

CITY OF DUBUQUE

# **POLICY** BUDGET

RECOMMENDED FOR FISCAL YEAR 2023

2023

VOLUME I

**MARCH 2, 2022**

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

Photo Courtesy of:  
City of Dubuque Staff

Cover Design by:  
Kristin Hill

FISCAL YEAR 2023  
**Recommended**  
**Policy And Narrative Budget**  
TABLE OF CONTENTS

March 2, 2022

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

<u>DEPARTMENT/DIVISION</u>	<u>OPERATING BUDGET PAGE</u>	<u>CIP PAGE</u>
Legal Services	1	-
City Clerk	15	-
Public Information Office	31	399
Human Resources Office	53	-
City Manager's Office	69	400
City Council	91	-

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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

# Legal

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## LEGAL DEPARTMENT

<b>Budget Highlights</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Requested</b>	<b>% Change From FY 2022 Budget</b>
<u>Expenses</u>				
Employee Expense	793,884	799,984	794,983	(0.6)%
Supplies and Services	135,286	239,782	225,730	(5.9)%
Machinery and Equipment	355	3,185	—	0.0 %
Total	929,525	1,042,951	1,020,713	(2.1)%
<u>Resources</u>				
Administrative Overhead Recharges	516,722	526,580	510,961	(3.0)%
Reimbursements	4,361	177	0	0.0 %
County Revenue	3,800	3,000	3,800	26.7 %
Total	524,883	529,757	514,761	(2.8)%
Property Tax Support	404,642	513,194	505,952	(7,242)
Percent Increase (Decrease)				(1.4)%
<b>Personnel - Authorized FTE</b>	<b>5.62</b>	<b>5.62</b>	<b>5.62</b>	

### Significant Line Items

#### **Employee Expense**

1. FY 2023 employee expense reflects a 3.25% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged —% from FY 2022 City contribution of 9.44%. The employee contribution of 6.29% is unchanged from FY 2022.
3. The City portion of health insurance expense increased from \$1,086 in FY 2022 to \$1,119 in FY 2023 per month per contract which results in annual cost increase of \$1,760 or 3.04%.
4. Overtime expense is decreased from \$3,000 in FY 2022 to \$1,000 in FY 2023. FY 2021 Actual was \$2,036.
5. Five-Year Retiree Sick leave payout decreased from \$8,893 in FY 2022 to \$5,493 in FY 2023.
6. The FY 2023 budget includes the following changes to the personnel complement:
  - a. 1.00 FTE Paralegal [GE-29] was reclassified to 1.00 FTE Legal Administrative Assistant [GE-27] which was a reduction of .
  - b. 1.00 FTE Paralegal [GE-29] was reclassified to 1.00 FTE Paralegal [GE-32] which was an increase of \$5,466.

## **Supplies & Services**

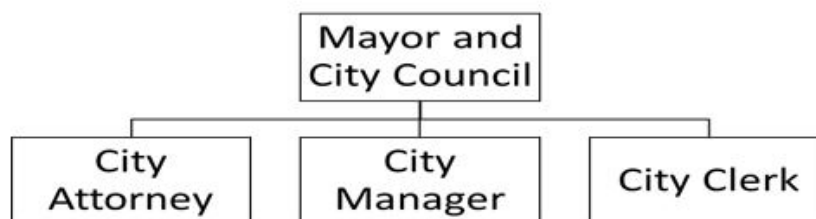
7. Subscriptions decreased from \$14,277 in FY 2022 to \$13,417 in FY 2023 based on FY 2021 Actual plus 33%.
8. Damage Claims decreased from \$120,892 in FY 2022 to \$105,973 in FY 2023 based on a five year average of actual claims paid (FY 21 \$55,908, FY 20 \$172,087, FY 19 \$158,232, FY 18 \$108,231, FY 17 \$35,409). The City reimburses Iowa Communities Assurance Pool (ICAAP) up to \$20,000 per claim.
9. Education and Training decreased from \$17,500 in FY 2022 to \$8,000 in FY 2023 due to moving \$9,500 to the conferences line item.
10. Conferences increased from \$9,130 in FY 2022 to \$18,630 in FY 2023 due to moving \$9,500 from the conferences line item.
11. Administrative Judge is unchanged from \$14,724 in FY 2022 to \$14,724 in FY 2023. This line item represents the cost for human rights complaint investigations including the public hearing expense for an administrative law judge. A portion of this line item will be used to cover the ALJ expense associated with a pilot program on animal licensing and diverting citizens from Court with its high costs in an attempt to make the process more equitable and less financially burdensome on citizens.
12. Rental of Space increased from \$27,106 in FY 2022 to \$27,725 in FY 2023. This line item includes parking for the City Attorney, Assistant City Attorney, Senior Counsel, and Civil Rights Specialist (\$3,551) and office rent (\$24,174).

## **Revenue**

13. Revenue received from Enterprise Funds for administrative overhead charges decreased from \$526,580 in FY 2022 to \$510,961 in FY 2023.

# 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

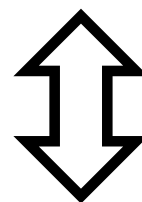
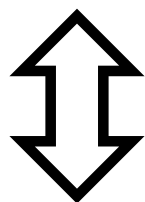
### People

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.



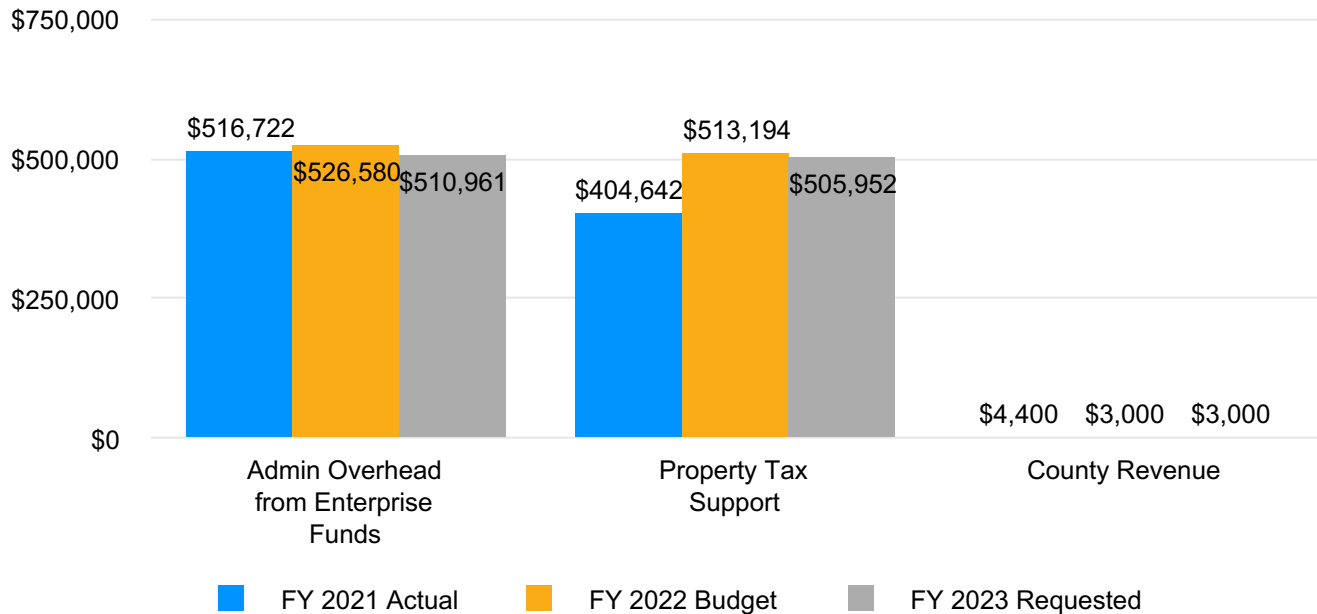
### Partnerships

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

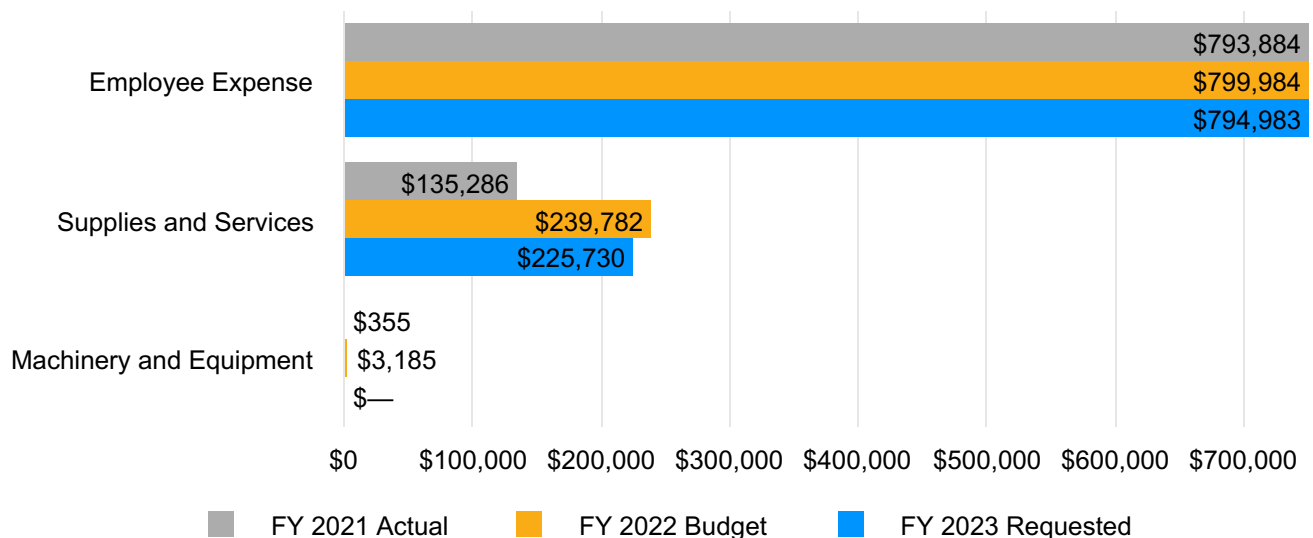
	FY 2021	FY 2022	FY 2023
Full-Time Equivalent	5.62	5.62	5.62

## 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 decrease by 2.1% in FY 2023 compared to FY 2022.

## 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 2023
Paralegal	1.00
Legal Admin Assistant	1.00
Assistant City Attorney	1.00
City Attorney	1.00
Senior Counsel	0.62
Civil Rights Specialist	1.00
<b>Total FT Equivalent Employees</b>	<b>5.62</b>




## Performance Measures

### City Council Goal: Financially Responsible, High-Performing Government

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

Performance Measure (KPI)	Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	Performance Indicator
Human Rights Cases - # of businesses/organizations affected	N/A	15	13	14	
Municipal Infractions - % of Defendants who admit violations*	80%	67%	67%	70%	
Claims	N/A	74	43	59	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 2020 Actual	FY 2021 Actual	FY 2022 Estimated	Performance Indicator
Continuing Legal Education - # annual hours attended	100	61.5	77.5	100	
Petition Properties - # of properties acquired**	4	5	5	13	
Development Agreements***	7	5	3	4	

\*Purchase Agreements - FY21: Hendricks Feed & Seed Co. Inc.\$1,699,000.00 purchase price; River City Development Group LLC \$4,218,750.00 purchase price.

\*\*Franchise Agreements - FY21: Soo Green HVDC Link Projectco, LLC. Value to the City ranges from \$1,125,000.00 through \$1,608,075.00; Interstate Transmission Company.

\*\*\*Development Agreements - FY20: Duluth Holdings, Inc., \$15,000,000.00 capital investment, \$8525.00 purchase price; Gardens of Dubuque, \$10,500,000.00 capital investment; Gavilon Grain, LLC (2 leases), \$559,601.00 annual rent; Roshek Property, LLC and Cottingham & Butler, Inc., \$2,850,000.00 capital investment; Carich, \$1,500,000 capital investment. FY21: MBMSD, LLC \$136,040.50 purchase price, \$750,000.00 capital investment; Affordable Housing Network, Inc. \$350,000.00 capital investment; Setzer Properties DBQ, LLC. \$22,500,000.00 capital investment, \$5,144,588.00 purchase price.

## Recommended Operating Revenue Budget - Department Total 76 - LEGAL SERVICES

Fund	Account	Account Title	FY20 Actual Revenue	FY21 Actual Revenue	FY22 Adopted Budget	FY23 Recomm'd Budget
100	46205	COUNTY SHARE	—	3,800	3,000	3,800
46	LOCAL GRANT AND REIMBURSE - Total		—	3,800	3,000	3,800
100	53201	REFUNDS	—	4,361	—	—
100	53403	IA DISTRICT COURT FINES	40	—	40	—
100	53620	REIMBURSEMENTS-GENERAL	137	—	137	—
53	MISCELLANEOUS	- Total	177	4,361	177	—
100	59610	FR WPC OPERATING	165,986	171,100	174,365	169,192
100	59620	FR STORMWATER OPERATING	45,895	51,330	52,309	50,758
100	59630	FR PARKING OPERATING	21,553	22,243	22,667	21,995
100	59640	FR WATER UTILITY	35,970	27,376	27,898	27,071
100	59670	FR REFUSE COLLECTION	149,802	159,123	162,159	157,349
100	59940	FR DMASWA	82,990	85,550	87,182	84,596
59	TRANSFER IN AND INTERNAL - Total		502,196	516,722	526,580	510,961
LEGAL SERVICES - Total			502,373	524,883	529,757	514,761

## Recommended Operating Expenditure Budget - Department Total 76 - LEGAL SERVICES

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	478,371	481,826	501,298	494,342
100	61020	PART-TIME EMPLOYEES	127,417	122,906	115,160	118,905
100	61030	SEASONAL EMPLOYEES	3,528	—	—	—
100	61050	OVERTIME PAY	4,970	2,036	3,000	1,000
100	61085	SELF QUARANTINE HEALTH	—	725	—	—
100	61091	SICK LEAVE PAYOFF	14,968	17,294	8,893	5,493
100	61092	VACATION PAYOFF	—	8,409	—	—
100	61095	PARENTAL LEAVE	12,431	801	—	—
100	61096	50% SICK LEAVE PAYOUT	1,164	834	1,164	834
100	61310	IPERS	58,808	57,423	58,644	58,593
100	61320	SOCIAL SECURITY	44,896	44,082	45,081	47,508
100	61410	HEALTH INSURANCE	43,560	49,184	58,644	60,404
100	61415	WORKMENS' COMPENSATION	1,456	1,629	1,261	1,229
100	61416	LIFE INSURANCE	298	294	311	230
100	61640	SAFETY EQUIPMENT	143	252	—	—
100	61651	MEALS NO OVERNIGHT	14	—	—	—
100	61655	CAR ALLOWANCE	6,212	6,190	6,256	6,445
100	61660	EMPLOYEE PHYSICALS	272	—	272	—
<b>61 - WAGES AND BENEFITS</b>			<b>798,507</b>	<b>793,884</b>	<b>799,984</b>	<b>794,983</b>
100	62010	OFFICE SUPPLIES	1,565	990	1,100	990
100	62030	POSTAGE AND SHIPPING	953	529	972	540
100	62031	PROCESSING MATERIALS	25	102	75	102
100	62050	OFFICE EQUIPMENT MAINT	231	245	236	250
100	62061	DP EQUIP. MAINT CONTRACTS	4,497	5,755	5,755	5,263
100	62062	JANITORIAL SUPPLIES	92	43	94	43
100	62090	PRINTING & BINDING	33	—	33	33
100	62110	COPYING/REPRODUCTION	2,218	2,072	1,513	2,072
100	62130	LEGAL NOTICES & ADS	2,041	—	341	—
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	13,997	10,083	14,277	13,417
100	62190	DUES & MEMBERSHIPS	2,559	2,745	2,610	2,800
100	62208	GENERAL LIABILITY INSURAN	2,368	2,303	2,442	3,228
100	62211	PROPERTY TAX	7,234	7,281	7,379	7,427
100	62221	DAMAGE CLAIMS	172,087	55,908	120,892	105,973
100	62230	COURT COSTS & RECORD FEES	301	115	150	115
100	62310	TRAVEL-CONFERENCES	2,400	1,533	9,130	18,630
100	62320	TRAVEL-CITY BUSINESS	758	—	1,000	1,000
100	62340	MILEAGE/LOCAL TRANSP	253	—	283	283
100	62360	EDUCATION & TRAINING	6,808	364	17,500	8,000
100	62411	UTILITY EXP-ELECTRICITY	1,473	1,743	1,547	1,441
100	62412	UTILITY EXP-GAS	538	685	538	536
100	62421	TELEPHONE	4,486	4,943	4,486	4,943
100	62424	RADIO/PAGER FEE	316	323	335	342
100	62433	CUSTODIAL SERVICES	4,445	4,485	4,555	4,713
100	62436	RENTAL OF SPACE	25,285	26,427	27,106	27,725
100	62663	SOFTWARE LICENSE EXP	55	12	55	12
100	62667	DATA SERVICES	760	1,028	554	1,028



<b>Fund</b>	<b>Account</b>	<b>Account Title</b>	<b>FY20 Actual Expense</b>	<b>FY21 Actual Expense</b>	<b>FY22 Adopted Budget</b>	<b>FY 23 Recomm'd Budget</b>
100	62713	LEGAL SERVICES	4,372	3,160	—	—
100	62714	ADMINISTRATIVE JUDGE	3,839	2,412	14,724	14,724
100	62756	EMPLOYEE RECOGNITION	100	—	100	100
<b>62 - SUPPLIES AND SERVICES</b>			<b>266,091</b>	<b>135,286</b>	<b>239,782</b>	<b>225,730</b>
100	71120	PERIPHERALS, COMPUTER	42	55	—	—
100	71124	COMPUTER	3,047	—	—	—
100	71211	DESKS/CHAIRS	4,085	300	525	—
100	72418	TELEPHONE RELATED	1,363	—	2,660	—
<b>71 - EQUIPMENT</b>			<b>\$8,537</b>	<b>\$355</b>	<b>\$3,185</b>	<b>\$0</b>
<b>76 - LEGAL SERVICES TOTAL</b>			<b>\$1,073,134</b>	<b>\$929,525</b>	<b>\$1,042,951</b>	<b>\$1,020,713</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 76 - LEGAL SERVICES

LEGAL SERVICES	- 76100
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FUNDING SOURCE: GENERAL

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	355	3,185	—
SUPPLIES AND SERVICES	135,286	239,782	225,730
WAGES AND BENEFITS	793,884	799,984	794,983
<b>LEGAL SERVICES</b>	<b>929,525</b>	<b>1,042,951</b>	<b>1,020,713</b>
<b>LEGAL SERVICES TOTAL</b>	<b>\$929,525</b>	<b>\$1,042,951</b>	<b>\$1,020,713</b>

CITY OF DUBUQUE, IOWA  
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT

76 LEGAL DEPARTMENT

FD	JC	WP-GR	JOB CLASS	FY 2021		FY 2022		FY 2023	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	430	GE-32	PARALEGAL	2.00	\$125,517	1.00	\$ 62,764	1.00	\$ 68,450
100	600	GE-42	ASSISTANT CITY ATTORNEY	1.00	\$144,563	1.00	\$146,715	1.00	\$ 97,698
100	625	CONT	CITY ATTORNEY	1.00	\$174,054	1.00	\$179,275	1.00	\$185,110
100	625	GE-32	CIVIL RIGHTS SPECIALIST	1.00	\$ 63,387	1.00	\$ 67,903	1.00	\$ 73,982
100	225	GE-27	LEGAL ADMIN ASSIST	—	\$ —	1.00	\$ 44,641	1.00	\$ 69,102
TOTAL FULL TIME EMPLOYEES				5.00	\$507,521	5.00	\$501,298	5.00	\$494,342
61020 Part Time Employee Expense									
100	4477	Contract	SENIOR COUNSEL	0.62	\$113,483	0.62	\$115,160	0.62	\$118,905
TOTAL PART TIME EMPLOYEES				0.62	\$113,483	0.62	\$115,160	0.62	\$118,905
TOTAL LEGAL DEPARTMENT				5.62	\$621,004	5.62	\$616,458	5.62	\$613,247

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

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2021		FY 2022		FY 2023		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Legal Services-FT											
10076100	61010	100	625	CONT	CITY ATTORNEY	1.00	\$ 174,054	1.00	\$ 179,275	1.00	\$ 185,110
10076100	61010	100	600	GE-42	ASSISTANT CITY ATTORNEY	1.00	\$ 144,563	1.00	\$ 146,715	1.00	\$ 97,698
10076100	61010	100	3600	GE-32	PARALEGAL	2.00	\$ 125,517	1.00	\$ 62,764	1.00	\$ 68,450
10076100	61010	100	4440	GE-27	LEGAL ADMIN ASSIST	—	\$ —	1.00	\$ 44,641	1.00	\$ 69,102
10076100	61010	100		GE-32	CIVIL RIGHTS SPECIALIST	1.00	\$ 63,387	1.00	\$ 67,903	1.00	\$ 73,982
Total						5.00	\$ 507,521	5.00	\$ 501,298	5.00	\$ 494,342
Legal Services - PT											
10076100	61020	100	4477	CONT	SENIOR COUNSEL	0.62	\$ 113,483	0.62	\$ 115,160	0.62	\$ 118,905
Total						0.62	\$ 113,483	0.62	\$ 115,160	0.62	\$ 118,905
TOTAL LEGAL DEPARTMENT						5.62	\$ 621,004	5.62	\$ 616,458	5.62	\$ 613,247

**City Clerk**

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## CITY CLERK

	FY 2021 Actual	FY 2022 Budget	FY 2023 Requested	% Change From FY 2022 Budget
<b>Budget Highlights</b>				
<u>Expenses</u>				
Employee Expense	316,000	291,140	354,948	21.9 %
Supplies and Services	54,114	81,710	105,825	29.5 %
Election Expense	19,058	35,000	35,000	0.0 %
Code of Ordinances Updates	7,606	9,400	9,356	-0.5 %
Machinery and Equipment	20	250	5,295	2,018.0 %
Total	396,798	417,500	510,424	22.3 %
<u>Resources</u>				
Administrative Overhead Recharges	127,630	135,898	186,037	36.9 %
Operating Revenue	48,345	147,505	134,370	-8.9 %
Total	175,975	283,403	320,407	13.1 %
Property Tax Support	220,823	134,097	190,017	55,920
Percent Increase (Decrease)--w/o election exp & Code of Ordinance Update				56.4 %
Percent Increase (Decrease)--w/ election exp & Code of Ordinance Update				41.7 %
<b>Personnel- Authorized FTE</b>	3.00	3.00	4.00	

## Improvement Package Summary

### 1 of 3

This improvement request is to provide accommodations for board and commission members to eliminate potential barriers to effective participation in board and commission meetings. Accommodations that would be offered are language interpretation during meetings, childcare during meetings, and transportation to and from meetings, and would be offered to board and commission members who express a need for these services. Offering accommodation opportunities may expand the applicant pool and advances Resolution No. 390-14, which affirms the City Council's commitment to diversity and inclusion through board recruitment and appointments to city boards and commissions so that residents of varied backgrounds are represented and have the opportunity to provide input. Including accommodation options when marketing boards and commissions will illustrate the city's commitment to inclusion in civic engagement. City of Dubuque's City Life program and Civic Leaders program offer accommodations or stipends for accommodations for program participants. Therefore, offering accommodations to boards and commissions maintains consistency among resident engagement opportunities.

