

2022

VOLUME I

MARCH 3, 2021

Information Services
Legal Services
City Clerk
Human Resources
Public Information Office
City Manager's Office
City Council
Media Services



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 3, 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

Information Services

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INFORMATION SERVICES DEPARTMENT

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
Expenses				
Employee Expense	777,721	842,450	929,785	10.4 %
Supplies and Services	581,775	623,387	672,867	7.9 %
Machinery and Equipment	22,055	106,615	73,332	(31.2)%
Total	1,381,550	1,572,452	1,675,984	6.6 %
Resources				
Operating Revenue	556,511	582,867	618,844	6.2 %
Total	556,511	582,867	618,844	6.2 %
Property Tax Support	825,039	989,585	1,057,140	67,555
Percent Increase (Decrease)				6.8 %
Personnel - Authorized FTE	9.00	9.00	9.00	

Improvement Package Summary

1 of 5

This improvement level decision package request is for a 160 hour concierge care package for professional subscriptions that supplement the support provided through the Laserfiche LSAP subscription for two years. Laserfiche is used by the City for electronic file storage and electronic work flows. The City began using Laserfiche in Fiscal Year 2000 and there has not been a system review since initial implementation. The results of an internal survey of departments indicated that additional training is needed and most departments are not fully utilizing Laserfiche. There is a strong desire by departments to increase use of Laserfiche. Future Laserfiche initiatives include developing a city-wide Laserfiche leadership team which would include decision makers from city departments using or desiring to use Laserfiche. Departments would develop their own Laserfiche initiatives that are reviewed and prioritized by the Laserfiche leadership team as part of a city-wide plan. In an effort to facilitate growth in the use of Laserfiche, the concierge care package would be shared by 22 departments, each department receiving 7 hours. The initial concierge care hours would be used for training and understanding how to properly store documents in Laserfiche, and then move to forms and work flows. The concierge care package includes priority support with fast track escalation policy, priority scheduling for service engagements, two software upgrades, and one server move/migration. The package also includes a bank of professional hours offered at a discounted rate that can be used for updates to the file plan, updates to or review of the security system, updates to forms, forms processes and work flows, system audits and upgrade planning, training and documentation, business continuity planning and testing, development and implementation of maintenance plans to ensure system performance, and professional service engagements of less than 25 hours. This request supports the council goal of Financially responsible City Government and High performance Organization.

Related Cost:	<u>\$ 24,000</u>	Tax Funds	Recurring for 2 years	Recommend - No
Property Tax Impact:	<u>\$ 0.0094</u>	0.09 %		
Activity: Information Services				

2 of 5

This improvement level decision package request is for design, implementation, custom programming, testing and training assistance for Cartograph software. In FY2020 the city implemented an enterprise wide licensing model for Cartograph software. With this model not only are 50 additional licenses available but also access to all of the asset "domains" available within the Cartograph applications such as Parks and Recreation, Storm Sewer, Signal Networks, Water, Walkability, Facilities Management and Fleet Management are available. Staff in departments that move forward with implementation of asset management and work orders will need assistance in successfully implementing the applications so they work as intended and are on a fast track to deployment within Cartograph software. The impact on city operations is in support of financially responsible high performance government goal of easy access to city information.

Related Cost:	<u>\$ 25,000</u>	Tax Funds	Recurring	Recommend - No
Property Tax Impact:	\$ 0.0098	0.10 %		
Activity: Information Services				

3 of 5

This improvement level decision package request is for 80 hours of consultant services to evaluate and make recommendations on the design, configuration, synchronization status, and Domain Naming Service (DNS) configuration of the City's Active Directory (AD) environment. This evaluation will be helpful to not only identify and remedy any issues with the user and device environment but also fully document the current operational schema. Several changes have happened to the AD environment with significant changes happening in the move to Office 365. As the path continues to move to the Azure cloud for user storage and synchronization, the operation of Active Directory in the cloud becomes critical and primary to the operation and security of the City's computing environment.

Related Cost:	<u>\$ 14,400</u>	Tax Funds	Non-Recurring	Recommend - Yes
Property Tax Impact:	\$ 0.0057	0.06 %		
Activity: Information Services				

4 of 5

This improvement level decision package request is for installation of a Firewall between the Airport and the City Core Network. Currently access between the sites is controlled via rules in the City's main firewall along with an older firewall. The Airport has public access along with vendor access on their network. Best practice would place a new firewall between these two segments of the City's network.

Related Cost:	<u>\$ 7,500</u>	Tax Funds	Non-Recurring	Recommend - Yes
Property Tax Impact:	\$ 0.003	0.03 %		
Activity: Information Services				

5 of 5

This improvement level decision package request is for support and maintenance for the City's core stack of switches located at City Hall, City Hall Annex and Dubuque Law Enforcement Center. As the City relies more heavily on network access either to on-premise or cloud resources, there is a need to maintain and provide priority services on the switches that make up a redundant, highly available switch stack. This service would provide regular maintenance, firmware updates and error log monitoring with priority service response (1 hour call back, along with next day replacement).

Related Cost:	<u>\$ 5,500</u>	Tax Funds	Recurring	Recommend - Yes
Property Tax Impact:	\$ 0.0022	0.02 %		
Activity: Information Services				

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 an annual cost increase of \$5,888 or 5.95%.
4. Overtime is unchanged from \$3,513 in FY 2021 to \$3,513 in FY 2022. FY 2020 Actual was \$2,023.
5. 50% Sick Leave Payout increased from \$2,702 in FY 2021 to \$3,040 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.

Supplies & Services

6. Machinery and Equipment Maintenance increased from \$39,042 in FY 2021 to \$48,700 in FY 2022. This line item includes server maintenance (\$25,000); network maintenance agreement (\$16,000); and Shoretel hardware and switch maintenance (\$7,700).
7. Education and Training unchanged from \$12,560 in FY 2021 to \$12,560 in FY 2022. This line item represents administrative training for Information Services.
8. The City of Dubuque continues to actively pursue a Broadband Acceleration Initiative focusing on public/private collaborations and includes a comprehensive strategy to reduce the cost and time required for broadband expansions in Dubuque. Information Services serves as part of the Telecommunications Team that plans, designs, implements, and works with partners and staff on new initiatives along with Engineering, Legal and GDDC. Among the benefits of this initiative include no cost internet services to the city saving approximately \$18,000 per year, connectivity to several city-sites including Sutton Pool, Eagle Point Water Plant, Comiskey Park, the 3rd Street Water Tower Data center site, City Greenhouse, Bee Branch and several camera and traffic signal locations. The public/private collaborations have also provided shared co-location sites for network co-location at ImOn and ICN points of presence.
9. Software License expense increased from \$505,737 in FY 2021 to \$544,128 in FY 2022. The software licenses budgeted are as follows:

Software	FY 2021	FY 2022	Change
Office 365	\$ 117,021	\$ 130,840	\$ 13,819
Battery & Environment Monitoring	861	861	—
GIS Annual Support	58,700	63,700	5,000
PDQ Deploy	6,750	6,750	—
GoToMyPC	8,688	25,412	16,724 (a)
GotoMeeting	11,232	14,088	2,856
Sophos Antivirus	31,000	30,115	(885)
VMWare	24,303	24,303	—
Aristotle Insight	13,650	13,650	—
Informix 4J's Compiler	604	604	—

Software	FY 2021	FY 2022	Change
Informix 4J's User	4,953	4,953	—
Laserfiche	52,106	52,106	—
Rightfax	1,808	1,808	—
Domain Names/SSL Certificate	2,171	2,171	—
FTP Site	5,336	5,336	—
Sophos Firewall Maint.	4,722	4,722	—
Novus Agenda	4,800	5,800	1,000
Retain Email Archive	33,938	34,606	668
Shoretel Maintenance	8,879	8,879	—
Airwatch	13,061	13,877	816
GitHub Maintenance	306	306	—
Socrata Licensing & Maintenance	72,000	72,000	—
FreshService Licensing	9,348	2,461	(6,887) (b)
Office 365 Manager Plus	3,720	3,720	—
Cartograph Enterprise Licensing	15,780	15,780	—
Total Software	\$ 505,737	\$ 538,848	\$ 33,111

(a) GoToMeeting software licenses increase from 80 licenses to 234 licenses due to the pandemic.
 (b) FreshService cost reduction due to reducing components of the software in FY22.

Machinery & Equipment

10. Equipment replacement items include (\$73,332):

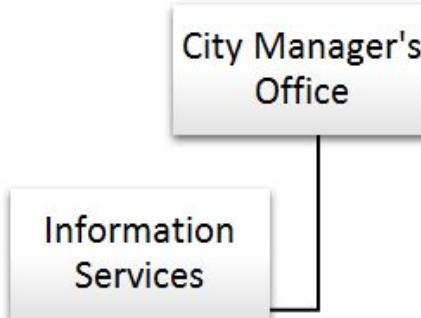
Smartphones (7)	\$ 2,422
Network Switches	\$ 63,410
Recommended Improvement Packages	\$ 7,500
Total Equipment	<u>\$ 73,332</u>

Revenue

10. Specialized services revenue related to department contracts and maintenance recharges increased from \$323,793 in FY 2021 to \$371,171 in FY 2022. Information Services uses a recharging system for end users for network installation, PC set-up, maintenance, trouble-shooting, and repair charges thru optional service agreements that began fiscal year 2000. In addition, departments receive recharges for maintenance agreement costs on City wide software based on the number of users in their department.

INFORMATION SERVICES

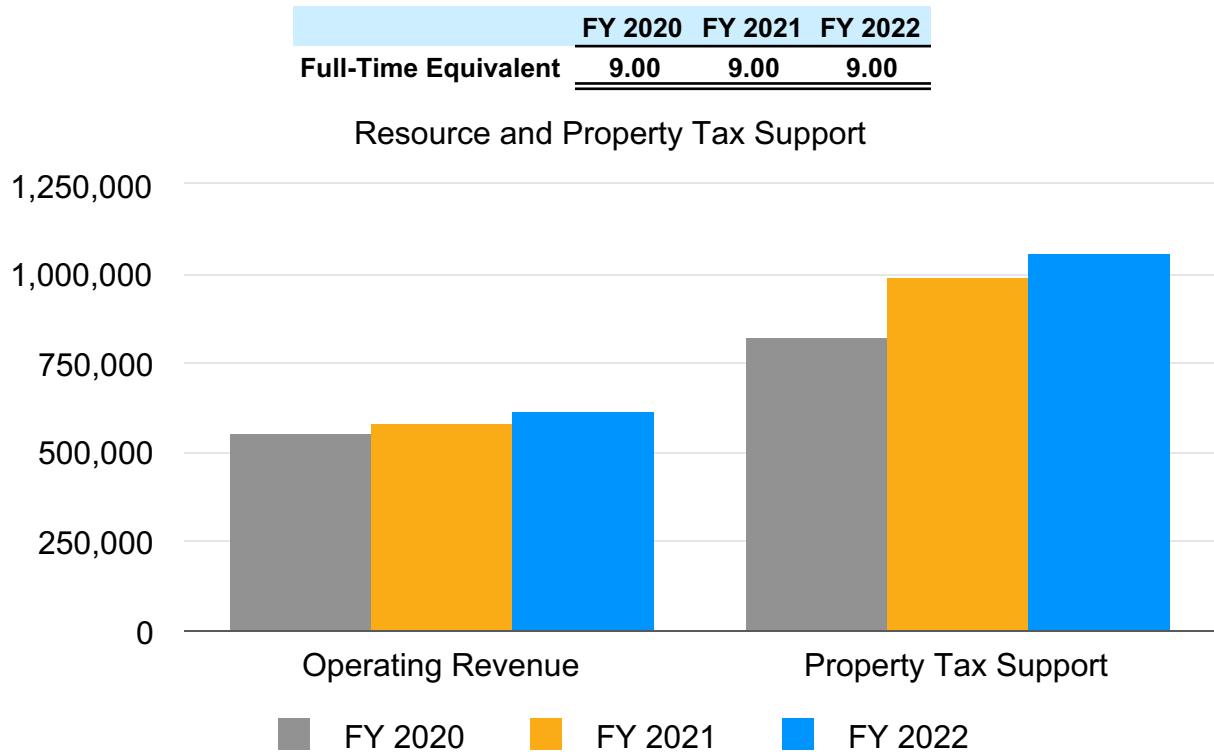
Information Services is committed to enhancing and supporting high performance government through the effective application of technology, resilient and reliable infrastructure and demonstration of quality of services to our users.



SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

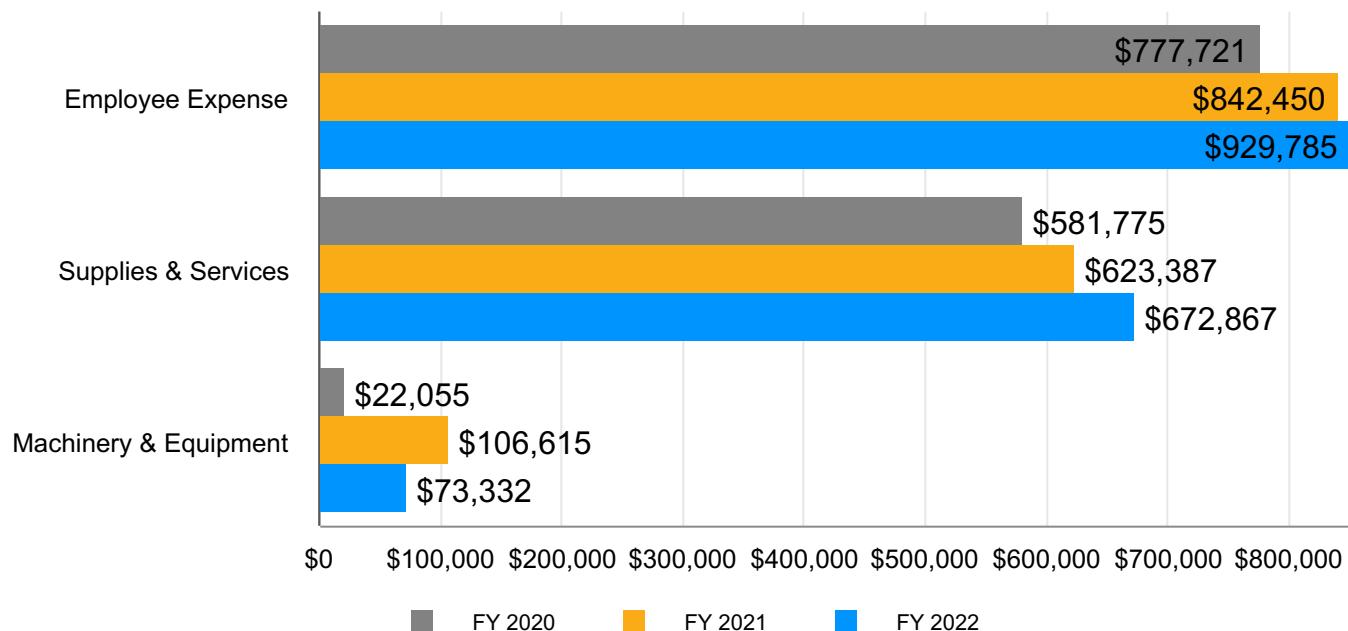


INFORMATION SERVICES



Information Services is supported by 9.00 full-time equivalent employees, which accounts for 55.48% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 6.58% in FY 2022 compared to FY 2021.

Expenditures by Category by Fiscal Year



INFORMATION SERVICES

Mission & Services

Information Services advances productivity and equitable resident responsiveness of department staff by saving time and money through the effective use of technology, supporting resilient and reliable infrastructure and providing high quality services.

- **Infrastructure:** Providing effective and efficient use of technology infrastructure and resources.
- **User Technology Support:** Providing high quality, responsive technical support to the City's 700 users of technology.
- **Security:** Sustaining security and protection of the City's data assets using state-of-the art threat protection.
- **Print Center:** Maintaining an active Print Center in support of the City's printing and mailing needs.
- **Consultation and Project Management:** Providing consultation and project management to new and updated technology projects and initiatives.

Position Summary	
	FY 2022
Information Services Manager	1.00
Senior Network System Administrator	1.00
Lead Application/Network Specialist	3.00
Information Technology Specialist	1.00
User Technical Support	1.00
Help Desk Technical Support	1.00
Information Services Intern	1.00
Total FT Equivalent Employees	9.00

Performance Measures

City Council Goal: Financially Responsible, High-Performing Government

1 Dept. Objective: Provide high-quality technical solutions and support services to all users.

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	Performance Indicator
% Virtual Servers Updated (% updated of total 75 servers)	100%	90%	93%	95%	
% Overall Up-Time	99% +	99%	99%	99.99%	

2 Dept. Objective: Provide solutions & services that maximize the investment in technology assets.

% storage growth					
# Training sessions/education provided for employees by IS staff	75	40	50	62	
# Hours planned "down-time" for network maintenance	88	72	78	78	

3 Dept. Objective: Insuring that data assets are safe and continuity of business is insured.

% of total inbound intrusions that were blocked	100%	99%	100%	100%	
% of total inbound viruses that were blocked	100%	100%	100%	100%	

Recommended Operating Revenue Budget - Department Total
77 - INFORMATION SERVICES

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	53510	FINANCE-DP SERVICE	23,602	23,079	23,713	20,852
100	53511	PAYROLL-DP SERVICE	21,465	20,998	21,632	23,048
100	53512	PERSONNEL-DP SERVICE	4,274	4,162	4,162	3,997
100	53513	BUDGET-DP SERVICE	1,068	1,041	1,041	999
100	53515	ACCTS REC-DP SERVICE	16,123	15,795	16,429	13,858
100	53516	FLEET MAINT-DP SERVICE	1,847	1,847	1,847	1,847
100	53517	PARKING FINES-DP SERVICE	14,959	14,939	16,859	17,705
100	53518	POLICE-UNIX/SYS SUPPLIES	115,411	115,409	117,742	117,742
100	53519	UTIL BILLING-DP SERVICE	54,879	53,729	55,649	47,625
100	53530	SPECIALIZED SERVICES	317,034	304,820	323,793	371,171
100	53605	MISCELLANEOUS REVENUE	1,233	0	0	0
100	53620	REIMBURSEMENTS-GENERAL	429	692	0	0
Overall - Total			572,324	556,511	582,867	618,844

Recommended Operating Expenditure Budget - Department Total
77 - INFORMATION SERVICES

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	471,294	565,600	600,695	666,241
100	61030	SEASONAL EMPLOYEES	25,550	19,802	27,040	27,854
100	61050	OVERTIME PAY	9,488	2,023	3,513	3,513
100	61092	VACATION PAYOFF	2,969	0	0	0
100	61095	PARENTAL LEAVE	0	1,342	0	0
100	61096	50% SICK LEAVE PAYOUT	0	3,040	2,702	3,040
100	61310	IPERS	47,269	54,072	59,589	69,133
100	61320	SOCIAL SECURITY	36,990	42,357	48,496	53,368
100	61410	HEALTH INSURANCE	102,556	86,688	98,368	104,256
100	61415	WORKMENS' COMPENSATION	1,735	1,535	1,458	1,295
100	61416	LIFE INSURANCE	363	412	458	458
100	61417	UNEMPLOYMENT INSURANCE	0	444	0	222
100	61660	EMPLOYEE PHYSICALS	131	405	131	405
61 - WAGES AND BENEFITS			698,345	777,721	842,450	929,785
100	62010	OFFICE SUPPLIES	690	1,556	690	1,596
100	62011	UNIFORM PURCHASES	0	50	500	50
100	62030	POSTAGE AND SHIPPING	15	54	17	55
290	62030	POSTAGE AND SHIPPING	(10)	10	0	10
100	62050	OFFICE EQUIPMENT MAINT	447	463	456	452
100	62090	PRINTING & BINDING	0	57	0	45
100	62110	COPYING/REPRODUCTION	138	566	138	566
100	62130	LEGAL NOTICES & ADS	1,641	469	300	469
100	62190	DUES & MEMBERSHIPS	1,097	955	1,119	966
100	62206	PROPERTY INSURANCE	9,662	10,120	10,145	10,145
100	62208	GENERAL LIABILITY INSURAN	3,833	3,789	4,025	3,906
100	62310	TRAVEL-CONFERENCES	2,125	3,511	2,449	2,449
100	62320	TRAVEL-CITY BUSINESS	0	30	0	0
100	62340	MILEAGE/LOCAL TRANSP	275	270	285	285
100	62360	EDUCATION & TRAINING	136	15,033	12,560	12,560
100	62421	TELEPHONE	7,114	8,217	7,114	20,448
100	62424	RADIO/PAGER FEE	617	633	648	671
100	62436	RENTAL OF SPACE	2,958	2,430	2,958	2,430
100	62611	MACH/EQUIP MAINTENANCE	39,042	4,615	39,042	48,700
100	62663	SOFTWARE LICENSE EXP	474,564	511,148	505,737	544,128
100	62667	DATA SERVICES	1,881	3,046	1,918	3,046
100	62716	CONSULTANT SERVICES	10,068	14,755	33,286	19,900
62 - SUPPLIES AND SERVICES			556,292	581,775	623,387	672,877
100	71120	PERIPHERALS, COMPUTER	0	1,050	0	0
100	71123	SOFTWARE	0	0	30,240	0
100	71124	COMPUTER	0	2,274	0	0
100	71126	HARDWARE	0	4,893	73,975	63,410
100	72418	TELEPHONE RELATED	10,610	13,838	0	2,422
100	72515	TEST EQUIPMENT, OTHER	0	0	2,400	0
71 - EQUIPMENT			10,610	22,055	106,615	65,832
100	73210	CONST CONTRACT-BLDG	0	0	0	7,500
73 - CIP EXPENDITURES			0	0	0	7,500

Recommended Operating Expenditure Budget - Department Total
77 - INFORMATION SERVICES

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
		77 - INFORMATION SERVICES TOTAL	1,265,247	1,381,550	1,572,452	1,675,994

Recommended Expenditure Budget Report by Activity & Funding Source

77 - INFORMATION SERVICES

INFORMATION SERVICES - 77100

FUNDING SOURCE: MEDIA SERVICE

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
CIP EXPENDITURES	—	—	7,500
EQUIPMENT	22,055	106,615	65,832
SUPPLIES AND SERVICES	581,775	623,387	672,877
WAGES AND BENEFITS	777,721	842,450	929,785
INFORMATION SERVICES	\$1,381,550	\$1,572,452	\$1,675,994
INFORMATION SERVICES TOTAL	\$1,381,550	\$1,572,452	\$1,675,994

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

77 INFORMATION SERVICES DIVISION

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9400	GE-41	INFORMATION SERVICES MANAGER	1.00	\$119,966	1.00	\$121,681	1.00	\$130,163
100	8650	GE-35	SENIOR NETWORK/SYSTEMS ADMIN	1.00	\$ 79,908	1.00	\$ 90,291	1.00	\$ 96,686
100	8600	GE-32	LEAD APPLICATIONS/NETWORK	3.00	\$217,233	3.00	\$222,780	3.00	\$259,271
100	8500	GE-30	INFORMATION TECH SPECIALIST	1.00	\$ 64,550	1.00	\$ 65,320	1.00	\$ 66,299
100		GE-27	HELP DESK TECHNICAL SUPPORT	1.00	\$ 44,711	1.00	\$ 45,955	1.00	\$ 49,212
100	490	GE-29	USER TECHNOLOGY SPECIALIST	1.00	\$ 62,965	1.00	\$ 63,668	1.00	\$ 64,610
TOTAL FULL TIME EMPLOYEES				8.00	\$589,333	8.00	\$609,695	8.00	\$666,241
61030 Seasonal Employee Expense									
100	650	NA-38	INTERN-SEASONAL	1.00	\$ 27,144	1.00	\$ 27,436	1.00	\$ 27,854
TOTAL SEASONAL EMPLOYEES				1.00	\$ 27,144	1.00	\$ 27,436	1.00	\$ 27,854
TOTAL INFORMATION SERVICES				9.00	\$616,477	9.00	\$637,131	9.00	\$694,095

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 Services - General Fund											
10077100	61010	100	9400	GE-41	INFO SERVICES MANAGER	1.00	\$ 119,966	1.00	\$ 121,681	1.00	\$ 130,163
					SENIOR NETWORK/SYSTEMS ADMIN	1.00	\$ 79,908	1.00	\$ 90,291	1.00	\$ 96,686
10077100	61010	100	8650	GE-35	LEAD APP/NETWORK ANALYST	3.00	\$ 217,233	3.00	\$ 222,780	3.00	\$ 259,271
10077100	61010	100	8600	GE-32	INFO TECHNOLOGY SPECIALIST	1.00	\$ 64,550	1.00	\$ 65,320	1.00	\$ 66,299
10077100	61010	100	8500	GE-30	HELP DESK TECHNICAL SUPPORT	1.00	\$ 44,711	1.00	\$ 45,955	1.00	\$ 49,212
10077100	61010	100	490	GE-29	USER TECHNOLOGY SPECIALIST	1.00	\$ 62,965	1.00	\$ 63,668	1.00	\$ 64,610
					Total	8.00	\$ 589,333	8.00	\$ 609,695	8.00	\$ 666,241
Information Services - General Fund											
10077100	61030	100	650	NA-38	INTERN-SEASONAL	1.00	\$ 27,144	1.00	\$ 27,436	1.00	\$ 27,854
					Total	1.00	\$ 27,144	1.00	\$ 27,436	1.00	\$ 27,854
TOTAL INFORMATION SERVICES DIVISION											
						9.00	\$616,477	9.00	\$637,131	9.00	\$ 694,095

Capital Improvement Projects by Department/Division					
INFORMATION SERVICES					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
1001069	INTERNET,MICROS & PRINTER	—	747	—	—
1011069	INTERNET,MICROS & PRINTER	54,190	104,861	—	—
1012940	FIBER OPTIC DOC & MAINT	—	—	—	100,000
1021051	OFFICE REDESIGN	—	—	—	25,000
1021069	INTERNET,MICROS & PRINTER	378,985	270,004	405,827	488,355
1022683	WORKSTATION/CHAIR REPLACE	—	—	—	—
1022684	LASERFICHE FULL USER LICE	9,707	—	—	—
1022726	ANNEX 2ND FLR LOW VOLTAGE	—	—	—	—
1022808	NETWORK SEC RISK ASSESS	—	—	10,000	10,000
1022809	REDUNDANT NETWORK SWITCH	—	—	74,000	—
1022864	RANSOMWARE DEFENDER REC	—	—	47,400	—
2501069	INTERNET,MICROS & PRINTER	—	8,805	—	—
2502435	CITY WIDE MULTIFUNC RPL	—	—	3,680	—
2901069	INTERNET,MICROS & PRINTER	5,116	6,751	3,070	5,600
3001069	INTERNET,MICROS & PRINTER	4,741	—	2,200	13,240
3501069	INTERNET,MICROS & PRINTER	—	40,731	208,926	297,337
3501846	NETWORK SWITCH RPLC	—	12,513	—	—
3502435	CITY WIDE MULTIFUNC RPL	—	—	91,974	—
3502565	10 GBE NETWORK CARD CABLE	—	—	—	—
3502628	NOVELL FILE MGMT SUITE	—	—	—	—
3502808	NETWORK SEC RISK ASSESS	—	—	12,000	5,000
3502809	REDUNDANT NETWORK SWITCH	—	—	—	75,229
3502862	ENTERPRISE FIREWALL SEC	—	—	37,955	—
3502865	NETWORK MONITORING TROUB	—	—	30,240	—
3502939	DATA VAULT	—	—	—	200,000
3502941	ISILON DISK STORAGE	—	—	—	250,000
6001069	INTERNET,MICROS & PRINTER	—	10,366	—	—
6002435	CITY WIDE MULTIFUNC RPL	—	—	4,580	—
6701069	INTERNET,MICROS & PRINTER	—	3,831	5,368	—
6702435	CITY WIDE MULTIFUNC RPL	—	—	2,547	—
7101069	INTERNET,MICROS & PRINTER	41,146	10,387	6,169	250
7102435	CITY WIDE MULTIFUNC RPL	—	—	4,963	—
7201069	INTERNET,MICROS & PRINTER	—	7,137	11,119	5,460
7202435	CITY WIDE MULTIFUNC RPL	—	—	—	—
7301069	INTERNET,MICROS & PRINTER	—	12,947	—	—
7302435	CITY WIDE MULTIFUNC RPL	—	—	3,070	—
7401069	INTERNET,MICROS & PRINTER	73,312	12,609	569	—
7402435	CITY WIDE MULTIFUNC RPL	—	—	9,620	—
8101069	INTERNET,MICROS & PRINTER	1,783	14,260	4,400	2,200
8102435	CITY WIDE MULTIFUNC RPL	0	0	4,280	0
9401069	INTERNET,MICROS & PRINTER	14,496	9,270	2,550	42,820
9402435	CITY WIDE MULTIFUNC RPL	0	0	0	0
INFORMATION SERVICES TOTAL		583,476	525,218	986,507	1,520,491

PRGRM/ DEPT	PROJECT DESCRIPTION	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL	PAGE
INFORMATION SERVICES								
Business Type								
	City-Wide Computer and Printer Replacements- Business	\$ 50,730	\$ 43,370	\$ 92,162	\$ 70,806	\$ 24,210	\$ 281,278	366
General Government								
	City-Wide Computer and Printer Replacements - General Gov	\$ 804,532	\$ 396,980	\$ 458,896	\$ 339,685	\$ 387,654	\$ 2,387,747	329
	Data Vault	\$ 200,000	\$ —	\$ —	\$ —	\$ —	\$ 200,000	330
	Network Security Risk Assessment	\$ 15,000	\$ —	\$ 15,000	\$ —	\$ —	\$ 30,000	331
	Layer 2 Redundant Network Switch	\$ 75,229	\$ —	\$ —	\$ —	\$ —	\$ 75,229	332
	Upgrade Isilon Disk Storage System	\$ 250,000	\$ —	\$ —	\$ —	\$ —	\$ 250,000	333
	Fiber Optic Documentation and Maintenance	\$ 100,000	\$ 100,000	\$ 50,000	\$ —	\$ —	\$ 250,000	334
	Office Redesign	\$ 25,000	\$ —	\$ 50,000	\$ —	\$ —	\$ 75,000	335
	Ransomware Defender and File Recovery	\$ —	\$ —	\$ 3,210	\$ —	\$ —	\$ 3,210	
	TOTAL	\$1,520,491	\$ 540,350	\$ 669,268	\$ 410,491	\$ 411,864	\$3,552,464	

Legal

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LEGAL DEPARTMENT

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
Expenses				
Employee Expense	798,507	799,921	799,984	0.0 %
Supplies and Services	266,091	214,970	239,782	11.5 %
Machinery and Equipment	8,537	525	3,185	506.7 %
Total	1,073,135	1,015,416	1,042,951	2.7 %
Resources				
Administrative Overhead Recharges	502,196	516,722	526,580	1.9 %
Reimbursements	177	—	177	0.0 %
County Revenue	—	3,000	3,000	0.0 %
Total	502,373	519,722	529,757	1.9 %
Property Tax Support	570,762	495,694	513,194	17,500
Percent Increase (Decrease)				3.5 %
Personnel - Authorized FTE	5.62	5.62	5.62	

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 cost increase of \$9,460 or 5.95%.
4. Overtime expense is unchanged from \$3,000 in FY 2021 to \$3,000 in FY 2022. FY 2020 Actual was \$4,970.
5. Five-Year Retiree Sick leave payout decreased from \$14,968 in FY 2021 to \$8,893 in FY 2022.
6. During FY 2021, a full-time Paralegal Position was changed to a full-time Legal Administrative Assistant Position (-\$5,931).

