

# 2022

## VOLUME II

MARCH 4, 2021

Health Services  
Human Rights  
Library  
Airport  
Finance



Recommended for  
**Fiscal Year 2022**

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

# POLICY BUDGET



FISCAL YEAR 2022  
**Recommended**  
**Policy And Narrative Budget**  
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March 4, 2021

[Virtual Meeting - GoToMeeting](#) - Access Code: 337-661-181  
or by calling 1.877.568.4106 (toll free)

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# HOW TO USE THIS POLICY BUDGET DOCUMENT

## PURPOSE

The Policy Budget defines 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.

## FORMAT

The Policy Budget is organized by Department/Division and provides detail for all activities that make up each Department/Division. Each Department/Division tab includes the following information:

- 1) **Department/Division Financial Summary:** The ***budget highlights*** portion of the Department Summary reflects total expenses for the maintenance level budget (cost to continue at the same level of service) and approved improvement packages for all activities within the Department by expenditure category (employee expense, supplies and services, machinery and equipment, and debt service), and the funding sources that pay those expenses. The property tax portion of the funding is reflected, noting the increase or decrease from the prior years adopted budget. For Departments which are self supporting (i.e. Water, Water Resources & Recovery Center, Refuse and Salt Operations (part of Public Works), Media Service, Transit, Parking, Stormwater (part of Engineering)), the net operating surplus/deficit is reflected, noting the increase or decrease in the fund from the prior years adopted budget.

This summary displays all ***Improvement Packages*** submitted by Department/Division Managers, with a notation of whether they were recommended by the City Manager, and then approved by the City Council. Those noted with a 'YES' were added to the maintenance level budget and are reflected in the Department Funding Summary and those noted with a 'NO' were not approved.

And finally, this summary explains ***significant line item detail*** by expenditure category, notable revenue changes, and miscellaneous information regarding the maintenance level budget. These are the review notes prior to adding any improvement packages.

- 2) **Memo Addressing Budget Issue (optional):** If there is an important budget issue that needs further explanation, a memo will be provided.
- 3) **Department's Organizational Chart (optional):** Shows how a Department is structured. Usually included for larger more complex Departments.

- 4) **Department/Division's Highlights of Prior Year's Accomplishments and Future Initiatives:** This is a written narrative that highlights the Department's prior year accomplishments and what Departments plan on accomplishing in the near future.
- 5) **Department/Division's Goals and Performance Measures by Activity:** This is a written activity statement and a matrix for each activity which includes activity objectives, relationship to City Council Goals & Priorities, and key performance indicators (KPIs).. Performance measures are included for each activity to evaluate activities and ensure that the approved levels of funding yield the expected results. Battery icons for each KPI visually indicate how well an objective is doing and represent the following:

		
On Track	Improving	Needs Work

- 6) **Recommended Operating Revenue Budget by Department/Division:** This report reflects line item revenue detail at the Department/Division level (combines all activities for each line by fund). Two years actual revenues, prior year adopted revenues and the recommended revenue for the new budget year are reflected.
- 7) **Recommended Operating Expenditure Budget by Department/Division:** This report reflects line item expenditure detail at the Department/Division level (combines all activities for each line by fund). Expenses are grouped by category (employee expense, supplies and services, machinery and equipment, debt service, and transfers) and displays two years actual expenses, prior year adopted expenses and the recommended expense for the new budget year.
- 8) **Recommended Operating Expenditure Budget by Activity and Funding Source:** This report reflects expenses grouped by category (employee expense, supplies and services, machinery and equipment, debt service, and transfers) for each activity within the Department/Division, and displays two years actual expenses, prior year adopted expenses and the recommended expense for the new budget year.
- 9) **Personnel Complement at Department/Division and Activity Level:** These reports reflect positions budgeted at the Department/Division level and the Activity level, by funding source. Total Full Time Equivalents (FTE) and wages with longevity expense are shown for each position for two years prior year adopted FTE and expenses, and the recommended FTE and related expense for the new budget year.
- 10) **Capital Improvement Projects by Department/Division:** This report lists all Capital Improvement Project totals for two years actual expenses, prior year adopted expenses and the recommended expense for the new budget year.
- 11) **Five Year Capital Improvement Program Summary by Department/Division:** This report lists all Capital Improvement Projects budgeted in the new budget year and planned for the next four years.

**Reference:** Key Terms for Understanding Dubuque's Budget, Budget Glossary Budget Overview and Budget and Fiscal Policy Guidelines located in Resident's Guide

# **Health Services**

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## HEALTH SERVICES DEPARTMENT

<b>Budget Highlights</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Requested</b>	<b>% Change From FY 2021 Budget</b>
Employee Expense	482,950	543,764	555,383	2.1 %
Supplies and Services	280,385	345,025	363,236	5.3 %
Machinery and Equipment	2,559	3,200	1,800	(43.8)%
Total	765,894	891,989	920,419	3.2 %
Operating Revenue	385,514	465,778	460,669	(1.1)%
State Grant	11,340	8,808	8,802	(0.1)%
Total	396,854	474,586	469,471	(1.1)%
Property Tax Support	369,040	417,403	450,948	33,545
Percent Increase (Decrease)				8.0 %
<b>Personnel - Authorized FTE</b>	<b>5.86</b>	<b>6.14</b>	<b>6.14</b>	

### Improvement Package Summary

#### **1 of 3**

This is an improvement package for a full-time Public Health Emergency Preparedness Planner. This employee will start at GE-33A and move to GE33B after six months of employment. The Preparedness Planner performs public health and emergency preparedness planning, response, and recovery as part of the city's health services programs, and overall city emergency preparedness and resiliency. This position will assist in coordinating the City of Dubuque's emergency preparedness planning efforts by assisting the Public Health Specialist in emergency preparedness duties.

The Preparedness Planner will also coordinate the development and implementation of emergency preparedness plans and protocols for The City of Dubuque, primarily the Health Services Department. The Preparedness Planner will support departmental and emergency preparedness planning and information and support the Public Information Officer, during response and recovery. The City will achieve a coordinated planning and response framework among city departments with the Preparedness Planner's assistance in: creating exercises and drills, assisting with public health and other departmental emergency plans and training, including assuring access to training and ongoing National Incident Management (NIMS) and Incident Command System (ICS) capabilities for staff and elected officials.

- Although the city contributes to the Emergency Management Agency (EMA) Director position along with Dubuque County, this position does not meet all the city's emergency and disaster planning and recovery needs. Currently, no city staff has this as their primary responsibility and the duties are divided among Police, Fire and Health department managers in an ad hoc manner with assistance from the EMA director. Department managers are expected to create plans etc. for their department and city emergencies. The COVID-19 pandemic pointed out a big hole in this model. Although city staff has pulled together to meet city operation and community needs, it was not without a few bumps in the road and a severe drain on some city staff members. (i.e., isolation/quarantine shelter, serving vulnerable populations various needs, etc.) A coordinated, ongoing approach would ease reactionary and just-in-time planning and response.

- A coordinated approach also affects public information dissemination, especially during an emergency. With limited public information staff, departments can prepare and plan for public information needs ahead of disasters, allowing for seamless and timely public information and messaging. Besides emergencies, the position would be viable year-round to address seasonal preparedness for tornadoes, summer storms, extreme cold and heat, winter storms, flooding and wind events which continue to occur with increasing frequency and intensity.
- Resiliency has a direct link with city and community preparedness planning at many levels including neighborhood resiliency. Resiliency also focuses on natural emergencies/disasters including flooding, extreme heat and cold, and weather- related disasters which are addressed in emergency planning and response. Sustainability overlaps with the weather- related emergencies.
- The City's Comprehensive Plan includes goals of:  
Prepare: Improve the level of responder, government, businesses, and citizen awareness and preparedness for disaster.  
Respond: Develop programs to ensure that response agencies, governments, educational institutions, and local businesses can operate during times of disaster.
- The city's goals are tied with the vision statement of "a sustainable and resilient city, an inclusive and equitable community where ALL are welcome." Equity in emergency preparedness, response and recovery is an element that surfaced early in the COVID-19 pandemic. Vulnerable populations are currently a public health planning element but need further focus to include an equity lens for planning, and resiliency. This would include working with community partners that serve vulnerable populations, such as the Crescent Community Health Center, the Multi-Cultural Family Center, Community Foundation of Greater Dubuque etc.
- The Public Works Department is extensively involved in County's Hazard Mitigation plan. A focused and coordinated city approach would enhance their preparedness responsibility areas, especially for the floodwall/levy.
- The position must have a preparedness and planning focus, developing strong working relationships with departments, and not spread too thin with numerous projects and efforts that would result in minimal effectiveness. Although the position could also work on resiliency planning, the climate action plan, air quality, health, sustainability, poverty prevention, and on and on, the outcomes must include current and updated plans, capabilities and response protocols using a balanced approach.

Previous epidemics, pandemics, and disasters are typically followed by grants and funding to facilitate improved capacity and response. Federal, state, and private funding sources for public health, health care and general preparedness are a likely funding mechanism for the position, at least in the first few years. Training opportunities, equipment, along with increased planning requirements and capabilities, are also foreseeable and will need a focused effort to coordinate and maximize these resources that become available. Also, tracking and submitting for FEMA funding has been a challenge in past years, with most of the coordination and collection falling to the Public Works Department and the Finance Department.

The Impact on the community will provide the City organization with coordinated and current preparedness plans, capabilities, and resources to respond to emergencies and disasters that will lessen the impact on our citizens. This position is well aligned with several City Council goals and priorities including, 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 and Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable.

Related Cost: \$ 4,050 Tax Funds  
 Related Cost: \$ 83,522 Tax Funds  
 Net Property Tax Cost \$ 87,572  
 Property Tax Impact: \$(0.0344) (0.34)%  
 Activity: Community Health

Non-Recurring **Recommend - No**  
 Recurring

## 2 of 3

This improvement package request is for a stand-up desk for the Confidential Account Clerk. The Account Clerk spends most of the day sitting in front of the computer. Standing at your desk offers great relief to your back and shoulders and adds to productivity and alertness. The standing desk would also be helpful when helping customers at the pay window. When assistance is provided to City customers, the Account Clerk needs to stand. A stand-up desk would bring the computer screen to the same level as the Clerk who would be utilizing them. This improvement package correlates with the Cities goal of being a Vibrant Community: Healthy and Safe.

Related Cost: \$ 750 Tax Funds  
 Property Tax Impact: \$ 0.0003 —%  
 Activity: Health Administration

Non-Recurring **Recommend - Yes**

## 3 of 3

This improvement request is for a blow dart/blowpipe kit which animal control could use in tight spaces where a tranquilizer gun is not appropriate. When animal control encounters these aggressive animals inside a home, it is often safer for the animal and the animal control officer if the animal is lightly tranquilized before handling. Tranquilizing the animal can reduce stress on the animal and the likelihood of injury during capture. This would also reduce the risk of a bite incident and reduce the time it takes to capture and transport the animal. The blow dart is also lower impact than a tranquilizer gun, which reduces the risk of property damage within a home. This improvement package correlates with the Cities goal of being a Vibrant Community: Healthy and Safe.

Related Cost: \$ 600 Tax Funds  
 Property Tax Impact: \$ 0.0002 —%  
 Activity: Animal Control

Non-Recurring **Recommend - Yes**

## Significant Line Items

### Employee Expense

1. FY 2022 employee expense reflects a 3.0% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged —% from FY 2021 City contribution of 9.44%. The employee contribution of 6.29% is unchanged from FY 2021.
3. The City portion of health insurance expense increased from \$1,025 in FY 2021 to \$1,086 in FY 2022 per month per contract which results in annual increase of \$8,248 or 5.95%.
4. Overtime expense is unchanged from \$1,500 in FY 2021 to \$1,500 in FY 2022. FY 2020 actual was \$5,803.

## Supplies & Services

1. Court Costs and Record Fees increased from \$24,905 in FY 2021 to \$29,933 in FY 2022 based on FY 2020 actual of \$28,393. Beginning January 1, 2016, the court requires the \$95 filing fee for municipal infractions to be paid up front by the City. The Court then enters judgment, and if a defendant is found guilty, the defendant will pay a fine plus \$95 in court costs and the Court will distribute the fine portion and reimburse the City for the filing fee that was paid up front by the City. If a defendant is found not guilty, the City will pay for the court costs using the \$95 filing fee paid upfront instead of deducting the \$95 from the City's judgments, which was the process done by the Court previous to January 1, 2016. Departments that file municipal infractions must budget the upfront filing fee and a portion of the amount is reimbursed to the department going forward. The offsetting revenue is budgeted in Iowa District Court Fines and is \$25,000 in FY 2022 . Due to time delay of reimbursements, the revenue received is less than the expense.
2. Payments to Other Agencies increased from \$191,083 in FY 2021 to \$196,341 in FY 2022 due to the annual consumer price index increase on the Humane Society contract. The FY 2022 Humane Society contracted budget is \$139,341. Most of these contracted services for animal control are expenses that the City would have within its organization regardless of who provides the services. In addition, there is \$50,000 budgeted for Crescent Community Health Center patient health and wellness programming operating expenses. There is also \$7,000 budgeted for the Visiting Nurse Association to provide medical case management of lead poisoned children, which is funded by the Iowa Department of Public Health grant.
3. Bill Collection Services increased from \$47,211 in FY 2021 to \$50,890 in FY 2022 based on FY 2020 actual \$50,890. This line item represents the amount paid to PetData Services for pet licensing.
4. Consultant Services decreased from \$10,641 in FY 2021 to \$10,158 in FY 2022 based on FY 2020 actual \$10,158. This line item represents vet services for after hour veterinarian calls. This line item is also used for vet services for injured dogs or cats when the owner is unknown, rabies confinement of animals when the owner is unknown, wild animal confinement, and neglect cases of animals when being held waiting for a court appearance.
5. Education and Training unchanged from \$11,289 in FY 2021 to \$11,289 in FY 2022. This line item represents public health and nursing continuing education (\$350); National Animal Care & Control Training for Animal Control Officers (\$6,000); Iowa Department of Inspections and Appeals Training for Sanitarians (\$2,939); and Childhood Lead Poisoning Prevention Training and Lead and Healthy Homes Training (\$2,000) which is covered by a grant. Most trainings were cancelled for FY21 due to COVID, so education and training for certifications will be necessary.

## Machinery & Equipment

6. Equipment replacement items include (\$1,800):

<u>Animal Control</u>		
(2) Smart Phone	\$	700
<u>Inspections</u>		
(1) Smart Phone	\$	350
<b>Recommended Improvement Packages</b>		<b>750</b>
Total	\$	<u><u>1,800</u></u>

## **Revenue**

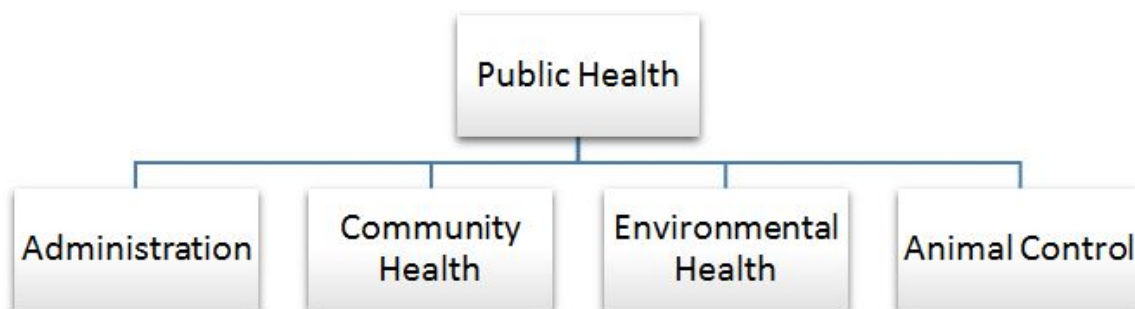
7. Dog and cat license revenue is unchanged from \$262,923 in FY 2021 to \$262,923 in FY 2022 based on FY 2021 budget. This projection for the budget year remains the same as FY 2021 due to past history of fees remaining level for the first year of a fee increase.
8. Business license revenue decreased from \$150,000 in FY 2021 to \$143,528 in FY 2022 based on FY 2020 actual of \$143,528. The decrease is due to the loss or reduced revenue of restaurants and food establishments during the pandemic.
9. Iowa District Court Fines decreased from \$28,016 in FY 2021 to \$25,000 in FY 2022. FY 2020 actual was \$33,406. This revenue represents the reimbursement of the cost of Court Costs and Record Fees for municipal infractions fee paid up front by the City and then reimbursed to the City by the Court. The reduction of this revenue can be attributed to fewer citations issued and processed during the pandemic.

## **Miscellaneous**

10. The Animal Control activity is 69.0% self-supporting in FY 2022 versus 71.7% self-supporting in FY 2021.
11. The Inspection of Food Establishments activity is 75.0% self-supporting in FY 2022 versus 74.9% self-supporting in FY 2021.

# PUBLIC HEALTH

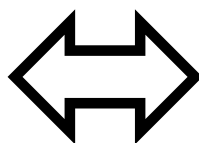
Public Health provides an effective service to protect, maintain and promote the physical and environmental health and well-being of the citizens of the community.



## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

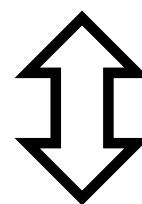
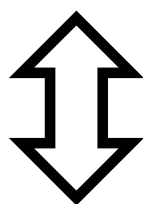
### People

The Health Services Department strives to respond to conditions that affect the overall health of the community in a timely manner.



### Planning

- The Dubuque County Community Health Needs Assessment and Health Improvement plan is a community-wide effort to assess the community's health needs and decide how to meet them.
- The Dubuque County Health Care Preparedness Coalition is a multi-disciplinary partnership that assesses jurisdictional risk and responds cohesively to public health incidents and emergencies.



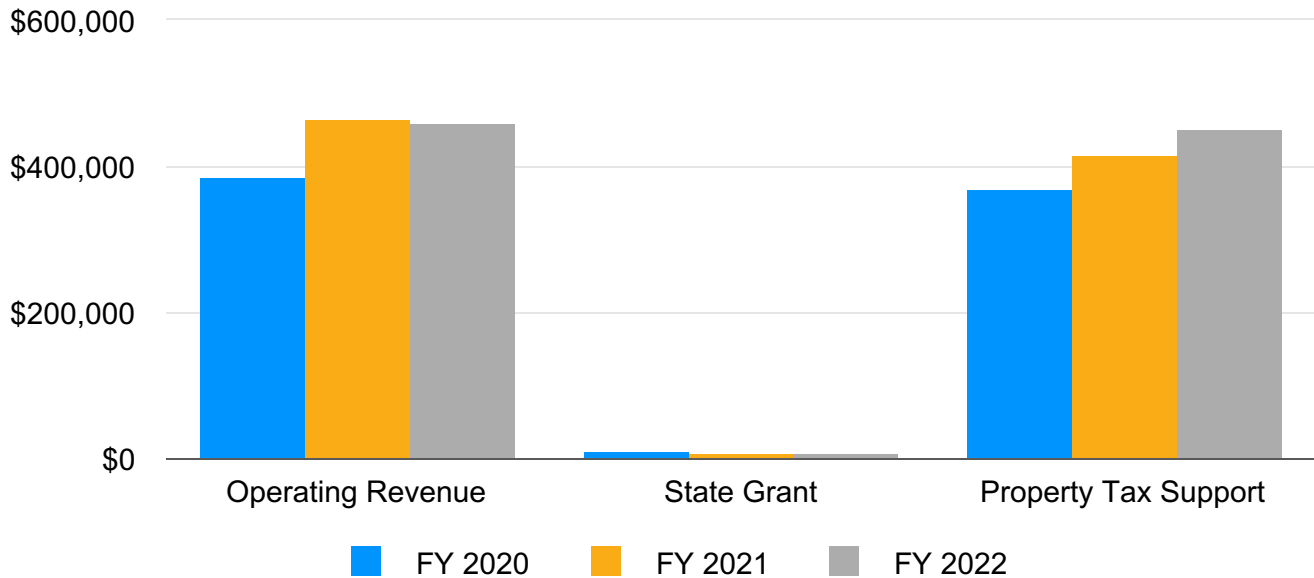
### Partnerships

Partnerships allow public health to perform its activities in an effective, efficient, and inclusive manner. Some partners include the Crescent Community Health Center, Iowa Department of Public Health, Dubuque Community Schools, Dubuque Visiting Nurses Association, Dubuque County Health Department, Mercy Medical Center, Unity Point Health/Finley HOSpital, and many others.

# PUBLIC HEALTH

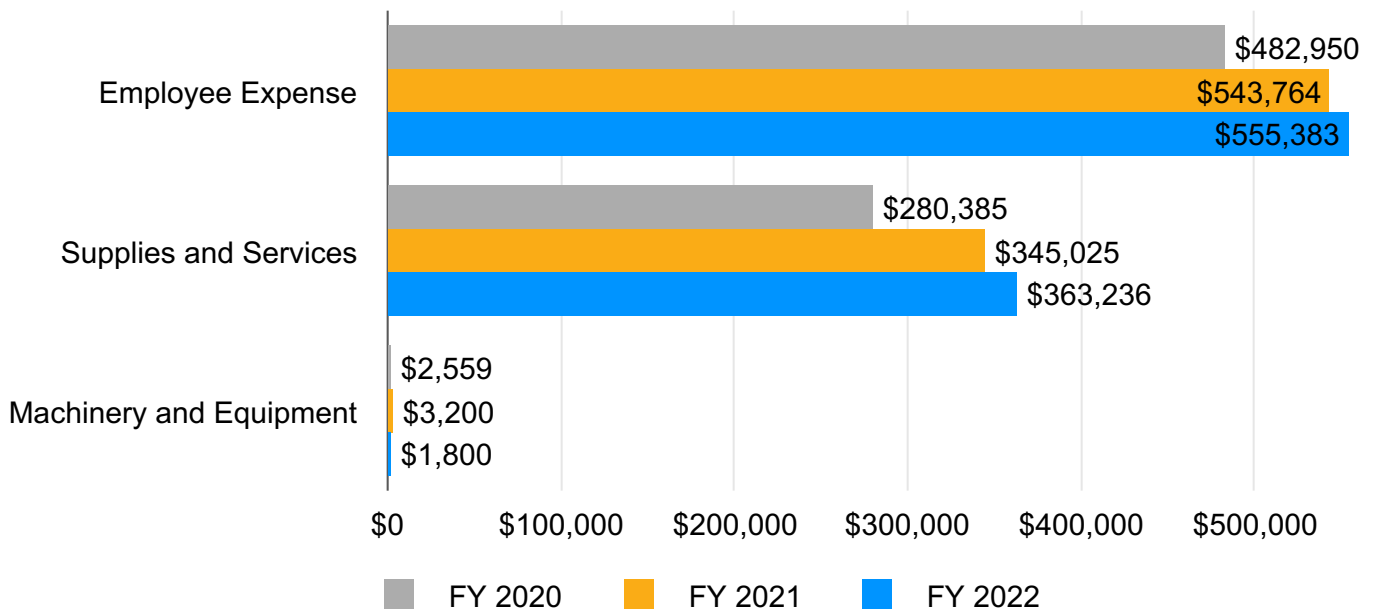
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	5.86	6.14	6.14

## Resources and Property Tax Support



The Health Department is supported by 6.14 full-time equivalent employees, which accounts for 60.34% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 3.19% in FY 2022 compared to FY 2021.

## Expenditures by Category by Fiscal Year



# PUBLIC HEALTH

## Administration/Community Health

### Mission & Services

Community Health provides assessment, assurance, and policy development to address public health problems and issues in the community. The [Health Services](#) Department works with the [Dubuque County Board of Health](#) to carry out public health essential services necessary for an effective public health system. Responsibilities include evaluating, reviewing, and updating animal, noise, nuisance, sewer, refuse, and food ordinances enforced by the Health Department.




Health Administration/Community Health Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$179,545	\$253,689	\$272,595
Resources	\$11,668	\$9,974	\$9,468

Health Administration/Community Health Position Summary	
	FY 2022
Public Health Specialist	1.00
Public Health Intern	0.14
Secretary	1.00
<b>Total Full-Time Equivalent Employees</b>	<b>2.14</b>

### Performance Measures


#### City Council Goal: Vibrant Community: Healthy and Safe

- 1 Dept. Objective: Ensure accessibility and quality of primary care and population-based health services.

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	Performance Indicator
Crescent Community Health Center total patients served	8057	6370	6465	7465	
% patients served at or below 100% of poverty level of total demographic in Dubuque	56%	58%	58%	58%	
% of patients served without insurance	30%	48%	24%	24%	


#### City Council Goal: Vibrant Community- Healthy & Safe

- 2 Dept. Objective: Maintain a Childhood Lead Poisoning Prevention Program

% of children with elevated blood lead levels	<1%	0.9%	N/A	0.9%	
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#### City Council Goal: Partnerships for a Better Dubuque

- 3 Dept. Objective: Mobilize community partnerships to identify and investigate public health problems and emerging issues

Annual review, maintenance and demonstration (exercising) of Public Health Emergency Response Plan sections	1 section or exercise/ year	Communication & notification drill	Risk Communication	Risk Communication	
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# PUBLIC HEALTH

## Environmental Health

### Mission & Services

Environmental Health promotes a safe and healthy environment by assuring sanitary conditions and practices in accordance with municipal public health and environmental ordinances, codes and regulations. Responsibilities include responding to complaints, inspecting pools, spas, tanning, and tattoo facilities, and inspecting and licensing food establishments, stands, and mobile units.

Food Inspection/Environmental Health Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$188,601	\$220,955	\$219,966
Resources	\$156,990	\$165,494	\$164,931

Food Inspection/Environmental Health Position Summary	
	FY 2022
Environmental Sanitarian	2.00
<b>Total Full-Time Equivalent Employees</b>	<b>2.00</b>

### Performance Measures

#### City Council Goal: Vibrant Community: Healthy & Safe

- 1 **Dept. Objective: Assure safe and sanitary public swimming pools, spas and tattoo facilities by providing a minimum of one inspection per year within Dubuque County.**

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY 2021 Estimated	Performance Indicator
# of closures of public pool/spa	0	0	0	1	

- 2 **Dept. Objective: All permanent and temporary food establishments, mobile food units and hotels/motels/inns are inspected and licensed through a contract with the Iowa Department of Inspections & Appeals.**

# of new/change ownership food establishments	N/A	68	51	64	N/A
# foodborne illness complaints	7	4	6	5	

- 3 **Dept. Objective: Alleviate improper garbage/refuse storage and disposal and other public nuisances through code enforcement.**

# municipal infractions (MIs) issued for nuisance violations	25	23	10	6	
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# PUBLIC HEALTH

## Animal Control

### Overview

Animal Control enforces the City Animal Ordinance which provides for licensing of all cats and dogs, the prohibition of dogs and cats running at-large within the city, inoculation of all dogs and cats against rabies, investigation of animal bites and assurance of proper rabies confinement, prohibition of harboring a vicious or potentially vicious animal or dangerous animal and prohibition of animals causing serious disturbance or nuisance.

Animal Control Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$361,869	\$417,345	\$427,858
Resources	\$228,195	\$299,118	\$295,072

Animal Control Position Summary	
	FY 2022
ANIMAL CONTROL OFFICER	2.00
Total Full-Time Equivalent Employees	2.00



### Performance Measures

#### City Council Goal: Vibrant Community: Healthy & Safe

##### 1 Dept. Objective: Respond to and abate the problems and nuisances of cats and dogs.

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY 2021 Estimated	Performance Indicator
# of citations issued for violations of Animal Control ordinance	N/A	63	39	50	N/A

##### 2 Dept. Objective: Control the spread of rabies among and between animals.


# of Pet Licenses sold/rabies licenses	11,000	10,439	10,858	11,000	
# of citations for failure to license a pet	1,700	1,787	925	1,300	

##### 3 Dept. Objective: Assess and evaluate animal bites, injuries and attacks for determining potentially vicious and vicious animal declarations.