Related Cost:	\$ 5,283	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Net Property Tax Cost:	<u>\$ 5,283</u>			
Property Tax Impact:	<u>\$ 0.0021</u>	0.02%		

Activity: City Clerk

## 2 of 3

This improvement package request is for the installation of a door with keypad entry and plexiglass windows for the City Clerk's Office. The City Clerk's Office addresses most public inquiries in City Hall, therefore the addition of a keypad entry and plexiglass windows are important actions to increase staff safety. These additions will also increase the security of the City Council documents maintained in the City Clerk's Office. The Finance and Utility Billing Departments currently have keypad doors and plexiglass windows. Therefore, the City Clerk's Office addition of these features would lead to consistency with other first floor offices. This request supports the City Council Goal of Vibrant Community: Healthy and Safe.

Related Cost:	\$ 8,000	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Related Revenue:	\$ 4,026	Administrative Overhead		
Net Property Tax Cost:	<u>\$ 3,974</u>			
Property Tax Impact:	<u>\$ 0.0016</u>	0.02%		

Activity: City Clerk

## 3 of 3

This improvement package request is for the addition of 1.00 FTE secretary in the City Clerk's Office. This employee will serve as the main point of contact for all public inquiries. While all city departments have their own phone number, the City of Dubuque promotes a primary phone number of 563-589-4100, which calls the City Clerk's Office. Residents will call this phone number when they are unsure which department they must speak with, and the City Clerk's Office will connect them to the correct department. The City Clerk's Office also serves as the front-facing office in City Hall, which serves as the city's main building. Visitors who are unsure which department they must speak with will come to the City Clerk's Office for assistance. Additionally, the City Clerk's Office receives all mail addressed to City Hall, and often must spend time identifying the appropriate department of deliveries. City Clerk's Office staff must reprioritize their work to assist customers at any time. Having a secretary dedicated to public inquiries ensures that the public continues receiving efficient responses, while allowing staff to efficiently complete assignments. The primary assignments of the Assistant City Clerk and Permit Clerk are public facing, including liquor and tobacco licenses and special event permits, and applicants' requirements are often complex. This results in staff spending significant amounts of time assisting applicants with questions and working with other departments, state agencies, and other entities to resolve issues. The addition of a secretary would free up time for the Assistant City Clerk and Permit Clerk to better engage with applicants to confirm compliance with city and state code. The secretary would also help the City Clerk's Office complete records retention and archival projects, which includes updating the City Council microfilm records from the 1800s to maintain detailed accounts of City Council actions. This position would also complete a variety of administrative tasks, which include sorting and delivering all city mail, scanning and filing documents, and processing claims and certain licenses. Additionally, a small staff within the City Clerk's Office leads to challenges in adequately covering staff duties and addressing public inquiries when staff are in meetings or out of the office. The addition of a secretary to assist with public inquiries and other duties will decrease staff burdens in



coverage and contribute to customer satisfaction. The City Clerk's Office currently has one available desk for this position. This request supports the City Council Goal of Financially Responsible, High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery by increasing the City's effectiveness of engaging with the community.

Related Cost:	\$ 64,185	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Revenue:	\$ 32,304	Administrative Overhead		
Net Property Tax Cost:	<u>\$ 31,881</u>			
Property Tax Impact:	\$ 0.0125	0.13%		
Activity: City Clerk				

### **Significant Line Items**

#### **Employee Expense**

1. FY 2023 employee expense reflects a 3.25% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged —% from FY 2022 City contribution of 9.44%. The employee contribution of 6.29% is unchanged from FY 2022.
3. The City portion of health insurance expense increased from \$1,086 in FY 2022 to \$1,119 in FY 2023 per month per contract which results in annual cost increase of \$14,205 or 3.04%.
4. Overtime is unchanged from \$3,000 in FY 2022 to \$3,000 in FY 2023. FY 2021 Actual was \$1,340. Budget is based on 72 hours of overtime for covering office hours during staff absences due to continuing education requirements, civil service tests, and Iowa Municipal Finance Officers Association board meetings.

#### **Supplies & Services**

5. Code Supplements is decreased from \$9,400 in FY 2022 to \$9,356 in FY 2023 based on FY 2022 budget. FY 2021 Actual was \$7,606. However, additional funding is needed 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.
6. Civil Service increased from \$6,500 in FY 2022 to \$18,400 in FY 2023 based on FY 2021 actual of \$22,038. Increase due to higher volume of testing for Fire promotional and Police entry tests. Promotional exams are required when staff turnovers occur from retirements and internal promotions. Police has received a low number of applicants for multiple entry exams. Low turnout requires additional testing for adequate staffing of the department. 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.
7. Legal Notices and Ads decreased from \$13,295 in FY 2022 to \$13,089 in FY 2023 based on FY 2021 Actual of \$13,089. The City Clerk's Office began recharging departments for notices in

FY 2016 except for minutes, public notices, ordinances, PUD ordinances, assessments and Rezoning.

8. Conferences decreased from \$13,495 in FY 2022 to \$11,755 in FY 2023. Conferences budgeted include: International Institute of Municipal Clerks (\$2,900), Laserfiche (\$2,350), Transforming Local Government - Alliance for Innovation (\$2,450), Government Alliance on Race and Equity (\$2,450), and Big Ideas Conference (\$1,605).
9. Election unchanged from \$35,000 in FY 2022 to \$35,000 in FY 2023. Election expense is typically an every other year expense. FY 2021 actual was \$19,058 due to the Ward 1 Primary and Special Election. The City anticipates a potential referendum on Five Flags in September 2022 for FY 2023. This increase is based on the October 2021 primary, which cost \$34,133.
10. Refunds decreased from \$13,500 in FY 2022 to \$12,850 in FY 2023. This line item represents special event deposit refunds and the liquor license refunds. This expense is offset by the events revenue line item. The decrease is due to an expected number of special events not returning as a result of the impact of the pandemic on businesses.
11. Sister City Program is unchanged from \$9,300 in FY 2022 to \$9,300 in FY 2023. The Sister City program is a 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**

12. Equipment replacements includes (\$5,295):

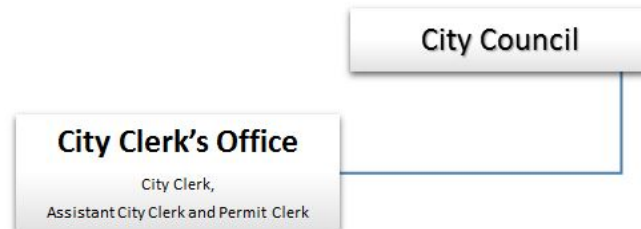
<b>City Clerk</b>	
Desk Phones (3)	\$ 1,035
Smartphones (1)	\$ 450
Recommended Improvement Packages	\$ 3,810
<b>Total Equipment</b>	<b><u>\$ 5,295</u></b>

## **Revenue**

13. Beer/Liquor Combination Licenses decreased from \$113,615 in FY 2022 to \$101,500 in FY 2023. FY 2021 actual was \$21,536. This decrease is due to the anticipated decline in the number of licenses requested as a result of the impact of the pandemic on businesses projected from FY 2021 actual.
14. Revenue received from Enterprise Funds for administrative overhead charges increased from \$135,898 in FY 2022 to \$186,037 in FY 2023. Election expense is typically an every other year expense and there is an election budgeted in FY 2023 due to an anticipated referendum.

# CITY CLERK'S OFFICE

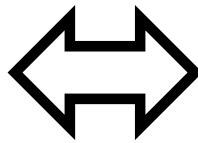
The City Clerk's Office is the official record keeper for the City Council. The City Clerk's Office prepares, administers, maintains and distributes records of all City Council actions as well as provides the necessary documents for fulfillment of City Council and City staff's respective legislative 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

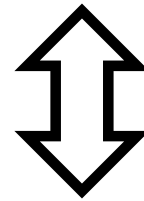
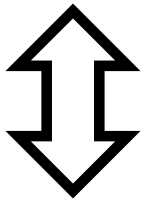
### People

The City Clerk's Office serves as a main resource for general city information. The City Clerk's Office strives to provide courteous and professional service while offering access to official records and referring inquiries to the appropriate departments.



### Planning

The City Clerk's Office supports all departments through assembling and classifying all department items of business that come before the City Council.



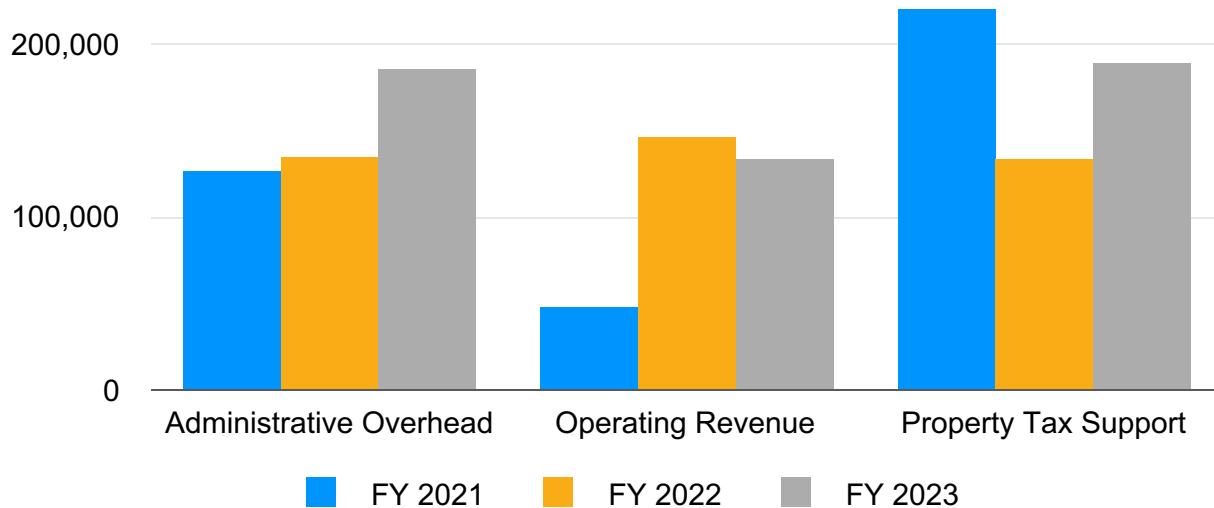
### Partnerships

The City Clerk's Office partners with residents, staff, local and state agencies and businesses to aid in effectively conducting business. 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

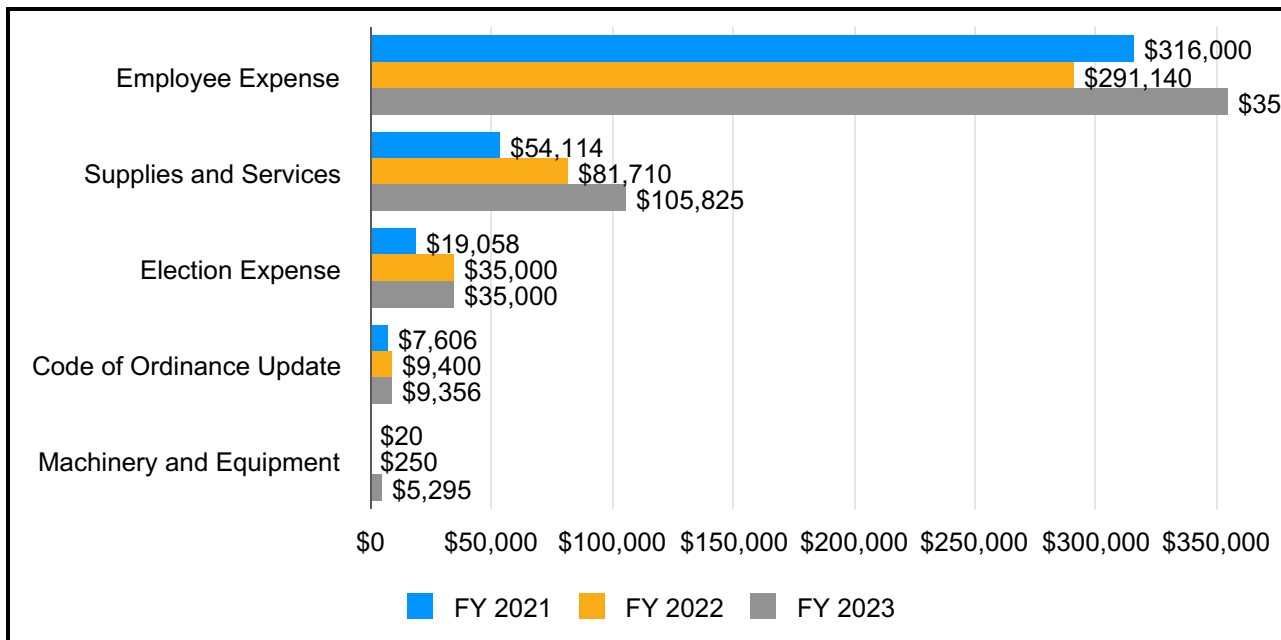
	FY 2021	FY 2022	FY 2023
Full-Time Equivalent	3.00	3.00	4.00

## Resources and Property Tax Support



The City Clerks Department is supported by 4.00 full-time equivalent employees, which accounts for 69.54% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 22.26% in FY 2023 compared to FY 2022.

## 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 Committee](#).

Position Summary	
	FY 2023
City Clerk	1.00
Assistant City Clerk	1.00
Permit Clerk	1.00
Secretary	1.00
<b>Total FT Equivalent Employees</b>	<b>4.00</b>




## Performance Measures

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

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

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Estimated	Performance Indicator
Number of City Council Agenda & Minutes subscribers (via NotifyMe)	Increase by 2%	491	501	503	523	
Number City Board & Commission Opening Subscribers (via NotifyMe)	Increase by 6%	78	83	154	153	

#### 2 Department Objective: Promote resident engagement in municipal government by recruiting and retaining a diverse pool boards and commissions applicants.

Percentage of Board and Commission Openings	>11%	12%	12%	18%	16%	
Percentage of Female Boards and Commissions Volunteers	50%	36%	40%	35%	40%	
Percentage of Boards and Commission Volunteers representing communities of color	10%	7%	5%	4%	4%	

## Recommended Operating Revenue Budget - Department Total

### 73 - CITY CLERK'S OFFICE

Fund	Account	Account Title	FY20 Actual Revenue	FY21 Actual Revenue	FY22 Adopted Budget	FY23 Recomm'd Budget
100	42105	BUSINESS LICENSES	6,290	5,780	7,100	7,100
100	42110	CIGARETTE LICENSES	7,550	7,875	7,550	7,500
100	42115	BEER/LIQUOR COMB-LICENSE	113,615	21,536	113,615	101,500
100	42130	BICYCLE LICENSES	440	355	440	400
<b>42</b>	<b>LICENSES AND PERMITS</b>	<b>- Total</b>	<b>127,895</b>	<b>35,546</b>	<b>128,705</b>	<b>116,500</b>
100	51965	EVENTS REVENUE	4,150	4,050	8,350	7,500
<b>51</b>	<b>CHARGES FOR SERVICES</b>	<b>- Total</b>	<b>4,150</b>	<b>4,050</b>	<b>8,350</b>	<b>7,500</b>
100	53201	REFUNDS	2	—	—	—
100	53208	SPECIAL EVENT DEPOSIT	3,450	8,750	10,000	10,000
100	53620	REIMBURSEMENTS-GENERAL	501	(1)	450	370
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>3,953</b>	<b>8,749</b>	<b>10,450</b>	<b>10,370</b>
100	59610	FR WPC OPERATING	51,981	42,262	44,999	61,602
100	59620	FR STORMWATER OPERATING	14,373	12,678	13,500	18,480
100	59630	FR PARKING OPERATING	6,751	5,494	5,850	8,008
100	59640	FR WATER UTILITY	11,264	6,762	7,200	9,856
100	59670	FR REFUSE COLLECTION	46,913	39,303	41,849	57,290
100	59940	FR DMASWA	25,991	21,131	22,500	30,801
<b>59</b>	<b>TRANSFER IN AND INTERNAL</b>	<b>- Total</b>	<b>157,273</b>	<b>127,630</b>	<b>135,898</b>	<b>186,037</b>
<b>CITY CLERK'S OFFICE - Total</b>			<b>293,271</b>	<b>175,975</b>	<b>283,403</b>	<b>320,407</b>

## Recommended Operating Expenditure Budget - Department Total

### 73 - CITY CLERK'S OFFICE

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	217,457	206,551	203,011	249,996
100	61020	PART-TIME EMPLOYEES	—	1,001	—	—
100	61030	SEASONAL EMPLOYEES	12,064	76	—	—
100	61050	OVERTIME PAY	1,865	1,340	3,000	3,000
100	61083	COVID19 EMP NON-WORK	537	—	—	—
100	61091	SICK LEAVE PAYOFF	—	3,350	5,432	—
100	61092	VACATION PAYOFF	—	11,457	—	—
100	61310	IPERS	21,283	19,727	19,836	24,272
100	61320	SOCIAL SECURITY	17,754	17,573	16,074	19,669
100	61410	HEALTH INSURANCE	32,508	49,184	39,096	53,301
100	61415	WORKMENS' COMPENSATION	599	660	416	407
100	61416	LIFE INSURANCE	183	184	165	193
100	61640	SAFETY EQUIPMENT	—	612	—	—
100	61655	CAR ALLOWANCE	4,141	4,285	4,110	4,110
<b>61 - WAGES AND BENEFITS</b>			<b>308,390</b>	<b>316,000</b>	<b>291,140</b>	<b>354,948</b>
100	62010	OFFICE SUPPLIES	1,050	1,139	1,400	1,400
100	62030	POSTAGE AND SHIPPING	903	656	1,000	669
100	62031	PROCESSING MATERIALS	176	63	359	359
100	62050	OFFICE EQUIPMENT MAINT	237	245	242	250
100	62061	DP EQUIP. MAINT CONTRACTS	1,574	2,101	2,101	1,190
100	62090	PRINTING & BINDING	2,019	33	3,099	3,099
100	62110	COPYING/REPRODUCTION	838	422	838	794
100	62120	CODE SUPPLEMENTS	4,319	7,606	9,400	9,356
100	62130	LEGAL NOTICES & ADS	14,145	13,089	13,295	13,089
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	557	315	720	447
100	62190	DUES & MEMBERSHIPS	560	705	775	705
100	62204	REFUNDS	8,223	5,423	13,500	12,850
100	62208	GENERAL LIABILITY INSURAN	1,479	1,445	1,531	2,023
100	62230	COURT COSTS & RECORD FEES	32	12	50	50
100	62310	TRAVEL-CONFERENCES	2,379	913	13,495	11,755
100	62320	TRAVEL-CITY BUSINESS	825	581	2,830	3,885
100	62340	MILEAGE/LOCAL TRANSP	130	—	160	160
100	62360	EDUCATION & TRAINING	3,299	1,560	4,725	5,015
100	62421	TELEPHONE	1,153	2,267	1,153	690
100	62424	RADIO/PAGER FEE	316	323	335	343
100	62436	RENTAL OF SPACE	378	441	504	504
100	62645	SPECIAL EVENTS	931	—	3,100	3,100
100	62662	SISTER CITY PROGRAM	8,521	—	9,300	9,300
100	62663	SOFTWARE LICENSE EXP	1,630	12	50	545
100	62667	DATA SERVICES	302	333	648	1,920
100	62684	CIVIL SERVICE EXPENSE	6,636	22,038	6,500	18,400
100	62698	ELECTION EXPENSES	24,168	19,058	35,000	35,000
100	62710	CONTRACTOR SERVICES	—	—	—	8,000
100	62716	CONSULTANT SERVICES	8,955	—	—	—
100	62734	SPEAKERS/PROGRAMS	—	—	—	5,283
<b>62 - SUPPLIES AND SERVICES</b>			<b>95,736</b>	<b>80,778</b>	<b>126,110</b>	<b>150,181</b>
100	71120	PERIPHERALS, COMPUTER	707	—	—	—
100	71123	SOFTWARE	—	—	—	1,175
100	71124	COMPUTER	—	—	—	2,275

## Recommended Operating Expenditure Budget - Department Total

### 73 - CITY CLERK'S OFFICE

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
100	71418	SALT SPREADERS	—	—	—	150
100	72418	TELEPHONE RELATED	13	20	250	1,695
<b>71 - EQUIPMENT</b>			<b>720</b>	<b>20</b>	<b>250</b>	<b>5,295</b>
<b>73 - CITY CLERK'S OFFICE TOTAL</b>			<b>404,846</b>	<b>396,799</b>	<b>417,500</b>	<b>510,424</b>



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## Recommended Expenditure Budget Report by Activity & Funding Source

### 73 - CITY CLERK'S OFFICE

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CITY CLERK	- 73100
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FUNDING SOURCE: GENERAL

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	20	250	5,295
SUPPLIES AND SERVICES	80,778	126,110	150,181
WAGES AND BENEFITS	316,000	291,140	354,948
CITY CLERK	396,799	417,500	510,424
CITY CLERK'S OFFICE TOTAL	396,798.68	417,500	510,424

