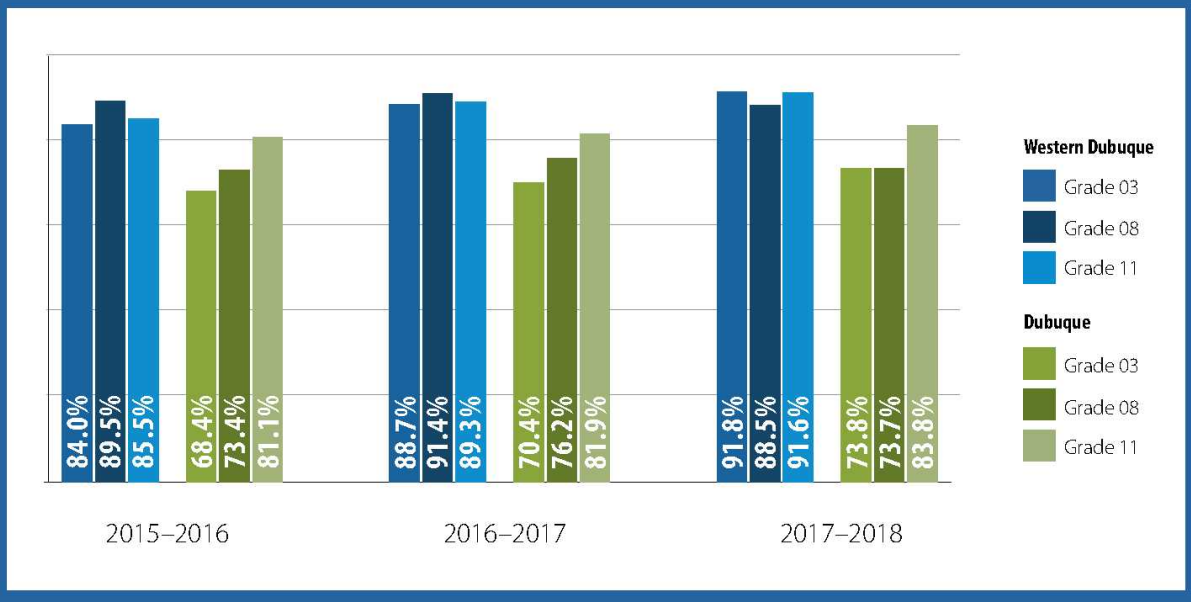
Source: EMSI (IPEDS)

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

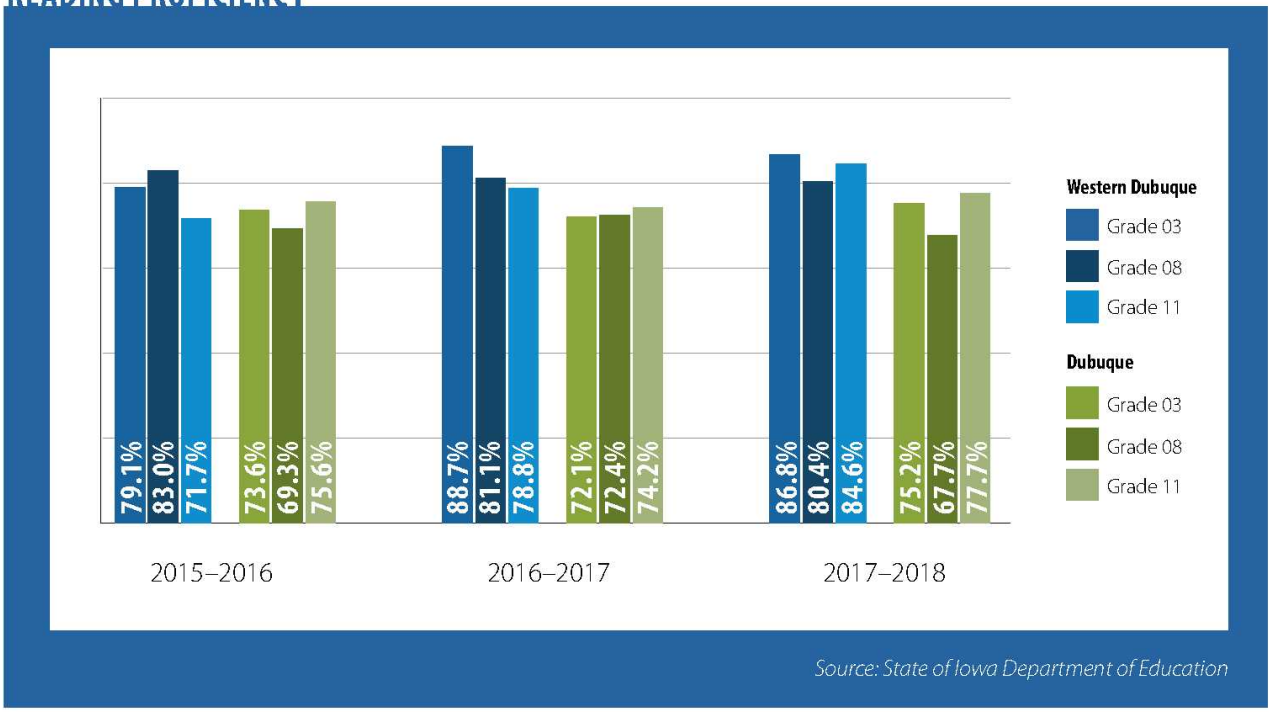
Source: State of Iowa Department of Education

MATH PROFICIENCY



Source: State of Iowa Department of Education

READING PROFICIENCY

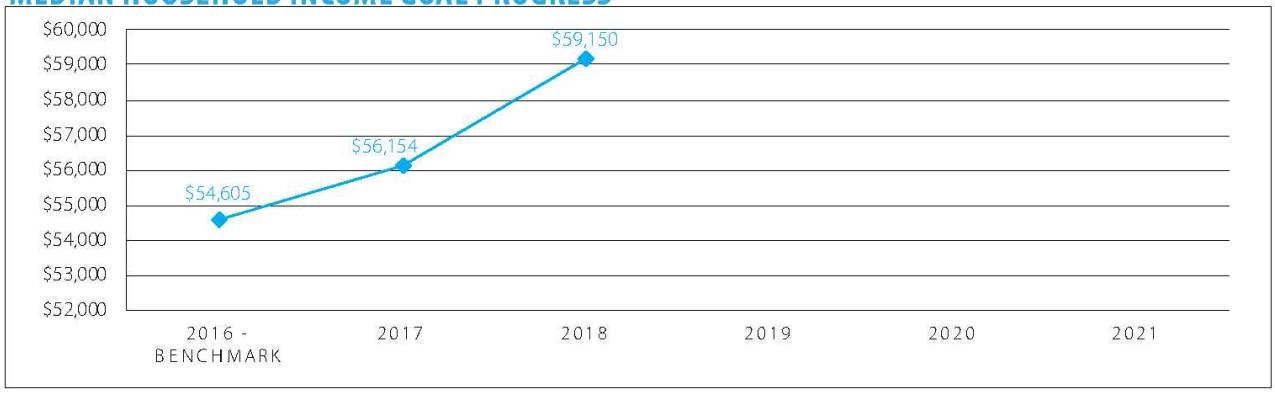


Source: State of Iowa Department of Education

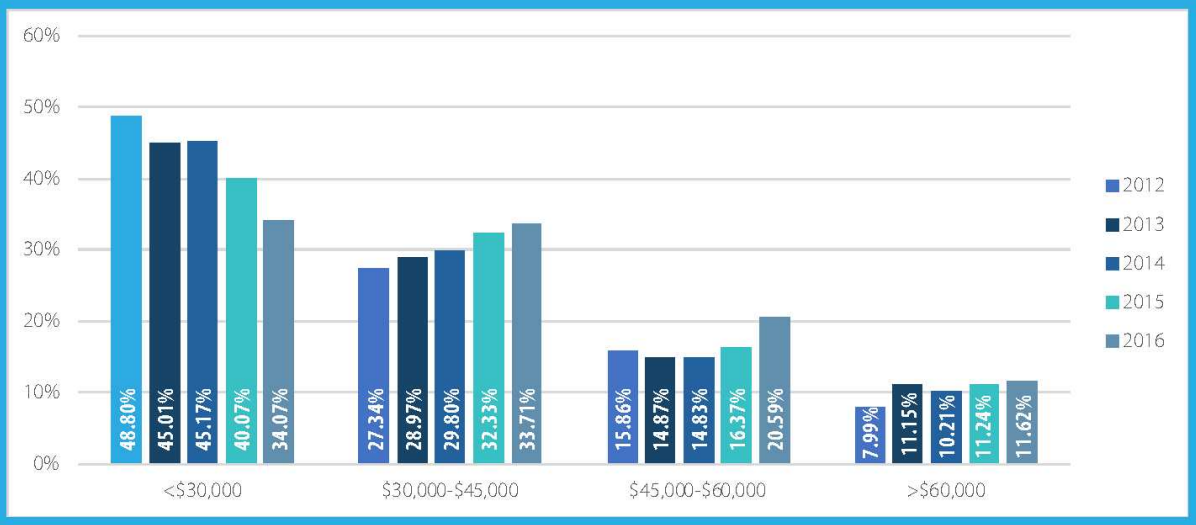
MEDIAN HOUSEHOLD INCOME

GOAL: $60,000

MEDIAN HOUSEHOLD INCOME GOAL PROGRESS

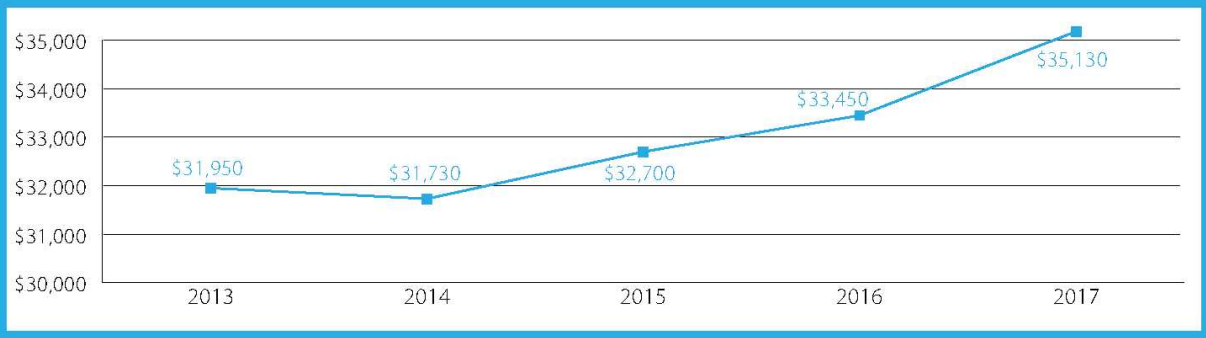


SALARY TREND 2012–2016: % OF JOBS IN MARKET BY WAGE LEVEL



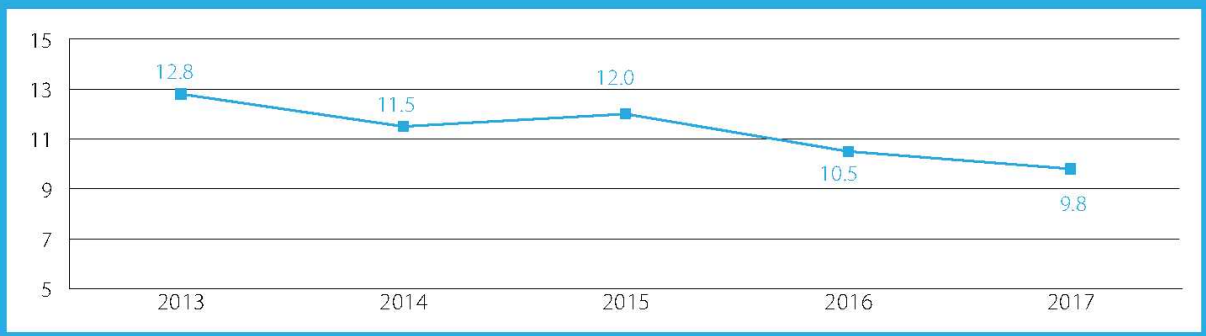
Dubuque MSA/Dubuque County *Source: Bureau of Labor Statistics*

MEDIAN ANNUAL SALARY 2013–2017



Dubuque MSA/Dubuque County *Source: Bureau of Labor Statistics, Occupational Employment Statistics*

POVERTY RATE 2013–2017



Dubuque MSA/Dubuque County *Source: U.S. Census Bureau, Small Area Income and Poverty Estimates*

POVERTY BY OTHER INDICATORS

	TOTAL NUMBER IN SUBSET		% BELOW POVERTY LEVEL		MARGIN OF ERROR	
AGE	**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%
RACE & HISPANIC ORIGIN*						
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%
OTHER						
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%

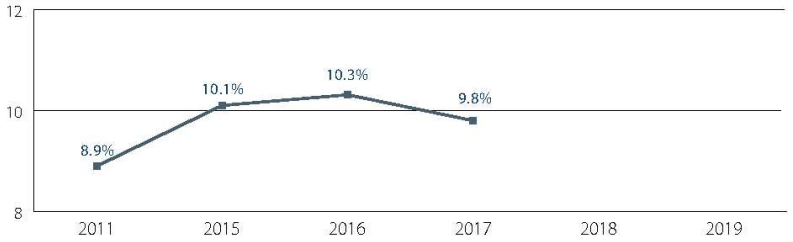
Source: State of Iowa Department of Education

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

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

Dubuque MSA/Dubuque County *Source: American Community Survey 2013-2017 5-year Estimates*

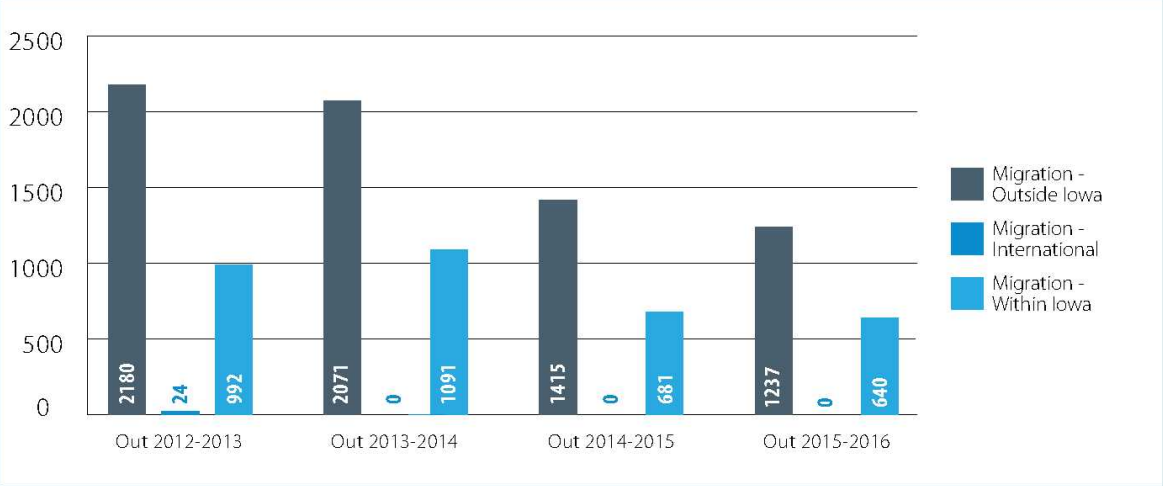
POPULATION

GOAL: 100,000

POPULATION GOAL PROGRESS



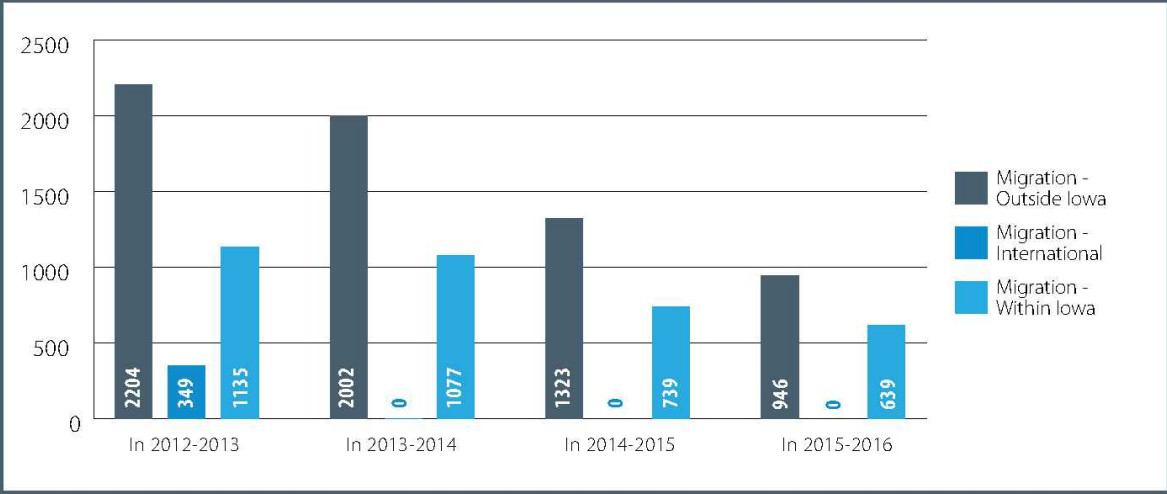
DUBUQUE COUNTY OUTFLOW (ESTIMATED FROM TAX RETURNS)



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)

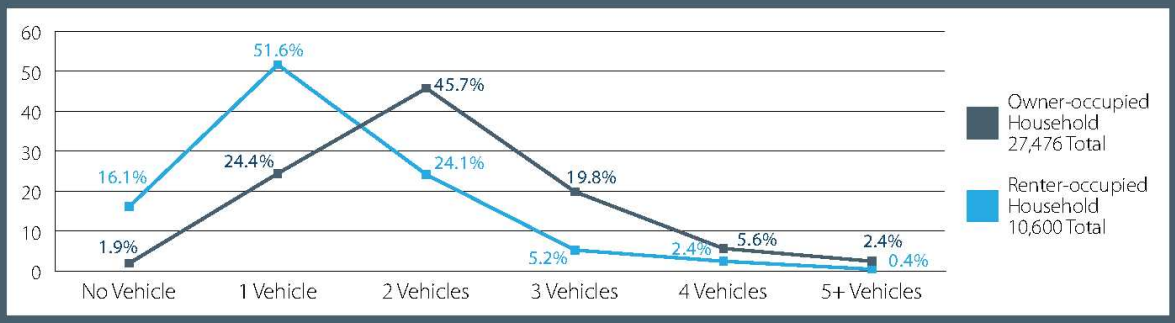


TOP INFLOW LOCATIONS

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.

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

Dubuque MSA/Dubuque County *Source: Council for Community & Economic Research, 2017 Annual Averages*

RETAIL—TOTAL TAXABLE SALES

	FY2016	FY2017	% Change
Real total taxable sales	$1,337,418,688	$1,324,993,666	-0.9%
Number of reporting firms (annualized)	2,720	2,724	0.1%
Population	96,759	96,873	0.1%
Average sales per capita	$13,822	$13,678	-1.0%
Average sales per firm	$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
Total Housing Units	40,424	40,818
Median Property Value of Owner-Occupied Units	$153,000	$157,200
Mortgage Status of Owner-Occupied Units	60.2% Mortgage 39.8% No Mortgage	61.0% Mortgage 39.0% No Mortgage
Rental Vacancy Rate	6.4%	6.5%
Median Rent	$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.

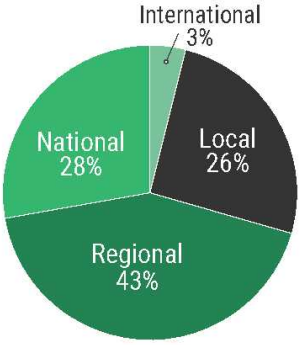
INFOACTION Action DASHBOARD FY 17-18

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

Company Visits

July 01, 2017 TO June 30, 2018

344 TOTAL VISITS

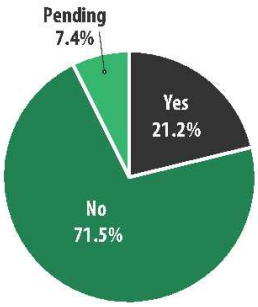


PRIMARY MARKET

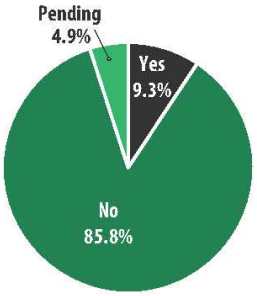
Company Plans

38%

HAVE PLANS TO EXPAND

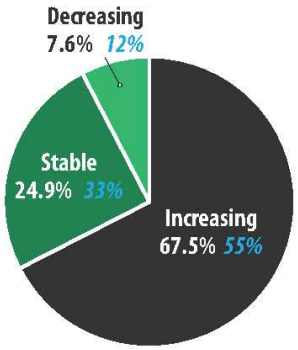


MANAGEMENT CHANGES

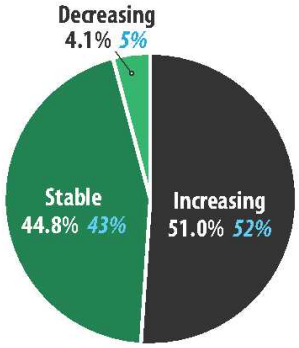


OWNERSHIP CHANGES

Sales & Market Share *FY16-17 in italics*



SALES



MARKET SHARE

Community Strengths & Weaknesses *FY16-17 in italics*

TOP 3 STRENGTHS

22%	18%	Community Leadership/ Support/Partnerships
21%	22%	Quality of life/ Amenities
17%	16%	Market Size/ Connections/Loyalty

TOP 3 WEAKNESSES

38%	29%	Workforce Challenges
14%	12%	Population/Market Size/Capacity
14%	12%	Transportation Road/Air

Barriers to Growth *FY16-17 in italics*

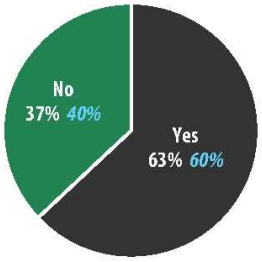
- **59%** *36%* Workforce Challenges
- **13%** *25%* Population/Market Size/Capacity
- **12%** *16%* Land/Building/ Availability-Cost

Reasons to Expand Elsewhere *FY16-17 in italics*

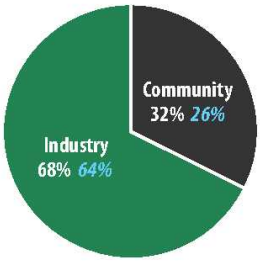
- **36%** *31%* Workforce Challenges
- **25%** *19%* Corporate Decision
- **23%** *26%* Population/Market Size/Capacity

Workforce Assessment

FY16-17 in italics



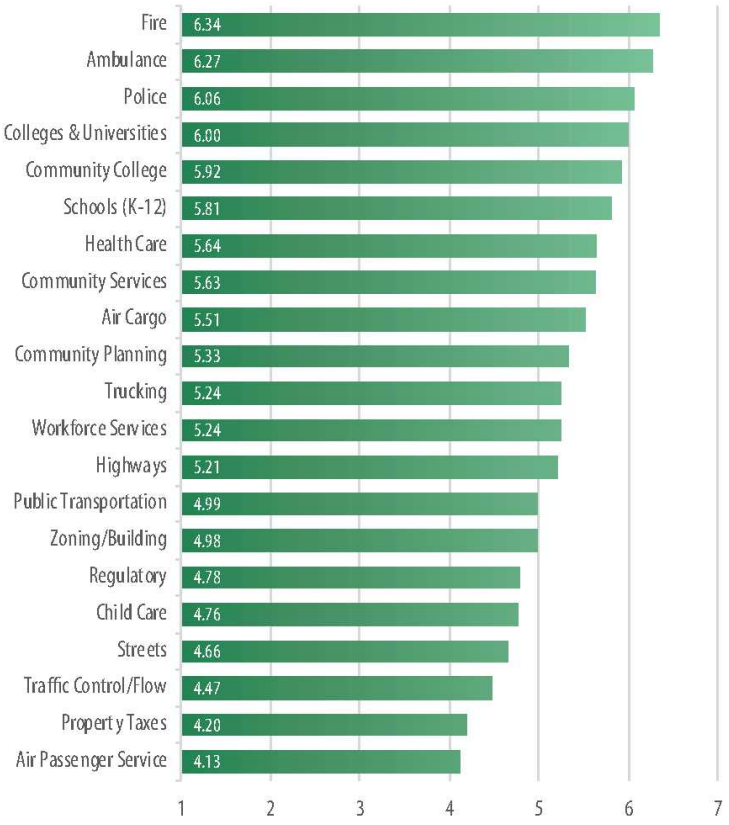
RECRUITMENT CHALLENGES?



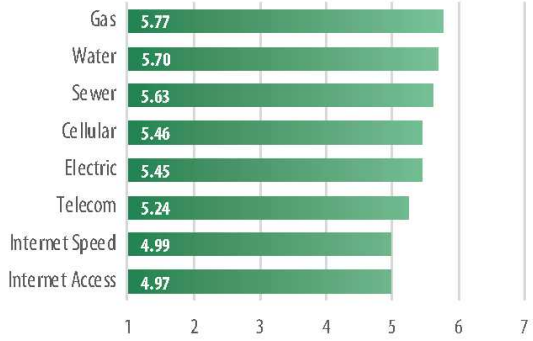
IF YES, IT IS COMMUNITY OR INDUSTRY?

