



**FISCAL YEAR 2021
BUDGET
RECOMMENDATION**

Feb. 17, 2020

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**

CITY OF DUBUQUE GOALS 2024



- **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: 2019-2021



Top Priorities

- **Dream Center: Facilities & Programs**
- **Emerald Ash Borer Program**
- **Human Resources Policies & Handbook Revision**
- **Imagine Dubuque: Implementation**
- **Major Street Improvement Plan: Project Priority & Funding**
- **Parking Ramp Maintenance: Funding**

POLICY AGENDA: 2019-2021



High Priorities

Brain Health Strategy & Action Plan

Debt Reduction Plan: Re-Affirmation

Fountain of Youth: Funding

Four Mounds/HEART Program: Funding

Street Maintenance Program: Increased Funding

Transit Vehicle Replacement Funding

MANAGEMENT AGENDA: 2019-2021



Top Priorities

Bee Branch Creek Projects: Next Steps

**CHANGE Program: True North Housing Initiative & Bee Branch
Healthy Homes Resiliency Program**

Equitable Poverty Prevention: Action Plan

Industrial Park Development

Leisure Services Facilities Deferred Maintenance Assessment

Multi-Tiered Housing Inspection Program

**Park Development Projects for Non-TIF(Tax-Increment Financing),
Donated Park Sites: Funding**

**Traffic Signal Synchronization/STREETS(Smart Traffic Routing with
Efficient and Effective Traffic Signals): Funding**

MANAGEMENT AGENDA: 2019-2021



High Priorities

Citywide Departmental Work Order System Implementation

Dubuque Riverfront Master Plan (Corps of Engineers)

Innovation & Entrepreneurial Strategy

School Resource Officer: Implementation

Southwest Arterial Business Development

Water & Resource Recovery Center: Nutrient Trading

CREATING AN EQUITABLE COMMUNITY OF CHOICE

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

Resiliency Sustainability Equity Compassion

Through Planning, Partnerships, and People

A BUDGET FOCUSED ON PUBLIC SAFETY

- **Continued investment in people, businesses, and organizations making a difference in Dubuque**
- **Continued investment in infrastructure for Dubuque to continue to thrive**