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

**73 CITY CLERK**

FD	JC	WP-GR	JOB CLASS	FY 2021		FY 2022		FY 2023	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9350	Contract	CITY CLERK	1.00	\$ 88,790	1.00	\$ 87,887	1.00	\$ 90,740
100	8925	GE-29	ASSISTANT CITY CLERK	1.00	\$ 61,242	1.00	\$ 62,148	1.00	\$ 64,173
100	8875	GE-26	PERMIT CLERK	1.00	\$ 52,216	1.00	\$ 52,976	1.00	\$ 54,705
100		GE-25	SECRETARY	—	\$ —	—	\$ —	1.00	\$ 40,378
TOTAL FULL TIME EMPLOYEES				3.00	\$ 202,248	3.00	\$ 203,011	4.00	\$ 249,996
TOTAL CITY CLERK'S OFFICE				3.00	\$ 202,248	3.00	\$ 203,011	4.00	\$ 249,996

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

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2021		FY 2022		FY 2023		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
City Clerks Office - FT General Fund											
10073100	61010	100	9350	CONT	CITY CLERK	1.00	\$ 88,790	1.00	\$ 87,887	1.00	\$ 90,740
10073100	61010	100	8875	GE-26	PERMIT CLERK	1.00	\$ 52,216	1.00	\$ 52,976	1.00	\$ 54,705
10073100	61010	100	8925	GE-29	ASSISTANT CITY CLERK	1.00	\$ 61,242	1.00	\$ 62,148	1.00	\$ 64,173
10073100	61010	100		GE-25	SECRETARY	—	\$ —	—	\$ —	1.00	\$ 40,378
Total						3.00	\$202,248	3.00	\$203,011	4.00	\$ 249,996
TOTAL CITY CLERK'S OFFICE						3.00	\$202,248	3.00	\$203,011	4.00	\$ 249,996

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# **Public Information Office**

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## PUBLIC INFORMATION OFFICE

<b>Budget Highlights</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Requested</b>	<b>% Change From FY 2022 Budget</b>
<u>Expenses</u>				
Employee Expense	572,621	745,311	786,919	5.6%
Supplies and Services	160,085	252,795	256,095	1.3%
Machinery and Equipment	926	5,350	7,080	32.3%
Total	733,632	1,003,456	1,050,094	4.6%
<u>Resources</u>				
Administrative Overhead Recharges	137,162	134,011	134,863	0.6%
Misc. Reimbursements	1,560	90	20	(77.8%)
Stormwater Fund	7,525	91,142	60,255	(33.9%)
Cable TV Fund	497,184	610,851	645,292	5.6%
Total	643,431	836,094	840,430	0.5%
Property Tax Support	90,201	167,362	209,664	42,302
Percent Increase (Decrease)				25.28%
<b>Personnel - Authorized FTE</b>	<b>8.75</b>	<b>8.25</b>	<b>8.25</b>	

### Improvement Package Summary

#### 1 of 5

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 50% stormwater and 50% 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:	\$22,152	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Cost Savings	\$(22,152)	Stormwater	Recurring	
Net Property Tax Cost:	<u>\$22,152</u>			
Property Tax Impact:	<u>\$0.0087</u>	0.09%		
Activity: Public Information Office				

## 2 of 5

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:	\$60,000	Tax Funds	Recurring	<b>Recommend - No</b>
Related Revenue:	<u>\$25,200</u>	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$34,800</u>			
Property Tax Impact:	\$0.0137	0.14%		
Activity: Geographic Information Systems				

## 3 of 5

This improvement request is to increase the Public Information Office's Printing budget by \$10,518 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>\$10,518</u>	Media Services	Recurring	<b>Recommend - Yes</b>
Property Tax Impact:	\$0.0041	0.04%		
Activity: Public Information Office				

## 4 of 5

This improvement request is for GIS Software and Application Training. GIS continues to evolve, and City staff are starting to use the application in many different ways. In the past, we've relied heavily on desktop mapping and creation of hard copy or .pdf map documents. Creating web maps and applications is more user friendly to both staff and residents and allows maps and data to be available to everyone who needs it, all with timely data accuracy. The City has recently begun using a new GIS desktop application, and the GIS Coordinator has been providing staff training related to this software. However, users often gain more knowledge and confidence when they have the opportunity to work with a certified instructor in a controlled training environment. Having staff in multiple departments with GIS skills helps the organization overall - it



removes some of the burden for map creation from the GIS Office, and it allows others to share their work through collaboration.

This improvement request will allow 5-6 City staff to attend formal GIS training yearly. This improvement would support the City Council goal of Financially Responsible, High-Performance City Organization.

Related Cost:	<u>\$10,000</u>	Tax Funds	Recurring	<b>Recommend - No</b>
Property Tax Impact:	\$0.0039	0.04%		
Activity: Public Information Office				

## 5 of 5

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:	<u>\$ 3,760</u>	Media Services	Recurring	<b>Recommend - Yes</b>
Property Tax Impact:	\$0.0015	0.02%		
Activity: Public Information Office				

## Significant Line Items

### Employee Expense

1. FY 2023 employee expense reflects a 3.25% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2022 The employee contribution of 6.29% is unchanged from FY 2022.
3. The City portion of health insurance expense is increased from \$1,086 in FY 2022 to \$1,119 in FY 2023 per month per contract which results in annual cost increase of \$2,737 or 3.04%.
4. Overtime expense is unchanged from \$4,000 in FY 2022 to \$4,000 in FY 2023. FY 2021 Actual was \$7,625.

### Supplies & Services

5. Printing and Binding increased from \$55,962 in FY 2022 to \$66,530 in FY 2023. 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 (\$837); and business cards (\$50).

6. Software License Expense increased from \$67,603 in FY 2022 to \$68,315 in FY 2023. Civic Plus Website Hosting increased from \$19,660 in FY 2022 to \$20,842 in FY 2023 (5% increase). WebQA Hosting increased from \$35,109 in FY 2022 to \$36,864 in FY 2023 (5% increase).
7. Data Services decreased from \$22,007 in FY 2022 to \$21,508 in FY 2023 based on FY 2021 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.
8. 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.
9. Postage and Shipping decreased from \$13,686 in FY 2022 to \$13,500 in FY 2023. The decrease is due to an expected decrease in the need to mail Bee Branch Watershed project materials.
10. Promotion is increased from \$10,895 in FY 2022 to \$15,895 in FY 2023. This line item represents advertising and promotion expenses for City Expo and other City services. This \$5,000 increase is to replace downtown light pole banners last purchased in FY 2018.
11. Conferences is increased from \$10,300 in FY 2022 to \$13,300 in FY 2023. 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**

12. Equipment replacement items include (\$7,080):

TV Production & Equipment	\$ 6,000
Tablet Security Software	\$ 40
Office Chair (1)	\$ 650
Smartphones (1)	\$ 390
<b>Total Equipment</b>	<b>\$ 7,080</b>

## **Revenue**

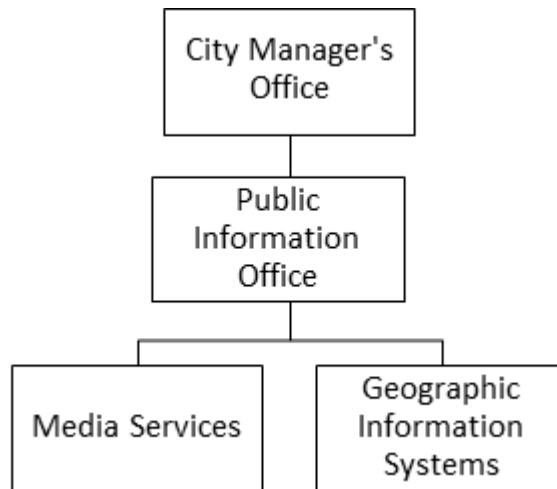
13. Franchise fee revenue decreased from \$573,297 in FY 2022 to \$559,802 in FY 2023 based on year-to-date receipts of \$273,824 and FY 2021 Actual of \$559,802.
14. Revenue received from Enterprise Funds for administrative overhead charges increased from \$134,011 in FY 2022 to \$134,863 in FY 2023 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.



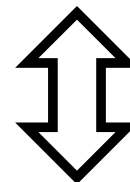
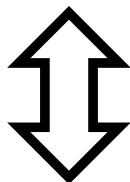
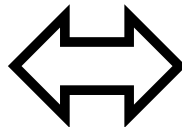
## SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES

### 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.



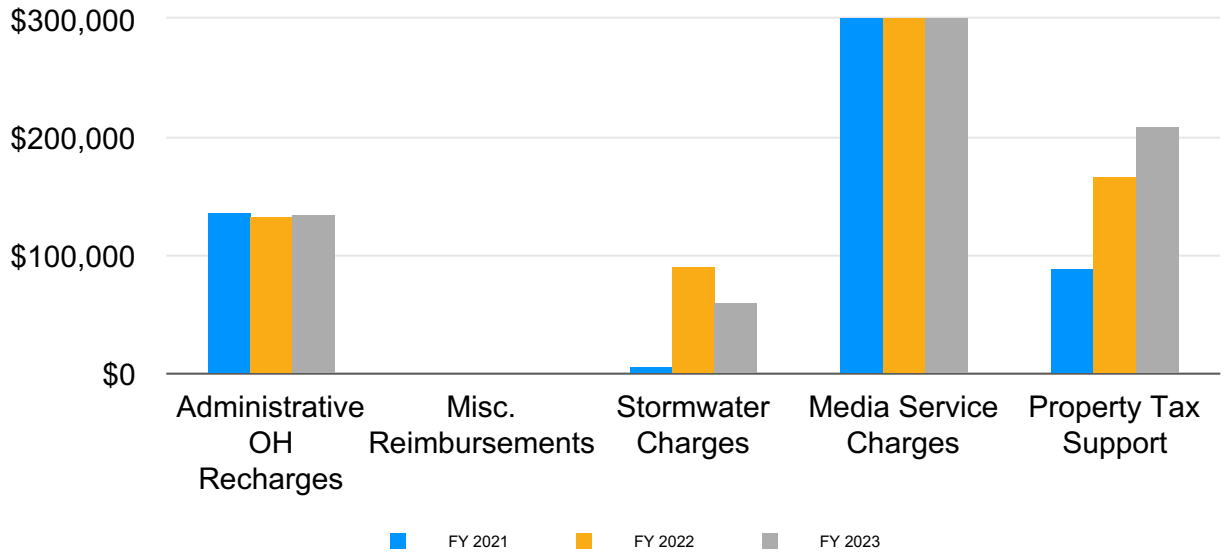
### PARTNERSHIPS

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 2021	FY 2022	FY 2023
Full-Time Equivalent	8.75	8.25	8.25

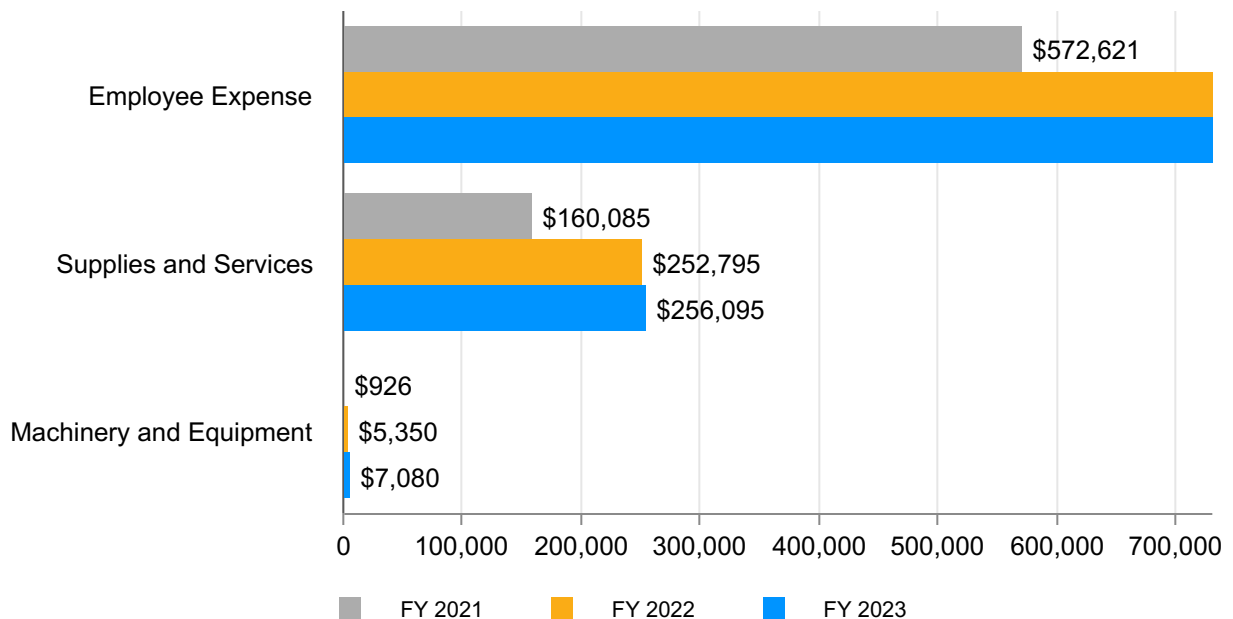
## Resources and Property Tax Support



Includes Public Information Office and Geographic Information Systems.

The Public Information Office is supported by 8.25 full-time equivalent employees, which accounts for 74.94% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 4.65% in FY 2023 compared to FY 2022.

## Expenditures by Category by Fiscal Year








# PUBLIC INFORMATION OFFICE

Public Information Position Summary	
	FY 2023
Public Information Officer	1.00
Communications Specialist	2.75
<b>Total FT Equivalent Employees</b>	<b>3.75</b>




## 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 2019 Actual	FY 2020 Actual	FY 22 Actual	FY 2022 Estimated	Performance Indicator
# of Facebook Followers	+25% annually	4,469 (+63%)	7,390 (+65%)	8,780 (+18%)	10,097 (+15%)	
Facebook Total Reach	+10% annually	1,325,118 (+201%)	2,341,074 (+77%)	3,569,104 (+52%)	5,353,656 (+50%)	
# of Twitter Followers	+5% annually	4,006 (+5%)	4,336 (+8%)	4,507 (+4%)	4,732 (+5%)	
Tweet Impressions	+10% annually	422,600 (-12%)	550,892 (+30%)	813,368 (+48%)	1,057,378 (+30%)	
# of NotifyMe Subscribers to News Releases	+5% annually	823 (+2%)	871 (+6%)	824 (-5%)	865 (+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	586,917 (+5%)	652,313 (+11%)	317,479 (-51%)	323,829 (+2%)	
# Service Requests processed through WebQA	+2% annually	22,429 (+7%)	22,519 (+0.4%)	20,044 (-10%)	20,445 (+2%)	
% of Service Requests submitted directly by citizens via Citizen Support Center	+2% annually	17% (+2%)	17% (+0%)	17% (+0%)	19% (+12%)	

#### 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	876 (+32%)	1,138 (+30%)	1,469 (+29%)	1,763 (+20%)	
# Notify Me subscribers to Bee Branch news	+5% annually	550 (+2%)	602 (+9%)	582 (-3%)	594 (+2%)	

# PUBLIC INFORMATION OFFICE

## Top Search Terms Used on City of Dubuque Website

FY2019	FY2020	FY2021
#1 Eagle Point Park	CODI	Jobs
#2 Housing	Housing	Elections
#3 Parking	Eagle Point Park	Swim Lessons
#4 Jobs	Parking	Parking
#5 Swim Lessons	Section 8	Make a Payment
#6 Garbage	Garbage	Vehicle Registration
#7 Shot Tower	Jobs	Employment
#8 Bids	Flora Pool	Eagle Point Park
#9 Flora Pool	Building Permits	Job Postings
#10 Employment	Bids	Housing

## Top Pages Visited on City of Dubuque Website

*(excluding homepage)*

FY2019	FY2020	FY2021
#1 Leisure Services	Coronavirus	COVID-19 Pandemic
#2 Pay a Bill or Fine	Pay a Bill or Fine	Utility Billing
#3 Utility Billing	Leisure Services	Free Local COVID Tests
#4 Dubuque Employment Opportunities	Utility Billing	COVID Vaccinations
#5 Job Opportunities	Alerts: Street Closures, Detours, & Emergencies	Local COVID Updates
#6 The Jule	Dubuque Employment Opportunities	Miller Riverview Park
#7 Police	Police	Make a Payment
#8 Eagle Point Park	The Jule	Eagle Point Park
#9 Miller Riverview Park & Campground	Eagle Point Park	Housing & Comm. Dev.
#10 Flora Park Swimming Pool	Miller Riverview Park	Police

# PUBLIC INFORMATION OFFICE MEDIA SERVICES

## Mission & Services



Provide information on City services and initiatives to Dubuque residents and stakeholders through the City's government access television channels, webstream and videos on demand, and social media channels. The Media Services staff are part of the Public Information Office team and operate 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 and City Council meetings are streamed live on the City's Facebook page.

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, and important notices such as winter parking restrictions. They also provide videos, photos, and graphics for use on the City's social media channels. The Public Information Officer and Multimedia Specialist work with the Cable TV 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.

Media Services Position Summary	
	FY 2023
Cable Television Coordinator	1.00
Video Producer	1.00
Intern Video Producer	0.25
<b>Total FT Equivalent Employees</b>	<b>2.25</b>

## Performance Measures

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

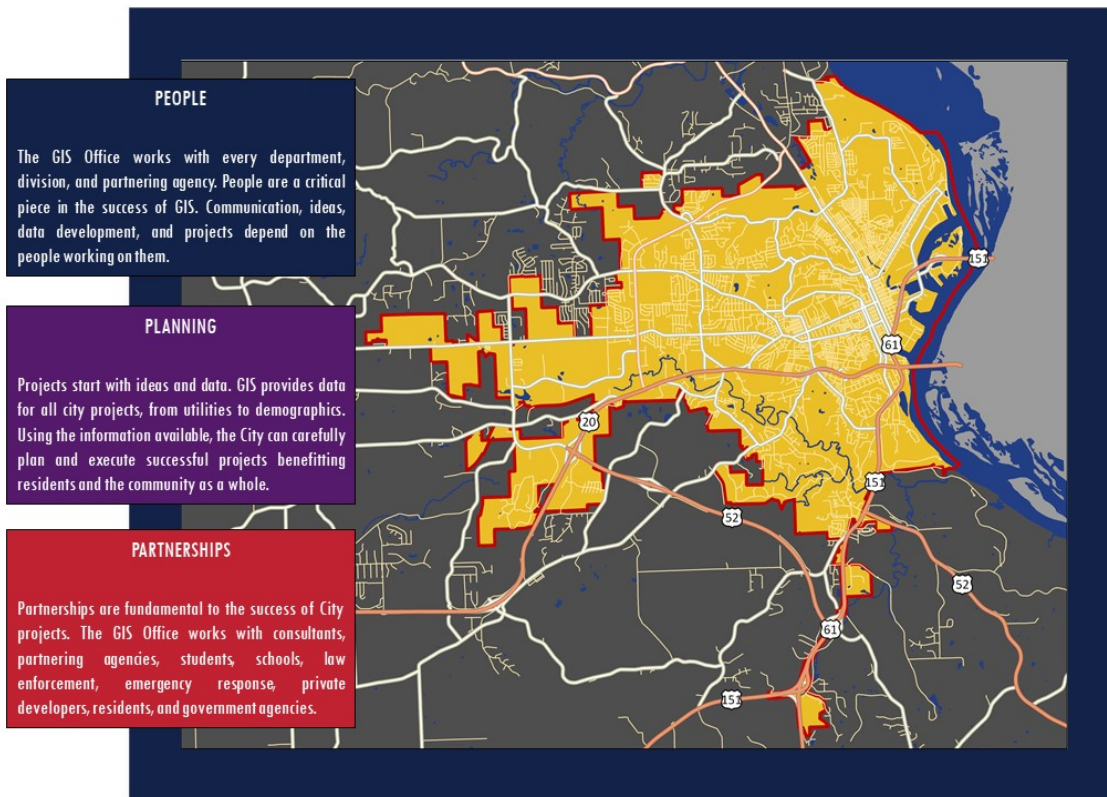
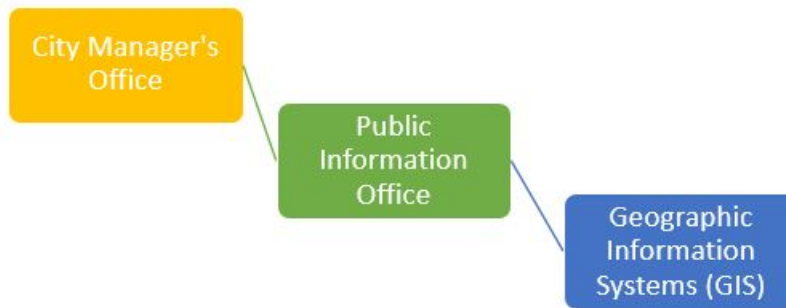
1	<b>Dept. Objective: Provide Information regarding City initiatives to citizens and visitors through program/video production and multiple channels of dissemination.</b>						
	Performance Measure (KPI)	Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	Performance Indicator
	# of meetings broadcast & programs produced	>100	101	107	163	120	
2	<b>Dept. Objective: Make the City of Dubuque more inclusive and equitable by incorporating closed captions into select videos.</b>						
	# of video minutes captioned	>6000	NA	NA	6,614	6,500	

# 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 substantial service level to the City organization.





Geographic Information Systems Position Summary	
	<b>FY 2023</b>
GIS Applications Specialist	1.00
GIS Coordinator	1.00
GIS Intern - Seasonal	0.25
<b>Total FT Equivalent Employees</b>	<b>2.25</b>

## Performance Measures

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

<b>1</b>	<b>Dept. Objective: Leverage GIS as a data management software to accurately and consistently tract City assets and community information.</b>					
	<b>Performance Measure (KPI)</b>	<b>Target</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Estimated</b>	<b>Performance Indicator</b>
	Annual Address Updates	N/A	691	1,640	1,200	N/A
	Data, Map, and Application Requests	N/A	166	97	120	N/A
<b>2</b>	<b>Dept. Objective: Assist City departments in GIS application development to streamline workflows, centralize citywide data collection, and collaborate across organization outcomes.</b>					
	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
<b>3</b>	<b>Dept. Objective: Produce interactive and engaging content to improve customer service.</b>					
	Website hits to zoning map	N/A	1590	2057	3400	N/A
	New public facing web map applications	N/A	3	1	10	N/A

