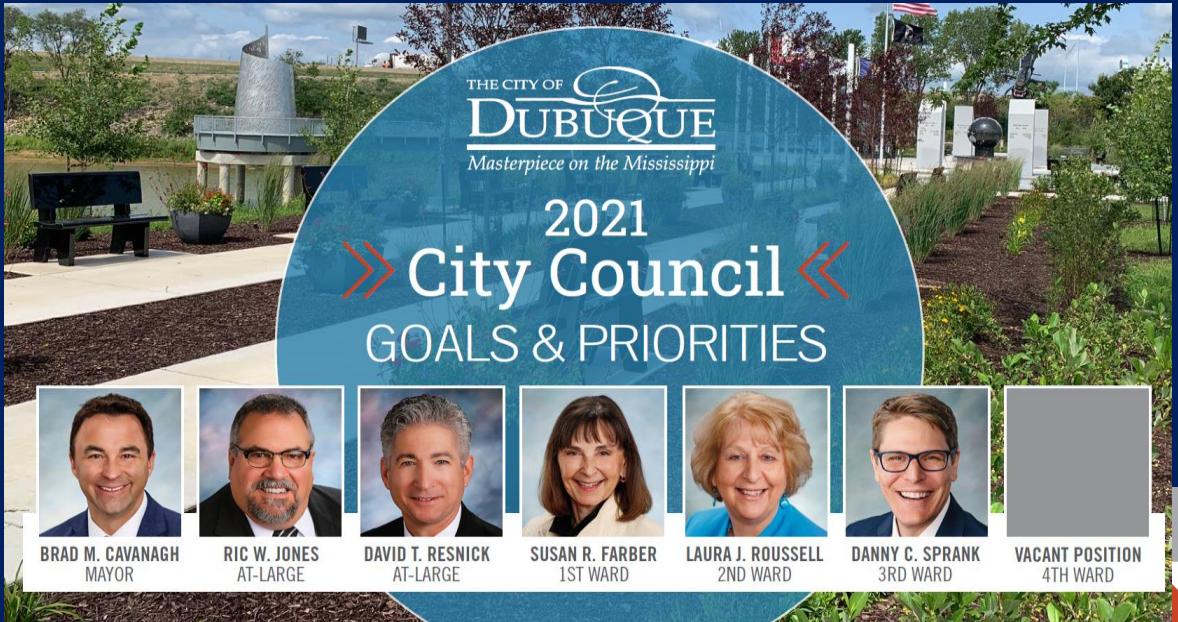


Fiscal Year 2023 Recommended Budget Presentation

Feb. 21, 2022



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

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)