PROPERTY TAXES

FY2021 Recommended

City Tax Rate =

\$10.43 per thousand

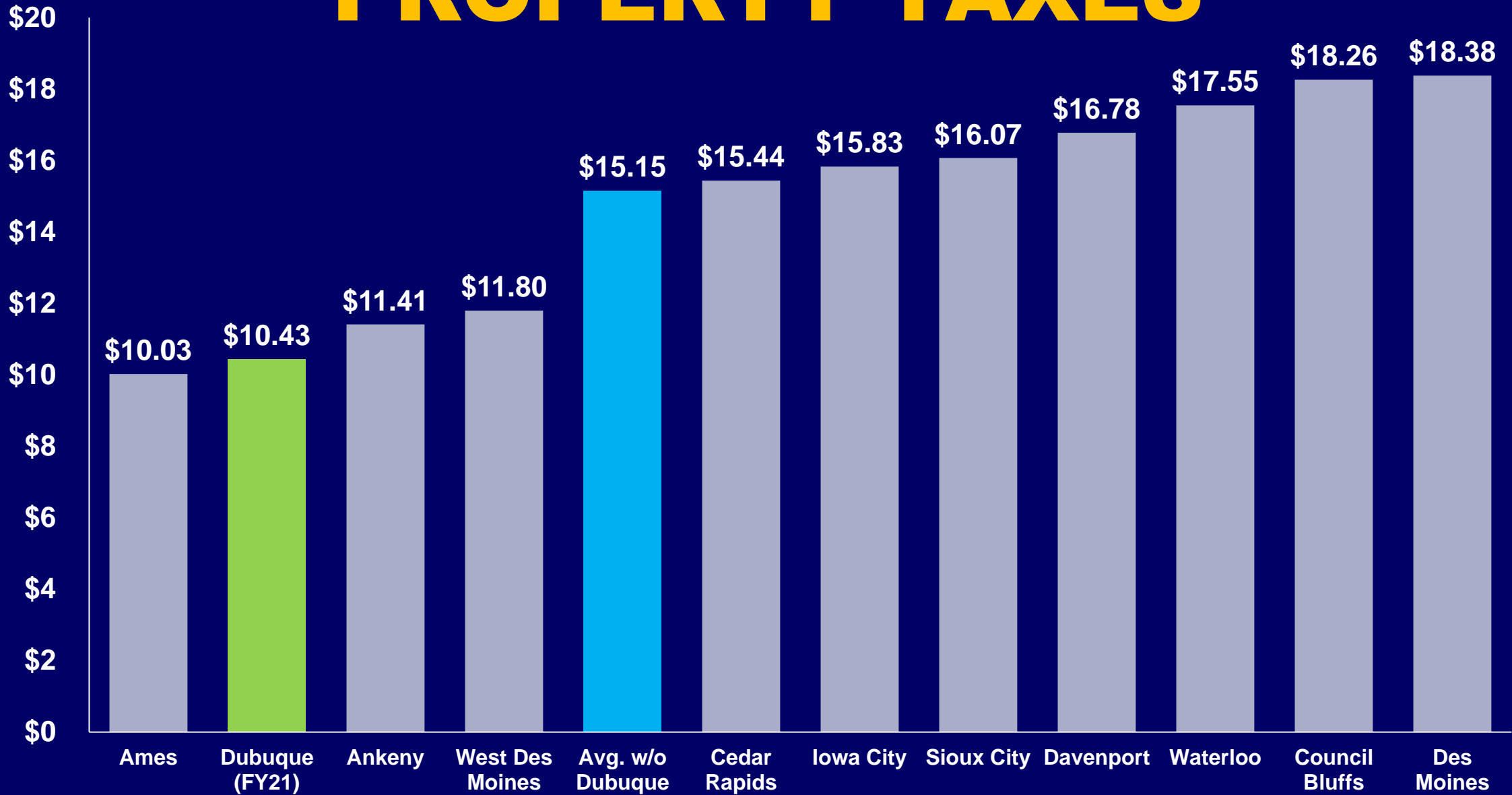
1% increase from FY2020

PROPERTY TAX RATE

Impact of 1% Property Tax Rate Increase

	% Change	\$ Change
Property Tax Rate	+1.00%	+\$0.10
Average Residential Payment	+2.72%	+\$20.94
Average Commercial Payment	-0.53%	-\$16.89
Average Industrial Property	-0.03%	-\$1.39
Average Multi-Residential Property	+12.26%	+\$213.06