## Recommended Operating Revenue Budget - Department Total

### 69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY20 Actual Revenue	FY21 Actual Revenue	FY22 Adopted Budget	FY23 Recomm'd Budget
290	42350	CABLE FRANCHISE FEE	573,297	559,802	573,297	559,802
<b>42</b>	<b>LICENSES AND PERMITS</b>	<b>- Total</b>	<b>573,297</b>	<b>559,802</b>	<b>573,297</b>	<b>559,802</b>
290	43110	INVESTMENT EARNINGS	9,574	4,257	4,800	4,257
290	43234	RENT, FIBER HUB W 3RD	750	0	750	0
<b>43</b>	<b>USE OF MONEY AND PROPERTY</b>	<b>- Total</b>	<b>10,324</b>	<b>4,257</b>	<b>5,550</b>	<b>4,257</b>
290	53201	REFUNDS	255	0	0	0
800	53530	SPECIALIZED SERVICES	0	0	91,142	60,255
290	53605	MISCELLANEOUS REVENUE	0	50	0	50
290	53620	REIMBURSEMENTS-GENERAL	60	1,490	60	1,490
100	53645	MAP REPRODUCTION FEES	30	20	30	20
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>345</b>	<b>1,560</b>	<b>91,232</b>	<b>61,815</b>
100	59610	FR WPC OPERATING	41,355	54,429	53,179	53,517
100	59620	FR STORMWATER OPERATING	11,435	16,329	15,954	16,055
100	59630	FR PARKING OPERATING	5,370	7,076	6,913	6,957
100	59640	FR WATER UTILITY	8,961	8,709	8,509	8,563
100	59670	FR REFUSE COLLECTION	37,323	50,619	49,456	49,771
<b>59</b>	<b>TRANSFER IN AND INTERNAL</b>	<b>- Total</b>	<b>104,444</b>	<b>137,162</b>	<b>134,011</b>	<b>134,863</b>
<b>PUBLIC INFORMATION OFFICE - Total</b>			<b>688,410</b>	<b>702,780</b>	<b>804,090</b>	<b>760,737</b>

## Recommended Operating Expenditure Budget - Department Total

### 69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	150,458	154,218	199,573	232,318
261	61010	FULL-TIME EMPLOYEES	15,782	0	0	0
290	61010	FULL-TIME EMPLOYEES	239,489	202,390	244,523	256,891
800	61010	FULL-TIME EMPLOYEES	0	0	46,612	32,087
261	61020	PART-TIME EMPLOYEES	1,667	0	0	0
290	61020	PART-TIME EMPLOYEES	42,763	51,260	46,150	47,653
100	61030	SEASONAL EMPLOYEES	4,606	0	7,773	8,023
290	61030	SEASONAL EMPLOYEES	0	0	6,963	7,188
261	61050	OVERTIME PAY	408	0	0	0
290	61050	OVERTIME PAY	4,161	7,625	4,000	4,000
100	61079	COVID	51	16	0	0
100	61081	COVID19 SCHOOL/DAYCARE CL	218	0	0	0
100	61085	SELF QUARANTINE HEALTH	0	172	0	0
100	61088	SCHOOL/DAYCARE CLOSED	103	31	0	0
290	61092	VACATION PAYOFF	9,785	0	0	0
290	61096	50% SICK LEAVE PAYOUT	1,651	2,207	1,651	2,207
100	61310	IPERS	14,257	14,578	19,573	22,688
261	61310	IPERS	1,686	0	0	0
290	61310	IPERS	27,009	24,664	27,818	29,127
800	61310	IPERS	0	0	4,400	3,029
100	61320	SOCIAL SECURITY	10,948	10,905	15,862	18,387
261	61320	SOCIAL SECURITY	1,273	0	0	0
290	61320	SOCIAL SECURITY	21,615	19,029	23,201	24,322
800	61320	SOCIAL SECURITY	0	0	3,566	2,455
100	61410	HEALTH INSURANCE	20,713	39,396	42,354	46,982
261	61410	HEALTH INSURANCE	3,643	0	0	0
290	61410	HEALTH INSURANCE	38,034	36,888	39,096	40,269
800	61410	HEALTH INSURANCE	5,480	7,525	9,774	6,710
100	61415	WORKMENS' COMPENSATION	395	568	465	412
290	61415	WORKMENS' COMPENSATION	804	840	589	597
800	61415	WORKMENS' COMPENSATION	0	0	809	1,111
100	61416	LIFE INSURANCE	127	126	179	160
261	61416	LIFE INSURANCE	22	0	0	0
290	61416	LIFE INSURANCE	192	184	201	138
800	61416	LIFE INSURANCE	0	0	41	23
100	61651	MEALS NO OVERNIGHT	27	0	0	0
100	61660	EMPLOYEE PHYSICALS	0	0	0	142
290	61660	EMPLOYEE PHYSICALS	138	0	138	0
<b>61 - WAGES AND BENEFITS</b>			<b>617,505</b>	<b>572,621</b>	<b>745,311</b>	<b>786,919</b>
100	62010	OFFICE SUPPLIES	437	384	437	384
290	62010	OFFICE SUPPLIES	1,143	606	1,175	606
800	62010	OFFICE SUPPLIES	0	0	105	0
100	62030	POSTAGE AND SHIPPING	23	0	0	0
290	62030	POSTAGE AND SHIPPING	52	0	186	0
800	62030	POSTAGE AND SHIPPING	0	0	13,500	13,500
290	62031	PROCESSING MATERIALS	21,609	18,450	19,200	18,450
100	62050	OFFICE EQUIPMENT MAINT	342	0	0	0
290	62050	OFFICE EQUIPMENT MAINT	196	204	139	208
100	62061	DP EQUIP. MAINT CONTRACTS	2,212	1,732	1,732	1,496

## Recommended Operating Expenditure Budget - Department Total

### 69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
290	62061	DP EQUIP. MAINT CONTRACTS	7,737	7,283	7,283	7,216
100	62090	PRINTING & BINDING	49	0	47	50
290	62090	PRINTING & BINDING	45,135	34,895	46,200	66,480
800	62090	PRINTING & BINDING	0	0	9,715	0
100	62110	COPYING/REPRODUCTION	41	4	150	4
290	62110	COPYING/REPRODUCTION	430	12	639	12
800	62110	COPYING/REPRODUCTION	0	0	175	0
290	62130	LEGAL NOTICES & ADS	4,327	449	400	449
290	62140	PROMOTION	7,124	5,367	10,195	15,195
800	62140	PROMOTION	0	0	700	700
290	62170	SUBSCRIPTIONS-BOOKS-MAPS	0	0	225	0
290	62190	DUES & MEMBERSHIPS	1,190	0	1,206	760
800	62190	DUES & MEMBERSHIPS	0	0	50	0
290	62206	PROPERTY INSURANCE	441	387	387	438
290	62208	GENERAL LIABILITY INSURAN	2,874	2,906	3,076	4,164
100	62310	TRAVEL-CONFERENCES	5,659	0	5,240	5,240
290	62310	TRAVEL-CONFERENCES	2,089	0	5,060	8,060
100	62320	TRAVEL-CITY BUSINESS	0	0	572	572
290	62320	TRAVEL-CITY BUSINESS	32	0	350	350
800	62320	TRAVEL-CITY BUSINESS	0	0	330	330
290	62340	MILEAGE/LOCAL TRANSP	29	0	100	100
100	62360	EDUCATION & TRAINING	1,163	0	1,150	1,150
290	62360	EDUCATION & TRAINING	2,010	0	3,230	3,230
800	62360	EDUCATION & TRAINING	0	0	60	60
290	62420	INET EXPENSE	0	0	1,500	1,500
100	62421	TELEPHONE	668	636	668	636
290	62421	TELEPHONE	2,051	1,924	2,283	1,925
290	62424	RADIO/PAGER FEE	316	322	335	543
100	62436	RENTAL OF SPACE	378	441	378	441
290	62436	RENTAL OF SPACE	1,003	1,134	1,003	1,134
290	62511	FUEL, MOTOR VEHICLE	284	144	427	470
290	62521	MOTOR VEHICLE MAINT.	693	74	707	75
290	62604	CERTIFICATIONS	320	0	320	0
290	62611	MACH/EQUIP MAINTENANCE	100	0	500	0
290	62645	SPECIAL EVENTS	3,817	0	3,300	0
800	62645	SPECIAL EVENTS	0	0	500	0
290	62659	LIBRARY VIDEO MATERIALS	278	40	1,000	1,000
100	62663	SOFTWARE LICENSE EXP	9,080	4,750	4,600	4,750
290	62663	SOFTWARE LICENSE EXP	57,692	54,922	62,448	63,565
800	62663	SOFTWARE LICENSE EXP	0	0	555	0
290	62664	LICENSE/PERMIT FEES	2,820	1,394	1,300	1,394
100	62667	DATA SERVICES	529	712	360	712
290	62667	DATA SERVICES	19,854	20,852	21,647	20,796
290	62713	LEGAL SERVICES	5,000	0	5,000	0
290	62716	CONSULTANT SERVICES	0	60	5,000	2,000
290	62736	CATERING SERVICES	3,600	0	4,000	4,000
800	62736	CATERING SERVICES	0	0	250	250

## Recommended Operating Expenditure Budget - Department Total

### 69 - PUBLIC INFORMATION OFFICE

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
290	62747	MACH/EQUIPMENT RENTAL	0	0	1,500	1,500
290	62785	GIFT CARDS	200	0	200	200
<b>62 - SUPPLIES AND SERVICES</b>			<b>215,026</b>	<b>160,085</b>	<b>252,795</b>	<b>256,095</b>
100	71120	PERIPHERALS, COMPUTER	775	0	0	0
290	71120	PERIPHERALS, COMPUTER	0	0	0	40
290	71123	SOFTWARE	0	27	0	0
100	71124	COMPUTER	2,006	0	0	0
290	71124	COMPUTER	707	645	0	0
290	71211	DESKS/CHAIRS	0	0	0	650
290	72412	CABLE TV RELATED EQUIP	2,495	0	5,000	6,000
100	72418	TELEPHONE RELATED	27	0	350	0
290	72418	TELEPHONE RELATED	0	0	0	390
<b>71 - EQUIPMENT</b>			<b>6,010</b>	<b>672</b>	<b>5,350</b>	<b>7,080</b>
100	73210	CONST CONTRACT-BLDG	21,944	254	0	0
<b>73 - CIP EXPENDITURES</b>			<b>21,944</b>	<b>254</b>	<b>0</b>	<b>0</b>
<b>69 - PUBLIC INFORMATION OFFICE TOTAL</b>			<b>860,484</b>	<b>733,631</b>	<b>1,003,456</b>	<b>1,050,094</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 69 - PUBLIC INFORMATION OFFICE

#### PUBLIC INFORMATION/GIS - 72300

##### FUNDING SOURCE: CDBG CARES ACT

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
WAGES AND BENEFITS	—	—	—
<b>CDBG CARES ACT</b>	<b>—</b>	<b>—</b>	<b>—</b>
CIP EXPENDITURES	254	—	—
EQUIPMENT	27	350	1,080
SUPPLIES AND SERVICES	109,229	152,157	180,209
WAGES AND BENEFITS	446,580	474,371	524,761
<b>PUBLIC INFORMATION/GIS</b>	<b>556,089</b>	<b>626,878</b>	<b>706,050</b>
<b>BEE BRANCH COMM SPEC - 72620</b>			

##### FUNDING SOURCE: ENGINEERING SERVICE

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
SUPPLIES AND SERVICES	0	25,940	14,840
WAGES AND BENEFITS	7,525	65,202	45,415
<b>BEE BRANCH COMM SPEC</b>	<b>7,525</b>	<b>91,142</b>	<b>60,255</b>
<b>CABLE TV - 75100</b>			

##### FUNDING SOURCE: CABLE TV

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	645	5,000	6,000
SUPPLIES AND SERVICES	50,856	74,698	61,046
WAGES AND BENEFITS	118,516	205,738	216,743
<b>CABLE TV</b>	<b>170,017</b>	<b>285,436</b>	<b>283,789</b>
<b>PUBLIC INFORMATION OFFICE TOTAL</b>	<b>733,631.17</b>	<b>1,003,456</b>	<b>1,050,094</b>

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

**69 PUBLIC INFORMATION OFFICE DEPT.**

FD	JC	WP-GR	JOB CLASS	FY 2021		FY 2022		FY 2023	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
290	8400	GE-38	PUBLIC INFORMATION OFFICER	1.00	95,115	1.00	101,845	1.00	105,657
800	1950	GE-29	COMMUNICATIONS SPECIALIST	0.75	31,189	0.75	46,612	0.50	32,087
100	1950	GE-29	COMMUNICATIONS SPECIALIST	0.25	15,159	0.25	15,537	1.50	84,770
100		GE-25	COMMUNICATIONS ASSISTANT	1.00	41,739	1.00	41,130	—	0
100		GE-30	GIS APPLICATIONS SPECIALIST	1.00	61,092	1.00	64,999	1.00	67,108
100	8400	GE-33	GIS COORDINATOR	1.00	76,757	1.00	77,907	1.00	80,441
290	8300	GE-37	CABLE TV COORDINATOR	1.00	75,252	1.00	76,379	1.00	82,784
290	8725	GE-30	VIDEO PRODUCER	1.00	65,320	1.00	66,299	1.00	68,450
TOTAL FULL TIME EMPLOYEES				7.00	461,623	7.00	490,708	7.00	521,297
61020 Part Time Employee Expense									
290	1950	GE-29	COMMUNICATIONS SPECIALIST	0.75	23,000	0.75	46,150	0.75	47,653
TOTAL PART TIME EMPLOYEES				0.75	23,000	0.75	46,150	0.75	47,653
61030 Seasonal Employee Expense									
100		NA-34	ARCHITECTURAL INTERN	0.50	27,301	—	0	—	0
100	2850	NA-37	GIS INTERN - SEASONAL	0.25	7,663	0.25	7,773	0.25	8,023
290	2875	NA-38	VIDEO PRODUCTION INTERN	0.25	6,859	0.25	6,963	0.25	7,188
TOTAL SEASONAL EMPLOYEES				1.00	41,823	0.50	14,736	0.50	15,211
TOTAL PUBLIC INFORMATION OFFICE DEPT				8.75	526,446	8.25	551,594	8.25	584,161

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

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2021		FY 2022		FY 2023		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Public Information - FT Media Services Fund											
29072300	61010	290	8400	GE-38	PUBLIC INFORMATION OFFICER	1.00	\$ 95,115	1.00	\$ 101,845	1.00	\$ 105,657
29072300	61010	100	1950	GE-29	COMMUNICATIONS SPECIALIST	—	\$ —	—	\$ —	—	\$ —
29075100	61010	290	8300	GE-37	CABLE TV COORDINATOR	1.00	\$ 75,252	1.00	\$ 76,379	1.00	\$ 82,784
29075100	61010	290	8725	GE-30	VIDEO PRODUCER	1.00	\$ 65,320	1.00	\$ 66,299	1.00	\$ 68,450
Total						3.00	\$ 235,687	3.00	\$ 244,523	3.00	\$ 256,891
Public Information - FT General Fund											
10072300	61010	100	8400	GE-33	GIS COORDINATOR	1.00	\$ 76,757	1.00	\$ 77,907	1.00	\$ 80,441
10072300	61010	100	1950	GE-29	COMMUNICATIONS SPECIALIST	0.25	\$ 15,159	0.25	\$ 15,537	1.50	\$ 84,770
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	\$ 61,092	1.00	\$ 64,999	1.00	\$ 67,108
Total						3.25	\$ 194,747	3.25	\$ 199,573	3.50	\$ 232,319
Public Infromation - FT Stormwater Fund											
80072620	61010	620	1950	GE-29	COMMUNICATIONS SPECIALIST	0.75	\$ 31,189	0.75	\$ 46,612	0.50	\$ 32,087
Total						0.75	\$ 31,189	0.75	\$ 46,612	0.50	\$ 32,087
Public Information - PT Media Services Fund											
29072300	61020	100	1950	GE-29	COMMUNICATIONS SPECIALIST	0.75	\$ 23,000	0.75	\$ 46,150	0.75	\$ 47,653
Total						0.75	\$ 23,000	0.75	\$ 46,150	0.75	\$ 47,653
Public Information - Seasonal General Fund											
10072300	61030	100		NA-34	ARCHITECTURAL INTERN	0.50	\$ 27,301	—	\$ —	—	\$ —
10072300	61030	100	2850	NA-37	GIS INTERN-SEASONAL	0.25	\$ 7,663	0.25	\$ 7,773	0.25	\$ 8,023
Total						0.75	\$ 34,964	0.25	\$ 7,773	0.25	\$ 8,023
FY 2023 - Seasonal Media Services Fund											
29075100	61030	290	2875	NA-38	VIDEO PRODUCTION INTERN	0.25	\$ 6,859	0.25	\$ 6,963	0.25	\$ 7,188
Total						0.25	\$ 6,859	0.25	\$ 6,963	0.25	\$ 7,188
TOTAL PUBLIC INFORMATION OFFICE DEPT.						8.75	\$ 526,446	8.25	\$ 551,594	8.25	\$ 584,161



Capital Improvement Projects by Department/Division					
PUBLIC INFORMATION OFFICE					
CIP Number	Capital Improvement Project Title	FY 20 Actual Expense	FY 21 Actual Expense	FY 22 Adopted Budget	FY 23 Recomm'd Budget
1021070	GIS SYSTEM IMPLEMENTATION	16,712	92,710	67,500	—
3501070	GIS SYSTEM IMPLEMENTATION	5,730	—	—	—
3502624	AUGMENTED DATE SUPPORT SV	16,231	—	—	—
3502625	GEOEVENT PROCESSOR EXT	—	—	—	—
PUBLIC INFORMATION OFFICE TOTAL		38,674	92,710	67,500	—

PRGRM/ DEPT	PROJECT DESCRIPTION	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL	PAGE
PUBLIC INFORMATION OFFICE								
General Government								
	Aerial Orthophotography and LiDAR	\$ —	\$ 69,500	\$ —	\$ 72,500	\$ —	\$ 142,000	399
	TOTAL	\$ —	\$ 69,500	\$ —	\$ 72,500	\$ —	\$ 142,000	

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# **Human Resources**

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## HUMAN RESOURCES DEPARTMENT

<b>Budget Highlights</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Requested</b>	<b>% Change From FY 2022 Budget</b>
<u>Expenses</u>				
Employee Expense	694,299	826,837	1,010,818	22.3 %
Supplies and Services	164,928	248,548	281,312	13.2 %
Machinery and Equipment	—	6,440	—	— %
Total	859,227	1,081,825	1,292,130	19.4 %
<u>Resources</u>				
Administrative Overhead Recharges	349,086	382,073	489,959	28.2 %
Misc. Reimbursements	206,370	203,666	205,127	0.7 %
Total	555,456	585,739	695,086	18.7 %
Property Tax Support	303,771	496,086	597,044	100,958
Percent Increase (Decrease)				20.4 %
<b>Personnel - Authorized FTE</b>	<b>4.63</b>	<b>6.13</b>	<b>7.63</b>	

### Improvement Package Summary

#### 1 of 4

This improvement request is for supplies to support implementation of training and learning activities by the Development and Learning Manager and associated trainers in the organization (i.e., EQ facilitators, Intercultural facilitators, and various City staff who conduct training as part of employee orientation). It includes costs for the following:

1. Zoom account for breakout rooms, video sharing, and polling services it offers that are difficult to use in GoToWebinar = \$12.49/mo = \$150 annually
2. Kahoot! 360 Presenter \$39 per month = \$468 annually (this package allows for PowerPoint integration, up to 50 users per session, Zoom integration, Teams integration, questions, question bank, quizzes, puzzles, images, multiple selections, polls, word clouds).
3. Post-it Sticky Easel Pads, 25x30", White, 30 sheets per pack, 2-pack \$46 x 5 per year = \$230
4. Sharpie Marker sets – chisel tip 12-count \$11 x 5 per year = \$55
5. Docu-sleeves in various sizes to re-use key training items for walls = \$200
  - a. 27x34 (5) at 19.94 each = \$100 (flip chart size)
  - b. 8 ½ x 11 (10) at 3.35 each = \$35
  - c. 11x17 (10) at 5.60 each = \$56
6. Painter's Tape x 10 at \$9 each = \$90
7. HDMI cable (\$10) and HDMI to lightning cable adapter (\$50) for i-pad presentations = \$60
8. Whiteboard markers = \$10 x 5 per year = \$50
9. Miscellaneous Training activity sets or inventories to administer while working within a department or for supervisors, etc. (examples: Strengthsfinder; DISC; MBTI; Connective Leadership; Intercultural Conflict Styles Inventory, IDI, icEdge; etc.) = \$2,500
10. Budget for snacks and coffee for participants = \$2,000
11. Funds to purchase training through our EAP as needed (20 hours at \$300/hour) = \$6,000

This request supports the City Council goal of High Performance Organization

Related Cost:	<u>\$ 12,000</u>	Tax Funds	Recurring	<b>Recommend - Yes</b>
Net Property Tax Cost:	<u>\$ 12,000</u>			
Property Tax Impact:	<u>\$ 0.0047</u>	0.05%		

Activity: Human Resources

## 2 of 4

This improvement request is for materials, training (both informal and formal to maintain certification), apps/software, and 6 Seconds EQ administration to implement and provide emotional intelligence and brain support activities, 1:1 coaching, 1:1 and group assessments and follow up and related brain health activities for departments and employees across the City. Included formulated groups or committees include:

1. Peer Resource Team
2. EQville
3. Employee Wellness (mind, body, and soul)
4. Assessment and Care Team (ACT)

Costs include:

1. App (like Rave) - \$17,000
2. EQ training and certification continuing ed - \$4000
3. Ongoing and new peer support specialist training - \$4000

Ideally, there should be one skilled/trained peer support specialist for every 75-100 employees or (7-10) The Employee Survey, Focus Group, and other survey tools identified a need for greater “people skills” and increased trust in leadership. These groups and related activities directly address, provide resources for, and positively impact these identified issues, including enabling persons to embrace change, not only for leadership but for all employees within the organization. This request supports the City Council goal of High Performance Organization

Related Cost:	<u>\$ 25,000</u>	Tax Funds	Recurring	<b>Recommend - Yes</b>
Net Property Tax Cost:	<u>\$ 25,000</u>			
Property Tax Impact:	<u>\$ 0.0098</u>	0.11%		

Activity: Human Resources

## 3 of 4

This improvement request is for the development, certification, professional conferences and training of Human Resources staff, and professional organization membership fees. This request includes:

- a. Transfer of Certified Trainer and Materials for Crucial Conversations® – \$1500 (one time and provides for free certification of one new trainer at City of Dubuque. This transfers Shelley Stickfort’s Certified Trainer rights to the City of Dubuque and provides for free certification of one new/additional trainer at City of Dubuque).