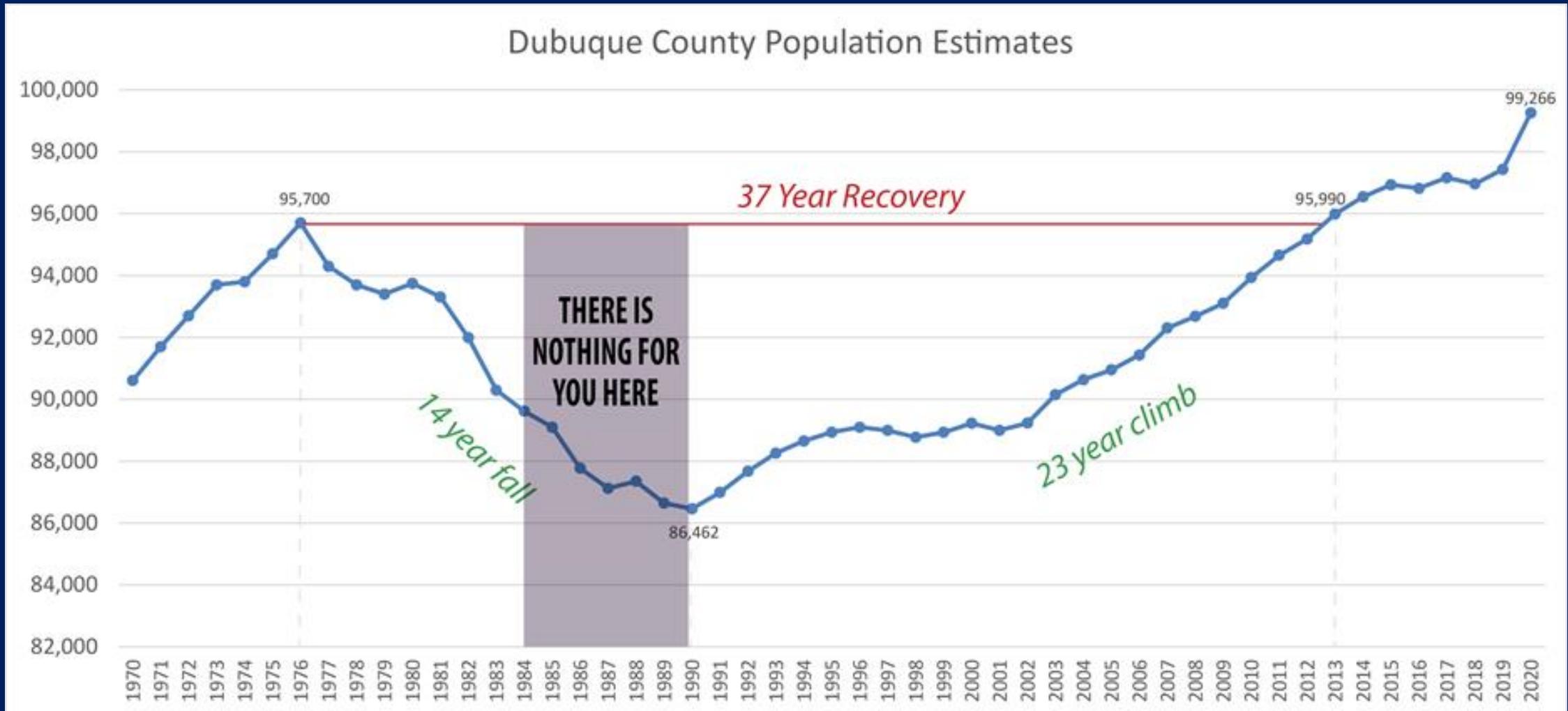
2021 – 2023 High Priorities

(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

Creating an Equitable Community (& Organization) of Choice





Recommended FY23 Property Tax Rate



\$9.7169 per thousand dollars assessed value
(1.74% decrease from current FY22 rate of \$9.8890)

	% Change from FY22	\$ Change from FY22
Property Tax Rate	-1.72%	-\$0.17
Property Tax Asking	0.00%	\$0.00
Avg. Residential Payment	2.96%	\$22.74
Avg. Commercial Payment	-3.43%	-\$105.40
Avg. Industrial Property	-2.88%	-\$131.28
Avg. Multi-Residential Property	-7.20%	-\$126.11

FY2023 Recommended Property Tax Rate



City Property Tax Askings & % Change

Fiscal Year	Tax Asking	% Change
FY2020	\$26,296,081	
FY2021	\$26,202,568	-0.36%
FY2022	\$26,205,437	+0.01%
FY2023	\$26,205,437	No Change

FY2023 Recommended Property Tax Rate



Impact on Average Residential Property (FY21-23)

Fiscal Year	Avg. Cost	% Change
FY2020	\$770.17	
FY2021	\$769.08	-0.14%
FY2022	\$769.08	No Change
FY2023	\$791.82	+2.96%

Average Annual Increases

Since 1989, the average homeowner has averaged an annual increase in costs in the City portion of their property taxes of 1.26%, or about \$7.55 a year.

If the State had been fully funding the Homestead Tax Credit, the increase would have averaged about +\$4.65 a year.

FY2023 Recommended Property Tax Rate



Impact on Average Commercial Property

Fiscal Year	Avg. Cost	% Change
FY2020	\$3,160.71	
FY2021	\$3,169.30	+0.27%
FY2022	\$3,039.57	-3.15%
FY2023	\$2,964.17	-3.43%

FY2023 Recommended Property Tax Rate



Impact on Average Industrial Property

Fiscal Year	Avg. Cost	% Change
FY2020	\$4,713.76	
FY2021	\$4,694.17	-0.42%
FY2022	\$4,556.11	-2.94%
FY2023	\$4,424.83	-2.88%