Community Services Index

Scale: 1 is poor, 7 is excellent



Utility Services Index



GDDC Human Resources Professionals Action Interviews

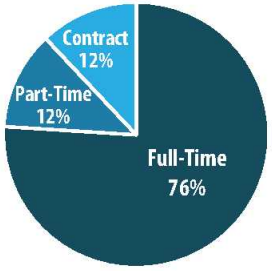
HR ACTION *Action* DASHBOARD FY 17-18

What Human Resources Professionals have told us

Company Visits July 01, 2017 TO June 30, 2018

69 TOTAL VISITS

22,536 TOTAL EMPLOYEES



TOTAL EMPLOYEES REPRESENTED

5,059 HIRED IN LAST 12 MONTHS

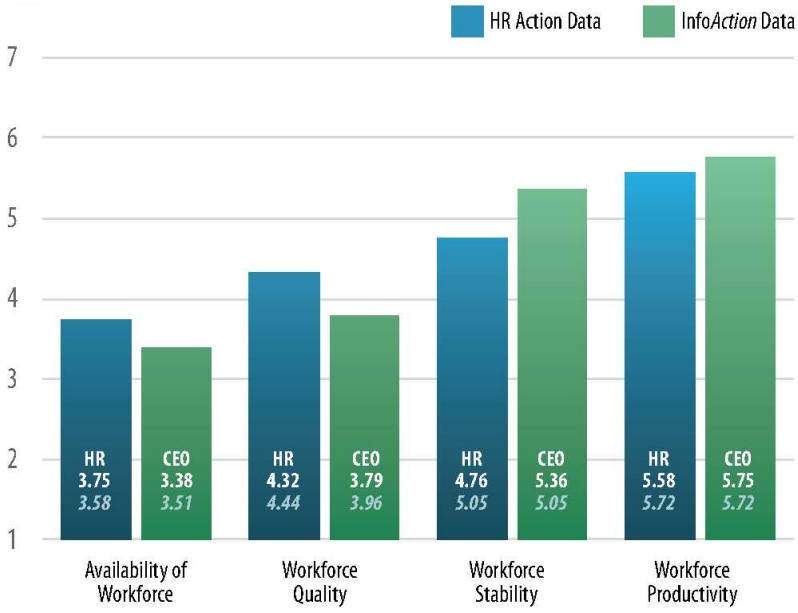
742 UNFILLED POSITIONS

	# 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

Personnel Rankings

FY16-17 in italics

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



Recruitment

84% UTILIZE @ccessdubuquejobs

- **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

PERSONAL BARRIERS TO EMPLOYMENT

- **30%** Childcare
- **25%** Transportation
- **16%** Substance Abuse

PRE-EMPLOYMENT SCREENING

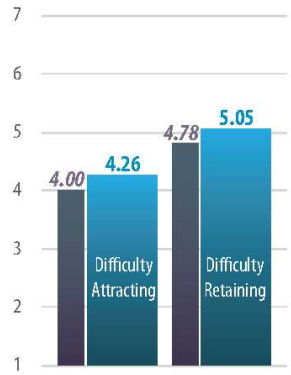
- **90%** Background Check
- **58%** Drug Testing
- **58%** Capabilities/ Physical Testing
- **20%** Psychological/ Personality Testing

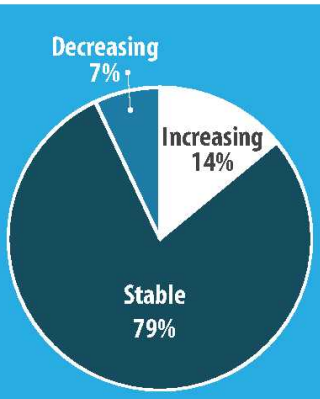
UNIQUE POPULATIONS

- **80%** Will Hire Ex-offenders
- **43%** Have Diversity Program
- **41%** Actively Recruit Veterans
- **20%** Hire for Bilingual Skillset

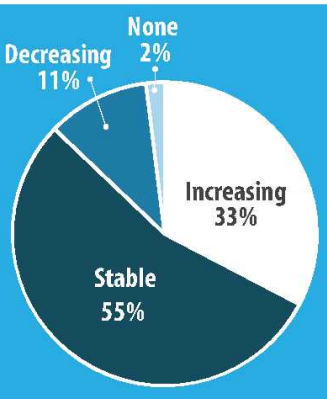
TALENT ATTRACTION FROM OUTSIDE THE AREA

FY16-17 in italics





REPORTED TURNOVER RATE

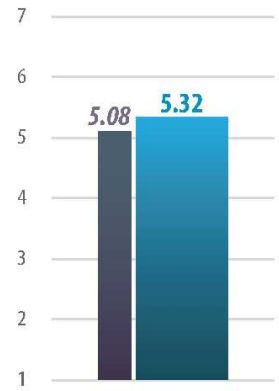


NUMBER OF UNFILLED POSITIONS

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% **62%** Believe WAGES are At Market

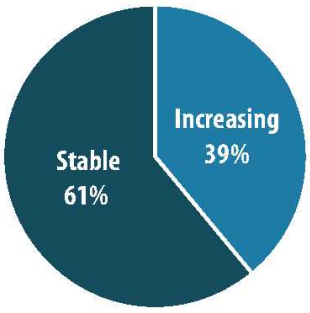
17% **25%** Believe WAGES are Above Market

39% **59%** Believe BENEFITS are At Market

53% **38%** 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



INTERNSHIPS

171+ INTERNS HOSTED

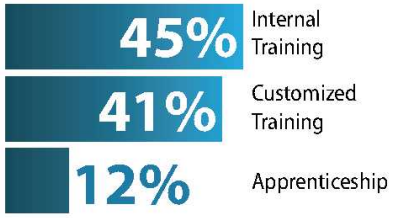
59% USING INTERNS

6.2 QUALITY OF INTERNS

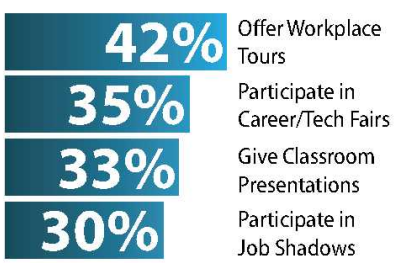
Training

TOP SKILLS GAP WITH NEW HIRES



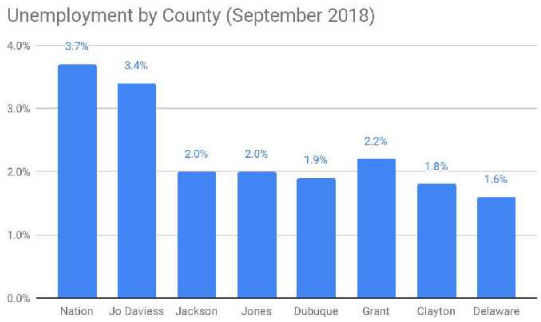


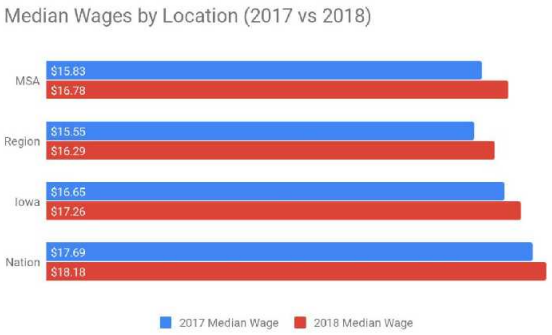
PARTNERSHIP WITH K-12 EDUCATION

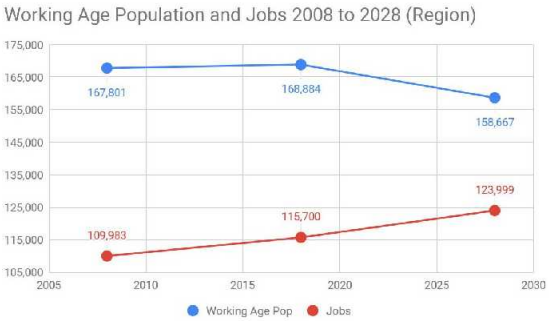


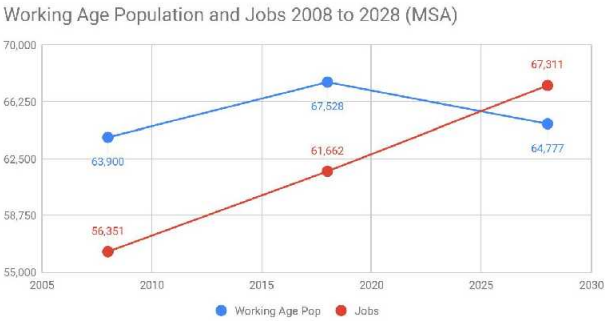
Greater Dubuque Region Skills Gap Analysis Fall 2018

Labor Market Overview









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


dw
dubuque works
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 Info*Action* 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
b. Iowa PACE
c. Iowa Adult Literacy & Education
d. Iowa GAP tuition assistance
e. Iowa Workforce Training & Economic Development Fund
f. Workforce Innovation Opportunity Act
g. Promise Jobs
h. Home Base Iowa
i. Registered Apprenticeships
j. Future Ready Iowa

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 Iowa*Works* 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 to132 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

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, Iowa*Works*' 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 Iowa*Works*, 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
b. Career Learning Link
c. Iowa Career and Technical Education Task Force
d. Tech WORKS
e. *Business After School*
f. iJag
g. HEART program
h. *Future Ready Iowa* website
i. Junior Achievement
j. Mentorship programs

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 thorugh 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.

Items highlighted in green are programs funded by Dubuque Works.

- 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".

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.

Items highlighted in green are programs funded by Dubuque Works.

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.

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:

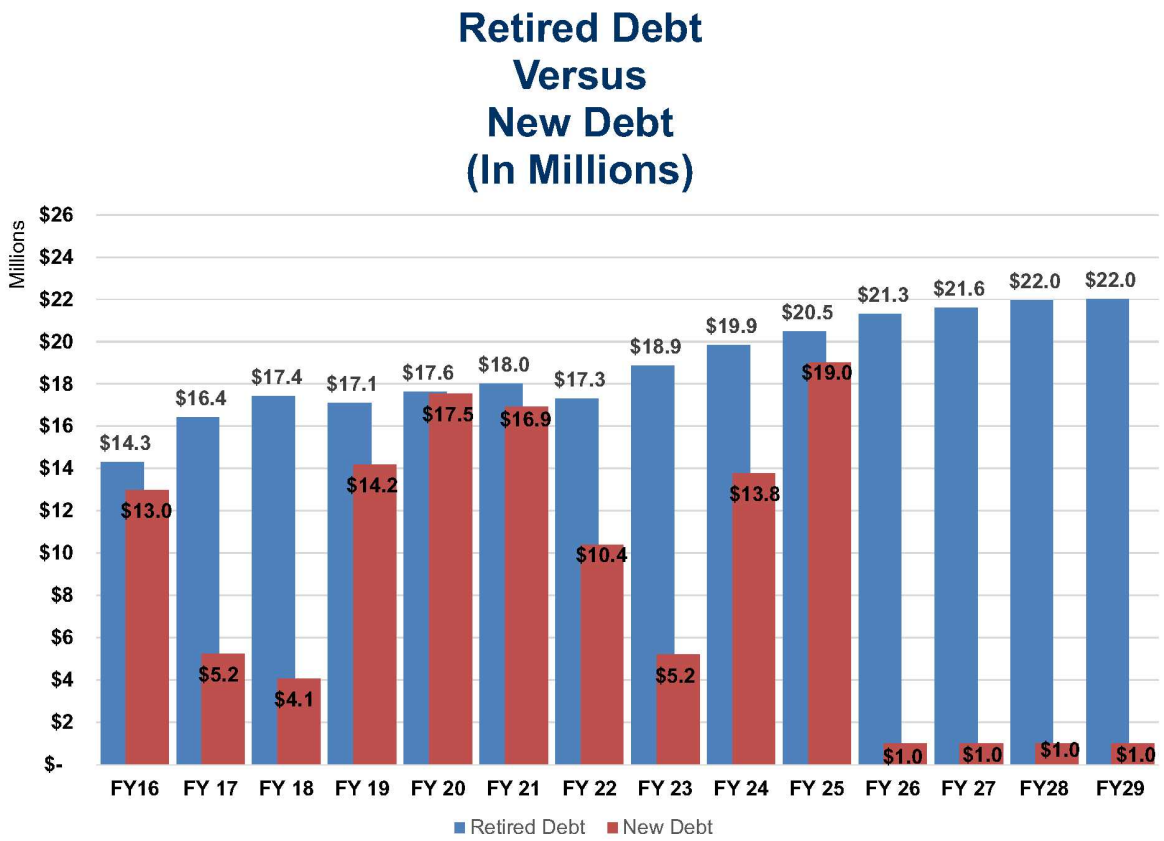
- Travel Dubuque presented on 2018 recruitment strategy and success in attracting target demographic of millennial women and women with children to the Travel Dubuque website.
- Subcommittee began meeting on development of community marketing strategy in May 2018. Strategy will include outreach via social 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.



* 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	**Dubuque**	**$10.3314**
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	**Dubuque (FY 20)**	**$455.27**
	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
	FY 2020 Total		**$ 594,636**	**11.41**

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
Total Positions Eliminated			**$ 195,920**	**$ 1,185,923**	**$1,391,895**	**$ 940,532**	**-46.50**

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-intense 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
	Total Additional FY 2020 Cost	**$ 382,470**	**9.60**

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
Total New Debt	**$ 2,836,487**	**$13,777,669**	**$ 9,363,511**	**$ 5,186,976**	**$13,777,205**	**$ 44,941,848**

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
Total Draw Downs	**$ 14,709,868**	**$ 3,128,622**	**$ 1,030,000**	**$ —**	**$ —**	**$18,868,490**

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
Net Debt Reduction	**-$72,643**	**-$1,108,677**	**-$6,926,526**	**-$13,681,561**	**-$6,076,183**	**-$27,865,590**

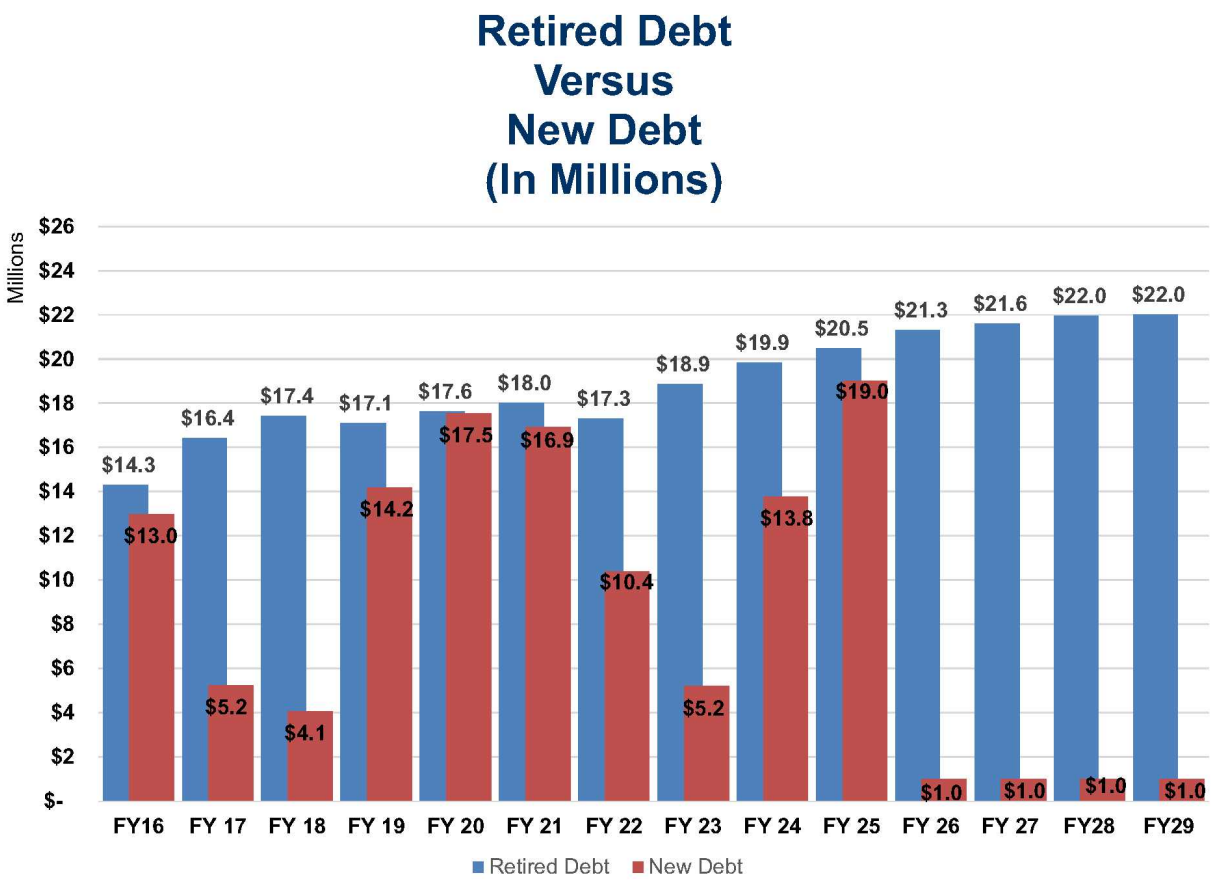
Outstanding General Obligation (G.O.) debt on June 30, 2020 is projected to be $116,425,803 (51.14% of the statutory debt limit), **leaving an available debt capacity of** $111,235,671 **(48.86%).** In Fiscal Year 2016, the City was at 86.13% of statutory debt limit, so **51.14% in Fiscal Year 2020 is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

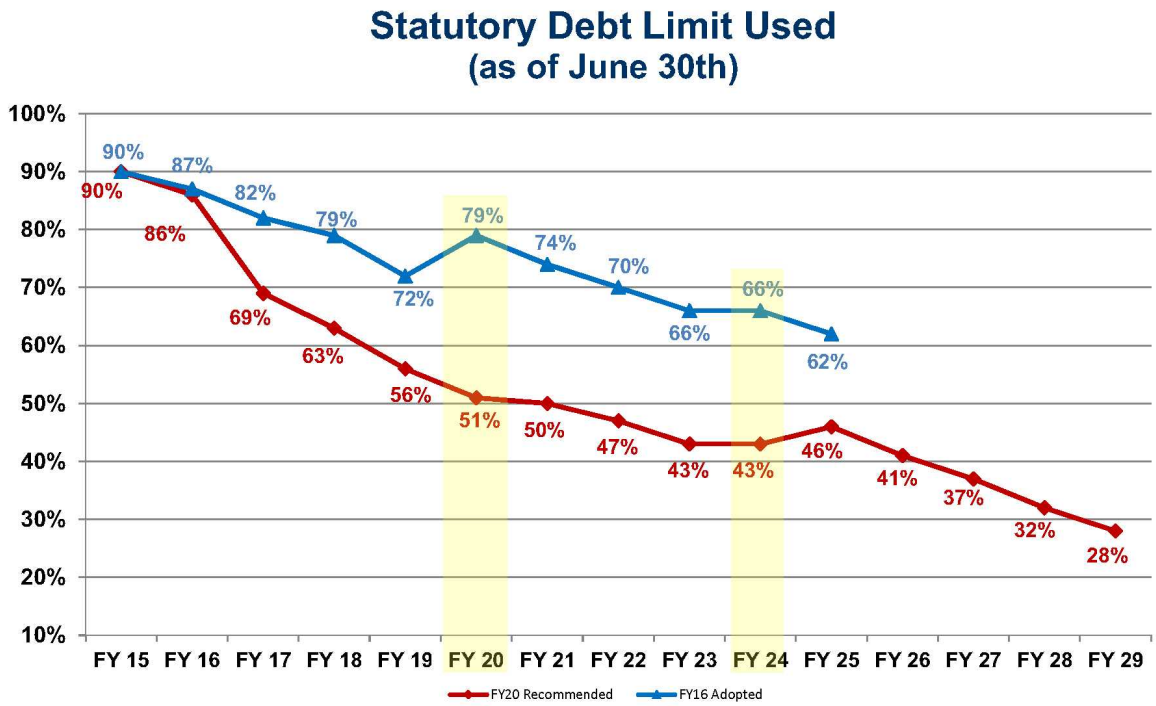
The following chart shows the amount of retired debt as compared to new debt. The new debt includes new debt issuances as well as draw downs on existing state revolving fund loans:



* 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.

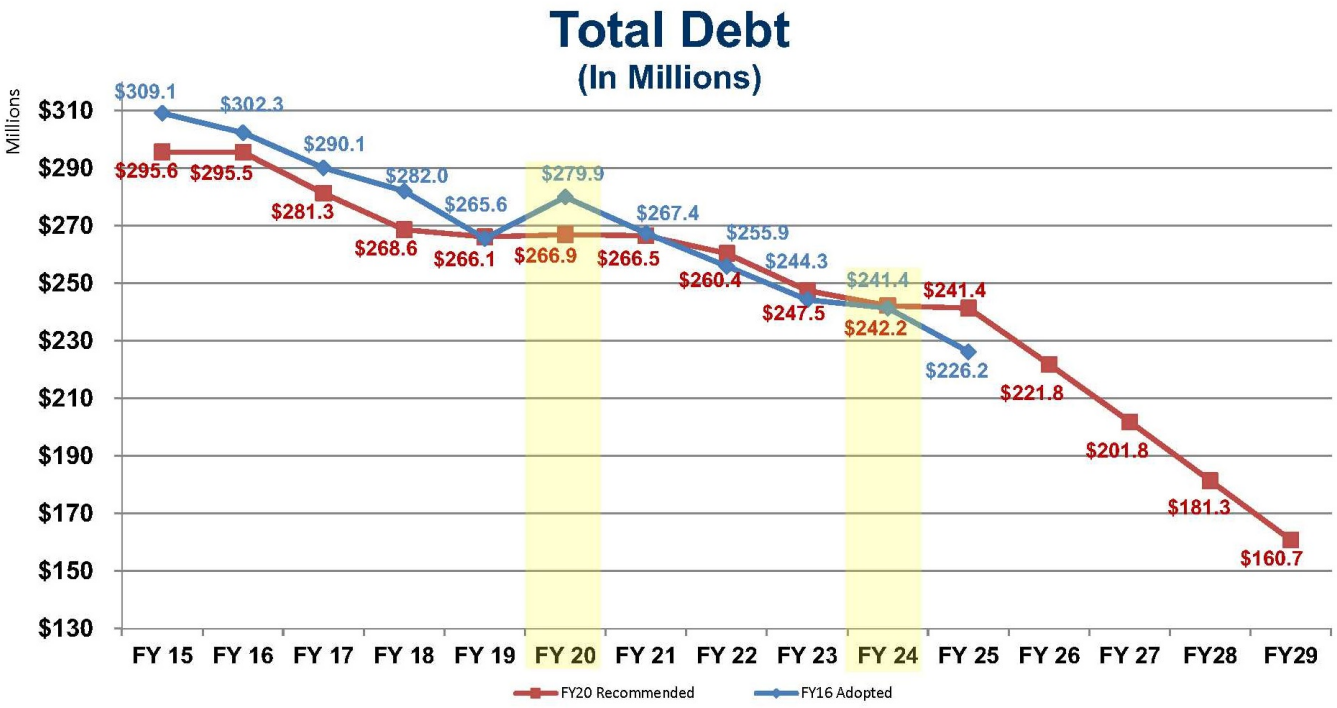


The following chart shows Dubuque's relative position pertaining to use of the statutory debt limit for Fiscal Year 2020 compared to the other cities in Iowa for Fiscal Year 2018 with a population over 50,000:

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.

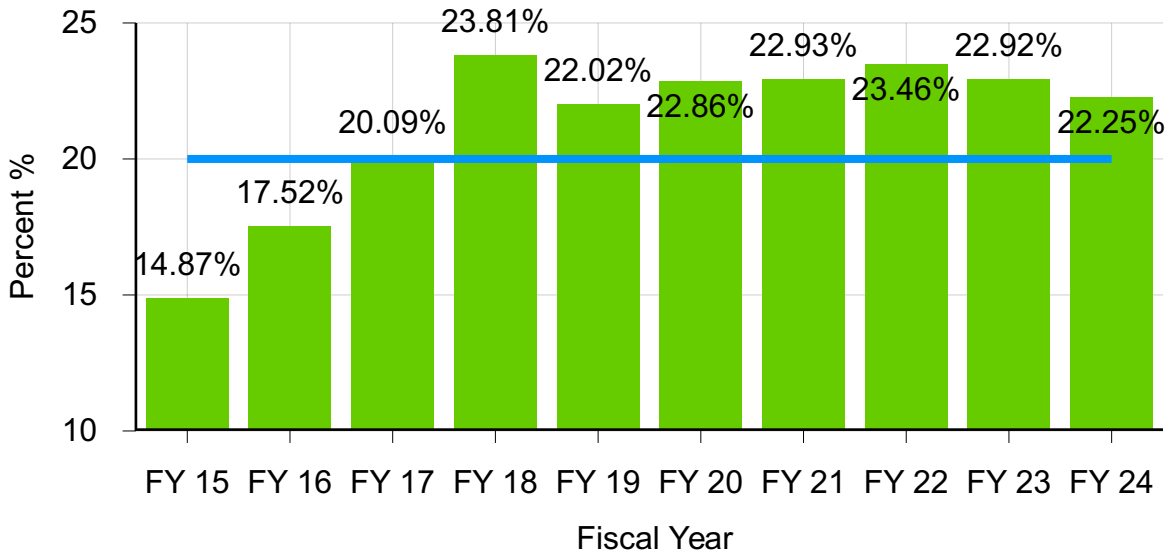


General Fund Reserve

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

Fund Reserve as a Percent of General Fund Revenue



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.

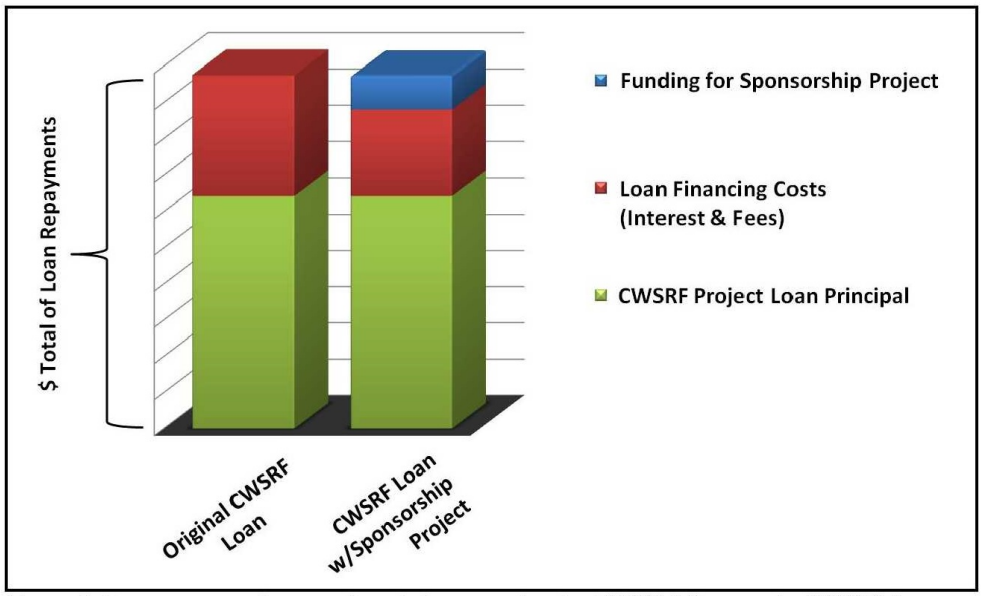


Figure 1. Loan repayment comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project.

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
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
8	**Dubuque**	**$42.24**
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
5	**Dubuque**	**$15.62**
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
9	**Dubuque**	**$8.29**
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
% Change	**+10.10%**	**-4.36%**	**-2.78%**	**+2.76%**	**+1.00%**

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

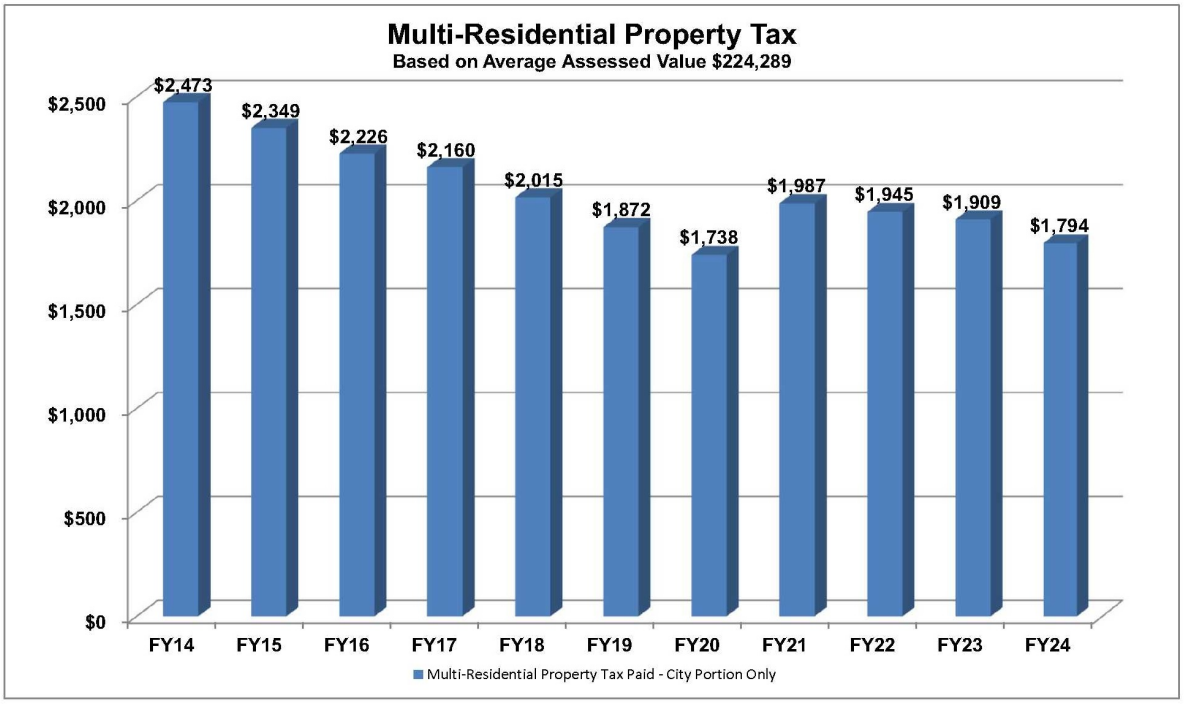
machines in 2013 and currently have 1906 machines. Currently, Q Casino has 833 Slot Machines and Diamond Jo has 916 for a total of 1,749 or 9% less. This is a similar impact of building approximately two more casinos halfway between Dubuque and Rockford.

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
	Total	**$7,393,564**

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:

	Without TPA RFP		With Wellmark and New Pharmacy Coalition	
Fiscal Year	**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			
	-$4,522,122	**FY20 Savings due to new TPA and Pharmacy Coalition**		

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 14th to 22nd 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 2021and 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.