Supplies & Services

7. Subscriptions decreased from \$15,167 in FY 2021 to \$14,277 in FY 2022 based on FY 2020 Actual plus 2%.
8. Damage Claims increased from \$100,624 in FY 2021 to \$120,892 in FY 2022 based on a five year average of actual claims paid (FY20 \$172,087, FY19 \$158,232, FY18 \$108,231, FY17 \$35,409, FY16 \$130,501). The City reimburses Iowa Communities Assurance Pool (ICAAP) up to \$20,000 per claim.
9. Education and Training increased from \$13,500 in FY 2021 to \$17,500 in FY 2022 based on actual estimated cost of conferences and the FY21 recurring improvement package for the Civil Rights Specialist (\$4,000).
10. Administrative Judge is unchanged from \$14,724 in FY 2021 to \$14,724 in FY 2022. This line item represents the cost for human rights complaint investigations including the public hearing expense for an administrative law judge.
11. Rental of Space increased from \$27,078 in FY 2021 to \$27,106 in FY 2022. This line item includes parking for the City Attorney, Assistant City Attorney, Senior Counsel, and Civil Rights Specialist (\$2,904) and office rent (\$24,174).

Machinery & Equipment

12. Purchase of equipment for FY 2022 includes (\$3,185):

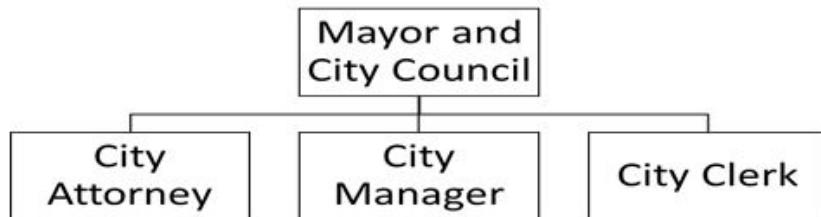
Legal Services	
Smartphones (3)	\$ 2,660
Desk Chair (1)	\$ 425
Chair Mats (1)	\$ 100
Total Equipment	\$ 3,185

Revenue

13. Revenue received from Enterprise Funds for administrative overhead charges increased from \$516,722 in FY 2021 to \$526,580 in FY 2022.

CITY ATTORNEY'S OFFICE

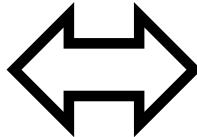
The mission of the City Attorney's Office is to provide legal counsel to the City Council, City Manager, and all officials and departments of the City in matters relating to their official duties so that the City delivers excellent municipal services that support urban living and a sustainable City plan for the community's future and that facilitate access to critical human services which result in financially sound City government and citizens getting services and value for their tax dollar.



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

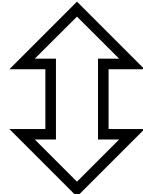
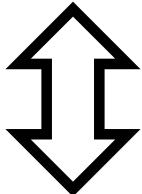
People

Cross-training among the City Attorney's Office staff delivers quality customer service and allows staff to deliver services that exceed citizen expectations. Investment in training allows a high-quality, knowledgeable, and informed workforce.



Planning

The City Attorney's Office provides counsel and direction to all City departments so that they may perform duties and responsibilities to ensure economic prosperity, environmental/ecological integrity, and social/cultural vibrancy throughout the community.



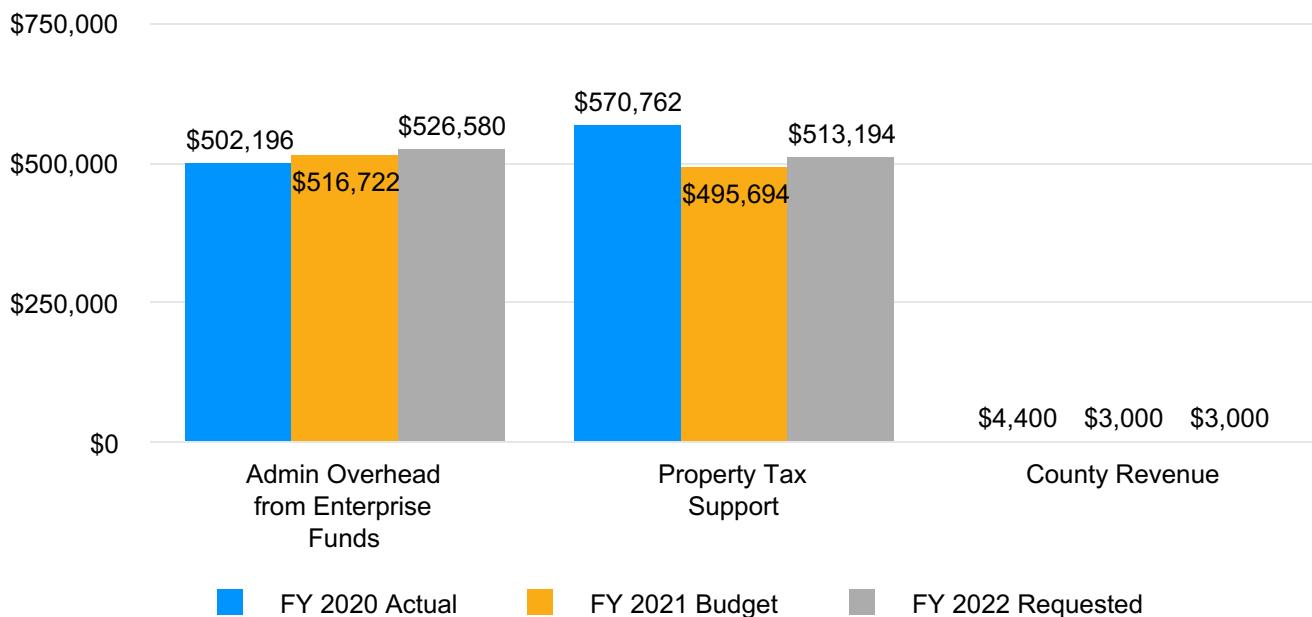
Partnerships

Staff of the City Attorney's Office volunteer with numerous local and state partnerships to implement the City Council's community vision. Staff also develops and implements processes that help provide solutions for community challenges and opportunities.

CITY ATTORNEY'S OFFICE

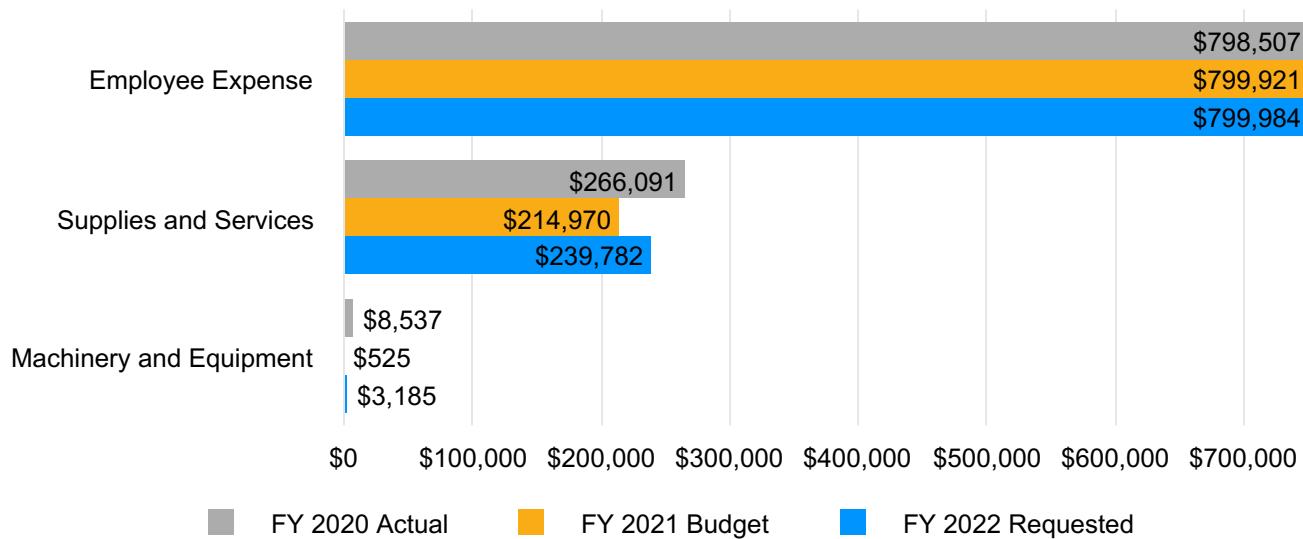
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	5.62	5.62	5.62

Resources and Property Tax Support



The City Attorney's Office is supported by 5.62 full-time equivalent employees. Overall, the department's expenses are expected to increase by 2.7% in FY 2022 compared to FY 2021.

Expenditures by Category by Fiscal Year



CITY ATTORNEY'S OFFICE

Mission & Services

The [City Attorney's Office](#) represents the City in all cases and processes all claims and suits for and against the City and provides written opinions to the City Council, boards and commissions, the City Manager, and City departments. The City Attorney's Office assists in the preparation and review of legal documents, legislation, and other matters in which there is a City interest. The City Attorney's Office provides legal counsel to the City Council, City Manager, and all officials and departments of the City in matters relating to their official duties. The CAO also prosecutes ordinance and traffic violations, represents City boards and commissions, provides advice on legal opinions to officials, department managers, and City employees, and drafts legal documents, memoranda, and opinions.

Position Summary	
	FY 2022
PARALEGAL	1.00
LEGAL ADMIN ASSIT	1.00
ASSISTANT CITY ATTORNEY	1.00
CITY ATTORNEY	1.00
SENIOR COUNSEL	0.62
CIVIL RIGHTS SPECIALIST	1.00
Total FT Equivalent Employees	5.62

Performance Measures

City Council Goal: Financially Responsible, High-Performing Government

Dept. Objective: Provide timely, cost-efficient, quality services to residents and assist 1 businesses and organizations with promoting workplace diversity.

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
Human Rights Cases - # of businesses/organizations affected	N/A	17	15	10	
Municipal Infractions - % of Defendants who admit violations*	80%	66%	67%	70%	
Claims	N/A	94	74	84	N/A

2 Dept. Objective: Provide timely, cost-efficient, and quality counsel, legal assistance and representation, and protection of human rights within City departments and divisions.

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
Continuing Legal Education - # annual hours attended	100	114	61.5	60	
Petition Properties - # of properties acquired**	4	3	5	9	
Development Agreements***	7	8	5	7	

*Municipal Infractions - FY19: 600; FY20: 433

**Petition Properties - FY19: one property is pending disposition and two properties were sold; FY20: three properties are pending disposition, one property was sold, and one property was demolished.

***Development Agreements - FY19: Carich Properties, 278 W. 17th Street-capital investment of \$400,000; Dupaco Voices, 100 Jackson Street-capital investment of \$38M to improve the Property; Marquette Hall, 222 Queen Street-capital investment of \$6M to improve the Property; Merge, LLC, 5th & Bell Streets, purchase price of approximately \$970,000, capital investment \$18M; Prairie Farms, 3510 Central Avenue, capital investment \$8M; Three Amigos, 898 Jackson Street-capital investment of \$750,000 to improve the Property; Walter Development, LLC (Hodge), Chavenelle Road, purchase price of approximately \$1,069,800, capital investment \$9M; Walter Development, LLC (Unison), Chavenelle Road, purchase price of approximately \$840,000, capital investment \$1.4M; FY20: Duluth Holdings, Inc., \$15,000,000 capital investment, \$8525.00 purchase price; Gardens of Dubuque, \$10,500,000.00 capital investment; Gavilon Grain, LLC (2 leases), \$559,601 annual rent; Roshek Property, LLC and Cottingham & Butler, Inc., \$2,850,000 capital investment; Carich, \$1,500,000 capital investment.

Recommended Operating Revenue Budget - Department Total 76 - LEGAL SERVICES

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	46205	COUNTY SHARE	6,791	0	3,000	3,000
46	LOCAL GRANT AND REIMBURSE - Total		6,791	0	3,000	3,000
100	53403	IA DISTRICT COURT FINES	0	40	0	40
100	53620	REIMBURSEMENTS-GENERAL	94	137	0	137
53	MISCELLANEOUS - Total		94	177	0	177
100	59610	FR WPC OPERATING	159,985	165,986	171,100	174,365
100	59620	FR STORMWATER OPERATING	37,468	45,895	51,330	52,309
100	59630	FR PARKING OPERATING	18,318	21,553	22,243	22,667
100	59640	FR WATER UTILITY	28,797	35,970	27,376	27,898
100	59670	FR REFUSE COLLECTION	131,747	149,802	159,123	162,159
100	59940	FR DMASWA	79,992	82,990	85,550	87,182
59	TRANSFER IN AND INTERNAL - Total		456,307	502,196	516,722	526,580
LEGAL SERVICES	- Total		463,192	502,373	519,722	529,757

Recommended Operating Expenditure Budget - Department Total 76 - LEGAL SERVICES

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	427,496	478,371	500,028	506,414
100	61020	PART-TIME EMPLOYEES	118,637	127,417	111,806	115,160
100	61030	SEASONAL EMPLOYEES	8,937	3,528	—	—
100	61050	OVERTIME PAY	2,548	4,970	3,000	3,000
100	61091	SICK LEAVE PAYOFF	14,968	14,968	14,968	8,893
100	61095	PARENTAL LEAVE	—	12,431	—	—
100	61096	50% SICK LEAVE PAYOUT	—	1,164	1,453	1,164
100	61310	IPERS	51,795	58,808	58,621	59,551
100	61320	SOCIAL SECURITY	39,769	44,896	52,813	45,472
100	61410	HEALTH INSURANCE	57,240	43,560	49,184	58,644
100	61415	WORKMENS' COMPENSATION	1,627	1,456	1,442	1,261
100	61416	LIFE INSURANCE	257	298	311	311
100	61640	SAFETY EQUIPMENT	—	143	—	—
100	61651	MEALS NO OVERNIGHT	—	14	—	—
100	61655	CAR ALLOWANCE	6,080	6,212	6,164	6,256
100	61660	EMPLOYEE PHYSICALS	131	272	131	272
61 - WAGES AND BENEFITS			729,485	798,507	799,921	806,398
100	62010	OFFICE SUPPLIES	899	1,565	1,079	1,100
100	62030	POSTAGE AND SHIPPING	690	953	759	972
100	62031	PROCESSING MATERIALS	150	25	150	75
100	62050	OFFICE EQUIPMENT MAINT	223	231	228	236
100	62061	DP EQUIP. MAINT CONTRACTS	4,326	4,497	4,913	5,755
100	62062	JANITORIAL SUPPLIES	—	92	50	94
100	62090	PRINTING & BINDING	—	33	—	33
100	62110	COPYING/REPRODUCTION	1,513	2,218	1,513	1,513
100	62130	LEGAL NOTICES & ADS	618	2,041	150	341
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	14,869	13,997	15,167	14,277
100	62190	DUES & MEMBERSHIPS	2,810	2,559	2,866	2,610
100	62208	GENERAL LIABILITY INSURAN	1,947	2,368	2,044	2,442
100	62211	PROPERTY TAX	7,236	7,234	7,881	7,379
100	62221	DAMAGE CLAIMS	158,232	172,087	100,624	120,892
100	62230	COURT COSTS & RECORD FEES	73	301	73	150
100	62310	TRAVEL-CONFERENCES	6,200	2,400	8,950	9,130
100	62320	TRAVEL-CITY BUSINESS	37	758	1,000	1,000
100	62340	MILEAGE/LOCAL TRANSP	273	253	283	283
100	62360	EDUCATION & TRAINING	14,764	6,808	13,500	17,500
100	62411	UTILITY EXP-ELECTRICITY	1,441	1,473	1,557	1,547
100	62412	UTILITY EXP-GAS	493	538	493	538
100	62421	TELEPHONE	3,781	4,486	4,405	4,486
100	62424	RADIO/PAGER FEE	309	316	324	335
100	62433	CUSTODIAL SERVICES	4,082	4,445	4,485	4,555
100	62436	RENTAL OF SPACE	23,650	25,285	27,078	27,106
100	62663	SOFTWARE LICENSE EXP	39	55	41	55
100	62667	DATA SERVICES	403	760	533	554
100	62713	LEGAL SERVICES	15,925	4,372	—	—
100	62714	ADMINISTRATIVE JUDGE	2,600	3,839	14,724	14,724

100	62756	EMPLOYEE RECOGNITION	—	100	100	100
62 - SUPPLIES AND SERVICES			267,585	266,091	214,970	239,782
100	71120	PERIPHERALS, COMPUTER	—	42	—	—
100	71124	COMPUTER	—	3,047	—	—
100	71211	DESKS/CHAIRS	—	4,085	525	525
100	72418	TELEPHONE RELATED	239	1,363	—	2,660
71 - EQUIPMENT			\$239	\$8,537	\$525	\$3,185
76 - LEGAL SERVICES TOTAL			\$997,309	\$1,073,134	\$1,015,416	\$1,049,365

Recommended Expenditure Budget Report by Activity & Funding Source

76 - LEGAL SERVICES

LEGAL SERVICES		- 76100
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FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	8,537	525	3,185
SUPPLIES AND SERVICES	266,091	214,970	239,782
WAGES AND BENEFITS	798,507	799,921	806,398
LEGAL SERVICES	1,073,134	1,015,416	1,049,365
LEGAL SERVICES TOTAL	\$1,073,134	\$1,015,416	\$1,049,365

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

76 LEGAL 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	430	GE-29	PARALEGAL	2.00	\$123,491	2.00	\$125,517	1.00	\$ 62,764
100	600	GE-42	ASSISTANT CITY ATTORNEY	1.00	\$142,980	1.00	\$144,563	1.00	\$146,715
100	625	Contract	CITY ATTORNEY	1.00	\$174,721	1.00	\$174,054	1.00	\$179,275
100	625	GE-32	CIVIL RIGHTS SPECIALIST	1.00	\$ 56,927	1.00	\$ 63,387	1.00	\$ 67,903
100	225	GE-25	LEGAL ADMIN ASSIST	—	\$ —	—	\$ —	1.00	\$ 44,641
TOTAL FULL TIME EMPLOYEES				5.00	\$498,119	5.00	\$507,521	5.00	\$501,298
61020 Part Time Employee Expense									
100	4477	Contract	SENIOR COUNSEL	0.62	\$112,234	0.62	\$113,483	0.62	\$115,160
TOTAL PART TIME EMPLOYEES				0.62	\$112,234	0.62	\$113,483	0.62	\$115,160
TOTAL LEGAL DEPARTMENT				5.62	\$610,353	5.62	\$621,004	5.62	\$616,458

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
Legal Services-FT										
10076100	61010	100	625	CONT CITY ATTORNEY	1.00	\$ 174,721	1.00	\$ 174,054	1.00	\$ 179,275
				ASSISTANT CITY ATTORNEY						
10076100	61010	100	600	GE-42 ATTORNEY	1.00	\$ 142,980	1.00	\$ 144,563	1.00	\$ 146,715
10076100	61010	100	3600	GE-29 PARALEGAL	2.00	\$ 123,491	2.00	\$ 125,517	1.00	\$ 62,764
10076100	61010	100	4440	GE-25 LEGAL ADMIN ASSIST	—	\$ —	—	\$ —	1.00	\$ 44,641
				CIVIL RIGHTS SPECIALIST						
10076100	61010	100		GE-32	1.00	\$ 56,927	1.00	\$ 63,387	1.00	\$ 67,903
				Total	5.00	\$ 498,119	5.00	\$ 507,521	5.00	\$ 501,298
Legal Services - PT										
10076100	61020	100	4477	CONT SENIOR COUNSEL	0.62	\$ 112,234	0.62	\$ 113,483	0.62	\$ 115,160
				Total	0.62	\$ 112,234	0.62	\$ 113,483	0.62	\$ 115,160
TOTAL LEGAL DEPARTMENT										
					5.62	\$ 610,353	5.62	\$ 621,004	5.62	\$ 616,458

City Clerk

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CITY CLERK

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	308,390	294,104	291,140	-1.0%
Supplies and Services	67,249	92,491	81,710	-11.7%
Election Expense	24,168	—	35,000	0.0%
Code of Ordinances Updates	4,319	9,400	9,400	0.0%
Machinery and Equipment	720	405	250	-38.3%
Total	404,846	396,400	417,500	5.3%
<u>Resources</u>				
Administrative Overhead Recharges	157,273	127,630	135,898	6.5%
Operating Revenue	135,998	145,860	147,505	1.1%
Total	293,271	273,490	283,403	3.6%
Property Tax Support	111,575	122,910	134,097	11,187
Percent Increase (Decrease)--w/o election exp & Code of Ordinance Update				-21.0%
Percent Increase (Decrease)--w/ election exp & Code of Ordinance Update				9.1%
Personnel- Authorized FTE	3.81	3.00	3.00	

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 cost increase of \$10,088 or 5.95%.
4. Overtime is decreased from \$5,000 in FY 2021 to \$3,000 in FY 2022. FY 2020 Actual was \$1,865. Budget is based on 72 hours of overtime for covering office hours during staff absences, civil service tests, and Iowa Municipal Finance Officers Association board meetings.

Supplies & Services

1. Code Supplements is unchanged from \$9,400 in FY 2021 to \$9,400 in FY 2022 based on FY 2021 budget. FY 2020 Actual was \$4,319. However, we anticipate needing additional funding due to more ordinances being amended that tie directly to other ordinances. Therefore, an ordinance amendment may cause multiple updates throughout the codebook and we are charged per update. Anticipated ordinance amendments include the Electrical Code Board; Mechanical and Plumbing Code Board; Advisory Appeals Board; and the building code. The 2018 International Building Code was adopted by the City in FY 2019. This code adoption is on a three (3) year cycle and will occur again in 2022. Thus, we are expecting a higher charge for the Code Supplement update in this budget year.
2. Civil Service decreased from \$18,000 in FY 2021 to \$6,500 in FY 2022 based on FY 2020 actual of \$6,636. There is a decrease from the prior year due to the City beginning to utilize civil service exams only for Police and Fire in FY 2020. All other civil service test lists will simply be allowed to expire. The Fire department has an agreement with McCann Testing Services to provide specialized testing materials for Fire promotional tests every two years. These testing materials will occur again in FY 2023, which will cause the Civil Service amount to increase in that budget year.
3. Legal Notices and Ads increased from \$13,249 in FY 2021 to \$13,295 in FY 2022 based on FY 2020 Actual of \$14,145 less one-time costs to advertise for the City Clerk position. The City Clerk's Office began recharging departments for notices in FY 2016.
4. Conferences is increased from \$13,375 in FY 2021 to \$13,495 in FY 2022. This line item increased in FY 2022 for the Race in the Heartland Conference (\$120). Conferences budgeted include: International Institute of Municipal Clerks (\$3,800), Laserfiche (\$3,650), Transforming Local Government - Alliance for Innovation (\$2,105), Government Alliance on Race and Equity (\$1,775), and Big Ideas Conference (\$2,045).
5. Election increased from \$0 in FY 2021 to \$35,000 in FY 2022. Election expense is typically an every other year expense. FY 2020 actual was (\$24,168). The City must always anticipate having a primary election to narrow down the choice of candidates to two per ward.
6. Refunds increased from \$11,500 in FY 2021 to \$13,500 in FY 2022. This line item represents special event deposit refunds and the liquor license refunds. This expense is offset by the events revenue line item. The increase is due to an expected increase in refunds as a result of the impact of the pandemic on businesses.
7. Sister City Program is unchanged from \$9,300 in FY 2021 to \$9,300 in FY 2022. The Sister City program is a five-member committee that undertakes activities that promote the vision and mission of the City Council concerning diversity and global awareness, engage the mission of Sister Cities International, and engage and foster current and future Sister City relationships through communications and delegations while preserving an official relationship with the City and its officials. \$7,500 of the budgeted amount is allocated to Travel Dubuque. The remaining funds are for attending or hosting events for dignitaries.

Machinery & Equipment

8. Equipment replacements includes (\$250):

City Clerk	
Desk Phone	\$ 250
Total Equipment	\$ 250

Revenue

9. Beer/Liquor Combination Licenses decreased from \$114,765 in FY 2021 to \$113,615 in FY 2022 based on FY 2020 actual of \$113,615. Estimated decrease due to liquor establishments closing during the pandemic and not reopening.
10. Revenue received from Enterprise Funds for administrative overhead charges increased from \$127,630 in FY 2021 to \$135,898 in FY 2022. Election expense is typically an every other year expense and there is an election budgeted in FY 2022.

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CITY CLERK'S OFFICE

The City Clerk's Office is the official record keeper for the City Council. The City Clerk's Office prepares, administers, maintains and distributes records of all City Council actions as well as provides the necessary documents for fulfillment of City Council and City staff's respective legislative and administrative responsibilities. The City Clerk's Office administers programs covered by the State Civil Service law and issues licenses and permits for categorical businesses and activities as set out by ordinance and state law.



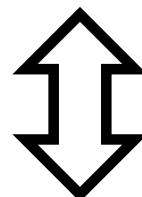
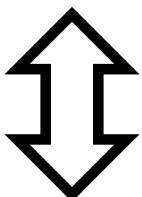
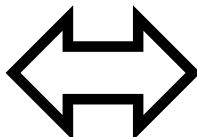
SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

People

The City Clerk's Office strives to provide courteous and professional service while offering access to official records and services through current web page information, initiation of boards and commissions memberships, City Life and Speaker's Bureau programs, and Sister City relationships.

Planning

City Clerk staff participate in local, regional, and national efforts that advance the City's mission statement and City Council priorities as well as to help in educating the public on the duties, purpose, and resources of the City Clerk's Office.



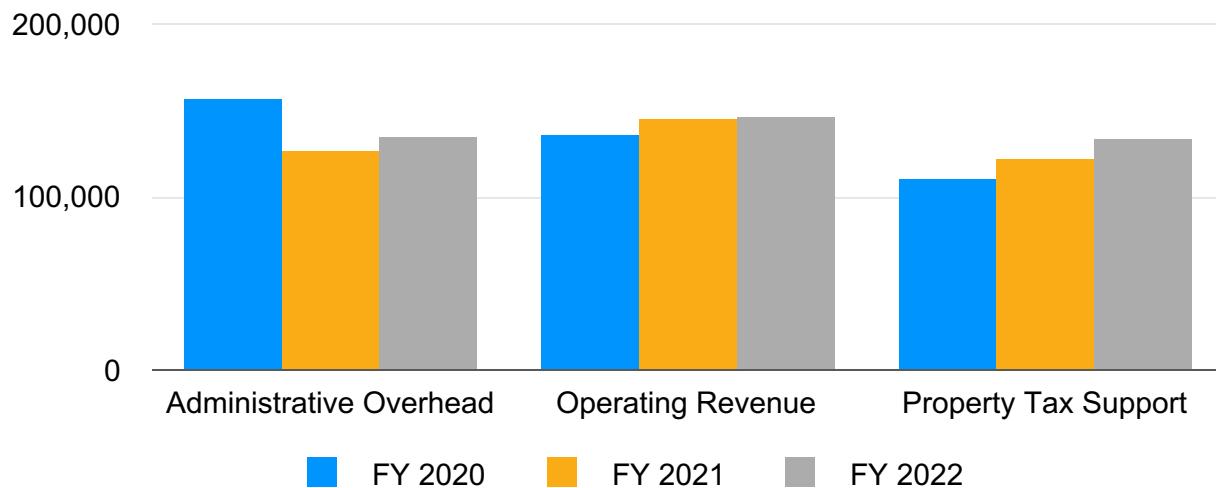
Partnerships

The City Clerk's Office partners with citizens, staff, multiple local and state agencies and businesses to aid in effectively conducting business by utilizing and sharing knowledge to serve as a resource for general city information. These partnerships include: State Alcohol Beverages Division, Iowa League of Cities, Dubuque Main Street, Greater Dubuque Development Corporation, media outlets, non-profit special event organizers, community service agencies, and Dubuque County offices.