Crucial Conversations® Training Materials – Book and e-book, audio materials are \$250 per person. If train 50 employees per year, (50 x \$250 = \$12,500). If train 25 employees per fiscal year (25 x \$250 = \$6,250)

Crucial Conversations® teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of an organization. By learning how to speak and be heard (and encouraging others to do the same), you’ll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment.

A crucial conversation is a discussion between two or more people where the stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—lead to strained relationships and dismal results.

Crucial Conversations® teaches participants how to:

- Speak persuasively, not abrasively
- Foster teamwork and better decision making
- Build acceptance rather than resistance
- Resolve individual and group disagreements

The City's Employee Survey Results, Focus Group information and Wellness Audit results identify the need for the City to be better and more effective at communication. While there have been multiple activities and means identified to address, correct, and upskill the various issues and undesired outcomes related to "communication needs" theme. Providing an in-house skill acquisition opportunity that includes practicing utilizing the skills learned in the real world, work environment for holding crucial conversations and on-going support and resources is essential in addressing and improving the communication in the organization. High Performing Government

- b. The development of Human Resources staff to is an essential link to better performance and higher engagement both of which impact the organization's success. Just some of the general benefits from providing professional development and training opportunities include the ability to stay abreast of best practices and current trends, increased efficiencies in processes, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, increased employee motivation, job satisfaction and morale.

Historically, professional development money and professional membership fees were budgeted only for the Human Resources Assistant position. Because the City would benefit greatly if every member of the Human Resources team is provided with professional development and membership opportunities, professional development and membership fees are requested for each position in Human Resources as follows (the grand total of this request is \$10,500):

- i. Director - \$2,500 (SHRM membership (annual), conference x2 participation, Professional/SPHR certification CEU)
- ii. Development and Training Manager - \$2,000 (SHRM membership (annual), conference/workshop x2 participation, Professional certification CEU)
- iii. SWEC/Talent Acquisition Coordinator - \$1,500
- iv. Benefits and Compensation Manger - \$1500
- v. Employee and Labor Relations Manager \$1500
- vi. HR Payroll and Benefits Specialist - \$500
- vii. Secretary/HR Specialist (onboarding) - \$500
- viii. Secretary/Administrative Support - \$500

This request supports the City Council goal of High Performance Organization.

Related Cost:	\$ 14,500	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Cost:	\$ 1,500	Tax Funds	Non-Recurring	
Net Property Tax Cost:	<u>\$ 16,000</u>			
Property Tax Impact:	\$ 0.0063	0.07%		
Activity: Human Resources				

#### 4 of 4

This improvement request is to fund an additional paid City Holiday for Juneteenth National Independence Day. Juneteenth is a federal holiday in the United States commemorating the emancipation of African-American slaves. It is also often observed for celebrating African-American culture. Originating in Galveston, Texas, it has been celebrated annually on June 19th in various parts of the United States since 1865. The day was recognized as a federal holiday on June 17, 2021, when President Joe Biden signed the Juneteenth National Independence Day Act into law. Juneteenth's commemoration is on the anniversary date of the June 19, 1865, announcement of General Order No. 3 by Union Army general Gordon Granger, proclaiming freedom for slaves in Texas, which was the last state of the Confederacy with institutional slavery.

Related Cost:	\$ 70,698	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Cost:	\$ 38,747	Non-Tax Funds	Recurring	
Net Property Tax Cost:	<u>\$109,445</u>			
Property Tax Impact:	\$ 0.0431	0.46%		
Activity:	Human Resources			

### Significant Line Items

#### Employee Expense

1. FY 2023 employee expense reflects a 3.25% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2022 The employee contribution of 6.29% is unchanged from FY 2022.
3. The City portion of health insurance expense is increased from \$1,086 in FY 2022 to \$1,119 in FY 2023 per month per contract which results in an annual cost increase of \$2,737 or 3.04%.
4. Insurance Premium increased from \$192,926 in FY 2022 to \$194,748 in FY 2023 based on FY 2022 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 2022 to \$27,100 in FY 2023, based on FY 2022. FY 2021 Actual was \$24,610. 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 is unchanged from \$11,032 in FY 2022 to \$11,032 in FY 2023.
7. 50% Sick Leave Payout decreased from \$1,364 in FY 2022 to \$1,096 in FY 2023 based on FY 2022 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.
8. During Fiscal Year 2022, the following personnel changes were approved:
  - a. 1.0 FTE HR Assistant position (GE-32) was changed to Benefits and Compensation Manager (GE-36) which resulted in a cost decrease of \$1,564
  - b. 0.7 FTE Secretary position (GE-25) was changed to 0.63 FTE HR Specialist (GE-28) which resulted in a cost increase of \$2,558.
  - c. 0.5 FTE seasonal Scanning Intern (GE-25) was eliminated which resulted in a savings of \$20,044



- d. Addition of 1.0 FTE HR Benefits and Payroll Specialist (GE-28) which resulted in an increase of \$27,902
- e. Addition of 1.0 FTE Employee Relations Manager (GE-34) which resulted in an increase of \$36,360

## **Supplies & Services**

- 9. Consultant Services decreased from \$70,217 in FY 2022 to \$61,525 in FY 2023 and is based on FY 2021 Actual less non-recurring items. This line item includes Gallagher benefit services of \$36,500, third party Exit Interview Service of \$7,500, 509(A) Certificate of Compliance of \$1,025, Affordable Care Act compliance reporting of \$8,000, Executive Coaching of \$5,000, and GASB 45 actuarial valuation of \$3,500. FY 2021 Actual was \$46,058.
- 10. Criminal Background Check increased from \$14,000 in FY 2022 to \$17,640 in FY 2023, based on FY 2021 Actual of \$17,640.
- 11. Education and Training increased from \$50,950 in FY 2022 to \$90,250 in FY 2023. FY 2021 Actual was \$68,548. 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).
- 12. Conferences is unchanged from \$24,180 in FY 2022 to \$24,180 in FY 2023. This line item 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).
- 13. Software License decreased from \$51,098 in FY 2022 to \$51,048 in FY 2023 and is based on the new Enterprise Resource Planning System. FY 2021 Actual was \$10,990.
- 14. Fiduciary Liability decreased from \$6,665 in FY 2022 to \$4,230 in FY 2023 based on actual.
- 15. General Liability Insurance increased from \$2,710 in FY 2022 to \$3,768 in FY 2023 based on FY 2022 actual plus 12%.

## **Revenue**

- 16. Miscellaneous Reimbursements decreased from \$12,320 in FY 2022 to \$10,306 in FY 2023. FY 2021 Actual was \$4,406. 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).
- 17. Dental Insurance Premium increased from \$191,346 in FY 2022 to \$194,748 in FY 2023 based on FY 2021 actual. FY 2021 Actual was \$201,891. This line item represents employee paid premiums for Dental Insurance and offsets the expense.
- 18. Revenue received from Enterprise Funds for administrative overhead charges has increased from \$382,073 in FY 2022 to \$489,959 in FY 2023. FY 2021 Actual was \$349,086.

# HUMAN RESOURCES DEPARTMENT

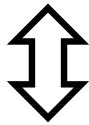
The Human Resources department is committed to providing expertise in attracting, developing and sustaining a high quality workforce committed to excellent services.



## 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.

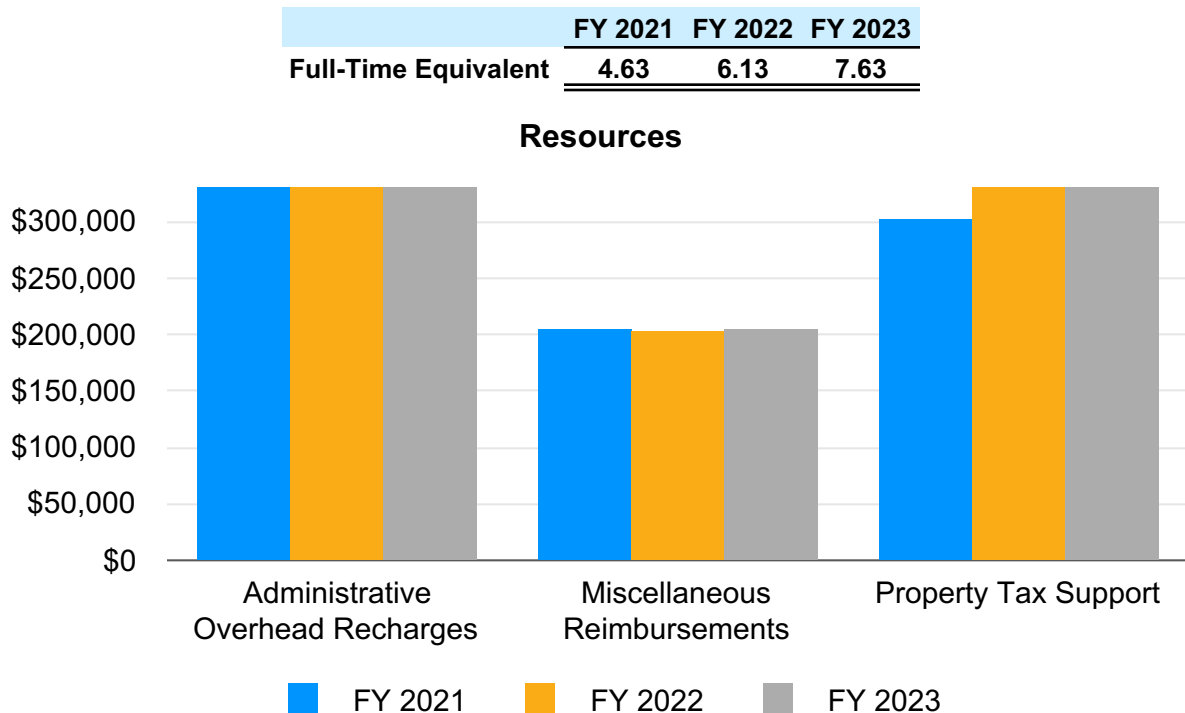


### Planning

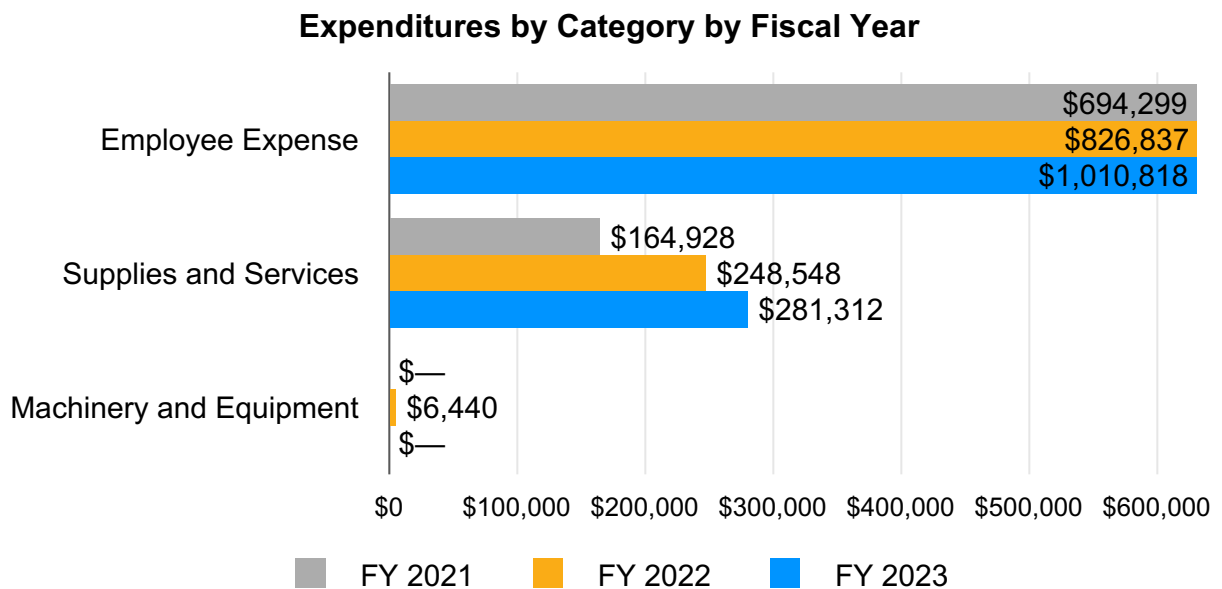
The Human Resources Department works with all City departments to ensure vacancies are filled with engaged, competent, and diverse employees to best carry out City initiatives.



# HUMAN RESOURCES DEPARTMENT



The Human Resources Department is supported by 7.63 full-time equivalent employees, which accounts for 78.23% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 19.44% in FY 2023 compared to FY 2022.



# 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 2023
Human Resources Manager	1.00
Human Resources Specialist (Benefits)	1.00
Training and Workforce Development Coordinator	1.00
Secretary	1.00
Employee Relations Manager	1.00
Human Resource Specialist	0.63
Benefits and Compensation Manager	1.00
Development and Training Coordinator	1.00
<b>Total FT Equivalent Employees</b>	<b>7.63</b>

## Performance Measures

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

	Performance Measure (KPI)	Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	Performance Indicator
1	<b>Dept. Objective: Ensure equal employment opportunities for all employees and applicants for employment.</b>					
	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	<b>Dept. Objective: To find the best candidate for the job while improving satisfaction and speeding up the recruitment process.</b>					
	Time to Fill	< 60 Days	-	-	58 days	
	Candidate Net Promoter Score	Average > 0	-	-	4.43	
	Quality of Hire*	> 50%	79.7%	95%	100%	
3	<b>Dept. Objective: Increase employee engagement</b>					

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

Performance Measure (KPI)	Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	Performance Indicator
Relationship with Peers	> 75%	-	-	93%	
Quality of Feedback	> 75%	-	-	38%	

### Employee Data Tables

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

### 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	4,068
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	FY20 Actual Revenue	FY21 Actual Revenue	FY22 Adopted Budget	FY23 Recomm'd Budget
100	53201	REFUNDS	—	73	—	73
100	53550	SELF INSURANCE PREMIUMS	191,346	201,891	191,346	194,748
100	53605	MISCELLANEOUS REVENUE	12,320	4,406	12,320	10,306
100	53620	REIMBURSEMENTS-GENERAL	747	—	—	—
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>204,413</b>	<b>206,370</b>	<b>203,666</b>	<b>205,127</b>
100	59610	FR WPC OPERATING	87,694	115,592	126,516	162,237
100	59620	FR STORMWATER OPERATING	24,246	34,677	37,953	48,671
100	59630	FR PARKING OPERATING	11,387	15,030	16,450	21,091
100	59640	FR WATER UTILITY	19,003	18,497	20,244	25,958
100	59670	FR REFUSE COLLECTION	79,145	107,499	117,658	150,882
100	59940	FR DMASWA	43,849	57,791	63,252	81,120
<b>59</b>	<b>TRANSFER IN AND INTERNAL</b>	<b>- Total</b>	<b>265,324</b>	<b>349,086</b>	<b>382,073</b>	<b>489,959</b>
<b>PERSONNEL - Total</b>			<b>469,737</b>	<b>555,456</b>	<b>585,739</b>	<b>695,086</b>

## Recommended Operating Expenditure Budget - Department Total

### 67 - HUMAN RESOURCES

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	316,720	320,924	402,318	550,745
100	61020	PART-TIME EMPLOYEES	31,066	32,168	29,480	34,242
100	61030	SEASONAL EMPLOYEES	—	—	19,022	—
100	61050	OVERTIME PAY	4,506	38	—	—
100	61091	SICK LEAVE PAYOFF	7,643	11,040	11,032	11,032
100	61092	VACATION PAYOFF	14,480	—	—	—
100	61096	50% SICK LEAVE PAYOUT	1,364	1,096	1,364	1,096
100	61310	IPERS	22,111	33,335	40,762	50,996
100	61320	SOCIAL SECURITY	18,772	26,667	35,437	45,680
100	61410	HEALTH INSURANCE	32,508	48,575	52,183	93,961
100	61411	INSURANCE PREMIUM	192,926	194,748	192,926	194,748
100	61413	ADMINISTRATION COSTS	22,689	24,610	27,100	27,100
100	61415	WORKMENS' COMPENSATION	695	863	725	896
100	61416	LIFE INSURANCE	155	234	13,270	322
100	61660	EMPLOYEE PHYSICALS	1,218	—	1,218	—
<b>61 - WAGES AND BENEFITS</b>			<b>666,852</b>	<b>694,299</b>	<b>826,837</b>	<b>1,010,818</b>
100	62010	OFFICE SUPPLIES	2,521	1,101	3,500	1,101
100	62030	POSTAGE AND SHIPPING	1,850	623	3,200	635
100	62031	PROCESSING MATERIALS	176	63	176	63
100	62061	DP EQUIP. MAINT CONTRACTS	1,417	2,333	2,333	2,338
100	62090	PRINTING & BINDING	215	—	220	220
100	62110	COPYING/REPRODUCTION	1,363	89	2,506	89
100	62130	LEGAL NOTICES & ADS	904	538	904	538
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	572	—	583	—
100	62190	DUES & MEMBERSHIPS	219	922	1,150	16,940
100	62204	REFUNDS	36	—	—	—
100	62208	GENERAL LIABILITY INSURAN	2,424	2,557	2,710	3,768
100	62209	FIDUCIARY LIABILITY	4,053	3,955	6,665	4,230
100	62310	TRAVEL-CONFERENCES	6,471	(1,089)	24,180	24,180
100	62320	TRAVEL-CITY BUSINESS	2,351	1,759	2,585	215
100	62360	EDUCATION & TRAINING	24,042	68,548	50,950	90,250
100	62421	TELEPHONE	1,532	3,474	3,445	3,474
100	62436	RENTAL OF SPACE	378	1,079	918	1,079
100	62660	DATA PROCESSING	4,162	3,997	3,997	1,686
100	62663	SOFTWARE LICENSE EXP	10,501	10,990	51,098	51,048
100	62667	DATA SERVICES	82	293	211	293
100	62697	LABOR RELATIONS	2,199	—	3,000	—
100	62713	LEGAL SERVICES	4,861	—	—	—
100	62716	CONSULTANT SERVICES	52,141	46,058	70,217	61,525
100	62717	CRIMINAL BACKGROUND CHECK	9,348	17,640	14,000	17,640
<b>62 - SUPPLIES AND SERVICES</b>			<b>133,818</b>	<b>164,928</b>	<b>248,548</b>	<b>281,312</b>
100	71120	PERIPHERALS, COMPUTER	680	—	920	—
100	71124	COMPUTER	—	—	4,400	—
100	72418	TELEPHONE RELATED	14	—	1,120	—
<b>71 - EQUIPMENT</b>			<b>694</b>	<b>—</b>	<b>6,440</b>	<b>—</b>
<b>67 - HUMAN RESOURCES TOTAL</b>			<b>801,364</b>	<b>859,226</b>	<b>1,081,825</b>	<b>1,292,130</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 67 - HUMAN RESOURCES

#### WORKFORCE DEVELOPMENT - 67300

##### FUNDING SOURCE: GENERAL

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
SUPPLIES AND SERVICES	—	7,705	—
WAGES AND BENEFITS	12,296	102,669	—
<b>WORKFORCE DEVELOPMENT</b>	<b>12,296</b>	<b>110,374</b>	<b>—</b>
<b>HUMAN RESOURCES</b>		<b>- 72700</b>	

##### FUNDING SOURCE: GENERAL

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	—	6,440	—
SUPPLIES AND SERVICES	164,928	240,843	281,312
WAGES AND BENEFITS	682,003	724,168	1,010,818
<b>HUMAN RESOURCES</b>	<b>846,930</b>	<b>971,451</b>	<b>1,292,130</b>
<b>HUMAN RESOURCES TOTAL</b>	<b>859,226</b>	<b>1,081,825</b>	<b>1,292,130</b>



CITY OF DUBUQUE, IOWA  
DEPARTMENT DETAIL - PERSONNEL COMPLEMENT  
67 HUMAN RESOURCES DEPT.