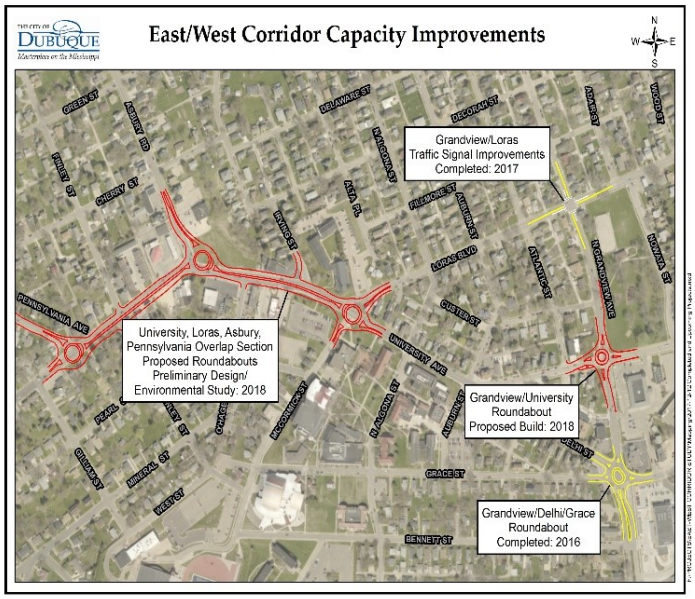
The FY 2020 CIP includes funding for the Downtown Non-Profit Weatherization Assistance to assist non-profits in the Greater Downtown TIF area to make energy efficiency improvements to their buildings, including weatherization measures, HVAC system upgrades, access alternative energy sources, and other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

Project	Year	Cost
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
Total Improvements To-Date		**$ 3,250,300**



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
No. of Crimes Against Persons	**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%
No. of Crimes Against Property	**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%
Total	**2,178**	**1,999**	**1,882**	**2,218**	**2,118**	**1,870**	**1,733**	**2,000**	**-7.3%**	**-13.4%**	**-21.9%**

* Switch to Sungard software August 2014

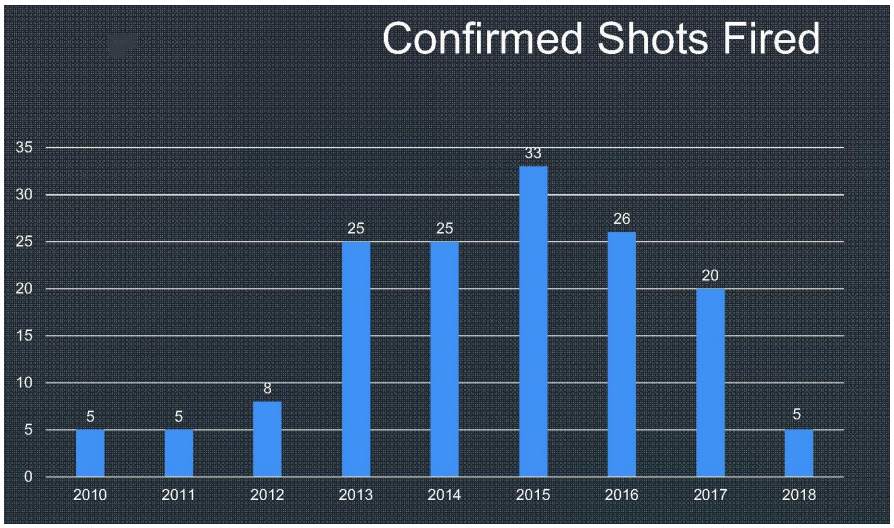
High Year

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 where 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

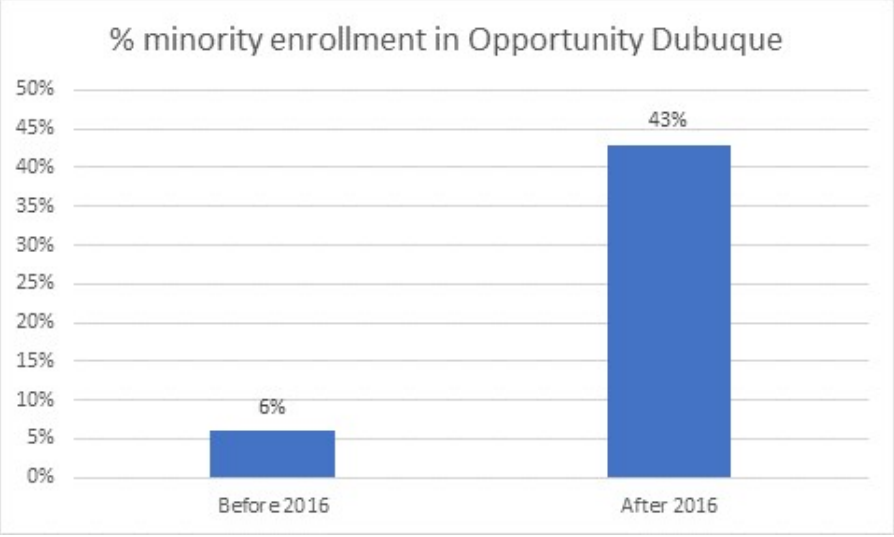
The Opportunity Dubuque program was launched in 2012 to meet the needs of local employers who were experiencing difficulty hiring CNC Machinists and Welders through short-term certification through Northeast Iowa Community College. Since then, the program has expanded to include certificates of training 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

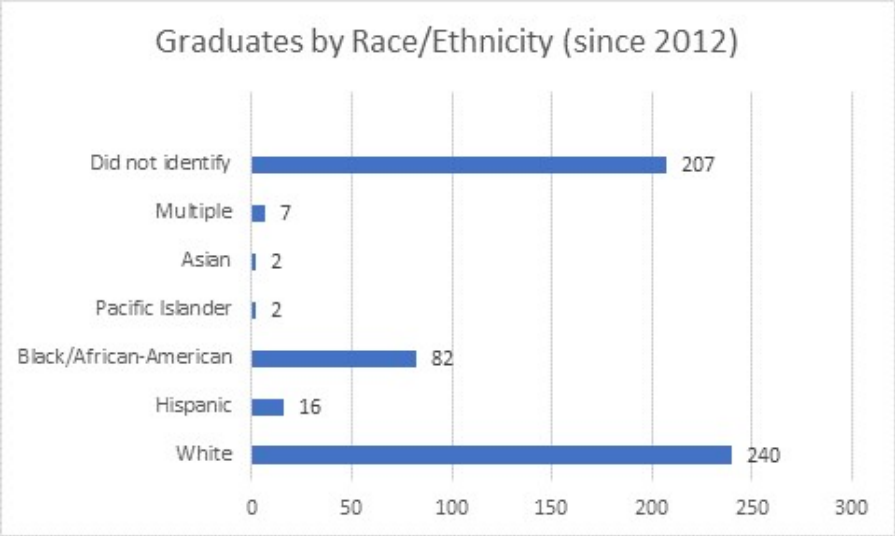
Opportunity Dubuque program significantly increased enrollment, completion and employment of minority populations. Once enrolled, success coaches work with students, including minority populations, to address barriers to completion of education and obtaining employment, such transportation, childcare, 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.

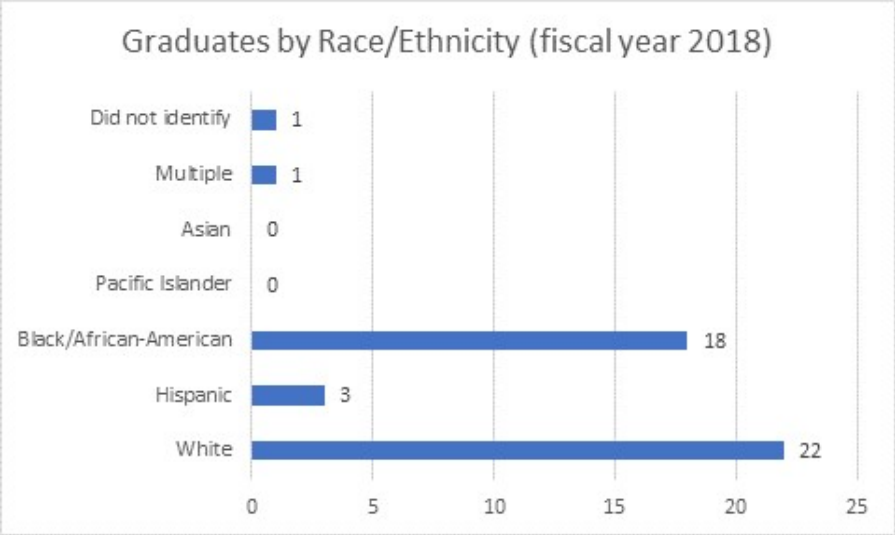
Since 2012, Opportunity Dubuque has had 708 enrollments and 556 successful graduates with an employment or continuing education rate of 95% within the first year after completion for those program staff have been able to contact (91% post-program contact rate). To date, 16 completers identify as Hispanic, 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:

SUSTAINABLE DUBUQUE
viable • livable • equitable

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%
Total Improvements:	**$780 million**	**92%**

DUBUQUE MAIN STREET

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 indentified 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.

COUNTY	**% Population Change: 2010-2017**
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 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 Rediscovers 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
8th Grade Reading Proficiency	11	17
8th 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.

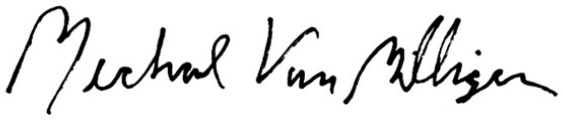
Please do not listen to those that say the way to prosperity for the State of Iowa is to cut revenues, programs and services, especially as they affect the least of our friends and neighbors who might have fallen on hard times, or who might be dealing with the issues of aging or who are disabled. Let's 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,

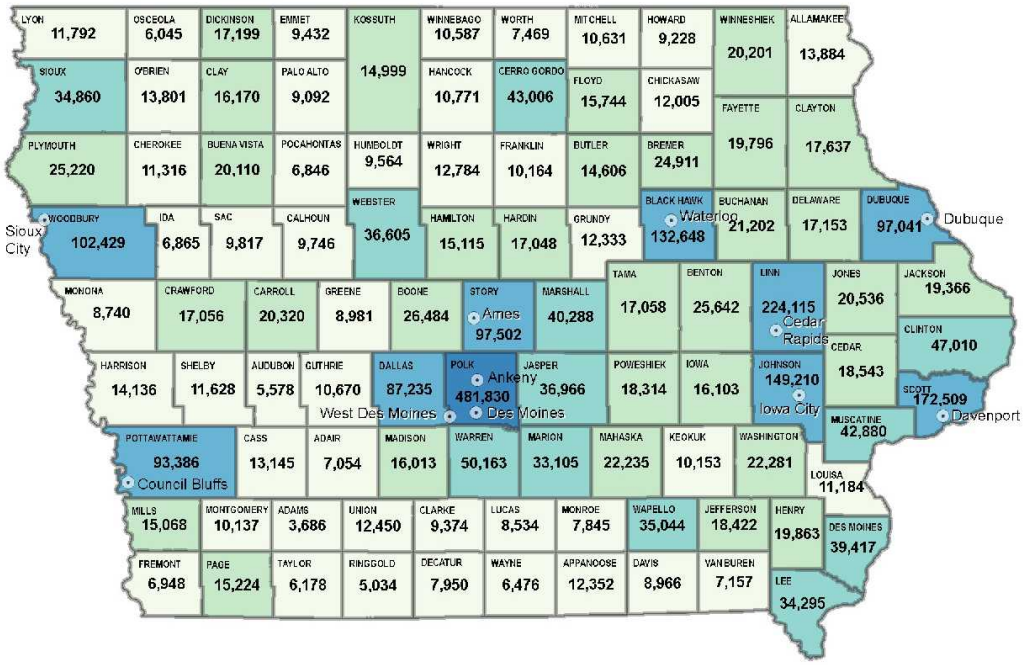


Michael C. Van Milligen
City Manager

Attachment I

Population by County — 2017 Estimate

Total Population



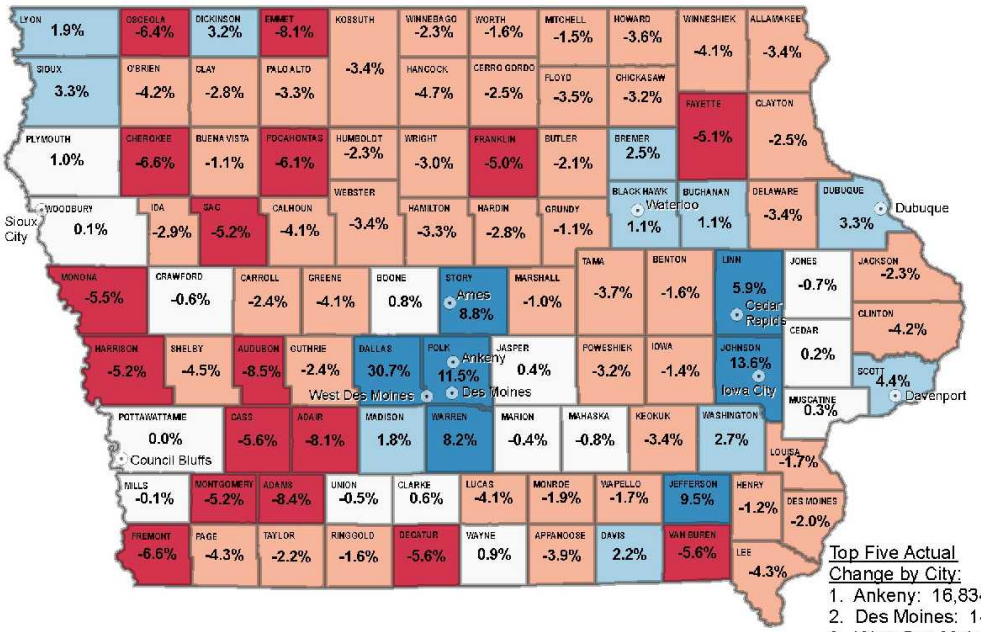
3,145,711
Iowa Population

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



Top Five Actual Change by City:
1. Ankeny: 16,834
2. Des Moines: 14,088
3. West Des Moines: 8,999
4. Iowa City: 7,936
5. Ames: 7,533

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

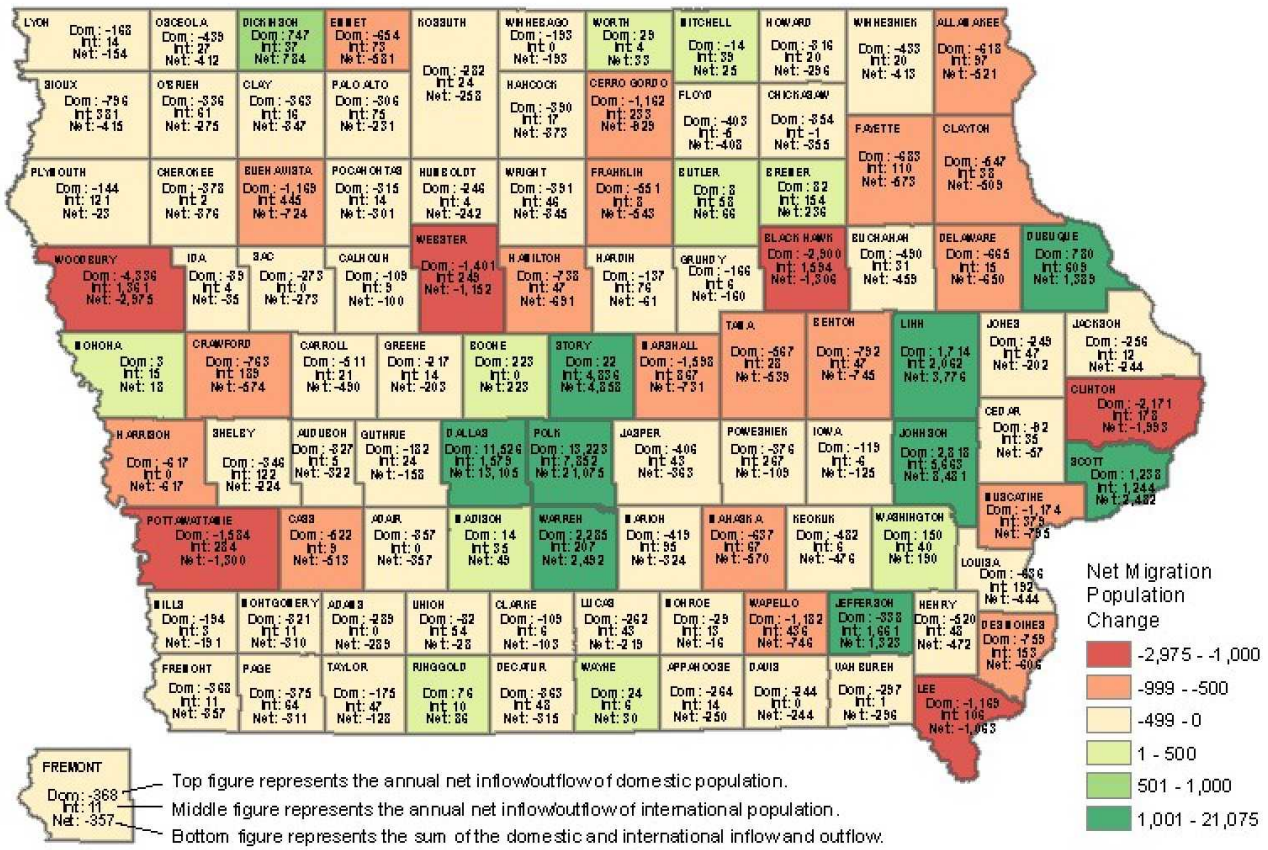
Bottom Five Actual Change by County:
99. Clinton: -2,082
98. Lee: -1,552
97. Webster: -1,278
96. Cerro Gordo: -1,087
95. Fayette: -1,062

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

LSA
LEGISLATIVE SERVICES AGENCY
Serving the Iowa Legislature

Attachment II

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



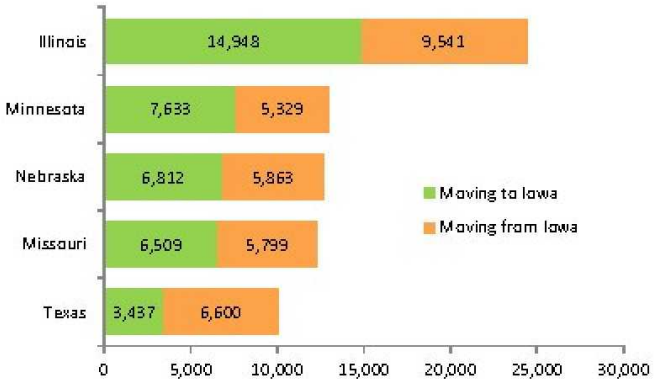
Statewide Estimated
Five-Year Change – 2010-2016:

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

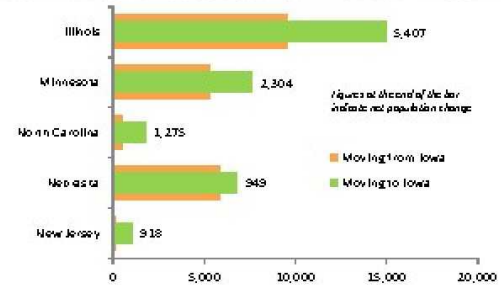
Statewide Estimated
One-Year Change – 2015-2016:

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

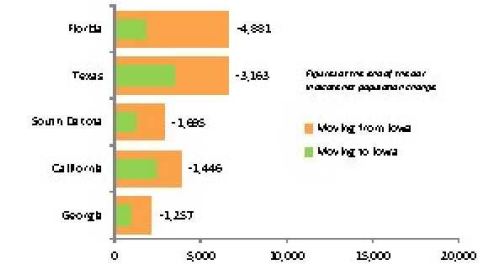
Top Five States of Total Population Moving To and From Iowa – 2015-2016



Highest Domestic Net Migration Gain – 2015-2016



Highest Domestic Net Migration Loss – 2015-2016



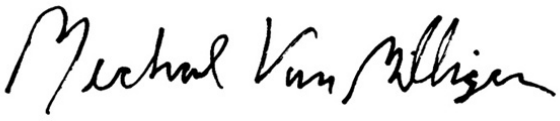
Sources: U.S. Census Bureau, Estimates of the Components of Resident Population Change, LSA calculations
LSA Staff Contact: Adam Broich (515.281.8223) adam.broich@legis.iowa.gov

LSA
LEGISLATIVE SERVICES AGENCY
Serving the Iowa Legislature

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.



Michael C. Van Milligen
City Manager

MCVM:jml

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

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 >>



Architectural Rendering : *Courtesy of RDG Planning & Design*

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.

MIRACLE LEAGUE OF DUBUQUE >>



Architectural Rendering : *Courtesy of Straka Johnson Architects*

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.

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

Multicultural FAMILY CENTER
The Ruby Sutton Building | DUBUQUE

- **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!

Carnegie-Stout PUBLIC LIBRARY

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

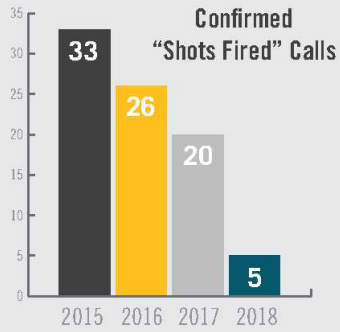
From 2017 to 2018...

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.



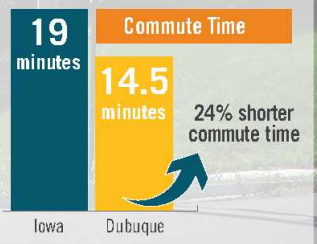
OPPORTUNITY DUBUQUE PARTNERSHIP

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

/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.

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Dubuque All-America City 2007·2012 2013·2017

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 15th is when the budget for the following fiscal year must be adopted by the City Council; and July 1st 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:

SPRING	**City Council** formulates negotiation strategy for collective bargaining.
JUNE - JULY	**City Manager** recommends budget carryover amendment for City Council approval. **City Manager**, along with Department Managers, review fiscal year accomplishments and identify future initiatives for City Council consideration during goal setting.
AUGUST	**City Council** 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.
SEPTEMBER OCTOBER	**City departments** prepare operating budget requests for review by City Manager.
NOVEMBER	**City departments** prepare Capital Improvement project information and budget requests for review by City Manager. **City Manager** holds Public Input meetings to review issues and priorities for the capital budget and the operating budget.
DECEMBER	**City Manager** presents draft Policy guidelines to City Council for City Council approval.
JANUARY	**City Manager and Budget Director** analyze, review and balance capital and Operating budget requests and prepare final budget recommendation.
FEBRUARY MARCH	**City Council** 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.
MARCH	**City Council** holds final public hearing on the recommended. The meeting is held in the evening and is available for live viewing on City Channel Dubuque. **City Council** adopts budget and city staff certifies budget by March 15 in compliance with State law.
APRIL	**Budget Director** reviews budgeted revenues and expenses an d recommends adjustments to more accurately reflect the antici pated revenues and expenses for the fiscal year ending June 30. **City Council** 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.

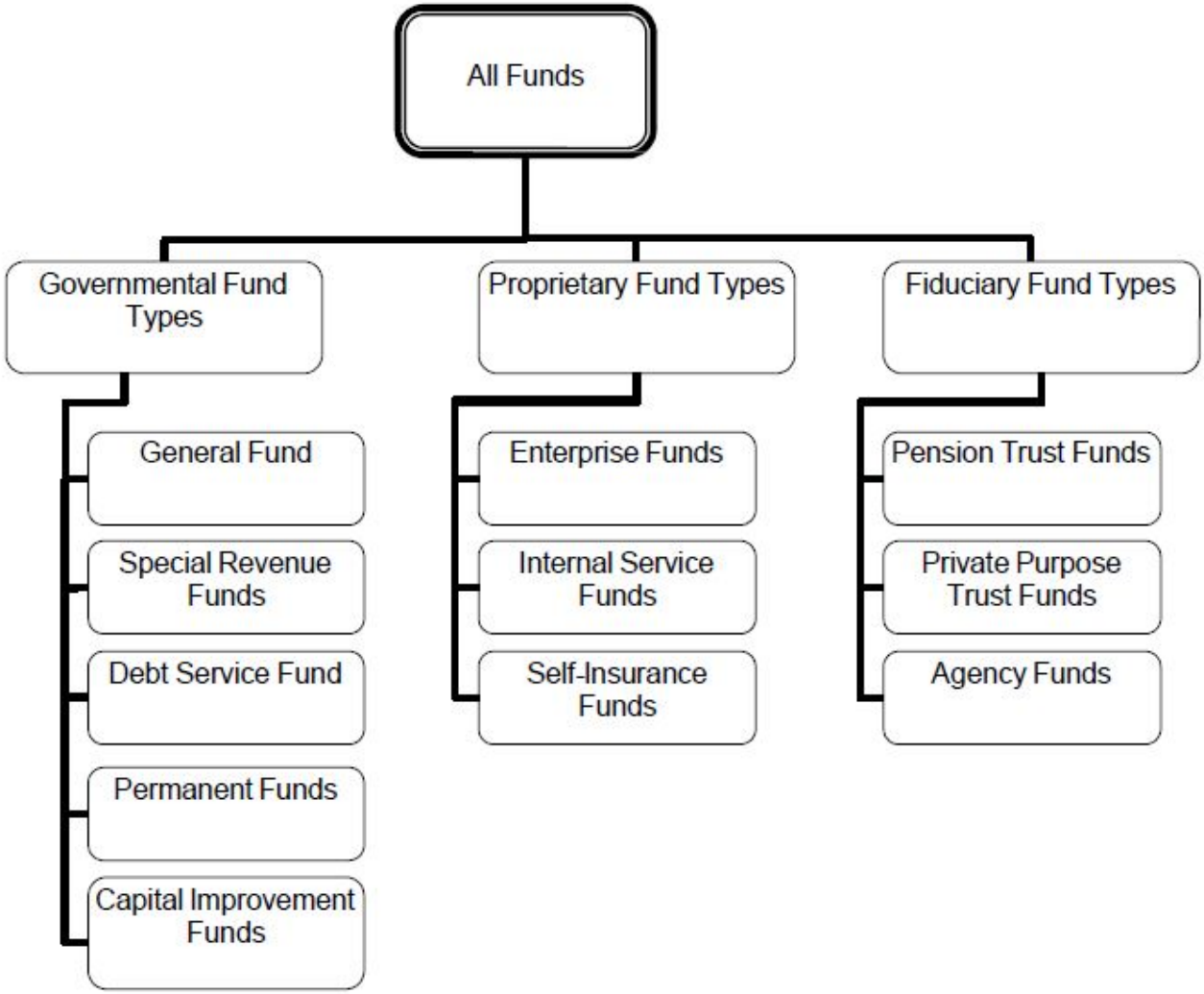
- **Private Purpose Trust Funds** account for trust arrangements, including those for escheat property, where principal and income benefit individuals, private organizations, or other governments. The major use of private purpose funds is for escheat property. The City has no such funds.

- **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.

		Special Revenue																	Construction						Enterprise								Internal Service				Perm-anent		Debt
Department	**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		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		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																																					
Engineering	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			X
Fire	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		X							
Library	X															X				X	X																X	X
Multicultural Family Center	X																				X																	X
Parking											X										X						X											X
Parks	X										X				X					X	X															X		X
Personnel	X																							X	X	X	X	X	X		X							
Planning Services	X																							X	X	X	X	X										
Police	X																X			X							X											X
Public Works	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
Water & Resource Recovery																									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 or 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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THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Dubuque All-America City NATIONAL CIVIC LEAGUE 2007·2012 2013·2017

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.

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 and 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.

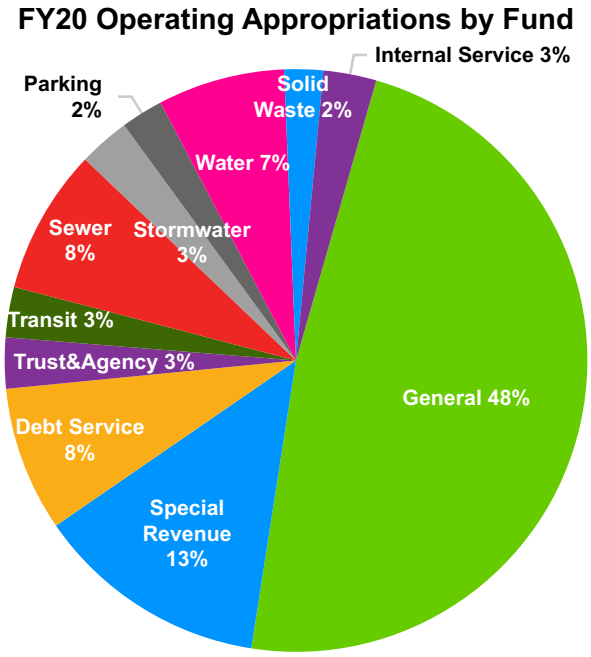
FY20 ADOPTED BUDGET

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.



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.

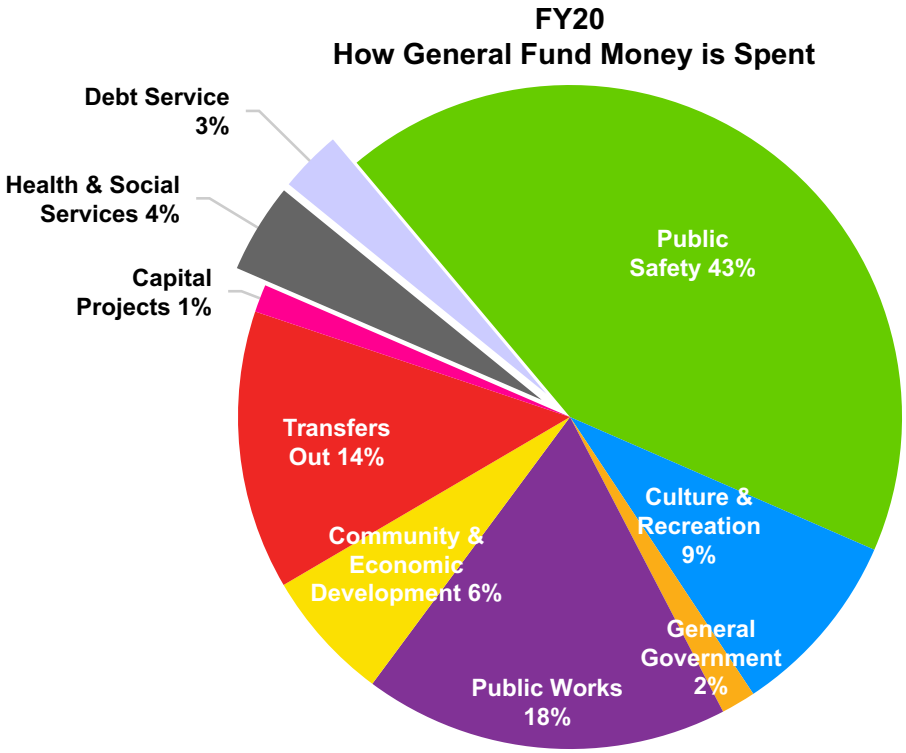
Utility funds are balanced in fiscal year 2020 as a result of rate increases.