PROPERTY TAXES

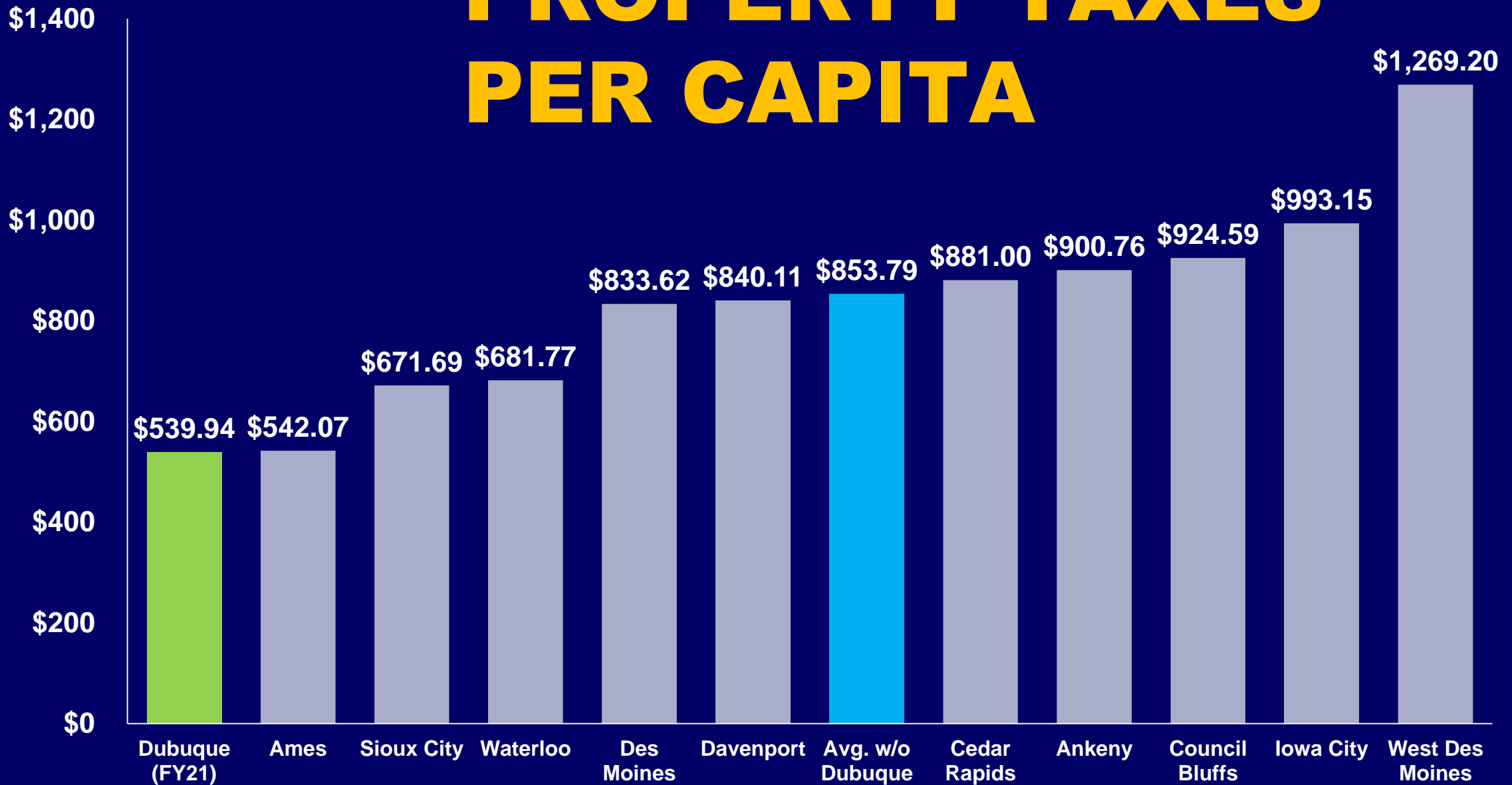


PROPERTY TAXES

Dubuque is the **SECOND LOWEST** in the state for property tax rate of the 11 largest cities.

The highest (Des Moines) is 76% higher than Dubuque and the average is 45% higher than Dubuque.

PROPERTY TAXES PER CAPITA



PROPERTY TAXES PER CAPITA

Dubuque is the **LOWEST** in the state for property taxes per capita.

The highest (West Des Moines) is 135% higher than Dubuque and the average is 58% higher than Dubuque.

CITY DEBT

- **City will issue \$54,821,719 in new debt in the recommended 5-year CIP**
- **City will access \$12,886,503 of previously issued State Revolving Fund (SRF) loans as related capital improvement projects progress**

CITY DEBT: FY2021-2025

**The City will retire
\$94,628,548 of existing debt
over the next five years**

NEW DEBT BEING ISSUED

Purpose	Amount
Parking Improvements	\$17,829,000
Sanitary Sewer Improvements	\$11,880,000
Economic Development Initiatives	\$8,855,000
Five Flags Improvements	\$6,000,000
Fire Equipment/Improvements	\$4,030,696
Street Improvements	\$1,485,000
General Ledger Software Upgrade	\$1,000,000
Water Improvements	\$980,000
City-Wide Tipper Carts	\$840,000
Airport Improvements	\$652,300
Transit Bus Replacements	\$613,723
River Dock Expansion	\$406,000
Park Improvements	\$250,000
Total New Debt: FY2021-FY2025	\$54,821,719