FD	JC	WP-GR	JOB CLASS	FY 2021		FY 2022		FY 2023	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	225	GE-25	SECRETARY	1.00	\$ 50,028	1.00	\$ 51,250	1.00	\$ 52,906
100		GE-34	DEVELOP TRAINING COORD	—	\$ —	1.00	\$ 63,246	1.00	\$ 85,638
100		GE-33	TRAINING/WORKFO DEV COORD	—	\$ —	1.00	\$ 73,781	1.00	\$ 78,864
100		GE-36	BENEFITS AND COMPENSTATION MANAGER	—	\$ —	—	\$ —	1.00	\$ 75,904
100		GE-34	EMPLOYEE RELATIONS MGR	—	\$ —	—	\$ —	1.00	\$ 66,821
100		GE-28	HR BENEFITS & PAYROLL SPECIALIST	—	\$ —	—	\$ —	1.00	\$ 48,482
100	9300	GE-44	HUMAN RESOURCES DIRECTOR	1.00	\$ 134,301	1.00	\$ 137,662	1.00	\$ 142,130
100	9100	GE-31	HUMAN RESOURCES ASSISTANT	1.00	\$ 72,018	1.00	\$ 73,781	—	\$ —
TOTAL FULL TIME EMPLOYEES				3.00	\$ 256,347	5.00	\$ 399,720	7.00	\$ 550,745
61020 Part Time Employee Expense									
100	225	GE-28	HUMAN RESOURCE SPECIALIST	0.63	\$ 27,800	0.63	\$ 29,480	0.63	\$ 34,242
TOTAL PART TIME EMPLOYEES				0.63	\$ 27,800	0.63	\$ 29,480	0.63	\$ 34,242
61030 Seasonal Employee Expense									
100		GE-25	SCANNING INTERN	—	\$ —	0.50	\$ 19,022	—	\$ —
TOTAL SEASONAL EMPLOYEES				—	\$ —	0.50	\$ 19,022	—	\$ —
TOTAL HUMAN RESOURCES DEPT				3.63	\$ 284,147	6.13	\$ 448,222	7.63	\$ 584,987

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

						FY 2021		FY 2022		FY 2023	
ACCT	FD	JC	WP-GR	POSITION CLASS		FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
Human Resources - FT General Fund											
10072700	61010	100	225	GE-25	SECRETARY	1.00	\$ 50,028	1.00	\$ 51,250	1.00	\$ 52,906
10072700	61010	100		GE-34	DEVELOP TRAINING COORD	—	\$ —	1.00	\$ 63,246	1.00	\$ 85,638
10072700	61010	100		GE-33	TRAINING/WORKFO DEV COORD	—	\$ —	1.00	\$ 73,781	1.00	\$ 78,864
10072700	61010	100		GE-36	BENEFITS AND COMPENSTATION MANAGER	—	\$ —	—	\$ —	1.00	\$ 75,904
10072700	61010	100		GE-34	EMPLOYEE RELATIONS MGR	—	\$ —	—	\$ —	1.00	\$ 66,821
10072700	61010	100		GE-28	HR BENEFITS & PAYROLL SPECIALIST	—	\$ —	—	\$ —	1.00	\$ 48,482
10072700	61010	100	9300	GE-44	HUMAN RESOURCES DIRECTOR	1.00	\$134,301	1.00	\$137,662	1.00	\$142,130
10072700	61010	100	9100	GE-31	HUMAN RESOURCES ASSISTANT	1.00	\$ 72,018	1.00	\$ 73,781	—	\$ —
Total						3.00	\$256,347	5.00	\$399,720	7.00	\$550,745
Human Resources - PT General Fund											
10072700	61020	100	225	GE-28	HUMAN RESOURCE SPECIALIST	0.63	\$ 27,800	0.63	\$ 29,480	0.63	\$ 34,242
Total						0.63	\$ 27,800	0.63	\$ 29,480	0.63	\$ 34,242
Workforce Development - FT General Fund											
10067300	61010	100		GE-33	STRATEGIC WORKFORCE EQUITY COORD.	1.00	\$ 72,893	—	\$ —	—	\$ —
Total						1.00	\$ 72,893	—	\$ —	—	\$ —
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.						4.63	\$357,040	6.13	\$448,222	7.63	\$584,987

# **City Manager**

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## **CITY MANAGER'S OFFICE**

<b>Budget Highlights</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Requested</b>	<b>% Change From FY 2022 Budget</b>
<u>Expenses</u>				
Employee Expense	921,549	1,089,850	1,281,071	17.5 %
Supplies and Services	301,259	464,599	447,264	-3.7 %
Machinery and Equipment	507	2,200	8,200	272.7 %
Total	1,223,314	1,556,649	1,736,535	11.6 %
<u>Resources</u>				
Administrative Overhead Recharges	721,224	752,128	794,574	5.6 %
Sustainability Conference	465	41,112	40,961	(0.4)%
Misc. Reimbursements	22,293	11,107	21,606	94.5 %
CDBG Charges	19,286	—	—	— %
Total	782,273	804,347	857,141	6.6 %
Property Tax Support	441,041	752,302	879,394	127,092
Percent Increase (Decrease)				16.9 %
<b>Personnel - Authorized FTE</b>	<b>9.67</b>	<b>10.08</b>	<b>10.42</b>	

## **Improvement Package Summary**

### **1 of 7**

This improvement request is to create a full-time position to be housed in the Sustainability Office dedicated to implementing the 50% by 2030 Community Climate Action and Resiliency Plan (CAP). The Resilient Community Advisory Commission recommended this position based on the updated CAP and the goal to reduce the community's greenhouse gas emissions by 50% of our 2003 levels by 2030. The Commission concluded that the best use of resources would be to create a limited-term position to implement specific projects from the CAP as identified in the scope of work. Approximately three projects would be completed per year for three years leading to a significant reduction in greenhouse gas emissions as well as increased capacity for the Sustainability Office and improved community resiliency.

This recommendation would create a new position responsible for implementation of the CAP, in partnership with other City departments, businesses and community organizations, and fulfill the City's mission to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services and address the City Council's Goal of Sustainable Environment: Preserving and Enhancing Natural Resources. The coordinator would work to establish climate-friendly policies (as outlined in the CAP), establish pilot programs, conduct studies, and build and maintain relationships with residents, businesses and community organizations who are actively involved in the implementation of the 50% by 2030 Community Climate Action and Resiliency Plan. Critical to this position would be additional funding, listed as other improvement level decisions, so the Climate Action Coordinator would have resources to implement the listed actions. Equity would be a top focus in the position and the coordinator would assess the impacts on communities of color and low-income residents and work in tandem to implement climate action in these frontline communities (those impacted first and worst by climate change).

If all improvement packages related to this position were funded, the Sustainability Office would double in size and include the Sustainable Community Coordinator and the Climate Action Coordinator. The Climate Action Coordinator would be physically located in an existing City facility until the build out of the 18th & Central Engine house is complete.

Related Cost:	\$ 84,133	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Cost:	\$ 3,300	Tax Funds	Non-Recurring	
Related Revenue:	\$ 42,344	Administrative Overhead	Recurring	
Related Revenue:	\$ 1,661	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$ 43,428</u>			
Property Tax Impact:	\$ 0.0171	0.18%		
Activity: Sustainability				

## 2 of 7

This improvement package provides for a recommended policy to offer a \$42/month transportation benefit to all permanent full and part-time employees in City Hall, City Hall Annex, and the Ruby Sutton building. The funds could be used to pay for a parking space, monthly full transit pass, or a stipend to be used towards personal transportation expenses such as but not limited to bike repairs, shared transportation, etc. The current administrative policy indicates employees at level GE-31 and above will receive a City-paid parking spot as a benefit of their employment. The AP was reviewed and a new policy is recommended based on the following priorities:

- 1) Implementing mode-neutral transportation incentives for employees is a recommendation of the 50% by 2030 Community Climate Action & Resiliency Plan.
- 2) Using an equity lens to review human resources policies, there is an opportunity to re-evaluate a policy that provides an additional incentive for our higher-paid employees and leaves an additional financial burden on our lower-paid employees.
- 3) The policy was created when there were enough parking spaces in the City Hall parking lot to accommodate all the qualifying employees in these buildings. That is no longer the case.

This request supports the City Council goal of Financially Responsible, High-Performance City Organization and Sustainable Environment.

Related Cost:	\$33,768	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Revenue:	\$16,995	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$16,773</u>			
Property Tax Impact:	\$0.0066	0.07%		
Activity: Sustainability				

## 3 of 7

This improvement request is to begin to build more Complete Streets through policy updates, data collection and signage to fulfill the City's mission to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services. In conjunction with the Climate Action Coordinator position improvement level request, this funding would support the following the actions set forth in the 50% by 2030 Community Climate Action and Resiliency Plan (CAP). Implementation of this body of work would update, fund, and adopt a more comprehensive Complete Streets Policy including but not limited to:

- i. Inclusive Public Process to determine Dubuque's long-term objectives with complete streets.
- ii. Systematic Approach - upon regularly scheduled maintenance, ALL roadways would be considered for compliance with complete streets concepts and how that roadway fits into the overall transportation system.
- iii. Transparency/Accountability - public documentation of planned upgrades and exemptions to roadways as they come up for maintenance with enough time for public comment.

iv. Heat Island Mitigation Integration - integrate the heat island mitigation strategies recommended in the City's citywide heat island impact study (see Buildings and Energy actions in CAP).

Additionally, this work would utilize and implement feedback from existing Bike Friendly Community applications and achieve a minimum of Silver Bicycle Friendly Community certification by 2025, engage employers to secure a minimum of 10 Bike Friendly Business designations (goal of 25% of workforce impacted) and implement a comprehensive sidewalk network plan and policy and create a plan for public funding. Implementation will prioritize locations which improve equity of mobility. Complete Streets are planned, designed, operated and maintained to be safe and comfortable for everyone, regardless of age, ability, ethnicity, income or chosen travel mode. This work was identified by the Resilient Community Advisory Commission as a priority for implementation because of its greenhouse gas mitigation impact as well as its equity impacts (health, accessibility and socially). This improvement package will address the City Council's Goal of Sustainable Environment: Preserving and Enhancing Natural Resources

Related Cost:	\$30,000	Tax Funds	Non-Recurring	Recommend - No
Related Revenue:	\$15,099	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$14,901</u>			
Property Tax Impact:	\$0.0059	0.06%		
Activity: Sustainability				

#### 4 of 7

This improvement request is to establish a pilot project exploring long-term program structure related to energy efficiency, specifically focused on commercial entities, and building partnership, capacity, and support for existing efficiency programming as outlined in the 50% by 2030 Community Climate Action and Resiliency Plan, and fulfill the City's mission to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services and address the City Council's Goal of Sustainable Environment: Preserving and Enhancing Natural Resources. This builds on the current work of the Green Iowa AmeriCorps Energy and Community Team and offers economic savings to low-income residents, builds partnerships with commercial entities and reduces greenhouse gas emissions.

The body of work includes partnering with local community organizations serving under-resourced households to promote energy efficiency audit and upgrade program for low-income residents - Target 150 households per year. Work with Alliant Energy, Black Hills Energy, and University of Northern Iowa's Center for Energy and Environmental Education Green Iowa AmeriCorps program to establish residential and multi-family energy efficiency audit and upgrade program; Target - 300 households per year and working with the same partners above to establish commercial energy efficiency audit and upgrade program; Target - 70 commercial businesses and 70 industrial businesses (potential for 10% electricity savings and 12% natural gas savings each). This work was identified by the Resilient Community Advisory Commission as a priority for implementation because of its greenhouse gas mitigation impact as well as its equity impacts for low-income residents and communities of color.

Related Cost:	\$25,000	Tax Funds	Non-Recurring	Recommend - Yes
Related Revenue:	\$12,583	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$12,418</u>			
Property Tax Impact:	\$0.0049	0.05%		
Activity: Sustainability				

#### 5 of 7

This improvement request is for establishing a pilot project exploring long-term program structure related to commuter mode-neutral incentives.

As outlined in the 50% by 2030 Community Climate Action and Resiliency Plan, this implementation strategy would establish an incentive or subsidy and promote commuter mode-neutral incentives with the goal of 25% of private workforce receiving mode-neutral incentives or telecommute benefits. Note, commuter "mode-neutral" incentives equalize overall commuter incentivization and benefits of all commute choices, creating equity for non-auto commute choices. This work was identified by the Resilient Community Advisory Commission as a priority for implementation because of its greenhouse gas mitigation impact and its contribution to fulfill the City's mission to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services and address the City Council's Goal of Sustainable Environment: Preserving and Enhancing Natural Resources.

Related Cost:	\$25,000	Tax Funds	Non-Recurring	<b>Recommend - No</b>
Related Revenue:	\$12,583	Administrative Overhead	Non-Recurring	
Net Property Tax Cost:	<u>\$12,418</u>			
Property Tax Impact:	<u>\$0.0049</u>	0.05%		
Activity: Sustainability				

## 6 of 7

This improvement request is for the Teen Resiliency Corps, a joint project of Sustainable Dubuque and the Multicultural Family Center. Grant funded in 2020 and 2021, the Teen Resiliency Corps (TRC) canvasses neighborhoods throughout Dubuque, checking in on Dubuque neighborhoods, shares information and services and collects data. In 2018, a Design and Resiliency Team made several recommendations for Dubuque. The TRC works to fulfill the City's mission to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services. The recommendations included taking a neighborhood-based approach to resiliency while focusing on prevention plans. In Dubuque, we know that low-income communities and communities of color are primarily concentrated in one area of the city. We know they face daily barriers to resiliency (access to health care, located food deserts, energy burden) that are exacerbated by climate change (specifically flooding and heat) and more recently, COVID-19. The TRC has begun to address resiliency issues at the neighborhood level through empowerment and interactions, while collecting data on the City's rental housing stock. This work helps to build neighborhood cohesion through conversation and activities while offering teens work experience and the opportunity to impact their neighborhood's resiliency. TRC members, after training, go door to door, and have conversations with community members, they will gather data related to energy efficiency while also encouraging residents to get to know their neighbors. As a pilot, the TRC addressed social isolation and linked neighbors to COVID-19 resources as well as collected energy efficiency data for the City. This project will help the city gain input on priorities within neighborhoods at the block level. Through this program we will also inform residents on specific sustainability / resiliency resources (home energy audits, water reduction plans, and other actions) as related to actions identified in Dubuque's 50% by 2030 Climate Action & Resiliency Plan. This improvement package will address the City Council's Goal of Sustainable Environment: Preserving and Enhancing Natural Resources.

Related Cost:	\$10,000	Tax Funds	Recurring	<b>Recommend - Yes</b>
Related Revenue:	\$ 5,033	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$ 4,968</u>			
Property Tax Impact:	<u>\$ 0.002</u>	0.02%		
Activity: Sustainability				

## 7 of 7

This improvement package request is to continue the temporary Grant Analyst position hired in September 2021 to respond to urgent staffing needs created with the passing of the American Rescue Plan Act. At that time the position was created for a temporary, one year time frame and paid for with



savings created when the ICMA Local Government Management Fellow ("Management Intern") position was not filled for 2021-22. Since the hire, it has become clear that staffing support related to grant research, writing, administration, and coordination will last far longer than one year. ARPA grants extend through 2025 with grant funds obligated and administered through 2027. Subsequent passage of the Infrastructure Investment & Jobs Act (IIJA) include provisions allowing for grant applications through 2027 with fund obligation and administration through 2029. Current staff in multiple departments are now regularly engaged in grant writing duties as unprecedented amounts of federal and state funding have become available through formula and competitive grants. Additional staff is needed to help research emerging grant opportunities, track grant applications, support grant writing, compile and analyze successful grant results, and curate critical data and measure community impacts and improvements as they specifically relate to City Council Goals and Priorities, and the city's Climate Action Plan, Equitable Poverty Prevention and Reduction Plan, Arts and Culture Master Plan, and the Imagine Dubuque Comprehensive Plan. With increased capacity created through this position, City staff and outside partners will be able to leverage local funds and compete for these new funding sources. This request is to fund the Grant Analyst position for five years in addition to the one year that is currently underway. The temporary, one-year position was awarded at an exempt salary of \$45,000 outside of the General Employee pay scale. If the position had been created on the General Employee scale, this would be closes to a GE-27C assignment (\$46,987.20) at the end of its first full year. Thus, this recommendation is based on a salary of GE-27C in FY23 and then a regular progression through the City's pay scale for the remaining four years. This request supports the City Council goal of Financially Responsible, High-Performance City Organization and Partnership for a Better Dubuque.

Related Cost:	\$72,999	Tax Funds	Recurring	Recommend - Yes
Related Cost:	\$ 150	Tax Funds	Non-Recurring	
Related Revenue:	\$36,816	Administrative Overhead	Recurring	
Net Property Tax Cost:	<u>\$36,333</u>			
Property Tax Impact:	<u>\$0.0143</u>	0.14%		
Activity: Sustainability				

### **Significant Line Items**

#### **Employee Expense**

1. FY 2023 employee expense reflects a 3.25% wage package increase.
2. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2022 The employee contribution of 6.29% is unchanged from FY 2022.
3. The City portion of health insurance expense increased from \$1,086 in FY 2022 to \$1,119 in FY 2023 per month per contract which results in an annual cost increase of \$15,574 annually or 3.04%.
4. Overtime expense is unchanged from \$3,400 FY 2022 to \$3,400 in FY 2023. FY 2021 Actual was \$0.
5. 50% Sick Leave Payout increased from \$2,966 in FY 2022 to \$4,115 in FY 2023. FY 2021 Actual was \$4,115. Effective July 1, 2019, employees over the sick leave cap can convert 50% of the sick leave over the cap to vacation or be paid out.

6. During FY 2022, the following personnel changes were approved:
  - a. Data Analyst (GE-30A) was moved from the City Manager's Office to the Office of Shared Prosperity and Neighborhood Support (+\$75,944).
  - b. Part-Time Secretary (GE-25B) was moved from the City Manager's Office to the Office of Shared Prosperity and Neighborhood Support (+\$32,207).

## **Supplies & Services**

7. Conferences is increased from \$43,460 in FY 2022 to \$44,960 in FY 2023 based on estimated cost.
8. Employee Recognition Luncheon expense is unchanged from \$17,000 in FY 2022 to \$17,000 in FY 2023. This line item represents both the employee recognition luncheon and SPIRIT awards.
9. Pay to Other Agency decreased from \$67,900 in FY 2022 to \$43,600 in FY 2023. This line item includes the Sustainable Dubuque Collaborative Community Grants \$33,600 and the GreenCorps Local Match \$10,000.
10. Consultant Services decreased from \$100,012 in FY 2022 to \$64,366 in FY 2023 due to the removal 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 (\$36,866) and the municipal energy reinvestment fund (\$27,500).
11. City Business Travel is unchanged from \$14,340 in FY 2022 to \$14,340 in FY 2023. 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.
12. Speakers/Programs is unchanged from \$34,530 in FY 2022 to \$34,530 in FY 2023. This line item represents the expense for the Growing Sustainable Communities Conference and is offset by the registration fees received for the conference. Net revenue to the City is \$6,431.
13. Dues and Memberships increased from \$26,228 in FY 2022 to \$28,392 in FY 2023. FY 2021 Actual was \$22,405. This increase adds expected cost increases for dues and memberships in FY 2023 and includes the addition of International Council for Local Environmental Initiatives and US Green Building Council.
14. Education and Training increased from \$82,950 in FY 2022 to \$86,750 in FY 2023. FY 2021 Actual was \$18,867. This item line represents annual training for the City Manager and Assistant City Manager, 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.
15. Equipment Maintenance Contracts decreased from \$14,094 in FY 2022 to \$12,808 in FY 2023 based on actual cost.
16. Services from Planning decreased from \$7,710 in FY 2022 to \$0 in FY 2023 due to this line item moving to the Office of Shared Prosperity and Neighborhood Support budget in FY 2023.

## Machinery & Equipment

17. Equipment replacement items include (\$8,200):

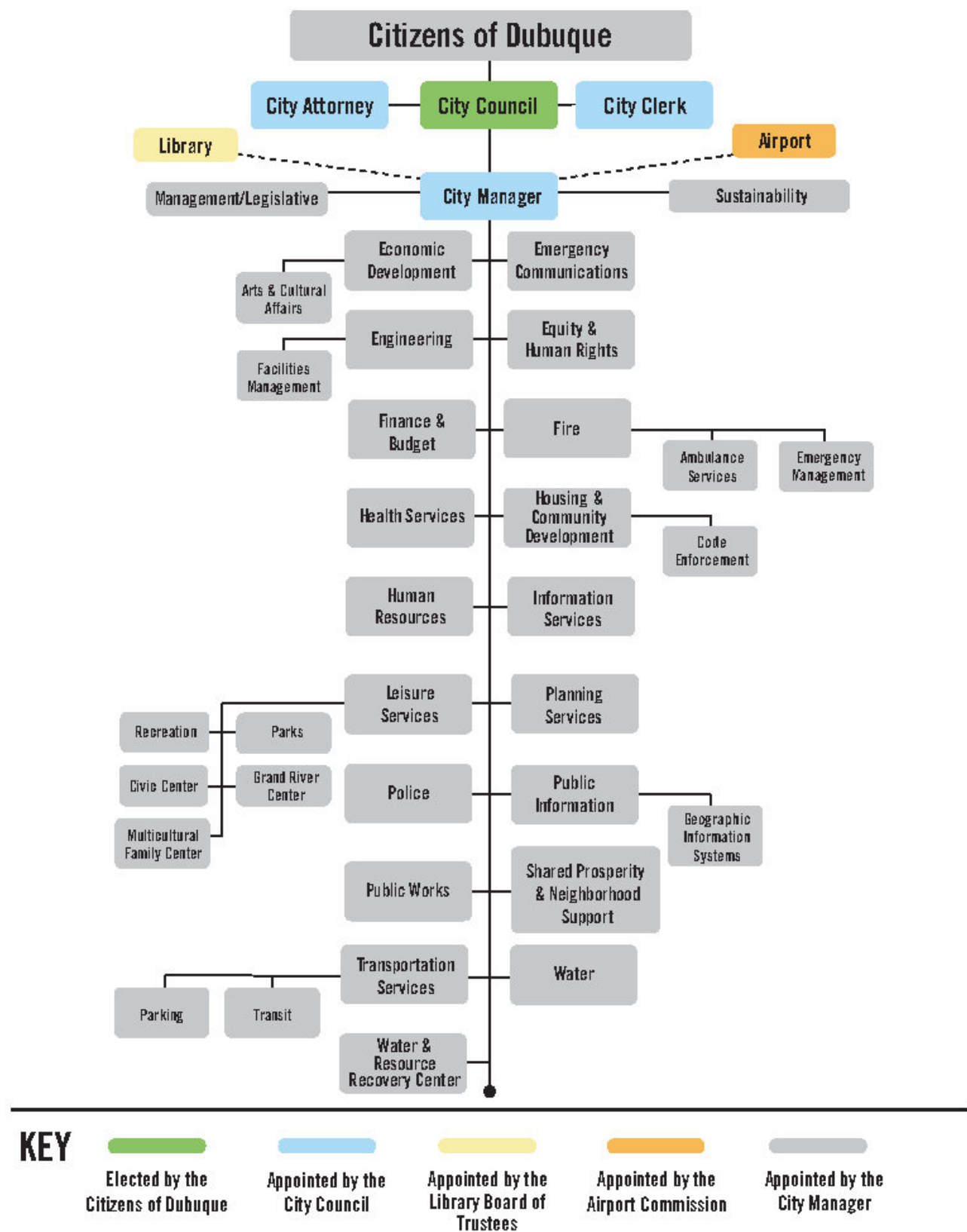
Administration	
Smartphones (3)	\$ 1,350
Desk Chairs (9)	\$ 4,050
Recommended Improvement Packages	\$ 2,800
<b>Total Equipment</b>	<b><u>\$ 8,200</u></b>

## Revenue

18. Various Program Fees decreased from \$41,112 in FY 2022 to \$40,961 in FY 2023 based on FY 2019 actual. This line item represents the Growing Sustainable Conference registration fees.