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

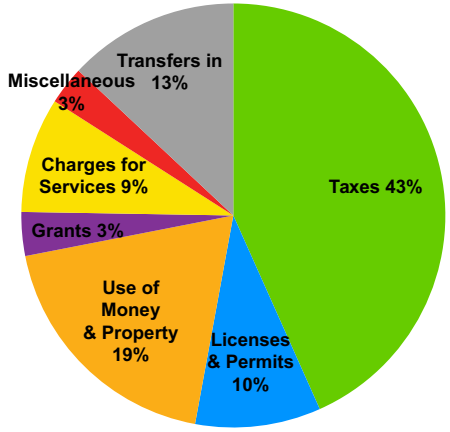
The general fund is the operating fund of the City for general service departments. The general fund has an operating budget of $64.4 million and a capital budget of $2.1 million. This fund encompasses the bulk of activities that are traditionally considered basic governmental services such as public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

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

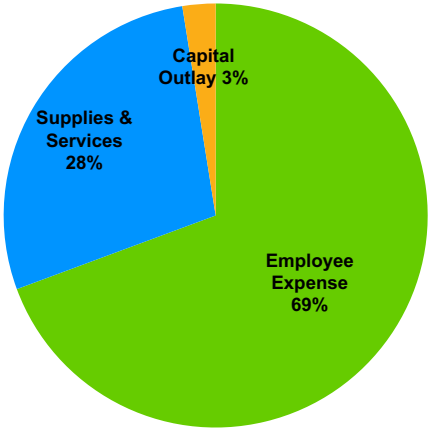


GENERAL FUND REVENUE & EXPENDITURES

General Fund Operating Sources



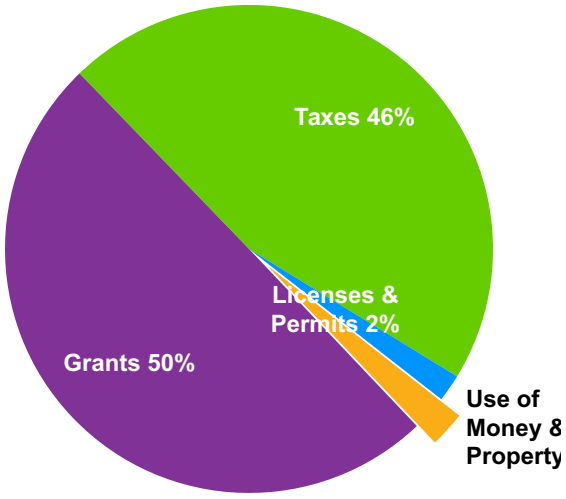
General Fund Operating Uses



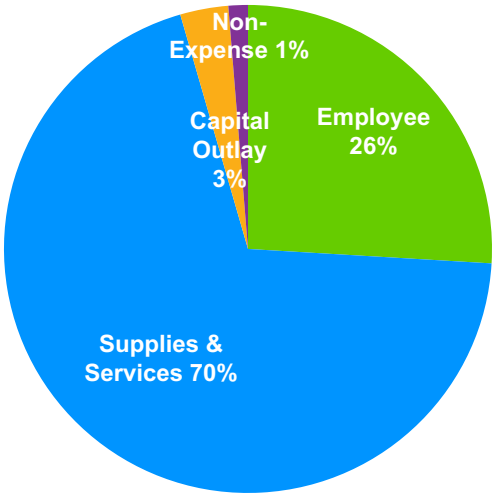
SPECIAL REVENUE FUNDS

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

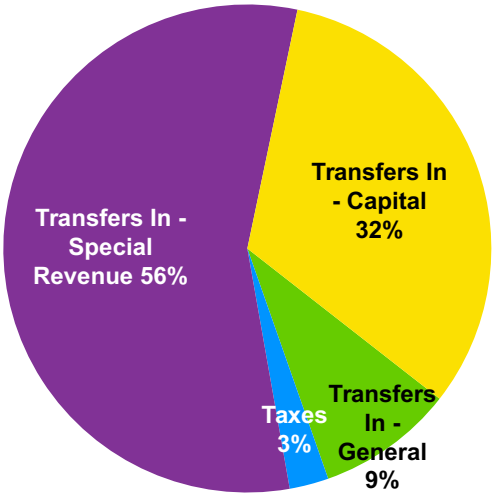


Special Revenue Funds budgets are shown in the Financial Summaries section.

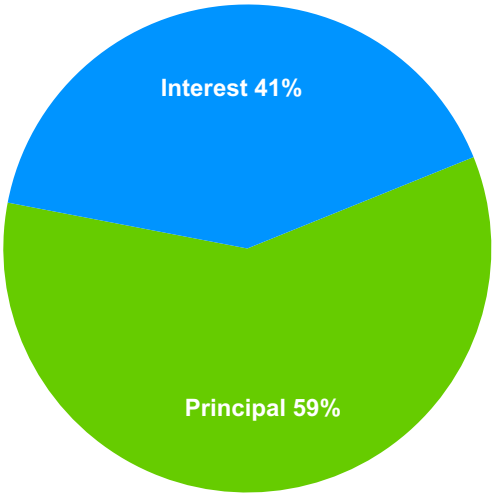
DEBT SERVICE FUND

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.

Debt Service Sources



Debt Service Uses



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).

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, ,

Total FTE's FY 2019	**698.68**
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
Total Adopted FTE's FY 2020	**710.09**

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
TOTAL	$40,801,333	$41,637,282	$43,437,631	704.17	698.67	710.09

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.

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.

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.

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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THE CITY OF DUBUQUE

Masterpiece on the Mississippi

Dubuque All-America City NATIONAL CIVIC LEAGUE 2007 • 2012 2013 • 2017

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:

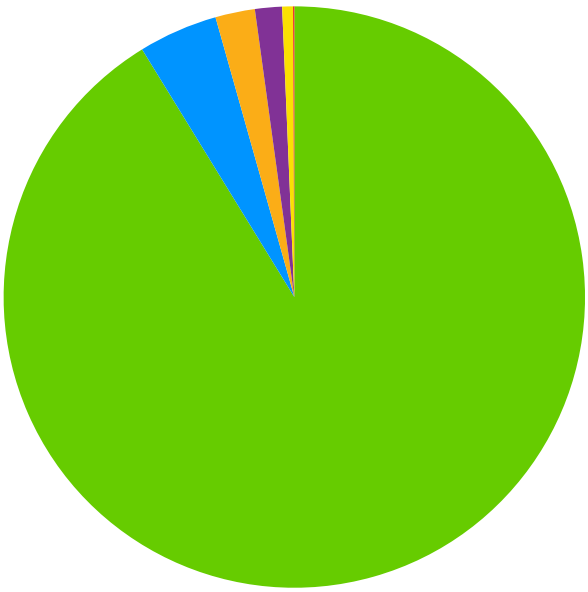
AGE

- 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%.

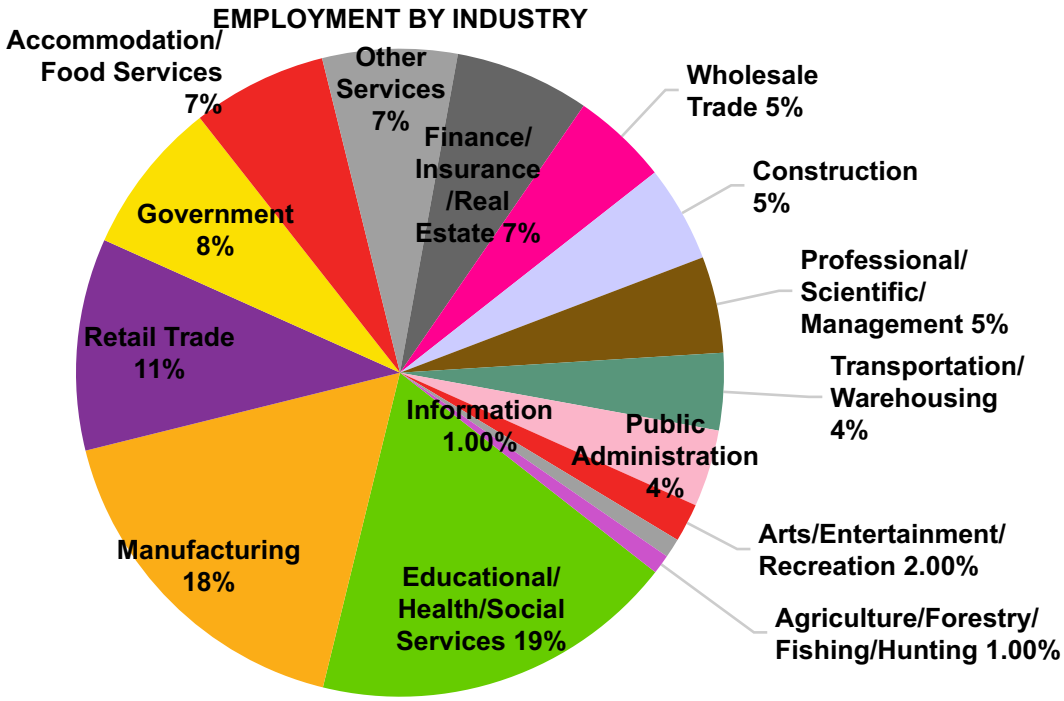
The top ten employers in the area employ less than 20% of the total workforce. Interstate Power & Light CO., the greatest revenue source among all taxpayers, contributes approximately 6% of the City's taxable valuation.

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

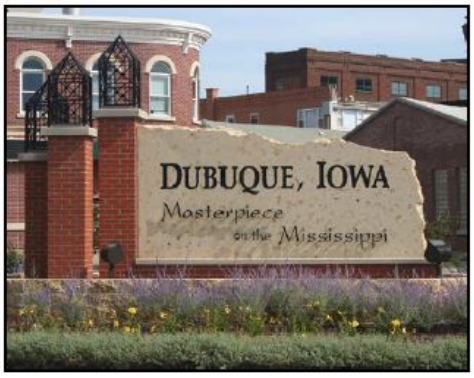
Safe Community Advisory Committee

Resilient Community Advisory Commission

Transit Advisory Board

Zoning Advisory Commission

Zoning Board of Adjustment

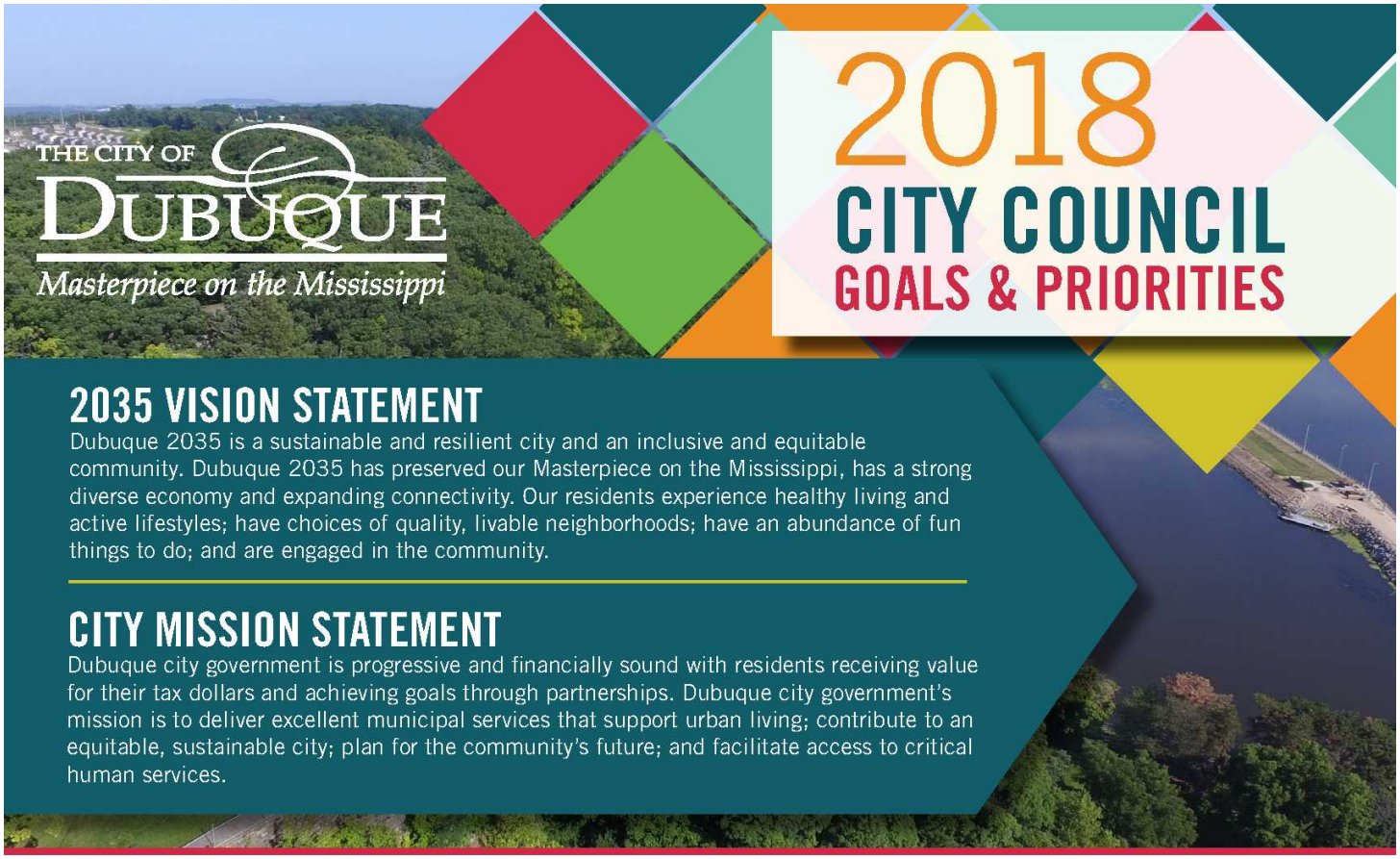




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BUDGET OVERVIEWS

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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.

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

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)

- 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

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

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)

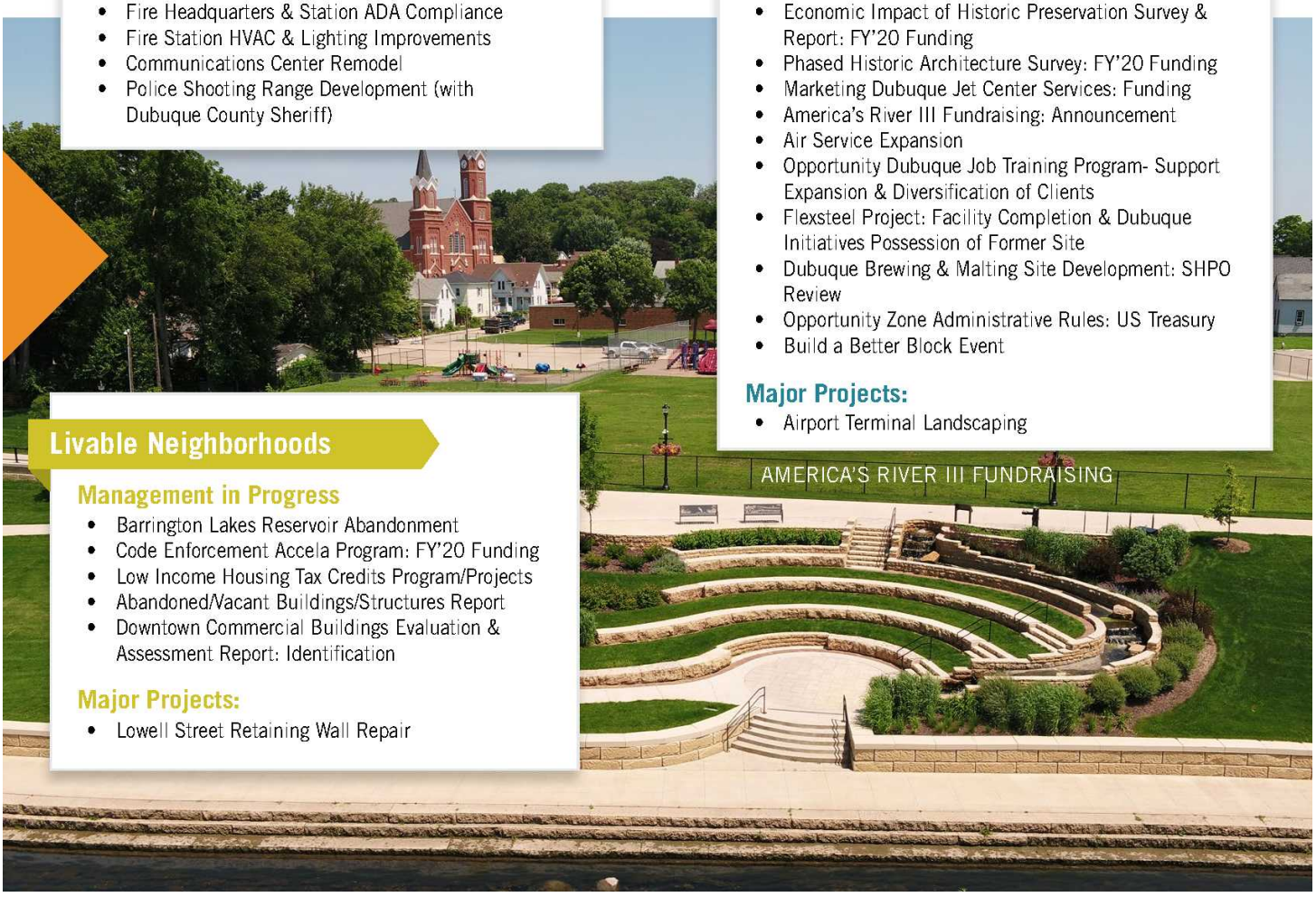
Robust Local Economy

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



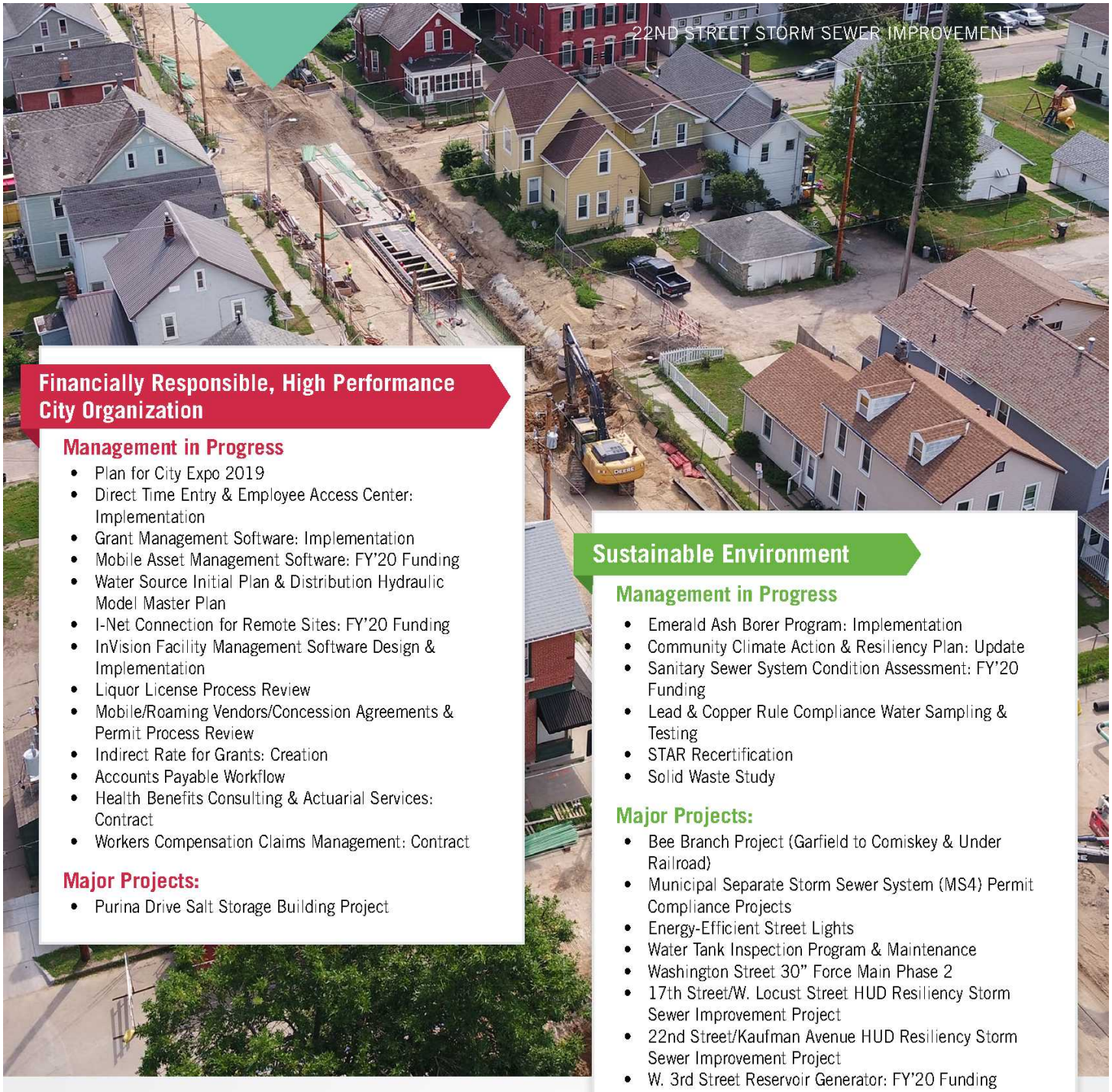
Livable Neighborhoods

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



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
- 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

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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

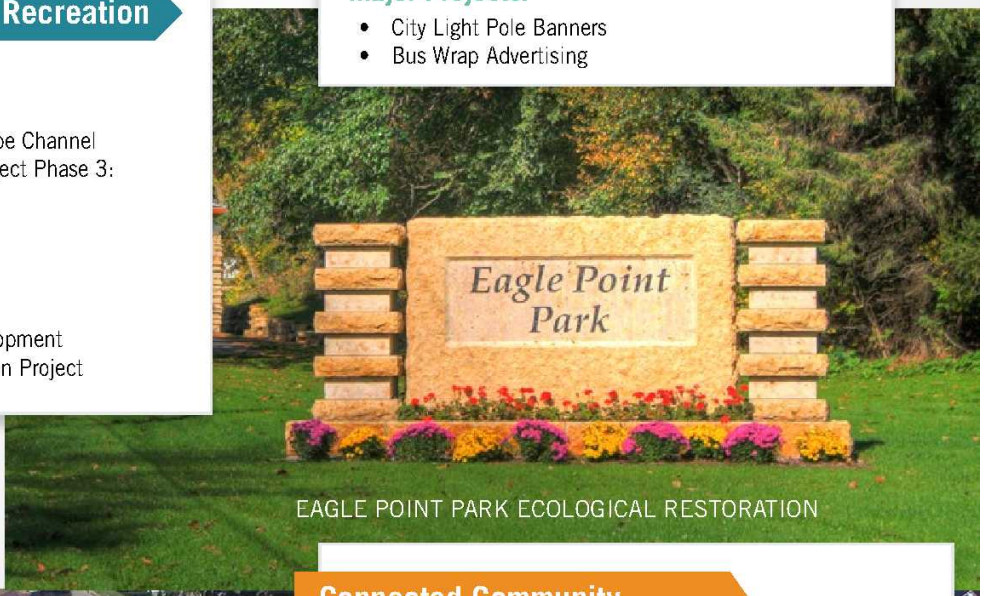
Diverse Arts, Culture, Parks, & Recreation

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



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



ROUNDABOUTS PROGRESS

LINKING LONG- AND SHORT-TERM GOALS

LONG-TERM GOAL	SHORT-TERM GOAL	IMPLEMENTATION DEPARTMENT
Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity	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
Vibrant Community: Healthy and Safe	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
Vibrant Community: Healthy and Safe	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
Livable Neighborhoods and Housing: Great Place to Live	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
Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery	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 Multifuction 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
Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery	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
Sustainable Environment: Preserving and Enhancing Natural Resources	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
Sustainable Environment: Preserving and Enhancing Natural Resources	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
Partnership for a Better Dubuque: Building Our Community that is Viable, Livable and Equitable	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
Diverse Arts, Culture, Parks and Recreation: Experiences and Activities	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
Connected Community: Equitable Transportation, Technology, Infrastructure and Mobility	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 and 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	**Full-Time Equivalent Changes**	**Full-Time Equivalent**
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
Subtotal Revenues	**160,428,279**	**160,289,885**	**171,340,648**
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
Total Available Resources	**$ 255,090,188**	**$ 258,048,951**	**$ 264,824,917**
Expenditures/Uses			
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
Subtotal Expenditures	**173,024,324**	**174,801,105**	**191,483,237**
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
Total Uses and Fund Balance	**$ 255,090,188**	**$ 258,048,951**	**$ 264,824,917**

CITY OF DUBUQUE
LONG-TERM FINANCIAL PLAN
ALL BUDGETED FUNDS

	FY 2018 Actual	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Projected Budget	FY 2022 Projected Budget	FY 2023 Projected Budget	FY 2024 Projected Budget
Revenue							
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
Total Revenue	$201,278,028	$204,818,761	$ 214,745,470	$221,637,197	$213,219,559	$208,242,934	$238,642,254
Expenditures							
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
Total Expenditures	$201,859,998	$207,969,504	$ 221,961,572	$221,278,880	$210,958,776	$206,908,856	$229,698,146
Net Increase (Decrease) in Fund Balance	(581,970)	(3,150,743)	(7,216,102)	358,317	2,260,783	1,334,078	8,944,108
Beginning Fund Balance	53,812,160	53,230,190	50,079,447	42,863,345	43,221,662	45,482,445	46,816,523
Ending Fund Balance	$ 53,230,190	$ 50,079,447	$ 42,863,345	$ 43,221,662	$ 45,482,445	$ 46,816,523	$ 55,760,631

CITY OF DUBUQUE
LONG-TERM FINANCIAL PLAN
GENERAL FUND

	FY 2018 Actual	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Projected Budget	FY 2022 Projected Budget	FY 2023 Projected Budget	FY 2024 Projected Budget
Revenue							
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
Total Revenue	$ 68,855,568	$ 68,479,463	$ 71,236,166	$69,827,239	$ 71,599,095	$ 74,017,492	$ 76,125,566
Expenditures							
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
Total Expenditures	$ 67,156,270	$ 67,605,860	$ 71,266,669	$69,844,524	$ 71,069,088	$ 74,457,306	$ 76,190,150
Net Increase (Decrease) in Fund Balance	1,699,298	873,603	(30,503)	(17,285)	530,007	(439,814)	(64,584)
Beginning Fund Balance	9,914,433	11,613,731	12,487,334	12,456,831	12,439,546	12,969,553	12,529,739
Ending Fund Balance	$ 11,613,731	$ 12,487,334	$ 12,456,831	$12,439,546	$ 12,969,553	$ 12,529,739	$ 12,465,155

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.

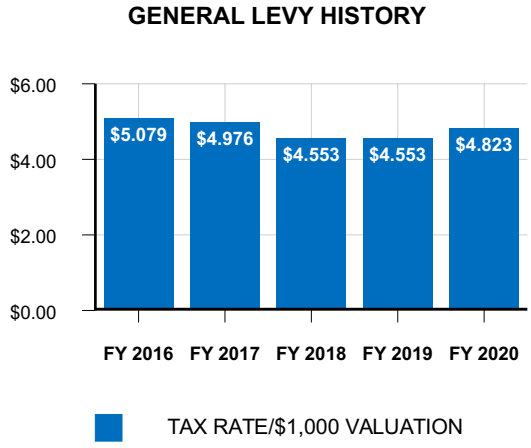
LINKING TO STRATEGIC GOALS
The City Council goals and priorities form the foundation for long-range financial planning, including five-year revenue and expenditure projections. The annually updated Council goals and priorities, in conjunction with the comprehensive plan, outline the City's vision for 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.

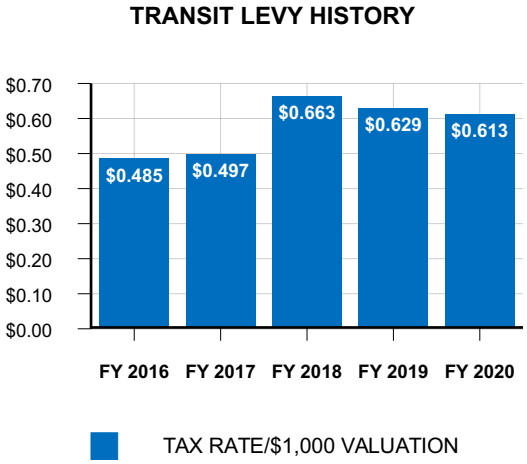
GENERAL LEVY HISTORY



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.