# of animal bites	N/A	182	218	240	N/A
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#### City Council Goal: Partnerships for a Better Dubuque

##### 4 Dept. Objective: Provide shelter for dogs, cats and other animals without homes in Dubuque.

Maintain agreement with Dubuque Regional Humane Society	Improving	Amendment	Under contract	New agreement in process	
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## Recommended Operating Revenue Budget - Department Total

### 17 - HEALTH SERVICES

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	42105	BUSINESS LICENSES	130,201	143,528	150,000	143,528
100	42120	ANIMAL LICENSES	126,353	173,968	262,923	262,923
100	42125	CAT LICENSES	48,201	14,532	0	0
100	42169	TATTOO LICENSES	3,993	1,208	2,805	3,000
100	42235	REFUSE HAULING PERMITS	375	0	775	775
100	42325	SWIMMING POOL INSP. FEES	9,123	3,394	10,650	10,000
100	42330	ANIMAL IMPOUNDMENT FEES	8,040	8,074	9,040	8,074
<b>42</b>	<b>LICENSES AND PERMITS</b>	<b>- Total</b>	<b>326,286</b>	<b>344,704</b>	<b>436,193</b>	<b>428,300</b>
100	45701	STATE GRANTS	7,660	11,340	8,808	8,802
<b>45</b>	<b>STATE GRANTS</b>	<b>- Total</b>	<b>7,660</b>	<b>11,340</b>	<b>8,808</b>	<b>8,802</b>
100	51178	CREDIT CARD FEE	0	36	0	0
100	51215	LATE PAYMENT PENALTY	0	75	0	75
100	51987	WEED CUTTING CHARGES	4,423	3,426	0	3,426
<b>51</b>	<b>CHARGES FOR SERVICES</b>	<b>- Total</b>	<b>4,423</b>	<b>3,537</b>	<b>0</b>	<b>3,501</b>
100	53201	REFUNDS	0	158	0	158
100	53403	IA DISTRICT COURT FINES	26,017	33,406	28,016	25,000
100	53620	REIMBURSEMENTS-GENERAL	3,362	3,202	669	3,202
100	53625	REIMBURSEMENTS-TRAINING	0	508	900	508
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>29,379</b>	<b>37,274</b>	<b>29,585</b>	<b>28,868</b>
<b>HEALTH SERVICES - Total</b>			<b>367,748</b>	<b>396,854</b>	<b>474,586</b>	<b>469,471</b>

## Recommended Operating Expenditure Budget - Department Total

### 17 - HEALTH SERVICES

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	272,113	263,203	387,285	404,599
261	61010	FULL-TIME EMPLOYEES	0	25,622	0	0
100	61020	PART-TIME EMPLOYEES	73,273	49,760	0	0
261	61020	PART-TIME EMPLOYEES	0	243	0	0
100	61030	SEASONAL EMPLOYEES	6,303	10,759	0	0
100	61050	OVERTIME PAY	1,841	3,061	1,500	1,500
261	61050	OVERTIME PAY	0	2,742	0	0
100	61070	HOLIDAY PAY	0	0	412	919
100	61091	SICK LEAVE PAYOFF	4,097	3,292	0	0
100	61092	VACATION PAYOFF	0	7,634	0	0
100	61096	50% SICK LEAVE PAYOUT	0	1,238	0	1,238
100	61310	IPERS	33,011	30,623	36,740	38,425
261	61310	IPERS	0	2,700	0	0
100	61320	SOCIAL SECURITY	26,260	24,910	29,775	31,232
261	61320	SOCIAL SECURITY	0	2,094	0	0
100	61410	HEALTH INSURANCE	50,086	46,531	79,924	71,676
261	61410	HEALTH INSURANCE	0	2,447	0	0
100	61415	WORKMENS' COMPENSATION	6,772	5,685	5,498	5,307
100	61416	LIFE INSURANCE	239	228	404	349
261	61416	LIFE INSURANCE	0	29	0	0
100	61651	MEALS NO OVERNIGHT	0	10	0	0
100	61660	EMPLOYEE PHYSICALS	2,225	138	2,226	138
<b>61 - WAGES AND BENEFITS</b>			<b>476,220</b>	<b>482,950</b>	<b>543,764</b>	<b>555,383</b>
100	62010	OFFICE SUPPLIES	1,948	866	2,059	1,329
100	62011	UNIFORM PURCHASES	936	257	937	930
100	62030	POSTAGE AND SHIPPING	6,708	7,843	7,379	8,538
100	62031	PROCESSING MATERIALS	0	25	0	25
100	62033	HAND TOOLS/EQUIPMENT	337	0	0	0
100	62061	DP EQUIP. MAINT CONTRACTS	8,054	8,654	8,535	9,532
100	62063	SAFETY RELATED SUPPLIES	0	120	0	122
100	62067	ANIMAL CONTROL SUPPLIES	307	135	1,788	1,338
100	62090	PRINTING & BINDING	2,989	743	3,506	3,558
100	62110	COPYING/REPRODUCTION	707	513	707	672
100	62130	LEGAL NOTICES & ADS	317	1,288	1,029	1,787
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	20	0	21	221
100	62190	DUES & MEMBERSHIPS	775	660	1,371	989
100	62204	REFUNDS	605	242	0	350
100	62208	GENERAL LIABILITY INSURAN	3,421	3,957	3,593	4,320
100	62230	COURT COSTS & RECORD FEES	24,905	28,393	24,905	29,933
100	62310	TRAVEL-CONFERENCES	6,173	3,914	8,114	8,294
100	62320	TRAVEL-CITY BUSINESS	153	609	794	721
100	62340	MILEAGE/LOCAL TRANSP	27	8	79	118
100	62360	EDUCATION & TRAINING	4,291	5,836	11,289	11,289
100	62421	TELEPHONE	4,072	4,076	4,072	4,076
100	62424	RADIO/PAGER FEE	0	316	0	323
100	62436	RENTAL OF SPACE	2,112	1,848	2,112	2,046
100	62511	FUEL, MOTOR VEHICLE	2,808	2,184	2,722	2,722
100	62521	MOTOR VEHICLE MAINT.	794	1,425	1,495	2,488

## Recommended Operating Expenditure Budget - Department Total

### 17 - HEALTH SERVICES

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	62528	MOTOR VEH. MAINT. OUTSOUR	0	200	1,030	1,030
100	62614	EQUIP MAINT CONTRACT	890	26	890	26
100	62663	SOFTWARE LICENSE EXP	118	164	123	165
100	62666	CREDIT CARD CHARGE	0	61	0	1,400
100	62667	DATA SERVICES	424	648	415	432
100	62668	PROGRAM EQUIP/SUPPLIES	558	954	558	650
100	62671	MISC. OPERATING SUPPLIES	100	0	500	500
100	62683	FIELD OPERATIONS SUPPLIES	244	124	244	285
100	62696	OUTSIDE COLLECTOR EXPENSE	29	0	0	0
100	62699	CASH SHORT AND OVER	(1)	0	0	0
100	62716	CONSULTANT SERVICES	10,369	10,158	10,641	10,158
100	62725	BILL COLLECTION SERVICES	47,211	50,890	47,211	50,890
100	62727	FINANCIAL SERVICE FEES	600	600	600	600
100	62732	TEMP HELP/CONTRACT SERV.	0	0	2,998	2,998
100	62736	CATERING SERVICES	0	131	225	225
100	62761	PAY TO OTHER AGENCY	185,250	141,481	191,083	196,341
100	62780	HAULING SERVICES	1,815	1,037	2,000	1,815
100	62781	LAWN CARE SERVICES	2,915	0	0	0
<b>62 - SUPPLIES AND SERVICES</b>			<b>322,983</b>	<b>280,385</b>	<b>345,025</b>	<b>363,236</b>
100	71110	MISC. OFFICE EQUIPMENT	0	7	0	0
100	71118	PROJECTOR/CAMERA	0	1,352	0	0
100	71120	PERIPHERALS, COMPUTER	2,040	0	200	0
100	71122	PRINTER	495	99	0	0
100	71124	COMPUTER	0	0	2,275	0
100	71211	DESKS/CHAIRS	425	1,059	0	750
100	71550	MISCELLANEOUS EQUIPMENT	109	0	0	0
100	72418	TELEPHONE RELATED	371	41	725	1,050
<b>71 - EQUIPMENT</b>			<b>3,439</b>	<b>2,559</b>	<b>3,200</b>	<b>1,800</b>
<b>17 - HEALTH SERVICES TOTAL</b>			<b>802,642</b>	<b>765,894</b>	<b>891,989</b>	<b>920,419</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 17 - HEALTH SERVICES

#### HEALTH SERVICES ADMINISTR- 17100

##### FUNDING SOURCE: MEDIA SERVICE

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
WAGES AND BENEFITS	35,878	—	0
<b>CDBG CARES ACT</b>	<b>35,878</b>	<b>0</b>	<b>0</b>
EQUIPMENT	913	350	750
SUPPLIES AND SERVICES	7,312	13,790	14,389
WAGES AND BENEFITS	118,177	117,836	132,992
<b>HEALTH SERVICES ADMINISTR</b>	<b>126,403</b>	<b>131,976</b>	<b>148,131</b>
<b>ANIMAL CONTROL</b>	<b>- 17200</b>		

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	1,583	2,475	700
SUPPLIES AND SERVICES	242,526	241,868	258,457
WAGES AND BENEFITS	117,760	173,002	168,701
<b>ANIMAL CONTROL</b>	<b>361,869</b>	<b>417,345</b>	<b>427,858</b>
<b>INSP. - FOOD ESTBLMNTS</b>	<b>- 17300</b>		

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	63	375	350
SUPPLIES AND SERVICES	21,290	27,496	27,491
WAGES AND BENEFITS	167,248	193,084	192,125
<b>INSP. - FOOD ESTBLMNTS</b>	<b>188,601</b>	<b>220,955</b>	<b>219,966</b>
<b>COMMUNITY HEALTH SERV.</b>	<b>- 17400</b>		

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	833	52,792	52,657
WAGES AND BENEFITS	43,887	59,842	61,565
<b>COMMUNITY HEALTH SERV.</b>	<b>44,720</b>	<b>112,634</b>	<b>114,222</b>
<b>LEAD PAINT PROGRAM</b>	<b>- 17500</b>		

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	8,423	9,079	10,242
<b>LEAD PAINT PROGRAM</b>	<b>8,423</b>	<b>9,079</b>	<b>10,242</b>
<b>HEALTH SERVICES TOTAL</b>	<b>\$765,894</b>	<b>\$891,989</b>	<b>\$920,419</b>

CITY OF DUBUQUE, IOWA  
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

17 HEALTH SERVICES DEPARTMENT

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	7700	GE-37	PUBLIC HEALTH SPECIALIST	1.00	96,836	1.00	97,912	1.00	99,360
100	7500	GE-32	ENVIRONMENTAL SANITARIAN	2.00	136,293	2.00	141,324	2.00	136,054
100	7400	GE-29	ANIMAL CONTROL OFFICER	1.00	59,967	2.00	114,270	2.00	119,428
100	7375	GE-27	ENVIRON.SANITARIAN ASST	—	0	—	0	—	0
100	225	GE-25	CONFIDENTIAL ACCOUNT CLERK	1.00	48,986	1.00	39,588	1.00	49,757
TOTAL FULL TIME EMPLOYEES				5.00	342,082	6.00	393,094	6.00	404,599
61020 Part Time Employee Expense									
100	7400	GE-29	ANIMAL CONTROL OFFICER	0.72	36,910	—	0	—	0
TOTAL PART TIME EMPLOYEES				0.72	36,910	—	0	—	0
61030 Seasonal Employee Expense									
100			PUBLIC HEALTH INTERN	0.14	3,410	0.14	0	0.14	0
TOTAL SEASONAL EMPLOYEES				0.14	3,410	0.14	0	0.14	0
TOTAL HEALTH SERVICES				5.86	382,402	6.14	393,094	6.14	404,599



**CITY OF DUBUQUE, IOWA**  
**ACTIVITY PERSONNEL COMPLEMENT SUMMARY**

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2020		FY 2021		FY 2022		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Health Services Administration-General Fund											
10017100	61010	100	225	GE-25	CLERK	1.00	\$ 48,986	1.00	\$ 39,588	1.00	\$ 49,757
10017100	61010	100	7700	GE-37	PUBLIC HEALTH SPECIALIST	0.50	\$ 48,418	0.50	\$ 48,956	0.50	\$ 49,680
Total						1.50	\$ 97,404	1.50	\$ 88,544	1.50	\$ 99,437
Community Health Services - FT General Fund											
10017400	61010	100	7700	GE-37	PUBLIC HEALTH SPECIALIST	0.50	\$ 48,418	0.50	\$ 48,956	0.50	\$ 49,680
Total						0.50	\$ 48,418	0.50	\$ 48,956	0.50	\$ 49,680
Community Health Services - Seasonal General Fund											
10017400	61030	100			PUBLIC HEALTH INTERN	0.14	\$ 3,410	0.14	\$ —	0.14	
Total						0.14	\$ 3,410	0.14	\$ —	0.14	\$ —
Inspection of Food Est./Environmental - FT General Fund											
10017300	61010	100	7500	GE-32	ENVIRONMENTAL SANITARIAN	2.00	\$ 136,293	2.00	\$ 141,324	2.00	\$136,054
10017300	61010	100	7375	GE-27	ENVIRON.SANITARIAN ASST	—	\$ —	—	\$ —	—	
Total						2.00	\$ 136,293	2.00	\$ 141,324	2.00	\$136,054
Animal Control-FT General Fund											
10017200	61010	100	7400	GE-29	ANIMAL CONTROL OFFICER	1.00	\$ 59,967	2.00	\$ 114,270	2.00	\$119,428
Total						1.00	\$ 59,967	2.00	\$ 114,270	2.00	\$119,428
Animal Control-PT General Fund											
10017200	61020	100	7400	GE-29	ANIMAL CONTROL OFFICER	0.72	\$ 36,910	—	\$ —	—	\$ —
Total						0.72	\$ 36,910	—	\$ —	—	\$ —
TOTAL HEALTH SERVICES DEPT.						5.86	\$ 382,402	6.14	\$ 393,094	6.14	\$404,599

Capital Improvement Projects by Department/Division					
Health Services					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
2602778	CRESCENT HEALTH CENTER	—	200,000	—	—
<b>Health Services</b>	<b>TOTAL</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>

# **Human Rights**

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## HUMAN RIGHTS DEPARTMENT

<b>Budget Highlights</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Requested</b>	<b>% Change From FY 2021 Budget</b>
<u>Expenses</u>				
Employee Expense	396,815	393,153	417,294	6.1%
Supplies and Services	78,700	92,474	92,167	(0.3%)
Machinery & Equipment	894	—	1,050	0.0%
Total	476,409	485,627	510,511	5.1%
<u>Resources</u>				
Case Processing ICRC	725	2,400	2,000	(16.7%)
Miscellaneous	1,370	1,125	1,125	0.0%
Total	2,095	3,525	3,125	(11.3%)
Property Tax Support	474,314	482,102	507,386	25,284
Percent Increase (Decrease)				5.2%
<b>Personnel - Authorized FTE</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	

### Improvement Package Summary

#### 1 of 5

This improvement request is for hiring a consultant to conduct an assessment of the equity impacts of the City of Dubuque's fines and fees. The purpose would be to identify ways to address the manner in which the cumulative effects of fines and fees can hinder economic stability for the most vulnerable populations in our community, including people of color, immigrants, and refugees. Elements of the assessment would include: 1) conducting a community survey and focus groups, 2) collecting and analyzing the data, including the fiscal and budgeting impact of both the current structure and proposed reforms; and 3) developing a communication strategy and messaging. This improvement package aligns with the City Council's Top Policy Priority of Equitable Fines and Fees Reform. Currently, City staff members are gathering quantitative and qualitative data to initiate a small pilot project. However, an organization-wide review of fines and fees with robust community engagement is needed to make fully informed decisions about the types of fines and fees that are most likely to lead to cumulative impacts on the ability to get and maintain employment and meet other quality of life needs. The consultant would be tasked with conducting a representative survey of the population to identify the types of fines and fees interfering with families achieving economic stability, along with focus groups to identify the nature of the ripple effects of these fines and fees. Additionally, the consultant would review our current fine and fee collections to determine the true economic payoff, or loss, associated with attempting to collect fines and fees and to identify more cost-effective and people-centered alternatives to achieving compliance. Finally, the consultant would develop a communication and messaging plan for implementation. We anticipate that implementation will require allocation of .10 FTE of a staff member's time in the Public Information Office to implement marketing and messaging efforts, along with funding of the improvement package put forth in the FY22 AmeriCorps budget for the Youth AmeriCorps Program Employee to coordinate community service. Additional implementation funding may be needed in future years, depending on the outcome.

Related Cost:	\$ 56,500	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Property Tax Impact:	\$ 0.0222	0.22%		
Activity: Administration				

## 2 of 5

This improvement request is for hiring a consultant to develop and populate equity indicators and supporting indicators in Socrata, the performance management software. Development of the indicators would include researching best practices, identifying data sources, and developing community-wide indicators and contributing indicators for the following equity areas: Economic Wellbeing, Transportation, Housing, Health, Education, Criminal Justice, and Arts and Culture. Within each of these areas, the consultant would identify and upload indicators to create a 2021 baseline, develop and deliver a training session and toolkit for City leadership team on how to use the indicators to inform decision making, and design and deliver a training session and toolkit for select City staff on how to update the data annually. Consultant also shall provide an estimate of the amount of staff time needed to update the indicators annually. This recommendation is consistent with a recommendation in the Analysis of Impediments to Fair Housing that the City develop measurable equity and inclusion metrics, and a recommendation from the Dubuque Black Men Coalition at the July 2020 Black Lives Matter Work Session that the City develop contributing measures that help to move the needle on higher level community wide indicators. This improvement package is in alignment with the City Council goal of Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable.

Related Cost:	\$ 50,000	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Property Tax Impact:	\$ 0.0197	0.20%		
Activity: Human Rights				

## 3 of 5

This improvement package would fund a train-the-trainer program to develop a culturally appropriate leadership development project to engage communities of color and other underrepresented communities to actively participate in civic life. Funds would be used to cover the costs of bringing two trainers to Dubuque for a two-day training program. The training would be offered to a combination of City staff who are involved in City Life and in training Board and Commission members, along with partners from local colleges. Tools and approaches learned in this training would then be adapted to be used for a variety of engagement purposes, including City Life, the potential establishment of a City Life 2.0 program for alumni of City Life, training for Board and Commission members, and/or training for community members engaged with local colleges and/or other partner institutions. In addition, this decision package would support a recommendation made by the Multicultural Family Center staff as part of follow-up conversations after the Black Lives Matter Work Session with City Council in July 2020. This improvement package is in alignment with the City Council goal of Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable.

Related Cost:	<u>\$ 3,510</u>	Tax Funds	Non-Recurring	<b>Recommend - Yes</b>
Property Tax Impact:	\$ 0.0014	0.01%		
Activity: Human Rights				

## 4 of 5

This improvement request is for financially supporting a multi-event racial equity community education initiative. There continues to be a chasm between people of various racial backgrounds in the United States, in part because different racial groups learn different histories. These gaps in understanding contribute to the divide that often arises as we try to address inequities through policy and practice. These funds would be used to conduct a variety of year-long transformational learning opportunities. These would differ from simply providing information and involve activities that work with people to examine the underlying assumptions that are influencing their interpretation of experiences. Funds would be used to pay local facilitators and peer learning council members to design and deliver training

sessions. Additional funds would be leveraged through Inclusive Dubuque, local colleges, and other supportive institutions in the community. Events would consist of an opening keynote speaker, followed by monthly events involving facilitated conversations around historical events, books, films, etc.

The work would conclude with the Race in the Heartland Conference. On October 18 and 19, 2019, the Human Rights Commission co-hosted the inaugural Race in the Heartland Conference, which included breakout sessions, keynote speakers, and a community forum. Topics revolved around the history of race in America, communicating about race, implicit bias, mentoring, restorative strategies, and the importance of advancing employment, housing, criminal justice, and education equity. The City Council contributed \$2,500 toward this conference as part of a one-time decision package included in the FY20 budget. Then, in FY21, the City Council contributed \$5,000 towards the conference in Community Development Block Grant Funding. Given the success of the conference and the importance of continuing to work towards an improved understanding of race in America and the importance of working together to advance racial equity in Dubuque, a recurring decision page of \$5,000 is being requested to contribute towards the conference costs. Additional funds will continue to be sought by the planning group through grants and business and institutional sponsorships. A local non-profit agency, Key City Pride, serves as the fiscal agent for the Race in the Heartland event. This improvement package is in alignment with the City Council goal of Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable. Requested \$25,000 but was only recommended \$5,000.

Related Cost:	\$ 5,000	Tax Funds	Recurring	<b>Recommend - No</b>
Related Cost:	\$ 25,000	Tax Funds	Non-Recurring	
Net Property Tax Cost	<u>\$ 30,000</u>			
Property Tax Impact:	\$ 0.0118	0.12%		
Activity: Human Rights				

## 5 of 5

This improvement request is for hiring a consultant to assess the Human Rights roles in our organization and the commission. The 2019 Analysis of Impediments to Fair Housing recommended a goal of advancing equity through fair housing advocacy, education, and enforcement. The consultant found that one of the barriers to meeting this goal was Human Rights Commission effectiveness, based on the low numbers of fair housing complaints and the high indication of community member concern. The consultant recommended that the City make it a high priority to assess the Human Rights Commission and support capacity building efforts, including publication of a strategic plan. While this recommendation may have been influenced, in part, by some confusion regarding the role of the commission in comparison to the role of staff persons in the Legal and Human Rights Departments, there is a need for role and responsibilities clarification between civil rights enforcement work and advancing equity work. The consultant would be asked to conduct a national best practices review of civil rights enforcement structures, including strategic enforcement initiatives; conduct a national best practices review of advancing equity structures; recommend updates to the ordinance and job descriptions for our multi-department staff and commission structure; and work with staff and the commissioners to develop a strategic plan. This improvement package is in alignment with the City Council goal of Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable.

Related Cost:	\$ 24,050	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Property Tax Impact:	\$ 0.0095	0.09%		
Activity: Human Rights				

## **Significant Line Items at Maintenance Level**

### **Employee Expense**

1. FY 2022 employee expense reflects a 3.0% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged —% from FY 2021 City contribution of 9.44%. The employee contribution of 6.29% is unchanged from FY 2021.
3. The City portion of health insurance expense increased from \$1,025 in FY 2021 to \$1,086 in FY 2022 per month per contract which results in annual increase of \$2,944 or 5.95%.

### **Supplies & Services**

4. Education and Training unchanged from \$30,962 in FY 2021 to \$30,962 in FY 2022. This line item represents Annual Advanced Equity Training (\$10,000); and general workshops and skill development for City staff and partners on intercultural competency, equity, inclusion, and community engagement (\$20,962). Decrease is due to a non-recurring improvement package in FY 2021 for the train-the-trainer program (-\$3,510).
5. Conferences is increased from \$12,596 in FY 2021 to \$12,776 FY 2022. This line item increased from FY 2021 for the Race in the Heartland Conference that was added \$180. This line item represents the actual cost for leadership team members to attend the National League of Cities Conference in Tampa, FL, the Government Alliance on Race and Equity conference in Oakland, CA, and Sustainable Communities Conference.
6. Speakers and Programs is unchanged from \$12,040 in FY 2021 to \$12,040 in FY 2022. The Dispute Resolution Center Operating expense decreased from \$1,892 in FY 2021 to \$1,742 in FY 2022. The remaining budget represents two City Life programs and an interpretation service at City Life Programs in FY 2022 (\$7,958), interpreters for commission functions (\$340), the dispute resolution center (\$1,742), and the Dubuque Community Police Relations Committee (\$2,000).
7. Pay to Other Agency is unchanged from \$12,000 in FY 2021 to 12,000 in FY 2022. This line item includes \$6,000 for Faces and Voices Human Relations Event that currently is the annual the Reverend Doctor Martin Luther King Breakfast and \$6,000 for VISTA cost share. The VISTA cost share is unchanged from \$6,000 in FY 2021.
8. Printing and Binding decreased from \$5,967 in FY 2021 to \$5,817 in FY 2022. This line item provides for the printing of the Annual Report, brochures, training materials, and mailing materials.

### **Machinery & Equipment**

9. Equipment replacements includes (\$1,050):

<b>Human Rights</b>	
Smart Phones	\$ 1,050
<b>Total Equipment</b>	<b>\$ 1,050</b>



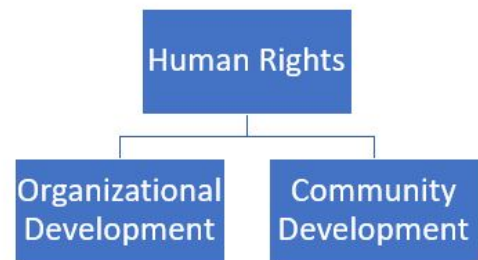
## **Revenue**

10. Case processing revenue in FY 2022 is based on 10 employment cases reimbursed at \$200 per case (\$2,000) by the Iowa Civil Rights Commission.
11. General reimbursement revenue is unchanged from \$1,125 in FY 2021 to \$1,125 in FY 2022 based on FY 2021 actual of \$1,125. This revenue line reflects the reimbursement for Intercultural Competency training materials for four-day workshops.

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# HUMAN RIGHTS DEPARTMENT

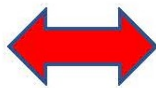
**Department Goal:** Human Rights partners to advance equity in City services and civic engagement through City and community partnerships. In all efforts, compliance with current civil rights laws is considered the bare minimum required, not the end goal.



## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

### PEOPLE

We **engage** traditionally marginalized communities to strengthen relationships, expand participation, and advance equity in City services.



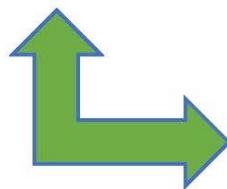
### PLANNING

We **facilitate and consult** on Department and partner efforts to develop and implement equity plans.



INCLUSIVE  
INCLUSIVE  
INCLUSIVE  
dubuque

Connecting People • Strengthening Community



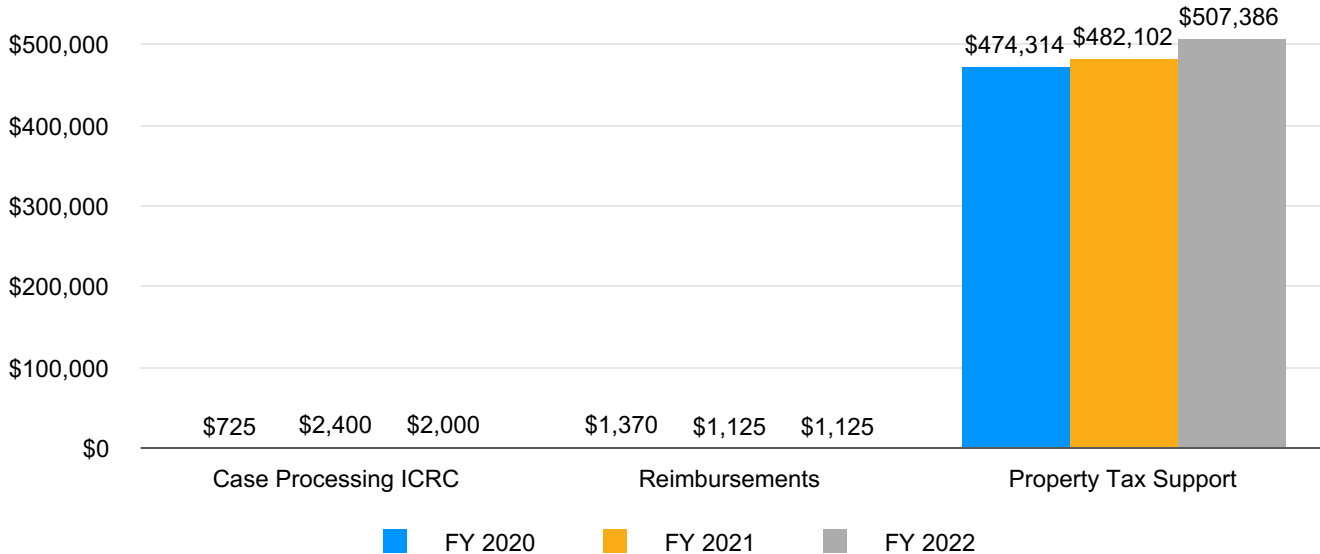
### PARTNERSHIPS

We **educate** individuals and **facilitate and consult** on cross-sector efforts to collectively advance equity.

# HUMAN RIGHTS DEPARTMENT

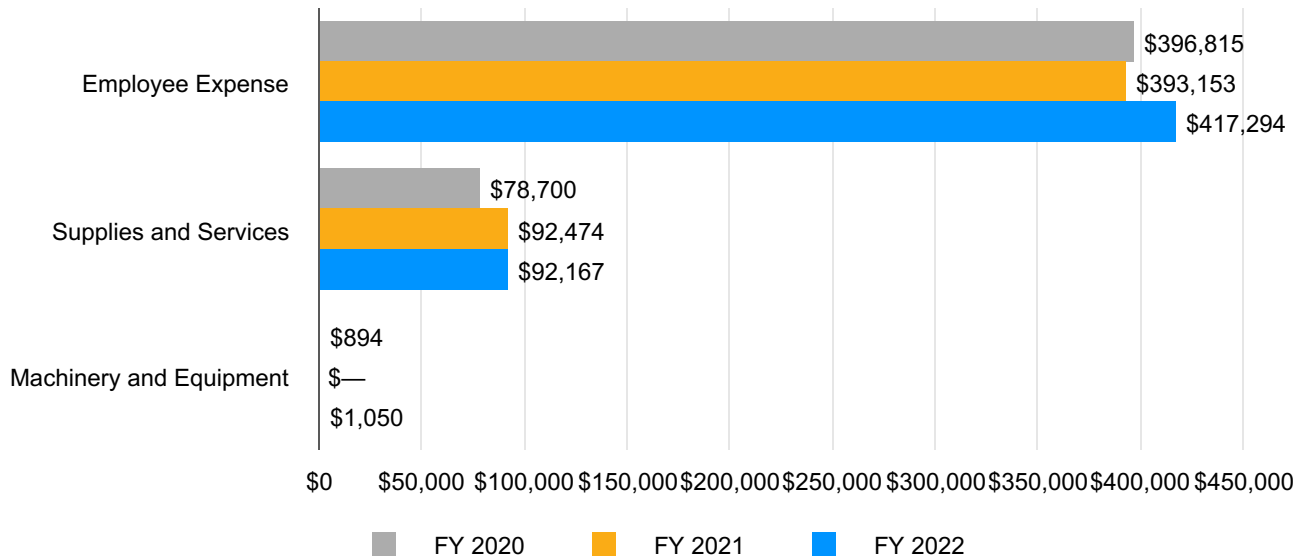
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	5.00	4.00	4.00

## Resources and Property Tax Support



The Human Rights Department is supported by 4.00 full-time equivalent employees, which accounts for 81.74% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 5.12% in FY 2022 compared to FY 2021.