CITY CLERK'S OFFICE

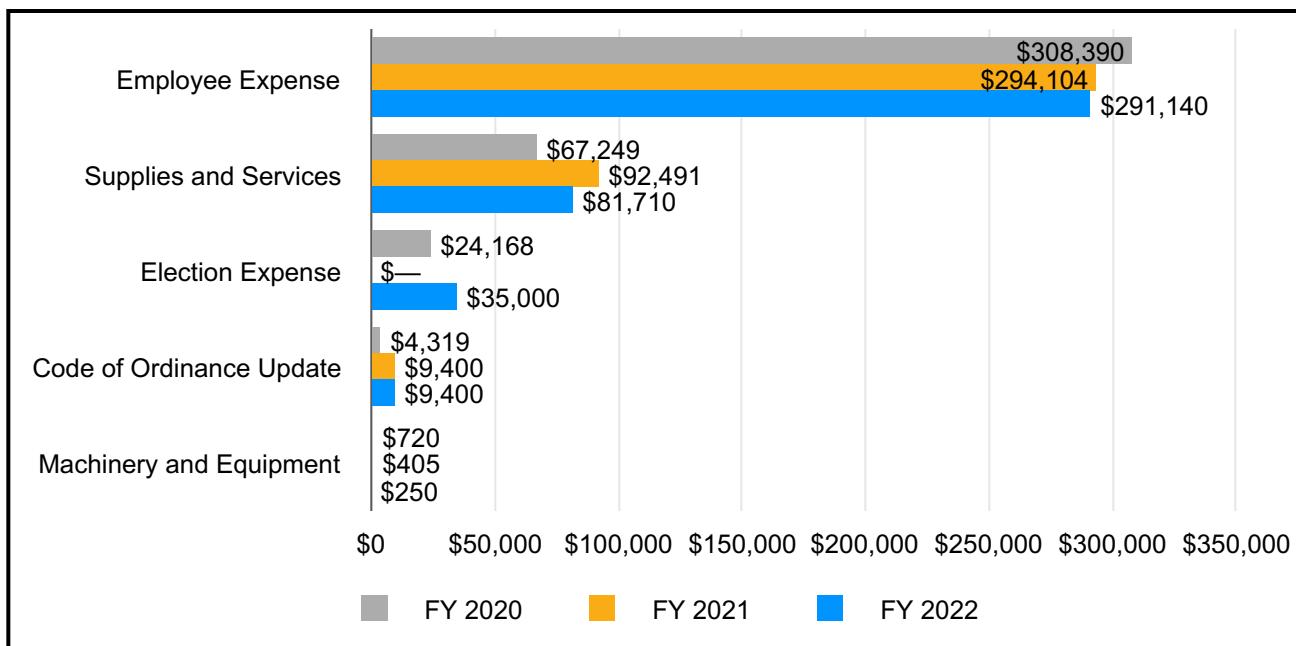
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	3.81	3.00	3.00

Resources and Property Tax Support



The City Clerks Department is supported by 3.00 full-time equivalent employees, which accounts for 69.73% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 5.32% in FY 2022 compared to FY 2021.

Expenditures by Category by Fiscal Year



CITY CLERK'S OFFICE

Mission & Services

The [City Clerk's Office](#) is committed to accurately recording and preserving the actions of the City Council; providing information and support to the Mayor, City Council, City staff, and the public in a timely, courteous, and fiscally responsible manner encouraging a transparent city government. Responsibilities include, but are not limited to, [record management](#), [boards and commissions](#) member enrollment, administration of the [Civil Service Commission](#), administering various [licenses and permits](#), processing [special event applications](#), and acts as the City Liaison for global presence in the [Sister City Relationships Committee](#).

Position Summary	
	FY 2022
City Clerk	1.00
Assistant City Clerk	1.00
Permit Clerk	1.00
Total FT Equivalent Employees	3.00

Performance Measures

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

1 Department Objective: Provide City services responsive to the community.

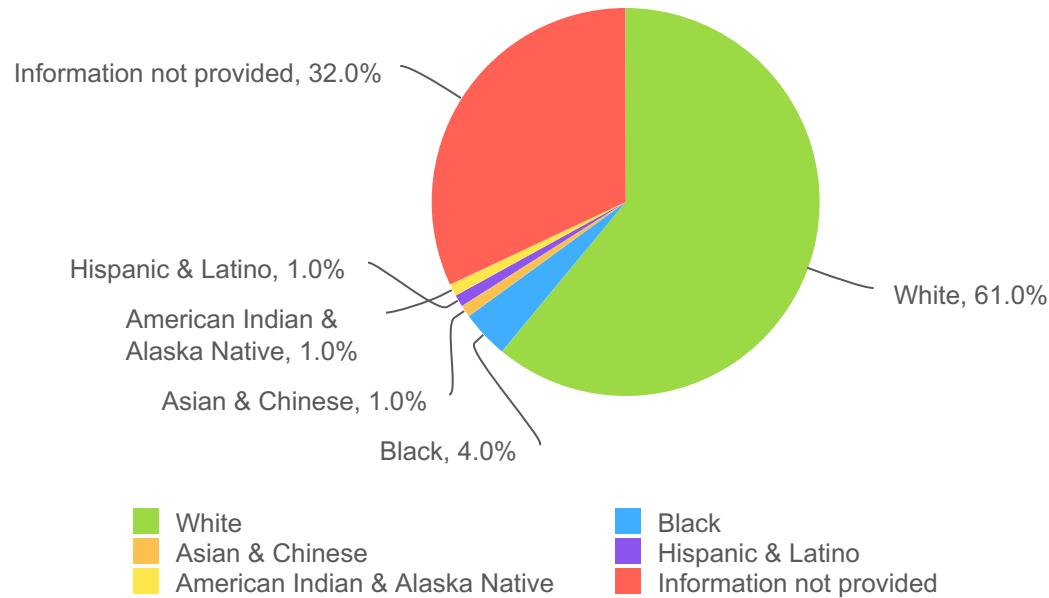
Since transparency is not a specifically defined action, but rather a cultural expectation. Clerks are crucial to a transparent City. It is not what you do, it is how you do it.

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	Performance Indicator
Number of callers assisted by the city clerk staff	31,500	32,774	45,382	31,858	N/A	
Number of City Council Agenda & Minutes subscribers (via NotifyMe)	Increase by 2%	551	491	501	N/A	
Number City Board & Commission Opening Subscribers (via NotifyMe)	Increase by 6%	83	78	83	N/A	
Percentage of applicants appointed of total applications received	N/A	62.6%	77.5%	89.8%	N/A	N/A

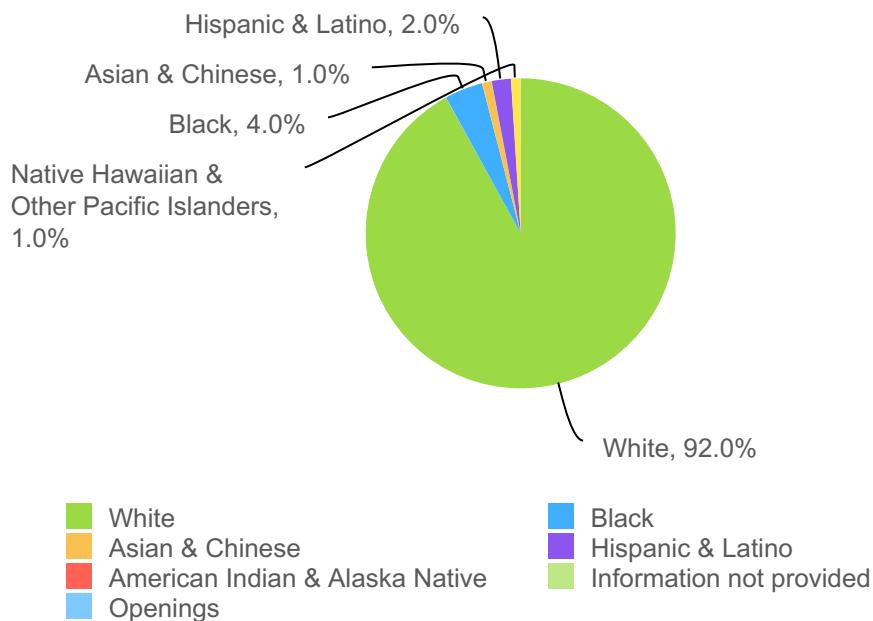
2 Department Objective: To promote [resident engagement](#) in municipal government that is representative of the Dubuque population as a whole by recruiting and retaining a diverse, inclusive and qualified pool of boards and commissions applicants.

Percentage of applicants appointed of total applications received	N/A	62.6%	77.5%	89.8%	N/A	N/A
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Race/Ethnicity of City Board and Commission Members



Race/Ethnicity of City of Dubuque



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Recommended Operating Revenue Budget - Department Total

73 - CITY CLERK'S OFFICE

Fund	Account	Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Req Budget
100	42105	BUSINESS LICENSES	6,855	6,290	6,855	7,100
100	42110	CIGARETTE LICENSES	7,625	7,550	7,625	7,550
100	42115	BEER/LIQUOR COMB-LICENSE	114,765	113,615	114,765	113,615
100	42130	BICYCLE LICENSES	415	440	415	440
42	LICENSES AND PERMITS	- Total	129,660	127,895	129,660	128,705
100	51965	EVENTS REVENUE	6,950	4,150	6,950	8,350
100	51981	COPY SERVICE CHARGES	0	0	0	0
51	CHARGES FOR SERVICES	- Total	6,950	4,150	6,950	8,350
100	53201	REFUNDS	300	2	0	0
100	53208	SPECIAL EVENT DEPOSIT	9,250	3,450	9,250	10,000
100	53620	REIMBURSEMENTS-GENERAL	394	501	0	450
53	MISCELLANEOUS	- Total	9,944	3,953	9,250	10,450
100	59610	FR WPC OPERATING	40,557	51,981	42,262	44,999
100	59620	FR STORMWATER OPERATING	9,499	14,373	12,678	13,500
100	59630	FR PARKING OPERATING	4,643	6,751	5,494	5,850
100	59640	FR WATER UTILITY	7,300	11,264	6,762	7,200
100	59670	FR REFUSE COLLECTION	33,399	46,913	39,303	41,849
100	59940	FR DMASWA	20,279	25,991	21,131	22,500
59	TRANSFER IN AND INTERNAL	- Total	115,677	157,273	127,630	135,898
CITY CLERK'S OFFICE - Total			262,231	293,271	273,490	283,403

Recommended Operating Expenditure Budget - Department Total

73 - CITY CLERK'S OFFICE

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	213,511	217,457	199,248	203,011
100	61030	SEASONAL EMPLOYEES	2,067	12,064	0	0
100	61050	OVERTIME PAY	3,639	1,865	5,000	3,000
100	61083	COVID19 EMP NON-WORK	0	537	0	0
100	61091	SICK LEAVE PAYOFF	0	0	0	5,432
100	61310	IPERS	20,499	21,283	19,669	19,836
100	61320	SOCIAL SECURITY	16,215	17,754	15,940	16,074
100	61410	HEALTH INSURANCE	42,930	32,508	49,184	39,096
100	61415	WORKMENS' COMPENSATION	678	599	584	416
100	61416	LIFE INSURANCE	184	183	238	165
100	61655	CAR ALLOWANCE	4,054	4,141	4,110	4,110
100	61660	EMPLOYEE PHYSICALS	131	0	131	0
61 - WAGES AND BENEFITS			303,908	308,390	294,104	291,140
100	62010	OFFICE SUPPLIES	1,877	1,050	1,877	1,400
100	62030	POSTAGE AND SHIPPING	1,355	903	1,491	1,000
100	62031	PROCESSING MATERIALS	200	176	200	359
100	62050	OFFICE EQUIPMENT MAINT	223	237	228	242
100	62061	DP EQUIP. MAINT CONTRACTS	1,489	1,574	1,557	2,101
100	62090	PRINTING & BINDING	23	2,019	3,120	3,099
100	62110	COPYING/REPRODUCTION	737	838	737	838
100	62120	CODE SUPPLEMENTS	3,513	4,319	9,400	9,400
100	62130	LEGAL NOTICES & ADS	13,249	14,145	13,249	13,295
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	649	557	687	720
100	62190	DUES & MEMBERSHIPS	2,985	560	2,575	775
100	62204	REFUNDS	11,187	8,223	11,500	13,500
100	62208	GENERAL LIABILITY INSURAN	1,499	1,479	1,574	1,531
100	62230	COURT COSTS & RECORD FEES	77	32	77	50
100	62310	TRAVEL-CONFERENCES	4,738	2,379	13,375	13,495
100	62320	TRAVEL-CITY BUSINESS	498	825	2,695	2,830
100	62340	MILEAGE/LOCAL TRANSP	68	130	160	160
100	62360	EDUCATION & TRAINING	5,817	3,299	4,770	4,725
100	62421	TELEPHONE	1,330	1,153	1,330	1,153
100	62424	RADIO/PAGER FEE	309	316	324	335
100	62436	RENTAL OF SPACE	462	378	504	504
100	62645	SPECIAL EVENTS	1,648	931	3,000	3,100
100	62662	SISTER CITY PROGRAM	4,763	8,521	9,300	9,300
100	62663	SOFTWARE LICENSE EXP	39	1,630	41	50
100	62667	DATA SERVICES	0	302	120	648
100	62671	MISC. OPERATING SUPPLIES	(170)	0	0	0
100	62684	CIVIL SERVICE EXPENSE	17,593	6,636	18,000	6,500
100	62698	ELECTION EXPENSES	0	24,168	0	35,000
100	62716	CONSULTANT SERVICES	12,565	8,955	0	0
62 - SUPPLIES AND SERVICES			88,723	95,736	101,891	126,110
100	71120	PERIPHERALS, COMPUTER	0	707	0	0
100	72418	TELEPHONE RELATED	110	13	405	250
71 - EQUIPMENT			110	720	405	250
73 - CITY CLERK'S OFFICE TOTAL			392,741	404,846	396,400	417,500

Recommended Expenditure Budget Report by Activity & Funding Source

73 - CITY CLERK'S OFFICE

CITY CLERK - 73100

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	720	405	250
SUPPLIES AND SERVICES	95,736	101,891	126,110
WAGES AND BENEFITS	308,390	294,104	291,140
CITY CLERK	404,846	396,400	417,500
CITY CLERK'S OFFICE TOTAL	404,846	396,400	417,500

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

73 CITY CLERK

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9350	Contract	CITY CLERK	1.00	\$ 106,123	1.00	\$ 88,790	1.00	\$ 87,887
100	8925	GE-29	ASSISTANT CITY CLERK	1.00	\$ 60,567	1.00	\$ 61,242	1.00	\$ 62,148
100	8875	GE-26	PERMIT CLERK	1.00	\$ 51,632	1.00	\$ 52,216	1.00	\$ 52,976
TOTAL FULL TIME EMPLOYEES				3.00	\$ 218,322	3.00	\$ 202,248	3.00	\$ 203,011
61030 Seasonal Employee Expense									
100	2840	NA-28	CLERICAL ASSISTANT	0.50	\$ 11,664	—	\$ —	—	\$ —
100	2840	NA-38	INTERN-SEASONAL	0.31	\$ 7,739	—	\$ —	—	\$ —
TOTAL SEASONAL EMPLOYEES				0.81	\$ 19,403	—	\$ —	—	\$ —
TOTAL CITY CLERK'S OFFICE				3.81	\$ 237,725	3.00	\$ 202,248	3.00	\$ 203,011

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
City Clerks Office - FT General Fund										
10073100	61010	100	9350	CONT CITY CLERK	1.00	\$ 106,123	1.00	\$ 88,790	1.00	\$ 87,887
10073100	61010	100	8875	GE-26 PERMIT CLERK	1.00	\$ 51,632	1.00	\$ 52,216	1.00	\$ 52,976
10073100	61010	100	8925	GE-29 ASSISTANT CITY CLERK	1.00	\$ 60,567	1.00	\$ 61,242	1.00	\$ 62,148
				Total	3.00	\$218,322	3.00	\$202,248	3.00	\$203,011
City Clerks Office-Seasonal General Fund										
10073100	61030	100	NA-28	CLERICAL ASSISTANT	0.50	\$ 11,664	—	\$ —	\$ —	\$ —
10073100	61030	100	2840	NA-38 INTERN - SEASONAL	0.31	\$ 7,739	—	\$ —	\$ —	\$ —
					0.81	\$ 19,403	—	\$ —	\$ —	\$ —
TOTAL CITY CLERK'S OFFICE					3.81	\$237,725	3.00	\$202,248	3.00	\$203,011

Capital Improvement Projects by Department/Division

CITY CLERK'S OFFICE					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
1012863	CLERK OFFICE REDESIGN	—	—	5,000	—
CITY CLERK'S OFFICE	TOTAL	—	—	5,000	—

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Human Resources

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HUMAN RESOURCES DEPARTMENT

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	666,852	669,523	826,837	23.5 %
Supplies and Services	133,818	291,795	248,548	(14.8)%
Machinery and Equipment	694	350	6,440	1,740.0 %
Total	801,364	961,668	1,081,825	12.5 %
<u>Resources</u>				
Administrative Overhead Recharges	265,324	349,086	382,073	9.4 %
Misc. Reimbursements	204,413	191,767	203,666	6.2 %
Total	469,737	540,853	585,739	8.3 %
Property Tax Support	331,627	420,815	496,086	75,271
Percent Increase (Decrease)				17.9 %
Personnel - Authorized FTE	3.63	4.63	6.13	

Improvement Package Summary

1 of 6

This improvement package request is for a temporary, specified term (6 months or 0.50 FTE) Scanning Clerk (GE-25A). The digitization of paper personnel file documents is needed to 1) provide searchable and functional access to authorized staff, and 2) in preparation for a transition to the digital human resources information system within the enterprise resource planning system. The selected enterprise resource planning system is slated for Fall 2022. Because essentially no Human Resources documents prior to October 2019 have been maintained in other than on paper or in a paper file/folder system, all would need to be scanned to progress to a digitized storage system. This request supports the City Council Goal of High-Performance Organization.

Related Cost:	\$23,511	Tax Funds	Non-Recurring
Related Revenue:	\$11,833	Administrative Overhead	Non-Recurring
Net Property Tax Cost:	<u>\$11,678</u>		
Property Tax Impact:	\$0.0046	0.05%	

Activity: Human Resources

2 of 6

This improvement package request is for a full time (1.0 FTE) Development and Training Coordinator (GE-34A). Centralizing the coordination of development and training activities provides the City with a more efficient, coordinated, and consistent development process that 1) identifies training needs; 2) maps out development plans for teams and individuals; 3) manages, designs and develops training; 4) coordinates non-redundant, equitable training opportunities across the enterprise; 5) assures that City employees receive required/mandatory training on time; 6) evaluates and documents training activities in a centralized location for each employee; 7) in concert with manager communication, identifies training needs, best practices, and anticipates and fills training gaps.

This position is responsible for improving the productivity of the organization's employees. This position assesses organization-wide developmental needs to drive training initiatives and identifies and arranges

suitable training solutions for employees. This position actively searches, creatively designs, and implements effective methods to educate, enhance performance, and recognize performance. A continuous development plan and programs that enhance the knowledge and skills of the City's employees is essential to a high performing organization. This request supports the City Council Goal of Responsible, High-Performance Organization.

Related Cost:	\$87,767	Tax Funds	Recurring	Recommend - Yes
Related Cost:	\$3,680	Tax Funds	Non-Recurring	
Related Revenue:	\$44,173	Administrative Overhead	Recurring	
Related Revenue:	\$1,852	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$45,422</u>			
Property Tax Impact:	\$0.0179	0.14%		

Activity: Human Resources

3 of 6

This improvement package request is for a full-time (1.0 FTE) Benefits Coordinator (GE-34A). Providing employees with the right mix of benefits is critical to attracting and retaining talent and creating engaged employees. A position tasked with creating/updating, managing, marketing, and administering all employee benefits (e.g. health insurance, retirement accounts, paid time off, leaves of absence (paid or unpaid), unemployment claims, workers' compensation, employee discount programs, wellness programs) and a comprehensive, cost-effective benefits program, rather than merely transactional tasks is needed. This position will ensure all employees understand available plans, develop and implement an education and marketing plan to eligible employees, monitor current trends and bests practices, provide data and analytics regarding benefit utilization to stakeholders and proactively recommend changes, additions or revisions to a comprehensive benefits program. This request supports the City Council Goal of Responsible, High-Performance Organization.

Related Cost:	\$87,767	Tax Funds	Recurring	Recommend - No
Related Cost:	\$3,680	Tax Funds	Non-Recurring	
Related Revenue:	\$44,173	Administrative Overhead	Recurring	
Related Revenue:	\$1,852	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$45,422</u>			
Property Tax Impact:	\$0.0179	0.14%		

Activity: Human Resources

4 of 6

This improvement level decision package request would provide additional funding for a third party consultant to conduct exit interviews. Current annual recurring funding is for only \$7,500, which was approved for the fiscal year 2021's budget. Multiple studies have shown that conducting exit interviews after an employee leaves and using a 3rd party changes the given reason for leaving 40-63% of the time. Preferably the consultant would use a mixed methodology approach for collecting both quantitative and qualitative data. The consultant would code and categorize the response to enable the City to measure, capture, and report themes that would then drive responsive engagement, retention, and communication strategies and activities for the implementation of talent development solutions. This would create outcomes of a positive workplace culture and increased employee engagement. This request supports the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	\$17,500	Tax Funds	Recurring	Recommend - Yes
Related Revenue:	<u>\$8,808</u>	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$8,692</u>			
Property Tax Impact:	\$0.0034	0.03%		
Activity:	Human Resources			

5 of 6

This improvement package would provide funding for operationalizing and implementing an Emotional Intelligence (EQ) program within the City of Dubuque, for the purposes of starting a culture change (succession planning), providing better customer service, improving employee retention (morale), and providing the skills and tools for employees to address problems and resolve problems efficiently and effectively. The initial certification of this improvement package was approved in the fiscal year 2021 budget for \$60,000. In FY22 and in the following years this recurring funding will be used to purchase assessment tools. This program has both an internal focus and external focus with the initial priority being the internal focus. The certification for the program is a biannual process, and the next certification process would occur in FY23. The service is provided in conjunction with a resource's agreement with a preferred EQ full scope services partner (e.g., 6 seconds). EQ training provider 6 Seconds research has shown there is a return on investment to the employee. This is accomplished through reduced complaints (inward and outward), increased morale, increased retention, relationship building, and increased employee engagement. This improvement package serves the City Council priority of an equitable organization.

Related Cost:	\$25,200	Tax Funds	Recurring	Recommend - No
Related Revenue:	<u>\$12,683</u>	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$12,517</u>			
Property Tax Impact:	\$0.0049	0.05%		
Activity:	Human Resources			

6 of 6

This improvement package request provides funding for fifty members of the Leadership Team to attend the Dale Carnegie training course over a five-year period with ten members a year. This was approved for fiscal year 2021; however, reoccurring funding will be needed for the remaining four years. This total five-year request costs \$84,750.00 for the ten members a year at \$1,695 per person. City Manager requested that all new Leadership Team members attend, as well as Leadership Team members who have not received the training. This request supports the City Council Goal of High-Performance City Organization.

Related Cost:	\$16,950	Tax Funds	Recurring	Recommend - No
Related Revenue:	<u>\$8,531</u>	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$8,419</u>			
Property Tax Impact:	\$0.0033	0.03%		
Activity:	Human Resources			

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 an annual cost increase of \$2,947 or 5.95%.
4. Insurance Premium increased from \$177,575 in FY 2021 to \$192,926 in FY 2022 based on FY 2021 actual cost. This line item represents the dental insurance premiums paid which is completely offset by employee payments in dental insurance premium revenue.
5. Administration Costs is unchanged from \$27,100 in FY 2021 to \$27,100 in FY 2022, based on FY 2021. FY 2020 Actual was \$22,689. This line item represents flex medical spending plan administrative costs (\$24,000), State of Iowa fee for the 509(A) certificate (\$100), and Patient Centered Outcomes Research Initiative fee (\$3,000), which are costs that cannot be paid from the self-insurance reserve.
6. Five-Year Retiree Sick leave payout increased from \$0 in FY 2021 to \$11,032 in FY 2022.
7. 50% Sick Leave Payout increased from \$1,152 in FY 2021 to \$1,364 in FY 2022 based on FY 2021 actual to-date. 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.

Supplies & Services

8. Consultant Services decreased from \$78,775 in FY 2021 to \$70,217 in FY 2022 based on actual cost of health and prescription drug plan actuarial and benefit services (\$36,500), third party Exit Interview Service (\$7,500), 509(A) Certificate of Compliance (\$1,025), Affordable Care Act compliance reporting (\$8,000), Executive Coaching (\$5,000), and GASB 45 actuarial valuation (\$3,500). FY 2020 Actual was \$52,141.
9. Criminal Background Check decreased from \$16,059 in FY 2021 to \$14,000 in FY 2022, based on FY 2020 Actual of \$9,348 and adjustments made to the unfreezing of positions due to the pandemic. This requested amount is also a decrease from FY 2019 which was \$16,334, this decrease is due to the removal of credit checks for some positions.
10. Education and Training decreased from \$111,658 in FY 2021 to \$50,950 in FY 2022. FY 2020 Actual was \$24,042. This line item includes the wellness committee funding for (\$12,850), employee safety training (\$2,500), training for staff (\$1,500), and the employee tuition reimbursement program (\$25,000), EQ full scope service partner (\$5,000), EQ assessment tool (\$1,800), and training for the Workforce Development Coordinator at (\$2,300). The decrease from the prior year is due to an approved non-recurring improvement package for the EQ program at \$60,000. This improvement package should have been requested as recurring, thus it has been entered as an improvement package for FY 2022, but for only \$25,200.
11. Conferences increased from \$24,000 in FY 2021 to \$24,180 in FY 2022 due to Race in the Heartland Conference being added for three staff members (\$180). This line item also includes funding for ten Department Managers to attend the Upper Midwest Employment Law Institute (\$17,000), arbitration and labor institute conference (\$1,250), Human Resources Assistant conferences (\$700), conference for the Workforce Development Coordinator (\$3,200), and Human Resources Director conferences (\$1,850).
12. Software License increased from \$10,502 in FY 2021 to \$51,098 in FY 2022. This line item represents the annual maintenance fee for the online job application software and lock down software for the job application computer.

Machinery & Equipment

13. Equipment replacements includes (\$6,440):

Human Resources Equipment	
Smartphone	\$ 1,120
Recommended Improvement Packages	5,320
Total Equipment	\$ 6,440

Revenue

14. Miscellaneous Reimbursements decreased from \$14,192 in FY 2021 to \$12,320 in FY 2022, based off of FY 2020 Actual. FY 2020 Actual was \$12,320. This line item represents the mid-range of actual employee flex plan forfeitures which partially covers the administrative costs of the employee flex plan (\$27,100).

15. Dental Insurance Premium increased from \$177,575 in FY 2021 to \$191,346 in FY 2022 based on FY 2020 actual. FY 2020 Actual was \$191,346. This line item represents employee paid premiums for Dental Insurance and offsets the expense.

16. Revenue received from Enterprise Funds for administrative overhead charges has increased from \$349,086 in FY 2021 to \$382,073 in FY 2022. FY 2020 Actual was \$265,324.

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HUMAN RESOURCES DEPARTMENT

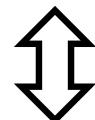
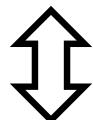
The Human Resources department is committed to providing expertise in attracting, developing and sustaining a high quality workforce committed to excellent services.



SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

People

Improve the productivity and efficiency of operations by continuing organizational development and team building with emphasis on development of supervisory staff, improved intra- and inter-departmental effectiveness through the use of collaborative teams and maintenance of management skills and processes.



