

# **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

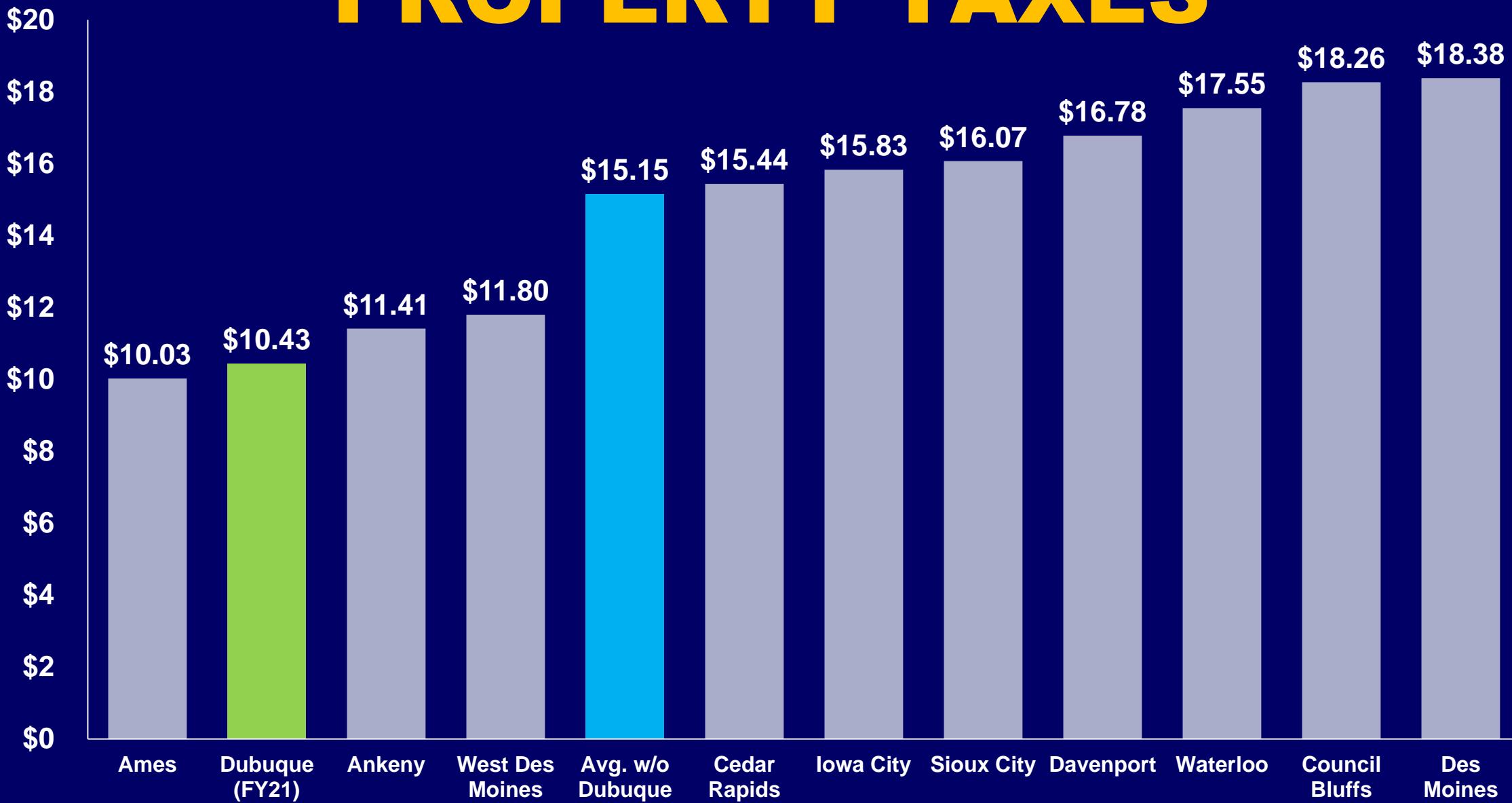
1% increase from FY2020

# 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