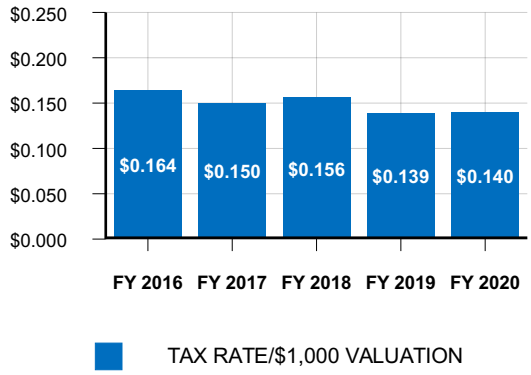
The State of Iowa requires this shift to maximize the General Levy first. Also, 50% of the one cent local option sales tax and 98% of the gaming revenues (taxes and lease) is applied for property tax relief which has created a savings in the total City tax rate of $3.65/$1,000 valuation.

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.



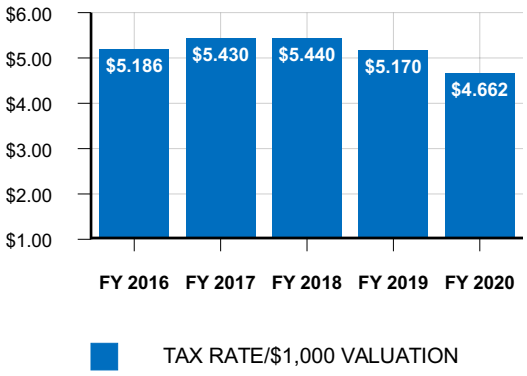
Outside of the General Fund levy, a **Tort Liability Levy** can be used without the vote of the electors to fund the cost of general liability insurance to the total amount necessary. The levy is collected in the Tort Liability fund and then transferred into the General Fund to pay general liability 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.

TORT LIABILITY LEVY HISTORY

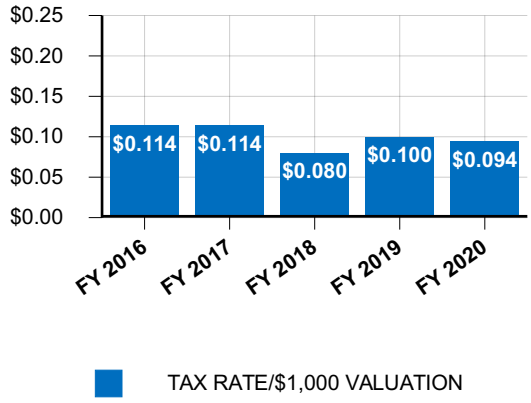


The **Trust and Agency Levy** is available for payroll benefit costs (as defined by the City Finance Committee) including Retirement (IPERS), Municipal Fire and Police Retirement (MFPRSI), Police Pensions, Social Security/Medicare, Police and Fire medical costs, Health Insurance, Worker's Compensation, 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



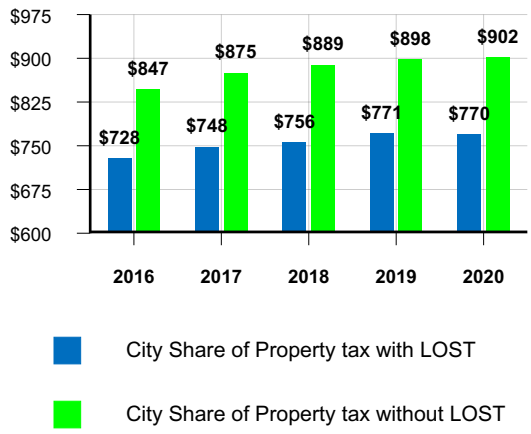
The final portion of the levy is for **Debt Service.** This levy is restricted to General Obligation (GO) bond debt and judgments. The City of Dubuque has a GO bond issuance for the replacement of fire trucks and an ambulance issued in FY 2011 for $1,355,500 and a franchise fee judgment bond issued in 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.

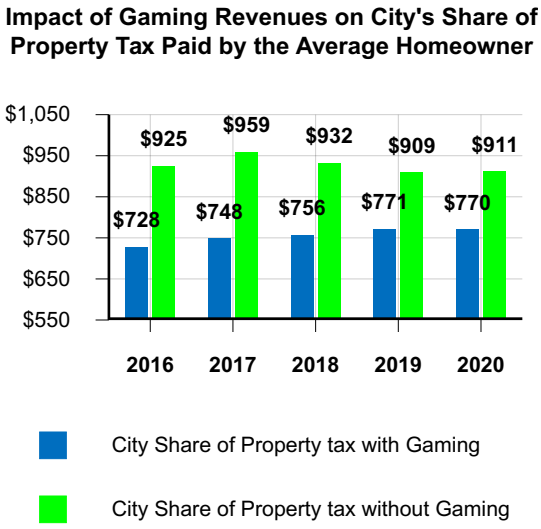
Also included are cable TV franchise fees (5%) and utility franchise fees (5% gas and 5% electric) – recommended to decrease 4.57% in FY 2020. The Fiscal Year 2020 projection for Cable Franchise Fees is $564,029. The Utility Franchise Fees FY 2020 projection is $4,794,979, all for property tax relief.

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.



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.

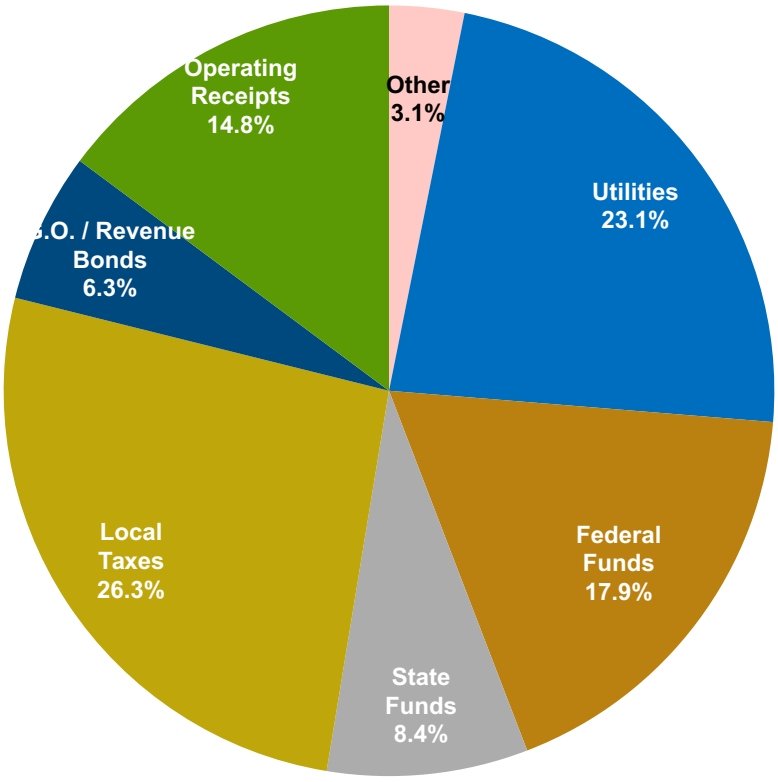
REVENUE HIGHLIGHTS

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

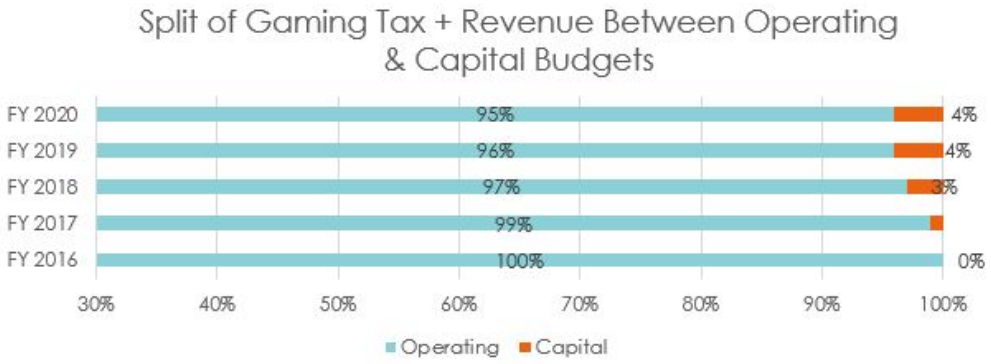
$45,165 increase from budget in FY 2019 and a $159,046 decrease from budget in FY 2018.

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
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.

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
Total		**$7,393,564**

*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.

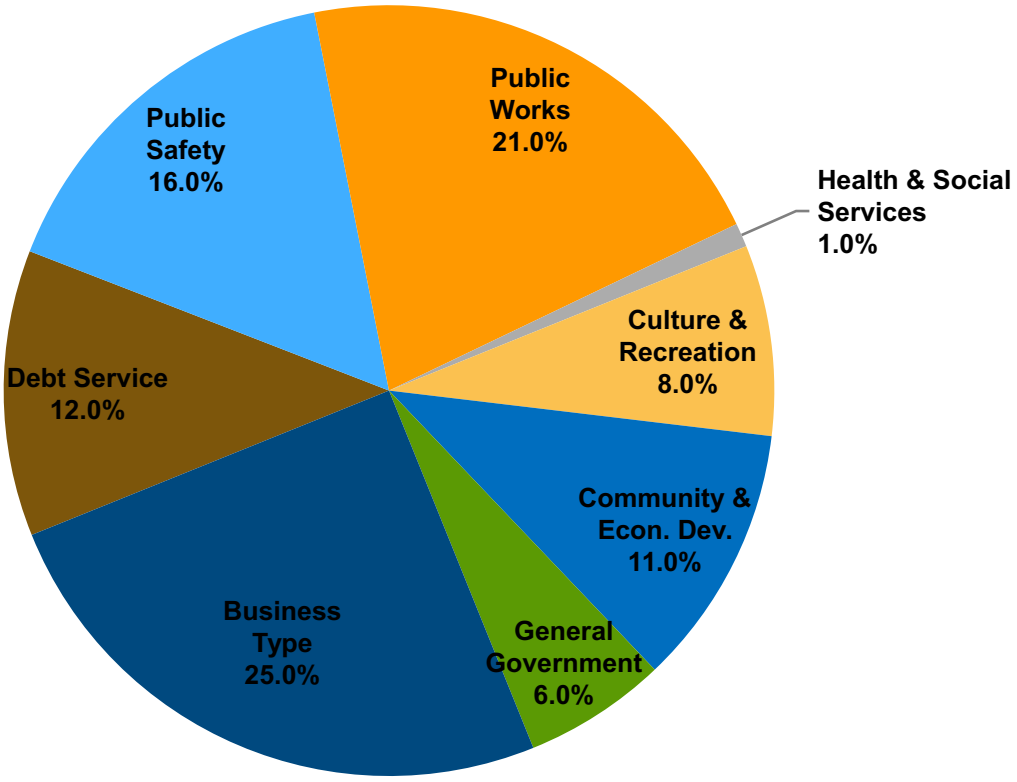
EXPENDITURE HIGHLIGHTS

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 UBP 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
PROJECTION											
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
AVERAGE CHANGE 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
4	**Ames**	**$31.17**
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
8	**Dubuque**	**$42.24**
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
5	**Dubuque**	**$15.62**
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.

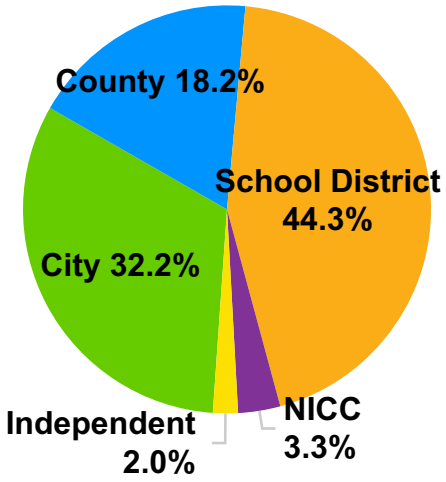
Stormwater Rate Comparison for the Largest Iowa Cities with Stormwater Fees

Rank	City	Stormwater Rate
10	Des Moines	$13.44
9	**Dubuque**	**$8.29**
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.

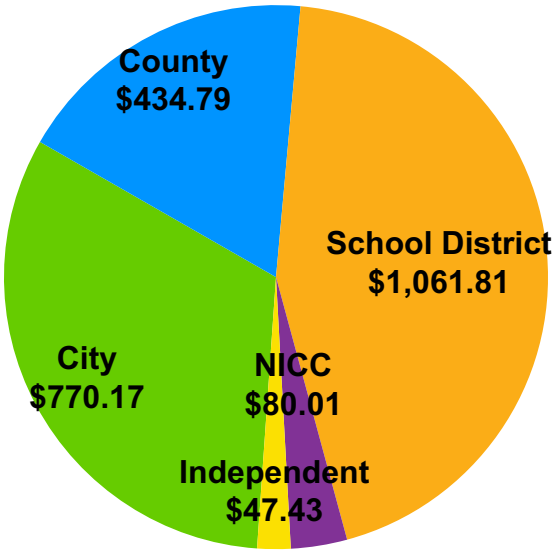
PROPERTY TAXES

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%
	100%

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	$	770.18

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**
Tax Levy				
Total Tax Levy (Tax Asking including Debt)	**FY 2018**	$ 25,642,542	$ 220,507	$ 25,863,049
Divided by Valuation Subject to Property Tax		$ 2,499,017,299	$2,833,898,452	
	Tax Rate	**$10.2611**	**$0.0778**	**$10.3389**
Tax Levy				
Total Tax Levy (Tax Asking including Debt)	**FY 2019**	$ 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	***Tax Rate***	**$10.4884**	**$0.1001**	**$10.5885**
Tax Rate = Net Requirement	**FY 2020**	$ 26,024,755	$ 271,326	$ 26,296,081
Divided by Valuation Subject to Property Tax		$ 2,542,043,245	$2,895,439,961	
Tax Rate in Dollars per $1,000	***Tax Rate***	**$10.2377**	**$0.0937**	**$10.3314**

TAX LEVY FUNDS	**BUDGET FY 2018 Rate in Dollars/$1,000**	**FY 2018 Amount Levied**	**BUDGET FY 2019 Rate in Dollars/$1,000**	**FY 2019 Amount Levied**	**BUDGET FY 2020 Rate in Dollars/$1,000**	**FY 2020 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
TOTAL	$10.8920	$25,863,049	$10.5884	$26,494,204	$10.3314	$26,296,081

City Property Tax Rate Comparison for Eleven Largest Iowa Cities

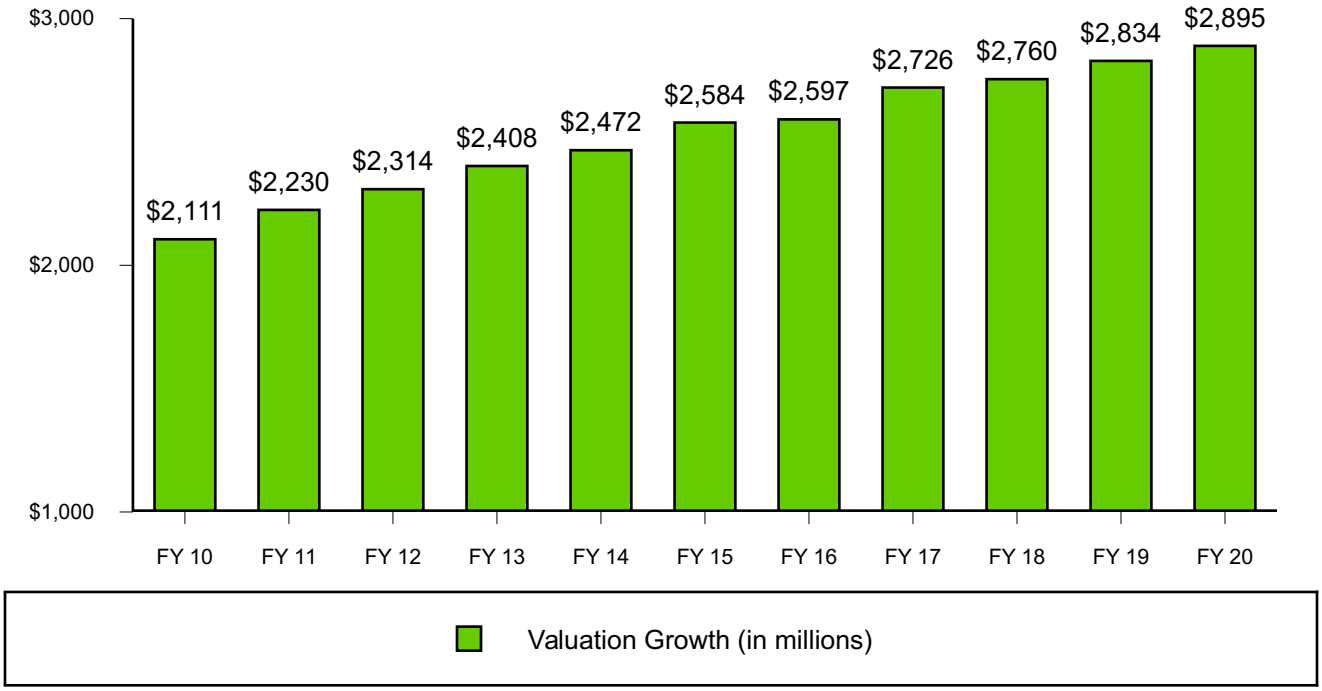
Rank	City	Tax Rate
11	Des Moines*	$18.3798
10	Council Bluffs	$18.2629
9	Waterloo	$17.5480
8	Davenport	$16.7800
7	Sioux City	$16.0707
6	Iowa City	$15.8331
5	Cedar Rapids	$15.4362
4	West Des Moines*	$11.7980
3	Ankeny*	$11.4140
2	**Dubuque**	**$10.3314**
1	Ames	$10.0256
	AVERAGE w/o Dubuque	$15.15

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)



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)%
Total	$2,895,439,961	100 %	2.17 %
Tax Increment Financing (TIF)	$(353,396,716)		4.60 %
Taxable Levy	**$2,542,043,245**		**1.84 %**

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%.

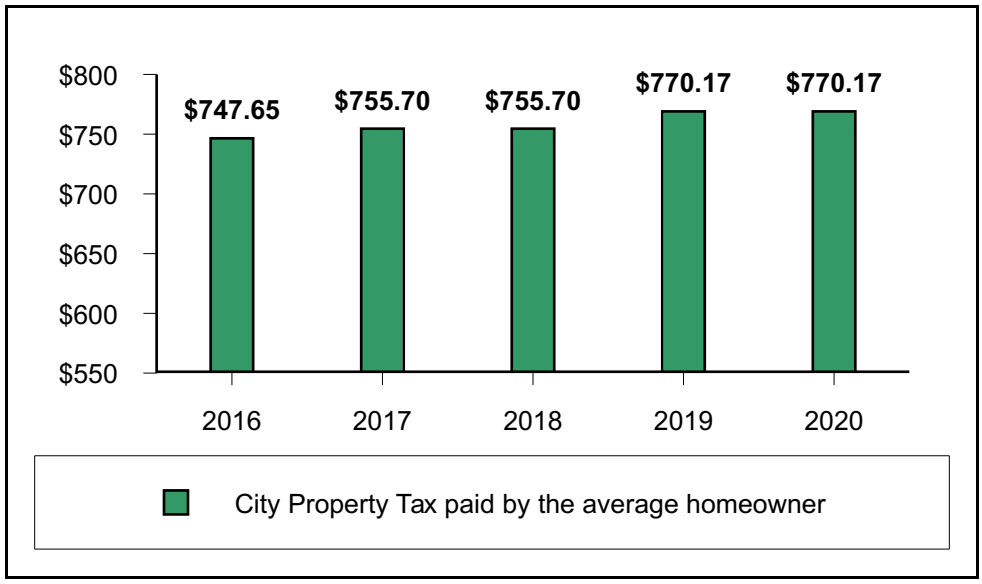
Comparison for Eleven Largest Iowa Cities
Taxable Value per Capita

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	**Dubuque (FY 20)**	**$455.27**	**$10.3314**	**57,686**	**2,542,043,245**
	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.

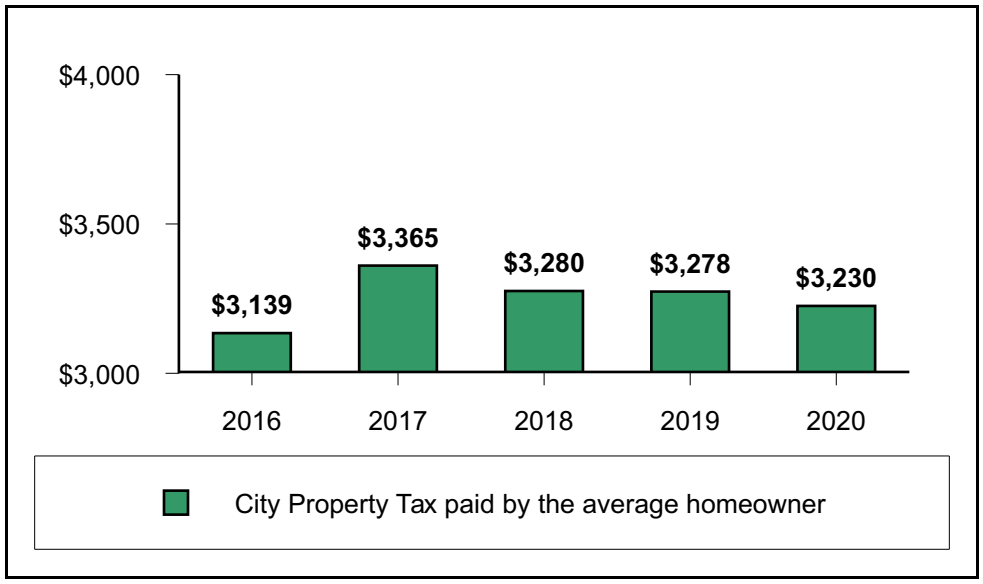
IMPACT OF BUDGET ON CLASS OF PROPERTY

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
Dollar Increase in Property Tax	**$0.00**
Percent Increase in Property Tax	**0.00%**

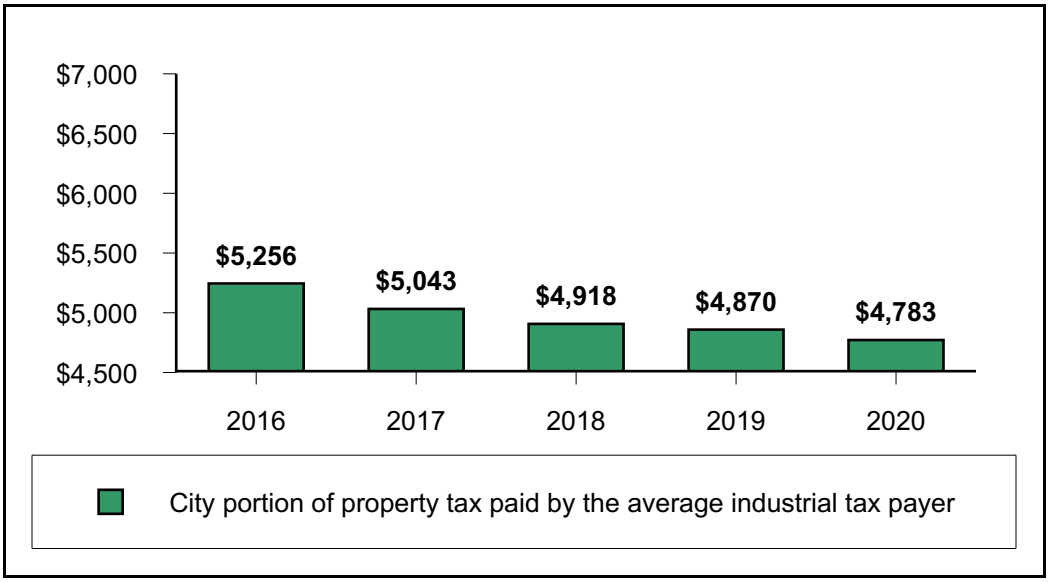
IMPACT OF BUDGET ON COMMERCIAL PROPERTY



Fiscal Year 2018	
January 1, 2016 Valuation	$432,475
Less Rollback Factor	0.9000
Fiscal Year 2018 Taxable Value	$389,228
Fiscal Year 2018 City Tax Rate	$10.8922
Fiscal Year 2018 City Property Tax	$4,239.55
Business Tax Credit	$959.11
Net Fiscal Year 2018 City Property Tax	$3,280.44
Dollar Decrease in Property Tax	**$0.00**
Percent Decrease in Property Tax	**— %**
Fiscal Year 2019	
January 1, 2017 Valuation	$432,475
Equalization Order	— %
Fiscal Year 2017 Taxable Value	$432,475
Less Rollback Factor	0.9000
Fiscal Year 2019 Taxable Value	$389,228
Fiscal Year 2019 City Tax Rate	$10.5884
Fiscal Year 2019 City Property Tax	$4,121.30
Business Tax Credit	$843.08
Net Fiscal Year 2019 City Property Tax	$3,278.22
Dollar Decrease in Property Tax	**$(2.22)**
Percent Decrease in Property Tax	**(0.07)%**
Fiscal Year 2020	
January 1, 2018 Valuation	$432,475
Less Rollback Factor	0.9000
Fiscal Year 2020 Taxable Value	$389,228
Fiscal Year 2020 City Tax Rate	$10.3314
Fiscal Year 2020 City Property Tax	$4,021.27
Business Tax Credit	$791.58
Net Fiscal Year 2020 City Property Tax	$3,229.69
Dollar Decrease in Property Tax	**-$48.53**
Percent Decrease in Property Tax	**-1.48 %**

IMPACT OF BUDGET ON CLASS OF PROPERTY

INDUSTRIAL



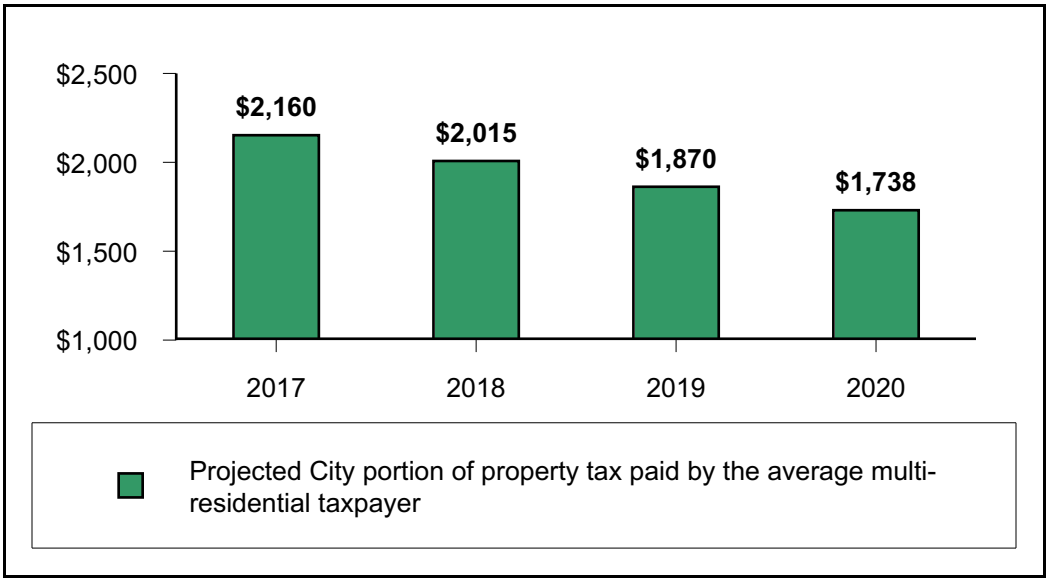
Fiscal Year 2018	
January 1, 2016 Valuation	$599,500
Less Rollback Factor	0.9000
Fiscal Year 2018 Taxable Value	$539,550
Fiscal Year 2018 City Tax Rate	10.8922
Fiscal Year 2018 City Property Tax	$5,876.89
Business Tax Credit	$959.11
Net Fiscal Year 2018 City Property Tax	$4,917.78
Dollar Decrease in Property Tax	**-$125.58**
Percent Decrease in Property Tax	**-2.49%**

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
Dollar Decrease in Property Tax	**($47.89)**
Percent Decrease in Property Tax	**-0.97%**

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
Dollar Decrease in Property Tax	**($87.16)**
Percent Decrease in Property Tax	**-1.79%**

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

Culture and Recreation	**$165.10**
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
Capital Projects	**$11.05**
General Government - Capital Projects	$6.58
Debt Service - Capital Projects	$4.47
Streets & Infrastructure	**$28.96**
Public Works	$15.25
Engineering	$13.71
Public Safety	**$415.90**
Police	$237.57
Fire	$157.69
Emergency Communications (E911)	$16.92
General Safety	$3.73
Community and Economic Development	**$30.46**
City Planning	$8.10
Housing and Community Development	$12.19
Economic Development	$10.17
General Government	**$63.86**
Administration	$31.99
Information Technology	$14.80
City Attorney's Office	$8.09
City Building Maintenance	$6.61
City Council	$2.37
Transportation Services	**$37.13**
Transit	$25.65
Airport	$11.47
Health and Social Services	**$17.71**
Health Services	$7.86
Human Rights	$9.85

TOTAL: $770.17

ARE THESE THE RIGHT PRIORITIES?
TRY AN INTERACTIVE SIMULATION TO MAKE YOUR OWN BUDGET AND SHARE IT WITH PUBLIC OFFICIALS.