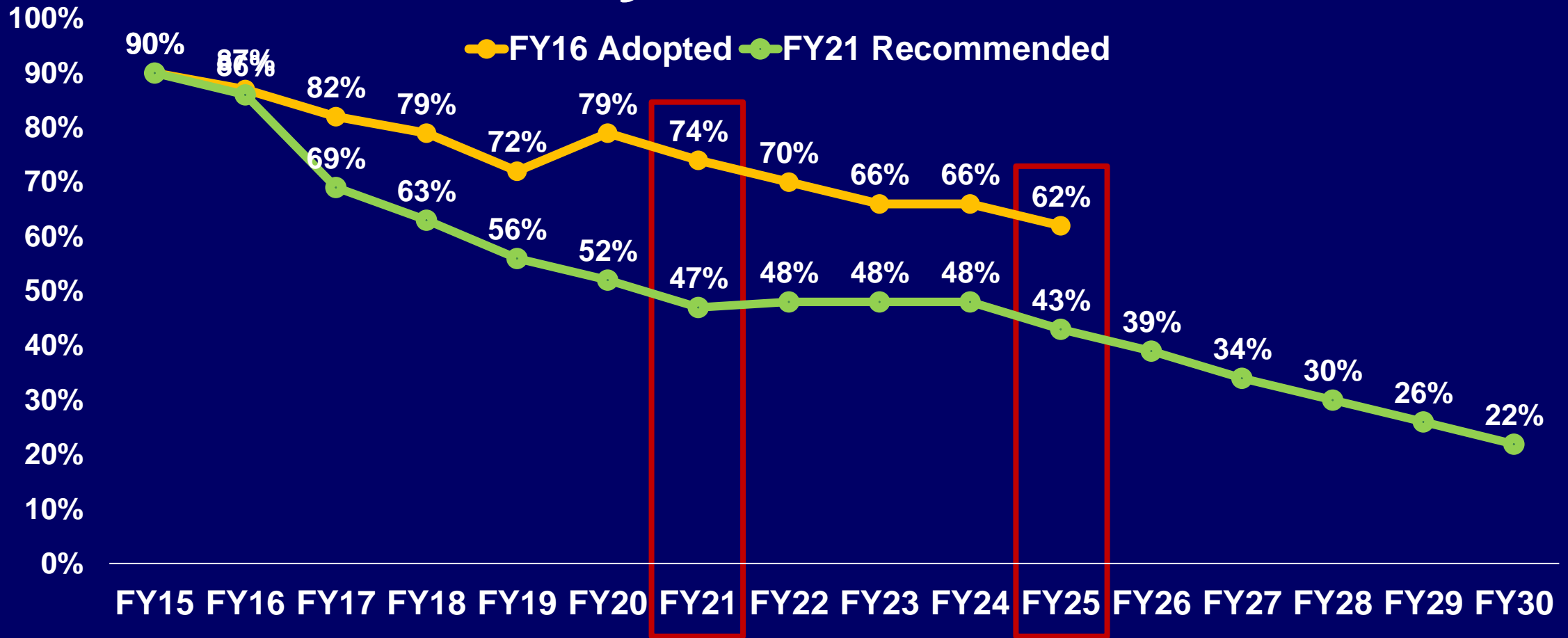
CITY DEBT

SRF Debt Being Accessed

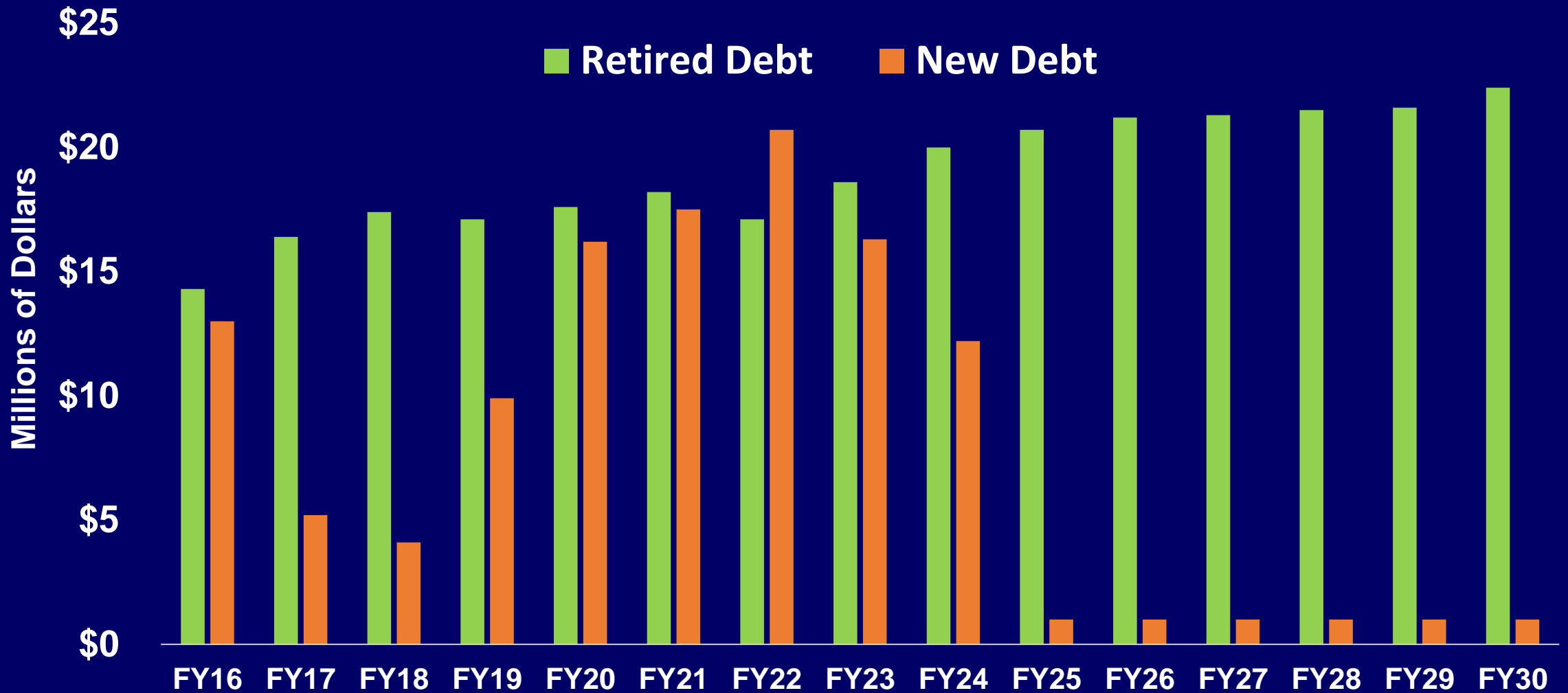
Project	FY21	FY22	FY23	FY24	FY25	Total
Stormwater: Upper Bee Branch & Sponsor SRF	\$247,664					\$247,664
Stormwater: Upper Bee Branch Railroad Culverts SRF	\$7,245,000	\$1,999,090				\$9,244,090
Water: Roosevelt St. Tower SRF	\$1,304,749					\$1,304,749
Water: CIWA Purchase & Improvements	\$1,060,000	\$1,030,000				\$2,090,000
Total Draw Downs	\$9,857,413	\$3,029,090				\$12,886,503

CITY DEBT

Statutory Debt Limit Used



CITY DEBT: RETIRED vs. NEW



CITY DEBT: RETIRED vs. NEW

FY2016 – FY2021

\$34.7 million (11.8%)

Reduction in Debt

CITY DEBT: RETIRED vs. NEW FY2021 - FY2025

- **City will retire \$94.6 million of existing debt**
- **City will issue \$54.8 million in new debt**
- **City will access \$12.9 million of previously issued State Revolving Fund (SRF) loans**

***Net change is a reduction of \$26.9 million
(9.2%) of debt over the next five years***

CITY DEBT

Net Debt Reduction: FY2021 - FY2025

Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
New Debt	\$7,644,863	\$17,660,356	\$16,328,300	\$12,166,200	\$1,022,000	\$54,821,719
Previously Issued SRF Draw Downs	\$9,857,413	\$3,029,090	\$—	\$—	\$—	\$12,886,503
Retired Debt	-\$18,195,851	-\$17,065,073	-\$18,646,375	-\$19,995,470	-\$20,725,779	-\$94,628,548
Net Debt Reduction	-\$693,575	\$3,624,373	-\$2,318,075	-\$7,829,270	-\$19,703,779	-\$26,920,326