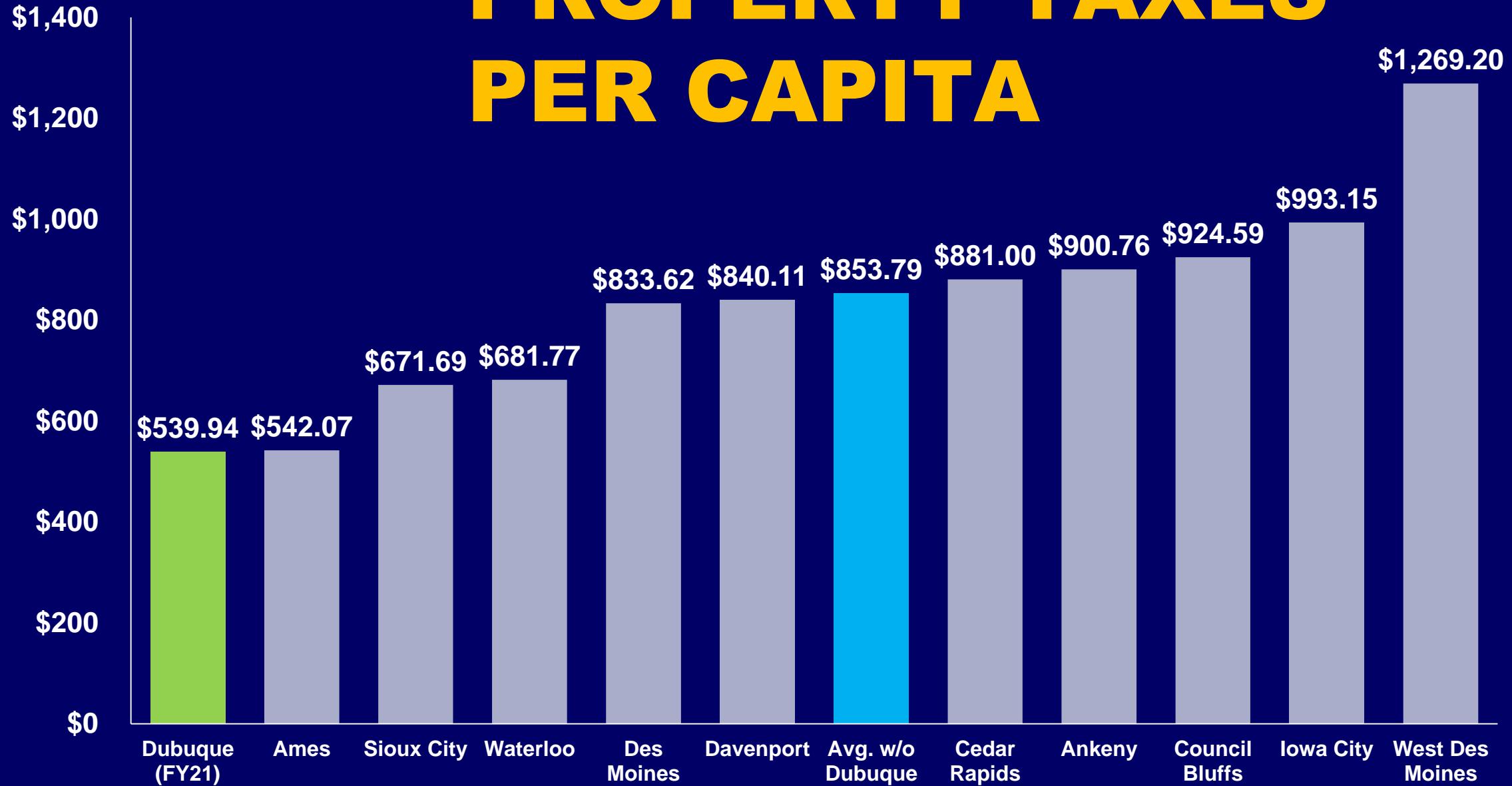


# PROPERTY TAXES

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
<b>Total New Debt: FY2021-FY2025</b>	<b>\$54,821,719</b>