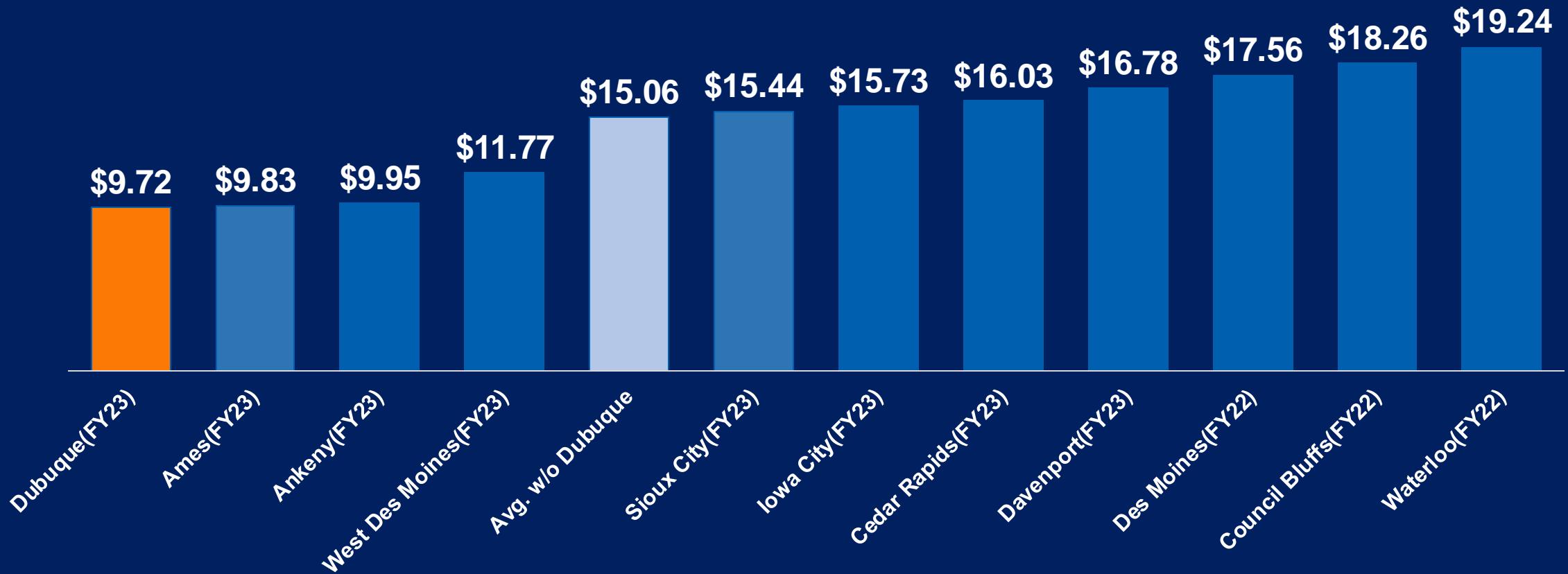
FY2023 Recommended Property Tax Rate



Impact on Average Multi-Residential Property

Fiscal Year	Avg. Cost	% Change
FY2020	\$1,737.92	
FY2021	\$1,896.65	+9.13%
FY2022	\$1,751.66	-7.64%
FY2023	\$1,625.55	-7.20%