CITY DEBT

**Projected Outstanding General Obligation
Debt on June 30, 2021:**

\$111,687,827

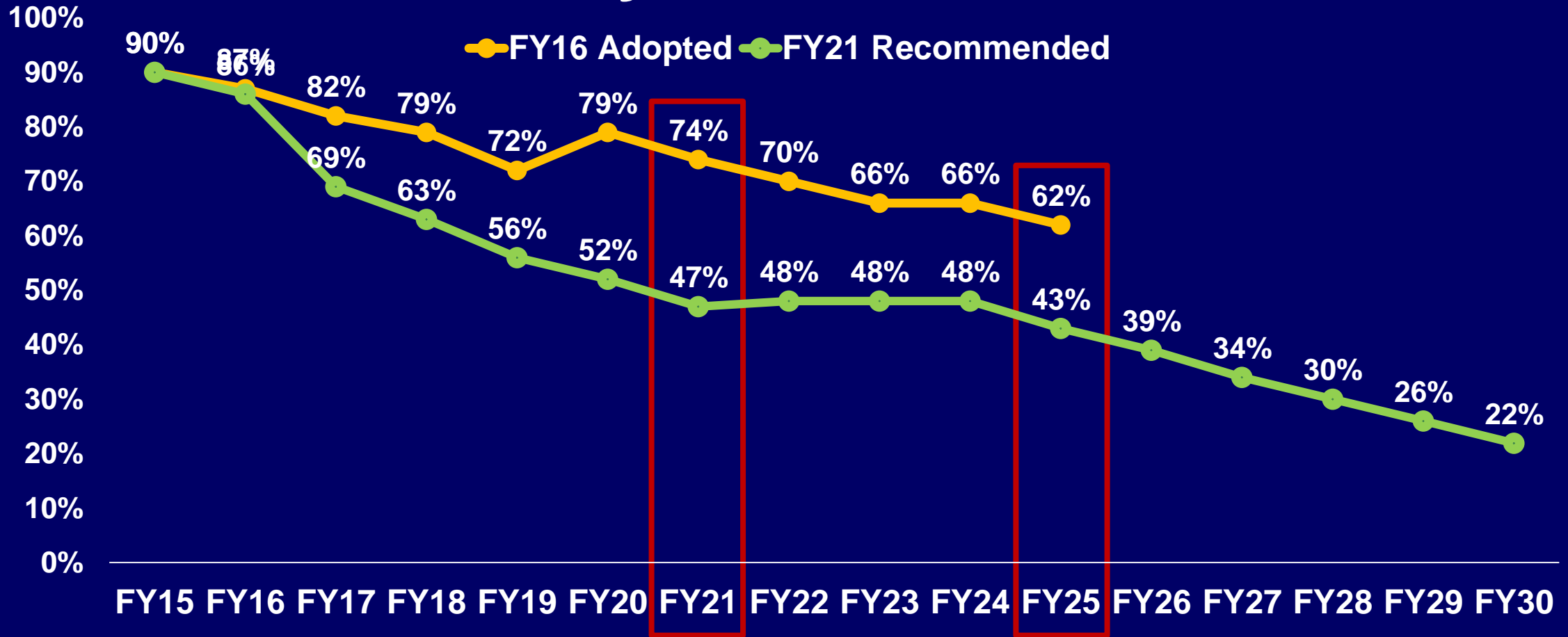
(46.7% of statutory debt limit)

- Available debt capacity = \$127,610,421
- FY2016: Dubuque was at 86.13% of statutory debt limit
- FY2021 = 39% decrease in use of statutory debt limit