Partnerships

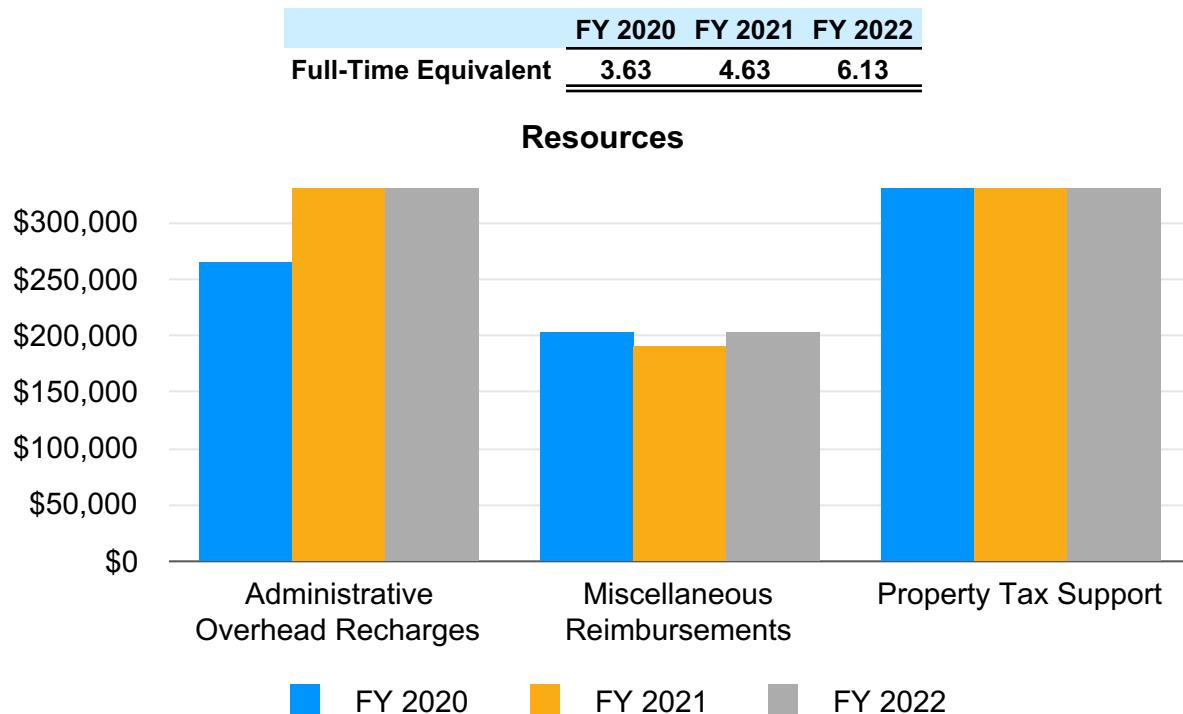
The Human Resources Department works with local partners including United Way, Prescott School, Crescent Community Health Center, Maria House, Multicultural Family Center, the Dubuque Area Labor Management Council and the Road to Success/Bridges Initiative.



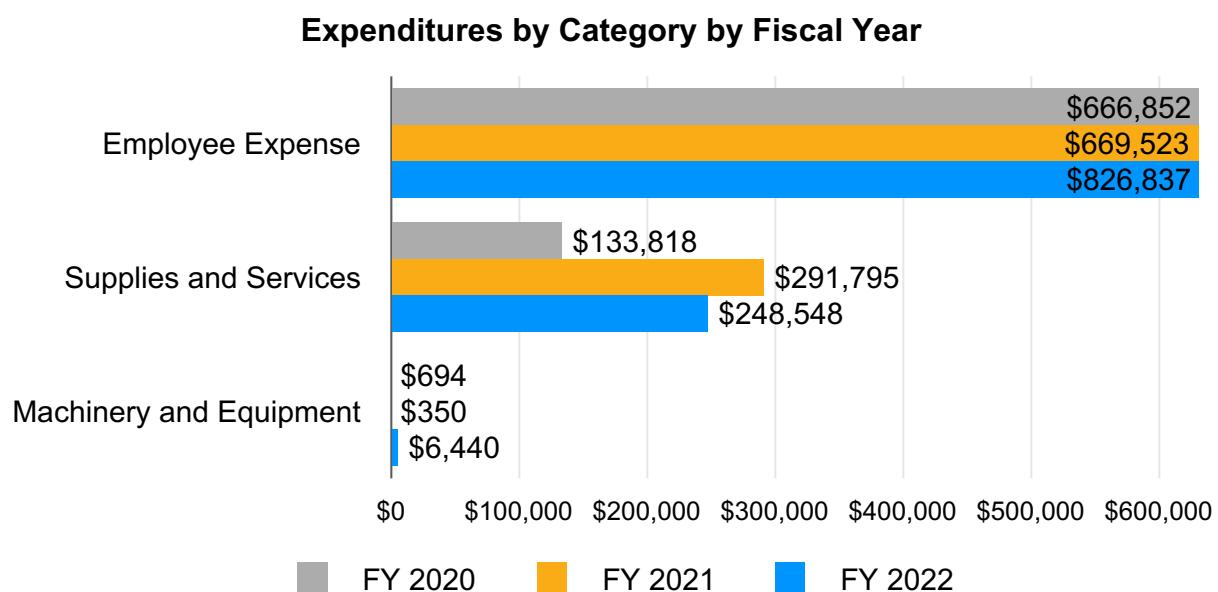
Planning

The Human Resources Department works with all City departments to ensure vacancies are filled with engaged, competent, and diverse employees to best carry out City initiatives.

HUMAN RESOURCES DEPARTMENT



The Human Resources Department is supported by 6.13 full-time equivalent employees, which accounts for 76.43% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 12.49% in FY 2022 compared to FY 2021.



HUMAN RESOURCES DEPARTMENT

Overview

The City of Dubuque Human Resources Department provides expertise in attracting, developing, and sustaining a high-quality workforce. Responsibilities include:

- Assist departments in talent acquisition, training, and engagement of employees
- Represent the City in collective bargaining with five employee unions and contracts
- Maintain personnel records
- Administer the Employee Manual
- Administer all benefits including health, prescription drug, dental, life, workers' compensation, and disability plans
- Ensure compliance with state and federal employment related laws and regulations

Position Summary	
	FY 2022
Human Resources Manager	1.00
Human Resources Specialist (Benefits)	1.00
Strategic Workforce Equity Coordinator	1.00
Secretary	1.00
Part-Time Secretary	0.63
Scanning Clerk	0.50
Development and Training Coordinator	1.00
Total FT Equivalent Employees	6.13

Performance Measures

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

	Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
1 Dept. Objective: Ensure equal employment opportunities for all employees and applicants for employment.						
	Ratio of female:male employees (consistent with City of Dubuque resident make-up)*	51% female to 49% male	37.5% f: 62.5% m	36.9% f: 63.1% m	33.1% f: 66.9% m	
	% of non-White employees	>8% (non-white)	6.5% non-white	6.3% non-white	7.57% non-white	
2 Dept. Objective: To find the best candidate for the job while improving satisfaction and speeding up the recruitment process.						
	Time to Fill	< 60 Days	-	-	58 days	
	Candidate Net Promoter Score	Average > 0	-	-	4.43	
	Quality of Hire*	> 50%	79.7%	95%	100%	
3 Dept. Objective: Increase employee engagement						
	Relationship with Peers	> 75%	-	-	93%	
	Quality of Feedback	> 75%	-	-	38%	

Employee Data Tables

Employee Demographics (Fiscal Year 2021)										
Male (557) - 67%					Female (275) - 33%					
White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total Employees
528	14	12	2	1	241	22	11	1	—	832

Coming & Going

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Retirements	31	19	16	21	22	20	13	17
Vacancies	86	88	82	81	55	114	146	139
Applications Processed	5,360	3,761	3,349	4,223	2,547	3,099	4,191	3,011
Civil Service Applications	1,138	1,085	863	714	702	633	565	83

Applicants

Employment Applications	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Unknown	Other
FY20 Employment Applications	3478	301	131	74	16	0	68
FY21 Employment Applications	1940	168	55	37	32	59	37
Application Percentage Change*	(79)%	(79)%	(138)%	(100)%	50%	100%	(84)%
New Hires							
FY20 New Hires	171	12	8	1	0	0	0
FY21 New Hires	148	9	7	1	0	0	0
New Hire Percentage Change*	(16)%	(33)%	(14)%	—%	—%	—%	—%

*Most vacant positions were frozen in FY21 due to the impact of the Pandemic.

Recommended Operating Revenue Budget - Department Total

67 - HUMAN RESOURCES

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	53201	REFUNDS	50	0	0	0
100	53550	SELF INSURANCE PREMIUMS	177,575	191,346	177,575	191,346
100	53605	MISCELLANEOUS REVENUE	14,192	12,320	14,192	12,320
100	53620	REIMBURSEMENTS-GENERAL	1	747	0	0
53	MISCELLANEOUS	- Total	191,818	204,413	191,767	203,666
100	59610	FR WPC OPERATING	83,278	87,694	115,592	126,516
100	59620	FR STORMWATER OPERATING	19,503	24,246	34,677	37,953
100	59630	FR PARKING OPERATING	9,535	11,387	15,030	16,450
100	59640	FR WATER UTILITY	14,990	19,003	18,497	20,244
100	59670	FR REFUSE COLLECTION	68,580	79,145	107,499	117,658
100	59940	FR DMASWA	41,639	43,849	57,791	63,252
59	TRANSFER IN AND INTERNAL	- Total	237,525	265,324	349,086	382,073
HUMAN RESOURCES			- Total	429,343	469,737	540,853
						585,739

Recommended Operating Expenditure Budget - Department Total

67 - HUMAN RESOURCES

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	236,517	316,720	325,456	402,318
100	61020	PART-TIME EMPLOYEES	26,980	31,066	27,390	29,480
100	61030	SEASONAL EMPLOYEES	0	0	0	19,022
100	61050	OVERTIME PAY	2,515	4,506	0	0
100	61091	SICK LEAVE PAYOFF	0	7,643	0	11,032
100	61092	VACATION PAYOFF	0	14,480	0	0
100	61096	50% SICK LEAVE PAYOUT	0	1,364	1,152	1,364
100	61310	IPERS	25,111	22,111	33,309	40,762
100	61320	SOCIAL SECURITY	19,161	18,772	27,082	35,437
100	61410	HEALTH INSURANCE	42,930	32,508	49,184	52,183
100	61411	INSURANCE PREMIUM	163,768	192,926	177,575	192,926
100	61413	ADMINISTRATION COSTS	24,836	22,689	27,100	27,100
100	61415	WORKMENS' COMPENSATION	834	695	764	725
100	61416	LIFE INSURANCE	184	155	311	13,270
100	61660	EMPLOYEE PHYSICALS	0	1,218	200	1,218
61 - WAGES AND BENEFITS			542,836	666,852	669,523	826,837
100	62010	OFFICE SUPPLIES	3,765	2,521	3,840	3,500
100	62030	POSTAGE AND SHIPPING	2,887	1,850	3,176	3,200
100	62031	PROCESSING MATERIALS	200	176	200	176
100	62061	DP EQUIP. MAINT CONTRACTS	1,668	1,417	1,755	2,333
100	62090	PRINTING & BINDING	209	215	224	220
100	62110	COPYING/REPRODUCTION	1,956	1,363	2,492	2,506
100	62130	LEGAL NOTICES & ADS	6,188	904	500	904
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	1,356	572	1,349	583
100	62190	DUES & MEMBERSHIPS	404	219	1,150	1,150
100	62204	REFUNDS	0	36	0	0
100	62208	GENERAL LIABILITY INSURAN	2,027	2,424	2,128	2,710
100	62209	FIDUCIARY LIABILITY	3,978	4,053	3,902	6,665
100	62310	TRAVEL-CONFERENCES	139	6,471	24,000	24,180
100	62320	TRAVEL-CITY BUSINESS	1,436	2,351	19,535	2,585
100	62360	EDUCATION & TRAINING	13,358	24,042	111,658	50,950
100	62421	TELEPHONE	1,055	1,532	1,720	3,445
100	62436	RENTAL OF SPACE	462	378	1,548	918
100	62660	DATA PROCESSING	4,274	4,162	4,162	3,997
100	62663	SOFTWARE LICENSE EXP	9,988	10,501	10,502	51,098
100	62667	DATA SERVICES	0	82	120	211
100	62697	LABOR RELATIONS	1,943	2,199	3,000	3,000
100	62713	LEGAL SERVICES	0	4,861	0	0
100	62716	CONSULTANT SERVICES	47,688	52,141	78,775	70,217
100	62717	CRIMINAL BACKGROUND CHECK	16,334	9,348	16,059	14,000
100	62731	MISCELLANEOUS SERVICES	57	0	0	0
62 - SUPPLIES AND SERVICES			121,373	133,818	291,795	248,548
100	71120	PERIPHERALS, COMPUTER	0	680	0	920
100	71124	COMPUTER	0	0	0	4,400
100	72418	TELEPHONE RELATED	0	14	350	1,120
71 - EQUIPMENT			0	694	350	6,440
67 - HUMAN RESOURCES TOTAL			664,209	801,364	961,668	1,081,825

Recommended Expenditure Budget Report by Activity & Funding Source

67 - HUMAN RESOURCES

WORKFORCE DEVELOPMENT - 67300

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	—	350	—
SUPPLIES AND SERVICES	—	15,125	7,705
WAGES AND BENEFITS	—	97,842	102,669
WORKFORCE DEVELOPMENT	—	113,317	110,374
HUMAN RESOURCES	- 72700		

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	694	0	6,440
SUPPLIES AND SERVICES	133,818	276,670	240,843
WAGES AND BENEFITS	666,852	571,681	724,168
HUMAN RESOURCES	801,364	848,351	971,451
HUMAN RESOURCES TOTAL	\$801,363.89	\$961,668.00	\$1,081,825.00

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

67 HUMAN RESOURCES DEPT.

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9300	GE-41	HUMAN RESOURCES DIRECTOR	1.00	\$ 119,966	1.00	\$ 134,301	1.00	\$ 137,662
			STRATEGIC WORKFORCE EQUITY						
100		GE-33	COORD.	—	\$ —	1.00	\$ 72,893	1.00	\$ 76,379
100		GE-34	DEVELOP TRAINING COORD	—	\$ —	—	\$ —	1.00	\$ 63,246
100	9100	GE-31	HUMAN RESOURCES ASSISTANT	1.00	\$ 71,235	1.00	\$ 72,018	1.00	\$ 73,781
100	225	GE-25	SECRETARY	1.00	\$ 49,471	1.00	\$ 50,028	1.00	\$ 51,250
TOTAL FULL TIME EMPLOYEES				3.00	\$ 240,672	4.00	\$ 329,240	5.00	\$ 402,318
61020 Part Time Employee Expense									
100	225	GE-25	SECRETARY	0.63	\$ 24,728	0.63	\$ 27,800	0.63	\$ 29,480
TOTAL PART TIME EMPLOYEES				0.63	\$ 24,728	0.63	\$ 27,800	0.63	\$ 29,480
61030 Seasonal Employee Expense									
100	225	GE-25	SCANNING INTERN	—	\$ —	—	\$ —	0.50	\$ 19,022
TOTAL SEASONAL EMPLOYEES				—	\$ —	—	\$ —	0.50	\$ 19,022
TOTAL HUMAN RESOURCES DEPT				3.63	\$ 265,400	4.63	\$ 357,040	6.13	\$ 450,820

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 Resources - FT General Fund											
10072700	61010	100	225	GE-25	SECRETARY	1.00	\$ 49,471	1.00	\$ 50,028	1.00	\$ 51,250
10072700	61010	100	9300	GE-41	HUMAN RESOURCES DIRECTOR	1.00	\$119,966	1.00	\$134,301	1.00	\$137,662
10072700	61010	100		GE-34	DEVELOP TRAINING COORD	—	\$ —	—	\$ —	1.00	\$ 63,246
10072700	61010	100	9100	GE-31	HUMAN RESOURCES ASSISTANT	1.00	\$ 71,235	1.00	\$ 72,018	1.00	\$ 73,781
					Total	3.00	\$240,672	3.00	\$256,347	4.00	\$325,939
Human Resources - PT General Fund											
10072700	61020	100	225	GE-25	SECRETARY	0.63	\$ 24,728	0.63	\$ 27,800	0.63	\$ 29,480
					Total	0.63	\$ 24,728	0.63	\$ 27,800	0.63	\$ 29,480
Workforce Development - FT General Fund											
10067300	61010	100		GE-33	STRATEGIC WORKFORCE EQUITY COORD.	—	\$ —	1.00	\$ 72,893	1.00	\$ 76,379
						—	\$ —	1.00	\$ 72,893	1.00	\$ 76,379
Human Resources - Seasonal General Fund											
10072700	61030	100		GE-25	SCANNING INTERN	—	\$ —	—	\$ —	0.50	\$ 19,022
					Total	—	\$ —	—	\$ —	0.50	\$ 19,022
TOTAL HUMAN RESOURCES DEPT.						3.63	\$265,400	4.63	\$357,040	6.13	\$450,820

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Public Information Office

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PUBLIC INFORMATION OFFICE

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	423,110	526,029	539,573	2.6%
Supplies and Services	148,811	175,932	178,097	1.2%
Machinery and Equipment	24,751	996	350	-64.9%
Total	596,672	702,957	718,020	2.1%
<u>Resources</u>				
Administrative Overhead Recharges	104,444	137,162	134,011	-2.3%
Misc. Reimbursements	90	568	30	-94.7%
Stormwater Charges	5,480	71,182	91,142	28.0%
Media Service Charges	319,475	308,802	325,415	5.4%
Total	429,489	517,714	550,598	6.4%
Property Tax Support	167,183	185,243	167,422	-17,821
Percent Increase (Decrease)				-9.62%
Personnel - Authorized FTE	6.38	6.50	6.00	

Improvement Package Summary

1 of 6

This improvement request is for an adjustment to the funding for the Bee Branch Communications Specialist position in the Public Information Office to change from being funded 75% by stormwater funds (80072620) and 25% general funds (10072300) to 25% stormwater and 75% general fund. This change would allow this communications specialist to provide an additional 20 hours of communications support to non-stormwater projects and other city departments while still allowing adequate time for Bee Branch and other stormwater-related communications efforts. This shift in funding would allow the Public Information Office to provide additional outreach, promotion, graphic design, and digital content management to other departments in the organization. This change would still allow the communications specialist to provide a high-level of communications support and resident outreach for the remaining phases of the Bee Branch Project and the ongoing promotion of the project and related initiatives and events. This request supports the City Council goal of, "Financially Responsible, High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery" by responding to the changing communications priorities of the city organization.

Related Cost:	<u>\$46,612</u>	Tax Funds	Recurring	Recommend - No
Property Tax Impact:	<u>\$0.0183</u>	0.18%		
Activity:	Public Information Office			

2 of 6

This improvement request is for an increase of \$4,000 to the Public Information Office's promotions budget, which funds marketing/promotion for City Expo and strategic marketing/promotional campaigns for City services, programs, and initiatives that may not have dedicated marketing budgets but need to be promoted over the course of the fiscal year. In addition to traditional advertising methods, these additional funds would allow additional promotional efforts utilizing outdoor advertising such as City bus wraps and billboards, social media and other digital promotions to be considered, depending upon the campaign. This would increase the budget from \$10,000 per year (with approximately \$6,000 spent on City Expo marketing per year) to \$14,000. Traditional advertising does not reach as many market/audiences as it used to and

additional options need to be utilized to reach more residents, especially low-income residents. This improvement would support the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	<u>\$ 4,000</u>	Tax Funds	Recurring	Recommend - No
Property Tax Impact:	<u>\$0.0016</u>	0.02%		
Activity: Public Information Office				

3 of 6

This improvement request is for the purchase of a license of Esri's Enterprise Advantage Program (EEAP). The EEAP has three components: Technical Advisory Hours, Learning and Service Credits, and baseline EEAP functions of a yearly planning session, technical work plan, and quarterly technology webcasts. The City of Dubuque has a mature and capable team with vision and leadership support, but lacks a strategic plan, the services to support implementation, and guidance to stay on track. An EEAP will help the GIS Office organize and put together a strategy on how to methodically tackle its goals using services and training where needed. This will enable the GIS Office to rely on more robust technical support, tackle tasks quickly and efficiently, and enable the GIS Office to grow and improve the City of Dubuque.

The program includes 50 learning and service credits and 50 technical advisor hours per year. The City of Dubuque will be assigned a Technical Advisor by Esri. This technical advisor will facilitate a one-day annual planning meeting attended by key Esri and City of Dubuque stakeholders. The Technical Work Plan is a collaboratively developed document designed to drive the City's implementation through the definition of the City's GIS vision, goals, and objectives. Quarterly technology webcasts include access to webcasts delivered by specialists representing various geospatial technology topics. This improvement would support the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	<u>\$52,000</u>	Tax Funds	Recurring	Recommend - No
Related Revenue:	<u>\$21,840</u>	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$30,160</u>			
Property Tax Impact:	<u>\$0.0119</u>	0.12%		
Activity: Geographic Information Systems				

4 of 6

This improvement request is to increase the Public Information Office's Printing budget by \$2,850 to provide the additional funds needed to upgrade the City News utility bill insert newsletter from a grayscale (black and white) publication to a full-color publication. The newsletter is printed every other month and distributed with all utility bills mailed to customers (approximately 22,000 copies). Full-color publications get much more attention than grayscale publications and most publications delivered by mail are now full-color publications. Funding this request will allow City News to be a more contemporary publication and allow the inclusion of more/better photos and graphics and will improve the readability of the publication. This change would make City News a much more effective publication and increase the information conveyed to residents and stakeholders, increasing their familiarity, and understanding of city services and programs. This improvement would support the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	<u>\$ 2,850</u>	Tax Funds	Recurring	Recommend - No
Property Tax Impact:	<u>\$0.0011</u>	0.01%		
Activity: Public Information Office				

5 of 6

This improvement request is for a non-recurring increase of \$2,000 to the Public Information Office's Consulting Services budget, which is currently \$2,000 per year and is used to hire freelance photographers or designers when necessary due to staff availability or the assignment requires additional expertise/skill. It has been over five years since the City hired a professional photographer to take photos of City amenities, attractions, etc. and new photos are needed for use in City publications, on the City website, and in City social media posts. More specifically, new photos are needed to better represent the diversity of Dubuque's residents. New photos will help make the City's communications more inclusive and equitable for all residents. This improvement would support the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	\$ 2,000	Tax Funds	Non-Recurring	Recommend - No
Property Tax Impact:	\$ 0.0008	0.01%		
Activity:	Public Information Office			

6 of 6

This improvement request is for a recurring cost of an additional \$445 to the Public Information Office Dues & Memberships budget to allow two additional PIO staff to receive the continuing education and membership benefits of the City & County Communicators and Marketers Association (3CMA). The current budget of \$400 provides for the annual dues of \$400 for the Public Information Officer. By increasing this line item from \$400 to \$845, the City could switch from one Individual Membership to Associate Membership, which allows up to three individuals per government, agency, or jurisdiction receive all 3CMA newsletters, information, access to the Member Services area of the website & the Members Only Facebook Group and discounts on 3CMA conferences and meetings. How we communicate with each other and how residents and stakeholders engage with their local governments is changing and it is important that PIO staff continue to learn about best practices and new methods to best serve our community. The current budget for this line item only allows membership for one person in a department of 3.75. This improvement would support the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	\$ 445	Tax Funds	Recurring	Recommend - No
Property Tax Impact:	\$ 0.0002	—%		
Activity:	Public Information Office			

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 \$3,680 or 5.95%.
4. An Architect Intern position (0.50 FTE) was moved from the Public Information Office budget to the Engineering budget (-\$17,639).

Supplies & Services

5. Printing and Binding unchanged from \$55,962 in FY 2021 to \$55,962 in FY 2022. This line item represents the cost of printing six issues of City Newsletter (\$7,200); printing and distribution of two issues of the City Focus Magazine which includes mailing costs (\$36,000); various print projects (\$2,000); translating City brochures (\$1,000); business cards (\$47), and Bee Branch Watershed materials (\$9,715).
6. Software License Expense increased from \$60,711 in FY 2021 to \$64,931 in FY 2022 based on FY 2021 actual. Civic Plus Website Hosting increased from \$19,660 in FY 2021 to \$20,842 in FY 2022 (6% increase). WebQA Hosting increased from \$33,437 in FY 2021 to \$35,109 in FY 2022 (5% increase).
7. Postage and Shipping decreased from \$13,785 in FY 2021 to \$13,650 in FY 2022. Public Information mailings represent \$150 and Bee Branch Watershed mailings represent \$13,500.
8. Promotion is unchanged from \$10,700 in FY 2021 to \$10,700 in FY 2022. This line item represents advertising and promotion expenses for City Expo and other City services.
9. Conferences increased from \$8,000 in FY 2021 to \$8,240 in FY 2022 based on location of conferences and estimated cost. This line item increased from FY 2021 since the Race in the Heartland Conference was added in FY 2022. This line item represents cost of conferences for the Public Information Officer, GIS Coordinator, GIS Applications Specialist, and regional conferences for other Public Information Office staff.

Machinery & Equipment

10. Equipment replacement items include (\$350):

Smartphones (1)	\$ 350
Total Equipment	\$ 350

Revenue

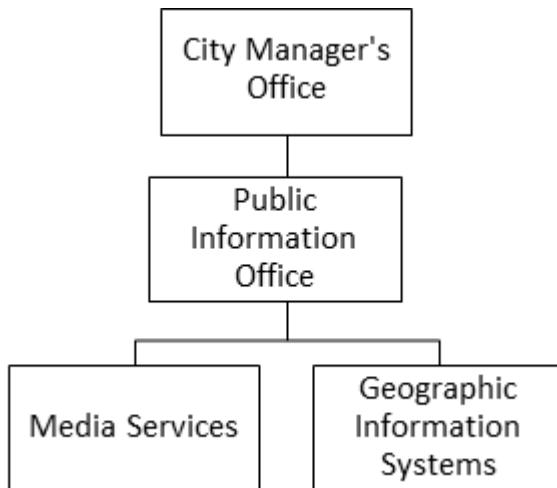
11. Revenue received from Enterprise Funds for administrative overhead charges decreased from \$137,162 in FY 2021 to \$134,011 in FY 2022 and represents recharges for Geographic Information Services (GIS).

PUBLIC INFORMATION OFFICE

The City of Dubuque Public Information Office (PIO) facilitates an accurate and consistent flow of public information to the City's various constituencies to increase public awareness about the activities, programs, and services provided by the City of Dubuque.

Mission & Services

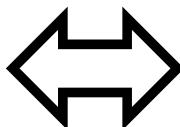
The Public Information Office communicates the goals and activities of city government to the city's many publics, both internal and external. The Public Information Officer oversees the Media Services and Geographic Information System (GIS) activities. Services provided by the Public Information Office include publications and graphic design, online presence management, media relations, special events, and Bee Branch Watershed Flood Mitigation Project communications.



SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES

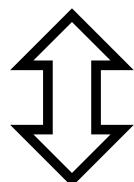
PEOPLE

Public Information Office staff serve on Leadership Team, the Employee Recognition Committee, Travel Dubuque Advisory Board, Intercultural Communications Marketing Team, and the Local Emergency Preparedness Committee.



PLANNING

The Public Information Office supports all departments/divisions in planning activities to promote their programs and activities and assists with promoting engagement opportunities and tools to provide public input into those processes.



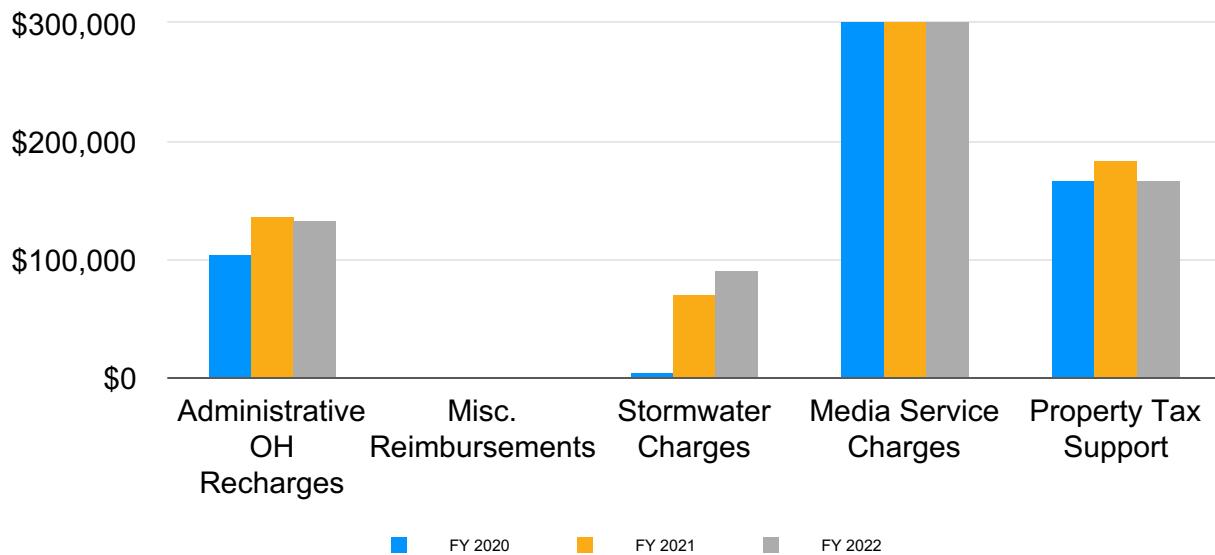
PARTNERSHIPS

The Public Information Office partners daily with other City departments and divisions and frequently collaborates with strategic partner organizations and agencies.