City Property Tax Rate Comparison



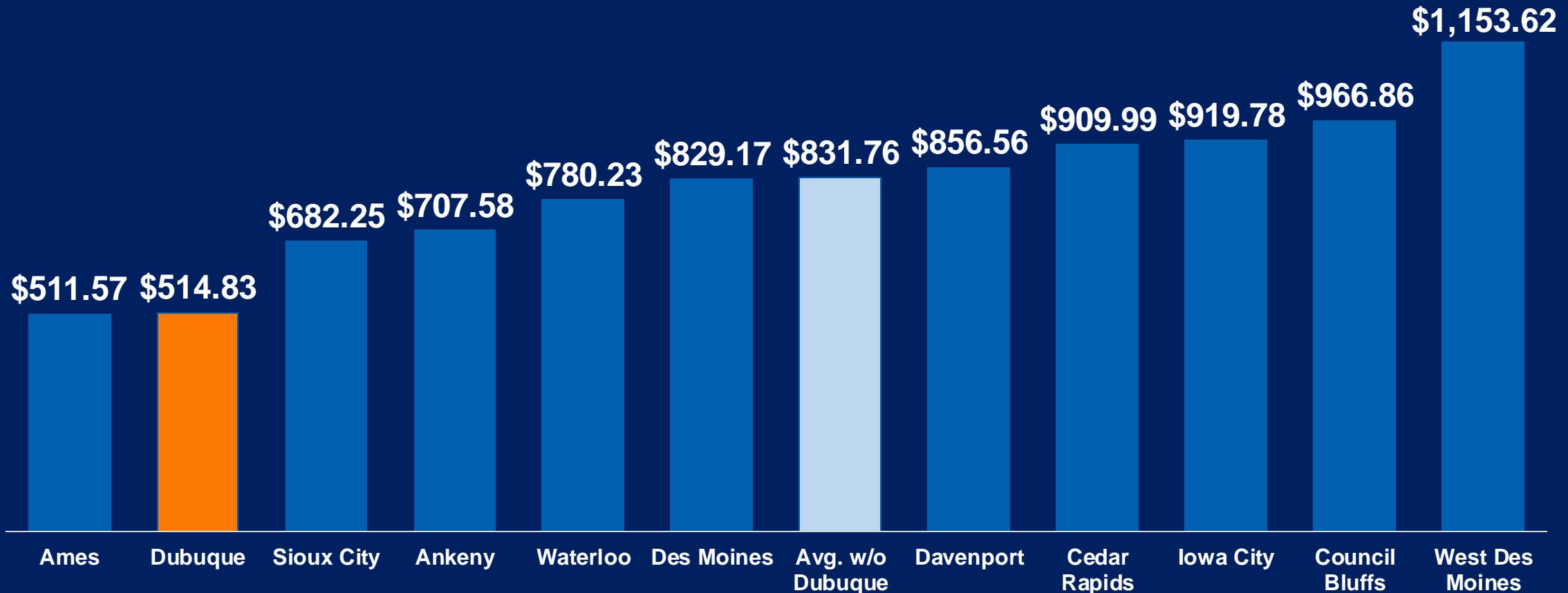
Waterloo = 98% higher than Dubuque

Average = 55% higher than Dubuque

Tax Rate and Median Household Income



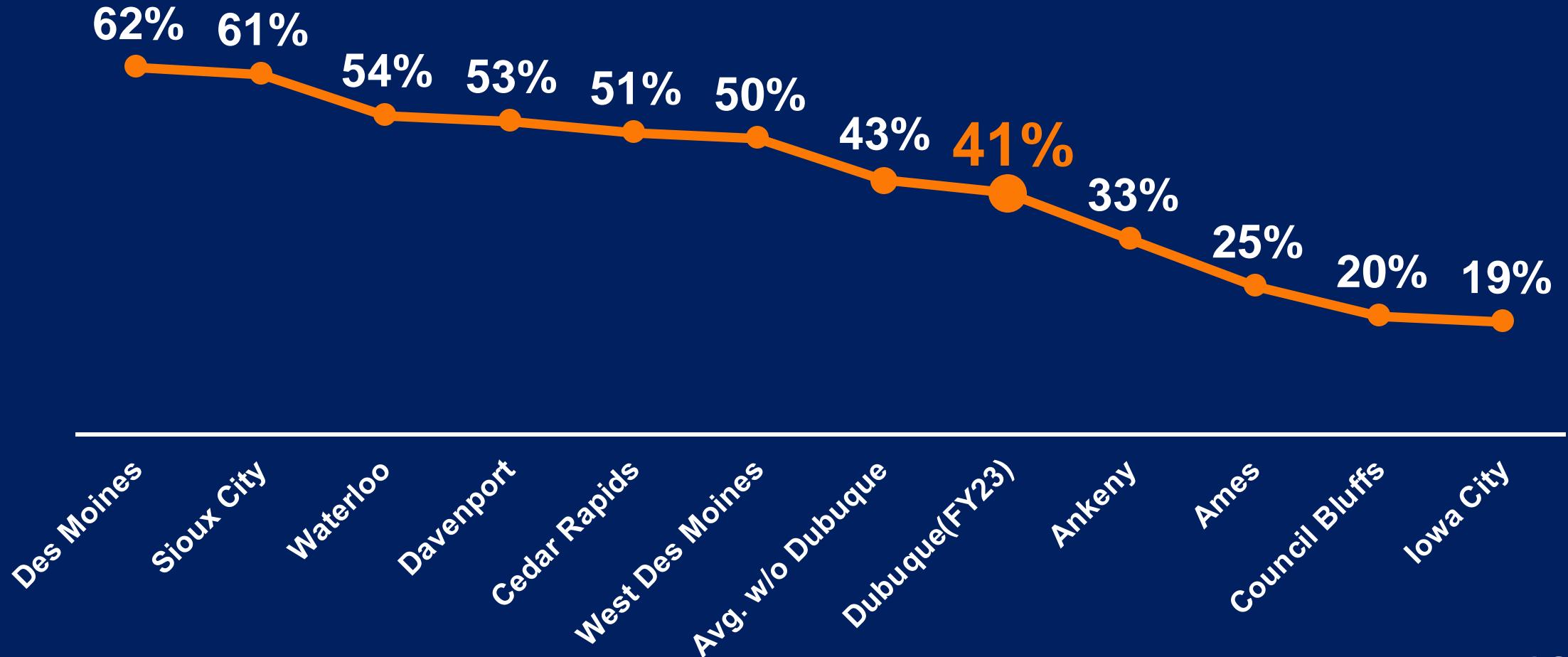
Recommended FY23 Property Taxes Per Capita