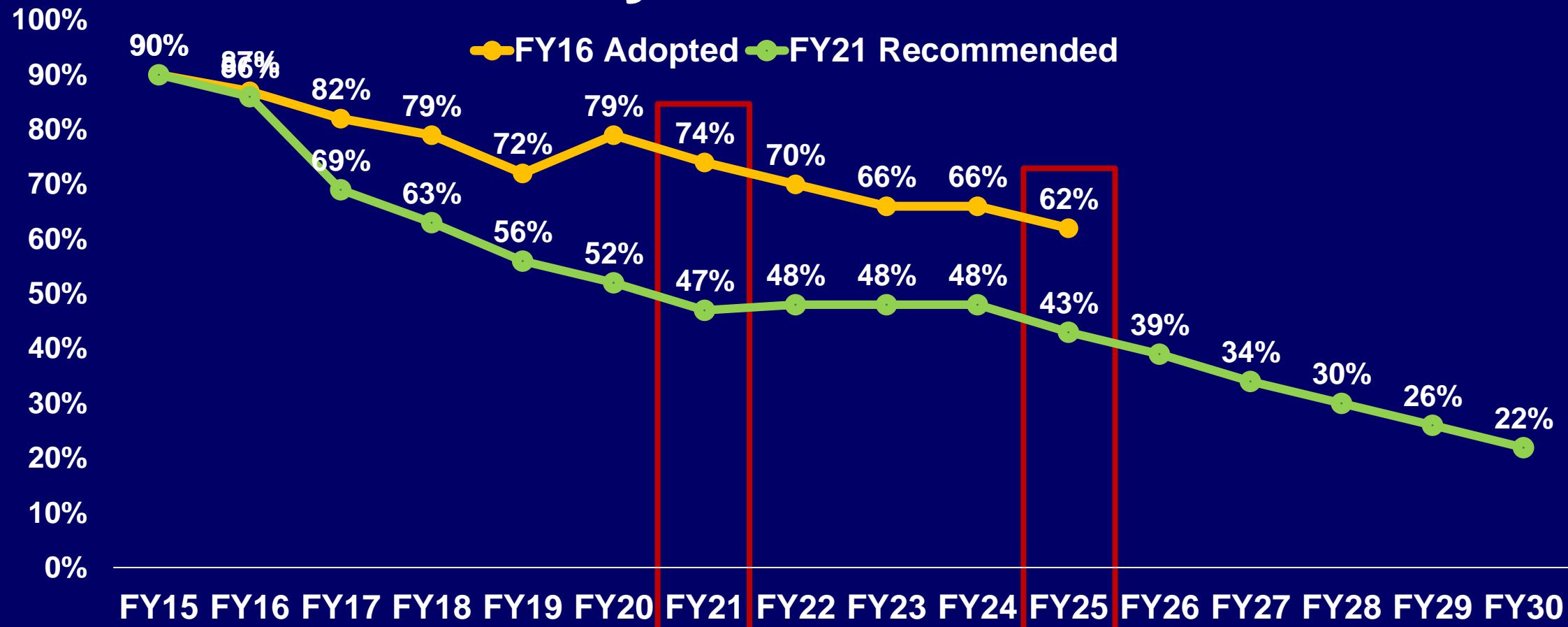
# CITY DEBT

## SRF Debt Being Accessed

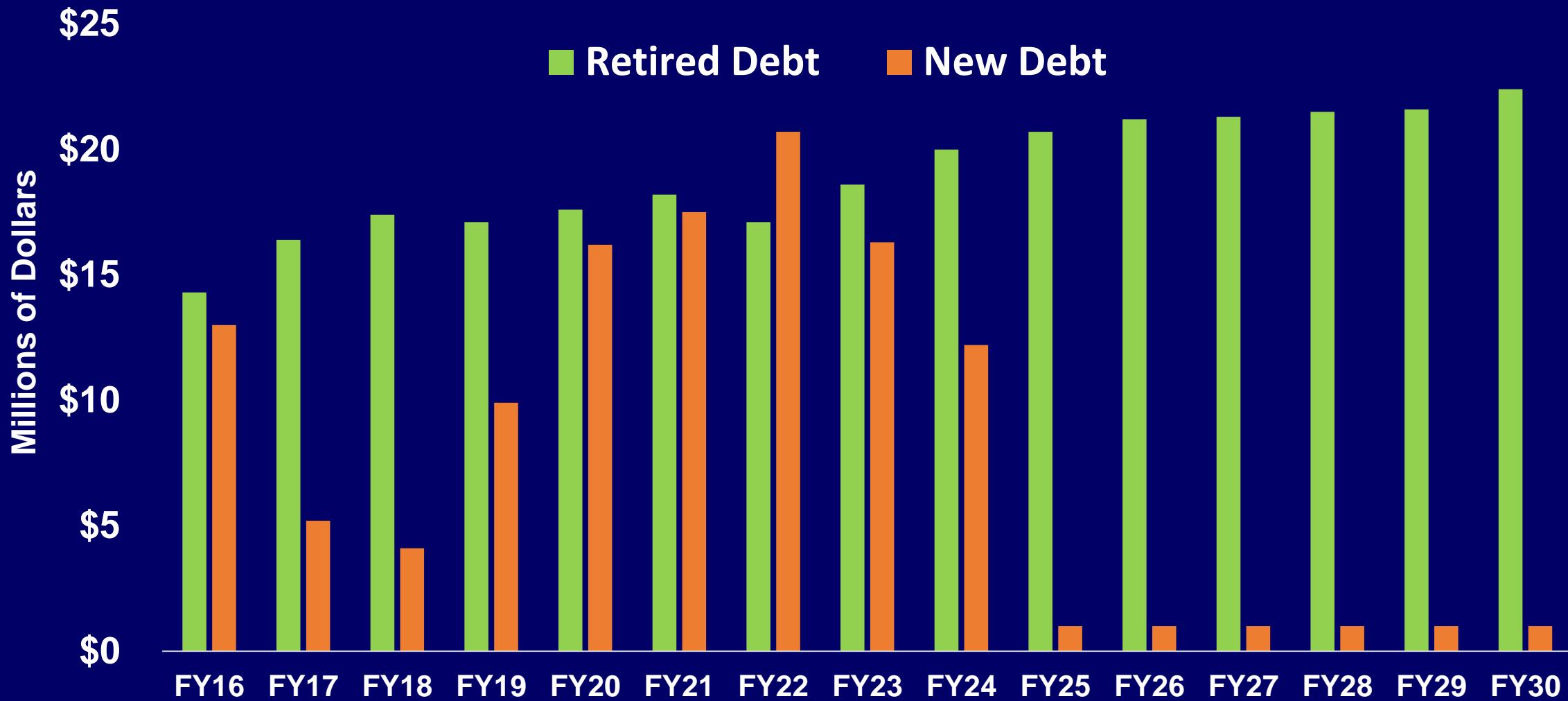
Project	FY21	FY22	FY23	FY24	FY25	Total
Stormwater: Upper Bee Branch & Sponsor SRF	\$247,664					\$247,664
Stormwater: Upper Bee Branch Railroad Culverts SRF	\$7,245,000	\$1,999,090				\$9,244,090
Water: Roosevelt St. Tower SRF	\$1,304,749					\$1,304,749
Water: CIWA Purchase & Improvements	\$1,060,000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

