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
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
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

<table>
<thead>
<tr>
<th></th>
<th>% Change</th>
<th>$ Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax Rate</td>
<td>+1.00%</td>
<td>+$0.10</td>
</tr>
<tr>
<td>Average Residential Payment</td>
<td>+2.72%</td>
<td>+$20.94</td>
</tr>
<tr>
<td>Average Commercial Payment</td>
<td>-0.53%</td>
<td>-$16.89</td>
</tr>
<tr>
<td>Average Industrial Property</td>
<td>-0.03%</td>
<td>-$1.39</td>
</tr>
<tr>
<td>Average Multi-Residential Property</td>
<td>+12.26%</td>
<td>+$213.06</td>
</tr>
</tbody>
</table>
PROPERTY TAXES

- Ames: $10.03
- Dubuque (FY21): $10.43
- Ankeny: $11.41
- West Des Moines: $11.80
- Avg. w/o Dubuque: $15.15
- Cedar Rapids: $15.44
- Iowa City: $15.83
- Sioux City: $16.07
- Davenport: $16.78
- Waterloo: $17.55
- Council Bluffs: $18.26
- Des Moines: $18.38
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

Dubuque (FY21) $539.94
Ames $542.07
Sioux City $671.69
Waterloo $681.77
Des Moines $833.62
Davenport $840.11
Avg. w/o Dubuque $853.79
Cedar Rapids $881.00
Ankeny $900.76
Council Bluffs $924.59
Iowa City $993.15
West Des Moines $1,269.20
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 Rund (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

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

SRF Debt Being Accessed

<table>
<thead>
<tr>
<th>Project</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater: Upper Bee Branch &amp; Sponsor SRF</td>
<td>$247,664</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$247,664</td>
</tr>
<tr>
<td>Stormwater: Upper Bee Branch Railroad Culverts SRF</td>
<td>$7,245,000</td>
<td>$1,999,090</td>
<td></td>
<td></td>
<td></td>
<td>$9,244,090</td>
</tr>
<tr>
<td>Water: Roosevelt St. Tower SRF</td>
<td>$1,304,749</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,304,749</td>
</tr>
<tr>
<td>Water: CIWA Purchase &amp; Improvements</td>
<td>$1,060,000</td>
<td>$1,030,000</td>
<td></td>
<td></td>
<td></td>
<td>$2,090,000</td>
</tr>
<tr>
<td><strong>Total Draw Downs</strong></td>
<td><strong>$9,857,413</strong></td>
<td><strong>$3,029,090</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$12,886,503</strong></td>
</tr>
</tbody>
</table>
CITY DEBT

Statutory Debt Limit Used

FY15 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY23 FY24 FY25 FY26 FY27 FY28 FY29 FY30
CITY DEBT: RETIRED vs. NEW

Millions of Dollars

- Retired Debt
- New Debt

FY16: Retired Debt $12, New Debt $10
FY17: Retired Debt $15, New Debt $12
FY18: Retired Debt $18, New Debt $15
FY19: Retired Debt $20, New Debt $18
FY20: Retired Debt $22, New Debt $20
FY21: Retired Debt $24, New Debt $22
FY22: Retired Debt $26, New Debt $24
FY23: Retired Debt $28, New Debt $26
FY24: Retired Debt $30, New Debt $28
FY25: Retired Debt $32, New Debt $30
FY26: Retired Debt $34, New Debt $32
FY27: Retired Debt $36, New Debt $34
FY28: Retired Debt $38, New Debt $36
FY29: Retired Debt $40, New Debt $38
FY30: Retired Debt $42, New Debt $40
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

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

24
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

FY15 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY23 FY24 FY25 FY26 FY27 FY28 FY29 FY30