## Expenditures by Category by Fiscal Year



# HUMAN RIGHTS DEPARTMENT

## Organizational Development

### Mission & Services

The Human Rights Department partners with other City Departments to advance equity understanding and actions amongst our employees, through service delivery, community engagement efforts, and grants and contracts.



Organization Development Funding Summary			
	FY20 Budget	FY21 Budget	FY 2022 Requested
<b>Expenditures</b>	\$51,197	\$10,000	\$10,000
<b>Resources</b>	\$0	\$0	\$0

Organization Development Position Summary	
	FY 2022
Community Engagement Coordinator	0.25
Director	0.50
Intake Specialist	0.50
Organizational Equity Coordinator	0.75
<b>Total FT Equivalent Employees</b>	<b>2.00</b>


### Performance Measures\*

#### City Council Goal: Financially Responsible, High-Performance City Organization

- 1 Activity Objective: Using an intercultural approach, facilitate Equity Teams, consult on department equity plans, and develop organizational framework for collectively advancing equity.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
% of departments with written equity plans	100%	39%	52%	75%	
% of departments writing their equity plan or completing self-assessment	0%	43%	51%	25%	

- 2 Activity Objective: Educate staff on developing intercultural skills and applying equity tools in service delivery and community engagement.**

% staff indicating improved understanding of importance of intercultural skills, equity, and inclusion.	90%	83%	93%	95%	
---	-----	-----	-----	-----	---

- 3 Activity Objective: Facilitate/Consult on Improvements in Access, Usage, or Life Circumstances for Residents Most Impacted by Inequities**

% of departments reporting improvements in workforce, service delivery and/or community engagement with residents most impacted by inequities	20%	n/a	n/a	20%	N/A
---	-----	-----	-----	-----	-----

\*All of our work is premised in an intercultural approach and the development of intercultural competency. As departments identify and implement equity goals, we work with them to engage the community and develop outcome measures so that we might measure progress over time. Currently, the details of this collective progress are laid out in our annual Equity Report. We are working towards a mechanism for reporting this collective progress as part of our departmental performance measures as well.

# HUMAN RIGHTS DEPARTMENT

## Community Development

### Mission & Services

Community Development involves partnering with various groups and organizations within the community to address inequities in economic opportunity, health, housing, education, transportation, and safety.


Community Development Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
<b>Expenditures</b>	\$ 407,455	\$ 475,627	\$ 500,511
<b>Resources</b>	\$ 2,095	\$ 3,525	\$ 3,125

Community Development Position Summary	
	FY 2022
Organizational Equity Coordinator	.25
Community Engagement Coordinator	.75
Director	.50
Intake Specialist	.50
<b>Total FT Equivalent Employee's</b>	<b>2.00</b>


### Performance Measures

#### City Council Goal: Partnerships for a Better Dubuque

- 1 **Activity Objective: Educate/Facilitate non-profit institutions, private businesses, educational institutions in contributing towards advancing equity through the Imagine Dubuque plan.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
% partners indicating improved understanding of importance of intercultural skills, equity, and inclusion.	95%	94%	95%	95%	
% of partners reporting improvements in quality of life measures and/or community engagement with residents most impacted by inequities	20%	n/a	n/a	20%	N/A

- 2 **Activity Objective: Engage communities most impacted by inequities in the governance process.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
% racial/ethnic minorities serving on Boards and Commissions	10%	5%	8%	10%	

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## Recommended Operating Revenue Budget - Department Total

### 16 - HUMAN RIGHTS DEPARTMENT

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	51918	CASE PROCESSING ICRC	400	725	2,400	2,000
<b>51</b>	<b>CHARGES FOR SERVICES</b>	<b>- Total</b>	<b>400</b>	<b>725</b>	<b>2,400</b>	<b>2,000</b>
100	53201	REFUNDS	0	540	0	0
100	53620	REIMBURSEMENTS-GENERAL	1,100	830	1,125	1,125
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>1,100</b>	<b>1,370</b>	<b>1,125</b>	<b>1,125</b>
<b>HUMAN RIGHTS DEPARTMENT - Total</b>			<b>1,500</b>	<b>2,095</b>	<b>3,525</b>	<b>3,125</b>



## Recommended Operating Expenditure Budget - Department Total

### 16 - HUMAN RIGHTS DEPARTMENT

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	266,599	276,928	292,814	309,281
261	61010	FULL-TIME EMPLOYEES	0	12,852	0	0
100	61092	VACATION PAYOFF	2,426	521	0	0
100	61096	50% SICK LEAVE PAYOUT	0	1,786	0	1,786
100	61310	IPERS	25,142	26,142	27,642	29,196
261	61310	IPERS	0	1,213	0	0
100	61320	SOCIAL SECURITY	19,777	20,371	22,400	23,796
261	61320	SOCIAL SECURITY	0	942	0	0
100	61410	HEALTH INSURANCE	53,663	52,101	49,184	52,128
261	61410	HEALTH INSURANCE	0	2,736	0	0
100	61415	WORKMENS' COMPENSATION	726	725	741	602
100	61416	LIFE INSURANCE	206	219	238	238
261	61416	LIFE INSURANCE	0	13	0	0
100	61660	EMPLOYEE PHYSICALS	134	267	134	267
<b>61 - WAGES AND BENEFITS</b>			<b>368,672</b>	<b>396,815</b>	<b>393,153</b>	<b>417,294</b>
100	62010	OFFICE SUPPLIES	1,212	286	2,337	2,286
100	62011	UNIFORM PURCHASES	0	55	0	0
100	62030	POSTAGE AND SHIPPING	103	47	113	48
100	62061	DP EQUIP. MAINT CONTRACTS	4,450	4,204	4,652	5,210
100	62090	PRINTING & BINDING	535	3,319	5,967	5,817
100	62110	COPYING/REPRODUCTION	763	540	706	665
100	62130	LEGAL NOTICES & ADS	6,486	2,381	100	100
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	812	949	979	968
100	62190	DUES & MEMBERSHIPS	1,480	1,450	1,550	1,500
100	62208	GENERAL LIABILITY INSURAN	2,334	2,308	2,451	1,918
100	62310	TRAVEL-CONFERENCES	4,419	5,105	12,596	12,776
100	62320	TRAVEL-CITY BUSINESS	232	18	1,629	1,629
100	62340	MILEAGE/LOCAL TRANSP	68	412	71	71
100	62360	EDUCATION & TRAINING	13,192	24,001	30,962	30,962
100	62421	TELEPHONE	2,111	3,017	2,121	2,307
100	62436	RENTAL OF SPACE	1,440	1,620	1,620	1,260
100	62663	SOFTWARE LICENSE EXP	79	110	191	205
100	62667	DATA SERVICES	381	595	389	405
100	62671	MISC. OPERATING SUPPLIES	0	46	0	0
100	62734	SPEAKERS/PROGRAMS	665	8,524	12,040	12,040
100	62753	FAIR HOUSNG TRAINING	0	8,714	0	0
100	62761	PAY TO OTHER AGENCY	4,000	11,000	12,000	12,000
<b>62 - SUPPLIES AND SERVICES</b>			<b>44,762</b>	<b>78,700</b>	<b>92,474</b>	<b>92,167</b>
100	71120	PERIPHERALS, COMPUTER	0	866	0	0
100	71211	DESKS/CHAIRS	289	0	0	0
100	72418	TELEPHONE RELATED	336	28	0	1,050
<b>71 - EQUIPMENT</b>			<b>625</b>	<b>894</b>	<b>0</b>	<b>1,050</b>
<b>16 - HUMAN RIGHTS DEPARTMENT TOTAL</b>			<b>414,058</b>	<b>476,409</b>	<b>485,627</b>	<b>510,511</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 16 - HUMAN RIGHTS DEPARTMENT

#### HUMAN RELATIONS - 16100

##### FUNDING SOURCE: CDBG CARES ACT

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
WAGES AND BENEFITS	17,756	—	—
<b>CDBG CARES ACT</b>	<b>17,756</b>	<b>—</b>	<b>—</b>
EQUIPMENT	894	—	1,050
SUPPLIES AND SERVICES	57,558	76,474	76,167
WAGES AND BENEFITS	335,289	393,153	417,294
<b>HUMAN RELATIONS</b>	<b>393,741</b>	<b>469,627</b>	<b>494,511</b>
<b>HUMAN RIGHTS GRANT FUNDS - 16200</b>			

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	8,714	—	—
<b>HUMAN RIGHTS GRANT FUNDS</b>	<b>8,714</b>	<b>—</b>	<b>—</b>
<b>WORKFORCE DEVELOPMENT - 16300</b>			

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	—	—	—
SUPPLIES AND SERVICES	6,730	—	—
WAGES AND BENEFITS	43,770	—	—
<b>WORKFORCE DEVELOPMENT</b>	<b>50,500</b>	<b>—</b>	<b>—</b>
<b>VISTA COST SHARE - 16400</b>			

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	5,000	6,000	6,000
<b>VISTA COST SHARE</b>	<b>5,000</b>	<b>6,000</b>	<b>6,000</b>
<b>HUD VOLUNTARY COMP AGREE - 16600</b>			

##### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	698	10,000	10,000
<b>HUD VOLUNTARY COMP AGREE</b>	<b>698</b>	<b>10,000</b>	<b>10,000</b>
<b>HUMAN RIGHTS DEPARTMENT TOTAL</b>	<b>\$476,409</b>	<b>\$485,627</b>	<b>\$510,511</b>

**CITY OF DUBUQUE, IOWA**  
**DEPARTMENT DETAIL - PERSONNEL COMPLEMENT**

**16 HUMAN RIGHTS DEPARTMENT**

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9150	GE-40	HUMAN RIGHTS DIRECTOR	1.00	\$ 111,462	1.00	\$ 112,693	1.00	\$ 114,371
100	4730	GE-33	STRATEGIC WORKFORCE EQUITY COOR	1.00	\$ 59,967	—	\$ —	—	\$ —
100	610	GE-34	ORGANIZATIONAL EQUITY COORD	1.00	\$ 62,563	1.00	\$ 62,563	1.00	\$ 69,156
100		GE-33	COMMUNITY ENGAGEMENT COORD	1.00	\$ 59,967	1.00	\$ 63,340	1.00	\$ 67,589
100	1640	GE-27	INTAKE SPECIALIST	1.00	\$ 56,693	1.00	\$ 57,331	1.00	\$ 58,165
			TOTAL FULL TIME EMPLOYEES	5.00	\$ 350,652	4.00	\$ 295,927	4.00	\$ 309,281
			TOTAL HUMAN RIGHTS DEPT.	5.00	\$ 350,652	4.00	\$ 295,927	4.00	\$ 309,281

**CITY OF DUBUQUE, IOWA**  
**ACTIVITY PERSONNEL COMPLEMENT SUMMARY**

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2020		FY 2021		FY 2022		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Human Rights-FT											
10016100	61010	100	9150	GE-40	HUMAN RIGHTS DIRECTOR	1.00	\$ 111,462	1.00	\$ 112,693	1.00	\$ 114,371
10016300	61010	100	4730	GE-33	TRAINING & WKfce DEV COORD	1.00	\$ 59,967	—	\$ —	—	\$ —
10016100	61010	100	1965	GE-33	COMMUNITY ENGAGEMENT COORD	1.00	\$ 59,967	1.00	\$ 63,340	1.00	\$ 67,589
10016100	61010	100	2372	GE-34	ORGANIZATIONAL EQUITY COORD	1.00	\$ 62,563	1.00	\$ 62,563	1.00	\$ 69,156
10016100	61010	100	1640	GE-27	INTAKE SPECIALIST	1.00	\$ 56,693	1.00	\$ 57,331	1.00	\$ 58,165
Total						5.00	\$350,652	4.00	\$ 295,927	4.00	\$ 309,281
TOTAL HUMAN RIGHTS DEPARTMENT						5.00	\$350,652	4.00	\$ 295,927	4.00	\$ 309,281

# Library

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## LIBRARY DEPARTMENT

<b>Budget Highlights</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Requested</b>	<b>% Change From FY 2021 Budget</b>
<u>Expenses</u>				
Employee Expense	2,406,645	2,584,493	2,665,902	3.1%
Supplies and Services	1,073,461	1,119,611	1,128,433	0.8%
Machinery and Equipment	12,912	77,720	81,259	4.6%
Subtotal	3,493,018	3,781,824	3,875,594	2.5%
Debt Service	262,846	223,463	226,591	1.4%
Total Requirements	3,755,864	4,005,287	4,102,185	
<u>Resources</u>				
Library Gift Trusts	138,749	80,364	77,402	-3.7%
Sales Tax 20% for Debt Abatement	19,725	21,063	19,741	-6.3%
TIF Revenue for Debt Abatement	202,800	202,400	206,850	2.2%
Operating Revenue	54,142	40,125	39,805	-0.8%
Total Revenue	415,416	343,952	343,798	—%
Property Tax Support	3,340,448	3,661,335	3,758,387	97,052
Percent Increase (Decrease)				2.7%
Percent Self Supporting	2.6 %	1.6 %	1.1 %	
<b>Personnel - Authorized FTE</b>	<b>34.14</b>	<b>35.14</b>	<b>35.14</b>	

### Significant Line Items

#### **Employee Expense**

1. FY 2022 employee expense reflects a 3.0% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2021. The employee contribution of 6.29% is unchanged from FY 2021.
3. The City portion of health insurance expense increased from \$1,025 in FY 2021 to \$1,086 in FY 2022 per month per contract which results in annual increase of \$27,016 or 5.95%.
4. 50% Sick Leave Payout decreased from \$5,814 in FY 2021 to \$3,669 in FY 2022 based on FY 2020 actual. Effective July 1, 2019, employees over the sick leave cap can convert 50% of the sick leave over the cap to vacation or be paid out.
5. Overtime is unchanged from \$27,299 in FY 2021 to \$27,299 in FY 2022. FY 2020 actual was \$12,921.
6. Two part-time Library Assistants were moved from Circulation to Information Technology (1.0 FTE) to meet the increased demand for Maker's Space services.

#### **Supplies & Services**

7. Data Processing Equipment Maintenance Contracts decreased from \$98,382 in FY 2021 to \$85,609 in FY 2022. FY 2020 actual was \$81,023. The items included are as follows:

Contract	Fiscal Year 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
Overdrive Platform for Digital Material	\$ 6,120	\$ 6,120	— %
Websense Spam Filter (65 Licenses)	\$ 1,625	\$ 1,625	— %
Talking Tech Maintenance	\$ 4,500	\$ 4,500	— %
Techlogic Hardware & Software	\$ 8,514	\$ 2,300	(72.99)% (a)
Sophos Firewall Maintenance	\$ 3,051	\$ 3,051	— %
Bywater ILS Support & Development	\$ 28,600	\$ 28,000	(2.10)%
Catalog Updates	\$ 2,112	\$ 2,112	— %
Security System Patches/Updates	\$ 2,631	\$ 2,631	— %
Globalcom Security Contract	\$ 1,200	\$ 1,800	50.00 % (b)
GO Daddy Accounts	600	1,500	150.00 % (c)
Envisionware Internet Management	3,300	3,400	3.03 % (d)
VM Ware	\$ 4,870	\$ 4,774	(1.97)%
Network Support - Alpha G-Deep Freeze	\$ 6,936	\$ 8,281	19.39 % (e)
Website Maintenance	\$ 5,600	\$ —	(100.00)% (f)
Infrastructure Switches Support	\$ 9,360	\$ 10,196	8.93 % (g)
Various Small Contracts	\$ 1,086	\$ 1,086	— %
Veritas Backup Solution	\$ 1,468	\$ 145	(90.12)% (h)
Envisionware Credit Card Fees	\$ 1,188	\$ 1,188	— %
Meraki Wireless Gateway	\$ 1,818	\$ 2,200	21.01 % (i)
GoToMyPC License	\$ 75	\$ 700	833.33 % (j)
Total	\$ 94,654	\$ 85,609	(12.98)%

(a) Techlogic Hardware and Software decrease based on renegotiating the contract and dropping maintenance fees on a few products no longer needed.

(b) Globalcom Security Contract fees increased due to an increase in security cameras.

(c) GoDaddy increase due to new SSL certifications for Dubuque Wiki, The Bridge reading site, and the Carnegie Stout website.

(d) Envisionware Internet Management increase due to mobile printing.

(e) Network Support - Alpha G-Deep Freeze due to initial sign on discount expiring and additional licenses purchased to meet demand.

(f) Website Maintenance contract was discontinued and maintenance is now being done by City staff.

(g) Infrastructure switches support increased due to quoted cost to support SAN replacement.

(h) Veritas Backup Solution decreased based on savings from available discount.

(i) Meraki Wireless Gateway increase due to two additional AP licenses purchased to support additional Wi-Fi access points in the Library.

(j) GoToMyPC License increase due to staff working from home in response to the Coronavirus and consequent facility closures.

8. Office Supplies decreased from \$18,917 in FY 2021 to \$18,746 in FY 2022. Based on FY 2021 Adopted Budget.
9. Postage increased from \$19,362 in FY 2021 to \$19,749 in FY 2022 based on FY 21 budget plus 2.00%.
10. Electricity increased from \$64,897 in FY 2021 to \$83,217 in FY 2022 based on FY 2020 actual \$79,254 plus 5%.



11. Gas increased from \$23,363 in FY 2021 to \$24,906 in FY 2022 based on FY 2020 actual \$24,906.
12. Speakers and Programs unchanged from \$17,229 in FY 2021 to \$17,229 in FY 2022 based on FY 2021 Adopted Budget.
13. Property Maintenance decreased from \$33,812 in FY 2021 to \$30,793 in FY 2022 based on FY 2020 plus 5%
14. HVAC Maintenance increased from \$19,127 in FY 2021 to \$22,918 in FY 2022 based on FY 2020 actual.
15. Library Video Materials unchanged from \$66,470 in FY 2021 to \$66,470 in FY 2022 based on FY 2021 Budget.
16. Data Processing increased from \$28,049 in FY 2021 to \$29,276 in FY 2022 based on FY 2020 actual \$28,936 plus 1%.
17. Online Information Service decreased from \$53,494 in FY 2021 to \$52,262 in FY 2022 based on FY 2020 actual plus 6.2% (Library Trade Almanac). This line item includes subscriptions to informational databases, online newspapers and periodicals, one subscription to Ingram Library Service software to assist with the selection and acquisition of new material, and one subscription to the homework help database "Tutor.com."
18. Library materials, excluding materials purchased by Library trust funds, increased from \$420,895 in FY 2021 to \$426,214 in FY 2022. Library materials are budgeted as follows:

Library Materials	FY 2020 Actual	Fiscal Year 2020 Budget	Fiscal Year 2021 Budget	FY 2022 Requested	Change From FY 2021 Budget
Books	\$ 191,803	\$ 202,276	\$ 213,639	\$ 213,639	— %
Book Club	\$ 2,958	\$ 2,114	\$ 2,135	\$ 2,135	— %
Audiobooks	\$ 77,911	\$ 71,580	\$ 81,557	\$ 82,368	0.99 %
e-Books	\$ 51,101	\$ 46,083	\$ 51,792	\$ 52,223	0.83 %
Continuations	\$ 11,989	\$ 33,187	\$ 33,776	\$ 35,677	5.63 %
Periodicals	\$ 37,294	\$ 35,979	\$ 37,996	\$ 40,172	5.73 %
Total	373,056	391,219	420,895	426,214	1.26 %

The library reviews the total materials budget when purchasing and budgeting for the various formats of material and allocates the funds to meet demand. The Library and Trade Book Almanac and School Library Journal publishes a library materials price index each year. The library evaluates the information and selects the increase/decrease that is the lowest of the two indexes depending on whether the price is associated with Adult, Children's or the Teen collection. In planning for Fiscal Year 2022, hardcover books are projected to increase .9%, mass market paperback books are projected to increase 2.5%, trade paperback books are projected to decrease 15.6%, library binding is projected to increase 25.74%, e-Books are projected to increase .4%, CD audio books are projected to increase 1.6%, serials/continuations are projected to increase 6% to 6.2%, periodicals are projected to increase 6.7%, and graphic novels/comics are projected to decrease 3.08%.

19. General Library Trust expense decreased from \$80,364 in FY 2021 to \$77,402 in FY 2022. The balance of the Expendable Library Gift Trust Fund as of October 31, 2020 was \$1,154,822. The breakout of the balance by each Expendable Library Gift Trust Fund is as follows:

Library Gift Trust	10/31/2020 Balance
General Gift Trust	\$ 142,969
Walton Gift Trust	\$ 7,376
Maker Space Gift Trust	\$ 3,126
Mutschler Gift Trust	\$ 1,001,351
Total	\$ 1,154,822

Library Trust expenses budgeted include:

Library Trust Fund Budget	FY 2021	FY 2022
Part-Time Marketing Coordinator	\$ 40,600	\$ 33,300 *
Workers Compensation	\$ 78	\$ 71
Office Supplies	\$ 657	\$ 500
Printing & Binding	\$ 2,305	\$ 1,276
Copying	\$ —	\$ 800
Program Supplies	\$ 5,500	\$ 4,357
Speakers/Programs	\$ 8,000	\$ 8,000
Promotion	\$ 6,000	\$ 6,000
Online Info Service	\$ 6,000	\$ 6,000
Library Books	\$ 1,000	\$ 1,000
Property Maintenance	\$ 3,000	\$ 4,000
Contractor Services	\$ 5,000	\$ —
Office Equipment	\$ —	\$ 750
Tablet	\$ —	\$ 400
Software	\$ —	\$ 500
Computer	\$ —	\$ 8,000
Catering	\$ 2,000	\$ 2,000
Sales Tax	\$ 224	\$ 448
Total	\$ 80,364	\$ 77,402

**\* Part-time Marketing Coordinator is a two-year position thru Fiscal Year 2021. After Fiscal Year 2021, a decision will need to be made in regard to the part-time position.**

## Machinery & Equipment

20. Equipment replacement items include (\$81,259):

<u>Administration</u>	
Carts	\$1,000
<u>Children Services</u>	
Carts (3)	\$ 1,000
<u>Circulation Services</u>	
Self Check Machine	\$ 5,500
Book Carts (9)	\$ 1,000
Telephone Headsets (6)	\$ 2,802
<u>Information Technology</u>	
Security Cameras (7) and DVR	\$ 6,475

Projector with Creston Panel	\$ 14,432
Coin Op - Copy Machine	\$ 900
<u>Maintenance Services</u>	
Carpet Cleaner	\$ 735
Riding Vacuum	\$ 8,600
Lighting Equipment (151)	\$ 2,775
Sump Pump	\$ 500
Water Cooler	\$ 2,800
Snowblower	\$ 2,800
Book Drop Boxes (4)	\$ 11,000
Side Chairs	\$ 9,290
<u>Gift Trust</u>	
Computer/Software/Construction	\$ 9,650
Total Equipment	<u>\$ 81,259</u>

## Debt Service

21. FY 2022 annual debt service includes the following (\$226,591)

Amount	Debt Series	Source	Purpose	Final Payment	Call Date
\$ 206,850	2016B	GDTIF	Library Renovation	2023	2023
\$ 4,326	2019C	Sales Tax 20%	Library Improvements	2022	2022
\$ 15,415	2012E	Sales Tax 20%	Library Improvements	2027	2019
\$ 226,591	Total Library Annual Debt Service				

## Revenue

22. Book Fines increased from \$400 in FY 2021 to \$600 in FY 2022. This line item represents reserved items not picked up (\$0.50 fine) and fines for items returned through the book drop that must be returned to a Library Clerk.

23. Nonresident Fees decreased from \$19,000 in FY 2021 to \$18,000 in FY 2022 based on State legislature limits.

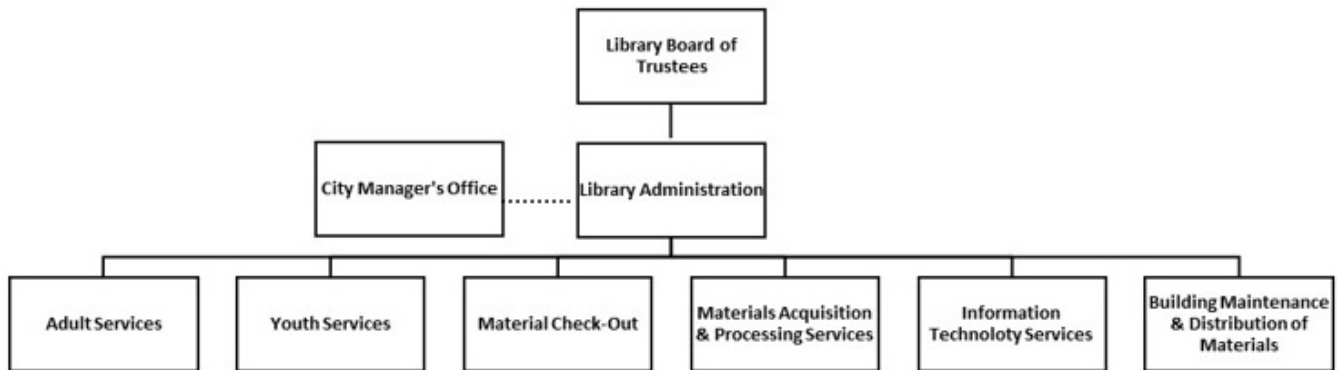
## Miscellaneous

24. The Library is 1.1% self-supporting in FY 2022 as compared to 1.6% self-supporting in FY 2021.

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# CARNEGIE-STOUT PUBLIC LIBRARY

The Carnegie-Stout Public Library strives to improve the quality of life by providing resources that enhance and contribute to individual enjoyment, enlightenment and knowledge and that enhance the literacy of youth.



## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

**People:** Library staff members provide outreach through the delivery of materials to homebound residents, residential care facilities, nursing homes, Elm Street Correctional facility, and through the Bicycle Library. Services are provided at the Boys and Girls Club, Jefferson, Washington, and Eleanor Roosevelt Middle Schools, the Multicultural Family Center, and at pop-up locations via the Bike Library.

**Planning:** The Library Board will create a new strategic plan, which will be implemented in FY 2021

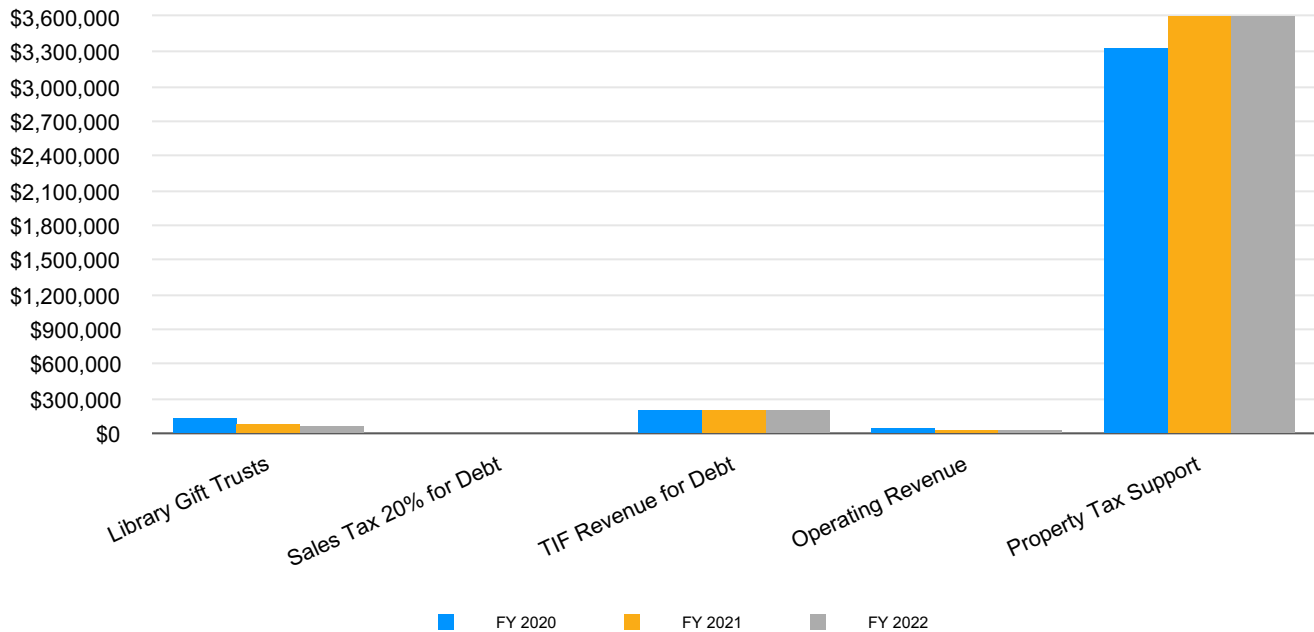
### Partnerships:

- Educational organizations: Dubuque Community School District, local colleges and universities and the public libraries in Dubuque County.
- Community non-profit organizations: Boys and Girls Club, Family History Center, AmeriCorps, AARP Foundation, Iowa Workforce Development, Quilts of Valor Foundation, Parents as Teachers, and more.
- Local businesses: Hy-Vee grocery stores, Kennedy Mall, KDTH Radio, Sedona Staffing, local credit unions and banks, and many retail businesses.