BalancingAct

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
RECURRING DECISION PACKAGE COSTS				**GENERAL FUND**	
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

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

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

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Tax Impact
Information Services	Staff to attend the following education and training events/conferences: Superion, 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	$ —

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

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
	TOTAL GENERAL FUND NON-RECURRING PACKAGES		**$1,179,483**	**$ 276,927**	**$ 902,556**
NON-RECURRING DECISION PACKAGE COSTS					**GENERAL FUND**
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

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

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

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

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
	TOTAL GENERAL FUND NON-RECURRING PACKAGES		**$ 613,576**	**$ 146,938**	**$ 466,638**
	TOTAL RECURRING AND NON-RECURRING TAX SUPPORTED		**$1,793,059**	**$ 423,865**	**$1,369,194**

SUMMARY OF ADOPTED DECISION (IMPROVEMENT) PACKAGES FOR NON-PROPERTY TAX FUNDS

Department	Description	R/N	ADDL Expense	ADDL Revenue	Net Impact
Cable TV Fund					
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
	Subtotal Cable TV Fund		**46,888**	**—**	**46,888**
Road Use Tax Fund					
Public Works	Self contained hot patch heater that will warm cold mix asphalt patch during the non-paving season	NR	$ 18,000		$ 18,000
	Subtotal Road Use Tax Fund		**$ 18,000**		**$ 18,000**
ENTERPRISE FUNDS					
Parking Fund					
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
	Subtotal Parking Fund		**$ 17,200**		**$ 17,200**
Stormwater Fund					
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
	Subtotal Stormwater Fund		**$ 42,380**	**$ —**	**$ 42,380**
Water Fund					
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
	Subtotal Water Fund		**$ 99,322**	**$ —**	**$ 99,322**
Sanitary Sewer Fund					
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
	Subtotal W&RRC Fund		**$ 42,908**	**$ —**	**$ 42,908**
Solid Waste Fund					
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
	Subtotal Solid Waste Fund		**$ 38,070**	**$ —**	**$ 38,070**
	TOTAL NON-PROPERTY TAX FUND PACKAGES		**$ 304,768**	**$ —**	**$ 304,768**
	TOTAL IMPROVEMENT PACKAGES ALL FUNDS		**$ 1,961,306**	**$ 383,509**	**$ 1,577,797**

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

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.

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

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.
					Total change in FTE from FY 2019
TOTAL FTE CHANGES		**14.48**	**-5.03**	**0.96**	**10.41**
					Total FTE for FY 2020
TOTAL F.T.E.s FOR FY 2020		**577.50**	**75.15**	**57.44**	**710.09**

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

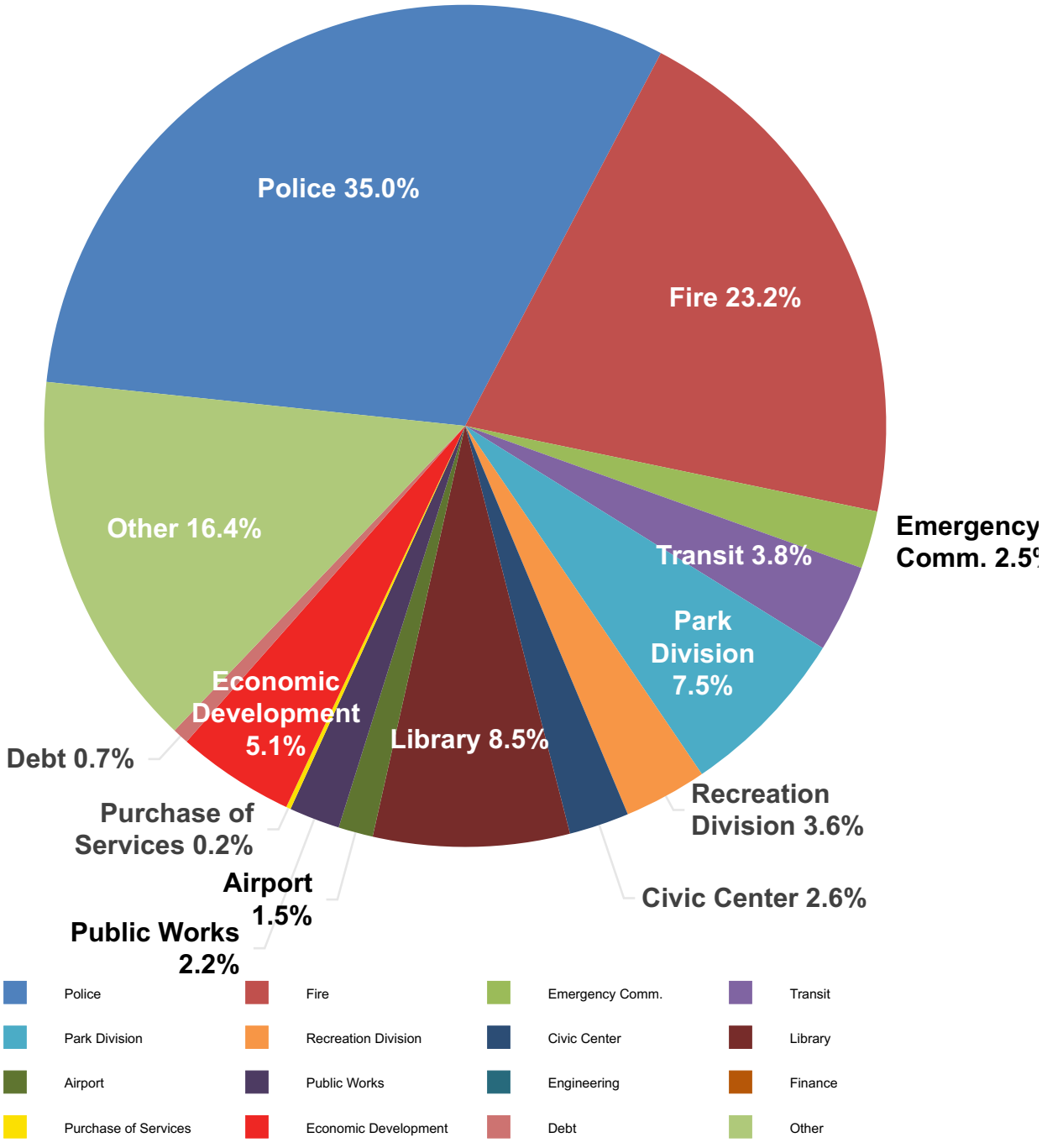
DEPARTMENT/ DIVISION	1981 NUMBER	36-YEAR HIGH FISCAL YR	NUMBER	36-YEAR LOW FISCAL YR	NUMBER	2018 NUMBER	2019 NUMBER	2020 NUMBER	NOTES
Housing Services	12.5	2019	27	1984-1985	10.5	25.00	23.52	27.00	(4) Lead Paint positions added in 2017 due to receiving grant and removed in October 2018, 3.75 Lead positions 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)
	588.75	**1981**	**588.25**	**1989**	**495.8**	567.06	562.02	577.5	**1.9% Reduction 1981-2020**

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

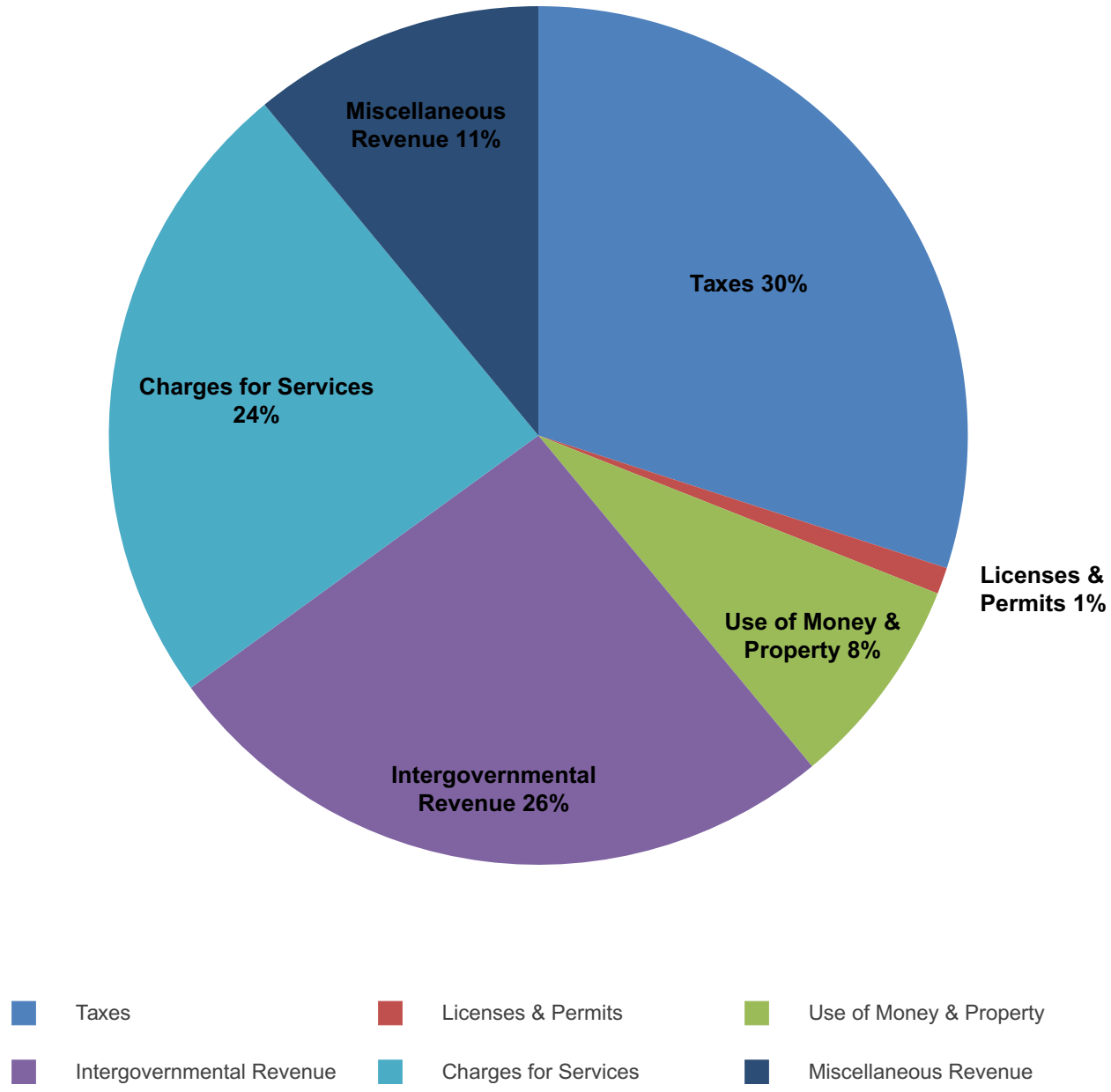
	FY 2019			FY 2020			
DEPARTMENT/DIVISION	TAXABLE FUNDS	REVENUE GENERATED & TRANS IN	NET OPERATING BUDGET	TAXABLE FUNDS	REVENUE GENERATED & TRANS IN	NET OPERATING BUDGET	% OF NET OPERATING BUDGET
Police	15,511,456	1,236,415	14,275,041	15,894,744	1,446,021	14,448,723	34.97 %
Emergency Comm. Center	1,545,623	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 OPERATING EXPENSE	DEBT SERVICE		TOTAL
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
Subtotal	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
Subtotal	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
Subtotal	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
Subtotal	0.0053	4.09	3.56		7.65
GRAND TOTAL		765.17	5.14		770.31

BUDGET REVENUE BY CATEGORY

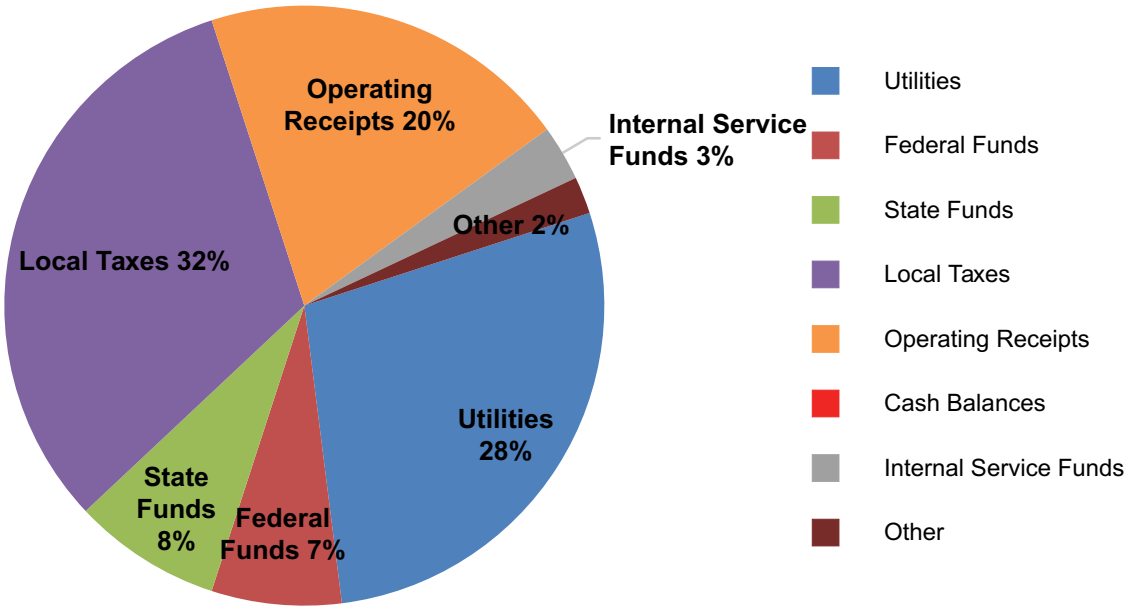


FY 2020 ADOPTED REVENUE BUDGET $184,267,135

SUMMARY OF TOTAL REVENUES
BY REVENUE CATEGORY

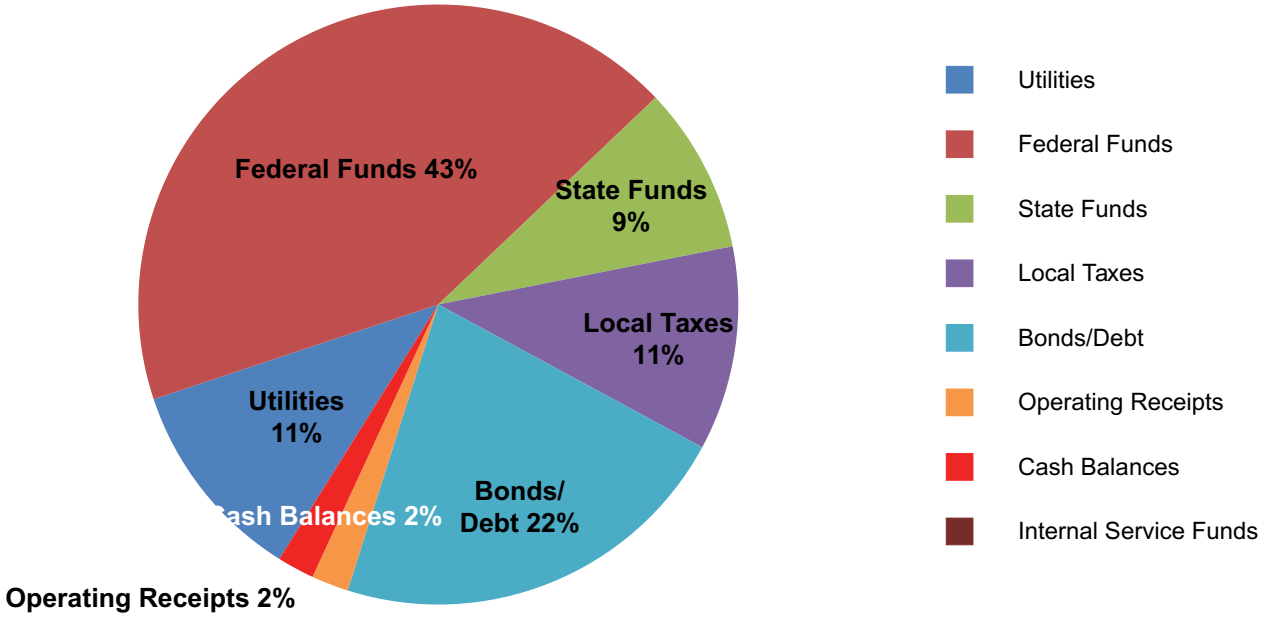
Revenue Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY20 Adopted Budget	% Change from Adopted FY19
Taxes					
Property Taxes	26,259,728	25,845,701	26,503,829	26,305,451	(0.75)%
Local Option Sales Tax	8,890,171	9,374,990	8,725,078	8,972,106	2.83 %
Hotel/Motel Taxes	2,206,527	2,276,763	2,375,778	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 %
Licenses & Permits					
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)%
Use of Money & Property					
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)%
Intergovernmental Revenue					
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)%
Charges for Services					
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 %
Special Assessments	313,064	173,374	30,000	30,000	— %
Miscellaneous Revenue					
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 %
Total Revenues Before Transfers	**197,880,766**	**172,442,355**	**171,650,362**	**184,267,135**	**7.35 %**
Transfers	31,456,514	28,835,673	33,168,399	30,478,335	(8.11)%
Grand Total Revenues	229,337,280	201,278,028	204,818,761	214,745,470	4.85 %

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
Utilities							
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%
Subtotal	43,028,604	43,656,675	22.80%	37,156,964	27.67%	6,499,711	11.37%
Federal Funds							
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%
Subtotal	23,380,964	33,743,341	17.62%	9,285,447	6.91%	24,457,894	42.77%
State Funds							
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%		—%
Subtotal	14,428,630	15,981,633	8.35%	11,063,532	8.24%	4,918,101	8.60%
Local Taxes							
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%

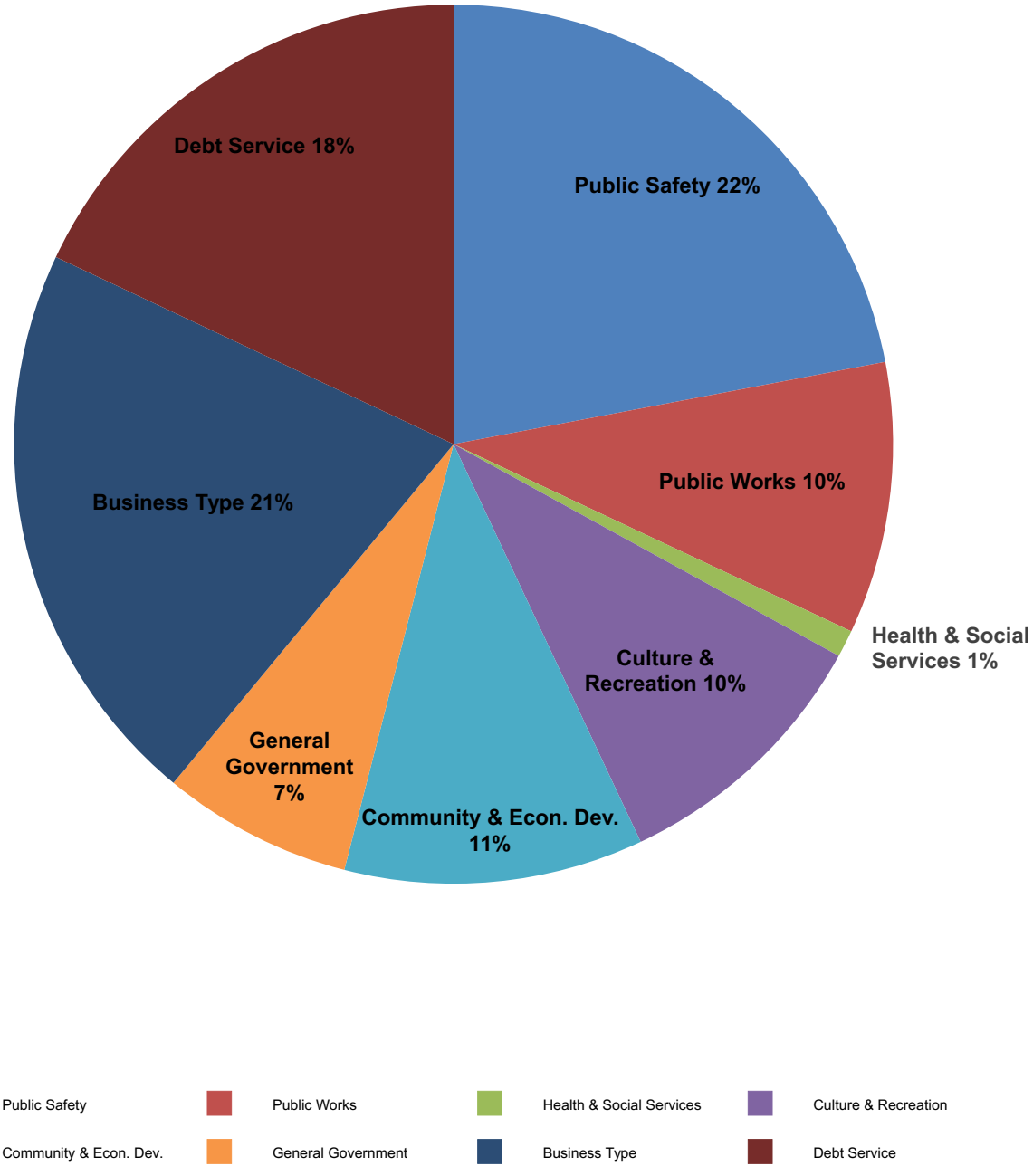
SUMMARY OF HOW BUDGETED EXPENDITURES ARE FUNDED
BY SOURCE OF INCOME

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%
Subtotal	50,393,012	49,606,401	25.91%	43,344,148	32.27%	6,262,253	10.95%
Operating Receipts							
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%		—%
Subtotal	26,219,791	28,030,016	14.64%	26,602,435	19.81%	1,427,581	2.50%
Cash Balances							
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%
Subtotal	371,684	1,687,277	0.88%	670,154	0.50%	1,017,123	1.78%
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

	FY19 Total Adopted Revenues	FY20 Total Adopted Budget		FY20 Adopted Operating Budget		FY20 Adopted Capital Budget	
Revenue Type	**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%
Subtotal	12,853,432	14,830,262	7.74%	2,232,805	1.66%	12,597,457	22.03%
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%
Total Budget	**174,778,105**	**191,483,237**	**100.00%**	**134,297,167**	**100.00%**	**57,186,070**	**100.00%**

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**

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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
OPERATING EXPENDITURES					
Public Safety					
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%
Public Works					
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%
Health & Social Services					
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%
Culture & Recreation					
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%
Community & Economic Development					
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

State Program / Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY20 Adopted Budget	% Change from Adopted FY19
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%
General Government					
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%
Business Type					
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%
TOTAL OPERATING EXPENDITURES	**146,100,021**	**131,293,273**	**131,216,119**	**134,297,167**	**2.35%**
Capital Improvement Projects (CIP)					
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%
TOTAL CIP EXPENDITURES	**48,705,656**	**41,731,051**	**43,584,986**	**57,186,070**	**31.21%**
Total Expenditures Before Transfers	**194,805,677**	**173,024,324**	**174,801,105**	**191,483,237**	**9.54%**
Interfund Transfers	31,425,044	28,835,673	33,168,399	30,478,335	-8.11%
Grand Total Expenditures	226,230,721	201,859,997	207,969,504	221,961,572	6.73%

*** 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
PROGRAM EXPENSE *					
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%
TOTAL OPERATING BUDGET	**146,100,022**	**131,293,273**	**131,216,119**	**134,297,167**	**2.35%**
CAPITAL IMPROVEMENTS	48,705,657	41,731,052	43,584,986	57,186,070	31.21%
TOTAL BUDGET	**194,805,679**	**173,024,325**	**174,801,105**	**191,483,237**	**9.54%**
*** 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
OPERATING EXPENDITURES BY FUND					
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%
TOTAL OPERATING BUDGET	146,100,022	131,293,273	131,216,119	134,297,167	**2.35%**
CAPITAL EXPENDITURES BY FUND					
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%
TOTAL CAPITAL BUDGET	**48,705,657**	**41,731,052**	**43,584,986**	**57,186,070**	**31.21%**
TOTAL BUDGET (excl' transfers)	**194,805,679**	**173,024,325**	**174,801,105**	**191,483,237**	**9.54%**

CITY OF DUBUQUE

FY20 ADOPTED BUDGET

BY MAJOR CATEGORIES AND DEPARTMENT & CAPITAL BUDGET BY DEPARTMENT

DEPARTMENT/DIVISION	EMPLOYEE EXPENSE	SUPPLIES & SERVICES	CAPITAL OUTLAY	NON-EXP ACCOUNTS	SUBTOTAL OPERATING	DEBT SERVICE	TOTAL BUDGET
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
TOTAL DEPTS/DIVISIONS	**63,273,791**	**42,500,163**	**3,667,170**	**949,093**	**110,390,217**	**23,906,950**	**134,297,167**

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
General	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
	Total, General Fund	**44,941,073**	**18,246,596**	**1,632,744**	**—**	**(437,706)**	**64,382,707**
Transit	Transit Division	2,559,601	1,182,433	3,315	—	—	3,745,349
	Total, Transit Fund	**2,559,601**	**1,182,433**	**3,315**	**—**	**—**	**3,745,349**
Intermodal Ramp	Transit Division	—	18,895	—	—	—	18,895
	Total, Transit Fund	**—**	**18,895**	**—**	**—**	**—**	**18,895**

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
Debt Service	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
	Total, Debt Service Fund	**—**	**—**	**—**	**10,779,398**	**—**	**10,779,398**
Tax Increment	Library Department	—	—	—	—	—	—
	Parking Division	—	—	—	—	—	—
	Economic Development	—	2,503,836	—	—	—	2,503,836
	Total, Tax Increment Funds	**—**	**2,503,836**	**—**	**—**	**—**	**2,503,836**
Road Use Tax	Public Works Department	2,458,644	3,193,942	193,750	—	223,771	6,070,107
	Engineering Department	—	212,448	287,046	—	—	499,494
	Total, Road Use Tax Fund	**2,458,644**	**3,406,390**	**480,796**	**—**	**223,771**	**6,569,601**
Community	Human Rights	—	—	—	—	—	—
Development	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
	Total, Comm. Dev. Fund	**607,669**	**240,103**	**350**	**—**	**—**	**848,122**
HUD Resiliency	Housing & Community Dev	175	1,021	—	—	—	1,196
Grant	Budget Department	—	—	—	—	—	—
	Total, HUD Resiliency Grant	**175**	**1,021**	**—**	**—**	**—**	**1,196**

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
Circles Donations	Housing & Community Dev	—	20,212	—	—	—	20,212
	Total, Circles Donations	**—**	**20,212**	**—**	**—**	**—**	**20,212**
Lead Paint Grant	Housing & Community Dev	342,429	67,036	18,000	—	—	427,465
	Total, Lead Paint Grant	**342,429**	**67,036**	**18,000**	**—**	**—**	**427,465**
State Rental	Economic Development	—	—	—	—	—	—
Rehab	Housing & Community Dev	—	3,000	—	—	—	3,000
	Total, UDAG Repmt. Fund	**—**	**3,000**	**—**	**—**	**—**	**3,000**
Section 8 Housing	Housing & Community Dev	651,592	5,538,567	17,035	—	—	6,207,194
	Total, Section 8 Housing Fund	**651,592**	**5,538,567**	**17,035**	**—**	**—**	**6,207,194**
Stylemaster Trust	Police Department - Canine Unit	—	1,000	5,000	—	—	6,000
	Total Stylemaster Trust	**—**	**1,000**	**5,000**	**—**	**—**	**6,000**
Water Operating	Water Department	2,404,255	2,601,359	736,780	3,689,299	—	9,431,693
	Engineering Department - One Calls	20,010	—	—	—	—	20,010
	Total, Water Operating Fund	**2,424,265**	**2,601,359**	**736,780**	**3,689,299**	**—**	**9,451,703**
Sewer Operating	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
	Total, Sewer Operating Fund	**2,057,212**	**3,213,014**	**279,675**	**5,229,832**	**29,508**	**10,809,241**
Solid Waste Operating	Public Works Department	1,735,797	1,002,613	79,040	7,286	68,852	2,893,588
	Total, Solid Waste Oper. Fund	**1,735,797**	**1,002,613**	**79,040**	**7,286**	**68,852**	**2,893,588**
Salt Operations	Public Works Department	—	167,532	—	—	4,918	172,450
	Total, Salt Operations	**—**	**167,532**	**—**	**—**	**4,918**	**172,450**

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
Stormwater Operating	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
	Total, Stormwater Operating	**520,924**	**955,632**	**146,986**	**2,161,259**	**14,754**	**3,799,555**
Landfill							
DMASWA	Public Works Department	1,120,943	1,909,637	24,000	660,659	71,313	3,786,552
	Total, Landfill Operating Fund	**1,120,943**	**1,909,637**	**24,000**	**660,659**	**71,313**	**3,786,552**
Parking Operating	Parking Division	665,979	890,075	205,549	1,379,217	—	3,140,820
	Total, Parking Operating Fund	**665,979**	**890,075**	**205,549**	**1,379,217**	**—**	**3,140,820**
Cable TV	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
	Total, Cable TV Fund	**407,909**	**204,712**	**16,400**	**—**	**—**	**629,021**
Expendable							
Library Gifts	Library Department	38,600	102,480	16,500	—	—	157,580
	Total, Expendable Library Gifts	**38,600**	**102,480**	**16,500**	**—**	**—**	**157,580**
Permanent	Library Gift Trust	—	—	—	—	—	—
	Park Division-Lyons Peony Trust	—	2,000	—	—	—	2,000
	Total, Permanent Funds	**—**	**2,000**	**—**	**—**	**—**	**2,000**
Internal							
Service Funds	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
	Total, Service Fund	**2,740,979**	**213,664**	**5,000**	**—**	**982,039**	**3,941,682**
TOTAL OPERATING BUDGET (excl' transfers)		**63,273,791**	**42,491,807**	**3,667,170**	**23,906,950**	**957,449**	**134,297,167**

CITY OF DUBUQUE
FUND BALANCE, INCOME AND EXPENSE SUMMARY
FY20 ADOPTED BUDGET

FUND	BEG. BALANCE	PLUS INCOME NOT TAXES	PLUS TRANSFERS IN	PLUS PROPERTY TAX	LESS ENDING BALANCE
GENERAL					
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
SPECIAL REVENUE					
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
G.O. DEBT SERVICE	$ 260,775	$ 19,561	$ 10,488,511	$ 271,326	$ 260,775
SUBTOTAL, G.O. Debt	$ 260,775	$ 19,561	$ 10,488,511	$ 271,326	$ 260,775
PERMANENT					
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
CAPITAL PROJECT					
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
GENERAL					
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
SPECIAL REVENUE					
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
G.O. DEBT SERVICE			$ 10,779,398	$ 10,779,398	
SUBTOTAL, G.O. Debt		$ —	$ 10,779,398	$ 10,779,398	$ —
PERMANENT					
Library Gifts Trust					
E.B.Lyons Peony Trust			$ 2,000	$ 2,000	
SUBTOTAL, Trust Funds		$ —	$ 2,000	$ 2,000	$ —
CAPITAL PROJECT					
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

FUND	BEG. BALANCE	PLUS INCOME NOT TAXES	PLUS TRANSFERS IN	PLUS PROPERTY TAX	LESS ENDING BALANCE
UTILITY/ENTERPRISE					
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
SUBTOTAL, Utility Enterprise Fund	$ 34,634,491	$ 58,615,142	$ 4,375,083	$ 1,558,460	$ 30,855,328
TOTAL ALL FUNDS	$ 63,719,258	$ 157,971,054	$ 28,919,875	$ 26,296,081	$ 56,503,156

CITY OF DUBUQUE
FUND BALANCE, INCOME AND EXPENSE SUMMARY
FY20 ADOPTED BUDGET

FUND	LESS TRANSFERS OUT	TOTAL BUDGET	REQUIREMENTS OPERATING BUDGET	CAPITAL BUDGET
UTILITY/ENTERPRISE				
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
SUBTOTAL, Utility Enterprise Fund	$ 6,439,204	$ 61,888,644	$ 41,759,835	$ 20,128,809
TOTAL ALL FUNDS	$ 28,919,875	$ 191,483,237	$ 134,297,167	$ 57,186,070

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	— %	$ —
Total	**$ 63,719,258**	**$213,187,010**	**$ 220,403,112**	**$ 56,503,156**	**(11.32)%**	**$ (7,216,102)**

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 panning 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

First Time Home Buyer Program **$20,000**

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.