PUBLIC INFORMATION OFFICE

	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	6.38	6.50	6.00

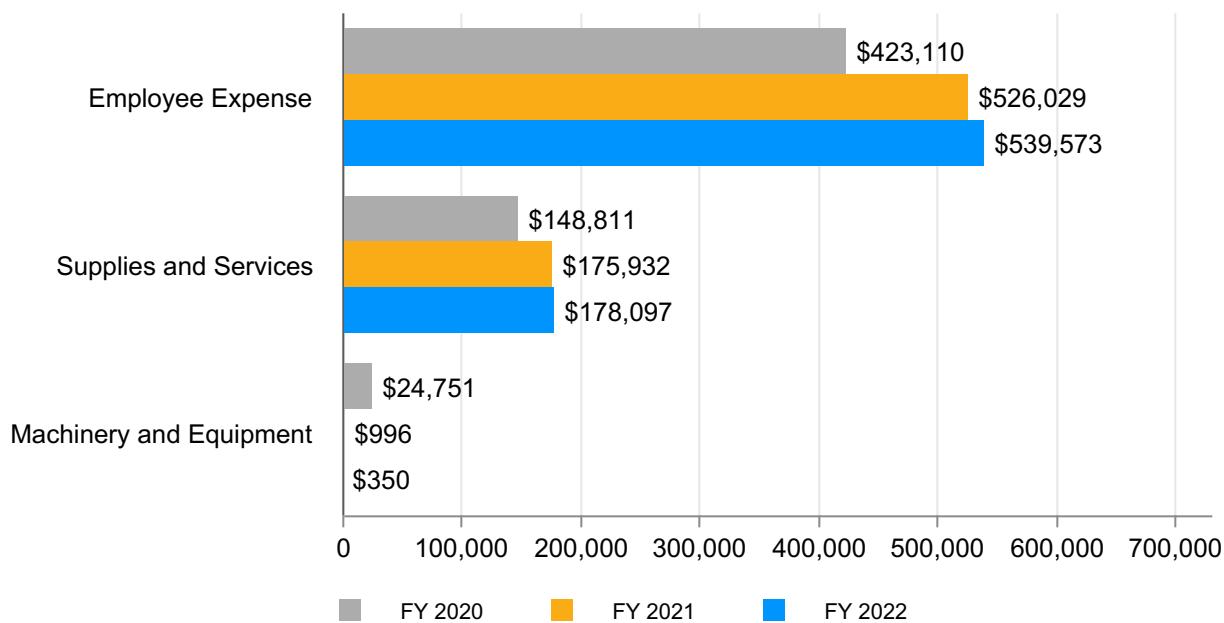
Resources and Property Tax Support



Includes Public Information Office and Geographic Information Systems.

The Public Information Office is supported by 6.00 full-time equivalent employees, which accounts for 75.15% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 2.14% in FY 2022 compared to FY 2021.

Expenditures by Category by Fiscal Year



PUBLIC INFORMATION OFFICE

Position Summary	
	FY 2022
PUBLIC INFORMATION OFFICER	1.00
COMMUNICATIONS SPECIALIST	0.75
COMMUNICATIONS SPECIALIST	0.25
COMMUNICATIONS ASSISTANT	1.00
COMMUNICATIONS SPECIALIST	0.75
Total FT Equivalent Employees	3.75

Performance Measures

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

1 Dept. Objective: Promote the services, programs, projects, and initiatives of the City through diverse mediums.

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of Facebook Followers	+25% annually	2,738 (+43%)	4,469 (+63%)	7,390 (+65%)	9,238 (+25%)	
Facebook Total Reach	+10% annually	439,699	1,325,118 (+201%)	2,341,074 (+77%)	2,575,181 (+10%)	
# of Twitter Followers	+5% annually	3,800 (+15%)	4,006 (+5%)	4,336 (+8%)	4,553 (+5%)	
Tweet Impressions	+10% annually	477,500	422,600 (-12%)	550,892 (+30%)	605,981 (+10%)	
# of NotifyMe Subscribers to News Releases	+5% annually	810 (+2%)	823 (+2%)	871 (+6%)	914 (+5%)	

2 Dept. Objective: Maintain an updated, comprehensive, and interactive City website for residents and stakeholders to access information and communicate with City staff and elected officials.

Homepage Page Views	+2% annually	561,281	586,917 (+5%)	652,313 (+11%)	665,339 (+2%)	
# Service Requests processed through WebQA	+2% annually	20,911	22,429 (+7%)	22,519 (+0.4%)	22,969 (+2%)	
% of Service Requests submitted directly by citizens via Citizen Support Center	+2% annually	15.2%	17% (+2%)	17% (+0%)	19% (+2%)	

3 Dept. Objective: Provide timely and accurate information related to the Bee Branch Creek Watershed Flood Mitigation Project to residents and businesses directly impacted by the project and other stakeholders.

# of Facebook Followers	+10% annually	662	876 (+32%)	1,138 (+30%)	1,252 (+10%)	
# Notify Me subscribers to Bee Branch news	+5% annually	541	550 (+2%)	602 (+9%)	632 (+5%)	

PUBLIC INFORMATION OFFICE

Top Search Terms Used on City of Dubuque Website

FY2018	FY2019	FY2020
#1 Eagle Point Park	Eagle Point Park	CODI
#2 Flora Pool	Housing	Housing
#3 Housing	Parking	Eagle Point Park
#4 Shot Tower	Jobs	Parking
#5 Swim Lessons	Swim Lessons	Section 8
#6 Jobs	Garbage	Garbage
#7 Parking	Shot Tower	Jobs
#8 CODI	Bids	Flora Pool
#9 Arrests	Flora Pool	Building Permits
#10 Hotels	Employment	Bids

Top Pages Visited on City of Dubuque Website (excluding homepage)

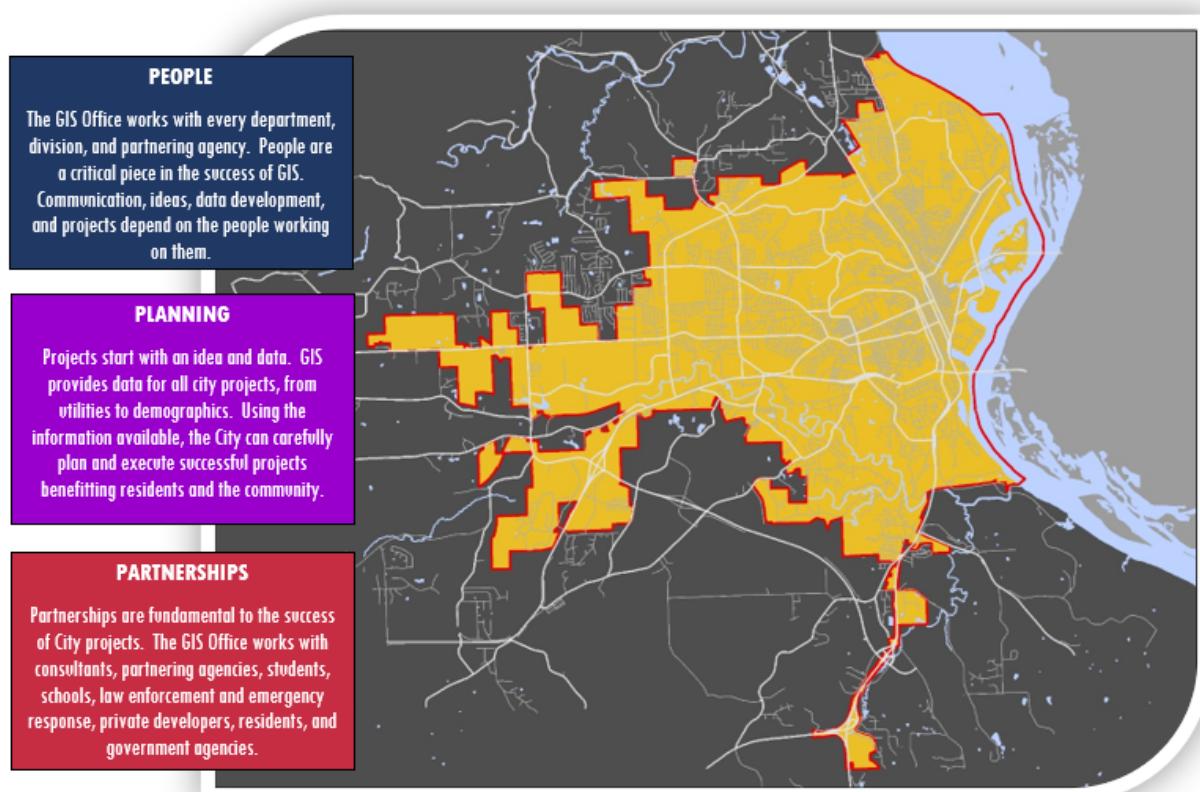
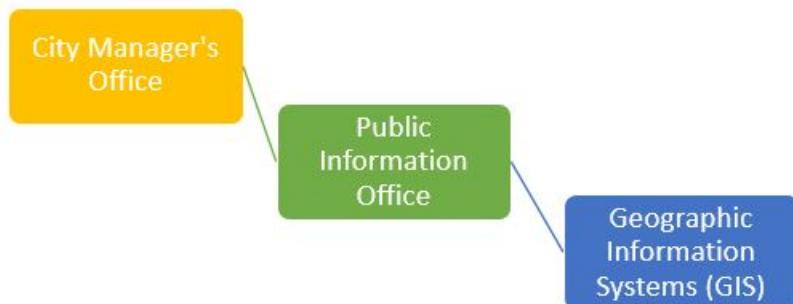
FY2018	FY2019	FY2020
#1 Job Opportunities	Leisure Services	Coronavirus
#2 Leisure Services	Pay a Bill or Fine	Pay a Bill or Fine
#3 Pay a Bill or Fine	Utility Billing	Leisure Services
#4 Utility Billing	Dubuque Employment Opportunities	Utility Billing
#5 Police	Job Opportunities	Alerts: Street Closures, Detours, & Emergencies
#6 The Jule	The Jule	Dubuque Employment Opportunities
#7 Dubuque Employment Opportunities	Police	Police
#8 Miller Riverview Park & Campground	Eagle Point Park	The Jule
#9 Eagle Point Park	Miller Riverview Park & Campground	Eagle Point Park
#10 Flora Park Swimming Pool	Flora Park Swimming Pool	Miller Riverview Park

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

(Maps & Data)

Mission & Services

The Geographic Information Systems (GIS) Office is responsible for the supervision, development, use, and maintenance of the City's Geographic Information System, and coordinates these duties with other City departments, partners to City projects, other government groups and private sector businesses. The GIS office provides a large service level to the City organization.



Performance Measures

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

1 Dept. Objective: Leverage GIS as a data management software to accurately and consistently tract City assets and community information.

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
Annual Address Updates	N/A	691	302	325	N/A
Data, Map, and Application Requests	N/A	166	153	205	N/A
2 Dept. Objective: Assist City departments in GIS application development to streamline workflows, centralize citywide data collection, and collaborate across organization outcomes.					
Applications in GIS	N/A	326	417	500	N/A
Number of Departments Using GIS as a tool	N/A	17	17	19	N/A
3 Dept. Objective: Produce interactive and engaging content to improve customer service.					
Website hits to zoning map	N/A	1590	2057	2200	N/A
New public facing web map applications	N/A	3	1	5	N/A

Position Summary	
	FY 2022
GIS APPLICATIONS SPECIALIST	1.00
GIS COORDINATOR	1.00
ARCHITECTURAL INTERN	0.00
GIS INTERN - SEASONAL	0.25
Total FT Equivalent Employees	2.25

Recommended Operating Revenue Budget - Department Total

69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
800	53530	SPECIALIZED SERVICES	0	0	71,750	91,142
100	53620	REIMBURSEMENTS-GENERAL	505	0	0	0
290	53620	REIMBURSEMENTS-GENERAL	64	60	0	60
100	53645	MAP REPRODUCTION FEES	0	30	0	30
53	MISCELLANEOUS	- Total	569	90	71,750	91,232
100	59610	FR WPC OPERATING	34,360	41,355	54,429	53,179
100	59620	FR STORMWATER OPERATING	8,047	11,435	16,329	15,954
100	59630	FR PARKING OPERATING	3,934	5,370	7,076	6,913
100	59640	FR WATER UTILITY	6,184	8,961	8,709	8,509
100	59670	FR REFUSE COLLECTION	28,295	37,323	50,619	49,456
59	TRANSFER IN AND INTERNAL	- Total	80,820	104,444	137,162	134,011
PUBLIC INFORMATION OFFICE - Total			81,389	104,534	208,912	225,243

Recommended Operating Expenditure Budget - Department Total

69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	96,034	150,458	191,864	199,573
261	61010	FULL-TIME EMPLOYEES	0	15,782	0	0
290	61010	FULL-TIME EMPLOYEES	97,042	104,930	93,709	101,845
800	61010	FULL-TIME EMPLOYEES	0	0	30,727	46,612
261	61020	PART-TIME EMPLOYEES	0	1,667	0	0
290	61020	PART-TIME EMPLOYEES	42,348	42,763	44,803	46,150
100	61030	SEASONAL EMPLOYEES	2,551	4,606	34,441	7,773
261	61050	OVERTIME PAY	0	408	0	0
290	61050	OVERTIME PAY	0	16	0	0
		VACATION SUPPLEMENT				
100	61079	COVID	0	51	0	0
100	61081	COVID19 SCHOOL/DAYCARE CL	0	218	0	0
100	61088	SCHOOL/DAYCARE CLOSED	0	103	0	0
290	61096	50% SICK LEAVE PAYOUT	0	1,651	0	1,651
100	61310	IPERS	9,066	14,257	21,364	19,573
261	61310	IPERS	0	1,686	0	0
290	61310	IPERS	13,159	13,915	13,075	13,971
800	61310	IPERS	0	0	2,901	4,400
100	61320	SOCIAL SECURITY	6,979	10,948	17,311	15,862
261	61320	SOCIAL SECURITY	0	1,273	0	0
290	61320	SOCIAL SECURITY	10,267	11,025	10,596	11,447
800	61320	SOCIAL SECURITY	0	0	2,351	3,566
100	61410	HEALTH INSURANCE	25,043	20,713	39,962	42,354
261	61410	HEALTH INSURANCE	0	3,643	0	0
290	61410	HEALTH INSURANCE	14,310	16,362	12,296	13,032
620	61410	HEALTH INSURANCE	10	0	0	0
800	61410	HEALTH INSURANCE	0	5,480	9,222	9,774
100	61415	WORKMENS' COMPENSATION	301	395	503	465
290	61415	WORKMENS' COMPENSATION	433	365	344	285
800	61415	WORKMENS' COMPENSATION	0	0	0	809
100	61416	LIFE INSURANCE	74	127	179	179
261	61416	LIFE INSURANCE	0	22	0	0
290	61416	LIFE INSURANCE	73	80	73	73
800	61416	LIFE INSURANCE	0	0	41	41
100	61651	MEALS NO OVERNIGHT	0	27	0	0
100	61660	EMPLOYEE PHYSICALS	267	0	267	0
290	61660	EMPLOYEE PHYSICALS	0	138	0	138
61 - WAGES AND BENEFITS			317,957	423,110	526,029	539,573
100	62010	OFFICE SUPPLIES	448	437	448	437
290	62010	OFFICE SUPPLIES	148	68	148	100
800	62010	OFFICE SUPPLIES	0	0	105	105
100	62030	POSTAGE AND SHIPPING	0	23	0	0
290	62030	POSTAGE AND SHIPPING	259	17	285	150
800	62030	POSTAGE AND SHIPPING	0	0	13,500	13,500
100	62050	OFFICE EQUIPMENT MAINT	0	342	0	0
290	62050	OFFICE EQUIPMENT MAINT	136	196	139	139
100	62061	DP EQUIP. MAINT CONTRACTS	2,572	2,212	1,773	1,732
290	62061	DP EQUIP. MAINT CONTRACTS	3,208	3,367	2,699	2,637
100	62090	PRINTING & BINDING	44	49	47	47

Recommended Operating Expenditure Budget - Department Total

69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
290	62090	PRINTING & BINDING	17,012	45,135	46,200	46,200
800	62090	PRINTING & BINDING	0	0	9,715	9,715
100	62110	COPYING/REPRODUCTION	109	41	109	150
290	62110	COPYING/REPRODUCTION	263	391	900	600
800	62110	COPYING/REPRODUCTION	0	0	175	175
100	62130	LEGAL NOTICES & ADS	1,190	0	0	0
290	62130	LEGAL NOTICES & ADS	0	2,103	0	0
290	62140	PROMOTION	17,513	7,124	10,000	10,000
800	62140	PROMOTION	0	0	700	700
290	62170	SUBSCRIPTIONS-BOOKS-MAPS	1	0	0	0
290	62190	DUES & MEMBERSHIPS	400	400	400	400
800	62190	DUES & MEMBERSHIPS	0	0	50	50
290	62208	GENERAL LIABILITY INSURAN	1,261	1,507	1,324	1,686
100	62310	TRAVEL-CONFERENCES	3,356	5,659	5,000	5,240
290	62310	TRAVEL-CONFERENCES	1,868	1,834	3,000	3,000
100	62320	TRAVEL-CITY BUSINESS	127	0	572	572
290	62320	TRAVEL-CITY BUSINESS	0	32	150	150
800	62320	TRAVEL-CITY BUSINESS	0	0	330	330
290	62340	MILEAGE/LOCAL TRANSP	0	29	0	0
100	62360	EDUCATION & TRAINING	1,150	1,163	2,500	1,150
290	62360	EDUCATION & TRAINING	280	1,020	730	730
800	62360	EDUCATION & TRAINING	0	0	60	60
100	62421	TELEPHONE	732	668	732	668
290	62421	TELEPHONE	870	743	1,104	900
290	62424	RADIO/PAGER FEE	283	316	310	335
100	62436	RENTAL OF SPACE	462	378	462	378
290	62436	RENTAL OF SPACE	462	378	462	378
100	62627	CAMERA MAINTENANCE	0	0	360	0
290	62645	SPECIAL EVENTS	3,081	3,817	3,300	3,300
800	62645	SPECIAL EVENTS	0	0	500	500
100	62663	SOFTWARE LICENSE EXP	4,552	9,080	4,734	4,600
290	62663	SOFTWARE LICENSE EXP	53,290	55,794	55,422	59,776
800	62663	SOFTWARE LICENSE EXP	0	0	555	555
100	62667	DATA SERVICES	338	529	345	360
290	62667	DATA SERVICES	135	162	137	142
100	62716	CONSULTANT SERVICES	563	0	0	0
290	62716	CONSULTANT SERVICES	0	0	2,000	2,000
290	62736	CATERING SERVICES	3,600	3,600	4,000	4,000
800	62736	CATERING SERVICES	0	0	250	250
290	62785	GIFT CARDS	200	200	200	200
62 - SUPPLIES AND SERVICES			119,913	148,811	175,932	178,097
100	71120	PERIPHERALS, COMPUTER	0	775	0	0
100	71124	COMPUTER	3,027	2,006	0	0
100	71156	FURNITURE	1,257	0	0	0
290	71211	DESKS/CHAIRS	0	0	650	0
290	71550	MISCELLANEOUS EQUIPMENT	209	0	0	0

Recommended Operating Expenditure Budget - Department Total

69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	72418	TELEPHONE RELATED	0	27	0	350
290	72418	TELEPHONE RELATED	0	0	346	0
	71 - EQUIPMENT		4,493	2,808	996	350
100	73210	CONST CONTRACT-BLDG	0	21,944	0	0
	73 - CIP EXPENDITURES		0	21,944	0	0
	69 - PUBLIC INFORMATION OFFICE TOTAL		442,363	596,672	702,957	718,020

Recommended Expenditure Budget Report by Activity & Funding Source

69 - PUBLIC INFORMATION OFFICE

PUBLIC INFORMATION/GIS - 72300

FUNDING SOURCE: CDBG CARES ACT

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
WAGES AND BENEFITS	24,481	—	—
CDBG CARES ACT	24,481	—	—
CIP EXPENDITURES	21,944	—	—
EQUIPMENT	2,808	996	350
SUPPLIES AND SERVICES	148,811	149,992	152,157
WAGES AND BENEFITS	393,148	480,787	474,371
 PUBLIC INFORMATION/GIS	 566,711	 631,775	 626,878
 BEE BRANCH COMM SPEC - 72620			

FUNDING SOURCE: ENGINEERING SERVICE

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	0	25,940	25,940
WAGES AND BENEFITS	5,480	45,242	65,202
 BEE BRANCH COMM SPEC	 5,480	 71,182	 91,142
 PUBLIC INFORMATION OFFICE TOTAL	 596,672.29	 702,957	 718,020

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

69 PUBLIC INFORMATION OFFICE DEPT.

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
290	8400	GE-35	PUBLIC INFORMATION OFFICER	1.00	94,068	1.00	95,115	1.00	101,845
800	1950	GE-35	COMMUNICATIONS SPECIALIST	0.75	30,727	0.75	31,189	0.75	46,612
100	1950	GE-35	COMMUNICATIONS SPECIALIST	0.25	14,992	0.25	15,159	0.25	15,537
290	1950	GE-29	COMMUNICATIONS SPECIALIST	0.50	29,754	—	0	—	0
100		GE-25	COMMUNICATIONS ASSISTANT	—	0	1.00	41,739	1.00	41,130
100		GE-30	GIS APPLICATIONS SPECIALIST	1.00	52,295	1.00	61,092	1.00	64,999
100	8400	GE-33	GIS COORDINATOR	1.00	75,918	1.00	76,757	1.00	77,907
TOTAL FULL TIME EMPLOYEES				4.50	297,754	5.00	321,051	5.00	348,030
61020 Part Time Employee Expense									
100		GE-25	COMMUNICATIONS ASSISTANT	0.75	36,376	—	0	—	0
290	1950	GE-29	COMMUNICATIONS SPECIALIST	0.38	22,659	0.75	23,000	0.75	46,150
TOTAL PART TIME EMPLOYEES				1.13	59,035	0.75	23,000	0.75	46,150
61030 Seasonal Employee Expense									
100		NA-34	ARCHITECTURAL INTERN	0.50	26,996	0.50	27,301	—	0
100	2850	NA-37	GIS INTERN - SEASONAL	0.25	7,577	0.25	7,663	0.25	7,773
TOTAL SEASONAL EMPLOYEES				0.75	34,573	0.75	34,964	0.25	7,773
TOTAL PUBLIC INFORMATION OFFICE DEPT				6.38	391,362	6.50	379,015	6.00	401,953

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	
Public Information - FT Media Services Fund											
29072300	61010	290	8400	GE-35	PUBLIC INFORMATION OFFICER	1.00	\$ 94,068	1.00	\$ 95,115	1.00	\$ 101,845
29072300	61010	100	1950	GE-29	COMMUNICATIONS SPECIALIST	0.50	\$ 29,754	—	\$ —	—	\$ —
					Total	1.50	\$ 123,822	1.00	\$ 95,115	1.00	\$ 101,845
Public Information - FT General Fund											
10072300	61010	100	8400	GE-35	GIS COORDINATOR	1.00	\$ 75,918	1.00	\$ 76,757	1.00	\$ 77,907
10072300	61010	100	1950	GE-29	COMMUNICATIONS SPECIALIST	0.25	\$ 14,992	0.25	\$ 15,159	0.25	\$ 15,537
10072300	61010	100		GE-25	COMMUNICATIONS ASSISTANT	—	\$ —	1.00	\$ 41,739	1.00	\$ 41,130
10072300	61010	100		GE-30	GIS APPLICATIONS SPECIALIST	1.00	\$ 52,295	1.00	\$ 61,092	1.00	\$ 64,999
					Total	2.25	\$ 143,205	3.25	\$ 194,747	3.25	\$ 199,573
Public Information - FT Stormwater Fund											
80072620	61010	620	1950	GE-29	COMMUNICATIONS SPECIALIST	0.75	\$ 30,727	0.75	\$ 31,189	0.75	\$ 46,612
					Total	0.75	\$ 30,727	0.75	\$ 31,189	0.75	\$ 46,612
Public Information - PT General Fund											
10072300	61020	100		GE-25	COMMUNICATIONS ASSISTANT	0.75	\$ 36,376	—	\$ —	—	\$ —
					Total	0.75	\$ 36,376	—	\$ —	—	\$ —
Public Information - PT Media Services Fund											
29072300	61020	100	1950	GE-29	COMMUNICATIONS SPECIALIST	0.38	\$ 22,659	0.75	\$ 23,000	0.75	\$ 46,150
					Total	0.38	\$ 22,659	0.75	\$ 23,000	0.75	\$ 46,150
Public Information - Seasonal General Fund											
10072300	61030	100		NA-34	ARCHITECTURAL INTERN	0.50	\$ 26,996	0.50	\$ 27,301	—	\$ —
10072300	61030	100	2850	NA-37	GIS INTERN-SEASONAL	0.25	\$ 7,577	0.25	\$ 7,663	0.25	\$ 7,773
					Total	0.75	\$ 34,573	0.75	\$ 34,964	0.25	\$ 7,773
TOTAL PUBLIC INFORMATION OFFICE DEPT.											
						6.38	\$ 391,362	6.50	\$ 379,015	6.00	\$ 401,953

Capital Improvement Projects by Department/Division					
PUBLIC INFORMATION OFFICE					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
1021070	GIS SYSTEM IMPLEMENTATION	—	16,712	—	67,500
3501070	GIS SYSTEM IMPLEMENTATION	911	5,730	—	—
3502624	AUGMENTED DATE SUPPORT SV	243	16,231	—	—
3502625	GEOEVENT PROCESSOR EXT	—	—	—	—
PUBLIC INFORMATION OFFICE TOTAL		1,154	38,674	—	67,500

City Manager

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CITY MANAGER'S OFFICE

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	1,160,809	1,209,598	1,259,504	4.1 %
Supplies and Services	323,792	431,547	496,236	15.0 %
Machinery and Equipment	2,934	1,750	9,320	432.6 %
Total	1,487,535	1,642,895	1,765,060	7.4 %
<u>Resources</u>				
Administrative Overhead Recharges	684,668	721,224	789,267	9.4 %
Sustainability Conference	41,112	34,000	41,112	20.9 %
Misc. Reimbursements	22,432	3,468	11,107	220.3 %
CDBG Charges	87,256	84,940	7,710	(90.9)%
Total	835,467	843,632	849,196	0.7 %
Property Tax Support	652,068	799,263	915,864	116,601
Percent Increase (Decrease)				14.6 %
Personnel - Authorized FTE	9.67	9.67	11.08	

Improvement Package Summary

1 of 5

This improvement request is to create an Office of Shared Prosperity (OSP) led by a Director of Office of Shared Prosperity and Neighborhood Support. A team of City staff are recommending this creation based on the Equitable Poverty Prevention Plan (EPPP). The team concluded that the best use of resources would be to revise the existing Neighborhood Development Specialist (GE-35) position to create a new Director of the "Office of Shared Prosperity and Neighborhood Support."

This recommendation would create a new City department responsible for implementation of the EPPP, in partnership with other City departments and community organizations. The Director would still be involved in "direct service" as the Neighborhood Development Specialist was, and would also be expected to operate at a higher strategic level while also maintaining relationships with residents, businesses and community organizations who are actively involved in the implementation of the recommendations in the Equitable Poverty Prevention Plan.

Redefining departmental roles related to equitable poverty prevention, civil rights enforcement, and advocacy and inclusion would be crucial to the success of this new department. While further discussion is needed on this topic, part of the redefining would include shifting the Community Engagement Coordinator position currently in the Human Rights Department to this new OSP department with responsibility for direct outreach and engagement with community members and neighborhoods experiencing poverty. The title may be updated to "Community & Neighborhood Engagement Coordinator". Civil rights enforcement would remain with the City Attorney's office, and the Human Rights Department's work would focus specifically on inclusion and empowerment with specific populations experiencing inequities distinct from those resulting from poverty.

If all improvement packages related to this Office creation were funded, the new OSP would include the Director, Community & Neighborhood Engagement Coordinator, OSP Data Analyst, and OSP Secretary.

The Office would be physically located in an existing City facility until the CIP below for the build out of the 18th & Central Engine House could be funded.

Related Cost:	\$ —	Tax Funds	Recurring	Recommend - Yes
Related Revenue:	\$ —	Administrative Overhead		
Net Property Tax Cost:	<u>\$ —</u>			
Property Tax Impact:	\$ —	—%		
Activity:	Office of Shared Prosperity			

2 of 5

This improvement level decision package request is for outreach, education, and empowerment activities related to the Climate Action Plan (CAP). The request is to fund capacity building in frontline communities while addressing our greenhouse gas emissions reduction goal. This funding will allow building engaging, dynamic, cross-cultural collaborations, and initiatives to address environmental, economic, and equity issues outlined in the CAP through creative engagement, education strategies and climate action. It will build trust and partnerships around climate action while engaging businesses, nonprofits, schools, faith communities, and community members as partners to begin implementation of the climate action plan at the community level. We cannot address the climate crisis without leaders who are Black, Indigenous, and People of Color. The update to the CAP was completed and adopted in August 2020. We need residents educated and engaged to move climate action work forward and we do not want to lose momentum. We, as a City, have committed to center equity in all our work and we need to educate residents on what the body of work is, and we need to hear from residents is how we can further this work through partnership. Our CAP work focuses on reducing disparities and increasing equity through climate action. This request supports several City Council Goals.