# CARNEGIE-STOUT PUBLIC LIBRARY

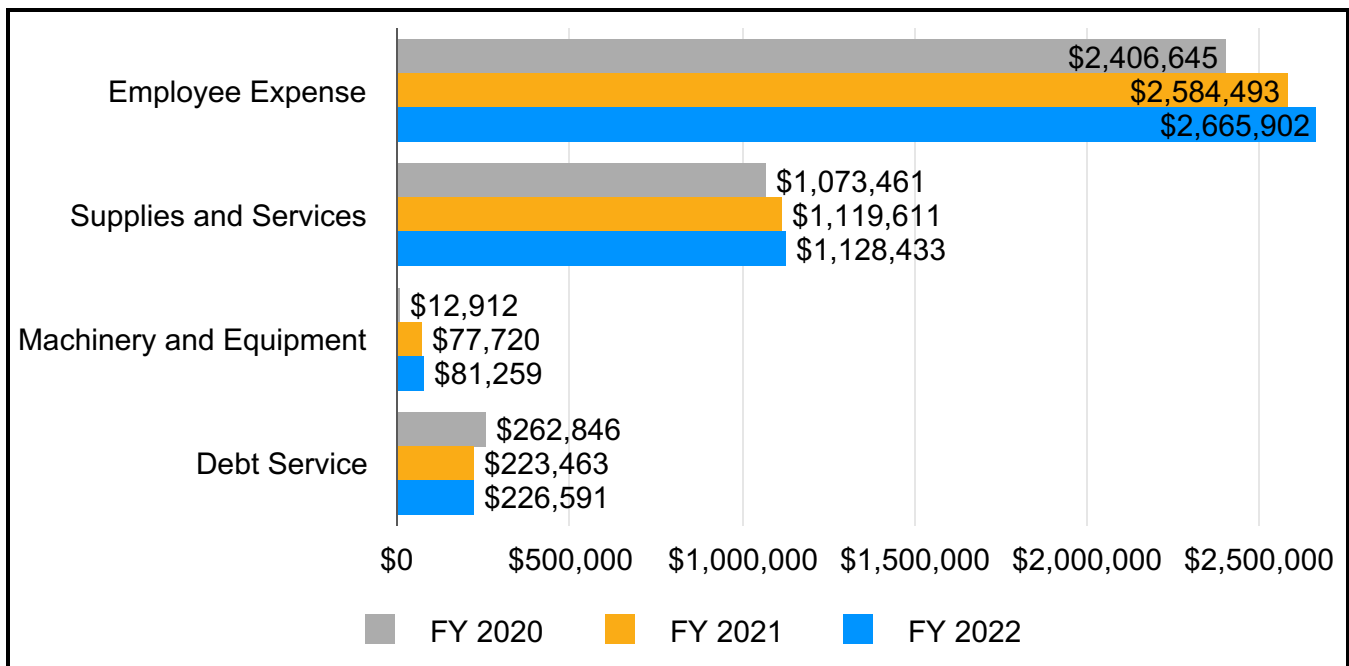
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	34.14	35.14	35.14

## Revenue and Property Tax Support



The Carnegie-Stout Public Library is supported by 35.14 full-time equivalent employees, which accounts for 64.99% of the department expense as seen below. Overall, the department expenses are expected to increase by 2.42% in FY 2022 compared to FY 2021.

## Expenditures by Category by Fiscal Year



# CARNEGIE-STOUT PUBLIC LIBRARY

## Adult Services

### Mission & Services

Provides and promotes Library services and collections for adult citizens of Dubuque for the purpose of supplying information, encouraging recreational reading, listening and viewing, and enhancing intellectual development.



Adult Services Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$1,337,384	\$1,739,105	\$1,786,691
Resources	\$12,138	\$1,400	\$2,375

Adult Services Position Summary	
	FY 2022
Librarian I - FT	4.00
Librarian I - PT	0.07
Library Director	1.00
Librarian II	1.00
Library Aide - FT	4.00
Library Aide - PT	1.00
ADMINISTRATIVE ASSISTANT	1.00
CLERICAL ASSISTANT	0.25
Confidential Account Clerk	0.63
<b>Total FT Equivalent Employees</b>	<b>12.95</b>

### Performance Measures




#### City Council Goal: Financially Responsible, High-Performance City Organization

- 1 **Activity Objective: Provide users with convenient access to information, services, and entertainment through technology.**

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of electronic informational resources accessed	95,000	74,849	85,873	95,000	100,000	
Total internet and wireless use	108,000	105,085	107,583	108,000	80,000	

#### City Council Goal: Diverse Arts, Culture, Parks and Recreation.

- 2 **Activity Objective: Provide materials that are relevant to the needs and interests of library users and the community + a wide range of informational/recreational programs to interest adults.**

% increase in check out of digital materials (e-books, e-audio, streaming video, music)	25%	22%	55%	15%	20%	
# of attendees to programs	4,600	3,350	4,604	4,300	2,500	
# of programs held for adults	130	123	138	136	45	

# CARNEGIE-STOUT PUBLIC LIBRARY

## Youth Services

### Mission & Services

Provides and promotes Library services and collections for youth ages 0-17 to enhance early childhood literacy, encourage lifelong reading, and meet the informational and recreational needs for children and young adults.



Youth Services Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$475,628	\$616,364	\$619,535
Resources	\$0	\$0	\$0

Youth Services Position Summary	
	FY 2019
Librarian II	1.00
Administrative Assistant	1.00
Library Assistant	0.00
Library Aide - FT	2.00
Library Aide - PT	0.69
Library Clerk	2.57
<b>Total FT Equivalent Employees</b>	<b>7.26</b>

### Performance Measures



#### City Council Goal: Diverse Arts, Culture, Parks & Recreation

- 1 **Activity Objective: Provide new informational and recreational material to youth to increase enjoyment of reading while maintaining and enhancing literacy skills.**

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of children's items checked out	145,000	137,607	139,870	145,645	72,500	
# of young adult materials checked out	13,500	13,018	11,072	13,000	6,500	

#### City Council Goal: Partnerships for a Better Dubuque

- 2 **Activity Objective: Partner with other agencies to bring library programs to underserved youth.**

# of programs provided to area child care centers through Americorps	160	208	165	150	45	
# of programs delivered for Leadership Enrichment After-School Program (LEAP)	24	12	21	24	0	



# CARNEGIE-STOUT PUBLIC LIBRARY

## Materials Check-Out and Distribution

### Mission & Services

Enable residents of Dubuque to apply for and receive a library card and to borrow materials in an atmosphere of courteous and friendly attentiveness, maintain the borrower records for the Library, and provide outreach to facilities with home-bound residents.




Materials Check-Out Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$795,143	\$884,560	\$880,996
Resources	\$42,004	\$38,725	\$37,430

Materials Check-Out Position Summary	
	FY 2022
Circulation Manager	1.00
Library Lead Assistant	0.63
Custodian - FT	1.00
Custodian - PT	0.13
Clerical Assistant	0.25
Library Assistant	5.30
Library Clerk	1.00
<b>Total FT Equivalent Employees</b>	<b>9.31</b>



### Performance Measures

#### City Council Goal: Diverse Arts, Culture, Parks and Recreation.

- 1 **Activity Objective: Accurately maintain library materials and records so every library user may fully enjoy all available resources & improve on-time returns.**



Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of items available for library users	255,000	239,985	254,057	255,000	270,000	
# of registered borrowers (as % of population)	41,000 (71%)	41,068 (71%)	44,205 (77%)	41,000	42,000	
% of checked out items returned late	18%	N/A	19%	20%	20%	

- 2 **Activity Objective: Outreach and material delivery to nursing homes, residential care facilities, and remote drop-off and pick-up sites for residents unable to visit the library.**

# of visits to nursing homes/residential care facilities	9	13	9	9	9	
# of deliveries to homebound residents	170	N/A	128	158	165	

#### City Council Goal: Financially Responsible, High Performance City Organization.

- 3 **Activity Objective: Provide users with access to a wealth of current information.**

# of times visitors accessed informational databases	90,000	74,849	85,873	90,000	100,000	
# of issues of archived Telegraph Herald newspapers viewed	167,000	118,000	163,000	167,000	169,000	

# CARNEGIE-STOUT PUBLIC LIBRARY

## Information Technology Services

### Mission & Services

Information Technology Services provides a knowledgeable and competent staff offering direction and support for the entire scope of technology in the library and online for enhanced patron access. This scope includes the Maker Space, desktop support, database programming, network administration, and server maintenance.



Information Technology Services Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$724,002	\$437,664	\$487,046
Resources	\$0	\$0	\$0

Information Technology Services Position Summary	
	FY 2022
Lead Application Network Analyst	1.00
User Support Specialist	1.00
Maintenance Worker	1.00
Librarian I	0.00
Library Assistant	0.00
Library Aide - FT	0.00
Library Aide - PT	0.00
Library Clerk	0.00
Information Services Intern	0.50
<b>Total FT Equivalent Employees</b>	<b>3.50</b>

### Performance Measures

#### City Council Goal: Diverse Arts, Culture, Parks & Recreation

- 1 **Activity Objective: Provide users with convenient access to information, services, and entertainment through technology.**

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of one-on-one technology-based classes offered	90	N/A	70	156	60	
# of technology troubleshooting sessions with individual library patrons	225	N/A	223	66	60	

**MakerSpace:** Did you know you can check out the following from MakerSpace in the library?

iPads | Macbook Pro | 3D Printers | Apple TVs | Chromecast | Button Maker | Virtual Reality | VHS to DVD Converter | Slide & Film to DVD Converter | GoPro Cameras | Video Cameras | Makey Makey Controllers | Ozobots | Snap Circuits | Green Screen | Cricut Machine | Cuddlebug | Sewing Machines | Embroidery Machine | Adobe Creative Cloud Software | Raspberry Pi Mini-Computers | Crafting Supplies | Jewelry-Making Equipment | Kindles | Retro Gaming System | Hot Spots | Projector | Microphones | Digital Cameras | WhisperRoom...and more!

## Recommended Operating Revenue Budget - Department Total

### 36 - LIBRARY

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
295	43110	INVESTMENT EARNINGS	19,590	21,743	0	21,743
550	43110	INVESTMENT EARNINGS	324	361	0	361
43	USE OF MONEY AND PROPERTY - Total		19,914	22,104	0	22,104
100	46115	COUNTY PAYMENT - LIBRARY	2,324	0	2,300	2,300
46	LOCAL GRANT AND REIMBURSE - Total		2,324	0	2,300	2,300
100	51921	INTERLIBRARY LOAN FEES	3,909	10,246	2,220	2,330
100	51922	NONRESIDENT FEES-LIBRARY	19,668	14,835	19,000	18,000
100	51924	RESIDENT FEES-LIBRARY	684	732	300	400
295	51949	ART FEES	7,013	8,976	0	7,536
100	51953	MEETING ROOM FEES	3,447	3,077	3,447	3,600
100	51981	COPY SERVICE CHARGES	11,885	8,525	12,000	12,000
51	CHARGES FOR SERVICES - Total		46,606	46,391	36,967	43,866
295	53103	CONTRIBUTIONS	467	460	0	460
100	53201	REFUNDS	(122)	4,912	180	475
295	53201	REFUNDS	105,084	98,997	0	300
550	53201	REFUNDS	65	158	0	158
100	53406	BOOK FINES	47,463	11,319	400	600
100	53605	MISCELLANEOUS REVENUE	278	339	278	100
100	53620	REIMBURSEMENTS-GENERAL	9	156	0	0
53	MISCELLANEOUS - Total		153,244	116,341	858	2,093
400	54210	GO BOND PROCEEDS	395	38,900	0	0
400	54220	BOND DISCOUNT	18	1,762	0	0
54	OTHER FINANCING SOURCES - Total		413	40,662	0	0
400	59240	FR DOWNTOWN TIF	203,050	202,800	202,400	206,850
400	59350	FR SALES TAX CONSTRUCTION	21,112	19,725	21,063	19,741
59	TRANSFER IN AND INTERNAL - Total		224,162	222,525	223,463	226,591
LIBRARY - Total			446,663	448,023	263,588	296,954

# Recommended Operating Expenditure Budget - Department Total

## 36 - LIBRARY

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	1,252,971	1,258,217	1,360,105	1,392,154
100	61020	PART-TIME EMPLOYEES	547,110	539,610	567,916	592,343
295	61020	PART-TIME EMPLOYEES	8,867	26,437	34,650	28,439
100	61030	SEASONAL EMPLOYEES	16,046	14,921	0	0
100	61050	OVERTIME PAY	18,262	12,921	27,299	27,299
100	61083	COVID19 EMP NON-WORK	0	10,694	0	0
100	61091	SICK LEAVE PAYOFF	1,725	0	0	0
100	61092	VACATION PAYOFF	4,708	1,741	0	0
100	61095	PARENTAL LEAVE	0	7,493	0	0
100	61096	50% SICK LEAVE PAYOUT	0	3,669	5,814	3,669
100	61310	IPERS	171,366	171,331	184,202	189,084
295	61310	IPERS	837	2,496	3,200	2,685
100	61320	SOCIAL SECURITY	134,503	134,941	150,172	154,185
295	61320	SOCIAL SECURITY	678	2,022	2,750	2,176
100	61410	HEALTH INSURANCE	271,890	205,884	233,624	260,640
100	61415	WORKMENS' COMPENSATION	13,764	11,460	10,336	9,141
295	61415	WORKMENS' COMPENSATION	0	0	78	71
100	61416	LIFE INSURANCE	1,065	1,034	1,210	1,100
100	61417	UNEMPLOYMENT INSURANCE	2,316	0	1,158	1,158
100	61651	MEALS NO OVERNIGHT	0	15	0	0
100	61660	EMPLOYEE PHYSICALS	1,978	1,758	1,979	1,758
295	61660	EMPLOYEE PHYSICALS	134	0	0	0
<b>61 - WAGES AND BENEFITS</b>			<b>2,448,218</b>	<b>2,406,645</b>	<b>2,584,493</b>	<b>2,665,902</b>
100	62010	OFFICE SUPPLIES	18,784	16,633	18,917	18,746
295	62010	OFFICE SUPPLIES	6,872	3,117	657	500
100	62011	UNIFORM PURCHASES	288	253	288	288
100	62030	POSTAGE AND SHIPPING	12,582	12,241	19,362	19,749
100	62031	PROCESSING MATERIALS	15,726	14,666	18,276	18,276
100	62050	OFFICE EQUIPMENT MAINT	335	369	540	574
100	62051	RADIO BATTERY/REPAIR	1,612	0	0	0
100	62060	O/E MAINT CONTRACTS	6,085	4,785	6,110	5,390
100	62061	DP EQUIP. MAINT CONTRACTS	80,875	81,023	98,382	85,609
100	62062	JANITORIAL SUPPLIES	4,681	4,787	4,940	4,940
100	62070	OFFICE EQUIP RENTAL	863	863	863	863
100	62090	PRINTING & BINDING	11,222	6,518	14,215	12,408
295	62090	PRINTING & BINDING	2,154	1,050	2,305	1,276
100	62091	LIBRARY BINDING	588	918	937	937
100	62110	COPYING/REPRODUCTION	6,252	6,206	6,486	6,571
295	62110	COPYING/REPRODUCTION	0	0	0	800
100	62130	LEGAL NOTICES & ADS	8,048	6,070	10,763	10,553
100	62140	PROMOTION	11,030	12,829	12,131	12,131
295	62140	PROMOTION	3,978	5,842	6,000	6,000
100	62190	DUES & MEMBERSHIPS	3,233	3,589	3,507	3,507
100	62204	REFUNDS	0	287	0	0
100	62206	PROPERTY INSURANCE	23,555	25,956	24,733	30,748
100	62207	BOILER INSURANCE	0	0	139	139
100	62208	GENERAL LIABILITY INSURAN	11,480	11,283	12,055	12,243
295	62210	SALES TAX	224	448	224	448
100	62310	TRAVEL-CONFERENCES	11,673	11,297	16,804	18,520
100	62320	TRAVEL-CITY BUSINESS	1,617	1,096	2,356	2,356

## Recommended Operating Expenditure Budget - Department Total

### 36 - LIBRARY

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	62340	MILEAGE/LOCAL TRANSP	124	235	897	897
100	62360	EDUCATION & TRAINING	8,373	7,343	13,425	13,425
100	62411	UTILITY EXP-ELECTRICITY	70,830	79,254	64,897	83,217
100	62412	UTILITY EXP-GAS	23,363	24,906	23,363	24,906
100	62421	TELEPHONE	4,467	4,106	4,467	4,119
100	62431	PROPERTY MAINTENANCE	33,812	30,793	33,812	30,793
295	62431	PROPERTY MAINTENANCE	4,479	2,315	3,000	4,000
550	62431	PROPERTY MAINTENANCE	0	150	0	150
100	62433	CUSTODIAL SERVICES	2,448	3,027	2,756	3,027
100	62434	HVAC MAINTENANCE	19,127	22,918	19,127	22,918
100	62435	ELEVATOR MAINTENANCE	2,427	2,427	2,427	2,427
100	62436	RENTAL OF SPACE	462	378	504	504
100	62511	FUEL, MOTOR VEHICLE	1,047	750	861	861
100	62521	MOTOR VEHICLE MAINT.	858	301	375	307
100	62605	E-BOOKS	54,942	51,101	51,792	52,223
295	62605	E-BOOKS	904	8,354	0	0
100	62611	MACH/EQUIP MAINTENANCE	375	233	1,125	233
100	62614	EQUIP MAINT CONTRACT	5,207	4,852	5,713	5,843
100	62650	BOOK CLUB BOOKS	2,148	2,084	2,135	2,135
100	62651	LIBRARY BOOKS	190,824	191,803	213,639	213,639
295	62651	LIBRARY BOOKS	7,093	50,149	1,000	1,000
100	62652	LIBRARY AUDIO/VISUAL	58,974	77,911	81,557	82,368
295	62652	LIBRARY AUDIO/VISUAL	532	416	0	0
100	62653	LIBRARY PERIODICALS	34,625	37,294	37,996	40,172
295	62653	LIBRARY PERIODICALS	277	0	0	0
100	62654	LIBRARY CONT/SERIALS	14,635	11,989	33,776	35,677
100	62655	ON LINE INFO SERVICE	73,471	75,479	53,494	52,262
295	62655	ON LINE INFO SERVICE	661	128	6,000	6,000
100	62656	INTERLIBRARY LOAN	739	76	769	769
100	62659	LIBRARY VIDEO MATERIALS	60,139	51,366	66,470	66,470
295	62659	LIBRARY VIDEO MATERIALS	5,130	1,898	0	0
100	62660	DATA PROCESSING	26,873	28,936	28,049	29,276
100	62664	LICENSE/PERMIT FEES	2,071	1,790	2,202	2,202
100	62666	CREDIT CARD CHARGE	1,770	1,455	1,770	1,770
100	62667	DATA SERVICES	10,994	11,022	10,980	10,980
295	62668	PROGRAM EQUIP/SUPPLIES	4,607	4,357	5,500	4,357
100	62699	CASH SHORT AND OVER	4	53	0	0
295	62710	CONTRACTOR SERVICES	0	0	5,000	0
400	62713	LEGAL SERVICES	0	86	0	0
100	62716	CONSULTANT SERVICES	11,000	0	0	0
295	62716	CONSULTANT SERVICES	14,479	0	0	0
100	62725	BILL COLLECTION SERVICES	3,490	0	0	0
400	62731	MISCELLANEOUS SERVICES	191	237	0	0
100	62732	TEMP HELP/CONTRACT SERV.	13,645	4,780	18,837	17,678
100	62734	SPEAKERS/PROGRAMS	18,307	12,924	17,229	17,229
295	62734	SPEAKERS/PROGRAMS	18,410	23,647	8,000	8,000
100	62736	CATERING SERVICES	5,905	2,701	10,270	7,770
295	62736	CATERING SERVICES	2,833	1,886	2,000	2,000
100	62740	MICROFORMS	2,700	3,407	3,407	3,407
295	62785	GIFT CARDS	250	0	0	0

# Recommended Operating Expenditure Budget - Department Total

## 36 - LIBRARY

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
<b>62 - SUPPLIES AND SERVICES</b>			<b>1,063,778</b>	<b>1,073,442</b>	<b>1,119,611</b>	<b>1,128,583</b>
400	62724	BOND PAYING AGENT FEE	0	19	0	0
<b>627 - CONTRACTUAL SERVICES</b>			<b>0</b>	<b>19</b>	<b>0</b>	<b>0</b>
100	71110	MISC. OFFICE EQUIPMENT	13,361	769	8,190	900
295	71110	MISC. OFFICE EQUIPMENT	0	0	0	750
100	71115	MICROFILM EQUIPMENT	10,300	0	0	0
100	71118	PROJECTOR/CAMERA	14,432	0	0	14,432
100	71120	PERIPHERALS, COMPUTER	0	0	11,000	5,500
295	71120	PERIPHERALS, COMPUTER	2,334	600	0	400
295	71123	SOFTWARE	4,221	108	0	500
100	71124	COMPUTER	15,326	0	0	0
295	71124	COMPUTER	1,254	1,200	0	8,000
100	71156	FURNITURE	2,527	0	0	0
295	71156	FURNITURE	2,999	2,279	0	0
550	71156	FURNITURE	0	1,610	0	0
100	71212	SIDE CHAIRS	0	0	9,290	9,290
100	71215	STORAGE CABINETS	0	0	0	11,000
100	71221	CARTS	0	3,169	1,200	3,000
295	71222	WORKSTATIONS	18,190	0	0	0
100	71312	VAN/PICKUP/WAG REPL	0	0	26,520	0
100	71517	LIGHTING EQUIPMENT	2,775	2,000	2,775	2,775
100	71520	HVAC	0	0	500	500
100	71550	MISCELLANEOUS EQUIPMENT	0	1,163	0	2,800
295	71550	MISCELLANEOUS EQUIPMENT	277	0	0	0
100	71610	CUSTODIAL EQUIPMENT	0	0	11,270	9,335
100	71616	SNOW BLOWER	0	0	0	2,800
100	72416	VIDEO EQUIPMENT	16,375	0	6,475	6,475
100	72418	TELEPHONE RELATED	0	14	500	0
100	72421	HEADSETS	0	0	0	2,802
<b>71 - EQUIPMENT</b>			<b>104,371</b>	<b>12,912</b>	<b>77,720</b>	<b>81,259</b>
295	73210	CONST CONTRACT-BLDG	19,477	0	0	0
<b>73 - CIP EXPENDITURES</b>			<b>19,477</b>	<b>0</b>	<b>0</b>	<b>0</b>
400	74111	PRINCIPAL PAYMENT	191,786	236,198	201,106	211,568
400	74112	INTEREST PAYMENT	32,377	26,647	22,357	15,023
<b>74 - DEBT SERVICE</b>			<b>224,162</b>	<b>262,846</b>	<b>223,463</b>	<b>226,591</b>
<b>36 - LIBRARY TOTAL</b>			<b>3,860,007</b>	<b>3,755,864</b>	<b>4,005,287</b>	<b>4,102,335</b>

# Recommended Expenditure Budget Report by Activity & Funding Source

## 36 - LIBRARY

**LIBRARY ADMIN. - 36100**

### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	14	500	—
SUPPLIES AND SERVICES	43,468	66,010	65,795
WAGES AND BENEFITS	275,979	378,029	389,940
<b>LIBRARY ADMIN.</b>	<b>319,461</b>	<b>444,539</b>	<b>455,735</b>
<b>ADULT SERVICES</b>	<b>- 36200</b>		

### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	339	—	1,000
SUPPLIES AND SERVICES	425,789	464,074	468,457
WAGES AND BENEFITS	591,795	830,492	861,499
<b>ADULT SERVICES</b>	<b>1,017,923</b>	<b>1,294,566</b>	<b>1,330,956</b>
<b>CHILDREN SERVICES</b>	<b>- 36210</b>		

### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	430	400	1,000
SUPPLIES AND SERVICES	125,963	156,158	153,579
WAGES AND BENEFITS	349,236	459,806	464,956
<b>CHILDREN SERVICES</b>	<b>475,628</b>	<b>616,364</b>	<b>619,535</b>
<b>CIRCULATION SERVICES</b>	<b>- 36220</b>		

### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	2,769	11,000	9,302
SUPPLIES AND SERVICES	13,649	18,729	18,440
WAGES AND BENEFITS	403,854	470,158	437,293
<b>CIRCULATION SERVICES</b>	<b>420,272</b>	<b>499,887</b>	<b>465,035</b>
<b>LIBRARY RENOVATION DEBT</b>	<b>- 36240</b>		

### FUNDING SOURCE: DEBT SERVICE

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
CONTRACTUAL SERVICES	19	—	—
DEBT SERVICE	60,046	21,063	19,741
SUPPLIES AND SERVICES	323	—	—
<b>DEBT SERVICE</b>	<b>60,387</b>	<b>21,063</b>	<b>19,741</b>
<b>MAINTENANCE SERVICES</b>	<b>- 36300</b>		

### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	3,163	50,355	38,500
SUPPLIES AND SERVICES	201,875	186,145	212,285

## Recommended Expenditure Budget Report by Activity & Funding Source

### 36 - LIBRARY

WAGES AND BENEFITS	169,833	148,173	165,176
MAINTENANCE SERVICES	374,871	384,673	415,961
YOUTH SERVICES	- 36400		

#### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	20,010	23,767	23,924
YOUTH SERVICES	20,010	23,767	23,924
LULL LIBRARY TURST	- 36420		

#### FUNDING SOURCE: LIBRARY GIFTS TRUST

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	1,610	—	—
SUPPLIES AND SERVICES	150	—	150
LULL LIBRARY TRUST	1,760	—	150
INFORMATION TECHNOLOGY	- 36440		

#### FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	—	14,665	21,807
SUPPLIES AND SERVICES	89,904	108,434	95,654
WAGES AND BENEFITS	160,027	252,814	311,179
INFORMATION TECHNOLOGY	249,931	375,913	428,640
GENERAL GIFT TRUST	- 36480		

#### FUNDING SOURCE: EXPENDABLE LIBRARY GIFTS

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
CIP EXPENDITURES	—	—	—
EQUIPMENT	1,908	—	9,650
SUPPLIES AND SERVICES	98,490	32,229	29,248
GENERAL GIFT TRUST	100,398	32,229	38,898
WALTON PRESERVATION TRUST-	36490		

#### FUNDING SOURCE: EXPENDABLE LIBRARY GIFTS

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	2,279	—	—
SUPPLIES AND SERVICES	761	1,800	776
WALTON PRESERVATION TRUST	3,039	1,800	776
JAMES MUTSCHLER TRUST	- 36496		

#### FUNDING SOURCE: EXPENDABLE LIBRARY GIFTS

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	—	—	—



## Recommended Expenditure Budget Report by Activity & Funding Source

### 36 - LIBRARY

WAGES AND BENEFITS	30,956	40,678	33,371
<b>JAMES MUTSCHLER TRUST</b>	<b>30,956</b>	<b>40,678</b>	<b>33,371</b>
<b>TECHNICAL SERVICES</b>	<b>- 36500</b>		

#### FUNDING SOURCE: EXPENDABLE LIBRARY GIFTS

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	4,357	5,657	4,357
<b>SPACE MAKER OPERATIONS</b>	<b>4,357</b>	<b>5,657</b>	<b>4,357</b>
EQUIPMENT	400	800	0
SUPPLIES AND SERVICES	48,705	56,608	55,918
WAGES AND BENEFITS	424,966	4,343	2,488
<b>TECHNICAL SERVICES \$</b>	<b>474,071 \$</b>	<b>61,751.00 \$</b>	<b>58,406.00</b>
<b>LIBRARY RENOVATION DEBT - 36600</b>			

#### FUNDING SOURCE: DEBT SERVICE

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
DEBT SERVICE	202,800	202,400	206,850
<b>LIBRARY RENOVATION DEBT \$</b>	<b>202,800 \$</b>	<b>202,400.00 \$</b>	<b>206,850.00</b>
<b>LIBRARY TOTAL \$</b>	<b>3,755,863.99 \$</b>	<b>4,005,287.00 \$</b>	<b>4,102,335.00</b>