National Objective:	Low and Moderate-Income Housing
Location:	Citywide
Proposed Accomplishments:	4 Households
Priority:	High
Objective/Outcome:	Decent Housing/Affordability (DH2)

Homeowner Rehabilitation **$75,000**

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.

National Objective:	Low and Moderate-Income Housing
Location:	Citywide
Proposed Accomplishments:	3 Housing Units
Priority:	High
Objective/Outcome:	Decent Housing/Affordability (DH2)

Housing Inspection Program (Area Basis) **$109,536**

Intensive inspection program of rental units within low and moderate-income residential neighborhoods to ensure safe and sanitary housing.

National Objective:	Low and Moderate-Income Benefit
Location:	Low/Mod Residential Areas
Proposed Accomplishments:	700 Housing units
Priority:	High
Objective/Outcome:	Decent Housing/Affordability (DH2)

Lead Hazard Reduction (Lead & Healthy Homes Grant Match) **$40,000**

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.

National Objective:	Low and Moderate-Income Housing
Location:	Citywide
Proposed Accomplishments:	4 Housing units
Priority:	High
Objective/Outcome:	Decent Housing/Sustainability (DH3)

Lead Service Line Replacement **$30,000**

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.

National Objective:	Low and Moderate-Income Housing
Location:	Citywide
Proposed Accomplishments:	6 Housing units
Priority:	High
Objective/Outcome:	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)

Grand Total: CDBG Funding Proposed for FY 2019 **$1,462,701**

Contingency **$16,262**

CITY OF DUBUQUE

COMMUNTIY 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 13th St

Dubuque, IA 52001

www.cityofdubuque.org/cdbg

(563) 589-4116

City of Dubuque
Fiscal Year 20 Annual Action Plan for the use of Community Development Block Grant
Plan Year 5

Revenue Estimates	**FY20 Recommended**
Entitlement Estimate	**1,073,776**
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
Program Income	**405,187**
Total Resources	**1,478,963**
Administration	235,883
Housing & Community Development	956,332
Neighborhood Development	270,486
Total Requirements	**1,462,701**
Variance	16,262

	FY 20 Recommended
Administration	**235,883**
Housing & CD Development Administration	37,547
Housing Program Administration	46,213
Neighborhood Development Administration	60,219
Planning, Monitoring, & Budget	91,904
Housing & Community Development	**956,332**
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
Neighborhood Development	**270,486**
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
Grand Total	**1,462,701**

Administration and Public Service CAPS

		Admin	Public Service	Uncapped	Total
Entitlement Estimate		**1,073,776**	**1,073,776**	**1,073,776**	**1,073,776**
	Prior Year Program Income		**370,421**		
	Current Year Program Income	**405,187**		**405,187**	**405,187**
Total Resources		**1,478,963**	**1,073,776**	**1,478,963**	**1,478,963**
	% 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
Variance for CAPS		**59,910**	**6,984**	**16,262**	**16,262**

FY 20 Recommended	Admin	PUBLIC SERVICE	UNCAPPED	Grand Total
Administration	**235,883**			**235,883**
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
Housing & Community Development			**956,332**	**956,332**
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
Neighborhood Development		**209,646**	**60,840**	**270,486**
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
Grand Total	**235,883**	**209,646**	**1,017,172**	**1,462,701**

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:

Project	Amount of Debt Issue	FY 2020 Debt Service
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	—
GRANDTOTAL	**1,971,487**	**14,251**

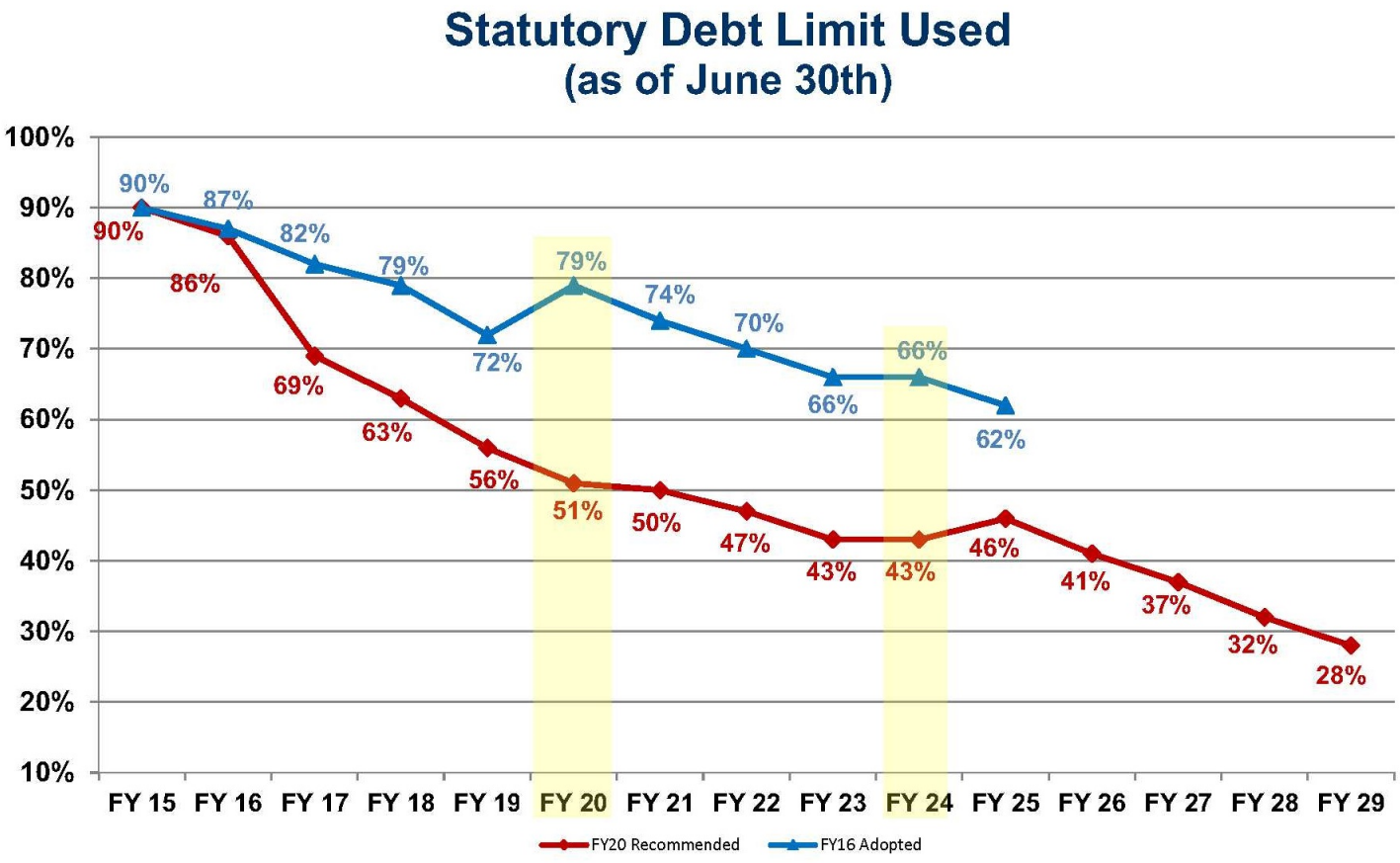
The new debt issued in fiscal year 2020 will be issued in June, which delays debt service until fiscal year 2021.

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.



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%

STATUTORY DEBT CAPACITY
FISCAL YEAR 2020 ADOPTED BUDGET

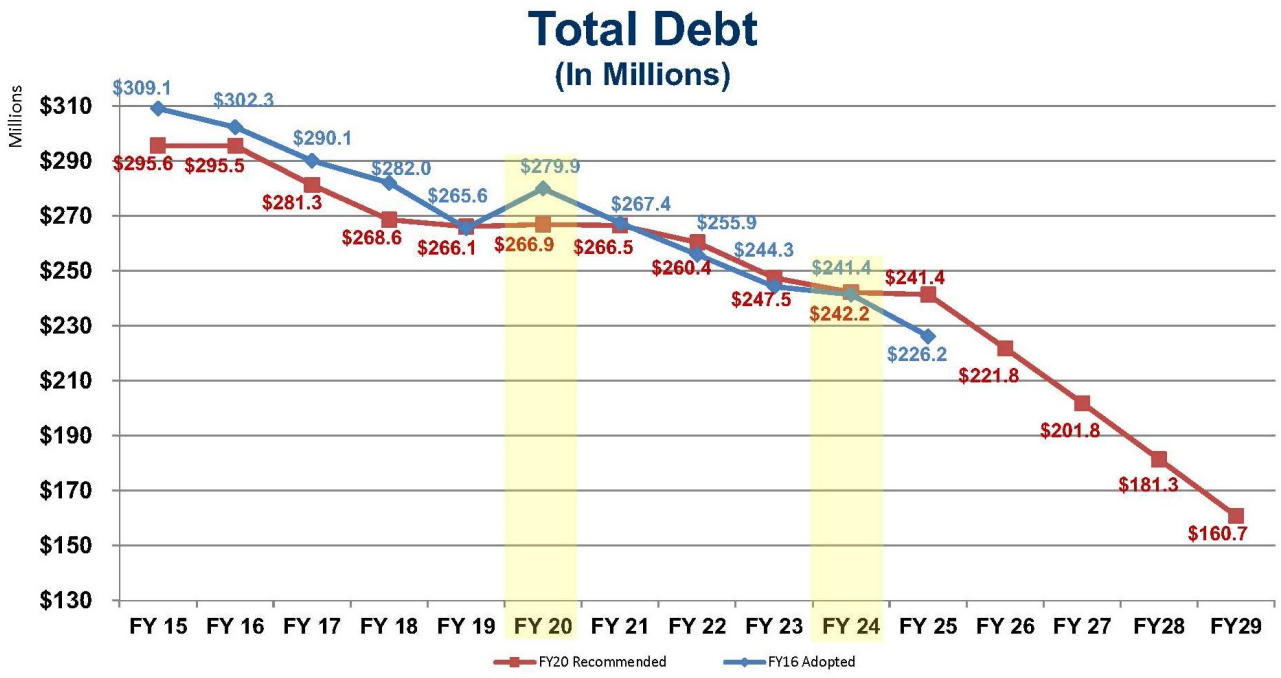
The Iowa Constitution (Article XI, Section 3) stipulates that the debt of a community may not exceed five percent of the **Actual Assessed Value** of Taxable Property (debt levy) within the city or town.

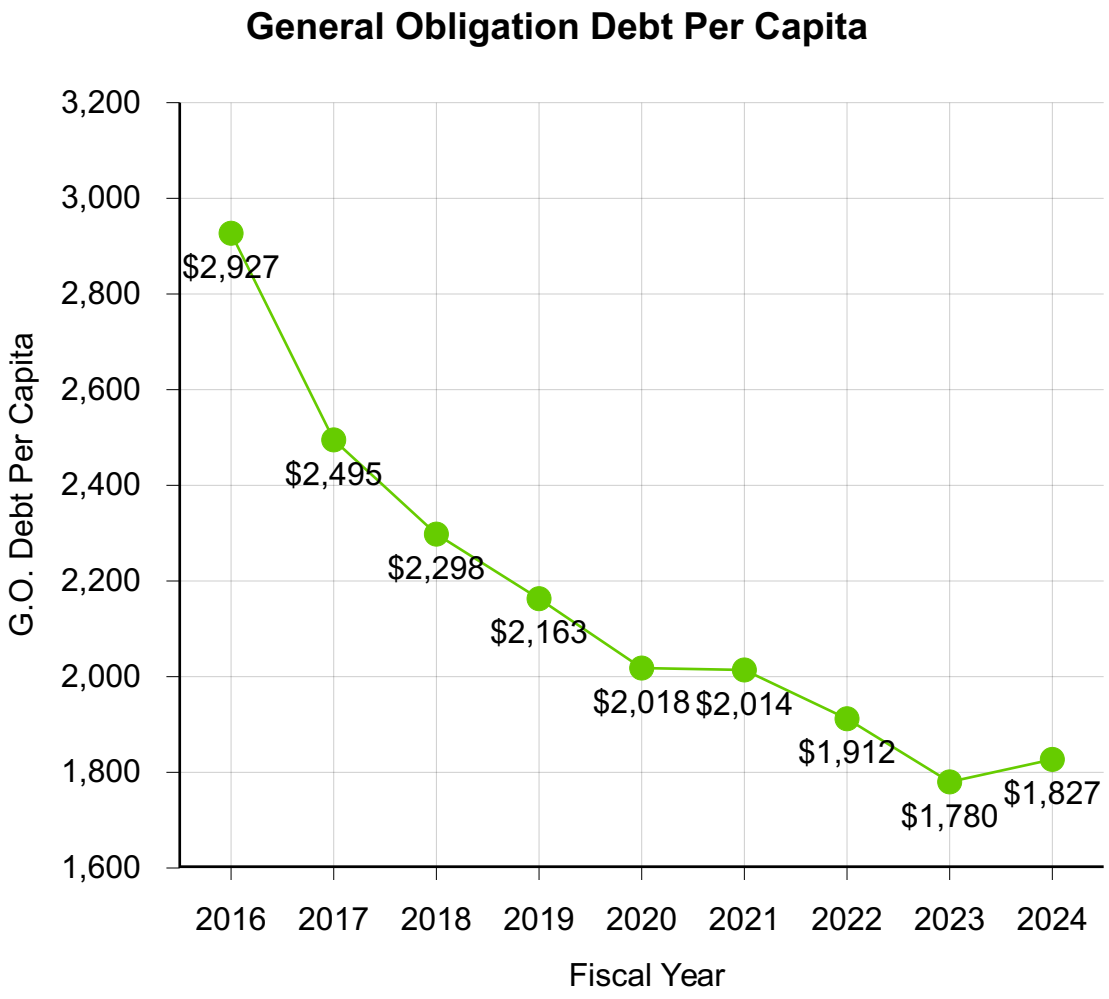
General Obligations, TIF debt (bonds, notes and rebates), and leases paid from the general fund are included as indebtedness of the City under the statutory debt limit.

	January 1, 2018
	FY 2020
ASSESSED VALUE OF REAL PROPERTY	$4,185,443,800
Less Veterans' Exemption	(4,520,732)
Subtotal	4,180,923,068
UTILITIES ASSESSED VALUE	372,306,418
TOTAL ASSESSED VALUE OF TAXABLE PROPERTY	4,553,229,486
	June 30, 2020
STATUTORY DEBT (5% OF TOTAL ASSESSED VALUE)	$227,661,474
Less Outstanding G.O. Debt, TIF Debt & Lease Obligations paid from General Fund	$116,425,803
STATUTORY DEBT CAPACITY	$111,235,671
PERCENT OF LEGAL DEBT MARGIN UTILIZED	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 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
General Obligation Bonds (Essential Corporate Purpose)								
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 Cooridor - 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

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

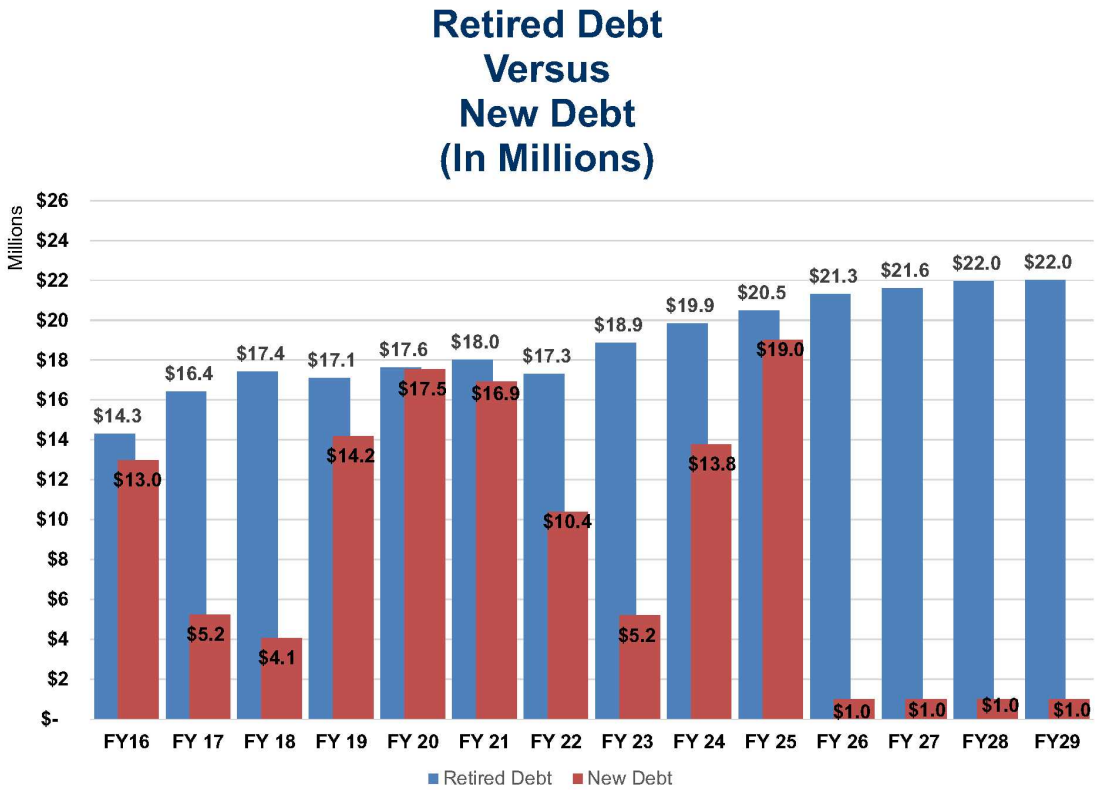
Description	Date of Issue	Average Interest Rate	Year of Final Payment	Amount of Issue	Principal Outstanding 6/30/19	Principal Due FY 2020	Interest Due FY 2020	Principal Outstanding 6/30/20
Water System Improvements	04-04-16	2.7896%	2035	635,000	555,000	30,000	14,688	525,000
Total General Obligation Bonds				120,660,759	91,695,382	7,938,503	2,877,329	85,728,366
Tax Increment								
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
Total Tax Increment Bonds				23,025,000	19,535,000	550,000	1,465,125	18,985,000
40 Main (GDTIF)	08-06-09		2020	690,529	176,055	85,175	10,235	90,880
Total Tax Increment Notes				690,529	176,055	85,175	10,235	90,880
Total Tax Increment				23,715,529	19,711,055	635,175	1,475,360	19,075,880
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-Appropr)	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
Total TIF Rebates				29,238,581	9,467,350	2,446,822	—	7,826,654
General Fund Leases	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
Total Other Lns-Rev Backed				4,500,000	3,722,825	82,922	135,000	3,639,903
Total City Indebtedness Subject to Debt Limit				178,309,029	124,751,612	11,103,422	4,487,689	116,425,803
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

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 WRRC 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
Total Revenue Bonds				192,649,000	141,390,905	6,515,576	3,594,082	150,450,197
Total City Indebtedness				370,958,029	266,142,517	17,618,998	8,081,771	266,876,000
Statutory Debt Limit					**221,512,756**			**$227,661,474**
% of Debt Limit Used					**56.32%**			**51.14%**
Remaining Debt Capacity					**96,761,144**			**111,235,671**

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:



* 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:

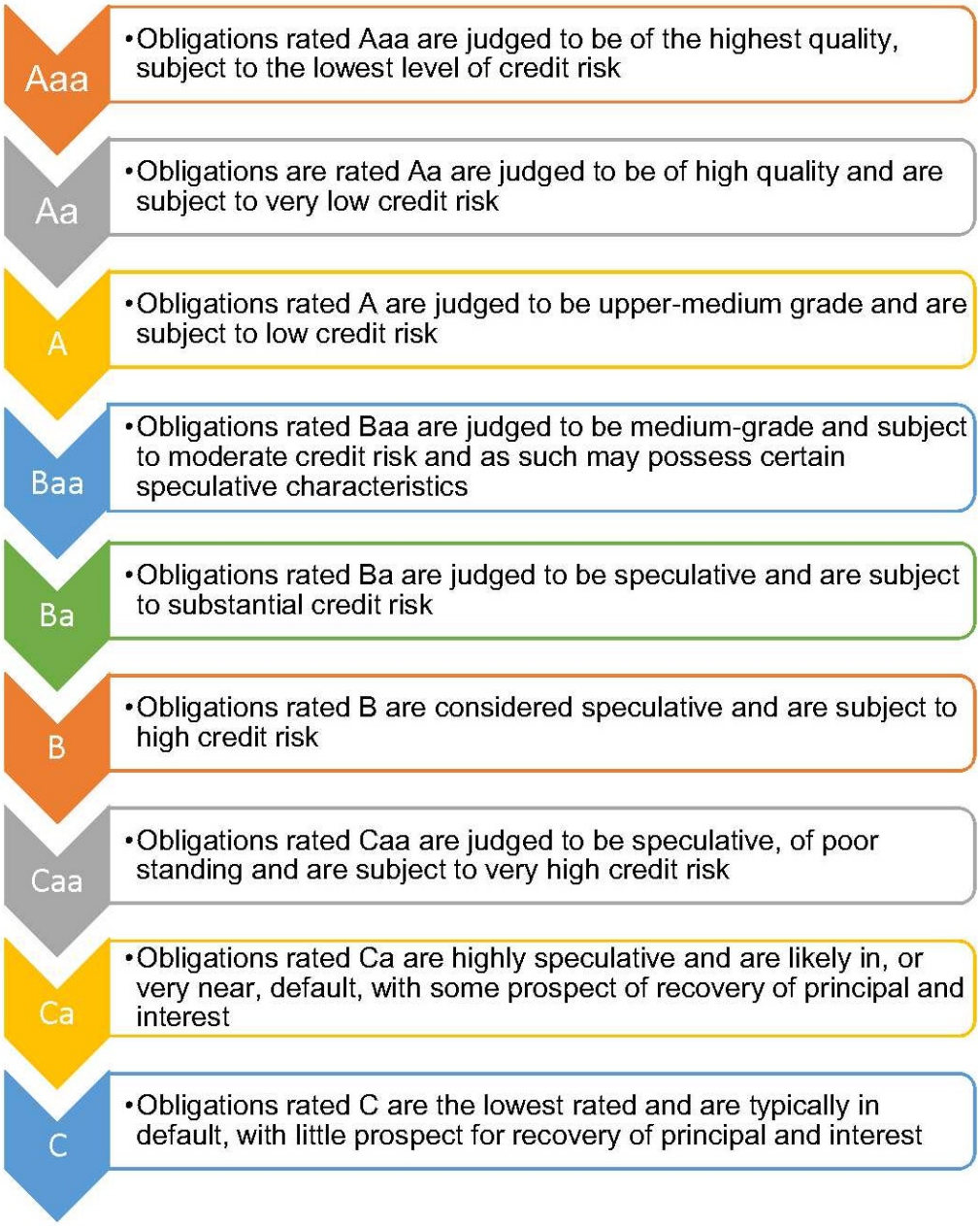
Credit Strengths:

- 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

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:

Debt Obligation	**6/30/2019 Principle Outstanding**
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
Total City Indebtedness as of June 30, 2018	**$ 266,142,517**

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

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
Total New Debt	**$ 2,836,487**	**$ 13,777,669**	**$ 9,363,511**	**$ 5,186,976**	**$ 13,777,205**	**$ 44,941,848**

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
Total Draw Downs	**$ 14,709,868**	**$ 3,128,622**	**$ 1,030,000**	**$ —**	**$ —**	**$18,868,490**

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
Net Debt Reduction	**-$72,643**	**-$1,108,677**	**-$6,926,526**	**-$13,681,561**	**-$6,076,183**	**-$27,865,590**

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
TOTAL	**57,186,070**	**39,483,922**	**32,577,776**	**25,890,261**	**37,642,201**	**192,780,230**