19. Revenue received from Enterprise Funds for administrative overhead charges has increased from \$752,128 in FY 2022 to \$794,574 in FY 2023.

# CITY OF DUBUQUE ORGANIZATIONAL CHART

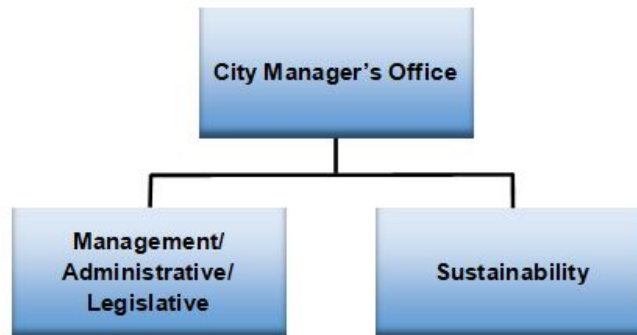


## KEY

- Elected by the Citizens of Dubuque**
- Appointed by the City Council**
- Appointed by the Library Board of Trustees**
- Appointed by the Airport Commission**
- 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.



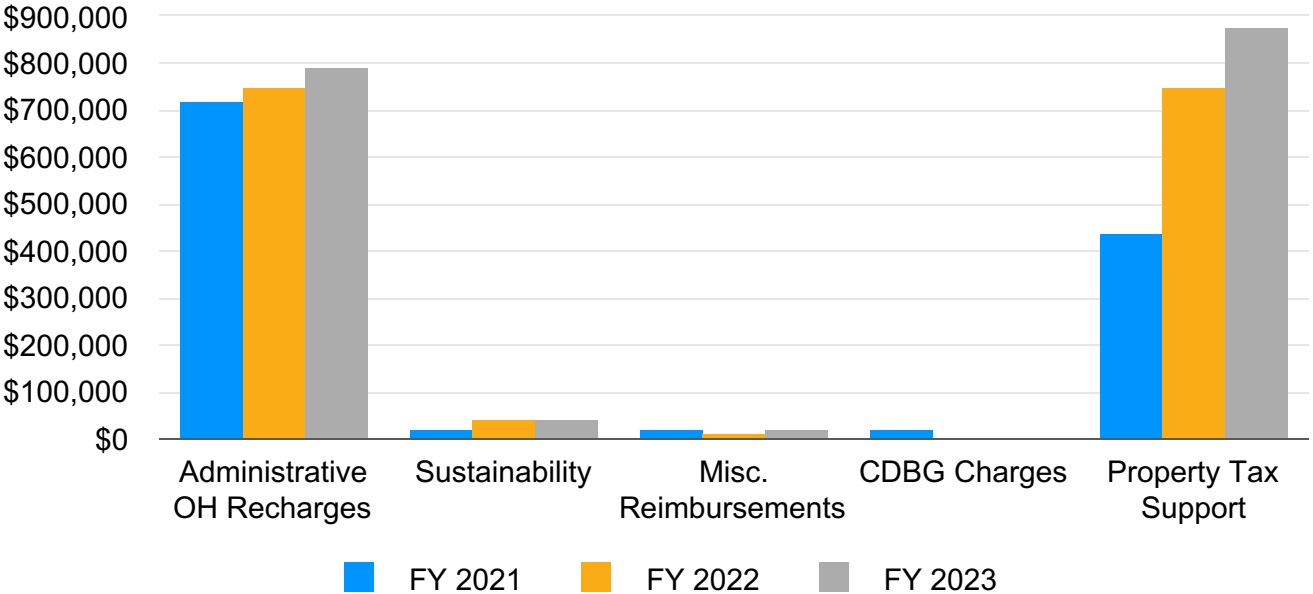
## SUCCESS IS ABOUT PEOPLE, PLANNING AND PARTNERSHIPS LEADING TO OUTCOMES



# CITY MANAGER’S OFFICE

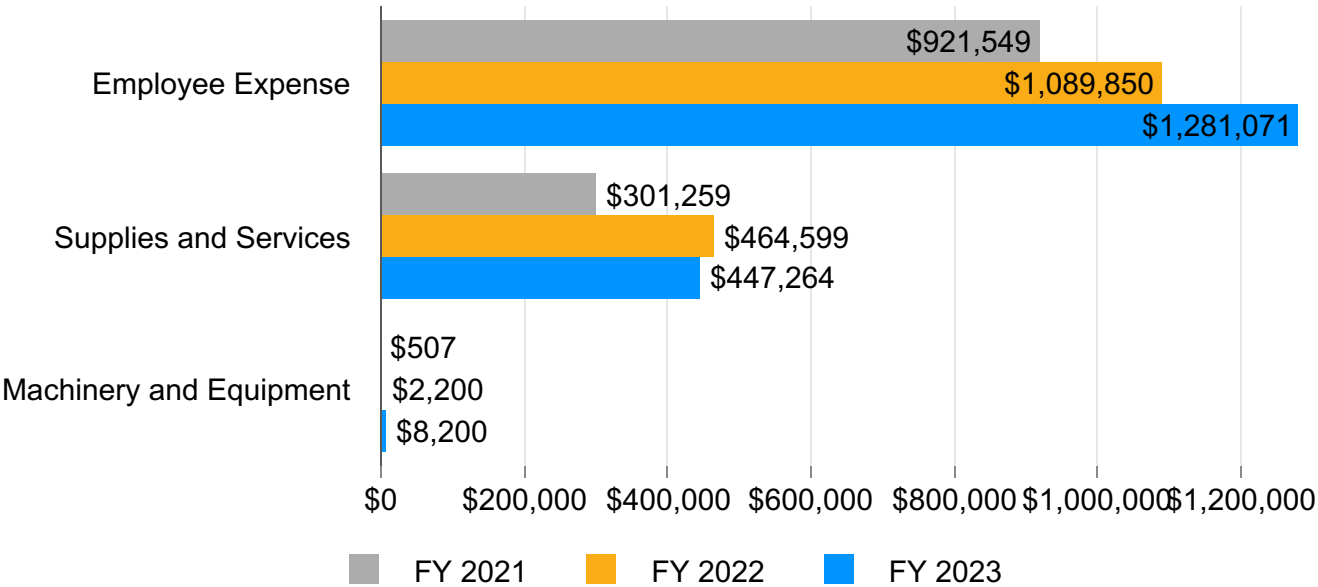
	FY 2021	FY 2022	FY 2023
Full-Time Equivalent	9.67	10.08	10.42

## Resources and Property Tax Support



The City Manager’s Office is supported by 10.42 full-time equivalent employees, which accounts for 73.77% of the department expense as seen below. Overall, the departments’ expenses are expected to increase by 11.56% in FY 2023 compared to FY 2022.

## 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 2021 Actual	FY 2022 Budget	FY 2023 Requested
Expenditures	\$1,038,766	\$1,305,756	\$1,335,851
Resources	\$737,146	\$667,096	\$672,719

Management/Administrative/Legislative Position Summary	
	FY 2023
City Manager	1.00
Assistant City Manager	1.00
Executive Assistant	1.00
Grant Analyst	1.00
Secretary	2.00
Director of Strategic Partnerships	0.75
Management Intern	1.00
Intern	0.25
<b>Total Full-Time Equivalent Employee's</b>	<b>8.00</b>

### 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	FY21 Actual	FY 22 Actual	FY 23 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	1	2	2	N/A


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

% budgeted revenue from property taxes	N/A	14%	15%	13%	N/A
--	-----	-----	-----	-----	-----

##### 3 Dept. Objective: Maintain an efficient citizen response rate.

% of citizen issues resolved in 10 days or less (All departments)	75%	76.1%	76%	75%	
# days to resolve citizen issue (CMO)	< 7	5.1	6.2	7	

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

Leadership Team demographics	50.7% female 9.7% non-w (21 Census)	44% fem, 6.4 % non-w	35% fem, 4.2% non-w	50% fem, 9% 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 2021 Actual	FY 2022 Budget	FY 2023 Requested
Expenditures	\$165,263	\$243,183	\$400,684
Resources	\$121,085	\$137,251	\$184,422

Sustainability Position Summary	
	FY 2023
Sustainable Community Coordinator	1.00
Climate Action Coordinator	1.00
Sustainable Dubuque Intern	0.42
<b>Total Full-Time Equivalent Employee's</b>	<b>2.42</b>

### 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 Actual	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.**

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY21 Actual	Performance Indicator
# of Pesticide-Free Parks	43	10	15	15	

#### City Council Goal: Sustainable Environment

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

Performance Measure (KPI)	Target	FY19 Actual	FY20 Actual	FY21 Actual	Performance Indicator
% reduction in GHG emissions in Dubuque	50%	27%	27%	29%	



## Recommended Operating Revenue Budget - Department Total 72 - CITY MANAGER'S OFFICE

Fund	Account	Account Title	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted Budget	FY 2023 Recomm'd Budget
100	45701	STATE GRANTS	—	114,249	—	—
<b>45</b>	<b>STATE GRANTS</b>	<b>- Total</b>	<b>—</b>	<b>114,249</b>	<b>—</b>	<b>—</b>
100	51950	VARIOUS PROGRAM FEES	41,112	465	41,112	40,961
<b>51</b>	<b>CHARGES FOR SERVICES</b>	<b>- Total</b>	<b>41,112</b>	<b>465</b>	<b>41,112</b>	<b>40,961</b>
100	53102	PRIVATE PARTICIPANT	5,101	19,350	250	—
100	53201	REFUNDS	9,945	688	9,945	—
100	53605	MISCELLANEOUS REVENUE	6,988	—	564	—
100	53620	REIMBURSEMENTS-GENERAL	348	2,255	348	21,606
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>22,381</b>	<b>22,293</b>	<b>11,107</b>	<b>21,606</b>
100	59610	FR WPC OPERATING	226,389	238,813	249,050	263,113
100	59620	FR STORMWATER OPERATING	62,597	71,613	74,715	78,905
100	59630	FR PARKING OPERATING	29,114	31,048	32,376	34,204
100	59640	FR WATER UTILITY	49,059	38,288	39,849	42,098
100	59670	FR REFUSE COLLECTION	204,315	222,059	231,616	244,696
100	59940	FR DMASWA	113,194	119,403	124,522	131,558
<b>59</b>	<b>TRANSFER IN AND INTERNAL</b>	<b>- Total</b>	<b>684,668</b>	<b>721,224</b>	<b>752,128</b>	<b>794,574</b>
<b>CITY MANAGER'S OFFICE - Total</b>			<b>748,161</b>	<b>858,231</b>	<b>804,347</b>	<b>857,141</b>

## Recommended Operating Expenditure Budget - Department Total

### 72 - CITY MANAGER'S OFFICE

Fund	Account	Account Title	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted Budget	FY 2023 Recomm'd Budget
100	61010	FULL-TIME EMPLOYEES	781,099	667,175	817,637	844,779
100	61020	PART-TIME EMPLOYEES	8,514	34,806	6,936	113,757
100	61030	SEASONAL EMPLOYEES	4,715	0	11,835	12,217
100	61050	OVERTIME PAY	7,643	0	3,400	3,400
100	61081	COVID19 SCHOOL/DAYCARE CL	787	0	0	0
100	61091	SICK LEAVE PAYOFF	0	0	0	7,580
100	61092	VACATION PAYOFF	1,379	3,503	0	0
100	61095	PARENTAL LEAVE	546	0	0	0
100	61096	50% SICK LEAVE PAYOUT	2,966	4,115	2,966	4,115
100	61310	IPERS	82,818	62,679	80,063	93,272
100	61320	SOCIAL SECURITY	56,682	43,865	58,380	78,093
100	61410	HEALTH INSURANCE	91,109	93,384	97,740	113,314
100	61415	WORKMENS' COMPENSATION	2,010	2,195	1,729	1,519
100	61416	LIFE INSURANCE	565	388	421	432
100	61640	SAFETY EQUIPMENT	0	1,185	0	0
100	61655	CAR ALLOWANCE	8,282	8,254	8,342	8,593
100	61660	EMPLOYEE PHYSICALS	401	0	401	0
<b>61 - WAGES AND BENEFITS</b>			<b>1,049,516</b>	<b>921,549</b>	<b>1,089,850</b>	<b>1,281,071</b>
100	62010	OFFICE SUPPLIES	2,887	1,012	2,887	2,958
100	62011	UNIFORM PURCHASES	3,680	0	0	0
100	62030	POSTAGE AND SHIPPING	109	128	204	143
100	62031	PROCESSING MATERIALS	176	63	176	63
100	62050	OFFICE EQUIPMENT MAINT	664	449	677	421
100	62061	DP EQUIP. MAINT CONTRACTS	11,573	14,094	14,094	12,808
100	62090	PRINTING & BINDING	2,714	500	6,263	6,978
100	62110	COPYING/REPRODUCTION	3,534	970	3,534	3,610
100	62130	LEGAL NOTICES & ADS	0	0	299	0
100	62140	PROMOTION	113	0	0	0
100	62170	SUBSCRIPTIONS-BOOKS-MAPS	1,166	632	1,189	1,166
100	62190	DUES & MEMBERSHIPS	19,970	22,405	26,228	28,392
100	62208	GENERAL LIABILITY INSURAN	3,954	4,172	4,423	6,151
100	62310	TRAVEL-CONFERENCES	30,106	0	43,460	44,960
100	62320	TRAVEL-CITY BUSINESS	13,745	1,213	14,340	14,340
100	62340	MILEAGE/LOCAL TRANSP	1,053	14	289	913
100	62360	EDUCATION & TRAINING	28,652	18,867	82,950	86,750
100	62421	TELEPHONE	3,894	3,479	3,894	4,253
100	62424	RADIO/PAGER FEE	947	859	1,004	665
100	62436	RENTAL OF SPACE	1,890	2,226	1,890	35,994
100	62511	FUEL, MOTOR VEHICLE	23	230	550	605
100	62645	SPECIAL EVENTS	1,082	595	20,020	10,000
100	62663	SOFTWARE LICENSE EXP	1,006	353	1,006	353
100	62667	DATA SERVICES	1,829	1,508	1,332	2,132
100	62668	PROGRAM EQUIP/SUPPLIES	962	4,328	962	11,828
100	62716	CONSULTANT SERVICES	85,012	36,866	100,012	64,366
100	62734	SPEAKERS/PROGRAMS	30,998	0	34,530	34,530
100	62736	CATERING SERVICES	4,785	25	5,776	4,785

## Recommended Operating Expenditure Budget - Department Total

### 72 - CITY MANAGER'S OFFICE

Fund	Account	Account Title	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted Budget	FY 2023 Recomm'd Budget
100	62756	EMPLOYEE RECOGNITION	3,595	9,431	17,000	17,000
100	62761	PAY TO OTHER AGENCY	22,418	157,554	67,900	43,600
260	62761	PAY TO OTHER AGENCY	15,680	896	0	0
100	62765	GRANTS	0	0	0	7,500
260	62765	GRANTS	9,981	9,680	0	0
260	62834	SERVICES FROM PLANNING	0	8,710	7,710	0
<b>62 - SUPPLIES AND SERVICES</b>			<b>308,197</b>	<b>301,259</b>	<b>464,599</b>	<b>447,264</b>
100	71110	MISC. OFFICE EQUIPMENT	0	0	100	0
100	71120	PERIPHERALS, COMPUTER	752	75	0	0
100	71123	SOFTWARE	188	0	0	0
100	71124	COMPUTER	0	40	0	2,800
100	71211	DESKS/CHAIRS	1,508	0	1,050	4,050
100	72418	TELEPHONE RELATED	128	190	1,050	1,350
100	72421	HEADSETS	358	201	0	0
<b>71 - EQUIPMENT</b>			<b>2,934</b>	<b>507</b>	<b>2,200</b>	<b>8,200</b>
<b>72 - CITY MANAGER'S OFFICE TOTAL</b>			<b>1,360,647</b>	<b>1,223,314</b>	<b>1,556,649</b>	<b>1,736,535</b>

## Recommended Expenditure Budget Report by Activity & Funding Source

### 72 - CITY MANAGER'S OFFICE

**MANAGEMENT - 72100**

**FUNDING SOURCE: GENERAL**

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	487	2,200	5,250
SUPPLIES AND SERVICES	213,437	330,390	248,580
WAGES AND BENEFITS	824,842	973,166	1,082,021
<b>MANAGEMENT</b>	<b>1,038,766</b>	<b>1,305,756</b>	<b>1,335,851</b>
<b>SUSTAINABLE COMM COORD</b>	<b>- 72200</b>		

**FUNDING SOURCE: GENERAL**

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	20	—	2,950
SUPPLIES AND SERVICES	43,018	114,625	183,429
WAGES AND BENEFITS	96,707	116,684	199,050
<b>SUSTAINABLE COMM COORD</b>	<b>139,745</b>	<b>231,309</b>	<b>385,429</b>
<b>GREENCORPS</b>	<b>- 72600</b>		

**FUNDING SOURCE: GENERAL**

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
SUPPLIES AND SERVICES	25,518	11,874	15,255
<b>GREENCORPS</b>	<b>25,518</b>	<b>11,874</b>	<b>15,255</b>
<b>WASHINGTON TOOL LIBR.</b>	<b>- 79220</b>		

**FUNDING SOURCE: COMMUNITY DEVELOPMENT**

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
SUPPLIES AND SERVICES	896	—	—
<b>WASHINGTON TOOL LIBR.</b>	<b>896</b>	<b>—</b>	<b>—</b>
<b>CITY MANAGER'S OFFICE TOTAL</b>	<b>\$1,223,314</b>	<b>\$1,556,649</b>	<b>\$1,736,535</b>

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

**72 CITY MANAGER'S OFFICE**

FD	JC	WP-GR	JOB CLASS	FY 2021		FY 2022		FY 2023	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61010 Full Time Employee Expense									
100	9900	Contract	CITY MANAGER	1.00	\$ 280,024	1.00	\$ 284,891	1.00	\$ 295,212
100	9375	GE-44	ASSISTANT CITY MANAGER	2.00	\$ 268,906	1.00	\$ 140,415	1.00	\$ 144,973
260	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.51	\$ 43,950	—	\$ —	—	\$ —
100	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.49	\$ 42,226	—	\$ —	—	\$ —
100	—	GE-30	DATA ANALYST	—	\$ —	1.00	\$ 49,757	—	\$ —
100	4670	GE-33	SUSTAINABLE COMMUNITY COORD.	1.00	\$ 74,253	1.00	\$ 76,379	1.00	\$ 78,864
100		GE-27	GRANT ANALYST	—	\$ —	—	\$ —	1.00	\$ 48,692
100		GE-31	CLIMATE ACTION COORDINATOR	—	\$ —	—	\$ —	1.00	\$ 55,671
100	3465	NA-41	MANAGEMENT INTERN	1.00	\$ 41,431	1.00	\$ 42,045	1.00	\$ 45,173
100	8825	GE-31	OFFICE MANAGER	1.00	\$ 69,617	1.00	\$70,649	1.00	\$ 72,950
100	225	GE-25	SECRETARY	2.00	\$ 98,584	2.00	\$100,012	2.00	\$ 103,244
TOTAL FULL TIME EMPLOYEES				9.00	\$ 918,991	8.00	\$ 764,148	9.00	\$ 844,779
61020 Part Time Employee Expense									
100		GE-44	DIR. OF STRATEGIC PARTNERSHIPS	—	\$ —	0.75	\$ 103,246	0.75	\$ 106,598
100	225	GE-25	SECRETARY	—	\$ —	0.66	\$ 25,109	—	
100			SUSTAINABLE DUBUQUE INTERN	0.42	\$ 11,658	0.42	\$11,835	0.42	\$ 12,217
TOTAL PART TIME EMPLOYEES				0.42	\$ 11,658	1.83	\$ 140,190	1.17	\$ 118,815
61030 Seasonal Employee Expense									
100		NA-38	INTERN	0.25	\$ 6,832	0.25	\$ 6,936	0.25	\$ 7,159
TOTAL SEASONAL EMPLOYEES				0.25	\$ 6,832	0.25	\$ 6,936	0.25	\$ 7,159
TOTAL CITY MANAGER'S OFFICE				9.67	\$ 937,481	10.08	\$ 911,274	10.42	\$ 970,753