Related Cost:	\$25,000	Tax Funds	Non-Recurring	Recommend - Yes
Related Revenue:	\$12,583	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$12,417</u>			
Property Tax Impact:	\$0.0049	0.05%		
Activity:	Sustainability			

3 of 5

This improvement package would pay Public Works LLC to advise, assist and facilitate the City Planning Department towards the implementation of the Dubuque Community Poverty Reduction and Prevention Plan. The assistance is needed to move the Equitable Poverty Prevention Plan (EPPP) from paper to implementation, and to assist as the City of Dubuque develops one of a handful of Offices of Shared Prosperity across the country. Public Works LLC staff will assist in the development of the Office of Shared Prosperity, establishment of internal working groups and a Citizens Advisory Council, and the creation of a community Racial Equity Index. Upon completion of this yearlong relationship, the intended outcome would be the internal structure to independently continue implementation of the EPPP.

Related Cost:	\$32,900	Tax Funds	Non-Recurring	Recommend - Yes
Related Revenue:	\$16,559	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$16,341</u>			
Property Tax Impact:	\$0.0064	0.06%		
Activity:	City Manager's Office			

4 of 5

This improvement request is for a dedicated Data Analyst position in the newly-created Office of Shared Prosperity (OSP). The position would work with City staff and partners to track progress, a key to successfully implementing the plan.

Under the direction of the Director of OSP, the Data Analyst would work with departments and partners to collect community-level and program-level data, analyze the data, and make recommendations to further the goal of reducing or eliminating poverty, especially for racial minorities and other identified vulnerable populations. The Equitable Poverty Prevention Plan identified a variety of data collection systems used by partners serving the community, missing data needed to make informed policy decisions, and the need to create a Racial Equity Index. This position would support all departments and possess strong data skills including the ability to create reports, perform analysis, assist with Key Performance Indicator identification and geographically representing data on maps. The development of equity metrics with the assistance of a consultant as proposed in the Human Rights Department FY22 budget could be this individual's first major project.

Related Cost:	\$73,791	Tax Funds	Recurring	Recommend - Yes
Related Cost:	\$ 4,220	Tax Funds	Non-Recurring	
Related Revenue:	\$37,139	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$40,872</u>			
Property Tax Impact:	\$0.0161	0.16%		
Activity:	Office of Shared Prosperity			

5 of 5

This improvement request is for the creation of a part-time Secretary position in the newly-created Office of Shared Prosperity. To support the Director of OSF, Community Engagement Coordinator, and Data Analyst, a .66 FTE administrative assistant is being requested. The three positions this individual supports will spend a significant amount of time in meetings with internal departments, community organizations, and individual residents. The Secretary would support office functions by scheduling meetings, preparing written materials, supporting the Citizens Advisory Council, and assuring that the other individuals in the Office can complete their duties.

Related Cost:	\$28,564	Tax Funds	Recurring	Recommend - Yes
Related Cost:	\$ 2,950	Tax Funds	Non-Recurring	
Net Property Tax Cost:	<u>\$31,514</u>			
Property Tax Impact:	\$0.0124	0.12%		
Activity:	Office of Shared Prosperity			

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 an annual cost increase of \$12,231 annually or 5.95%.
4. Overtime expense is unchanged from \$3,400 FY 2021 to \$3,400 in FY 2022. FY 2020 Actual was \$7,643.
5. 50% Sick Leave Payout decreased from \$11,149 in FY 2021 to \$2,966 in FY 2022. FY 2020 Actual was \$3,243. 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. The Neighborhood Development Specialist position was budgeted 51% to Community Development Block Grant (CDBG) and 49% to the General Fund in FY 2021. In FY 2022, the position is 100% funded by the General Fund. This is a cost increase to the General Fund of \$47,633. The Administrative budget for CDBG needs to be used to fund positions that directly service CDBG programs. The Neighborhood Development Specialist, while serving the same goal as CDBG, does not provide support to CDBG programs.

Supplies & Services

7. Conferences increased from \$45,187 in FY 2021 to \$46,237 in FY 2022 based on estimated cost. Increase in FY 2022 due to the addition of the Race in the Heartland for five attendees (\$300). The line item also represents conferences attended by the City Manager, Assistant City Managers, International City/County Management Association Fellow, Office Manager, and Neighborhood Specialist.
8. Employee Recognition Luncheon expense is unchanged from \$17,000 in FY 2021 to \$17,000 in FY 2022. This line item represents both the employee recognition luncheon and SPIRIT awards.
9. Pay to Other Agency is increased from \$52,290 in FY 2021 to \$67,900 in FY 2022 due to the closure of the Washington Tool Library in FY 2021, which is a decrease of \$15,790 in FY 2022. This line item includes the Sustainable Dubuque Collaborative Community Grants \$25,000 and the GreenCorps Local Match \$10,000.
10. Neighborhood Grants is unchanged from \$24,560 in FY 2021 to \$24,560 in FY 2022. In FY21, Neighborhood Grants budget was split between the Community Development Block Grant Fund (\$14,500) and the General Fund (\$10,060). In FY22, Neighborhood Grants are budgeted only in the General Fund. This line item represents grants for neighborhood clean up and beautification, communications, neighborhood improvement projects and community building initiatives.
11. Consultant Services increased from \$35,000 in FY 2021 to \$100,012 in FY 2022 due to the addition of the bi-annual community survey (+\$13,000) and the bi-annual governance session (+ \$37,012). This line item also includes the annual goal setting for City Council and department managers (\$35,000).
12. City Business Travel is decreased from \$26,754 in FY 2021 to \$14,594 in FY 2022. FY 2020 Actual was \$13,845. This decrease removes one-time, unexpected actual costs for travel in FY21. This line item represents the travel cost for official City business which includes Northeast Iowa Regional Managers meetings, Washington D.C. and Des Moines legislative trips, and the cost of travel liability insurance of all department and division managers.

13. Speakers/Programs is unchanged from \$34,530 in FY 2021 to \$34,530 in FY 2022. This line item represents the expense for the Growing Sustainable Communities Conference and is mostly offset by the registration fees received for the conference. Net cost to the City is \$6,582.

14. Dues and Memberships decreased from \$29,098 in FY 2021 to \$26,228 in FY 2022. FY 2020 Actual was \$19,970. This decrease removes one-time, unexpected actual costs for dues and memberships in FY21.

15. Education and Training is decreased from \$98,505 in FY 2021 to \$84,950 in FY 2022. FY 2020 Actual was \$29,011. This decrease is due to a one-time non-recurring improvement package for High Performance Government Training in FY21 (-\$14,900). This item line represents annual training for the City Manager and Assistant City Managers, attendance at the Race in the Heartland and Growing Sustainable Communities conferences for CMO staff, and annual performance reviews and professional development funds for 50% of department managers each year.

Machinery & Equipment

16. Equipment replacement items include (\$9,320):

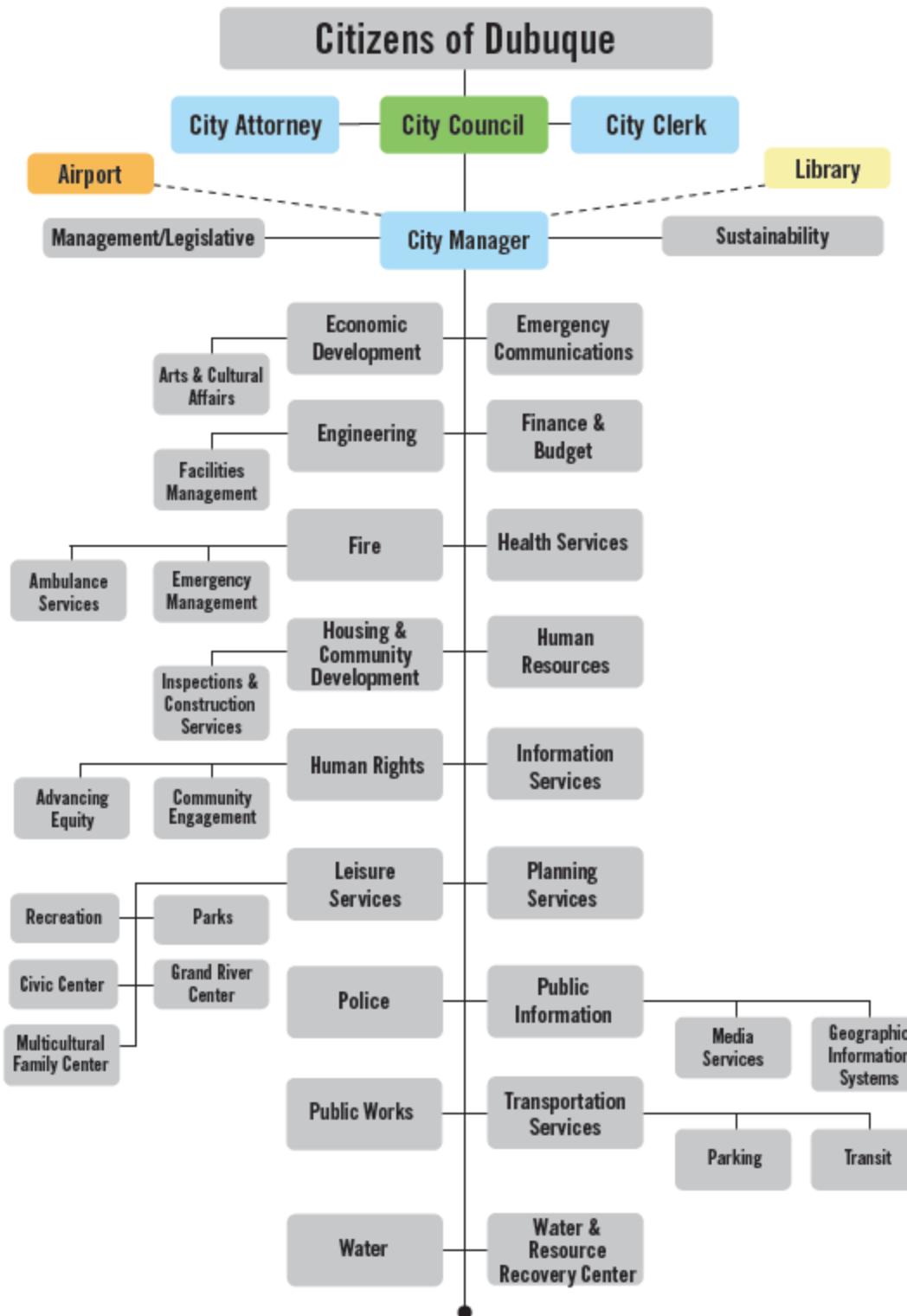
Administration	
Smartphones (3)	\$ 1,650
Desk Chairs (2)	\$ 1,050
Chair Mats (1)	\$ 100
Recommended Improvement Packages	\$ 6,520
Total Equipment	\$ 9,320

Revenue

17. Various Program Fees increased from \$34,000 in FY 2021 to \$41,112 in FY 2022 based on FY 2020 Actual. This line item represents the Growing Sustainable Conference registration fees.

18. Revenue received from Enterprise Funds for administrative overhead charges has increased from \$721,224 in FY 2021 to \$789,267 in FY 2022.

CITY OF DUBUQUE ORGANIZATIONAL CHART



KEY

Elected by the
Citizens of Dubuque

Appointed by the
City Council

Appointed by the
Airport Commission

Appointed by the
Library Board of
Trustees

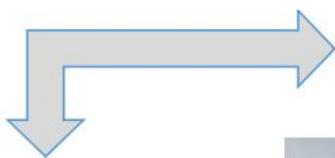
Appointed by the
City Manager

CITY MANAGER'S OFFICE

The City Manager's Office plans, organizes and manages all activities of the City organization so as to provide leadership so that all City Council priorities, policies, and programs are successfully implemented and effectively managed. This includes the City Council Policy Agenda and Management Agenda to assure quality public services are responsive to the citizens and that we operate as a High Performing Organization.



SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES



PEOPLE

- Establish a culture of quality customer service and deliver services that exceed citizen expectations.
- Invest in staff development to improve leadership capacity and increase leadership effectiveness
- Attract, engage and retain a high quality, creative and diverse workforce
- Promote and invest in employee health and safety



PLANNING

Work with all City Departments and Divisions to perform the duties and responsibilities specified in the City Charter to ensure economic prosperity, environmental/ecological integrity and social/cultural vibrancy exist throughout the community and are incorporated into daily activities.



PARTNERSHIPS

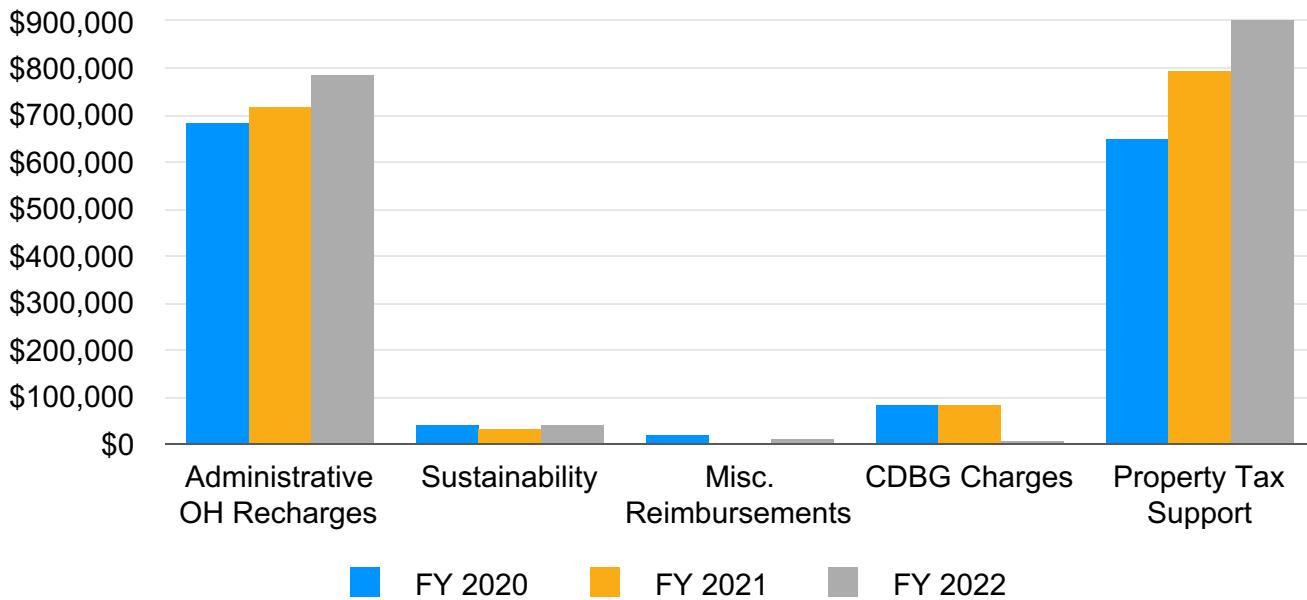
- Develop and foster over 50 Local, State, Regional, Federal and National partnerships to implement the City Council's community vision.
- Increase citizen engagement in local governance processes
- Develop team-processes that lead to innovative solutions for community challenges and opportunities



CITY MANAGER'S OFFICE

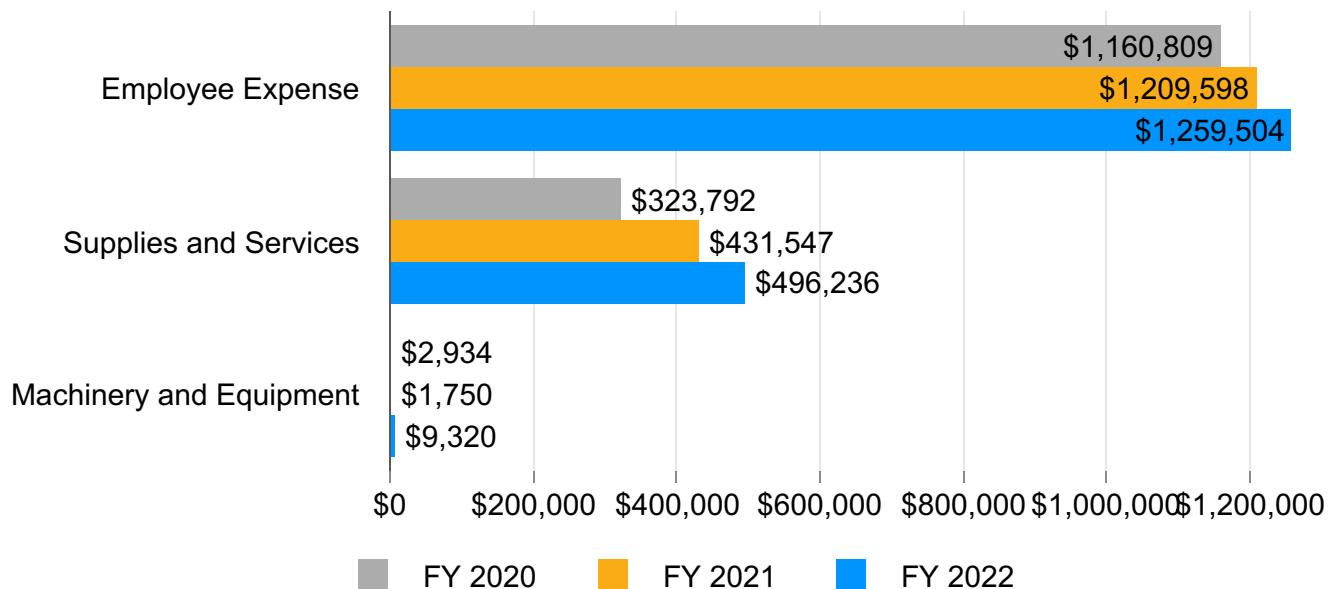
	FY 2020	FY 2021	FY 2022
Full-Time Equivalent	9.67	9.67	11.08

Resources and Property Tax Support



The City Manager's Office is supported by 11.08 full-time equivalent employees, which accounts for 71.36% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 7.44% in FY 2022 compared to FY 2021.

Expenditures by Category by Fiscal Year



CITY MANAGER'S OFFICE

Management/Administrative/Legislative

Mission & Services

The City Manager is employed by the City Council to serve as the chief administrative officer of the City. In that capacity the City Manager is responsible by virtue of the Code of Iowa for all personnel functions, enforcement of all laws, advising the City Council, delivery of City services, supervision of all construction contracts and development agreements, financial management and conducting the general business affairs of the City. Management promotes the City's interests in legislative affairs, grant opportunities and active engagement in city activities for employees and the citizens of Dubuque.

Management/Administrative/Legislative Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$1,180,613	\$1,258,251	\$1,305,756
Resources	\$622,195	\$641,806	\$667,096

Management/Administrative/Legislative Position Summary	
	FY 2022
City Manager	1.00
Assistant City Manager	1.00
Office Manager	1.00
Secretary	2.00
Director of Strategic Partnerships	0.75
Management Intern	1.00
Intern	0.25
Total Full-Time Equivalent Employee's	7.00

Performance Measures

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

1 Dept. Objective: Maintain a competitive tax rate that minimizes the tax burden of citizens

Performance Measure (KPI)	Target	FY20 Actual	FY21 Actual	FY22 Estimated	Performance Indicator
Rank of Dubuque tax rate per capita compared to 11 largest cities in Iowa. (1 = lowest rate, 11 = highest rate)	N/A	2	1	2	N/A

2 Dept. Objective: provide fiscal diversity and hold in check the property tax burden

% budgeted revenue from property taxes	N/A	23%	23%	23%	N/A
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3 Dept. Objective: Maintain an efficient citizen response rate.

% of citizen issues resolved in 10 days or less (All departments)	75%	76%	76.1%	75%	
# days to resolve citizen issue (CMO)	< 7	8.7	5.1	7	

4 Dept. Objective: Hire & retain a highly-skilled City workforce reflective of the Dubuque community.

Leadership Team demographics	51% female 8.6% non-white ('18 Census)	41% fem, 8.7% non-w	44% fem, 6.4% non-w	44% fem, 6% non-w	
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CITY MANAGER'S OFFICE

Sustainability

Mission & Services

The Sustainability Office provides education, outreach, and coordination on sustainability issues and activities both within the City organization as well as to the various stakeholders, business and citizen groups that comprise the Dubuque community. The Sustainable Community Coordinator works directly with City departments to ensure capital projects and operating programs meet the sustainability vision identified by the City Council and builds partnerships between the City of Dubuque and national, state and local entities to further sustainability initiatives and to strengthen local leadership.



The Sustainable Community Coordinator manages the Green Iowa AmeriCorps program, providing energy audits, installation of efficiency products, and education to the community.

Sustainability Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$153,289	\$203,799	\$231,309
Resources	\$116,831	\$111,508	\$137,001

Sustainability Position Summary	
	FY 2022
Sustainable Community Coordinator	1.00
Sustainable Dubuque Intern	0.42
Total Full-Time Equivalent Employee's	1.42

Performance Measures

City Council Goal: Partnerships for a Better Dubuque

1 **Activity Objective:** Increase community opportunity through the Sustainable Dubuque Community Grants Program.

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY21 Estimated	Performance Indicator
% of grants awarded of total applications received	N/A	71%	43%	52%	N/A

City Council Goal: Financially Responsible, High-Performance Organization

2 **Activity Objective:** Increase the number of City services/activities adopting a sustainable approach.

# of Pesticide-Free Parks	43	10	15	15	
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City Council Goal: Sustainable Environment

3 **Activity Objective:** Reduce the community's carbon footprint by 50% below 2003 levels by 2030

% reduction in GHG emissions in Dubuque	50%	27%	27%	29%	
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CITY MANAGER'S OFFICE

Office of Prosperity and Neighborhood Support

Mission & Services

Office of Prosperity and Neighborhood Support works to coordinate and to develop the resources needed to create and maintain a vital community by working closely with citizens to determine the priorities of each neighborhood and to collaborate in finding the best way to meet those priorities. The approach focuses on citizen involvement, leveraging resources, education and outreach, and establishing positive relationships through communication. Develop strong neighborhoods by empowering neighborhood associations, residents, and non-profits to identify and address quality of life partnerships with the City to create stronger, safer, and more resilient neighborhoods.

Office of Prosperity and Neighborhood Support Funding Summary			
	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested
Expenditures	\$134,666	\$131,918	\$271,141
Resources	\$77,275	\$62,730	\$37,139

Office of Prosperity and Neighborhood Support Position Summary	
	FY 2022
Director Office of Shared Prosperity & Neighborhood Support	1.00
Data Analyst	1.00
Secretary	0.66
Total Full-Time Equivalent Employee's	2.66

Performance Measures

City Council Goal: Partnerships for a Better Dubuque

1 Activity Objective: Provide resources for neighborhood revitalization and community building.

Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of grants awarded for community building and neighborhood improvement projects	30	22	8	N/A	
% of grantees incorporating an equity analysis in project planning or evaluation	33%	NA	22%	N/A	

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

3 Dept. Objective: Promote family-oriented events and activities that bring the community together -- residents meeting residents.

# of members on Next Door	6500	6209	6816	7000	
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Recommended Operating Revenue Budget - Department Total
72 - CITY MANAGER'S OFFICE

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	51950	VARIOUS PROGRAM FEES	40,809	41,112	34,000	41,112
51	CHARGES FOR SERVICES	- Total	40,809	41,112	34,000	41,112
100	53102	PRIVATE PARTICIPANT	1,344	5,101	1,344	250
100	53201	REFUNDS	1,020	9,945	—	9,945
100	53605	MISCELLANEOUS REVENUE	564	6,988	564	564
100	53620	REIMBURSEMENTS-GENERAL	13,035	348	1,560	348
260	53620	REIMBURSEMENTS-GENERAL	45	50	—	—
53	MISCELLANEOUS	- Total	16,008	22,432	3,468	11,107
100	59610	FR WPC OPERATING	206,384	226,389	238,813	261,351
100	59620	FR STORMWATER OPERATING	48,334	62,597	71,613	78,404
100	59630	FR PARKING OPERATING	23,631	29,114	31,048	33,970
100	59640	FR WATER UTILITY	37,149	49,059	38,288	41,819
100	59670	FR REFUSE COLLECTION	169,957	204,315	222,059	243,054
100	59940	FR DMASWA	103,191	113,194	119,403	130,669
59	TRANSFER IN AND INTERNAL	- Total	588,646	684,668	721,224	789,267
CITY MANAGER'S OFFICE		- Total	645,463	748,212	758,692	841,486

Recommended Operating Expenditure Budget - Department Total

72 - CITY MANAGER'S OFFICE

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	739,456	821,178	862,667	911,107
260	61010	FULL-TIME EMPLOYEES	42,344	39,631	43,302	0
261	61010	FULL-TIME EMPLOYEES	0	5,823	0	0
100	61020	PART-TIME EMPLOYEES	18,098	8,514	6,733	31,331
100	61030	SEASONAL EMPLOYEES	0	4,715	11,489	11,835
100	61050	OVERTIME PAY	10,346	7,643	3,400	3,400
100	61071	HOLIDAY PAY-OVERTIME	471	0	0	0
100	61081	COVID19 SCHOOL/DAYCARE CL	0	787	0	0
100	61091	SICK LEAVE PAYOFF	0	0	2,636	7,580
100	61092	VACATION PAYOFF	0	1,379	0	0
100	61095	PARENTAL LEAVE	0	546	0	0
100	61096	50% SICK LEAVE PAYOUT	0	3,102	9,164	2,966
260	61096	50% SICK LEAVE PAYOUT	0	141	1,985	0
100	61310	IPERS	69,000	86,588	84,266	93,538
260	61310	IPERS	3,997	3,727	4,088	0
261	61310	IPERS	0	550	0	0
100	61320	SOCIAL SECURITY	49,773	59,637	60,049	69,309
260	61320	SOCIAL SECURITY	3,107	2,923	3,465	0
261	61320	SOCIAL SECURITY	0	426	0	0
100	61410	HEALTH INSURANCE	98,501	95,323	99,104	117,288
260	61410	HEALTH INSURANCE	6,440	5,526	5,953	0
261	61410	HEALTH INSURANCE	0	1,096	0	0
100	61415	WORKMENS' COMPENSATION	2,663	2,133	2,040	1,903
260	61415	WORKMENS' COMPENSATION	140	101	101	0
100	61416	LIFE INSURANCE	445	598	521	504
260	61416	LIFE INSURANCE	37	34	28	0
261	61416	LIFE INSURANCE	0	6	0	0
100	61655	CAR ALLOWANCE	8,107	8,282	8,342	8,342
100	61660	EMPLOYEE PHYSICALS	265	401	265	401
100	61680	EMPLOYEE MOVING EXPENSE	31,839	0	0	0
61 - WAGES AND BENEFITS			1,085,030	1,160,809	1,209,598	1,259,504
100	62010	OFFICE SUPPLIES	3,738	2,892	3,738	2,892
260	62010	OFFICE SUPPLIES	2	0	2	0
100	62011	UNIFORM PURCHASES	0	3,680	0	0
100	62030	POSTAGE AND SHIPPING	186	109	205	215
260	62030	POSTAGE AND SHIPPING	25	11	28	0
100	62031	PROCESSING MATERIALS	200	176	200	176
100	62032	FLAGS	160	0	163	0
100	62050	OFFICE EQUIPMENT MAINT	583	664	594	677
100	62061	DP EQUIP. MAINT CONTRACTS	11,030	11,573	12,785	14,094
100	62090	PRINTING & BINDING	4,643	2,714	4,968	6,263
100	62110	COPYING/REPRODUCTION	4,249	3,534	4,248	3,867
260	62110	COPYING/REPRODUCTION	220	333	220	0
100	62130	LEGAL NOTICES & ADS	649	0	299	299
100	62140	PROMOTION	0	113	0	0
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	1,225	1,166	1,249	1,189