Outstanding Revenue Bonds Debt on June 30, 2021=
\$149,099,964

CITY DEBT

Statutory Debt Limit Used



CITY DEBT: FY2019 DEBT LIMIT COMPARISON

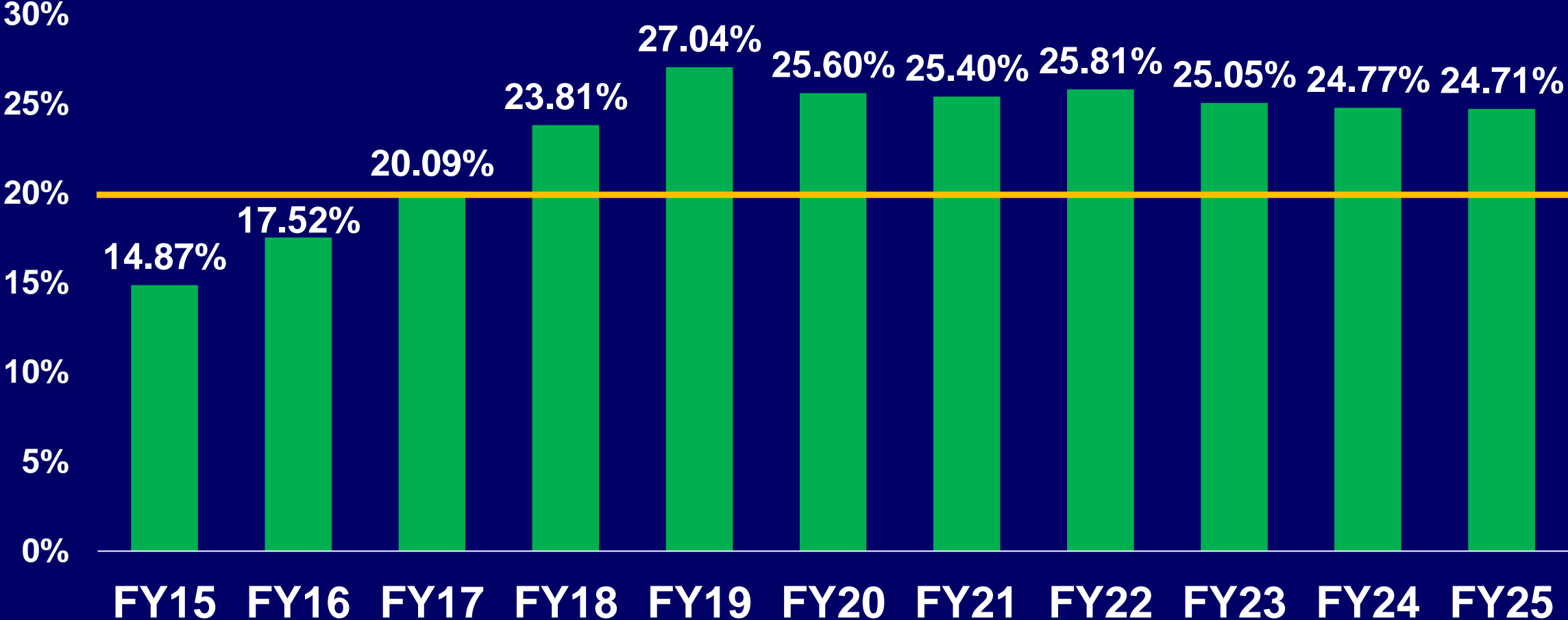
Rank	City	Legal Debt Limit (5%)	Statutory Debt Outstanding	% of Legal Debt Limit Utilized
11	Des Moines	\$577,394,243	\$393,570,000	68.16%
10	Sioux City	\$213,569,727	\$144,100,000	67.47%
9	Davenport	\$330,626,114	\$211,165,000	63.87%
8	Waterloo	\$191,406,282	\$108,225,490	56.54%
7	Cedar Rapids	\$518,039,169	\$271,585,000	52.43%
6	Ankeny	\$245,580,138	\$126,830,000	51.65%
5	West Des Moines	\$359,449,675	\$184,720,000	51.39%
4	Dubuque (FY21)	\$239,298,248	\$111,687,827	46.67%
3	Ames	\$209,227,522	\$65,480,000	31.30%
2	Council Bluffs	\$241,950,558	\$68,725,096	28.40%
1	Iowa City	\$274,723,837	\$66,945,000	24.37%

GENERAL FUND RESERVE

The reserve will increase by **\$2,800,000 (20.3%)** from Fiscal Year 2019 - Fiscal Year 2025.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Contribution	\$1,700,000	\$—	\$—	\$—	\$—	\$—	\$—
General Fund Reserve	\$20,011,333	\$18,120,432	\$18,120,432	\$18,120,432	\$18,120,432	\$18,120,432	\$18,120,432
% of Projected Revenue (Moody's)	27.04%	25.60%	25.40%	25.81%	25.05%	24.77%	24.71%

General Fund Reserve as a Percent of General Fund Revenue



CITY UTILITIES

FY2021 Rate Recommendations:

- Sanitary Sewer: 5% increase
- Water: 5% increase
- Solid Waste Collection: 7.68% increase
- Stormwater: 6.76% increase*

**Recommendation does not change amount previously approved by City Council*

IMPROVEMENT PACKAGES

- 88 of 136 requested are recommended
- \$407,455 recurring from general fund
- \$217,039 non-recurring from general fund
- \$461,846 from non-property tax support

RECOMMENDED IMPROVEMENT PACKAGES

- **New Camera Systems Technician Position**
- **Additional Firefighter Position**
- **Additional Police School Resource Officer**
- **PT Animal Control Position Made FT**
- **Additional OT for Police Patrol Officers**
- **Additional Traffic Signal Technician**

RECOMMENDED IMPROVEMENT PACKAGES

- **Fire Department Accreditation Support**
- **Fire Department Fleet Maintenance Software**
- **Fourth Ambulance Power Load-Lifting Cot**
- **Automated CPR Patient Positioning Device**
- **Firefighter Scheduling Software**