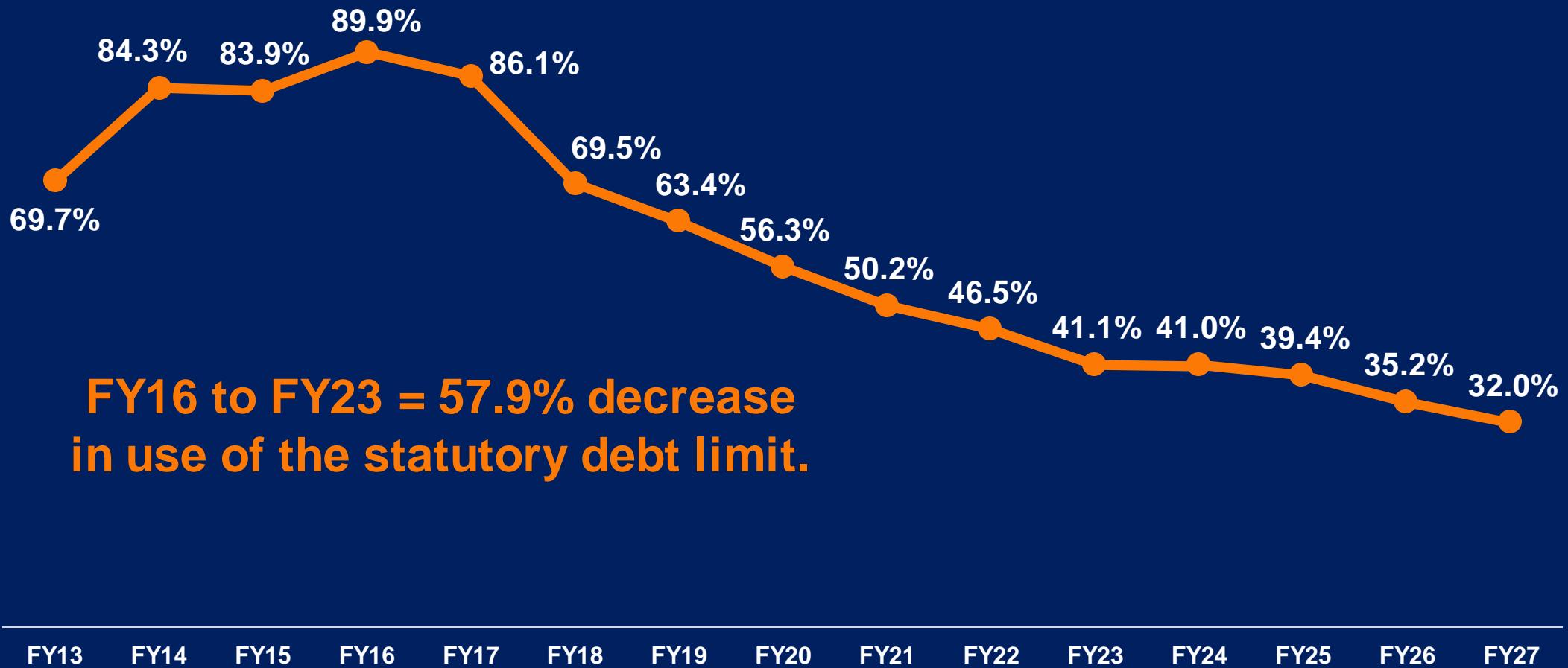
West Des Moines = 126% higher than Dubuque