Recommended Operating Expenditure Budget - Department Total

72 - CITY MANAGER'S OFFICE

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	62190	DUES & MEMBERSHIPS	28,250	19,970	29,098	26,228
100	62208	GENERAL LIABILITY INSURAN	3,308	3,954	3,473	4,423
100	62310	TRAVEL-CONFERENCES	27,062	30,106	44,167	46,237
260	62310	TRAVEL-CONFERENCES	0	0	1,020	0
100	62320	TRAVEL-CITY BUSINESS	16,211	13,770	26,604	14,594
260	62320	TRAVEL-CITY BUSINESS	73	75	150	0
100	62340	MILEAGE/LOCAL TRANSP	279	1,195	289	389
260	62340	MILEAGE/LOCAL TRANSP	0	193	0	0
100	62360	EDUCATION & TRAINING	27,001	28,905	97,465	84,950
260	62360	EDUCATION & TRAINING	0	107	1,040	0
100	62421	TELEPHONE	3,572	3,894	3,571	4,911
260	62421	TELEPHONE	708	705	708	0
100	62424	RADIO/PAGER FEE	849	947	891	1,004
100	62436	RENTAL OF SPACE	2,310	1,890	2,310	2,268
260	62436	RENTAL OF SPACE	462	378	462	0
100	62511	FUEL, MOTOR VEHICLE	435	23	550	550
100	62645	SPECIAL EVENTS	165	1,082	10,000	20,020
100	62663	SOFTWARE LICENSE EXP	739	1,006	768	1,006
100	62667	DATA SERVICES	1,391	1,991	1,419	1,534
100	62668	PROGRAM EQUIP/SUPPLIES	1,997	962	1,997	962
100	62713	LEGAL SERVICES	5,295	0	0	0
100	62716	CONSULTANT SERVICES	27,244	85,012	35,000	100,012
100	62734	SPEAKERS/PROGRAMS	32,247	30,998	34,530	34,530
100	62736	CATERING SERVICES	5,576	4,785	5,776	5,776
100	62756	EMPLOYEE RECOGNITION	9,543	3,595	17,000	17,000
100	62761	PAY TO OTHER AGENCY	22,393	22,418	52,290	67,900
260	62761	PAY TO OTHER AGENCY	14,974	15,680	0	0
100	62765	GRANTS	5,249	5,496	10,060	24,560
260	62765	GRANTS	0	9,981	14,500	0
260	62834	SERVICES FROM PLANNING	8,710	7,710	7,710	7,710
62 - SUPPLIES AND SERVICES			272,952	323,792	431,547	496,236
100	71110	MISC. OFFICE EQUIPMENT	0	0	200	100
100	71120	PERIPHERALS, COMPUTER	0	752	0	920
260	71120	PERIPHERALS, COMPUTER	150	0	0	0
100	71123	SOFTWARE	525	188	0	0
100	71124	COMPUTER	0	0	0	5,600
100	71211	DESKS/CHAIRS	766	1,508	650	1,050
100	72418	TELEPHONE RELATED	202	128	522	1,650
260	72418	TELEPHONE RELATED	0	0	178	0
100	72421	HEADSETS	0	358	200	0
71 - EQUIPMENT			1,642	2,934	1,750	9,320
72 - CITY MANAGER'S OFFICE TOTAL			1,359,624	1,487,535	1,642,895	1,765,060

Recommended Expenditure Budget Report by Activity & Funding Source

72 - CITY MANAGER'S OFFICE

MANAGEMENT - 72100

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	2,934	1,050	2,200
SUPPLIES AND SERVICES	225,018	274,390	330,390
WAGES AND BENEFITS	952,661	982,811	973,166
MANAGEMENT	1,180,613	1,258,251	1,305,756
SUSTAINABLE COMM COORD - 72200			

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	—	350	0
SUPPLIES AND SERVICES	56,435	92,281	114,625
WAGES AND BENEFITS	96,855	111,168	116,684
SUSTAINABLE COMM COORD	153,289	203,799	231,309
GREENCORPS - 72600			

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	1,083	10,927	11,874
GREENCORPS	1,083	10,927	11,874
NEIGHBORHOOD DEVELOPMENT - 72800			

FUNDING SOURCE: CDBG CARES ACT

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
WAGES AND BENEFITS	7,901	—	—
CDBG CARES ACT	7,901	—	—
EQUIPMENT	—	350	7,120
SUPPLIES AND SERVICES	15,595	15,949	31,637
WAGES AND BENEFITS	103,391	115,619	169,654
NEIGHBORHOOD DEVELOPMENT	118,987	131,918	208,411
NEIGHBORHOOD GRANTS - 72850			

FUNDING SOURCE: COMMUNITY DEVELOPMENT

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	9,981	22,210	7,710
NEIGHBORHOOD GRANTS \$	9,981.00	\$ 22,210.00	7,710
WASHINGTON TOOL LIBR. - 79220			

FUNDING SOURCE: COMMUNITY DEVELOPMENT

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
SUPPLIES AND SERVICES	15,680	15,790	—
WASHINGTON TOOL LIBR.	15,680	15,790	—
CITY MANAGER'S OFFICE TOTAL	\$1,487,535	\$1,642,895	\$1,765,060

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

72 CITY MANAGER'S OFFICE

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9900	Contract	CITY MANAGER	1.00	\$ 277,653	1.00	\$ 280,024	1.00	\$ 284,891
100	9375	GE-44	ASSISTANT CITY MANAGER	2.00	\$ 255,766	2.00	\$ 268,906	1.00	\$ 140,415
100	—	GE-30	DATA ANALYST	—	\$ —	—	\$ —	1.00	\$ 49,757
100	—	GE-35	DIR SHARED PROSP/NBHD SUPPORT	—	\$ —	—	\$ —	1.00	\$ 68,591
260	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.51	\$ 43,047	0.51	\$ 43,950	—	\$ —
100	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.49	\$ 41,359	0.49	\$ 42,226	—	\$ —
100	4670	GE-33	SUSTAINABLE COMMUNITY COORD.	1.00	\$ 69,601	1.00	\$ 74,253	1.00	\$ 76,379
100	3465	NA-44	MANAGEMENT INTERN	1.00	\$ 40,662	1.00	\$ 41,431	1.00	\$ 42,045
100	8825	GE-31	OFFICE MANAGER	1.00	\$ 68,846	1.00	\$ 69,617	1.00	\$ 70,649
100	225	GE-25	SECRETARY	2.00	\$ 88,139	2.00	\$ 98,584	2.00	\$ 100,012
TOTAL FULL TIME EMPLOYEES				9.00	\$ 885,073	9.00	\$ 918,991	9.00	\$ 832,739
61020 Part Time Employee Expense									
100	—	GE-44	DIR. OF STRATEGIC PARTNERSHIPS	—	\$ —	—	\$ —	0.75	\$ 103,246
100	0	GE-25	SECRETARY	—	\$ —	—	\$ —	0.66	\$ 25,109
100	—	—	SUSTAINABLE DUBUQUE INTERN	0.42	\$ 11,533	0.42	\$ 11,658	0.42	\$ 11,835
TOTAL PART TIME EMPLOYEES				0.42	\$ 11,533	0.42	\$ 11,658	1.83	\$ 140,190
61030 Seasonal Employee Expense									
100	—	NA-38	INTERN	0.25	\$ 6,786	0.25	\$ 6,832	0.25	\$ 6,936
TOTAL SEASONAL EMPLOYEES				0.25	\$ 6,786	0.25	\$ 6,832	0.25	\$ 6,936
TOTAL CITY MANAGER'S OFFICE				9.67	\$ 903,392	9.67	\$ 937,481	11.08	\$ 979,865

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	
Management-General Fund											
10072100	61010	100	9900	CONT	CITY MANAGER	1.00	\$ 277,653	1.00	\$ 280,024	1.00	\$ 284,891
					ASSISTANT CITY MANAGER	2.00	\$ 255,766	2.00	\$ 268,906	1.00	\$ 140,415
10072100	61010	100	9250	GE-44	MANAGEMENT INTERN	1.00	\$ 40,662	1.00	\$ 41,431	1.00	\$ 42,045
10072100	61010	100	225	GE-25	SECRETARY	2.00	\$ 88,139	2.00	\$ 98,584	2.00	\$ 100,012
10072100	61010	100	8825	GE-31	OFFICE MANAGER	1.00	\$ 68,846	1.00	\$ 69,617	1.00	\$ 70,649
					Total	7.00	\$ 731,066	7.00	\$ 758,562	6.00	\$ 638,012
Sustainable Community - General Fund											
10072200	61010	100	4670	GE-33	SUSTAINABLE COMM. COORD.	1.00	\$ 69,601	1.00	\$ 74,253	1.00	\$ 76,379
					Total	1.00	\$ 69,601	1.00	\$ 74,253	1.00	\$ 76,379
Sustainable Community - PT General Fund											
10072200	61020	100		NA-38	SUSTAINABLE DUBUQUE INTERN	0.42	\$ 11,533	0.42	\$ 11,658	0.42	\$ 11,835
					Total	0.42	\$ 11,533	0.42	\$ 11,658	0.42	\$ 11,835
Neighborhood Development - CDBG Fund											
26072800	61010	260	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.51	\$ 43,047	0.51	\$ 43,950	—	\$ —
					Total	0.51	\$ 43,047	0.51	\$ 43,950	—	\$ —
Office of Shared Prosperity and Neighborhood Support - FT General Fund											
10072800	61010	100	—	GE-30	DATA ANALYST	—	\$ —	—	\$ —	1.00	\$ 49,757
10072800	61010	100	—	GE-35	DIR SHARED PROSP/ NBHD SUPPORT	—	\$ —	—	\$ —	1.00	\$ 68,591
10072800	61010	100	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.49	\$ 41,359	0.49	\$ 42,226	—	\$ —
					Total	0.49	\$ 41,359	0.49	\$ 42,226	2.00	\$ 118,348
Office of Shared Prosperity and Neighborhood Support -PT General Fund											
10072800	61020	100	0	GE-25	SECRETARY	—	\$ —	—	\$ —	0.66	\$ 25,109
					Total	—	\$ —	—	\$ —	0.66	\$ 25,109
City Manager - PT General Fund											
10072100	61020	100		GE-44	DIR. OF STRATEGIC PARTNERSHIPS	—	\$ —	—	\$ —	0.75	\$ 103,246
					Total	—	\$ —	—	\$ —	0.75	\$ 103,246
City Manager - Seasonal General Fund											

10072100 61030 100	NA-38 INTERN	0.25 \$ 6,786	0.25 \$ 6,832	0.25 \$ 6,936
	Total	0.25 \$ 6,786	0.25 \$ 6,832	0.25 \$ 6,936
TOTAL CITY MANAGER'S OFFICE		9.67 \$ 903,392	9.67 \$ 937,481	11.08 \$ 979,865

Capital Improvement Projects by Department/Division					
CITY MANAGER'S OFFICE					
CIP Number	Capital Improvement Project Title	FY 19 Actual Expense	FY 20 Actual Expense	FY 21 Adopted Budget	FY 22 Recomm'd Budget
1012682	GREEN HOUSE GAS INVENTORY	—	36,293	—	—
1012932	INNOVATIVE SERVICE STUDY	—	—	—	75,000
1021238	NEIGHBORHOOD GRANTS	931	—	—	—
1022218	SUSTAINABILITY INITIATIVE	1	—	—	—
1022317	ALL-AMERICA CITY AWARD	26,150	10,581	—	—
2601238	NEIGHBORHOOD GRANTS	6,561	—	—	—
3502681	ENRGY EFFICI REVOL FUND	—	—	—	—
3502682	GREEN HOUSE GAS INVENTORY	—	2,500	—	—
3602424	DTWN URBN RNL DRST ADA	9,996	15,000	30,000	30,000
3602802	DT ADA NON-PROFIT ASSIST	—	—	100,000	100,000
3602807	DT NON-PROFIT WEATHERIZAT	—	—	100,000	100,000
CITY MANAGER'S OFFICE TOTAL		43,639	64,374	230,000	305,000

PRGRM/ DEPT	PROJECT DESCRIPTION	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL	PAGE
CITY MANAGERS OFFICE								
General Government								
	Aerial Orthophotography and LiDAR	\$ 67,500	\$ —	\$ 69,500	\$ —	\$ 72,500	\$ 209,500	355
	Municipal Green House Gas Inventory	\$ —	\$ 50,000	\$ —	\$ —	\$ 50,000	\$ 100,000	356
	Downtown Urban Renewal Area Non-Profit Weatherization Assistance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	357
	Innovative & Entrepreneurial City Facilities & Service Delivery Study	\$ 75,000	\$ —	\$ —	\$ —	\$ —	\$ 75,000	358
	Non-Profit Weatherization Improvements Assist.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 450,000	359
	Renew DBQ: Low-income solar pilot project	\$ —	\$ 80,000	\$ —	\$ —	\$ —	\$ 80,000	360
	Downtown ADA Assistance	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	361
	TOTAL	\$372,500	\$360,000	\$299,500	\$230,000	\$302,500	\$1,564,500	

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City Council

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CITY COUNCIL

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	80,207	85,449	85,453	0.0%
Supplies and Services	38,518	63,077	64,328	2.0%
Machinery and Equipment	14	—	350	0.0%
Total	118,739	148,526	150,131	1.1%
<u>Resources</u>				
Reimbursements	180	1,211	1,211	0.0%
Total	180	1,211	1,211	0.0%
Property Tax Support	118,559	147,315	148,920	1,605
Percent Increase (Decrease)				1.1%
Personnel - Authorized FTE	3.50	3.50	3.50	

Significant Line Items

Employee Expense

1. 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.

Supplies & Services

2. Conferences is increased from \$25,640 in FY 2021 to \$26,058 in FY 2022. This line item increased in FY 2022 due to the Race in the Heartland conference for council members and mayor for \$420. This line item also includes \$3,473 per City Council member (\$20,838) for conferences, meetings and travel and \$4,800 for the Mayor for conference travel, including attendance at the US Conference of Mayors meetings. It is believed that greater expectations for regional, state and federal cooperation include some level of participation in the following: National League of Cities, Iowa League of Cities, Iowa Department of Economic Development SMART Conference, Iowa League Legislative Days, and other meetings that occur on issues or initiatives throughout the year. In addition to these funds, members of the City Council may participate in the Chamber of Commerce Annual Washington DC Fly-in. Funding for that trip is located in the Economic Development budget.
3. City Business Travel is unchanged from \$7,000 in FY 2021 to \$7,000 in FY 2022. This line item is budgeted at \$1,000 per Council Member and represents City business mileage reimbursement.
4. Dues and Memberships unchanged from \$19,782 in FY 2021 to \$19,782 in FY 2022. This line item is based on the actual cost of the membership to Iowa League of Cities \$14,513 and US Conference of Mayors \$5,269.

Machinery & Equipment

5. Equipment replacement items include (\$350):

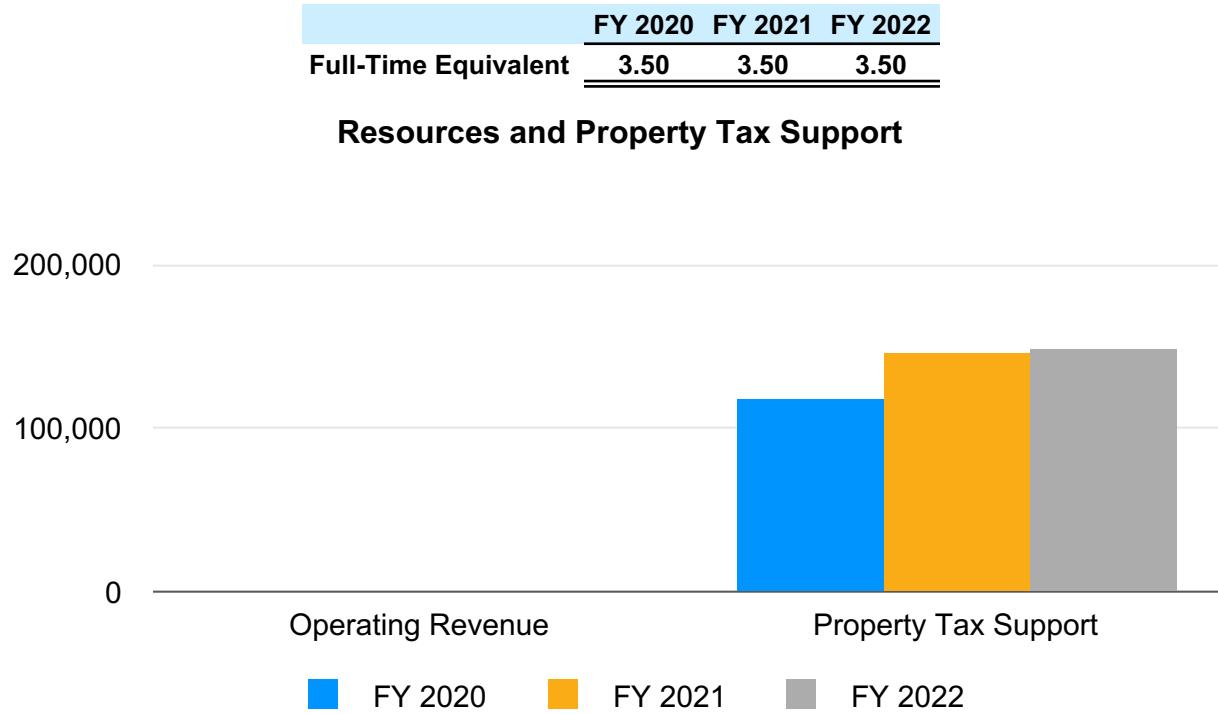
Smartphones (1)	\$ 350
Total Equipment	<u>\$ 350</u>

Revenue

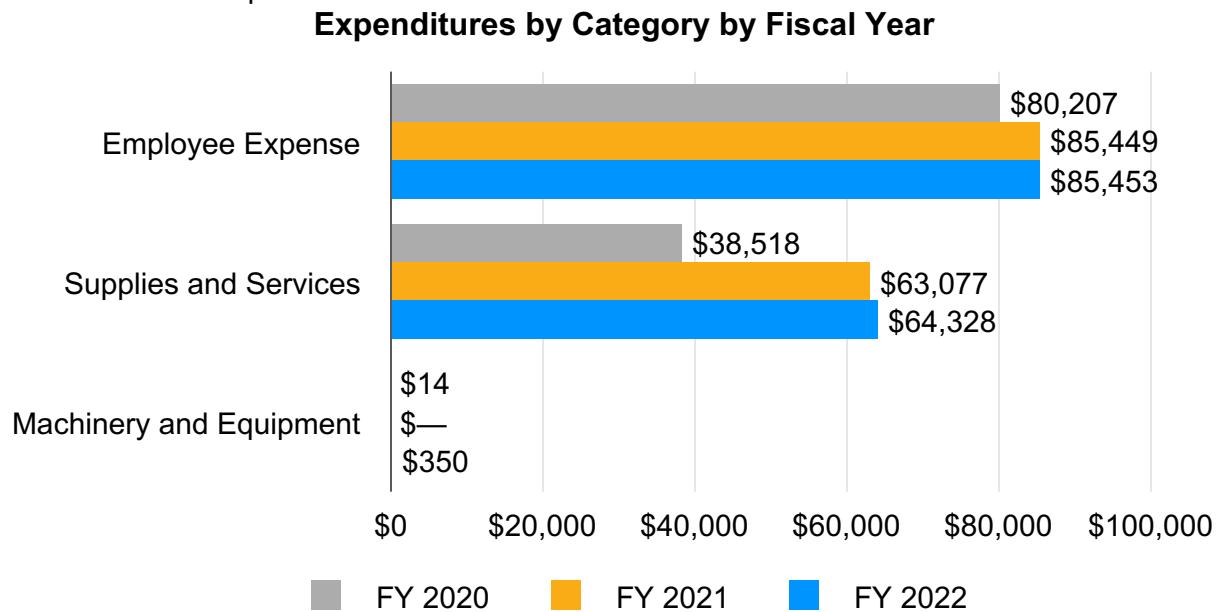
6. Reimbursement Revenue unchanged from \$1,211 in FY 2021 to \$1,211 in FY 2022 based on FY 2020 Actual. This line item represents reimbursements for Mayor speaking engagements.

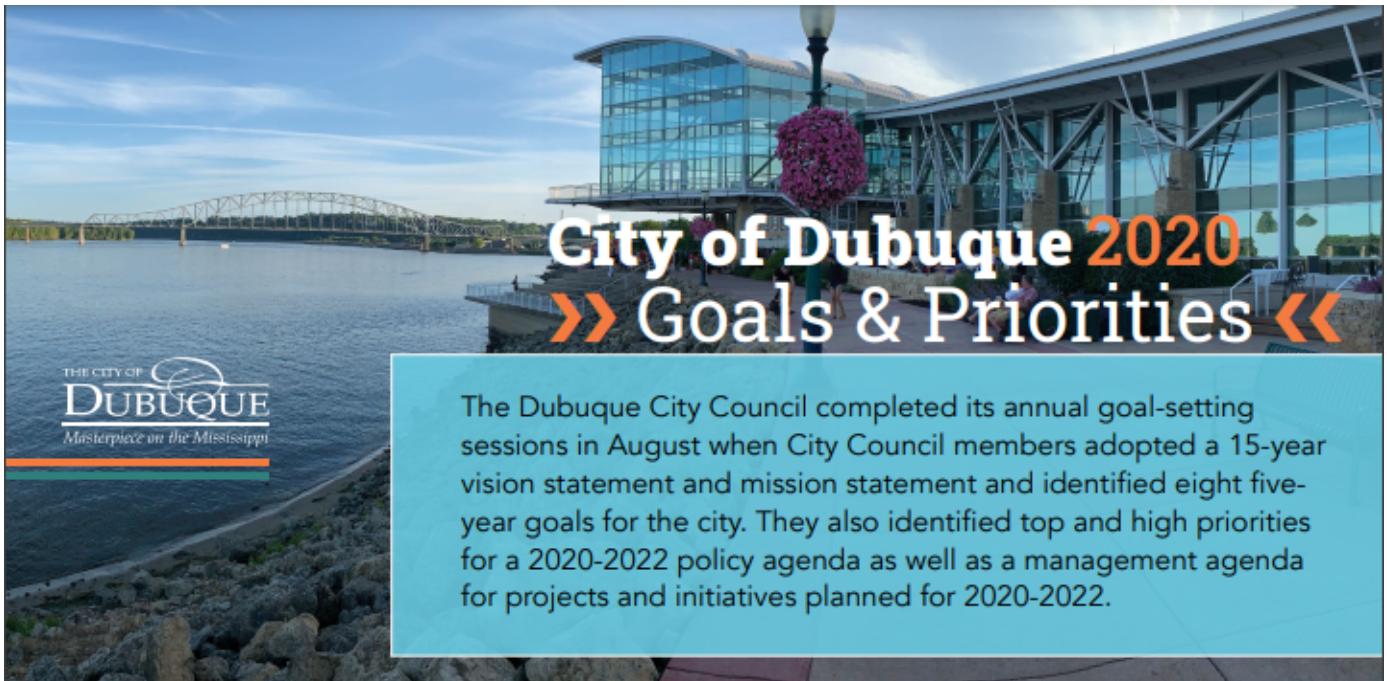
CITY COUNCIL

Dubuque operates under the council-manager form of local government, which combines the political leadership of elected officials in the form of a city council, with the managerial experience of an appointed local government manager, the city manager.



The City Council is supported by 3.50 full-time equivalent employees, which accounts for 56.92% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 1.08% in FY 2022 compared to FY 2021.





The Dubuque City Council completed its annual goal-setting sessions in August when City Council members adopted a 15-year vision statement and mission statement and identified eight five-year goals for the city. They also identified top and high priorities for a 2020-2022 policy agenda as well as a management agenda for projects and initiatives planned for 2020-2022.

Policy Agenda

Policy agenda items are issues that need direction or a policy decision by the City Council, or need a major funding decision by the City Council, or issues that need City Council leadership in the community or with other governmental bodies. The policy agenda is divided into top priorities and high priorities.

2020-2022 Top Priorities >>

(in alphabetical order):

- Chaplain Schmitt Island Master Plan: Implementation & Phasing
- Dream Center Facilities and Programs: Self-Sufficiency Additional Funding
- Equitable Fine and Fee Reform: Report, Direction and Actions
- Equitable Poverty Prevention Plan Implementation
- Fountain of Youth: Additional Funding
- Quality Affordable Housing Creation: Direction and City Actions

2020-2022 High Priorities >>

(in alphabetical order):

- Arts and Culture Master Plan Implementation: Update Report, Direction, and Actions
- Arts Operating Grants and Art on the River: Update Report, Funding, Direction, and City Action
- Childcare Initiative: Outcomes, City Role, Partners, Direction and City Actions
- Code of Ethics/Social Media for Mayor and City Council: Development and Adoption
- Food Insecurity: Report with Findings and Options, Direction, City Actions, and Funding (including Food Deserts and Grocery Store Attraction)
- Four Mounds/HEART Program: Funding

Management Agenda

Management agenda items are issues for which the City Council has set the overall direction and provided initial funding, may require further City Council action or funding, or are major management projects that may take multiple years to implement. The management agenda is divided into top priorities and high priorities.

2020-2022 Top Priorities >>

(in alphabetical order):

- Bee Branch Creek Project: Next Steps
- City Racial Equity Toolkit: Implementation
- Community Cameras Program
- COVID-19 Response: Update Report and Next Steps
- Dubuque Riverfront Master Plan (US Army Corps of Engineers)
- Traffic Signal Synchronization/STREETS Program: Update Report, Direction
- Viking Cruise Destination Preparation: Direction, Actions, and Funding

2020-2022 High Priorities >>

(in alphabetical order):

- Dupaco Parking Agreement: Next Steps
- Emergency Services Youth Camp: Next Steps
- Grand River Center Future Operations: RFP, Direction, and Agreement
- Human Resource Policies and Handbook: Revision
- School Resource Officers: Direction and Funding
- Smart Mobility: Parking Structure Improvements, Technology Purchases, and Other Actions

City of Dubuque Goals

» 2025 «



Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

Management in Progress ▼

- Federal Opportunity Zones: Direction and Next Steps; Advocacy
- Brownfield Grants
- Business Development at the Airport: University of Dubuque
- Opportunity Dubuque Job Training Program
- Industrial Park Development: Next Steps
- Air Service Expansion: City Actions and Funding for Guarantee
- Façade Loan Program: Future Funding

Vibrant Community: Healthy and Safe

Management in Progress ▼

- Water and Resource Recovery Center (WRRC): Certification of Environmental Laboratory for Analysis of Nutrients
- Computer-Aided Design (CAD) Connection to City Cameras Network
- Communication National Quality Assurance: FY '22 Budget Funding
- Humane Society Contract Renewal
- Police Department Re-Accreditation: Direction and Funding
- Crescent Community Health Center: Expansion for Behavioral Health
- P25 Radio System Implementation
- Fire Department Re-Accreditation: Completion
- Traffic Camera Installation
- Dispatcher Training Program
- Fire Station & Building Safety Concerns: Direction
- 9-1-1 Staffing Changes
- Lead Grant Application: Submittal
- Crime Prevention Program: Evaluation Report, Best Practices, Direction and City Actions
- Equitable Community Actions Plan: Outcomes, Report with Options, Direction and Action

Major Projects ▼

- Fire Headquarters and Stations ADA Compliance
- Crescent Community Health Center: Clinic
- Fire Station HVAC and Lighting Improvements: RFP and Funding
- Multicultural Family Center: Construction & Equipping



At this year's City Council goal setting, the Mayor and City Council made the decision to capitalize the word "ALL" in the City of Dubuque's vision statement:

Dubuque 2035 is a sustainable and resilient city, an inclusive and equitable community where ALL are welcome. Dubuque 2035 has preserved our Masterpiece on the Mississippi, has a strong, diverse economy and expanding connectivity. Our residents experience healthy living and active lifestyles; have choices of quality, affordable, livable neighborhoods; have an abundance of diverse, fun things to do; and are successfully and actively engaged in the community.

Although this change may seem small, Council had a robust discussion emphasizing that until black and brown individuals are welcomed and can succeed, we have not reached our vision. The priorities in this document will help to achieve this vision, and outcomes will be disaggregated by race to identify whether we are making a difference.