**CITY OF DUBUQUE, IOWA**  
**DEPARTMENT DETAIL - PERSONNEL COMPLEMENT**

**36 LIBRARY DEPARTMENT**

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	8200	GE-41	LIBRARY DIRECTOR	1.00	\$ 116,538	1.00	\$ 118,230	1.00	\$ 120,758
100	8100	GE-34	LIBRARIAN II	2.00	\$ 158,560	2.00	\$ 160,931	2.00	\$ 162,679
100		GE-32	LEAD APPL/NETWORK ANALY	1.00	\$ 70,530	1.00	\$ 75,252	1.00	\$ 77,143
100	8020	GE-32	LIBRARIAN I	5.00	\$ 359,159	4.00	\$ 288,187	4.00	\$ 294,093
100		GE-33	CIRCULATION MANAGER	1.00	\$ 64,663	1.00	\$ 69,001	1.00	\$ 74,507
100	7900	GE-30	LIBRARY AIDE	5.00	\$ 310,275	7.00	\$ 438,156	7.00	\$ 438,334
100	475	GE-30	ADMINISTRATIVE ASSISTANT	1.00	\$ 65,241	1.00	\$ 65,960	1.00	\$ 67,029
100	2200	GE-27	MAINTENANCE WORKER-LIBRARY	1.00	\$ 54,533	1.00	\$ 55,693	1.00	\$ 56,503
100	1400	GE-25	CUSTODIAN-LIBRARY	1.00	\$ 48,986	1.00	\$ 50,028	1.00	\$ 6,132
100	3345	GE-26	USER SUPPORT SPECIALIST	1.00	\$ 55,158	1.00	\$ 59,016	1.00	\$ 50,356
TOTAL FULL TIME EMPLOYEES				19.00	\$1,303,643	20.00	\$1,380,454	20.00	\$1,347,534
61020 Part Time Employee Expense									
100	8020	GE-32	LIBRARIAN I	0.07	\$ 4,241	0.07	\$ 4,162	0.07	\$ 3,996
100	7900	GE-30	LIBRARY AIDE	2.19	\$ 116,385	1.69	\$ 88,451	1.69	\$ 90,531
100	1400	GE-26	CUSTODIAN-LIBRARY	0.13	\$ 5,657	0.13	\$ 5,844	0.13	\$ 50,752
100		GE-25	LEAD LIBRARY ASSISTANT	1.00	\$ 44,813	0.63	\$ 30,205	0.63	\$ 31,347
100	7850	GE-25	LIBRARY ASSISTANT	6.43	\$ 268,531	7.30	\$ 313,536	7.30	\$ 324,042
100	4440	GE-25	LIBRARY SECRETARY	—	\$ —	—	\$ —	—	\$ —
100		GE-25	CONFIDENTIAL ACCOUNT CLERK	0.63	\$ 26,000	0.63	\$ 27,417	0.63	\$ 28,095
100		NA-38	INFORMATION SERVICES INTERN	0.50	\$ 13,572	0.50	\$ 13,718	0.50	\$ 13,926
100		NA-28	CLERICAL ASSISTANT	0.25	\$ 6,639	0.25	\$ 6,713	0.25	\$ 6,812
100	7750	NA-24	LIBRARY CLERK	3.95	\$ 89,683	3.95	\$ 86,437	3.95	\$ 87,462
TOTAL PART TIME EMPLOYEES				15.14	\$ 575,521	15.14	\$ 576,483	15.14	\$ 636,963
TOTAL LIBRARY				34.14	\$ 1,879,164	35.14	\$ 1,956,937	35.14	\$ 1,984,497

CITY OF DUBUQUE, IOWA  
ACTIVITY PERSONNEL COMPLEMENT SUMMARY

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2020		FY 2021		FY 2022		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Library Administration-FT											
10036100	61010	100	8200	GE-41	LIBRARY DIRECTOR	1.00	\$ 116,538	1.00	\$ 118,230	1.00	\$ 120,758
10036100	61010	100		GE-30	LIBRARY AIDE	—	\$ —	1.00	\$ 67,241	1.00	\$ 68,249
10036100	61010	100	475	GE-30	ADMINISTRATIVE ASSISTANT	1.00	\$ 65,241	1.00	\$ 65,960	1.00	\$ 67,029
Total						2.00	\$ 181,779	3.00	\$ 251,431	3.00	\$ 256,036
Library Administration-PT											
10036100	61020	100		GE-25	LIBRARY SECRETARY	—	\$ —	—	\$ —	—	
10036100	61020	100	3,300	GE-25	CONFIDENTIAL ACCOUNT CLERK	0.63	\$ 26,000	0.63	\$ 27,417	0.63	\$ 28,095
10036100	61020			NA-28	CLERICAL ASSISTANT	0.25	\$ 6,639	0.25	\$ 6,713	0.25	\$ 6,812
Total						0.88	\$ 32,639	0.88	\$ 34,130	0.88	\$ 34,907
Adult Services-FT											
10036200	61010	100	7900	GE-30	LIBRARY AIDE	1.00	\$ 57,848	3.00	\$ 194,199	3.00	\$ 200,197
10036200	61010	100	8020	GE-32	LIBRARIAN I	4.00	\$ 285,102	4.00	\$ 288,187	4.00	\$ 294,093
10036200	61010	100	8100	GE-34	LIBRARIAN II	1.00	\$ 79,280	1.00	\$ 80,159	1.00	\$ 80,534
Total						6.00	\$ 422,230	8.00	\$ 562,545	8.00	\$ 574,824
Adult Services-PT											
10036200	61020	100	8070	GE-32	LIBRARIAN I	0.07	\$ 4,241	0.07	\$ 4,162	0.07	\$ 3,996
10036200	61020	100		NA-24	LIBRARY CLERK	—	\$ —	0.38	\$ 8,410	0.38	\$ 8,529
10036200	61020	100	7900	GE-30	LIBRARY AIDE	1.00	\$ 54,847	1.00	\$ 51,109	1.00	\$ 51,104
Total						1.07	\$ 59,088	1.45	\$ 63,681	1.45	\$ 63,629
Youth Services-FT											
10036210	61010	100	8100	GE-34	LIBRARIAN II	1.00	\$ 79,280	1.00	\$ 80,772	1.00	\$ 82,145
10036210	61010	100	7900	GE-30	LIBRARY AIDE	2.00	\$ 121,524	3.00	\$ 176,716	3.00	\$ 169,888
Total						3.00	\$ 200,804	4.00	\$ 257,488	4.00	\$ 252,033
Youth Services-PT											
10036210	61020	100	7800	GE-25	LIBRARY ASSISTANT	—	\$ —	—	\$ —	—	
10036210	61020	100	7900	GE-30	LIBRARY AIDE	0.69	\$ 36,802	0.69	\$ 37,342	0.69	\$ 39,427
10036210	61020	100	7750	NA-24	LIBRARY CLERK	2.57	\$ 55,262	2.57	\$ 56,588	2.57	\$ 57,014
Total						3.26	\$ 92,064	3.26	\$ 93,930	3.26	\$ 96,441
Circulation Services-FT											
10036220	61010	100		GE-33	CIRCULATION MANAGER	1.00	\$ 64,663	1.00	\$ 69,001	1.00	\$ 74,507
Total						1.00	\$ 64,663	1.00	\$ 69,001	1.00	\$ 74,507
Circulation Services-PT											
10036220	61020	100	7750	NA-24	LIBRARY CLERK	1.00	\$ 26,106	1.00	\$ 21,439	1.00	\$ 21,919
10036220	61020	100		NA-24	LEAD LIBRARY ASSISTANT	1.00	\$ 44,813	0.63	\$ 30,205	0.63	\$ 31,347
10036220	61020	100	7850	GE-25	LIBRARY ASSISTANT	3.43	\$ 133,708	6.30	\$ 269,218	5.30	\$ 227,237
Total						5.43	\$ 204,627	7.93	\$ 320,862	6.93	\$ 280,503
Technical Services-FT											
10036500	61010	100	7900	GE-30	LIBRARY AIDE	2.00	\$ 130,903	—	\$ —	—	
10036500	61010	100		GE-32	LIBRARIAN I	1.00	\$ 74,057	—	\$ —	—	
Total						3.00	\$ 204,960	—	\$ —	—	\$ —
Technical Services-PT											
10036500	61020	100		NA-24	LIBRARY CLERK	0.38	\$ 8,315	—	\$ —	—	
10036500	61020	100	7850	GE-25	LIBRARY ASSISTANT	3.00	\$ 134,823	—	\$ —	—	
10036500	61020	100	7900	GE-30	LIBRARY AIDE	0.50	\$ 24,736	—	\$ —	—	
Total						3.88	\$ 167,874	—	\$ —	—	\$ —
Information Technology-FT											
10036440	61010	100		GE-32	LEAD APPL/NETWORK ANALY	1.00	\$ 70,530	1.00	\$ 75,252	1.00	\$ 77,143
Total						1.00	\$ 70,530	1.00	\$ 75,252	1.00	\$ 77,143

CITY OF DUBUQUE, IOWA  
ACTIVITY PERSONNEL COMPLEMENT SUMMARY

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2020		FY 2021		FY 2022		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Information Technology-PT											
10036440	61020	100		NA-38	INFORMATION SERVICES INTERN	0.50	\$ 13,572	0.50	\$ 13,718	0.50	\$ 13,926
10036440	61020	100		GE-26	USER SUPPORT SPECIALIST	1.00	\$ 55,158	1.00	\$ 59,016	1.00	\$ 50,356
10036440	61020	100		GE-25	LIBRARY ASSISTANT	—	\$ —	1.00	\$ 44,318	2.00	\$ 96,805
Total						1.50	\$ 68,730	2.50	\$ 117,052	3.50	\$ 161,087
Maintenance-FT											
10036300	61010	100	2200	GE-27	MAINTENANCE WORKER-LIBRARY	1.00	\$ 54,533	1.00	\$ 55,693	1.00	\$ 56,503
10036300	61010	100	1400	GE-25	CUSTODIAN-LIBRARY	1.00	\$ 48,986	1.00	\$ 50,028	1.00	\$ 6,132
Total						2.00	\$ 103,519	2.00	\$ 105,721	2.00	\$ 62,635
Maintenance-PT											
10036300	61020	100	1400	GE-25	CUSTODIAN-LIBRARY	0.13	\$ 5,657	0.13	\$ 5,844	0.13	\$ 50,752
Total						0.13	\$ 5,657	0.13	\$ 5,844	0.13	\$ 50,752
TOTAL LIBRARY DEPARTMENT						34.14	\$ 1,879,164	35.14	\$ 1,956,937	35.14	\$ 1,984,497

Capital Improvement Projects by Department/Division					
LIBRARY					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
1022652	LIBRARY GENERATOR	150	—	—	—
1022712	REPLACE WATER LINE LIBRAR	48,667	115,671	71,835	—
3501187	LIBRARY ROOF REPLACEMENT	—	—	—	—
3501681	REPLACE SIDEWALK & STEPS	40,953	—	—	—
3501787	LIBRARY HVAC MAINT	—	3,455	—	—
3502006	LIBRARY LANDSCAPING	—	—	100,202	—
3502521	HVAC HANDLING UNITS	—	—	—	—
3502712	REPLACE WATER LINES	26,033	25,367	—	—
3502743	LIMESTONE OVERHANG E&R	1,500	8,420	—	—
3502835	UNDERGROUND TANK LIBRARY	—	—	59,379	—
<b>LIBRARY</b>	<b>TOTAL</b>	<b>117,303</b>	<b>152,913</b>	<b>231,416</b>	<b>0</b>

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# Airport

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## AIRPORT DEPARTMENT

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	1,465,717	1,486,684	1,542,302	3.7 %
Supplies and Services	2,275,485	2,744,317	2,220,460	(19.1)%
Machinery and Equipment	134,041	176,811	188,576	6.7 %
Total	3,875,243	4,407,812	3,951,338	(10.4)%
Abated Debt	356,415	316,183	296,712	(6.2)%
Total Expense	4,231,658	4,723,995	4,248,050	(10.1)%
<u>Resources</u>				
Passenger Facility Charge	34,567	201,334	—	— %
Sales Tax	12,502	114,849	—	— %
Cares Act Grant	309,346	—	296,712	— %
Operating Revenue	3,502,635	4,092,754	3,450,867	(15.7)%
Total Revenue	3,859,050	4,408,937	3,747,579	(15.0)%
Total Property Tax Support	372,608	315,058	500,471	185,413
Percent Increase				58.9 %
Percent Self Supporting	92.4 %	91.7 %	89.0 %	
<b>Personnel - Authorized FTE</b>	<b>19.16</b>	<b>19.16</b>	<b>19.16</b>	

### Improvement Package Summary

1 of 1

This improvement request is for a stand-up desks for the Administrative Office. Stand-up desks are known for negating the harmful effects of sitting for long periods of time. Benefits may include lowering the risk of weight gain, heart disease, back pain, while also boosting productivity. This improvement package is in alignment with Council Goals and Priorities of a Vibrant Community: Healthy and Safe.

Related Cost:	<u>\$ 2,500</u>	Tax Funds	Non-Recurring	<b>Recommend - Yes</b>
Property Tax Impact:	\$ 0.001	0.01%		
Activity: Airport Admin				

## **Significant Line Items**

### **Employee Expense**

1. FY 2022 employee expense reflects a 3.0% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2021. The employee contribution of 6.29% is unchanged from FY 2021.
3. The City portion of health insurance expense increased from \$1,025 in FY 2021 to \$1,086 in FY 2022 per month per contract which results in annual cost increase of \$8,832 or 5.95%.
4. Overtime expense is \$134,775 and unchanged from FY 2021. FY 2020 actual was \$111,505.
5. FTE's remain the same as the prior year; however, there was a change in position titles. The Operations/Maintenance Supervisor position was replaced with the Assistant Airport Director position and remained at GE-35. The Airport Manager was replaced with the Airport Director position with a grade increase from GE-41 to GE-43.

### **Supplies & Services**

6. Property Maintenance decreased from \$58,242 in FY 2021 to \$47,890 in FY 2022. FY 2020 actual was \$44,307.
7. Electricity increased from \$143,694 in FY 2021 to \$146,339 in FY 2022 based on FY 2020 actual plus 5%.
8. General Liability increased from \$70,723 in FY 2021 to \$79,735 in FY 2022, increased based on FY 2021 actual.
9. Contractor Services is unchanged from \$70,000 in FY 2021 to \$70,000 in FY 2022. FY 2020 actual was \$50,588. This line item represents the annual runway/taxiway painting. The Airport has two runways. Airfield painting is completed each year with one, out of the two runways, completed yearly and the remaining runway completed the following year. Due to COVID-19, no airfield painting was completed during the summer of 2020 (FY2021 budget). Both runways will be painted during the spring/summer of 2021 with an estimated cost of \$140,000.
10. Motor Vehicle Fuel decreased from \$285,719 in FY 2021 to \$266,128 in FY 2022. FY 2020 actual was \$261,305. Motor Vehicle Fuel expense includes both fuel purchased for Airport vehicle usage and fuel sales to Airport tenants. In FY 2020 there was a net revenue of \$12,710. In FY 2021 there was a projected net fuel revenue of \$6,335; this is because one of the fuel purchasing tenants not operating due to COVID-19. In FY 2022 there is a projected net revenue of \$9,261. FY 2022 estimated usage is as follows: Airport Administration is 158 gallons, Operations and Maintenance is 4,841 and FBO Operations is 95,959 (includes fuel sold to Airport tenants).
11. Aviation Fuel expense decreased from \$1,512,009 in FY 2021 to \$1,060,913 in FY 2022. FY2022 is based on a 3-year average of aviation fuel sold and an additional reduction of 20% due to an industry estimated gradual recovery in air traffic. This line item is offset by Fuel Flow

revenue. The purchase of Aviation Fuel is offset by Aviation Fuel Sales. FY 2020 actual Aviation Fuel Sales was \$1,979,798 with a net revenue of \$793,766; FY 2021 budgeted Aviation Fuel Sales was \$2,422,736; however, the projected net revenue is \$500,900 due to a reduction in air travel due to COVID-19. FY 2022 budgeted Aviation Fuel Sales is \$1,725,188 with projected net revenue of \$664,275.

12. Aviation Fuel Flow decreased from \$159,787 in FY 2021 to \$118,048 in FY 2022. FY 2020 actual was \$138,720. FY2022 based on a 3-year average of aviation fuel sold and an additional reduction of 20% due to an industry estimated gradual recovery in air traffic. This line item is offset by Fuel Flow revenue.
13. Promotion is \$91,793 in FY 2022 and is unchanged from \$91,793 FY 2021. FY 2020 actual was \$89,835. Fixed Base Operations promotion of \$2,877 is unchanged from FY 2021.

The history of promotion spending is as follows:

Fiscal Year	Property Tax	Air Service Development Program*	Total Budgeted Promotion
2022	\$ 91,793	\$ —	\$ 91,793
2021	\$ 91,793	\$ —	\$ 91,793
2020	\$ 91,793	\$ 35,000	\$ 126,793
2019	\$ 75,151	\$ 15,000	\$ 90,151
2018	\$ 115,960	\$ 28,000	\$ 143,960
2017	\$ 95,250	\$ 25,000	\$ 120,250
2016	\$ 92,990	\$ —	\$ 92,990
2015	\$ 115,730	\$ —	\$ 115,730
2014	\$ 119,669	\$ —	\$ 119,669
2013	\$ 105,026	\$ —	\$ 105,026
2012	\$ 130,090	\$ —	\$ 130,090
2011	\$ 134,147	\$ 20,000	\$ 154,147
Total Promotion	\$ 1,075,806	\$ 123,000	\$ 1,198,806

\*In FY2020 the name of this grant changed from the Air Service Sustainment Grant to the Air Service Development Program.

## Machinery & Equipment

14. Equipment Replacements for FY 2022 includes (\$188,576):

Airport Machinery and Equipment	
<u>Airport Administration</u>	
Chair (1)	\$ 300
<u>Fixed Base Operations</u>	
Aircraft Towbars	\$ 1,500
Handheld Radios	\$ 1,200
Safety Equipment	\$ 220
Shop Equipment	\$ 200

<b>Airport Machinery and Equipment</b>	
<u>Airport Operations</u>	
Chairs (3)	\$ 600
John Deere 4720 Tractor	\$ 45,350
Shop Equipment	\$ 3,000
Snow V Push Blade	\$ 7,200
Airfield Signage	\$ 5,000
Safety Equipment	\$ 1,000
Handheld Radios	\$ 1,200
Security Cameras and Terminal Monitors	\$ 14,200
Zero Turn Mower and Mower for 4720 Tractor	\$ 52,716
<u>Terminal Building Maintenance</u>	
Shop Equipment	\$ 150
Emergency Generator	\$ 12,240
Terminal Deice Truck Burner Chamber	\$ 40,000
<b>Recommended Improvement Packages</b>	<b>\$ 500</b>
<b>Total</b>	
<b><u>\$186,576</u></b>	

15. FY 2022 annual debt service includes the following (\$296,712), which will be paid for with CARES Act Grant funding:

Amount	Debt Series	Source	Purpose	Final Payment	Call Date
\$ 51,556	2014B	PFC	New Terminal PFC	2034	2021
\$ 27,667	2017A	Sales Tax 20%	Refunding Airports	2030	2025
\$ 151,462	2012C	PFC	New Terminal	2032	2019
\$ 7,775	2014B	Sales Tax 20%	Airport ST 20% 10 Yr	2026	2021
\$ 5,750	2014B	Sales Tax 20%	Airport ST 20% 15 Yr	2026	2021
\$ 42,252	2016C	Sales Tax 20%	Roads/Apron/Parking	2036	2024
\$ 10,250	2012C	Sales Tax 20%	Airport Improvement	2032	2019
<b><u>\$296,712</u></b>	<b>Total Airport Annual Debt Service</b>				

## Revenue

16. TSA Rent is unchanged from \$49,495 in FY 2021 to \$49,495 in FY 2022 based on FY 2020 actual.
17. Car Rental decreased from \$102,421 in FY 2021 to \$36,000 in FY 2022. This is based on Hertz corporation filing for bankruptcy and closing their office at the Airport and the effects of decreased rentals by Avis due to an industry estimated gradual recovery in air traffic.
18. American Eagle is unchanged from \$79,000 in FY 2021 to \$79,000 in FY 2022.
19. Aircraft Service fees decreased from \$72,000 in FY 2021 to \$41,400 in FY 2022 based on FY 2020 actual of \$41,400. Aircraft Service Fees decreased based on anticipated reduced revenue due to an industry estimated gradual recovery in air traffic.

20. Aviation Fuel Sales decreased from \$2,422,736 in FY 2021 to \$1,725,188 in FY 2022. FY2022 is based on a 3 year average and an additional reduction of 20% due to the pandemic. Aviation Fuel is the expense line item used for purchasing this fuel for resale.
21. Auto Gas Fuel Sales decreased from \$398,758 in FY 2021 to \$275,389 in FY 2022. FY2022 is based on a 3 year average and an additional reduction of 20% due to the pandemic. Motor Vehicle Fuel is the expense line item used for purchasing this fuel.
22. Farm Land Rent is unchanged from \$125,782 in FY 2021 to \$125,782 in FY 2022 based on FY 2020 actual of \$125,782. In FY2019 the Airport bid this out and the three-year contract increased. This is based on a 3 year contract which expires 12-31-2021.
23. Army Reserve Center lease is \$45,000 in FY 2022 and is unchanged from \$45,000 in FY 2021.
24. University of Dubuque lease increased from \$133,000 in FY 2021 to \$155,168 in FY 2022 due to the University occupying an additional corporate hangar.
25. Fuel flow decreased from \$159,787 in FY 2021 to \$118,048 in FY 2022. Fuel Flow decreased in FY2022 based on a 3 year average of aviation fuel sold and an additional reduction of 20% due to the pandemic. This line item is offset by Aviation Fuel Flow Expense.

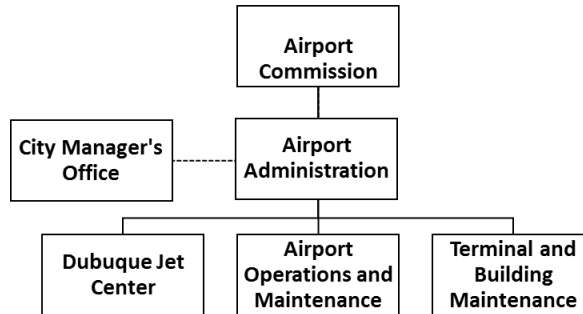
#### **Miscellaneous**

26. The Airport Department budget with abated debt is 89% self-supporting in FY 2022 versus 92% self-supporting in FY 2021.

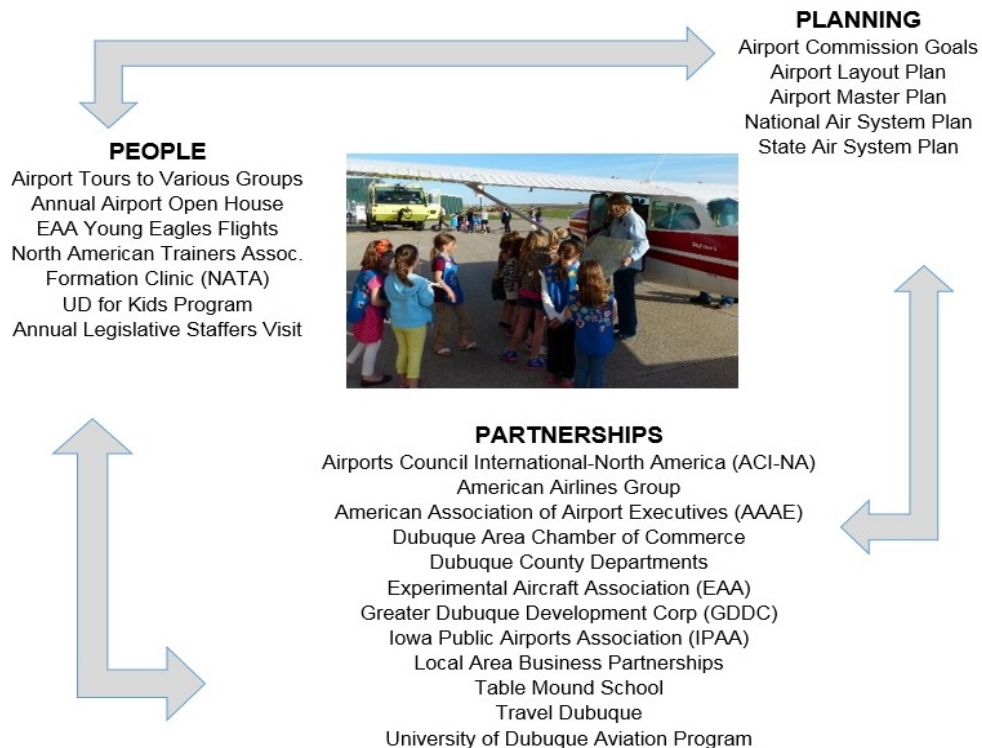
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# DUBUQUE REGIONAL AIRPORT

The Dubuque Regional Airport provides quality, viable, competitive Airport services and facilities while promoting sustainable economic development within the region.



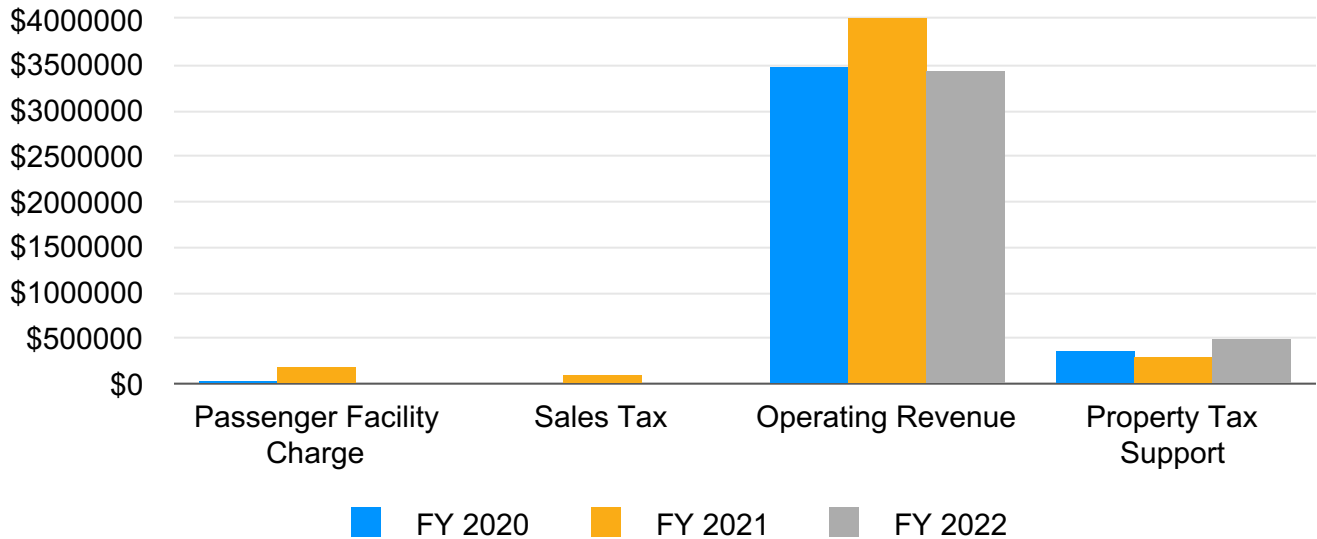
## SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES



# DUBUQUE REGIONAL AIRPORT

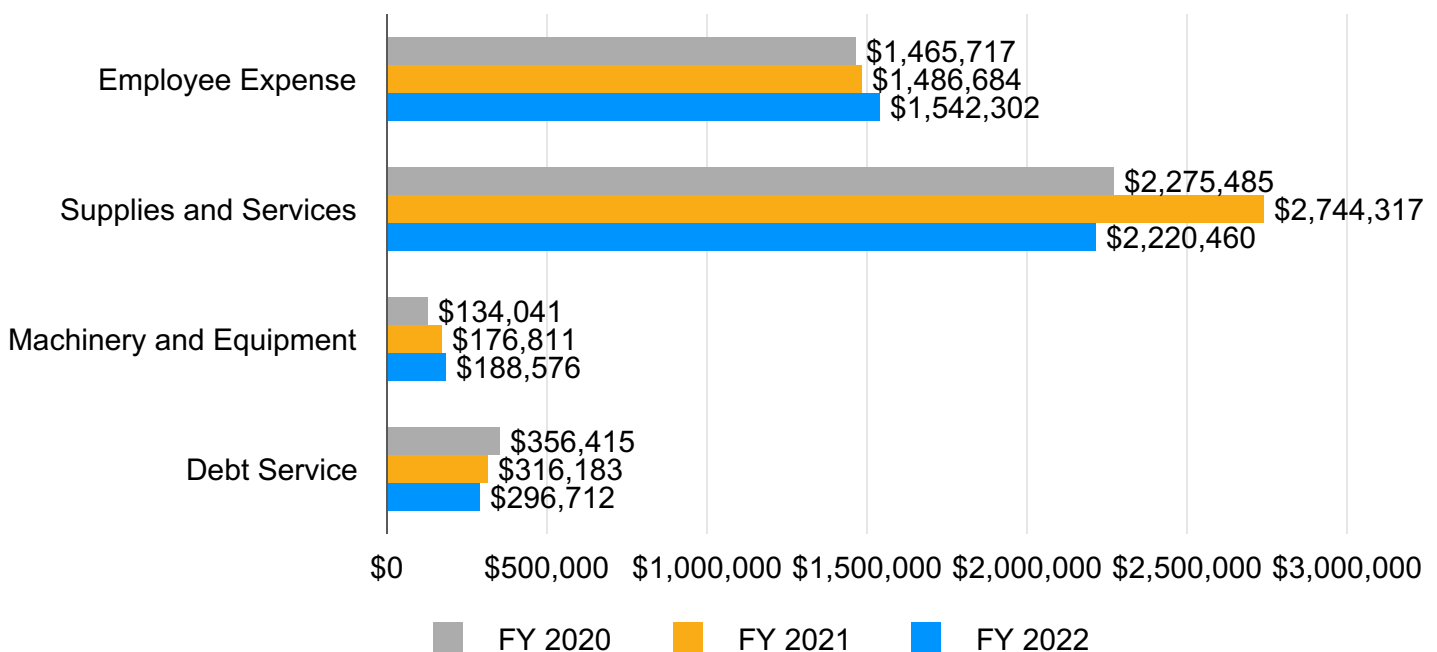
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	19.16	19.16	19.16

## Resources and Property Tax Support



The Airport is supported by 19.16 full-time equivalent employees, which accounts for only 36.31% of the department expense as seen below. Overall, the departments' expenses are expected to decrease by -10.08% in FY 2022 compared to FY 2021.