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

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2021		FY 2022		FY 2023		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
Management-General Fund											
10072100	61010	100	9900	CONT	CITY MANAGER	1.00	\$ 280,024	1.00	\$ 284,891	1.00	\$ 295,212
10072100	61010	100	9250	GE-44	ASSISTANT CITY MANAGER	2.00	\$ 268,906	1.00	\$ 140,415	1.00	\$ 144,973
10072800	61010	100	—	GE-30	DATA ANALYST	—	\$ —	1.00	\$ 49,757	—	\$ —
10072800	61010	100	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.49	\$ 42,226	—	\$ —	—	\$ —
10072100	61010	100		GE-27	GRANT ANALYST	—	\$ —	—	\$ —	1.00	\$ 48,692
10072100	61010	100	3465	NA-41	INTERN	1.00	\$ 41,431	1.00	\$ 42,045	1.00	\$ 45,173
10072100	61010	100	225	GE-25	SECRETARY	2.00	\$ 98,584	2.00	\$ 100,012	2.00	\$ 103,244
10072100	61010	100	8825	GE-31	OFFICE MANAGER	1.00	\$ 69,617	1.00	\$ 70,649	1.00	\$ 72,950
Total						7.49	\$ 800,788	7.00	\$ 687,769	7.00	\$ 710,244
Sustainable Community - General Fund											
10072200	61010	100		GE-31	CLIMATE ACTION COORDINATOR	—	\$ —	—	\$ —	1.00	\$ 55,671
10072200	61010	100	4670	GE-33	SUSTAINABLE COMM. COORD.	1.00	\$ 74,253	1.00	\$ 76,379	1.00	\$ 78,864
Total						1.00	\$ 74,253	1.00	\$ 76,379	2.00	\$ 134,535
Management - FT CDBG Fund											
26072800	61010	260	5100	GE-35	NEIGHBORHOOD DEVELOP SPEC.	0.51	\$ 43,950	—	\$ —	—	\$ —
Total						0.51	\$ 43,950	—	\$ —	—	\$ —
Management -PT General Fund											
10072800	61020	100	—	GE-25	SECRETARY	—	\$ —	0.66	\$ 25,109	—	\$ —
Total						—	\$ —	0.66	\$ 25,109	—	\$ —
Sustainable Community - PT General Fund											
10072200	61020	100		NA-38	DUBUQUE INTERN	0.42	\$ 11,658	0.42	\$ 11,835	0.42	\$ 12,217
Total						0.42	\$ 11,658	0.42	\$ 11,835	0.42	\$ 12,217
City Manager - PT General Fund											
10072100	61020	100		GE-44	PARTNERSHIPS	—	\$ —	0.75	\$ 103,246	0.75	\$ 106,598
Total						—	\$ —	0.75	\$ 103,246	0.75	\$ 106,598
City Manager - Seasonal General Fund											
10072100	61030	100		NA-38	INTERN	0.25	\$ 6,832	0.25	\$ 6,936	0.25	\$ 7,159
Total						0.25	\$ 6,832	0.25	\$ 6,936	0.25	\$ 7,159
TOTAL CITY MANAGER'S OFFICE						9.67	\$ 937,481	10.08	\$ 911,274	10.42	\$ 970,753

Capital Improvement Projects by Department/Division					
CITY MANAGER'S OFFICE					
CIP Number	Capital Improvement Project Title	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted Budget	FY 2023 Recomm'd Budget
1012682	GREEN HOUSE GAS INVENTORY	36,501	59,207	—	—
1012932	INNOVATIVE SERVICE STUDY	—	—	75,000	—
1022317	ALL-AMERICA CITY AWARD	10,581	—	—	20,000
1022682	GREEN HOUSE GAS INVENTORY	—	—	—	50,000
2602177	LOW INCOME SOLAR PROJ	—	—	—	80,000
3502681	ENRGY EFFICI REVOL FUND	—	16,747	—	—
3502682	GREEN HOUSE GAS INVENTORY	2,500	—	—	—
3602807	DT NON-PROFIT WEATHERIZAT	—	—	100,000	100,000
<b>CITY MANAGER'S OFFICE TOTAL</b>		<b>49,582</b>	<b>75,954</b>	<b>175,000</b>	<b>250,000</b>

PRGRM/ DEPT	PROJECT DESCRIPTION	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL	PAGE
<b>CITY MANAGERS OFFICE</b>								
<b>General Government</b>								
	Municipal Green House Gas Inventory	\$ 50,000	\$ —	\$ —	\$ 50,000	\$ —	\$ 100,000	400
	Renew DBQ: Low-income solar pilot project	\$ 80,000	\$ —	\$ —	\$ —	\$ —	\$ 80,000	401
	Downtown Urban Renewal Area Non-Profit Weatherization Improvements Assistance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ —	\$ 350,000	402
	All America City Application	\$ 20,000	\$ —	\$ —	\$ —	\$ —	\$ 20,000	403
	<b>TOTAL</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$—</b>	<b>\$550,000</b>	



# **City Council**

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## CITY COUNCIL

<b>Budget Highlights</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Requested</b>	<b>% Change From FY 2022 Budget</b>
<u>Expenses</u>				
Employee Expense	81,944	85,453	90,419	5.8%
Supplies and Services	27,490	64,328	64,797	0.7%
Machinery and Equipment	855	350	—	0.0%
Total	110,289	150,131	155,216	3.4%
<u>Resources</u>				
Reimbursements	180	1,211	180	-85.1%
Total	180	1,211	180	-85.1%
Property Tax Support	110,109	148,920	155,036	6,116
Percent Increase (Decrease)				4.1%
<b>Personnel - Authorized FTE</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	

### Significant Line Items

#### **Employee Expense**

1. The Iowa Public Employee Retirement System (IPERS) City contribution of 9.44% is unchanged from FY 2022. The employee contribution of 6.29% is unchanged from FY 2022.
2. FY 2023 employee expense reflects a 5.81% compensation increase effective January 1, 2022. At the 2004 City Council Goal Setting, the City Council determined that a Salary Compensation Task Force should be utilized for the purpose of recommending changes to Mayor and City Council salaries. The Task Force is comprised of seven citizen representatives that each Council Member personally selects. The Salary Compensation Task Force recommended the increase at the July 21, 2021 council meeting and was subsequently approved.

#### **Supplies & Services**

3. Conferences is unchanged from \$26,058 in FY 2022 to \$26,058 in FY 2023. This line item includes City Council members and mayor to attend the Race in the Heartland conference (\$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.

4. City Business Travel is unchanged from \$7,000 in FY 2022 to \$7,000 in FY 2023. This line item is budgeted at \$1,000 per Council Member and represents City business mileage reimbursement.
5. Dues and Memberships decreased from \$19,782 in FY 2022 to \$19,746 in FY 2023. 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.

#### **Revenue**

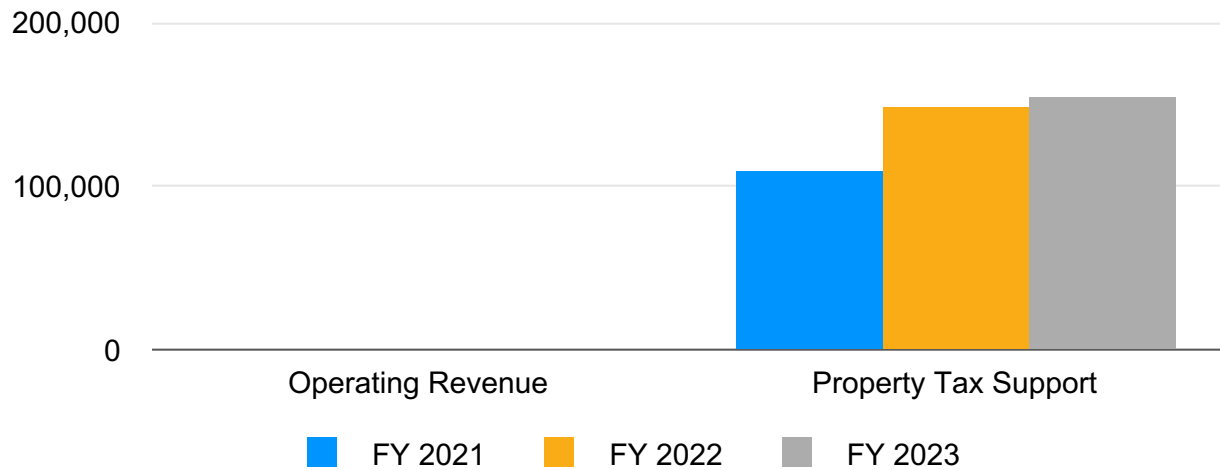
6. Reimbursement Revenue decreased from \$1,211 in FY 2022 to \$180 in FY 2023 based on FY 2021 Actual. This line item represents reimbursements for Mayor speaking engagements.

# 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.

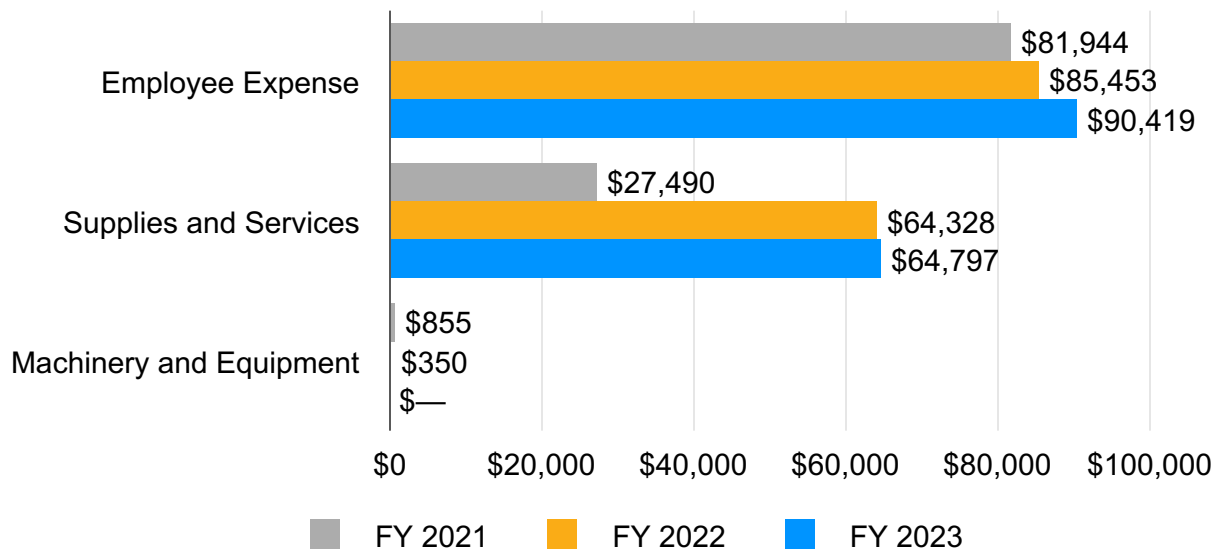
	FY 2021	FY 2022	FY 2023
Full-Time Equivalent	3.50	3.50	3.50

## Resources and Property Tax Support



The City Council is supported by 3.50 full-time equivalent employees, which accounts for 58.25% of the department expense as seen below. Overall, the departments' expenses are expected to increase by 3.39% in FY 2023 compared to FY 2022.

## Expenditures by Category by Fiscal Year





Over the course of three sessions in August, City Council members affirmed the 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 2021-2023 policy agenda as well as in-progress projects and capital projects for 2021-2023.

## Five-Year Goals >> 2021-2026 <<

**Robust Local Economy:** Diverse Businesses and Jobs with Economic Prosperity

**Vibrant Community:** Healthy & Safe

**Livable Neighborhoods and Housing:** Great Place to Live

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

**Sustainable Environment:** Preserving and Enhancing Natural Resources

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

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

**Connected Community:**  
Equitable Transportation, Technology Infrastructure, and Mobility



## »» Miracle League of Dubuque Complex



### 2036 Vision Statement

Dubuque 2036 is a sustainable and resilient city, an inclusive and equitable community where ALL are welcome. Dubuque 2036 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.

### Mission Statement

Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. Dubuque city government's mission is to deliver excellent municipal services that support urban living, contribute to an equitable, sustainable city, plan for the community's future; and facilitate access to critical human services.



## »» National Night Out

# 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.

## 2021 – 2023 Top Priorities

(in alphabetical order):

- Chaplain Schmitt Island Master Plan Implementation
- City Information & Network Security
- Equitable Poverty Prevention & Reduction Plan Implementation
- Federal Infrastructure Program Preparation
- Five Flags Center Direction
- Historic Building Rehabilitation/Preservation
- Sewer System Infrastructure Upgrade (including Catfish Creek Sanitary Sewer System)

## 2021 – 2023 High Priorities

(in alphabetical order):

- Bee Branch Watershed Project: Next Steps
- Childcare Initiative
- Community Broadband Expansion
- Complete Streets Concept Implementation: 16th St./Elm St./14th St. Railroad Overpass Project
- Comprehensive Parks Master Plan
- Imagine Dubuque Implementation
- West End Fire Station

Under each City Council goal are items listed as **Management in Progress** and **Major Projects**. Each goal contains Management in Progress items and many City Council goals also have major projects associated.

**Management in progress** are items that are underway and budgeted. Staff is implementing and providing updates to City Council.

**Major projects** are projects that are underway and budgeted. Staff is implementing and providing updates to City Council.

### Robust Local Economy

#### Management in Progress

- Airport Master Plan: Approval
- Air Service Expansion to Western Hub
- Business Development at the Airport
- Downtown Parking Issues
- Dubuque Brewing & Malting Building
- Façade Loan Program
- Opportunity Dubuque Job Training Program: Financial Support

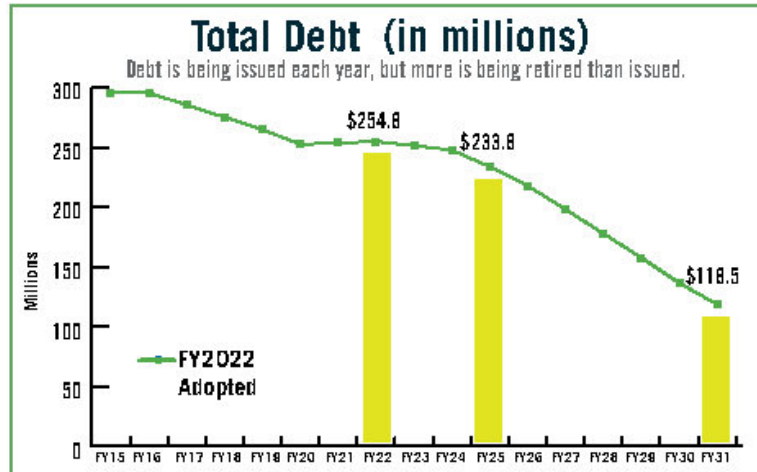
#### Major Projects

- Dubuque Riverfront Master Plan (US Army Corps of Engineers)
- Viking Cruise Destination Preparation

» continued on p. 4



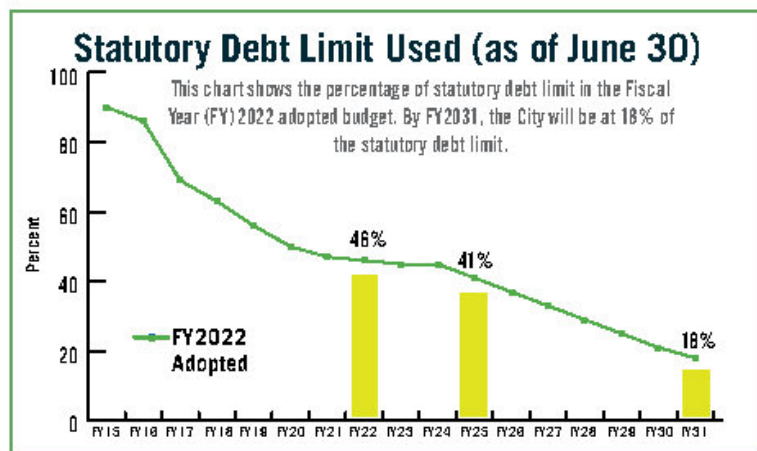
# Debt Reduction Plan (Adopted August 2015)



Fire Department Ladder Trucks



Street Improvements

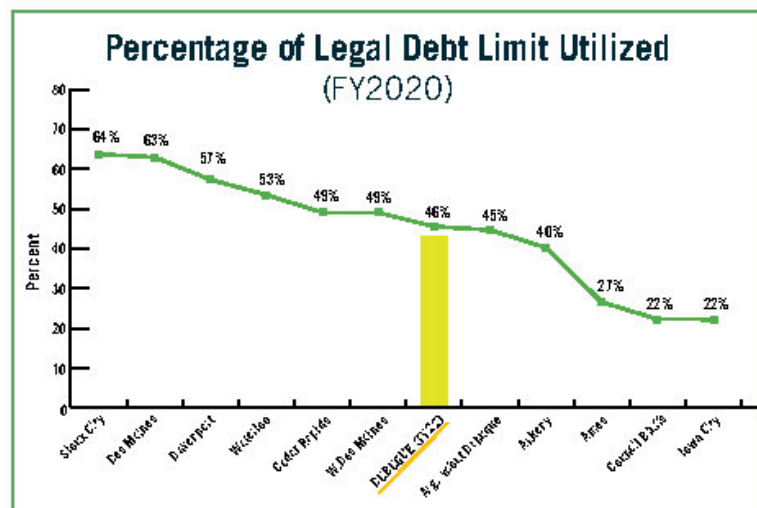


The City of Dubuque's use of debt can be compared to many average homeowners who borrow to buy their home. The City has borrowed money at low interest rates to invest in infrastructure. Unlike the federal government, the City does not borrow money to cover operating expenses.

## Top 10 Debt Uses (as of June 30, 2021)

#	Project Description and Amount Outstanding
1	Stormwater Improvements \$76,527,913
2	Water & Resource Recovery Center \$57,395,000
3	Water Improvements \$30,069,008
4	Parking Improvements \$23,769,184
5	Downtown TIF Incentives/Improvements \$20,177,588
6	Sanitary Sewer Improvements \$13,301,860
7	TIF Rebates/Bonds to Businesses \$8,216,815
8	Industrial Park Expansions \$6,413,953
9	Caradco Building Iowa Finance Authority Loan \$3,470,309
10	Street Improvements*
	\$2,941,387
<b>Total</b>	
<b>\$242,283,017</b>	

\*\$162 million has been spent on street improvements from 1997-2021



CM027-072921

## Recommended Operating Revenue Budget - Department Total

### 70 - CITY COUNCIL

Fund	Account	Account Title	FY20 Actual Revenue	FY21 Actual Revenue	FY22 Adopted Budget	FY23 Recomm'd Budget
100	53620	REIMBURSEMENTS-GENERAL	180	180	1,211	180
<b>53</b>	<b>MISCELLANEOUS</b>	<b>- Total</b>	<b>180</b>	<b>180</b>	<b>1,211</b>	<b>180</b>
<b>CITY COUNCIL</b>	<b>- Total</b>		<b>180</b>	<b>180</b>	<b>1,211</b>	<b>180</b>

## Recommended Operating Expenditure Budget - Department Total

### 70 - CITY COUNCIL

Fund	Account	Account Title	FY20 Actual Expense	FY21 Actual Expense	FY22 Adopted Budget	FY 23 Recomm'd Budget
100	61020	PART-TIME EMPLOYEES	72,443	74,009	76,920	81,400
100	61310	IPERS	5,879	6,028	7,259	7,685
100	61320	SOCIAL SECURITY	1,681	1,702	1,116	1,181
100	61415	WORKMENS' COMPENSATION	206	205	158	153
<b>61 - WAGES AND BENEFITS</b>			<b>80,207</b>	<b>81,944</b>	<b>85,453</b>	<b>90,419</b>
100	62010	OFFICE SUPPLIES	25	105	25	105
100	62050	OFFICE EQUIPMENT MAINT	392	409	400	430
100	62061	DP EQUIP. MAINT CONTRACTS	2,178	1,867	1,867	1,853
100	62090	PRINTING & BINDING	279	164	285	285
100	62130	LEGAL NOTICES & ADS	850	—	850	—
100	62190	DUES & MEMBERSHIPS	19,359	19,359	19,782	19,746
100	62208	GENERAL LIABILITY INSURAN	1,760	1,722	1,824	2,409
100	62310	TRAVEL-CONFERENCES	9,024	—	26,058	26,058
100	62320	TRAVEL-CITY BUSINESS	612	—	7,000	7,000
100	62340	MILEAGE/LOCAL TRANSP	50	5	79	79
100	62360	EDUCATION & TRAINING	814	548	3,500	3,500
100	62421	TELEPHONE	749	662	749	662
100	62424	RADIO/PAGER FEE	632	645	669	665
100	62667	DATA SERVICES	1,795	2,005	1,240	2,005
<b>62 - SUPPLIES AND SERVICES</b>			<b>38,518</b>	<b>27,490</b>	<b>64,328</b>	<b>64,797</b>
100	71120	PERIPHERALS, COMPUTER	—	855	—	—
100	72418	TELEPHONE RELATED	14	—	350	—
<b>71 - EQUIPMENT</b>			<b>14</b>	<b>855</b>	<b>350</b>	<b>—</b>
<b>70 - CITY COUNCIL TOTAL</b>			<b>118,740</b>	<b>110,289</b>	<b>150,131</b>	<b>155,216</b>

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## Recommended Expenditure Budget Report by Activity & Funding Source

70 - CITY COUNCIL

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### LEGISLATION & POLICY - 70100

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FUNDING SOURCE: GENERAL

Account	FY21 Actual Expense	FY22 Adopted Budget	FY23 Recomm'd Budget
EQUIPMENT	855	350	—
SUPPLIES AND SERVICES	27,490	64,328	64,797
WAGES AND BENEFITS	81,944	85,453	90,419
<b>LEGISLATION &amp; POLICY</b>	<b>110,289</b>	<b>150,131</b>	<b>155,216</b>
<b>CITY COUNCIL TOTAL</b>	<b>110,288.69</b>	<b>150,131.00</b>	<b>155,216.00</b>

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

**70 CITY COUNCIL**

FD	JC	WP-GR	JOB CLASS	FY 2021		FY 2022		FY 2023	
				FTE	BUDGET	FTE	BUDGET	FTE	BUDGET
61020 Part Time Employee Expense									
100	175	NA-21	MAYOR	0.50	\$ 13,652	0.50	\$ 13,656	0.50	\$ 14,800
100	12	NA-20	COUNCIL MEMBER	3.00	\$ 63,240	3.00	\$ 63,264	3.00	\$ 66,600
TOTAL PART TIME EMPLOYEES				3.50	\$ 76,892	3.50	\$ 76,920	3.50	\$ 81,400
TOTAL CITY COUNCIL				3.50	\$ 76,892	3.50	\$ 76,920	3.50	\$ 81,400

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

ACCT	FD	JC	WP-GR	POSITION CLASS	FY 2021		FY 2022		FY 2023		
					FTE	BUDGET	FTE	BUDGET	FTE	BUDGET	
City Council-PT											
10070100	61020	100	175	NA-21	MAYOR	0.50	\$ 13,652	0.50	\$ 13,656	0.50	\$ 14,800
10070100	61020	100	12	NA-20	COUNCIL MEMBER	3.00	\$ 63,240	3.00	\$ 63,264	3.00	\$ 66,600
Total						3.50	\$ 76,892	3.50	\$ 76,920	3.50	\$ 81,400
TOTAL CITY COUNCIL						3.50	\$ 76,892	3.50	\$ 76,920	3.50	\$ 81,400