Livable Neighborhoods and Housing: Great Place to Live

Management in Progress ▼

- Code Enforcement Accela Program: FY '22 Budget Funding
- Downtown Commercial Buildings Project
- CHANGE Program: Implementation
- Imagine Dubuque Implementation

Major Projects ▼

- Lowell Street Retaining Wall Repair: Funding & Construction
- Historic Millwork District Parking Lot and Signage

Financially Responsible, High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery

Management in Progress ▼

- Cartograph Asset Management System Expansion
- Internal Process for Liquor License Approval
- Certified Financial Report Software Conversion
- Indirect Rate for Grants: FY '22 Budget Request
- Financial Management Software: Study and Draft RFP
- ADA Compliance Transition Report
- InVision Facility Management Software Implementation
- Mayor & City Council Appointment of New City Clerk
- Digital Signatures: Policy and Direction
- City Performance Measures: Implementation
- City Staff Work from Home Options: Direction and Actions
- Socrata Performance Dashboard Implementation: Next Steps
- 9-1-1 Communications Center: Re-Negotiation with Dubuque County
- Citywide Departmental Work Order System Implementation
- Centralized Facility Maintenance and Management "Department": Report, Direction, and Actions
- City Legislative Lobbying/Advocacy: 2021 Legislative Priorities

Major Projects ▼

- City Hall Annex Windows Replacement: Funding FY'22



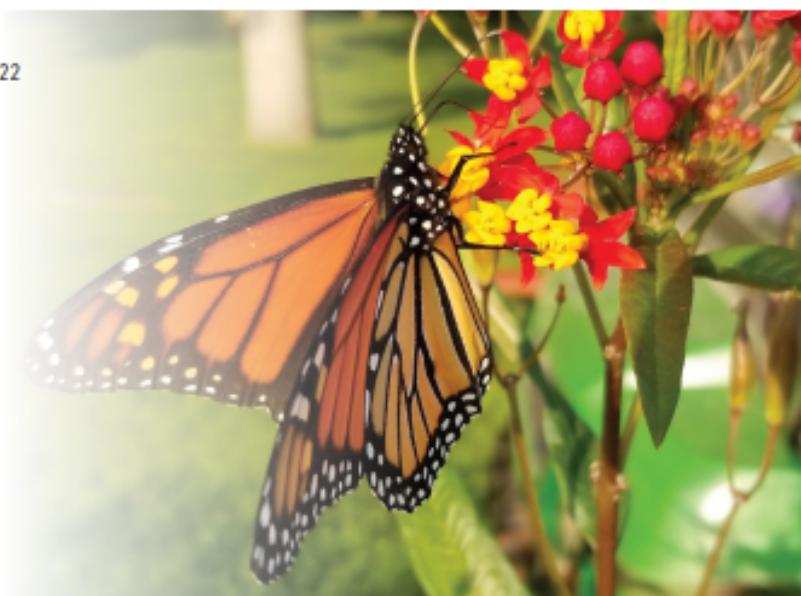
Sustainable Environment: Preserving and Enhancing Natural Resources

Management in Progress ▼

- Sanitary Sewer System Condition Assessment: FY '22 Budget
- Sewer Infrastructure Asset Management Plan: Consultant
- Lead and Copper Rule Compliance Water Sampling and Testing (Annual)
- Growing Sustainable Communities Conference: Expansion
- Public Education on Bikeable/Walkable Dubuque: Funding FY '22
- Flood Control System: Corps of Engineers Project Approval
- Fats, Oils, Greases (FOG) Program: Actions
 - a. WRRC Environmental Coordinator: Hired
 - b. Program Revision: Align Enforcement and Ordinance
 - c. Marketing Strategy
- Pollinator Habitat in Park System: Research and Funding FY'22
- 50% by 2030 Community Climate Action & Resiliency Plan: Direction and City Actions
- Emerald Ash Borer Program
- Water and Resource Recovery Center: Nutrient Trading and Funding
- Landfill/Methane Gas: Implementation

Major Projects ▼

- 17th/West Locust HUD Resiliency Storm Sewer Improvement Project
- Fire Hydrants Installation [former Vernon Water System]





Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable

Management in Progress ▼

- My Brother's Keeper: College Access Work Group
- Welcoming and Connecting with New Residents Program: Implementation (GDDC)
- Civic Action Plan and Civic Leaders Program
- Race in the Heartland Support: Direction and Funding
- Grade Level Reading Strategy (AmeriCorps): Update Report, Direction and City Actions

Diverse Arts, Culture, Parks, and Recreation Experiences and Activities

Management in Progress ▼

- E. B. Lyons Center Partnership Development: Agreement
- Library Marketing Campaign: Decision
- AmeriCorps Potential Expansion Area
- Changing Lives Through Literature Program
- Leisure Service Registration System: Purchase and Implementation

Major Projects ▼

- Eagle Point Park Environmental Restoration Project
- Bunker Hill Golf Course Irrigation
- Comiskey Park Renovation
- English Ridge Subdivision Park: Funding, Planning, and Construction
- Veterans Memorial Plaza Dedication
- Grand River Center: Upgrade Projects
- Eagle Valley Subdivision Park: Funding, Planning, and Construction

Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

Management in Progress ▼

- WiFi in Fixed Route: Exploration and Funding FY '22
- SmartTool for Integrated Parking Platform: Pilot Program and Funding FY '22
- Parking Ramps Structural Analysis
- Comprehensive Pavement Preservation
- WiFi in Intermodal and Intermodal Lobby: Implementation
- Public Transportation Customer App: Implementation
- Downtown Parking Ordinance: Major Revision
- Street Maintenance Program: Increased Funding
- Complete Streets Policy Implementation: Data Collection and Update Report
- Community Broadband Services Enhancements: Implement

Major Projects ▼

- Highway 52 Repaving
 - a. Phase 1 - Central Ave (21st to 32nd) Pavement Rehab
 - b. Phase 2 - White Street (11th to 21st) Pavement Rehab
 - c. Phase 3 - White (9th to 11th), 11th (White to Elm) Pavement
 - d. Phase 4 - Central Ave (9th to 21st) Pavement Rehab
- Washington Street Improvements (7th to 9th): Completion, Funding FY '21 - Waiting on future development of buildings. Preliminary design complete.
- Four-Laning Southwest Arterial: Completion
- Chavenelle Road Rehabilitation
- Chavenelle Road Hike/Bike Trail
- Northwest Arterial Upgrade
- North Cascade Reconstruction
- Roundabouts: Funding

For City Council contact information, visit www.cityofdubuque.org/citycouncil or call 563.589.4100. COUN004-090420

Recommended Operating Revenue Budget - Department Total

70 - CITY COUNCIL

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
100	53620	REIMBURSEMENTS-GENERAL	1,211	180	1,211	1,211
53	MISCELLANEOUS	- Total	1,211	180	1,211	1,211
CITY COUNCIL		- Total	1,211	180	1,211	1,211

Recommended Operating Expenditure Budget - Department Total

70 - CITY COUNCIL

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
100	61020	PART-TIME EMPLOYEES	75,600	72,443	76,892	76,920
100	61310	IPERS	6,165	5,879	7,259	7,259
100	61320	SOCIAL SECURITY	1,734	1,681	1,116	1,116
100	61415	WORKMENS' COMPENSATION	230	206	182	158
61 - WAGES AND BENEFITS			83,729	80,207	85,449	85,453
100	62010	OFFICE SUPPLIES	10	25	10	25
100	62050	OFFICE EQUIPMENT MAINT	272	392	277	400
100	62061	DP EQUIP. MAINT CONTRACTS	1,867	2,178	2,020	1,867
100	62090	PRINTING & BINDING	269	279	288	285
100	62130	LEGAL NOTICES & ADS	0	850	0	850
100	62190	DUES & MEMBERSHIPS	18,948	19,359	19,782	19,782
100	62208	GENERAL LIABILITY INSURAN	1,783	1,760	1,872	1,824
100	62310	TRAVEL-CONFERENCES	9,805	9,024	25,640	26,058
100	62320	TRAVEL-CITY BUSINESS	5,941	612	7,000	7,000
100	62340	MILEAGE/LOCAL TRANSP	76	50	79	79
100	62360	EDUCATION & TRAINING	140	814	3,500	3,500
100	62421	TELEPHONE	824	749	824	749
100	62424	RADIO/PAGER FEE	566	632	594	669
100	62667	DATA SERVICES	1,168	1,795	1,191	1,240
62 - SUPPLIES AND SERVICES			41,669	38,518	63,077	64,328
100	72418	TELEPHONE RELATED	0	14	0	350
71 - EQUIPMENT			0	14	0	350
70 - CITY COUNCIL TOTAL			125,398	118,740	148,526	150,131

Recommended Expenditure Budget Report by Activity & Funding Source

70 - CITY COUNCIL

LEGISLATION & POLICY - 70100

FUNDING SOURCE: GENERAL

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	14	—	350
SUPPLIES AND SERVICES	38,518	63,077	64,328
WAGES AND BENEFITS	80,207	85,449	85,453
LEGISLATION & POLICY	118,740	148,526	150,131
CITY COUNCIL TOTAL \$	118,739.5 \$	148,526.00 \$	150,131.00

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

70 CITY COUNCIL

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61020 Part Time Employee Expense									
100	175	NA-21	MAYOR	0.50	\$ 13,705	0.50	\$ 13,652	0.50	\$ 13,656
100	12	NA-20	COUNCIL MEMBER	3.00	\$ 63,486	3.00	\$ 63,240	3.00	\$ 63,264
TOTAL PART TIME EMPLOYEES				3.50	\$ 77,191	3.50	\$ 76,892	3.50	\$ 76,920
TOTAL CITY COUNCIL				3.50	\$ 77,191	3.50	\$ 76,892	3.50	\$ 76,920

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	
City Council-PT											
10070100	61020	100	175	NA-21	MAYOR	0.50	\$ 13,705	0.50	\$ 13,652	0.50	\$ 13,656
10070100	61020	100	12	NA-20	COUNCIL MEMBER	3.00	\$ 63,486	3.00	\$ 63,240	3.00	\$ 63,264
				Total		3.50	\$ 77,191	3.50	\$ 76,892	3.50	\$ 76,920
				TOTAL CITY COUNCIL		3.50	\$ 77,191	3.50	\$ 76,892	3.50	\$ 76,920

Media Services Division

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MEDIA SERVICES DIVISION

Budget Highlights	FY 2020 Actual	FY 2021 Budget	FY 2022 Requested	% Change From FY 2021 Budget
<u>Expenses</u>				
Employee Expense	194,396	199,258	205,738	3.3%
Supplies and Services	66,214	76,225	74,698	-2.0%
Machinery and Equipment	3,202	15,650	5,000	-68.1%
Total Media Services Division Budget	263,812	291,133	285,436	-2.0%
Public Information Office	319,475	308,802	325,415	5.4%
Total Expenses	583,287	599,935	610,851	1.8%
<u>Resources</u>				
Franchise Fees & Misc. Rev	583,876	577,657	578,847	0.2%
Annual Operating Balance	589	(22,278)	(32,004)	(9,726)
Beginning Cash Balance	491,102	491,691	469,413	
Ending Cash Balance	491,691	469,413	437,409	
Personnel - Authorized FTE	2.25	2.25	2.25	

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 cost increase of \$1,472 or 5.95%.
4. Overtime expense is unchanged from \$4,000 in FY 2021 to \$4,000 in FY 2022. FY 2020 Actual was \$4,145.

Supplies & Services

5. Data Services increased from \$20,678 in FY 2021 to \$21,505 in FY 2022 based on FY 2020 Actual. This line item represents encoding, hosting online content and live streaming for City Council meetings on the City's website through Granicus. In addition, it includes making the online content mobile device friendly and providing the live stream in high-definition.
6. Processing Materials is unchanged from \$19,200 in FY 2021 to \$19,200 in FY 2022 based on actual cost. This line item represents non-live closed captioning of select CityChannel Dubuque programming which makes many of the city's locally produced programs accessible to the hearing impaired.
7. Legal Services is unchanged from \$5,000 in FY 2021 to \$5,000 in FY 2022. This line item represents legal consultation on a variety of potential telecommunication issues.
8. Consultant Services decreased from \$5,000 in FY 2021 to \$3,000 in FY 2022. This line item represents consultant services required for engineering or drone oversight, operation and training.
9. Data Processing Equipment Maintenance Contracts decreased from \$4,785 in FY 2021 to \$4,646 in FY 2022. Departments receive recharges for maintenance agreement costs on City wide software based on the number of users in their department.
10. Subscriptions, Books, and Maps is unchanged from \$225 in FY 2021 to \$225 in FY 2022 based on actual expense. This line item represents subscriptions to trade publications, online workshops hosted by the National Association of Telecommunications Officers and Advisors, software-related books, and books and reference materials related to Media Services.
11. Education and Training is unchanged from \$2,500 in FY 2021 to \$2,500 in FY 2022 based on actual training attended. This line item represents training on telecommunications regulations, software, and class for the drone/Federal Aviation Administration recertification.
12. Conferences is increased from \$2,000 in FY 2021 to \$2,060 in FY 2022. The increase in FY 2022 is due to the Race in the Heartland Conference added for (\$60). This line item represents the Growing Sustainable Communities conference and Division Manager conferences.
13. Software License is unchanged from \$2,672 in FY 2021 to \$2,672 in FY 2022. This line item represents the cost of two Adobe Creative Cloud licenses (\$1,800), the multifunction copier accounting software (\$47), and closed captioning software (\$825).
14. I-Net is unchanged from \$1,500 in FY 2021 to \$1,500 in FY 2022. This line item represents the consultants hired to route signals at select I-Net sites of the city-wide institutional network.

Machinery & Equipment

15. Purchase of equipment for FY 2022 includes:

\$5,000 for replacement of the TV production and transmission equipment, audiovisual equipment and computer equipment.

Effective June 2020, Mediacom will no longer contribute to the Public, Educational and Governmental Access Cable Grant (PEG) Fund, and after the balance in that fund is expended, the City will be responsible for all City Media Service equipment replacement costs. Other jurisdictions will need to plan accordingly.

Revenue

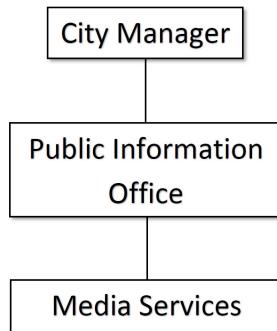
16. Franchise fee revenue increased from \$570,000 in FY 2021 to \$573,297 in FY 2022 based on year-to-date receipts of \$136,095 and FY 2020 actual of \$573,297.

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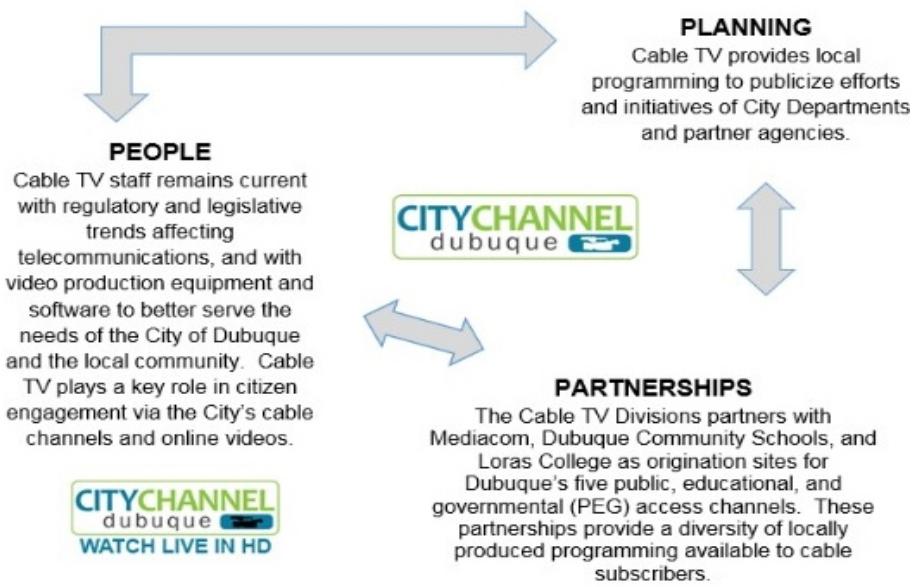
PUBLIC INFORMATION OFFICE

MEDIA SERVICES DIVISION

The Media Services Division embraces the Sustainability Principle of Community Knowledge by producing video programs on City initiatives for distribution to the community via the local government access cable channels, the City's website, and social media. The Media Services Division also supports the local access community through coordination of the various access origination sites and working with the Media Service Commission to disseminate funding through the Capital Grant for Access Equipment and Facilities. The Media Services Division also acts as a liaison between local cable subscribers and the cable television company.

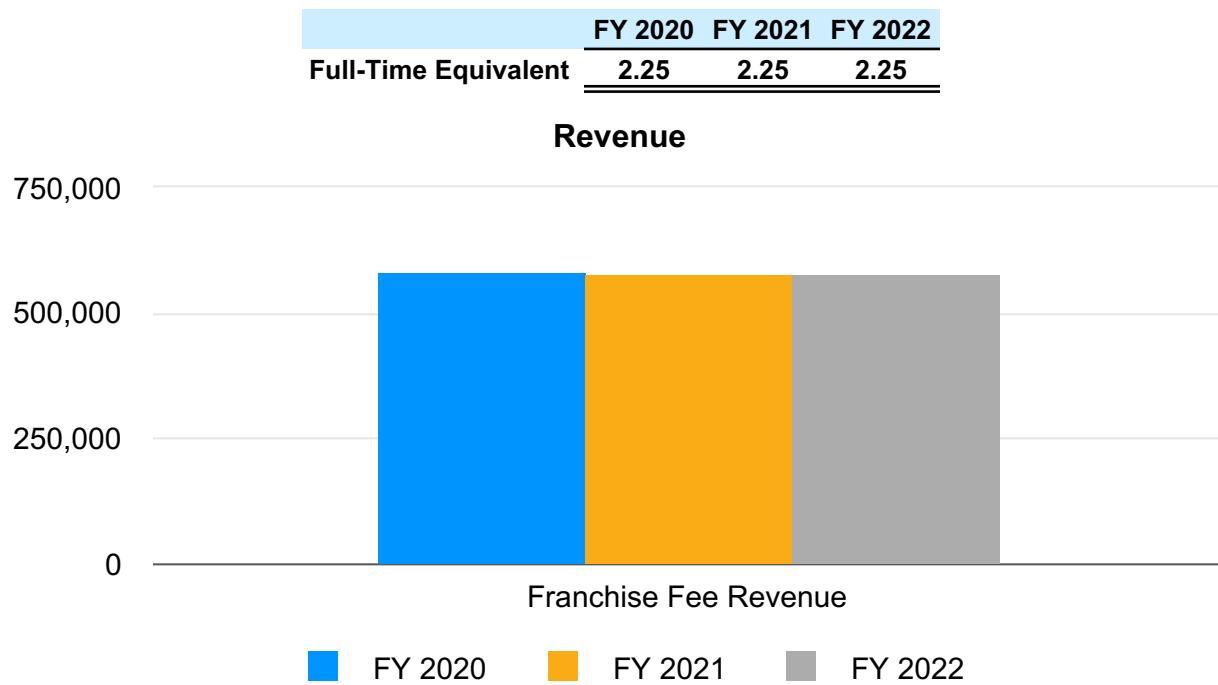


SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

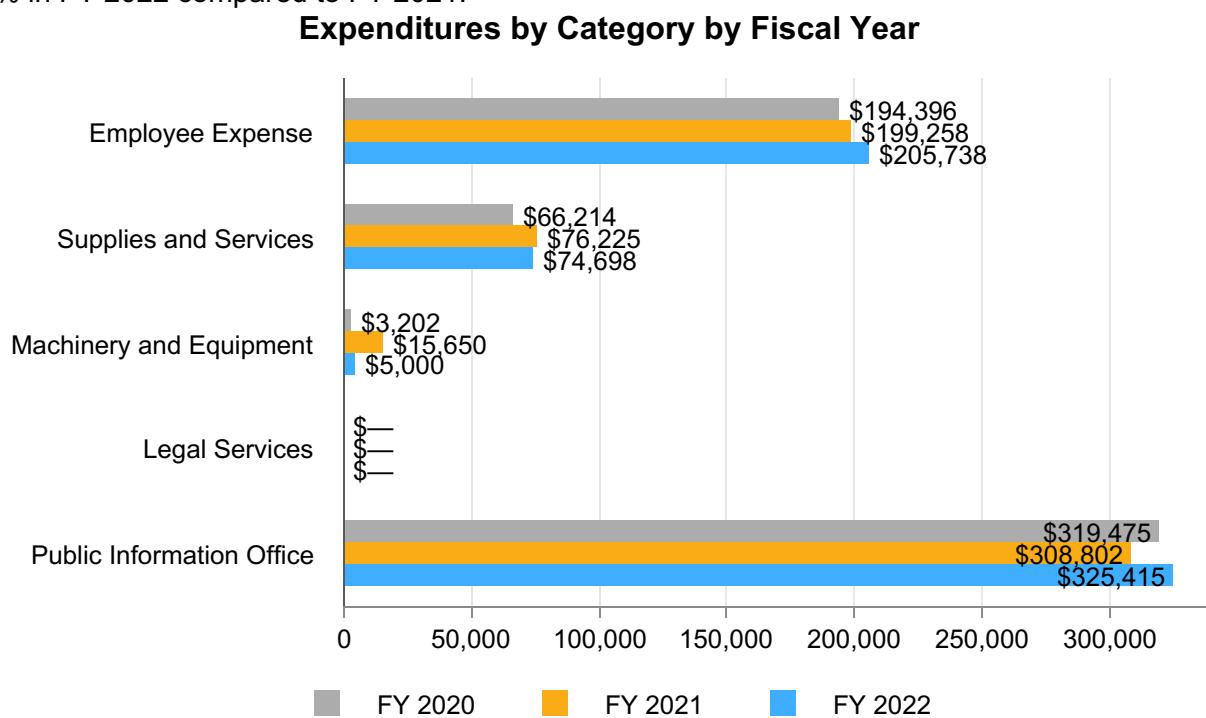


PUBLIC INFORMATION OFFICE

MEDIA SERVICES DIVISION



Media Services is supported by 2.25 full-time equivalent employees, which accounts for 72.08% of the department expense as seen below. Overall, the departments' expenses are expected to decrease by 1.96% in FY 2022 compared to FY 2021.



PUBLIC INFORMATION OFFICE

MEDIA SERVICES DIVISION

Mission & Services

Provide information on City services and initiatives to citizens and visitors to Dubuque through local cable access and the Internet and remain current on legal and regulatory trends in telecommunications. The Media Services Division operates two local government access channels available to local cable subscribers. The primary channel, CityChannel Dubuque, is also streamed live to the Internet via the City's website.

Besides providing coverage of City Council and Zoning Advisory Commission meetings, CityChannel Dubuque produces a variety of informational and cultural programming about local government and Dubuque and provides 24/7 city announcements, updated weather information, and important notices such as winter parking restrictions. The Media Services Division acts as a liaison between the cable television company and local cable subscribers. It works with the Media Service Commission to oversee requests for funding from the Capital Grant for Access Equipment and Facilities to provide local organizations with equipment with which to produce programming for the local community. The Media Services Division also monitors legal and regulatory matters pertaining to telecommunications that may impact the community.

Position Summary	
	FY 2022
Cable Television Coordinator	1.00
Video Producer	1.00
Intern Video Producer	0.25
Total FT Equivalent Employees	2.25

Performance Measures

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

1 **Dept. Objective: Provide Information regarding City initiatives to citizens and visitors through program/video production and multiple channels of dissemination.**

Performance Measure (KPI)	Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	Performance Indicator
# of meetings broadcast & programs produced	>100	101	107	195	125	

2 **Dept. Objective: Make the City of Dubuque more inclusive and equitable by incorporating closed captions into select videos.**

# of video minutes captioned	>6000	NA	NA	7,958	6,500	
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City Council Goal: Partnerships for a Better Dubuque

3 **Dept. Objective: Facilitate the production of local access programming & distribute funds to local non-profit organizations through the Capital Grant for Access Equipment and Facilities.**

# of funds allocated	N/A	\$138,900	\$125,241	\$67,916	\$120,000	N/A
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Recommended Operating Revenue Budget - Department Total

75 - MEDIA SERVICE DIVISION

Fund	Account	Account Title	FY19 Actual Revenue	FY20 Actual Revenue	FY21 Adopted Budget	FY22 Recomm'd Budget
290	42350	CABLE FRANCHISE FEE	574,567	573,297	570,000	573,297
42	LICENSES AND PERMITS	- Total	574,567	573,297	570,000	573,297
290	43110	INVESTMENT EARNINGS	8,508	9,574	7,657	4,800
290	43234	RENT, FIBER HUB W 3RD	0	750	0	750
43	USE OF MONEY AND PROPERTY	- Total	8,508	10,324	7,657	5,550
290	53201	REFUNDS	0	255	0	0
290	53605	MISCELLANEOUS REVENUE	20	0	0	0
290	53620	REIMBURSEMENTS-GENERAL	60	0	0	0
53	MISCELLANEOUS	- Total	80	255	0	0
CABLE TV DIVISION		- Total	583,155	583,876	577,657	578,847

Recommended Operating Expenditure Budget - Department Total

75 - MEDIA SERVICE DIVISION

Fund	Account	Account Title	FY19 Actual Expense	FY20 Actual Expense	FY21 Adopted Budget	FY 22 Recomm'd Budget
290	61010	FULL-TIME EMPLOYEES	154,512	134,559	138,506	142,678
290	61030	SEASONAL EMPLOYEES	0	0	6,760	6,963
290	61050	OVERTIME PAY	3,818	4,145	4,000	4,000
290	61092	VACATION PAYOFF	0	9,785	0	0
290	61310	IPERS	14,946	13,094	13,453	13,847
290	61320	SOCIAL SECURITY	11,075	10,590	11,419	11,754
290	61410	HEALTH INSURANCE	28,620	21,672	24,592	26,064
290	61415	WORKMENS' COMPENSATION	520	440	400	304
290	61416	LIFE INSURANCE	129	112	128	128
61 - WAGES AND BENEFITS			213,621	194,396	199,258	205,738
290	62010	OFFICE SUPPLIES	470	1,075	1,494	1,075
290	62030	POSTAGE AND SHIPPING	34	35	37	36
290	62031	PROCESSING MATERIALS	321	21,609	19,200	19,200
290	62061	DP EQUIP. MAINT CONTRACTS	4,530	4,370	4,785	4,646
290	62110	COPYING/REPRODUCTION	73	39	73	39
290	62130	LEGAL NOTICES & ADS	0	2,224	0	400
290	62140	PROMOTION	65	0	195	195
290	62170	SUBSCRIPTIONS-BOOKS-MAPS	220	0	225	225
290	62190	DUES & MEMBERSHIPS	760	790	775	806
290	62206	PROPERTY INSURANCE	387	441	406	387
290	62208	GENERAL LIABILITY INSURAN	1,401	1,367	1,471	1,390
290	62310	TRAVEL-CONFERENCES	0	255	2,000	2,060
290	62320	TRAVEL-CITY BUSINESS	0	0	200	200
290	62340	MILEAGE/LOCAL TRANSP	0	0	100	100
290	62360	EDUCATION & TRAINING	280	990	2,500	2,500
290	62420	INET EXPENSE	0	0	1,500	1,500
290	62421	TELEPHONE	1,383	1,308	1,383	1,383
290	62436	RENTAL OF SPACE	715	625	715	625
290	62511	FUEL, MOTOR VEHICLE	458	284	427	427
290	62521	MOTOR VEHICLE MAINT.	106	693	108	707
290	62604	CERTIFICATIONS	5	320	160	320
290	62611	MACH/EQUIP MAINTENANCE	1,321	100	1,321	500
290	62659	LIBRARY VIDEO MATERIALS	385	278	1,000	1,000
290	62663	SOFTWARE LICENSE EXP	1,869	1,899	2,672	2,672
290	62664	LICENSE/PERMIT FEES	640	2,820	1,300	1,300
290	62667	DATA SERVICES	18,754	19,692	20,678	21,505
290	62713	LEGAL SERVICES	2,500	5,000	5,000	5,000
290	62716	CONSULTANT SERVICES	0	0	5,000	3,000
290	62747	MACH/EQUIPMENT RENTAL	0	0	1,500	1,500
62 - SUPPLIES AND SERVICES			36,677	66,214	76,225	74,698
290	71124	COMPUTER	0	707	0	0
290	72412	CABLE TV RELATED EQUIP	14,450	2,495	15,300	5,000
290	72418	TELEPHONE RELATED	168	0	350	0
71 - EQUIPMENT			14,618	3,202	15,650	5,000
75 - CABLE TV DIVISION TOTAL			264,916	263,812	291,133	285,436

Recommended Expenditure Budget Report by Activity & Funding Source

75 - MEDIA SERVICE DIVISION

MEDIA SERVICE - 75100

FUNDING SOURCE: MEDIA SERVICE

Account	FY20 Actual Expense	FY21 Adopted Budget	FY22 Recomm'd Budget
EQUIPMENT	3,202	15,650	5,000
SUPPLIES AND SERVICES	66,214	76,225	74,698
WAGES AND BENEFITS	194,396	199,258	205,738
Media Services	263,812	291,133	285,436
MEDIA SERVICES DIVISION TOTAL	\$263,812	\$291,133	\$285,436

CITY OF DUBUQUE, IOWA
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

75 MEDIA SERVICES

FD	JC	WP-GR	JOB CLASS	FY 2020		FY 2021		FY 2022	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
290	8300	GE-37	CABLE TELEVISION COORDINATOR	1.00	\$ 94,068	1.00	\$ 75,252	1.00	\$ 76,379
290	8725	GE-30	VIDEO PRODUCER	1.00	\$ 64,093	1.00	\$ 65,320	1.00	\$ 66,299
TOTAL FULL TIME EMPLOYEES				2.00	\$ 158,161	2.00	\$ 140,572	2.00	\$ 142,678
61030 Seasonal Employee Expense									
290	2875	NA-38	INTERN VIDEO PRODUCER	0.25	\$ 6,786	0.25	\$ 6,859	0.25	\$ 6,963
TOTAL SEASONAL EMPLOYEES				0.25	\$ 6,786	0.25	\$ 6,859	0.25	\$ 6,963
TOTAL MEDIA SERVICES				2.25	\$ 164,947	2.25	\$ 147,431	2.25	\$ 149,641

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	
Media Services - FT											
29075100	61010	290	8300	GE-37	CABLE FRANCHISE COORDINATOR	1.00	\$ 94,068	1.00	\$ 75,252	1.00	\$ 76,379
29075100	61010	290	8725	GE-30	VIDEO PRODUCER	1.00	\$ 64,093	1.00	\$ 65,320	1.00	\$ 66,299
				Total		2.00	\$ 158,161	2.00	\$ 140,572	2.00	\$ 142,678
Media Services - Seasonal											
29075100	61030	290	2875	NA-38	INTERN VIDEO PRODUCER	0.25	\$ 6,786	0.25	\$ 6,859	0.25	\$ 6,963
				Total		0.25	\$ 6,786	0.25	\$ 6,859	0.25	\$ 6,963
TOTAL MEDIA SERVICES DIVISION						2.25	\$ 164,947	2.25	\$ 147,431	2.25	\$ 149,641

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