HIGH PERFORMANCE GOVERNMENT: Organization in Transition

- 1. High Performing Government Training & Development**
- 2. City Manager's Office Education & Training Increase**
- 3. Department Manager Annual Performance Evaluation & Development**

HIGH PERFORMANCE GOVERNMENT: Organization in Transition

- 4. Emotional Intelligence Training**
- 5. Exit Survey Consultant**
- 6. Job Classification & Wage Plan Review**
- 7. Human Resources Department
Assessment**

RECOMMENDED IMPROVEMENT PACKAGES

- **Arts Means Business Activities**
- **Additional Art on the River Funding**
- **Increased Arts and Culture Operating Support Grant**
- **Recreation Division Arts and Culture Teen Programming**
- **FT Position in Library Youth Services Activities**

RECOMMENDED IMPROVEMENT PACKAGES

- **Chaplain Schmitt Island**
- **Veterans Memorial Project Maintenance**
- **Pet-Friendly Amenities Throughout the City**
- **Continued Consultant Support for Imagine Dubuque**
- **Continued Focus on Water Quality Improvements**

DREAM CENTER

- With \$660,000? in capital improvements, the Dream Center will qualify for hundreds of thousands of dollars in childcare reimbursement from the State of Iowa
- City is identifying resources to provide matching funds to assist with the capital improvement needs

DREAM CENTER

- **City is identifying assistance opportunities to create required green space for childcare.**
- **FY2021 and FY2022 budgets recommend \$40,000 a year in operating support as they become eligible for future childcare assistance payments from the State of Iowa**

FOUR MOUNDS/HEART

- **City continues to explore funding opportunities to assist Four Mounds/HEART with capital needs at their site.**
- **City continuing and enhancing program to partner with Four Mounds/HEART**

RECOMMENDED C.I.P. BUDGET

- **Fire Ladder Truck & Pumper Replacement:
\$2,830,750**
- **Fire Ambulance Replacement: \$534,480**
- **Fire Station Expansion/Relocation Planning:
\$846,000**

RECOMMENDED C.I.P. BUDGET

- **Emerald Ash Borer: \$1,625,000**
- **Jackson Park Restroom: \$310,000**
- **Recreation Registration & Reservation Upgrade: \$90,000**
- **Airport Taxiway Rehabilitation: \$12,679,800**
- **Cedar & Terminal Sanitary Sewer Lift Station Improvements: \$4,426,000**

RECOMMENDED C.I.P. BUDGET

- **Sanitary Sewer Force Main Stabilization along Mississippi River: \$7,692,308**
- **Bee Branch Creek Railroad Culverts: \$17,345,349**
- **Bee Branch Creek Kerper Blvd. Gate & Pump Replacement: \$9,904,010**
- **East-West Corridor Capacity Improvements: \$4,750,000**
- **Chavenelle Road Reconstruction: \$3,700,000**

RECOMMENDED C.I.P. BUDGET

- **Southwest Arterial ITS Corridor Development: \$1,700,000**
- **7th Street Extension to Pine Street.: \$841,500**
- **North Cascade Rd. Reconstruction: \$1,497,200**
- **Villa St. Retaining Wall: \$1,600,000**
- **Riverfront Dock Expansion: \$2,100,000**
- **General Ledger Software: \$1,000,000**

RECOMMENDED C.I.P. BUDGET

- **Traffic/Security Camera Installations: \$398,049**
- **STREETS Traffic Control Project: \$3,591,250**
- **Downtown Building Rehabilitation Grants:
\$1,882,900**
- **Washington Neighborhood Façade Program:
\$550,000**
- **Develop Industrial Park Property: \$10,861,029**

RECOMMENDED C.I.P. BUDGET

- **Transit Vehicle Replacement: \$2,137,279**
- **New Downtown Parking Garage: \$18,500,000**
- **Homeownership Assistance: \$5,962,238**
- **Bee Branch Healthy Homes Resiliency Grant:
\$8,015,078**

FY2021 BUDGET PUBLIC MEETINGS

Saturday, Feb. 22

Monday, Feb. 24

Wednesday, Feb. 26

Thursday, Feb. 27

Monday, March 23

Wednesday, March 25

**Thursday, March 26: Public Hearing to Adopt
the FY2021 Budget**

*Meetings will be broadcast on CityChannel Dubuque
and streamed/archived on Facebook and the City website*