# 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**

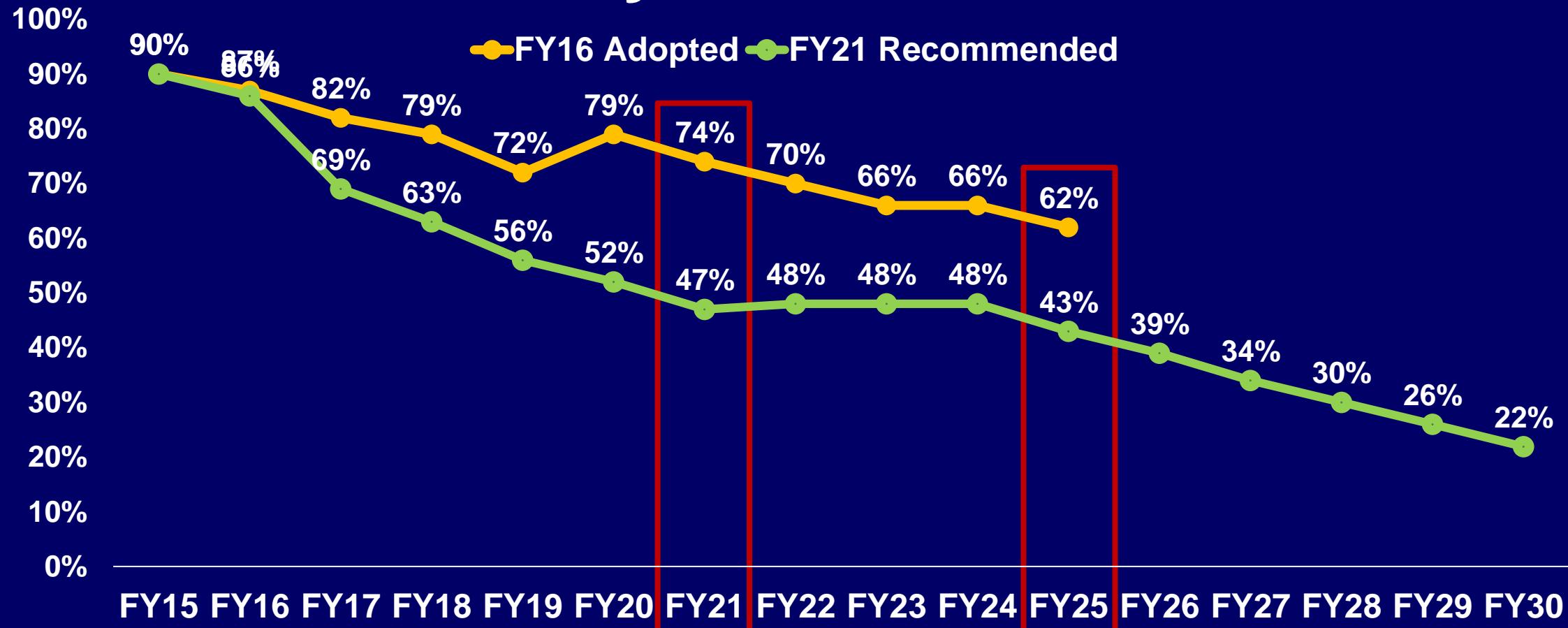
**(46.7% of statutory debt limit)**

- 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

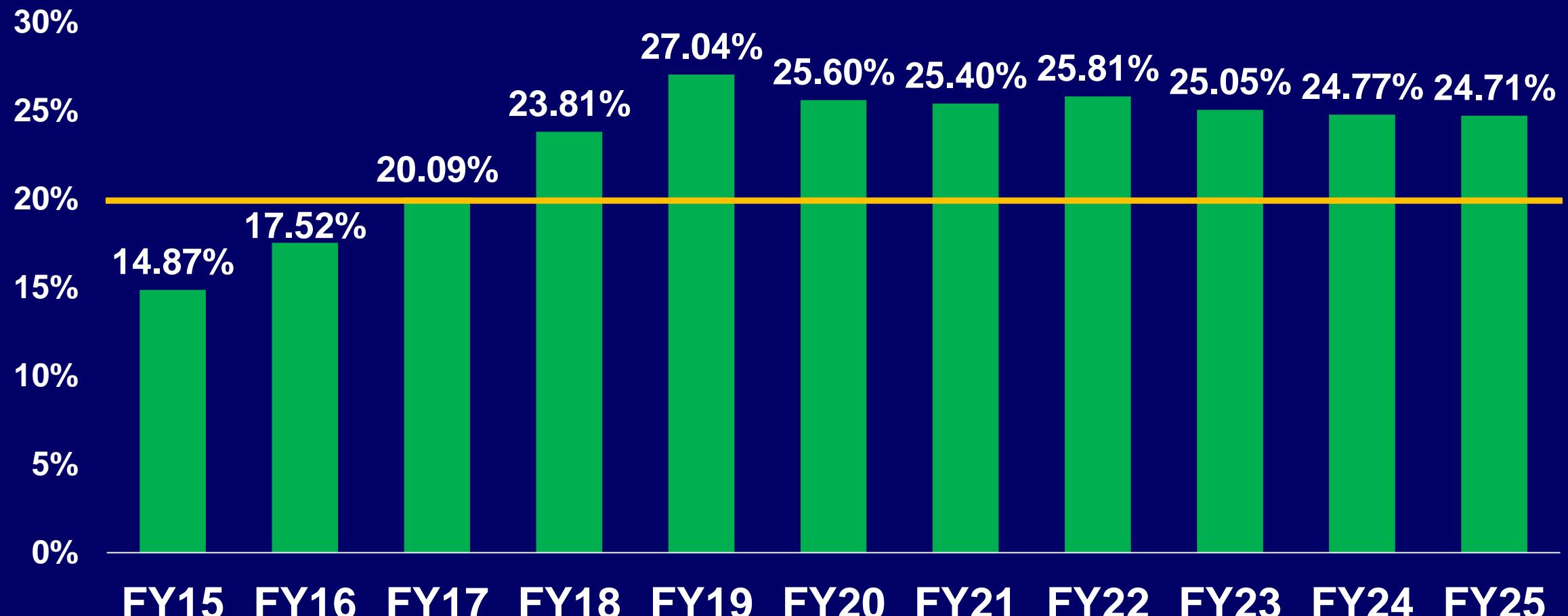
Rank	City	Legal Debt Limit (5%)	Statutory Debt Outstanding	% of Legal Debt Limit Utilized
11	Des Moines	\$577,394,243	\$393,570,000	68.16%
10	Sioux City	\$213,569,727	\$144,100,000	67.47%
9	Davenport	\$330,626,114	\$211,165,000	63.87%
8	Waterloo	\$191,406,282	\$108,225,490	56.54%
7	Cedar Rapids	\$518,039,169	\$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
<b>Contribution</b>	\$1,700,000	\$—	\$—	\$—	\$—	\$—	\$—
<b>General Fund Reserve</b>	\$20,011,333	\$18,120,432	\$18,120,432	\$18,120,432	\$18,120,432	\$18,120,432	\$18,120,432
<b>% of Projected Revenue (Moody's)</b>	<b>27.04%</b>	<b>25.60%</b>	<b>25.40%</b>	<b>25.81%</b>	<b>25.05%</b>	<b>24.77%</b>	<b>24.71%</b>

# 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
- 7<sup>th</sup> 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*