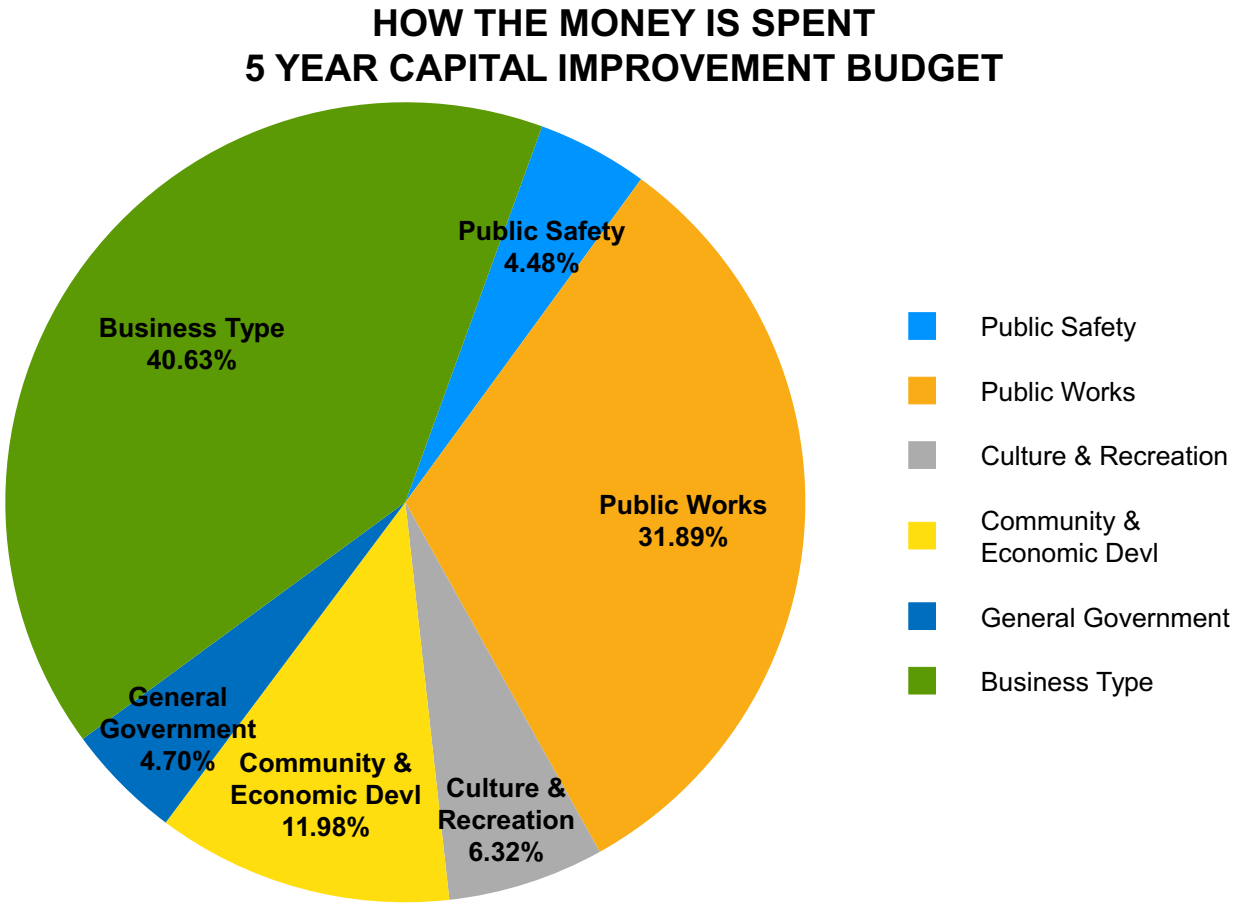
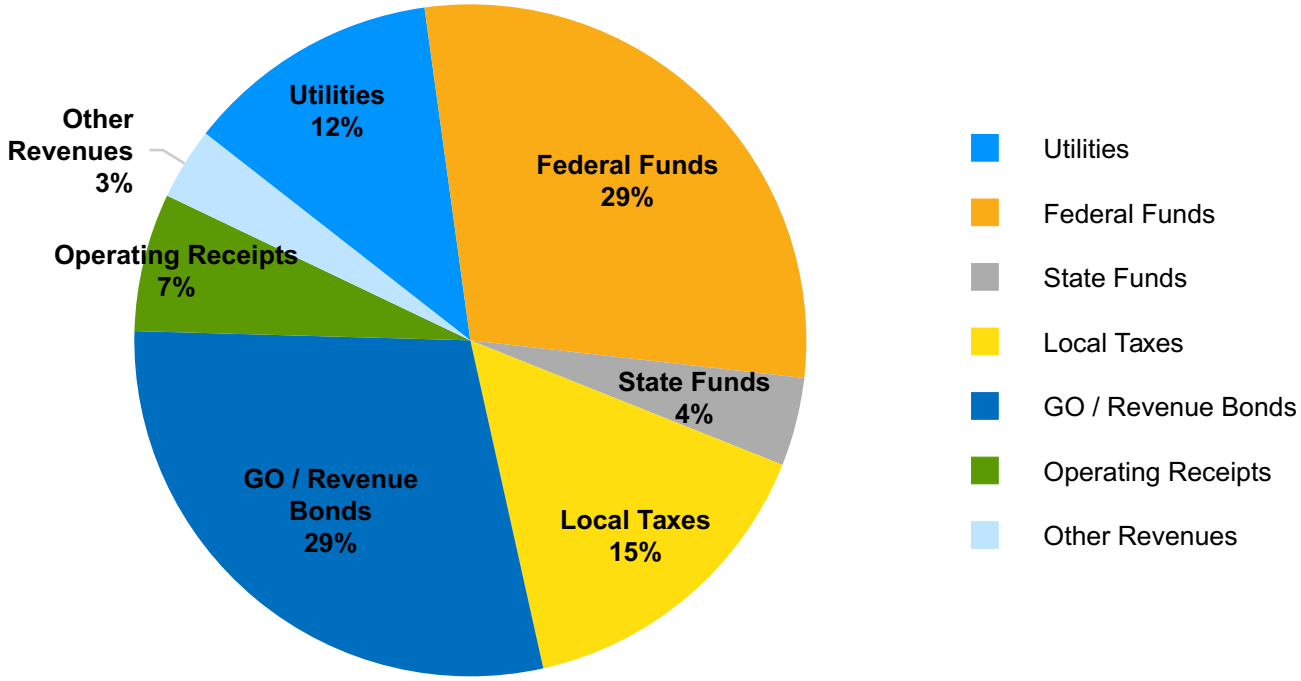


TABLE 2 - CIP FUNDING SOURCES

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
TOTAL	**57,186,070**	**39,483,922**	**32,577,776**	**25,890,261**	**37,642,201**	**192,780,230**

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
Total Operating Impact	412,927	1,322,017	1,778,227	1,995,327	2,469,644

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
Total Operating Costs	412,927	1,322,017	1,778,227	1,995,327	2,469,644

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

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:

Debt Obligation	**6/30/2019 Principle Outstanding**
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
Total City Indebtedness as of June 30, 2018	**$ 266,142,517**

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

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
Total New Debt	**$ 2,836,487**	**$ 13,777,669**	**$ 9,363,511**	**$ 5,186,976**	**$ 13,777,205**	**$ 44,941,848**

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
Total Draw Downs	**$ 14,709,868**	**$ 3,128,622**	**$ 1,030,000**	**$ —**	**$ —**	**$18,868,490**

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
Net Debt Reduction	**-$72,643**	**-$1,108,677**	**-$6,926,526**	**-$13,681,561**	**-$6,076,183**	**-$27,865,590**

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%

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:

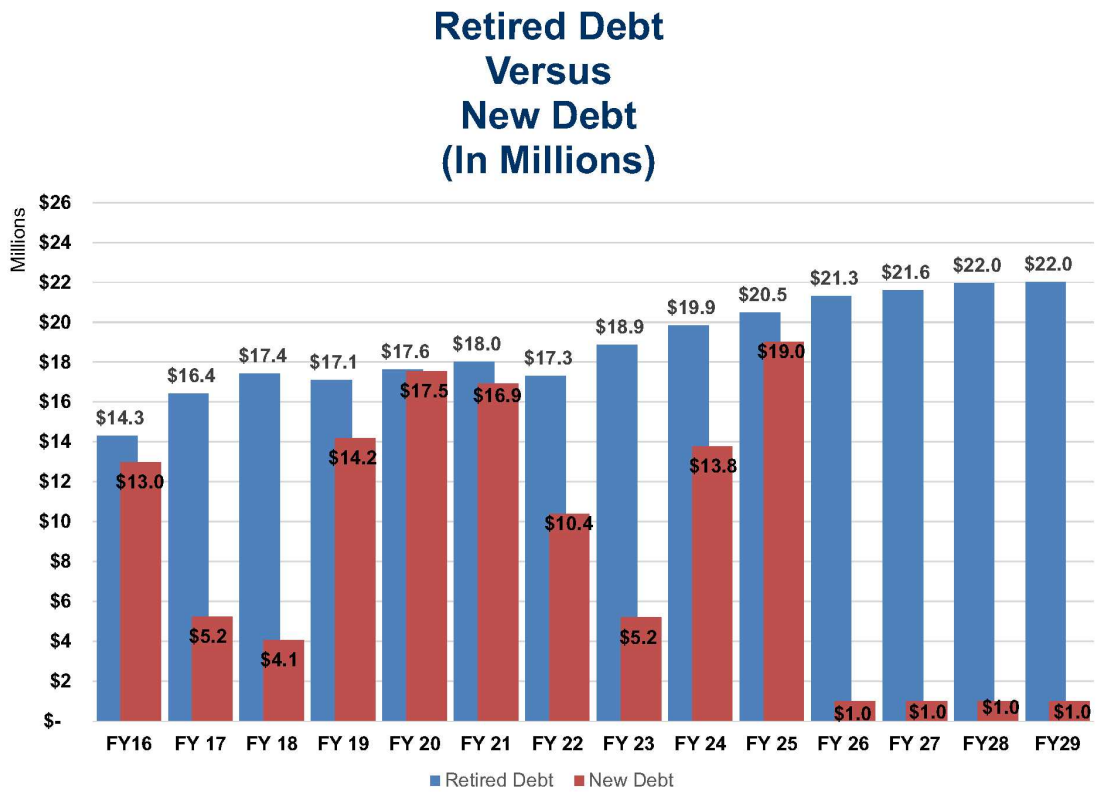
Fiscal Year 2018 Legal Debt Limit Comparison for Eleven Largest Iowa Cities

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%

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.

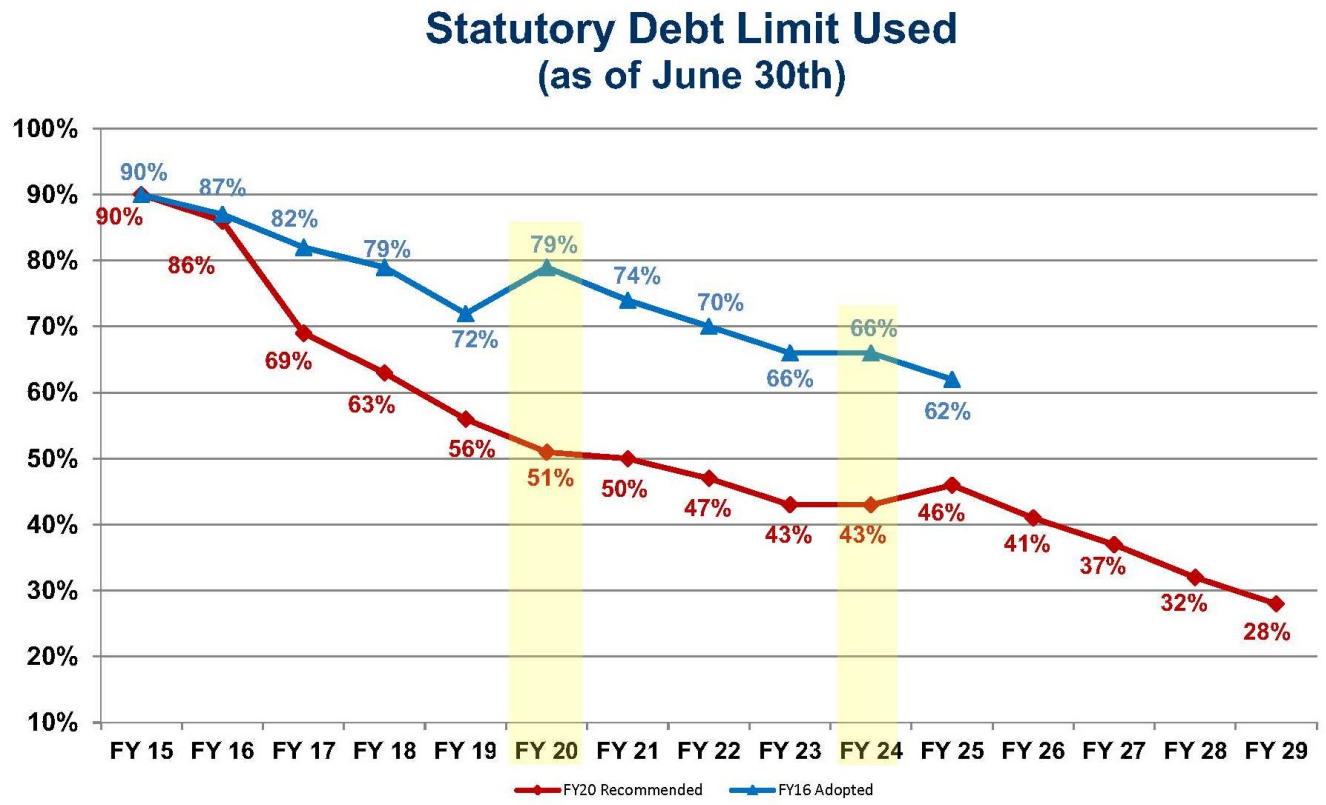
The following chart shows the amount of retired debt as compared to new debt for the five-year Capital Improvement Program ending in Fiscal Year 2024 and then for 10 years ending in Fiscal Year 2029. The new debt includes new debt issuances as well as draw downs on existing state revolving fund loans:



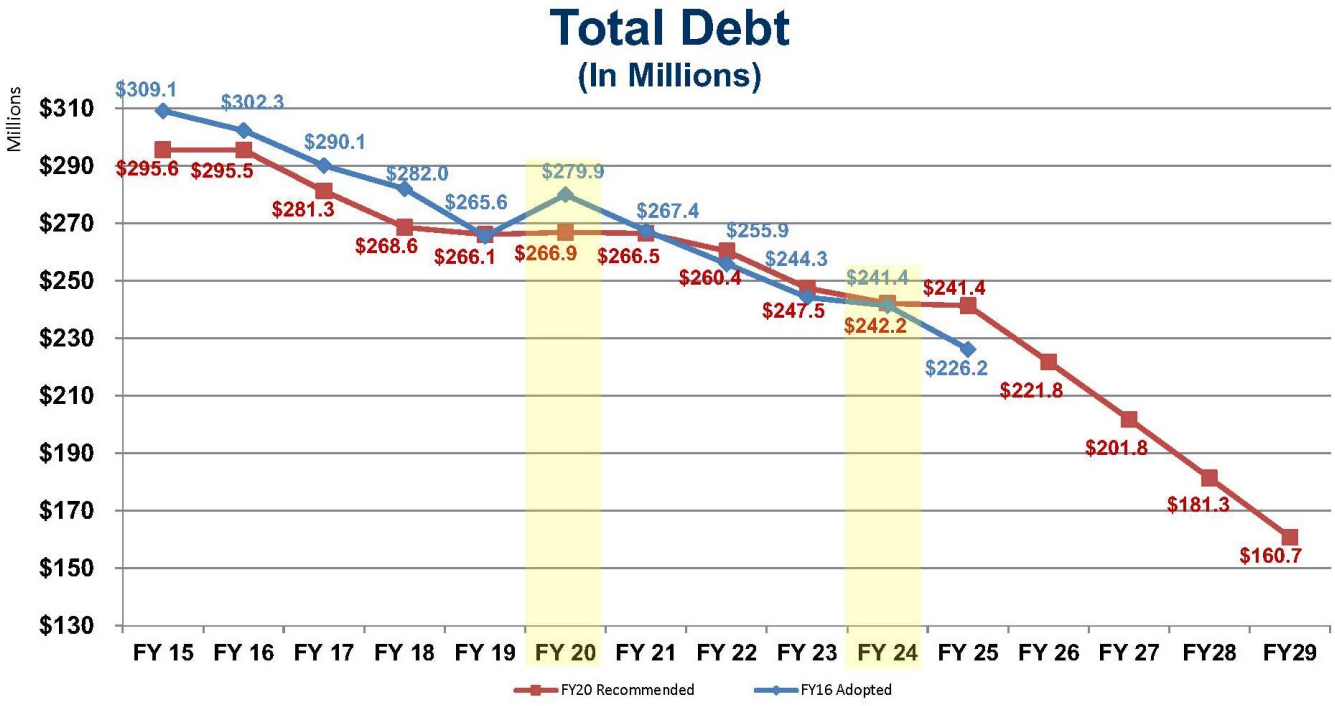
* Five-Year Average of New Debt FY16-FY20 $10,800,907
**Five-Year Average of New Debt FY20-FY24 $12,762,068

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.



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.

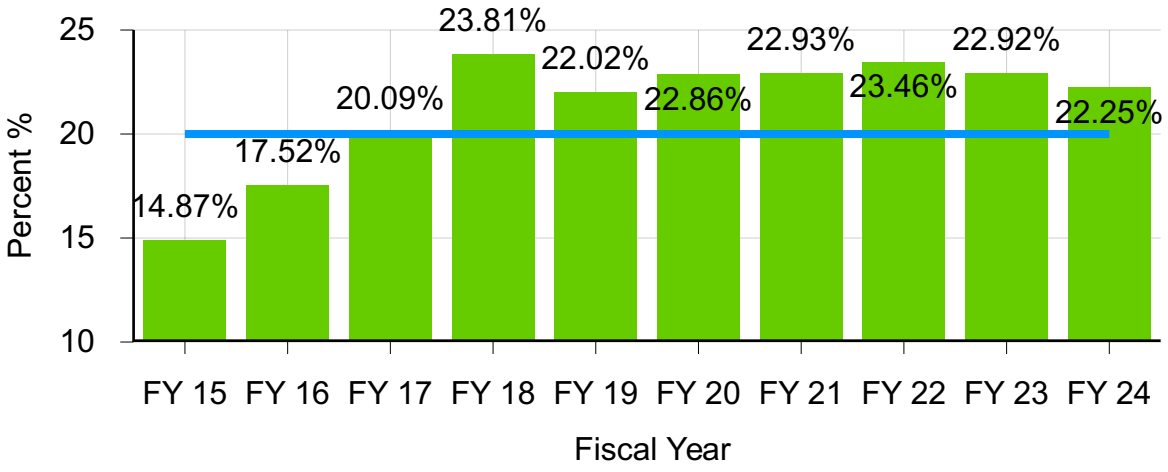


General Fund Reserves

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

Fund Reserve as a Percent of General Fund Revenue



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.

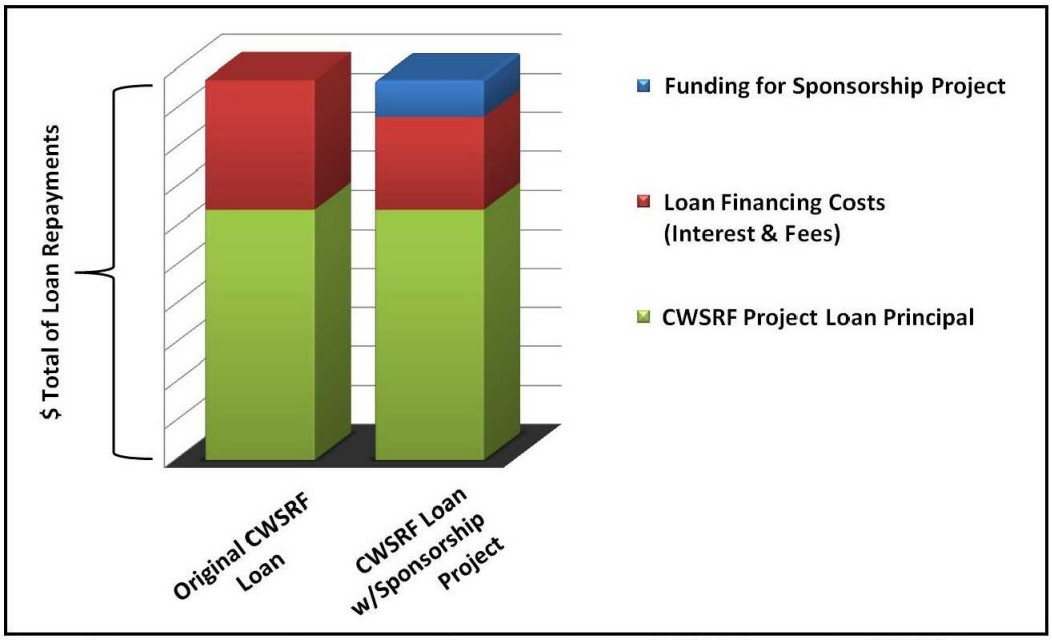


Figure 1. Loan repayment comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project.

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.**

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 32nd Street Detention Basin	Complete
3	Historic Millwork District	Complete

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	22nd 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	17th 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

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:

Department	New Project	Total CIP
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

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
	TOTAL	**$21,986,600**

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	*

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	
	Total	**$**	**9,372,173**	
	Total Deferred Maintenance	*$*	*5,572,300*	

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	*

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	

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	
	Total	**$17,016,384**	
	Total Deferred Maintenance	*$9,302,850*	

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.

Attachment 1

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	%
Current Revenue							
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%
Subtotal Current Revenue	**314,882**	**205,853**	**107,270**	**90,270**	**94,470**	**812,745**	**0.42%**
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%
Current Revenue-Utility/Enterprise	**6,508,731**	**5,229,043**	**3,264,125**	**3,650,288**	**5,000,591**	**23,652,778**	**12.27%**
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%
Total Construction	**16,662,784**	**19,063,542**	**12,310,527**	**7,736,963**	**16,930,194**	**72,704,010**	**37.71%**
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%
Total Federal	**24,457,894**	**9,081,288**	**9,929,132**	**6,357,400**	**6,020,270**	**55,845,984**	**28.97%**
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%

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%
Total State	**4,845,351**	**303,970**	**618,283**	**911,283**	**1,446,523**	**8,125,410**	**4.21%**
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%
Total DRA	**1,352,899**	**2,008,165**	**2,456,369**	**3,367,520**	**3,070,965**	**12,255,918**	**6.36%**
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%
Total TIF Funds	**2,525,829**	**2,228,361**	**2,851,370**	**3,102,137**	**3,754,464**	**14,462,161**	**7.50%**
Private Participation	77,700	547,700	497,700	70,200	70,200	1,263,500	0.66%
Total Private	**77,700**	**547,700**	**497,700**	**70,200**	**70,200**	**1,263,500**	**0.66%**
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%
Total Land Sales	**410,000**	**466,000**	**513,000**	**574,200**	**670,000**	**2,633,200**	**1.37%**
Special Assessments	30,000	350,000	30,000	30,000	584,524	1,024,524	0.53%
Total Spec. Assessment	**30,000**	**350,000**	**30,000**	**30,000**	**584,524**	**1,024,524**	**0.53%**
GRAND TOTAL	**57,186,070**	**39,483,922**	**32,577,776**	**25,890,261**	**37,642,201**	**192,780,230**	**100.0%**

Attachment 2

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

PROGRAM	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 YEAR TOTAL	PERCENT OF TOTAL
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%
TOTAL	57,186,070	39,483,922	32,577,776	25,890,261	37,642,201	192,780,230	100.0%

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

Attachment 3

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 ORGANIZAITON: 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: EQUITBLE 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
- 21st 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

Attachment 4

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.

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.

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.

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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.

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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.

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
FIRE DEPARTMENT									
Public Safety									
	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
LEISURE SERVICES									
PARK DIVISION									
Culture and Recreation									
	Park Development								
	Eagle Valley Park	CDBG Grant	$ 30,530	$ 87,700	$ —	$ —	$ —	$ 118,230	7
	Avon Park								
	Replace Play Unit	DRA Distribution	$ —	$ —	$ 97,500	$ —	$ —	$ 97,500	8
	Eagle Point Park								
	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
	Flora Park								
	Pave Wilbright, Pool, Tennis Court, and Slattery Center Parking Lots	Sales Tax Fund (20%)	$ —	$ —	$ —	$ 25,000	$ —	$ 25,000	18
	Gay Park								
	Replace Play Unit	Sales Tax Fund (20%)	$ —	$ —	$ —	$ 90,000	$ —	$ 90,000	19

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
LEISURE SERVICES									
PARK DIVISION									
Culture and Recreation									
	Ham House								
	Replace Roof	DRA Distribution	$ —	$ —	$ —	$ 75,000	$ —	$ 75,000	20
	Jackson Park								
	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
	Jefferson Park								
	Retaining Wall Replacement	DRA Distribution	$ —	$ —	$ —	$ 332,000	$ —	$ 332,000	23
	Madison Park								
	Replace Play Unit	DRA Distribution	$ —	$ —	$ —	$ 82,500	$ —	$ 82,500	24
	Murphy Park								
	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
	Storybook Zoo								
	Playground Replacement	DRA Distribution	$ —	$ —	$ —	$ 124,000	$ —	$ 124,000	28
	Town Clock Plaza	GDTIF G.O. Debt							
	Plaza Rehabilitation	General Obligation Debt	$ 33,000	$ 67,000	$ —	$ —	$ —	$ 100,000	29
	General Park Maintenance								
	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

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
CIVIC CENTER DIVISION									
Culture and Recreation									
	Operations								
	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
	Concessions								
	Digital Menu Boards and Directional Signage	DRA Distribution	$ —	$ —	$ —	$ —	$ 25,000	$ 25,000	40
	Arena								
	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
RECREATION DIVISION									
Culture and Recreation									
	Swimming Pools								
	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
	Bunker Hill Golf Course								
	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

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
CONFERENCE CENTER									
General Government									
	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
LIBRARY									
Culture and Recreation									
	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
WATER DEPARTMENT									
Business Type									
	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

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
WATER DEPARTMENT									
Business Type									
	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

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
WATER & RESOURCE RECOVERY CENTER									
Business Type									
	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
AIRPORT									
Public Works									
	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/De-construct 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

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
AIRPORT									
Public Works									
	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
PUBLIC WORKS									
Public Works									
	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

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
PUBLIC WORKS									
Public Works									
	Municipal Service Center CNG Retrofit	DRA Distribution	$ —	$ —	$ 27,163	$ 323,886	$ —	$ 351,049	133
Business Type									
	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
ENGINEERING DEPARTMENT									
SANITARY SEWER									
Business Type									
	General								
	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

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
ENGINEERING DEPARTMENT									
SANITARY SEWER									
Business Type									
	Reconstruction								
	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
	Rehabilitation								
	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

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
ENGINEERING DEPARTMENT									
SANITARY SEWER									
Business Type									
	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
STORMWATER									
Business Type									
	General Storm Sewer Projects								
	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
	Bee Branch Watershed Projects							$ —	
	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

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
ENGINEERING DEPARTMENT									
STORMWATER									
Business Type									
	Specific Storm Sewer Projects								
	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
STREETS									
Public Works									
	Street Related Improvements								
	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

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
ENGINEERING DEPARTMENT									
STREETS									
Public Works									
	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	DICW TIF and DMATS	$ —	$ —	$ —	$ 280,000	$ 1,119,725	$ 1,399,725	214
	Sidewalk Related								
	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
	Trails/General Maintenance								
	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

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
ENGINEERING DEPARTMENT									
MISCELLANEOUS									
General Government									
	Federal Building Renovation	Greater Downtown TIF	$ 102,700	$ 391,800	$ 329,300	$ 601,734	$ —	$ 1,425,534	226
Public Works									
	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
TRAFFIC									
Public Works									
	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

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
ENGINEERING DEPARTMENT									
TRAFFIC									
Public Works									
	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
BUILDING SERVICES									
Public Safety									
	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
ECONOMIC DEVELOPMENT									
Community and Economic Development									
	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

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
ECONOMIC DEVELOPMENT									
Community and Economic Development									
	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	DICW TIF	$ —	$ —	$ —	$ 80,465	$ —	$ 80,465	275
	Dubuque Industrial Center Signs	DICW TIF	$ —	$ —	$ —	$ 50,000	$ —	$ 50,000	276
TRANSPORTATION SERVICES DEPARTMENT									
Transit Division									
Business Type									
	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

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
Parking Division									
Business Type									
	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
HOUSING AND COMMUNITY DEVELOPMENT									
Community and Economic Development									
	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

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
HOUSING AND COMMUNITY DEVELOPMENT									
Community and Economic Development									
	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
PLANNING SERVICES									
Community and Economic Development									
	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
CITY MANAGERS OFFICE									
General Government									
	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
FINANCE									
General Government									
	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
INFORMATION SERVICES									
Business Type									
	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

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
INFORMATION SERVICES									
General Government									
	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
	Grand Total		**$ 57,186,070**	**$ 39,483,922**	**$ 32,577,776**	**$ 25,890,261**	**$ 37,642,201**	**$192,780,230**	

STREET CONSTRUCTION RELATED IMPROVEMENTS - OVERVIEW

STREET CONSTRUCTION:	FY 2020
Engineering Department:	
Annual Street Construction Program	$ 4,597,000 [1]
Engineering Department:	
Misc. Street Related Improvements	$ 303,000
Engineering Department:	
Traffic Safety and Capacity Improvements	$ 1,220,450
Public Works:	
Street Maintenance & Overlays Program	$ 3,790,856
TOTAL - STREET CONSTUCTION IMPROVEMENTS:	**$ 9,911,306**

ANNUAL AVERAGE:	1995 - 2020 Average
Engineering Department:	
Fiscal Year 1995 - 2019 (Annual Average)	$ 4,318,789
Public Works:	
Fiscal Year 1995 - 2019 (Annual Average)	$ 2,650,175
TOTAL - STREET CONSTUCTION IMPROVEMENTS:	**$ 6,968,964**

HISTORICAL AVERAGE:	1990 - 1994 Average
Engineering & Public Works Department:	
Historical Five-Year Average - Street Improvements	$ 2,100,000

1. Budget number does not include Southwest Arterial, Traffic Signalization Maintenance, Fiber Optic Improvements, Sidewalk or Miscellaneous Improvements.