## Expenditures by Category by Fiscal Year





# DUBUQUE REGIONAL AIRPORT

## Airport Administration

### Mission & Services

The Dubuque Regional Airport is owned by the City of Dubuque and is operated and managed by an Airport Commission as a department of the City of Dubuque. Responsibilities include management and control of all Airport employees, facilities, property and legislative priorities.

The Airport tenants include commercial airline service with American Airlines providing regional jet service through Chicago O'Hare International Airport and leisure flights with Sun Country Airlines to Laughlin, NV and Gulfport/Biloxi, MS. The University of Dubuque fields a fleet of approximately 26 light aircraft and 5 helicopters for their aviation program. Multiple local companies base their corporate aircraft fleet at the Airport while other smaller general aviation aircraft are based locally and have aircraft maintenance services provided by a privately-owned company.

Administration Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$476,603	\$493,840	\$541,579
Resources	\$820,278	\$804,148	\$783,636

Administration Position Summary	
	FY 2022
Airport Director	1.00
Assistant Airport Director	1.00
Accountant	0.75
Marketing Coordinator	0.70
<b>Total Full-Time Equivalent Employee's</b>	<b>3.45</b>

### Performance Measures

#### City Council Goal: Partnership for a Better Dubuque

- 1 **Activity Objective: Promote the high-quality of Airport services and expand the number of Airport outreach events to large groups.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of Attendees at Open House/July 3rd Aircraft Viewing-weather dependent	N/A	2,000	3,000	Cancelled	N/A
# of Attendees at University of Dubuque Breakfast-weather dependent	N/A	325	375	Cancelled	N/A
# of Attendees at Experimental Aviation Aircraft Breakfast-weather dependent	N/A	1264	565	Cancelled	N/A
# of Attendees at University of Dubuque Fun Run on the Runways-weather dependent	N/A	-	Cancelled	Cancelled	N/A

#### City Council Goal: Connected Community

- 1 **Activity Objective: Continue to stabilize and expand commercial airline service for the Tri-State region to meet existing and future passenger traffic needs.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
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# of Commercial Airline Meetings	N/A	5	8	13	N/A
# of Commercial Airline Passenger Enplanements	N/A	37,351	36,592	6,000	N/A

### City Council Goal: Robust Local Economy

- 1 **Activity Objective: Continue to stabilize and expand corporate and business aircraft facilities for customer needs.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of Large Corporate Hangars	N/A	14	14	16	N/A
% of Occupancy of Large Corporate Hangars	N/A	100%	100%	100%	N/A

# DUBUQUE REGIONAL AIRPORT

## Dubuque Jet Center

### Mission & Services

The Airport Commission operates the Dubuque Jet Center which offers a Fixed Based Operation (FBO) to assist with all general aviation needs. The FBO normally operates 17 hours a day (24 hours with notice) providing sales of aviation fuel, ground handling, hangaring and concierge services for general aviation, corporations, and the commercial airlines. The FBO makes arrangements for catering, car rental, hotels, chartering services, recommends places to visit, restaurants to dine, directions to local facilities and attractions, as well as calls for reservations and shuttles.

Dubuque Jet Center Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$2,122,507	\$2,518,736	\$1,993,653
Resources	\$2,481,963	\$3,076,478	\$2,161,577

Dubuque Jet Center Position Summary	
	FY 2022
Fixed Base Operations Supervisor	1.00
Asst. Fixed Base Operations Supervisor	1.00
Accountant	0.25
Line Service Worker	4.05
Customer Service Rep	1.50
<b>Total Full-Time Equivalent Employees</b>	<b>6.30</b>

### Performance Measures

#### City Council Goal: Financially Responsible, High Performance Organization

<sup>1</sup> **Activity Objective: Continue to be financially responsible by increasing yearly aviation fuel sales**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
Gallons of Aviation Fuel Sold	N/A	505,043	565,800	565,800	N/A

# DUBUQUE REGIONAL AIRPORT

## Airport Operations and Maintenance

### Overview

Dubuque Regional Airport Operations and Maintenance Staff provide an airport which is open to the flying public year-round by ensuring Airport safety and compliance and is responsible for meeting FAA Part 139 compliance standards for all the runways, taxiways, navigational aids, fueling agents, firefighting, parking areas and roadways, as well as ensuring compliance with EPA, OSHA, DNR, FCC, NFPA, Spill Prevention Control Program and Storm Water Pollution Prevention Plan, ADA, and TSA requirements.

24-hour coverage is provided by three Operations Specialists whose duties include aircraft rescue and firefighting services (ARFF), medical first responder and security services for certified air carriers. Airport Maintenance is responsible for maintaining the Airport in an operationally safe, secure, and efficient manner by providing for the maintenance of runways and taxiways, parking lots, entrance road, supervision of farm lease operations, weed and grass control, snow/ice removal on both landside and airside areas including all Airport owned buildings, aircraft hangars and the Commercial Airline Terminal.

The Airport is required to have an annual FAA inspection for Part 139 compliance. This incorporates everything the Airport can control such as pavement conditions, maintenance, emergency procedures, lighting, navigational aids, and equipment to maintain these items as well as all the buildings necessary to house equipment and staff. The Airport is unable to control outside influences such as aircraft arrivals and departures.

Operations and Maintenance Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$1,045,111	\$1,094,179	\$1,123,803
Resources	\$200,394	\$212,128	\$505,654

Operations and Maintenance Position Summary	
	FY 2022
Airport Operations Specialist	3.00
Mechanic	1.00
Maintenance Worker	3.00
Line Serviceworker	0.68
Laborer	0.23
<b>Total FT Equivalent Employees</b>	<b>7.91</b>

### Performance Measures

#### City Council Goal: Partnership for a Better Dubuque

- 1 **Activity Objective: Promote the high-quality of Airport services and expand the number of Airport facilities tours to Tri-State area Preschools, Schools, Boy/Girl Scouts and other groups.**

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of Airport Tours Given	N/A	56	27	Virtual	N/A

## Recommended Operating Revenue Budget - Department Total

### 51 - AIRPORT

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
252	43110	INVESTMENT EARNINGS	2,589	3,886	2,330	3,886
100	43238	AIRCRAFT SERVICE FEE	71,855	64,686	72,000	41,400
100	43242	RENT, FARM LAND	100,526	125,782	125,782	125,782
100	43251	RENTS & CONCESSIONS	13,429	22,128	14,482	33,940
100	43253	PROMOTION ITEMS	101	13	75	13
100	43255	VENDING MACH COMMISSION	3,745	2,876	3,745	800
100	43257	RENTAL, TRAILER LOT	2,676	2,640	2,640	2,640
100	43270	ARMY RESERVE RENT	41,256	45,000	45,000	45,000
100	43271	T HANGAR RENT	74,421	77,070	75,000	75,000
100	43272	TSA RENT	49,467	49,494	49,495	49,495
100	43273	KONRARDY PROPERTIES	0	0	0	4,200
100	43275	CAR RENTAL	102,421	86,828	102,421	36,000
100	43276	FAA OFFICE RENT	25,077	16,718	0	0
100	43278	A.Y. MCDONALD	5,335	5,423	5,335	5,423
100	43279	UNIVERSITY OF DUBUQUE	87,584	143,719	133,000	155,168
100	43280	LANDING FEES	15,873	4,425	15,873	4,100
100	43281	COTTINGHAM AND BUTLER	0	0	0	7,688
100	43282	SECURITY GATE FEES	20	0	0	0
100	43283	AIRLINE STORAGE/UPLIFT	31,720	31,577	31,720	17,240
100	43285	AMERICAN EAGLE	68,511	63,161	79,000	79,000
100	43286	HANGARING, GEN.AVIATION	104,281	106,464	104,281	91,000
100	43287	MAINT HANGAR RENT	19,438	19,875	20,000	19,875
100	43289	MGI AIR	0	0	0	10,769
100	43290	CORPORATE HANGAR	80,716	97,094	80,716	68,325
100	43291	COMMERCIAL LAND RENT	15,029	15,297	15,300	15,364
<b>43</b>	<b>USE OF MONEY AND PROPERTY - Total</b>		<b>916,070</b>	<b>984,155</b>	<b>978,195</b>	<b>892,108</b>
100	44177	FEDERAL - CARES ACT	0	0	0	296,712
<b>44</b>	<b>INTERGOVERNMENTAL - Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>296,712</b>
100	45701	STATE GRANTS	28,000	24,498	0	48,000
<b>45</b>	<b>STATE GRANTS - Total</b>		<b>28,000</b>	<b>24,498</b>	<b>0</b>	<b>48,000</b>
100	51178	CREDIT CARD FEE	(14,096)	(11,351)	0	(11,351)
100	51215	LATE PAYMENT PENALTY	427	0	0	0
100	51340	LONG-TERM PARKING FEES	360	360	270	360
100	51505	PUBLIC SAFETY	79,125	59,850	79,800	79,800
100	51510	AVIATION FUEL SALES	2,422,736	1,979,798	2,422,736	1,725,188
100	51515	AUTO GAS FUEL SALES	398,758	274,015	398,758	275,389
100	51520	OIL	1,544	1,772	1,544	534
100	51525	FUEL FLOW	159,787	138,720	159,787	118,048
252	51535	RENTAL CAR FEE	60,630	46,569	60,630	30,000
100	51540	CHARTERS GROUND HANDLING	38,800	31,789	38,800	19,200
100	51926	PILOT SUPPLIES	67	84	67	84
100	51963	CATERING	6,333	4,323	6,333	2,280
<b>51</b>	<b>CHARGES FOR SERVICES - Total</b>		<b>3,154,471</b>	<b>2,525,928</b>	<b>3,168,725</b>	<b>2,239,532</b>
100	53201	REFUNDS	902	21	0	0
100	53605	MISCELLANEOUS REVENUE	(300)	0	0	0
100	53620	REIMBURSEMENTS-GENERAL	8,794	18,488	8,794	8,401
<b>53</b>	<b>MISCELLANEOUS - Total</b>		<b>9,396</b>	<b>18,510</b>	<b>8,794</b>	<b>8,401</b>
400	59100	FR GENERAL	62,105	309,346	0	296,712
400	59350	FR SALES TAX CONSTRUCTION	95,010	12,502	114,849	0
400	59391	FR PASSENGER FACILITY	202,034	34,567	201,334	0
<b>59</b>	<b>TRANSFER IN AND INTERNAL - Total</b>		<b>359,149</b>	<b>356,415</b>	<b>316,183</b>	<b>296,712</b>
<b>AIRPORT</b>	<b>- Total</b>		<b>4,467,086</b>	<b>3,909,506</b>	<b>4,471,897</b>	<b>3,781,465</b>

## Recommended Operating Expenditure Budget - Department Total

### 51 - AIRPORT

Fund	Account	Account Title	Expense	Expense	Budget	Budget
100	61010	FULL-TIME EMPLOYEES	751,389	768,146	731,638	770,239
100	61020	PART-TIME EMPLOYEES	212,621	201,305	206,164	231,317
100	61030	SEASONAL EMPLOYEES	5,723	3,428	30,819	8,025
100	61050	OVERTIME PAY	113,442	111,505	134,775	134,775
100	61071	HOLIDAY PAY-OVERTIME	652	1,732	0	0
100	61079	VACATION SUPPLEMENT COVID	0	559	0	0
100	61083	COVID19 EMP NON-WORK	0	11,857	0	0
100	61085	SELF QUARANTINE HEALTH	0	1,496	0	0
100	61088	SCHOOL/DAYCARE CLOSED	0	1,118	0	0
100	61091	SICK LEAVE PAYOFF	4,882	2,611	0	6,818
100	61092	VACATION PAYOFF	0	2,240	0	0
100	61096	50% SICK LEAVE PAYOUT	0	4,099	6,889	3,250
100	61310	IPERS	101,870	103,068	104,162	108,200
100	61320	SOCIAL SECURITY	79,641	81,341	84,934	87,929
100	61410	HEALTH INSURANCE	171,720	130,032	147,552	156,384
100	61415	WORKMENS' COMPENSATION	40,399	37,938	34,853	31,273
100	61416	LIFE INSURANCE	621	630	733	733
100	61645	TOOL ALLOWANCE	200	200	200	200
100	61655	CAR ALLOWANCE	0	1,052	1,800	1,800
100	61660	EMPLOYEE PHYSICALS	2,165	1,358	2,165	1,359
<b>61 - WAGES AND BENEFITS</b>			<b>1,485,327</b>	<b>1,465,717</b>	<b>1,486,684</b>	<b>1,542,302</b>
100	62010	OFFICE SUPPLIES	544	1,537	688	986
100	62011	UNIFORM PURCHASES	3,333	2,843	3,333	2,793
100	62013	UNIFORM MAINTENANCE	319	313	319	313
100	62030	POSTAGE AND SHIPPING	496	510	546	437
100	62032	FLAGS	2,285	1,096	1,269	1,027
100	62060	O/E MAINT CONTRACTS	6,643	8,185	22,500	6,830
100	62061	DP EQUIP. MAINT CONTRACTS	9,984	21,637	12,174	17,606
100	62062	JANITORIAL SUPPLIES	7,948	12,858	8,108	9,576
100	62064	ELECTRICAL SUPPLIES	13,530	10,975	8,642	8,981
100	62090	PRINTING & BINDING	133	176	143	170
100	62110	COPYING/REPRODUCTION	1,335	1,151	1,181	1,224
100	62130	LEGAL NOTICES & ADS	45	3,380	45	782
100	62140	PROMOTION	122,581	89,835	91,793	91,793
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	3,695	5,981	6,286	6,001
100	62190	DUES & MEMBERSHIPS	3,973	3,768	3,969	3,370
100	62206	PROPERTY INSURANCE	26,601	29,801	27,932	38,639
100	62208	GENERAL LIABILITY INSURAN	67,355	73,377	70,723	79,735
100	62211	PROPERTY TAX	2,012	2,016	2,092	2,056
100	62230	COURT COSTS & RECORD FEES	12	0	12	0
100	62310	TRAVEL-CONFERENCES	9,289	9,622	7,217	5,840
100	62320	TRAVEL-CITY BUSINESS	7,509	2,687	3,326	3,650
100	62340	MILEAGE/LOCAL TRANSP	1,117	740	1,157	450
100	62360	EDUCATION & TRAINING	6,609	19,738	8,166	7,150
100	62411	UTILITY EXP-ELECTRICITY	133,050	139,370	143,694	146,339
100	62412	UTILITY EXP-GAS	25,709	18,724	25,709	18,724
100	62418	UTILITY EXP-REFUSE	4,300	4,570	4,471	4,664
100	62421	TELEPHONE	8,834	8,928	8,833	11,707

## Recommended Operating Expenditure Budget - Department Total

### 51 - AIRPORT

Fund	Account	Account Title	Expense	Expense	Budget	Budget
100	62431	PROPERTY MAINTENANCE	58,241	44,307	58,242	47,890
100	62436	RENTAL OF SPACE	7,561	10,132	7,581	7,740
100	62438	FIRE SUPPRESSION	3,424	6,747	10,424	6,746
100	62511	FUEL, MOTOR VEHICLE	357,150	261,305	285,719	266,128
100	62514	FUEL, AVIATION	1,512,009	1,186,032	1,512,009	1,060,913
100	62515	FUEL, AVIATION - FLOW	159,787	138,720	159,787	118,048
100	62516	FUEL, AVIATION - STORAGE	2,811	2,080	2,508	2,463
100	62521	MOTOR VEHICLE MAINT.	14,414	25,566	18,927	29,071
100	62528	MOTOR VEH. MAINT. OUTSOUR	14,913	107	2,718	2,718
100	62611	MACH/EQUIP MAINTENANCE	42,293	32,033	42,293	36,889
100	62614	EQUIP MAINT CONTRACT	1,854	0	1,854	0
100	62615	MACH/EQUIP MAINT. OUTSOUR	991	509	991	1,000
100	62627	CAMERA MAINTENANCE	2,448	0	2,448	2,448
100	62636	DE-ICING PRODUCTS	54,359	22,214	54,728	38,000
100	62642	FOOD PRODUCTS	4,968	3,614	6,969	3,614
100	62645	SPECIAL EVENTS	0	2,500	0	0
100	62649	BEVERAGE/ICE	2,376	1,970	2,376	2,376
100	62664	LICENSE/PERMIT FEES	207	112	207	112
100	62667	DATA SERVICES	2,344	1,712	2,025	2,104
100	62681	LUBRICATION PRODUCTS	1,272	946	1,272	946
100	62691	AIR SHOW EXPENSE	1,891	1,770	1,891	1,891
100	62696	OUTSIDE COLLECTOR EXPENSE	0	394	0	0
100	62710	CONTRACTOR SERVICES	57,360	50,588	70,000	70,000
100	62713	LEGAL SERVICES	4,162	0	0	0
100	62717	CRIMINAL BACKGROUND CHECK	0	0	3,000	0
100	62726	AUDIT SERVICES	2,600	2,700	2,600	2,600
100	62731	MISCELLANEOUS SERVICES	0	116	0	0
100	62733	CONTRACT CUSTODIAL	800	0	3,500	3,500
100	62734	SPEAKERS/PROGRAMS	0	0	8,500	0
100	62747	MACH/EQUIPMENT RENTAL	695	450	420	420
100	62761	PAY TO OTHER AGENCY	20,000	5,045	12,000	12,000
100	62767	ENVIRON. TESTING/MON.	0	0	5,000	30,000
100	62761	PAY TO OTHER AGENCY	9,000	20,000	12,000	12,000
100	62767	ENVIRON. TESTING/MON.	15,695	0	0	5,000
<b>62 - SUPPLIES AND SERVICES</b>			<b>2,800,171</b>	<b>2,275,485</b>	<b>2,744,317</b>	<b>2,220,460</b>
100	71211	DESKS/CHAIRS	0	290	0	3,400
100	71227	SIGNAGE	8,335	1,924	5,000	5,000
100	71313	TRACTOR-REPLACEMENT	31,847	0	45,350	45,350
100	71314	TRUCK-REPLACEMENT	32,399	78,564	0	0
100	71410	SHOP EQUIPMENT	7,664	4,921	3,350	3,350
100	71416	PLOWS	0	0	7,200	7,200
100	71550	MISCELLANEOUS EQUIPMENT	145,673	0	52,240	52,240
100	71611	MOWING EQUIPMENT	0	0	40,816	52,716
100	71615	LEAF BLOWER	525	0	0	0
100	71619	OTHER MAINT. EQUIPMENT	0	0	1,500	1,500
100	72113	OTHER SAFETY EQUIPMENT	236	28,884	1,220	1,220

## Recommended Operating Expenditure Budget - Department Total

### 51 - AIRPORT

Fund	Account	Account Title	Expense	Expense	Budget	Budget
100	72410	PAGER/RADIO EQUIPMENT	986	2,133	2,300	2,400
100	72417	CAMERA RELATED EQUIPMENT	0	17,212	15,000	14,200
100	72418	TELEPHONE RELATED	2,267	113	2,835	0
<b>71 - EQUIPMENT</b>			<b>229,931</b>	<b>134,041</b>	<b>176,811</b>	<b>188,576</b>
400	74111	PRINCIPAL PAYMENT	258,343	261,043	211,078	212,105
400	74112	INTEREST PAYMENT	100,806	95,372	105,105	84,607
<b>74 - DEBT SERVICE</b>			<b>359,149</b>	<b>356,415</b>	<b>316,183</b>	<b>296,712</b>
252	91390	TO AIRPORT CONSTRUCTION	0	0	155,000	0
<b>91 - TRANSFER TO</b>			<b>0</b>	<b>0</b>	<b>155,000</b>	<b>0</b>
<b>51 - AIRPORT TOTAL</b>			<b>4,874,578</b>	<b>4,231,659</b>	<b>4,878,995</b>	<b>4,248,050</b>



## Recommended Expenditure Budget Report by Activity & Funding Source

### 51 - AIRPORT

**AIRPORT ADMIN. - 51100**

**FUNDING SOURCE: GENERAL**

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	531	1,215	2,800
SUPPLIES AND SERVICES	135,982	142,125	131,849
WAGES AND BENEFITS	340,089	350,500	406,930
<b>AIRPORT ADMIN.</b>	<b>476,603</b>	<b>493,840</b>	<b>541,579</b>
<b>FBO OPERATION</b>	<b>- 51200</b>		

**FUNDING SOURCE: GENERAL**

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	3,637	4,125	3,120
SUPPLIES AND SERVICES	1,710,702	2,086,650	1,574,724
WAGES AND BENEFITS	408,169	427,961	415,809
<b>FBO OPERATION</b>	<b>2,122,507</b>	<b>2,518,736</b>	<b>1,993,653</b>
<b>AIRPORT OPERATIONS</b>	<b>- 51300</b>		

**FUNDING SOURCE: DEBT SERVICE**

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
DEBT SERVICE	356,415	316,183	296,712
<b>AIRPORT OPERATIONS</b>	<b>356,415</b>	<b>316,183</b>	<b>296,712</b>
<b>AIRPORT OPERATIONS</b>	<b>- 51400</b>		

**FUNDING SOURCE: CUSTOMER FACILITY CHARGE**

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	129,723	119,081	130,266
SUPPLIES AND SERVICES	222,925	293,895	301,802
TRANSFER TO	—	155,000	—
WAGES AND BENEFITS	692,463	681,203	691,735
<b>AIRPORT OPERATIONS</b>	<b>1,045,111</b>	<b>1,249,179</b>	<b>1,123,803</b>
<b>TERMINAL, BLDG MAINT.</b>	<b>- 51700</b>		

**FUNDING SOURCE: GENERAL**

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	150	52,390	52,390
SUPPLIES AND SERVICES	205,876	221,647	212,085
WAGES AND BENEFITS	24,997	27,020	27,828
<b>TERMINAL, BLDG MAINT.</b>	<b>231,023</b>	<b>301,057</b>	<b>292,303</b>
<b>AIRPORT TOTAL</b>	<b>\$4,231,659</b>	<b>\$4,878,995</b>	<b>\$4,248,050</b>

**CITY OF DUBUQUE, IOWA**  
**DEPARTMENT DETAIL - PERSONNEL COMPLEMENT**  
**51 AIRPORT DEPARTMENT**

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	3250	GE-41	AIRPORT DIRECTOR	1.00	\$ 116,538	1.00	\$ 107,881	1.00	\$ 129,171
100	1995	GE-35	ASSISTANT AIRPORT DIRECTOR	1.00	\$ 86,060	1.00	\$ 67,589	1.00	\$ 88,294
100	1875	GE-33	FBO SUPERVISOR	1.00	\$ 76,662	1.00	\$ 77,510	1.00	\$ 68,556
100		GE-30	ASSISTANT FBO SUPERVISOR	1.00	\$ 64,608	1.00	\$ 65,320	1.00	\$ 66,949
100	460	GE-30	ACCOUNTANT	1.00	\$ 66,508	1.00	\$ 67,241	1.00	\$ 68,251
100	2525	GD-10	MECHANIC	1.00	\$ 58,365	1.00	\$ 58,142	1.00	\$ 58,142
100	2205	GD-06	MAINTENANCE WORKER	3.00	\$ 166,509	3.00	\$ 167,518	3.00	\$ 172,178
100	1875	NA-13	AIRPORT OPER SPECIALIST	3.00	\$ 128,243	3.00	\$ 129,677	3.00	\$ 125,721
TOTAL FULL TIME EMPLOYEES				12.00	\$ 763,493	12.00	\$ 740,878	12.00	\$ 777,262
61020 Part Time Employee Expense									
100		NA-44	RECEPTIONIST	0.75	\$ 28,107	0.75	\$ 28,423	—	\$ —
100		NA-44	CUSTOMER SERVICE REP	0.75	\$ 22,684	0.75	\$ 23,418	1.50	\$ 53,417
100	236	GE-28	MARKETING COORDINATOR	0.70	\$ 39,849	0.70	\$ 40,296	0.70	\$ 40,881
100	1,927	NA-27	LINE SERVICEWORKER	4.73	\$ 137,043	4.73	\$ 140,315	4.73	\$ 137,019
TOTAL PART TIME EMPLOYEES				6.93	\$ 227,683	6.93	\$ 232,452	6.93	\$ 231,317
61030 Seasonal Employee Expense									
100	896	NA-11	LABORER	0.23	\$ 7,819	0.23	\$ 7,905	0.23	\$ 8,025
TOTAL SEASONAL EMPLOYEES				0.23	\$ 7,819	0.23	\$ 7,905	0.23	\$ 8,025
TOTAL AIRPORT				19.16	\$ 998,995	19.16	\$ 981,235	19.16	\$ 1,016,604

**CITY OF DUBUQUE, IOWA**  
**ACTIVITY PERSONNEL COMPLEMENT SUMMARY**

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2020		FY 2021		FY 2022		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Airport Administration-FT											
10051100	61010	100	3250	GE-41	AIRPORT DIRECTOR	1.00	\$ 116,538	1.00	\$ 107,881	1.00	\$ 129,171
10051100	61010	100	460	GE-30	ACCOUNTANT	0.75	\$ 49,881	0.75	\$ 50,430	0.75	\$ 51,188
10051100	61010	100	1995	GE-35	ASSISTANT AIRPORT DIRECTOR	1.00	\$ 86,060	1.00	\$ 67,589	1.00	\$ 88,294
					Total	2.75	\$ 252,479	2.75	\$ 225,900	2.75	\$ 268,653
Airport Administration-PT											
10051100	61020	100	236	GE-28	MARKETING COORDINATOR	0.70	\$ 39,849	0.70	\$ 40,296	0.70	\$ 40,881
					Total	0.70	\$ 39,849	0.70	\$ 40,296	0.70	\$ 40,881
Airport Operations-FT											
10051400	61010	100	2525	GD-10	MECHANIC	1.00	\$ 58,365	1.00	\$ 58,142	1.00	\$ 58,142
10051400	61010	100	2205	GD-06	MAINTENANCE WORKER	3.00	\$ 166,509	3.00	\$ 167,518	3.00	\$ 172,178
10051400	61010	100	1875	NA-13	AIRPORT OPER SPECIALIST	3.00	\$ 128,243	3.00	\$ 129,677	3.00	\$ 125,721
					Total	7.00	\$ 353,117	7.00	\$ 355,337	7.00	\$ 356,041
Airport Operations-Seasonal and Part-Time											
10051400	61030	100	892	NA-03	LABORER	0.23	\$ 7,819	0.23	\$ 7,905	0.23	\$ 8,025
					Total	0.23	\$ 7,819	0.23	\$ 7,905	0.23	\$ 8,025
FBO Operation-FT											
10051200	61010	100	1875	GE-33	FBO SUPERVISOR	1.00	\$ 76,662	1.00	\$ 77,510	1.00	\$ 68,556
10051200	61010	100	460	GE-30	ACCOUNTANT	0.25	\$ 16,627	0.25	\$ 16,811	0.25	\$ 17,063
		100		GE-30	ASSISTANT FBO SUPERVISOR	1.00	\$ 64,608	1.00	\$ 65,320	1.00	\$ 66,949
					Total	2.25	\$ 157,897	2.25	\$ 159,641	2.25	\$ 152,568
FBO Operation-PT											
10051200	61020	100	1927	NA-27	LINE SERVICEWORKER	4.05	\$ 113,925	4.05	\$ 116,944	4.05	\$ 113,293
10051200	61020	100	2070	NA-44	CUSTOMER SERVICE REP	1.50	\$ 50,791	1.50	\$ 51,841	1.50	\$ 53,417
					Total	5.55	\$ 164,716	5.55	\$ 168,785	5.55	\$ 166,710
Terminal Maintenance-PT											
10051700	61020	100	1927	NA-27	LINE SERVICEWORKER	0.68	\$ 23,118	0.68	\$ 23,371	0.68	\$ 23,726
					Total	0.68	\$ 23,118	0.68	\$ 23,371	0.68	\$ 23,726
TOTAL AIRPORT DEPARTMENT						19.16	\$ 998,995	19.16	\$ 981,235	19.16	\$1,016,604