FY21 Recommended

FY16 Adopted
## CITY DEBT: FY2019 DEBT LIMIT COMPARISON

<table>
<thead>
<tr>
<th>Rank</th>
<th>City</th>
<th>Legal Debt Limit (5%)</th>
<th>Statutory Debt Outstanding</th>
<th>% of Legal Debt Limit Utilized</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Des Moines</td>
<td>$577,394,243</td>
<td>$393,570,000</td>
<td>68.16%</td>
</tr>
<tr>
<td>10</td>
<td>Sioux City</td>
<td>$213,569,727</td>
<td>$144,100,000</td>
<td>67.47%</td>
</tr>
<tr>
<td>9</td>
<td>Davenport</td>
<td>$330,626,114</td>
<td>$211,165,000</td>
<td>63.87%</td>
</tr>
<tr>
<td>8</td>
<td>Waterloo</td>
<td>$191,406,282</td>
<td>$108,225,490</td>
<td>56.54%</td>
</tr>
<tr>
<td>7</td>
<td>Cedar Rapids</td>
<td>$518,039,169</td>
<td>$271,585,000</td>
<td>52.43%</td>
</tr>
<tr>
<td>6</td>
<td>Ankeny</td>
<td>$245,580,138</td>
<td>$126,830,000</td>
<td>51.65%</td>
</tr>
<tr>
<td>5</td>
<td>West Des Moines</td>
<td>$359,449,675</td>
<td>$184,720,000</td>
<td>51.39%</td>
</tr>
<tr>
<td>4</td>
<td>Dubuque (FY21)</td>
<td>$239,298,248</td>
<td>$111,687,827</td>
<td>46.67%</td>
</tr>
<tr>
<td>3</td>
<td>Ames</td>
<td>$209,227,522</td>
<td>$65,480,000</td>
<td>31.30%</td>
</tr>
<tr>
<td>2</td>
<td>Council Bluffs</td>
<td>$241,950,558</td>
<td>$68,725,096</td>
<td>28.40%</td>
</tr>
<tr>
<td>1</td>
<td>Iowa City</td>
<td>$274,723,837</td>
<td>$66,945,000</td>
<td>24.37%</td>
</tr>
</tbody>
</table>
The reserve will increase by $2,800,000 (20.3%) from Fiscal Year 2019 - Fiscal Year 2025.

<table>
<thead>
<tr>
<th></th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution</td>
<td>$1,700,000</td>
<td>$—</td>
<td>$—</td>
<td>$—</td>
<td>$—</td>
<td>$—</td>
<td>$—</td>
</tr>
<tr>
<td>General Fund Reserve</td>
<td>$20,011,333</td>
<td>$18,120,432</td>
<td>$18,120,432</td>
<td>$18,120,432</td>
<td>$18,120,432</td>
<td>$18,120,432</td>
<td>$18,120,432</td>
</tr>
<tr>
<td>% of Projected Revenue (Moody’s)</td>
<td>27.04%</td>
<td>25.60%</td>
<td>25.40%</td>
<td>25.81%</td>
<td>25.05%</td>
<td>24.77%</td>
<td>24.71%</td>
</tr>
</tbody>
</table>
General Fund Reserve as a Percent of General Fund Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Reserve as %</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>14.87%</td>
</tr>
<tr>
<td>FY16</td>
<td>17.52%</td>
</tr>
<tr>
<td>FY17</td>
<td>20.09%</td>
</tr>
<tr>
<td>FY18</td>
<td>23.81%</td>
</tr>
<tr>
<td>FY19</td>
<td>27.04%</td>
</tr>
<tr>
<td>FY20</td>
<td>25.60%</td>
</tr>
<tr>
<td>FY21</td>
<td>25.40%</td>
</tr>
<tr>
<td>FY22</td>
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</tr>
<tr>
<td>FY23</td>
<td>25.05%</td>
</tr>
<tr>
<td>FY24</td>
<td>24.77%</td>
</tr>
<tr>
<td>FY25</td>
<td>24.71%</td>
</tr>
</tbody>
</table>
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
Wednesday, Feb. 26
Monday, March 23

Monday, Feb. 24
Thursday, Feb. 27
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