Capital Improvement Projects by Department/Division					
AIRPORT					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
3901060	PAVEMENT CONDITION INDEX	—	—	50,200	—
3901488	AIRPORT MASTER PLAN	75	363,863	—	—
3901489	SNOW BROOM AND BLOWER	18,399	943,984	—	—
3901497	AIRPORT FENCING/HAZARD ST	2,471	2,368	—	10,000
3901503	ADDTL FUEL STORAGE TANK	—	—	54,050	—
3901691	RUNWAY SENSOR UPDATE	—	11,008	—	—
3901723	AIRPORT IMPROVEMENTS	—	5,145	—	—
3902008	HANGER REPAIRS/REPLACE	23,052	—	41,000	20,000
3902125	PAINT HANGAR EXTERIORS	—	10,410	—	—
3902126	TERMINAL BOILER REPLACE	13,975	—	—	—
3902214	OLD AIRLINE TERM ASSESS	35,286	218,051	—	—
3902282	AIRPORT GIS	—	—	—	—
3902535	NEW TERM LANDSCAPING	10,578	6,328	—	—
3902602	ELECT FUEL TANK GUAGE SYS	26,726	14,507	—	—
3902661	FBO RESTROOM UPDATE	15,167	—	—	—
3902662	AIRPORT STORM DRAIN IMPRO	—	1,739	—	—
3902664	AIRPORT ASPHALT REPAIR	—	914	—	150,000
3902715	REPLACE GARAGE DOORS JUF	37,348	—	—	—
3902716	NEW TERM ENTRANCE SIGN	156,359	—	—	—
3902751	AIRPORT CAP OLD WELLS	12,749	—	—	—
3902752	AIRPORT JET CENTER DOORS	—	32,500	—	—
3902753	AIRPORT WIRELESS NETWORK	616	34,384	—	—
3902788	AIRPORT CAR WASH	—	—	227,750	70,000
3902842	REHAB TAXIWAY A	—	—	350,000	350,000
3902877	ADDL AV GAS FUEL TANK	—	—	—	98,500
3902905	RELOC EMRGENCY AIRFIELD	—	—	—	149,500
39151900	AIRPORT CAPITAL IMPR.	202,034	34,567	201,334	—
<b>AIRPORT</b>	<b>TOTAL</b>	<b>554,835</b>	<b>1,679,769</b>	<b>924,334</b>	<b>848,000</b>

<b>PROGRAM/DEPT</b>	<b>PROJECT DESCRIPTION</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>TOTAL</b>	<b>PAGE</b>
<b>AIRPORT</b>								
<b>Public Works</b>								
	Terminal Automated Vehicle Wash Facility	\$70,000	\$—	\$—	\$—	\$—	\$70,000	149
	Reconstruct Taxiway A	\$350,000	\$3,100,000	\$5,770,000	\$2,830,000	\$—	\$12,050,000	150
	Pavement Condition Study	\$—	\$—	\$53,272	\$—	\$—	\$53,272	151
	Asphalt Pavement Repair	\$150,000	\$—	\$175,000	\$—	\$—	\$325,000	152
	Corporate Hangar Facilities Maintenance	\$20,000	\$—	\$20,000	\$—	\$40,000	\$80,000	153
	Storm Drain Improvements	\$—	\$—	\$20,000	\$—	\$—	\$20,000	154
	Update ARFF/Maintenance Building Lighting to LED fixtures	\$—	\$—	\$15,100	\$—	\$—	\$15,100	155
	SRE Building Vehicle/Equipment Lift	\$—	\$—	\$28,000	\$—	\$—	\$28,000	156
	Update Corporate Hangar Lighting to LED	\$—	\$10,100	\$—	\$—	\$—	\$10,100	157
	Perimeter Fence Improvements	\$10,000	\$—	\$—	\$15,000	\$—	\$25,000	158
	Replace ADA Compliant Detectable Warning Surface Pads at Terminal Parking Lots	\$—	\$70,000	\$—	\$—	\$—	\$70,000	159
	Old Maintenance Shop Building Deconstruction	\$—	\$37,500	\$—	\$—	\$—	\$37,500	160
	Relocate Existing Emergency Airfield	\$149,500	\$—	\$—	\$—	\$—	\$149,500	161
	Additional AV Gas Fuel Tank	\$98,500	\$—	\$—	\$—	\$—	\$98,500	162
	<b>Public Works</b>	<b>\$848,000</b>	<b>\$3,217,600</b>	<b>\$6,081,372</b>	<b>\$2,845,000</b>	<b>\$40,000</b>	<b>\$13,031,972</b>	

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# Finance

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## FINANCE DEPARTMENT

<b>Budget Highlights</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Requested</b>	<b>% Change From FY 2021 Budget</b>
<u>Expenses</u>				
Employee Expense	1,466,819	1,629,591	1,718,214	5.4%
Supplies and Services	804,788	786,958	963,303	22.4%
Electric and Gas Utility Franchise Fee Rebates	767,733	639,895	735,730	15.0%
Investment Manager and Custodial Service Fees	101,871	105,000	57,000	-45.7%
Machinery and Equipment	50,233	26,874	4,325	-83.9%
Non-Expense Accounts	(22,828)	(7,955)	(6,966)	-12.4%
Total	3,168,616	3,180,363	3,471,606	9.2%
Abated Debt - Franchise Fee Litigation	202,606	199,906	211,499	5.8%
Total Expense	3,371,222	3,380,269	3,683,105	9.0%
<u>Resources</u>				
Miscellaneous Revenue	61,666	57,615	146,276	153.9%
Electric and Gas Utility Franchise Fees	970,339	839,801	947,229	12.8%
Overhead & Utility Billing Recharges to Enterprise Funds	1,592,008	1,704,079	1,769,270	3.8%
Water Meter Service Recharges	5,915	—	—	0.0%
Total revenue	2,629,928	2,601,495	2,862,775	10.0%
Property Tax Support	741,294	778,774	820,330	41,556
<b>Personnel - Authorized FTE</b>	<b>18.24</b>	<b>20.00</b>	<b>20.26</b>	

### Improvement Package Summary

#### 1 of 3

This decision package would provide funding for the replacement of the recycled desktop computer that was installed in the Utility Billing Consult Room. After the remodel of the Finance Department, it was necessary to have a Utility Billing Consult Room to meet with Utility Billing customers on sensitive issues that should not be discussed at the customer service windows. The Utility Billing Consult Room was created as part of the remodel project to provide a secure meeting space for Utility Billing staff that need to meet with customers. A recycled desktop computer was installed so that there would be computer access. The replacement cycle of a desktop is every 4 years and monitors are replaced every 8 years. This request replaces both the desktop and the monitors.

Related Cost:	\$ 2,275	Tax Funds	Non-Recurring	<b>Recommend - Yes</b>
Related Revenue:	\$ 2,275	Enterprise Funds	Non-Recurring	
Net Cost:	<u>\$ —</u>			
Property Tax Impact:	\$ —	—%		
Activity: Utility Billing				

## 2 of 3

This decision package would provide funding for the one-time cost of implementation of priority based budgeting for the operating budget and recurring online priority based budgeting software cost to continue the process. The implementation of priority based budgeting would allow the ability to budget for equity in addition to other City Council goals and priorities. Implementation of priority based budgeting in the operating budget will require a significant investment of staff time and a consultant is required to train staff on priority based budgeting and assist the teams of staff involved in implementing the process.

In a priority-driven approach, a government identifies its most important strategic priorities, and then, through a collaborative, evidence-based process, ranks programs and services according to how well they align with the priorities. The government then allocates funding in accordance with the ranking. Priority based budgeting is intended to change the tone of budget discussions, from a focus on how money was spent last year to a focus on how the most value can be created for the public using the money that is available this year.

The first step in priority based budgeting for the operating budget will be to identify available resources. This step requires that instead of first identifying the amount of resources needed for the next fiscal year, the amount of resources that are available to fund operations as well as one-time initiatives and capital expenditures are identified. Then, the existing City Council Goals and Priorities are used as the basis of ranking of programs and services. The City Council Goals and Priorities are expressed in terms of measurable results. Next, an inventory of the programs offered is taken and compared to the priorities. Once the programs have been inventoried, a scoring system is developed to determine how well each program achieves the identified priorities and other determined factors. Then each program is scored by departments to indicate its relevance to the identified priorities and other determined factors. An established review team of City staff meets to determine whether they understood the programs they were reviewing; whether they agreed with the score given by the department (the departments scored their own programs); whether they required further testimony or evidence from the department to help them better understand the score given; and whether the score should stand, or if the team would recommend an increase or decrease. All programs are evaluated in this manner until a final recommendation is made on program scores. Then, the programs are ordered according to their prioritization within a given priority result area and the budget staff draw a line where the cost of the most highly prioritized programs is equal to the amount of revenue available. The programs above the line are funded, and the ones that fall below the line are not. Staff will have discussions about the programs on either side of the line and about moving those programs up or down, redesigning the programs, or shifting resources among priority results. Special purpose funds will have programs ranked without regard to funding source and then resources will be allocated with respect to funding source. Performance measures are developed and used to make sure programs deliver the results they were evaluated on.

During the Fiscal Year 2019 budget process, staff implemented priority based budgeting for the Capital Improvement Program. This process included creating a priority ranking system for departments to rank projects, tying capital projects to outcomes related to City Council Goals and Priorities, and holding additional meetings with departments that were grouped in regard to funding source to allow open dialog on the projects submitted. These additional meetings with departments ensure City Council Goals and Priorities are addressed in the submitted projects, make sure all departments impacted by projects are aware of the proposed work, related projects are aligned with the same time line and duplicated projects are eliminated, and to determine the projects that made it to the top of the list that are recommended to be funded. During the Fiscal Year 2021 budget process, staff implemented equity questions to be considered for operating improvement packages requested by departments in an effort to have departments think about the impact to equity.

The consultant selected to assist in implementation of priority based budgeting would provide a two day group training on the entire priority based budgeting process; assist with program inventory

development, gathering of costs and uploading into the online software, provide additional web based department trainings for inventory and program costing; assist with the use of City Council Goals and Priorities in the priority based budgeting process; assist with department scoring, peer review and final model development, and provide additional web based department trainings for scoring and peer review. The consultant will also provide a "starter program inventory" for departments to work from, which is built from a database of thousands of programs, customized to match with each department, and significantly easing the workload for departments to implement priority based budgeting.

Related Cost:	\$ 50,000	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Related Cost:	\$ 32,000	Tax Funds	Recurring	
Related Revenue:	\$ 25,165	Administrative Overhead	Non-Recurring	
Related Revenue:	\$ 16,106	Administrative Overhead	Recurring	
Net Cost:	<u>\$ 40,729</u>			
Property Tax Impact:	\$ 0.016	0.16%		
Activity: Budget				

### 3 of 3

This improvement level decision package request is for the creation of an Office of Innovation, which would be a division of the Finance Department. This request would fund a full-time Chief Innovation Officer (GE-40B) and a full-time Senior Performance and Management Specialist (GE-36B). The Office of Innovation would identify improvements in the efficiency and effectiveness of City services and business processes. The primary focus of this group is to improve City operations at less cost. The team would be comprised of experienced professionals who are trained in process improvement methodologies and have diverse backgrounds. The team would serve as internal consultants to City departments and work closely with senior management to recommend strategies for improvement. The essential job functions of the Office of Innovation include developing an annual innovation work plan focused on improving the delivery of municipal services; analysis of policies, practices, system, procedures, workload standards, and organizational structures; design of benchmark surveys and quantitative techniques to improve the productivity and quality of operations and build an effective workforce; recommendation of innovative management strategies and complex departmental turnaround plans; inspections of business processes and service delivery methods to help identify efficiencies and reduce cost; analytical research and recommendation of alternatives on various public administrative functions and service delivery activities; evaluation of staffing requests and recommendation of staffing levels to ensure the efficient and effective utilization of human resources; and organizational improvement recommendations. The tools that would be used by the Office of Innovation include performance audits, staff interviews and on-site observation, project management, best practice research and surveys, strategic planning and prioritization, process mapping, empathy mapping/voice of the customer, and trend analysis, cost analysis and forecasting. This improvement package supports the City Council goal of Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery - Financially Sound and responsible City government and Service Value for taxes and fees. The recurring cost represents the employee cost of the two full-time positions as well as the monthly data plan for the two tablets and monthly phone plan. The non-recurring cost represents the purchase of two computers, two tablets, one smartphones, two desk phones, two desks and chairs, and office space construction or rental. The Office of Innovation would need to be located outside the Finance Department due to the space constraints in the department.

Related Cost:	\$220,784	Tax Funds	Recurring	<b>Recommend - No</b>
Related Cost:	\$39,075	Tax Funds	Non-Recurring	
Related Revenue:	\$111,121	Administrative Overhead	Recurring	
Related Revenue:	<u>\$19,666</u>	Administrative Overhead	Non-Recurring	
Net Cost:	\$129,072			
Property Tax Rate Impact	\$0.0508	0.51%		
Activity: Office of Innovation				

### **Significant Line Items**

#### **Employee Expense**

1. FY 2022 employee expense reflects a 3.0% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2021. The employee contribution of 6.29% is unchanged from FY 2021.
3. The City portion of health insurance expense increased from \$1,025 in FY 2021 to \$1,086 in FY 2022 per month per contract which results in annual cost increase of \$7,468 or 5.95%.
4. Overtime increased from \$4,950 in FY 2021 to \$7,950 in FY 2022. FY 2020 actual was \$7,171. In FY 2021, a recurring improvement package for \$1,950 additional overtime for Utility Billing staff meetings was approved. Inadvertently, the base budget of \$3,000 of Utility Billing overtime was removed. The adopted FY 2021 overtime budget is \$7,950 (\$3,000 Accounting and \$4,050 Utility Billing).
5. 50% Sick Leave Payout decreased from \$1,768 in FY 2021 to \$0 in FY 2022 based on FY 2020 actual. Effective July 1, 2019, employees over the sick leave cap can convert 50% of the sick leave over the cap to vacation or be paid out.
6. During Fiscal Year 2021, the following personnel change was approved:
  - a. Seasonal Accounting Intern hours were increased by 543 hours annually or 0.26 FTE (+ \$8,480).

#### **Supplies & Services**

1. Electric Franchise Fee Refund increased from \$590,850 in FY 2021 to \$695,111 in FY 2022 based on FY 2021 budget \$590,850 plus 18%. The increase is due to a projected 5% increase in electric expense and additional businesses receiving the refund (+\$56,859). The new businesses receiving franchise fee refunds include Tri-State Industries \$2,980; Morrison Brothers \$11,091; Woodward Communications \$1,716; Dittmer Recycling \$2,544; and Dubuque Stamping \$7,410. In addition, Loras College increased \$31,118.
2. Gas Franchise Fee Refund decreased from \$49,045 in FY 2021 to \$40,619 in FY 2022 based on FY 2020 actual \$40,619.
3. Postage and Shipping decreased from \$129,342 in FY 2021 to \$115,388 in FY 2022 based on FY 2020 actual \$113,076 plus 2%.
4. Data Processing decreased from \$80,393 in FY 2021 to \$72,285 in FY 2022. This line item represents the recharge of Information Services staff time related to processing checks, system back-ups and daily production for the Central Square financial software.

5. Software License increased from \$231,926 in FY 2021 to \$440,199 in FY 2022. This line item includes ERP Software (\$378,392); Workiva Wdesk (\$45,000); Balancing Act (\$6,700), Multifunction Copier Accounting Software (\$107); and Indirect Cost Software (\$10,000).
6. Investment Management and Custodian Fees decreased from \$105,000 in FY 2021 to \$57,000 in FY 2022. During FY 2021, the City bid Investment Management Fees which resulted in lower fees. FY 2020 Actual was \$101,871.
7. Programming decreased from \$38,071 in FY 2021 to \$34,098 in FY 2022. This line item represents the recharge of Information Services staff time related to the maintenance the Central Square financial software.
8. Credit Card Charge unchanged from \$51,000 in FY 2021 to \$51,000 in FY 2022 based on FY 2020 of \$52,807. The credit card vendor charges a \$4.95 per transaction fee directly to the utility billing customer for online and phone payments and retains the fee as part of their contract. The City does not receive a convenience charge related to online or phone credit card payments. When customers pay in person, the City must absorb the credit card transaction fee of \$4.95 for each in person transaction. In addition, the City absorbs a \$0.25 per e-check transaction for online and phone utility bill payments.

### **Machinery & Equipment**

9. Equipment replacement items at the maintenance level include (\$4,325):

<u>Accounting/Payroll/Treasury</u>	
Chairs	\$ 1,300
Desk Phone	\$ 250
<u>Budget</u>	
Desk Phone	\$ 250
<u>Utility Billing/Parking Tickets</u>	
Desk Phone	\$ 250
Recommended Improvement Package	\$ 2,275
Total	<u>\$ 4,325</u>

### **Debt Service**

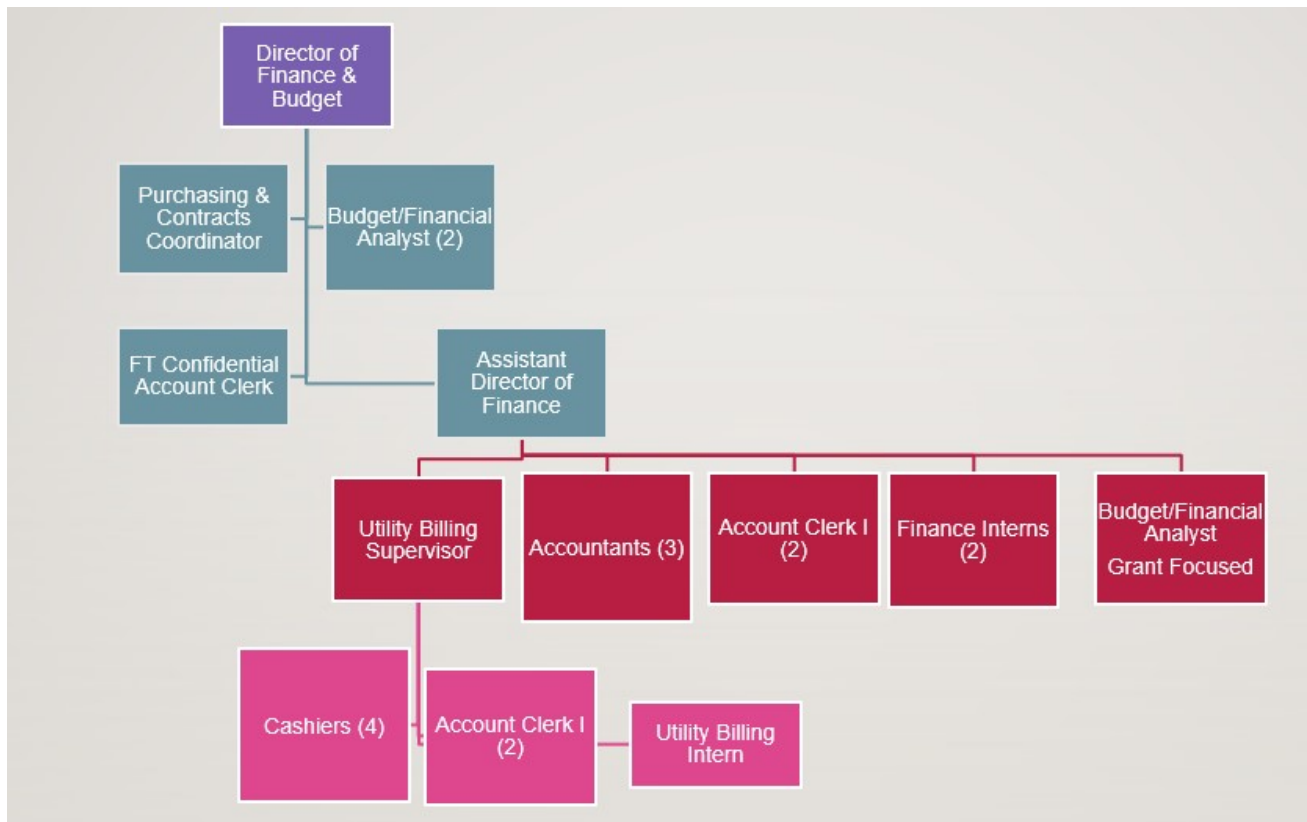
10. Annual debt service payment includes the following (\$211,499):

Amount	Debt Series	Source	Purpose	Final Payment	Call Date
\$ 197,206	2016A G.O.	Debt Levy	Franchise Fee Settlement	2035	2024
\$ 14,293	FY21 Planned	Sales Tax	General Ledger Software	2042	
<u>\$ 211,499</u>	Total Finance Debt Service				

### **Revenue**

11. Franchise Fees decreased from \$5,398,786 in FY 2021 to \$5,208,865 in FY 2022 based on FY 2020 actual of \$5,007,413 plus an increase of 5% for Electric Franchise Fee and no increase for Gas Franchise Fee.
12. Penalties increased from \$22,115 in FY 2021 to \$22,125 in FY 2022 based on FY 2020 actual of \$18,446 which represents administrative collection fees and administrative fees for tax liens.

13. Credit Card Fee decreased from \$12,000 in FY 2021 to \$0 in FY 2022 due to the implementation of the WaterSmart Portal and Paymentus credit card processing for online payments in March 2019. Paymentus directly charges the customer the credit card fee and keeps the fee revenue. In February 2020, automated phone payments began to be accepted using the WaterSmart Portal and Paymentus.
14. Reimbursements increased from \$20,000 in FY 2021 to \$120,000 in FY 2022 due to the implementation of virtual card vendor payments during FY 2021. The City receives 1% of enrolled vendor spend as rebate revenue. A virtual card payment is equivalent to that of a credit card transaction. Suppliers that choose to participate in the virtual card program will receive an automated email notification for each processed payment from the Finance Department. This would replace a traditional check or ACH transaction pending vendor acceptance into the City's virtual card program and would capture additional transactions not typically paid using a purchasing card. These emails will contain a link to a secure web portal where the supplier will obtain the unique Visa credit card account number, the amount to charge, and the other pertinent details of the transaction needed to process and reconcile the payments using their Point-of-Sale device/software. The credit card account number will change with each payment so suppliers will not be required to keep this information on file. The standard processing fees administered by the supplier's acquiring bank will apply.
15. Revenue received from Enterprise Funds for Utility Billing and administrative overhead charges increased from \$1,704,079 in FY 2021 to \$1,769,270 in FY 2022.

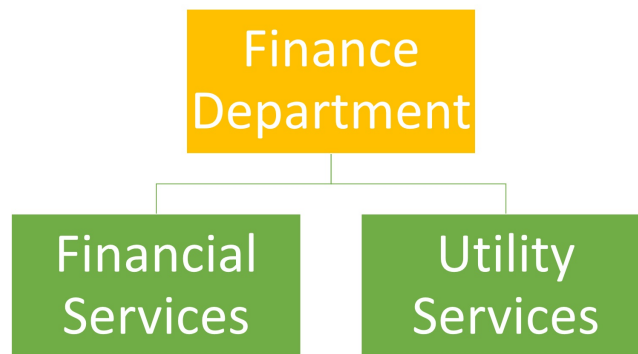


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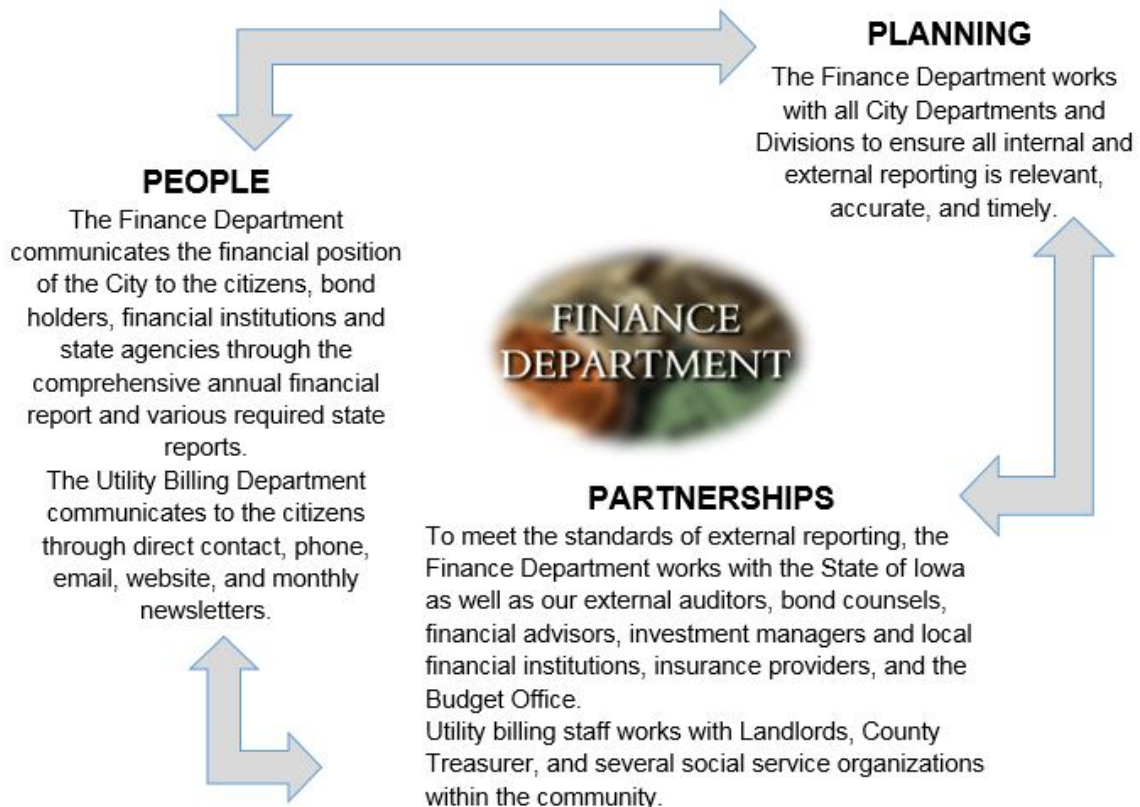


# FINANCE DEPARTMENT

The Finance Department provides the City Council, City Manager, City Departments, Boards and Commissions, other governmental agencies, vendors and the public with reports and financial data that is accurate, timely and meaningful and which satisfies the need for sound fiscal policy formulation, efficient City financial management and full disclosure of City finances.



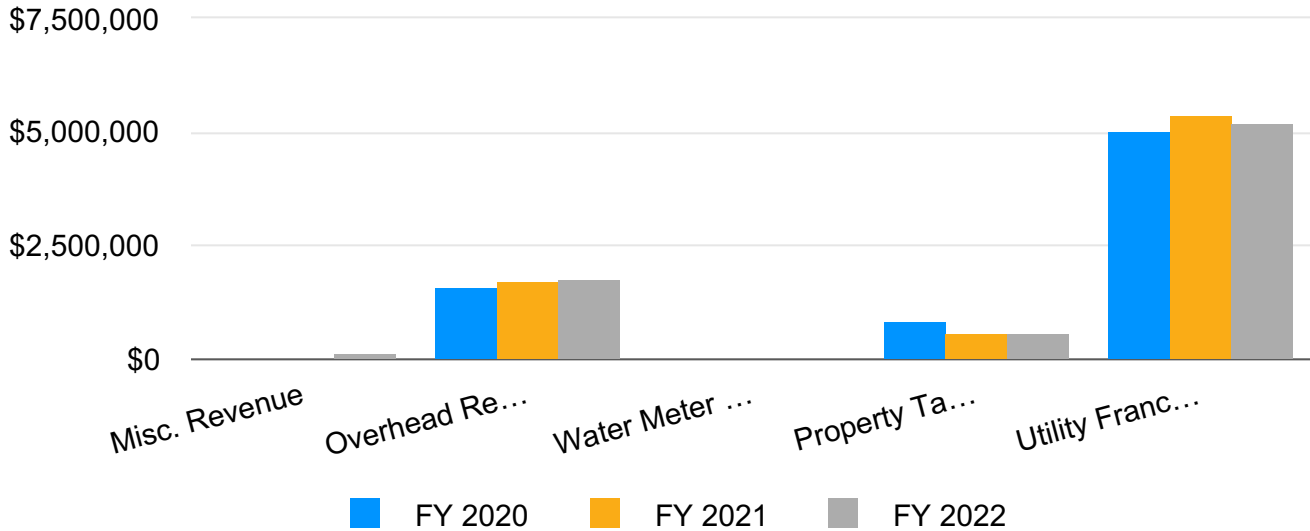
## SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES



# FINANCE DEPARTMENT

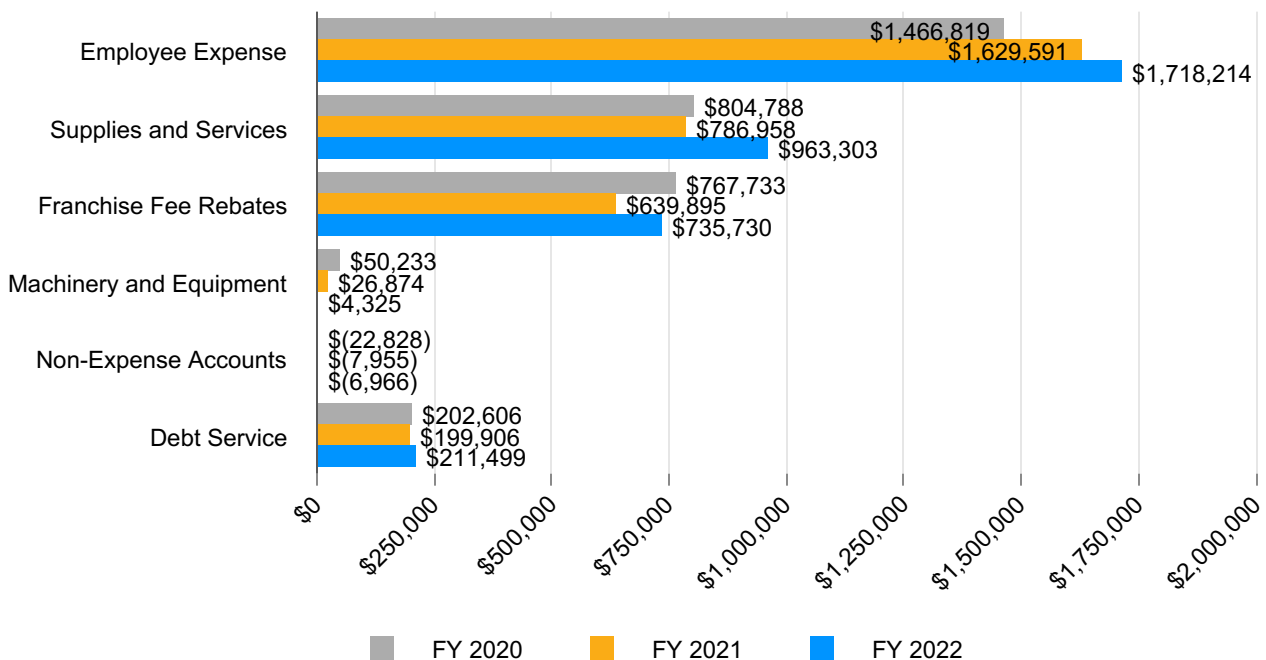
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	18.24	20.00	20.26

## Resources and Property Tax Support



The Finance Department is supported by 20.26 full-time equivalent employees, which accounts for 46.65% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 8.96% in FY 2022 compared to FY 2021.

## Expenditures by Category by Fiscal Year



# FINANCE DEPARTMENT

## Financial Service

### Mission & Services

Financial Services preserve the City's strong financial condition through responsible financial strategies and effective management of City resources. Responsibilities include financial policy, cash management, debt management, accounting, payroll, accounts payable, purchasing, risk management, grant assistance, auditing and reporting for the City of Dubuque.


Financial Service Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$2,067,607	\$1,851,646	\$2,138,971
Resources	\$5,579,743	\$6,030,599	\$5,976,887

Financial Service Position Summary	
	FY 2022
DIRECTOR FINANCE/BUDGET	1.00
ASSISTANT FINANCE DIRECTOR	1.00
PURCHASING/CONTRACT COORD	1.00
CONFIDENTIAL ACCOUNT CLERK	1.00
ACCOUNT CLERK I	1.00
SENIOR PAYROLL ACCOUNTANT	1.00
ACCOUNTANT	2.00
FINANCE INTERN-SEASONAL	0.75
<b>Total FT Equivalent Employees</b>	<b>8.75</b>

### Performance Measures

#### City Council Goal: Financially Responsible, High-Performance City Organization

- 1 **Activity Objective: Provide transparency of City finances through the Comprehensive Annual Financial Report (CAFR).**

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	Performance Indicator
Receive the Certificate of Excellence in Financial Reporting	✓	✓	✓	✓	

# FINANCE DEPARTMENT

## Utility Services

### Mission & Services

Utility Services is responsible for maintaining positive customer relations for over 24,000 customers. Utility services include water, sewer, stormwater and refuse. Utility Billing staff work with customers answer questions, schedule service, solve problems and collect payments. The billing activity manages the customer data base and depository for all utility billing and parking violations. Bills are computed and issued, and monies are received and recorded. Staff is available to address customer's service needs and billing inquiries.




Utility Services Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$816,557	\$900,139	\$968,161
Resources	\$816,557	\$900,139	\$968,161

Utility Services Position Summary	
	FY 2022
Utility Billing Supervisor	1.00
Finance Intern	0.51
Account Clerk 1	3.00
Cashier	4.00
<b>Total FT Equivalent Employees</b>	<b>8.51</b>

### Performance Measures

#### City Council Goal: Financially Responsible, High-Performance City Organization

#### 1 Activity Objective: Improve utility billing processes and procedures and service delivery through the use of technology.

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY21 Estimate	Performance Indicator
% of City water customers using the WaterSmart water management portal	50%	21%	29%	34%	
% of UB customers using e-billing	20%	9%	10%	12%	
% of UB customers using direct payment (ACH)	30%	25%	26%	34%	

# FINANCE DEPARTMENT

## Budget

### Mission & Services

The Budget Office is responsible for the preparation, development, reconciliation, compliance, and implementation of the City's annual operating and five-year capital budgets. Included in this work is the development of all budget reporting guidelines, debt issuance, and compliance with Local and State reporting requirements.

In addition, the Budget Office coordinates with various City departments with reporting and filing obligations of alternative funding sources such as grants and user fees. Maintenance of the five-year financial plan is critical in providing decision makers with strategic financial information. Budget staff regularly monitor and report on operating and capital budget activities, as well as report on debt-related activities.



Budget Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$299,106	\$428,578	\$364,474
Resources	\$239,302	\$0	\$0

Budget Position Summary	
	FY 2022
Budget & Financial Analyst	3.00
<b>Total FT Equivalent Employees</b>	<b>3.00</b>



### Performance Measures

#### City Council Goal: Financially Responsible, High-Performance City Organization

#### 1 Activity Objective: Engage and empower residents to provide input and participate in the budget process.

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY21 Estimate	Performance Indicator
# of resident budgets submitted on <a href="#">Balancing Act</a> Budget Simulation*	100	125	37	45	
# of individuals reached through budget public engagement sessions	+10 Annually	321	195	50	

#### 2 Activity Objective: Promote transparency and communicate budget information to residents in a user-friendly and understandable way.

# page views: Balancing Act Budget Simulation Tool*	+2% Annually	870	968	975	
GFOA Special Recognition Awards Received (Resident's Guide)	Capital & Performance	None	None	Capital & Performance	

\*Balancing Act was launched in Fiscal Year 2019

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## Recommended Operating Revenue Budget - Department Total

### 74 - FINANCE DEPARTMENT

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	42335	MAQ VALLEY ELEC FRANCHISE	66,158	71,168	66,158	71,168
100	42340	GAS FRANCHISE FEE	1,153,753	907,201	1,153,753	907,201
100	42345	ELECTRIC FRANCHISE FEE	4,140,518	4,029,044	4,178,875	4,230,496
<b>42</b>	<b>LICENSES AND PERMITS</b>	<b>- Total</b>	<b>5,360,429</b>	<b>5,007,413</b>	<b>5,398,786</b>	<b>5,208,865</b>
100	51178	CREDIT CARD FEE	11,443	6	12,000	0
100	51215	LATE PAYMENT PENALTY	22,213	18,446	22,115	22,125
<b>51</b>	<b>CHARGES FOR SERVICES</b>	<b>- Total</b>	<b>33,656</b>	<b>18,452</b>	<b>34,115</b>	<b>22,125</b>
100	53201	REFUNDS	197	52	0	0
100	53530	SPECIALIZED SERVICES	3,000	3,383	3,000	3,383
100	53605	MISCELLANEOUS REVENUE	645	2,459	500	768
100	53620	REIMBURSEMENTS-GENERAL	18,442	37,320	20,000	120,000
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>22,284</b>	<b>43,214</b>	<b>23,500</b>	<b>124,151</b>
400	59350	FR SALES TAX CONSTRUCTION	0	0	14,293	14,293
100	59610	FR WPC OPERATING	367,615	364,662	484,418	491,431
100	59620	FR STORMWATER OPERATING	233,063	238,139	292,657	300,116
100	59630	FR PARKING OPERATING	84,989	87,173	70,485	106,917
100	59640	FR WATER UTILITY	223,540	227,682	254,306	261,854
100	59670	FR REFUSE COLLECTION	336,604	347,612	465,242	472,300
100	59940	FR DMASWA	87,851	87,438	136,971	136,652
<b>59</b>	<b>TRANSFER IN AND INTERNAL</b>	<b>- Total</b>	<b>1,333,662</b>	<b>1,352,706</b>	<b>1,718,372</b>	<b>1,783,563</b>
<b>FINANCE DEPARTMENT - Total</b>			<b>6,750,031</b>	<b>6,421,785</b>	<b>7,174,773</b>	<b>7,138,704</b>

## Recommended Operating Expenditure Budget - Department Total

### 74 - FINANCE DEPARTMENT

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	826,437	1,030,351	1,155,491	1,214,848
100	61020	PART-TIME EMPLOYEES	66,710	22,594	0	0
640	61020	PART-TIME EMPLOYEES	16	0	0	0
100	61030	SEASONAL EMPLOYEES	18,616	15,941	26,643	35,095
100	61050	OVERTIME PAY	2,907	7,171	4,950	7,950
640	61050	OVERTIME PAY	226	0	0	0
100	61080	COVID19 EMP QUARANT/TREAT	0	4,283	0	0
100	61081	COVID19 SCHOOL/DAYCARE CL	0	2,298	0	0
100	61083	COVID19 EMP NON-WORK	0	3,153	0	0
100	61092	VACATION PAYOFF	21,550	8,528	0	0
100	61096	50% SICK LEAVE PAYOUT	0	134	1,768	0
100	61310	IPERS	85,267	101,371	112,061	118,746
640	61310	IPERS	23	0	0	0
100	61320	SOCIAL SECURITY	66,381	78,967	90,946	96,240
640	61320	SOCIAL SECURITY	17	0	0	0
100	61410	HEALTH INSURANCE	200,340	184,860	233,624	241,092
100	61415	WORKMENS' COMPENSATION	2,844	3,041	2,643	2,436
100	61416	LIFE INSURANCE	676	852	1,064	1,081
100	61417	UNEMPLOYMENT INSURANCE	0	72	0	36
100	61660	EMPLOYEE PHYSICALS	534	681	401	690
100	61680	EMPLOYEE MOVING EXPENSE	0	2,522	0	0
<b>61 - WAGES AND BENEFITS</b>			<b>1,292,543</b>	<b>1,466,819</b>	<b>1,629,591</b>	<b>1,718,214</b>
100	62010	OFFICE SUPPLIES	5,377	4,465	5,551	4,189
100	62011	UNIFORM PURCHASES	0	850	1,050	1,100
100	62030	POSTAGE AND SHIPPING	117,584	113,076	129,342	115,388
100	62031	PROCESSING MATERIALS	200	1,260	843	1,260
100	62035	COURIER FEES	3,795	3,725	3,800	3,800
100	62050	OFFICE EQUIPMENT MAINT	2,027	0	2,068	2,085
100	62061	DP EQUIP. MAINT CONTRACTS	5,898	5,385	5,921	9,317
100	62070	OFFICE EQUIP RENTAL	34,636	40,106	35,735	36,470
830	62070	OFFICE EQUIP RENTAL	0	2,230	0	0
100	62090	PRINTING & BINDING	22,029	7,839	23,258	22,475
100	62110	COPYING/REPRODUCTION	1,998	2,408	3,669	3,937
830	62110	COPYING/REPRODUCTION	866	145	866	145
100	62130	LEGAL NOTICES & ADS	12,886	16,744	9,400	8,441
100	62140	PROMOTION	2,090	634	3,068	3,068
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	1,252	334	751	608
100	62190	DUES & MEMBERSHIPS	1,664	3,293	3,416	5,177
100	62202	OFFICERS BOND	8,392	6,700	8,810	0
100	62204	REFUNDS	0	17,146	0	0
100	62208	GENERAL LIABILITY INSURAN	7,309	22,547	7,855	16,311
100	62214	ELEC FRANCHISE FEE REFUND	547,083	727,114	590,850	695,111
100	62215	GAS FRANCHISE FEE REFUND	49,045	40,619	49,045	40,619
100	62220	JUDGEMENTS	0	13	0	0
100	62240	MISCELLANEOUS	(86)	0	0	0



## Recommended Operating Expenditure Budget - Department Total

### 74 - FINANCE DEPARTMENT

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	62310	TRAVEL-CONFERENCES	5,078	5,985	11,520	13,730
100	62320	TRAVEL-CITY BUSINESS	569	1,920	1,190	1,892
100	62340	MILEAGE/LOCAL TRANSP	2	294	0	300
100	62360	EDUCATION & TRAINING	2,536	2,380	17,500	17,500
100	62421	TELEPHONE	2,014	3,783	2,022	4,488
640	62421	TELEPHONE	230	650	0	0
830	62421	TELEPHONE	7,089	6,821	7,089	6,821
100	62436	RENTAL OF SPACE	1,848	1,626	2,856	3,906
640	62436	RENTAL OF SPACE	120	440	0	0
640	62511	FUEL, MOTOR VEHICLE	763	2,075	0	0
640	62521	MOTOR VEHICLE MAINT.	306	2,356	0	0
640	62528	MOTOR VEH. MAINT. OUTSOUR	0	70	0	0
100	62660	DATA PROCESSING	78,441	77,814	80,393	72,285
100	62663	SOFTWARE LICENSE EXP	80,924	201,316	231,926	440,199
100	62666	CREDIT CARD CHARGE	60,087	52,807	51,000	51,000
100	62667	DATA SERVICES	172	553	480	762
640	62667	DATA SERVICES	101	324	0	0
100	62669	PROGRAMMING	37,628	36,833	38,071	34,098
100	62699	CASH SHORT AND OVER	(11)	531	0	0
100	62713	LEGAL SERVICES	3,653	1,189	0	0
100	62716	CONSULTANT SERVICES	14,500	71,310	16,000	13,500
100	62722	INVESTMENT MGMT FEES	66,969	74,320	75,000	43,000
100	62723	INVEST-CUSTODIAL FEE	27,153	27,551	30,000	14,000
100	62726	AUDIT SERVICES	46,380	59,385	50,000	50,000
100	62727	FINANCIAL SERVICE FEES	3,008	1,650	3,008	2,551
100	62731	MISCELLANEOUS SERVICES	0	2,672	0	0
100	62736	CATERING SERVICES	0	2,121	3,500	3,500
100	62785	GIFT CARDS	31	0	0	0
<b>62 - SUPPLIES AND SERVICES</b>			<b>1,263,635</b>	<b>1,655,413</b>	<b>1,506,853</b>	<b>1,743,033</b>
100	62724	BOND PAYING AGENT FEE	18,350	15,375	25,000	13,000
<b>627 - CONTRACTUAL SERVICES</b>			<b>18,350</b>	<b>15,375</b>	<b>25,000</b>	<b>13,000</b>
830	63110	STORES-OFFICE	549,987	560,442	425,561	560,441
830	63111	LESS STORES-OFFICE	(555,624)	(583,270)	(433,516)	(567,407)
<b>63 - ADMIN/OVERHEAD/STORES GAR</b>			<b>(5,636)</b>	<b>(22,828)</b>	<b>(7,955)</b>	<b>(6,966)</b>
100	71110	MISC. OFFICE EQUIPMENT	176	80	0	0
100	71113	CALCULATORS	0	0	350	0
100	71120	PERIPHERALS, COMPUTER	2,310	775	0	0
100	71122	PRINTER	0	124	0	0
100	71123	SOFTWARE	37,601	43,094	0	0
100	71124	COMPUTER	0	3,040	2,524	2,275
100	71129	SCANNER	0	799	0	0
100	71156	FURNITURE	1,080	0	0	0
100	71211	DESKS/CHAIRS	883	1,391	10,400	1,300
100	72417	CAMERA RELATED EQUIPMENT	0	0	12,500	0
100	72418	TELEPHONE RELATED	279	(44)	1,100	750

## Recommended Operating Expenditure Budget - Department Total

### 74 - FINANCE DEPARTMENT

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	72421	HEADSETS	0	961	0	0
<b>71 - EQUIPMENT</b>			<b>42,329</b>	<b>50,220</b>	<b>26,874</b>	<b>4,325</b>
100	73210	CONST CONTRACT-BLDG	0	1,022	0	0
<b>73 - CIP EXPENDITURES</b>			<b>0</b>	<b>1,022</b>	<b>0</b>	<b>0</b>
400	74111	PRINCIPAL PAYMENT	135,000	135,000	135,000	139,293
400	74112	INTEREST PAYMENT	70,306	67,606	64,906	72,206
<b>74 - DEBT SERVICE</b>			<b>205,306</b>	<b>202,606</b>	<b>199,906</b>	<b>211,499</b>
<b>74 - FINANCE DEPARTMENT TOTAL</b>			<b>2,816,528</b>	<b>3,368,627</b>	<b>3,380,269</b>	<b>3,683,105</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 74 - FINANCE DEPARTMENT

#### ACCTNG/PAYROLL/TREAS - 74100

#### FUNDING SOURCE: GENERAL

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
CIP EXPENDITURES	—	1,022	—	—
CONTRACTUAL SERVICES	18,350	15,375	25,000	13,000
EQUIPMENT	39,881	43,870	20,575	1,550
SUPPLIES AND SERVICES	953,805	1,200,005	993,365	1,288,292
WAGES AND BENEFITS	724,957	807,335	812,706	836,129
<b>ACCTNG/PAYROLL/TREAS</b>	<b>1,736,994</b>	<b>2,067,607</b>	<b>1,851,646</b>	<b>2,138,971</b>
<b>STORES INVENTORY - 74110</b>				

#### FUNDING SOURCE: STORES/PRINTING

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
ADMIN/OVERHEAD/STORES GAR	(633)	5,934	—	—
<b>STORES INVENTORY</b>	<b>(633)</b>	<b>5,934</b>	<b>—</b>	<b>—</b>
<b>CENTRALIZED MULTIFUNCTION- 74120</b>				

#### FUNDING SOURCE: STORES/PRINTING

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
ADMIN/OVERHEAD/STORES GAR	(866)	(10,439)	(7,955)	(6,966)
SUPPLIES AND SERVICES	7,955	6,966	7,955	6,966
<b>CENTRALIZED MULTIFUNCTION</b>	<b>7,089</b>	<b>(3,473)</b>	<b>—</b>	<b>0</b>
<b>- 74130</b>				

#### FUNDING SOURCE: STORES/PRINTING

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
ADMIN/OVERHEAD/STORES GAR	(15,752)	(26,697)	—	—
<b>CENTRALIZED PHONE RECHRG</b>	<b>(15,752)</b>	<b>(26,697)</b>	<b>—</b>	<b>—</b>
<b>CENTRALIZED POSTAGE - 74140</b>				

#### FUNDING SOURCE: STORES/PRINTING

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
ADMIN/OVERHEAD/STORES GAR	11,614	8,375	—	—
SUPPLIES AND SERVICES	—	2,230	—	—
<b>CENTRALIZED POSTAGE BUDGET</b>	<b>11,614</b>	<b>10,605</b>	<b>—</b>	<b>—</b>
<b>- 74400</b>				

#### FUNDING SOURCE: GENERAL

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
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## Recommended Expenditure Budget Report by Activity & Funding Source

### 74 - FINANCE DEPARTMENT

EQUIPMENT	1,700	3,420	250	250
SUPPLIES AND SERVICES	925	107,899	156,068	85,327
WAGES AND BENEFITS	25,537	184,169	272,260	278,897
<b>BUDGET</b>	<b>28,162</b>	<b>295,488</b>	<b>428,578</b>	<b>364,474</b>
<b>UTILITY BILL/PARKING TKTS- 74700</b>				

#### FUNDING SOURCE: GENERAL

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	747	2,930	6,049	2,525
SUPPLIES AND SERVICES	299,431	332,397	349,465	362,448
WAGES AND BENEFITS	541,767	475,315	544,625	603,188
<b>UTILITY BILL/PARKING TKTS</b>	<b>841,945</b>	<b>810,642</b>	<b>900,139</b>	<b>968,161</b>
<b>METER READS/SERVICE - 74710</b>				

#### FUNDING SOURCE: WATER UTILITY OPERATION

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	1,519	5,915	—	—
WAGES AND BENEFITS	\$ 282	\$ —	\$ —	—
<b>METER READS/SERVICE</b>	<b>1,801</b>	<b>5,915</b>	<b>—</b>	<b>—</b>
<b>DEBT SERVICE - 74720</b>				

#### FUNDING SOURCE: DEBT SERVICE

Account	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
DEBT SERVICE	205,306	202,606	199,906	211,499
<b>DEBT SERVICE</b>	<b>205,306</b>	<b>202,606</b>	<b>199,906</b>	<b>211,499</b>
<b>TOTAL</b>	<b>\$2,816,528</b>	<b>\$3,368,627</b>	<b>\$3,380,269</b>	<b>\$3,683,105</b>

CITY OF DUBUQUE, IOWA  
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

74 FINANCE DEPARTMENT

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	2379	GE-44	DIRECTOR OF FINANCE/BUDGET	1.00	\$ 136,848	1.00	\$ 138,370	1.00	\$ 140,415
100	2380	GE-42	FINANCE DIRECTOR	—	\$ —	—	\$ —	—	\$ —
100	9250	GE-42	BUDGET DIRECTOR	—	\$ —	—	\$ —	—	\$ —
100		GE-39	FINANCE MANAGER	1.00	\$ 82,750	1.00	\$ 98,877	1.00	\$ —
100		GE-39	BUDGET MANAGER	1.00	\$ 82,750	—	\$ —	—	\$ —
100	1360	GE-37	ASSISTANT FINANCE DIRECTOR	—	\$ —	—	\$ —	—	\$ 105,277
100	1215	GE-36	SENIOR BUDGET ANALYST	1.00	\$ 70,530	—	\$ —	—	\$ —
100		GE-34	BUDGET/FINANCIAL ANALYST	—	\$ —	3.00	\$ 206,339	3.00	\$ 204,071
100		GE-25	CONFIDENTIAL ACCOUNT CLERK	—	\$ —	1.00	\$ 49,047	1.00	\$ 50,241
100	4860	GE-33	UTILITY BILLING SUPERVISOR	1.00	\$ 75,918	1.00	\$ 76,757	1.00	\$ 78,643
100	4160	GE-33	PURCHASING/CONTRACTS COOR.	1.00	\$ 67,509	1.00	\$ 76,005	1.00	\$ 77,143
800	2630	GE-31	GRANT ADMINISTRATOR	—	\$ —	—	\$ —	—	\$ —
100	1060	GE-30	ACCOUNTANT	2.00	\$ 128,583	2.00	\$ 108,891	2.00	\$ 116,521
100		GE-30	SENIOR PAYROLL ACCOUNTANT	1.00	\$ 51,121	1.00	\$ 65,960	1.00	\$ 64,999
100	1020	OE-06	ACCOUNT CLERK I	4.00	\$ 194,561	4.00	\$ 192,283	4.00	\$ 196,641
100	1760	OE-05	CASHIER (FINANCE)	4.00	\$ 180,142	4.00	\$ 177,899	4.00	\$ 180,897
TOTAL FULL TIME EMPLOYEES				17.00	\$1,070,712	19.00	\$1,190,428	19.00	\$1,214,848
61020 Part Time Employee Expense									
100	3780	GE-28	PAYROLL SPECIALIST	—	\$ —	—	\$ —	—	\$ —
100	4440	GE-25	CONFIDENTIAL ACCOUNT CLERK	0.75	\$ 33,664	—	\$ —	—	\$ —
TOTAL PART TIME EMPLOYEES				0.75	\$ 33,664	—	\$ —	—	\$ —
61030 Seasonal Employee Expense									
100	2840	NA-38	FINANCE INTERN-SEASONAL	0.49	\$ 13,300	1.00	\$ 27,437	1.26	\$ 35,095
TOTAL SEASONAL EMPLOYEES				0.49	\$ 13,300	1.00	\$ 27,437	1.26	\$ 35,095
TOTAL FINANCE DEPARTMENT				18.24	\$ 1,117,676	20.00	\$ 1,217,865	20.26	\$ 1,249,943

**CITY OF DUBUQUE, IOWA**  
**ACTIVITY PERSONNEL COMPLEMENT SUMMARY**

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2020		FY 2021		FY 2022		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Accounting/Payroll/Treasury-FT General Fund											
10074100	61010	100		GE-44	DIRECTOR FINANCE/BUDGET	1.00	\$ 136,848	1.00	\$ 138,370	1.00	\$ 140,415
10074100	61010	100	2380	GE-42	FINANCE DIRECTOR	—	\$ —	—	\$ —	—	\$ —
10074100	61010	100		GE-39	FINANCE MANAGER	1.00	\$ 82,750	1.00	\$ 98,877	—	\$ —
10074100	61010	100	1360	GE-37	ASSISTANT FINANCE DIRECTOR	—	\$ —	—	\$ —	1.00	\$ 105,277
10074100	61010	100	4160	GE-33	PURCHASING/CONTRACT COORD	1.00	\$ 67,509	1.00	\$ 76,005	1.00	\$ 77,143
10074100	61010	100	1020	OE-06	ACCOUNT CLERK I	2.00	\$ 97,521	2.00	\$ 95,494	1.00	\$ 50,284
10074100	61010	100		GE-30	SENIOR PAYROLL ACCOUNTANT	1.00	\$ 51,121	1.00	\$ 65,960	1.00	\$ 64,999
10074100	61010	100	1060	GE-30	ACCOUNTANT	1.50	\$ 95,962	1.50	\$ 81,129	2.00	\$ 116,521
10074100	61010	100	4440	GE-25	CONFIDENTIAL ACCOUNT CLERK	—	\$ —	1.00	\$ 49,047	1.00	\$ 50,241
Total						7.50	\$ 531,711	8.50	\$ 604,882	8.00	\$ 604,880
Accounting/Payroll/Treasury-PT General Fund											
10074100	61020	100	3780	GE-28	PAYROLL SPECIALIST	—	\$ —	—	\$ —	—	\$ —
10074100	61020	100	4440	GE-25	SECRETARY	0.75	\$ 33,664	—	\$ —	—	\$ —
Total						0.75	\$ 33,664	—	\$ —	—	\$ —
Accounting/Payroll/Treasury-Seasonal General Fund											
10074100	61030	100	2840	NA-38	FINANCE INTERN-SEASONAL	0.49	\$ 13,300	0.49	\$ 13,444	0.75	\$ 20,890
Total						0.49	\$ 13,300	0.49	\$ 13,444	0.75	\$ 20,890
Budget-General Fund											
10074400	61010	100	9250	GE-42	BUDGET DIRECTOR	—	\$ —	—	\$ —	—	\$ —
10074400	61010	100		GE-39	BUDGET MANAGER	1.00	\$ 82,750	—	\$ —	—	\$ —
10074400	61010	100	1215	GE-36	SENIOR BUDGET ANALYST	1.00	\$ 70,530	—	\$ —	—	\$ —
10074400	61010	100		GE-34	BUDGET/FINANCIAL ANALYST	—	\$ —	3.00	\$ 206,339	3.00	\$ 204,071
Total						2.00	\$ 153,280	3.00	\$ 206,339	3.00	\$ 204,071
Utility Billing/Parking Tickets- FT General Fund											
10074700	61010	100	2380	GE-42	FINANCE DIRECTOR	—	\$ —	—	\$ —	—	\$ —
10074700	61010	100	4860	GE-33	UTILITY BILLING SUPERVISOR	1.00	\$ 75,918	1.00	\$ 76,757	1.00	\$ 78,643
10074700	61010	100	1060	GE-30	ACCOUNTANT	0.50	\$ 32,621	0.50	\$ 27,762	—	\$ —
10074700	61010	100	1760	OE-05	CASHIER (FINANCE)	4.00	\$ 180,142	4.00	\$ 177,899	4.00	\$ 180,897
10074700	61010	100	1020	OE-06	ACCOUNT CLERK I	2.00	\$ 97,040	2.00	\$ 96,789	3.00	\$ 146,357
Total						7.50	\$ 385,721	7.50	\$ 379,207	8.00	\$ 405,897
Utility Billing/Parking Tickets- Seasonal General Fund											
10074700	61030	100	2840	NA-38	FINANCE INTERN - SEASONAL	—	\$ —	0.51	\$ 13,993	0.51	\$ 14,205
						—	\$ —	0.51	\$ 13,993	0.51	\$ 14,205
TOTAL FINANCE DEPARTMENT						18.24	\$ 1,117,676	20.00	\$ 1,217,865	20.26	\$ 1,249,943

Capital Improvement Projects by Department/Division					
FINANCE DEPARTMENT					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
1001025	COMPUTER SYSTEM UPGRADE	—	87,500	—	—
1002811	DEPARTMENT REMODEL	—	227,978	—	—
1022601	REPLACEMENT OF RADIOS	—	7,505	—	—
3501025	COMPUTER SYSTEM UPGRADE	—	—	250,000	813,509
3601025	COMPUTER SYSTEM UPGRADE	—	—	—	46,394
6701025	COMPUTER SYSTEM UPGRADE	—	—	—	395,476
7101025	COMPUTER SYSTEM UPGRADE	—	—	—	420,457
7201025	COMPUTER SYSTEM UPGRADE	—	—	—	170,640
7401025	COMPUTER SYSTEM UPGRADE	—	—	—	120,678
9401025	COMPUTER SYSTEM UPGRADE	—	—	—	178,441
<b>FINANCE DEPARTMENT</b>	<b>TOTAL</b>	<b>—</b>	<b>322,983</b>	<b>250,000</b>	<b>2,145,595</b>

PRGRM/ DEPT	PROJECT DESCRIPTION	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL	PAGE
<b>FINANCE DEPARTMENT</b>								
<b>General Government</b>								
	General Ledger Software	\$ 859,903	\$ —	\$ —	\$ —	\$ —	\$ 859,903	362
<b>Business Type</b>								
	General Ledger Software - Business	\$ 1,285,692	\$ —	\$ —	\$ —	\$ —	\$ 1,285,692	364
	<b>TOTAL</b>	<b>\$2,145,595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,145,595</b>	