Average = 63% higher than Dubuque

Percentage of Legal Debt Limit Utilized



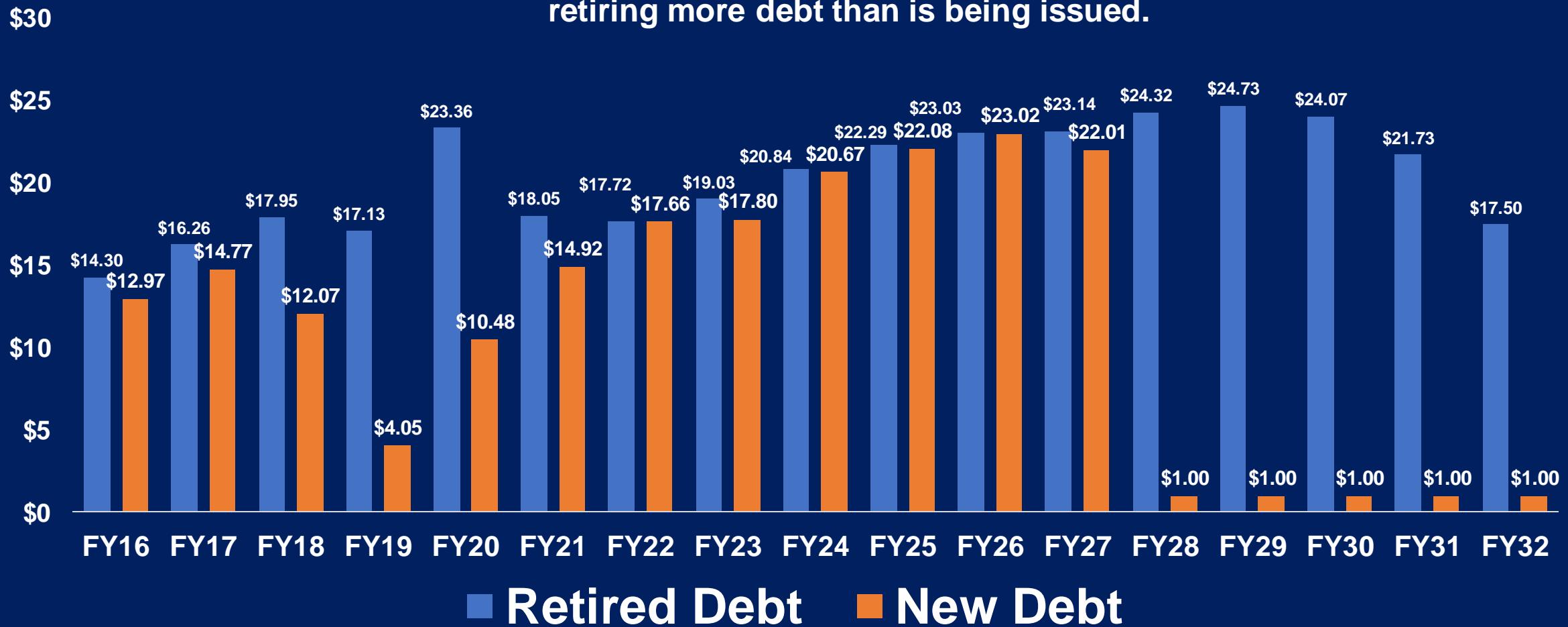
Reduction of Statutory Debt Limit Used



Retired Debt vs. New Debt (in millions)



FY2023 will be the 7th consecutive year of retiring more debt than is being issued.



General Fund Cash Reserve

GOAL = 20%

	FY2023	FY2024	FY2025	FY2026	FY2027
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City's Spendable General Fund Cash Reserve Fund Balance	\$17,743,471	\$17,743,471	\$17,743,471	\$17,743,471	\$17,743,471
% of Projected Revenue	22.34%	21.90%	21.47%	21.05%	20.63%

City Utilities

SERVICE	RECOMMENDED FY2023 RATE	CHANGE FROM FY2022
Water	\$33.25	+5%
Sewer	\$47.42	9%
Solid Waste	\$15.38	No Change
Storm Water	\$9.00	1.69%

Utilities Comparisons

Service	Dubuque's Recommended FY2023 Rate	Average w/o Dubuque	Rank Among Largest Iowa Cities
Water	\$33.25	\$35.10	2 nd LOWEST
Sewer	\$47.42	\$41.08	4 th HIGHEST
Solid Waste	\$15.38	\$17.93	5 th LOWEST
Storm Water	\$9.00	\$6.24	2 nd HIGHEST

Significant Community Investments



1. Community Safety
2. Roads and Infrastructure
3. Economic Development
4. Improved Customer Service
5. High Quality of Life in an Equitable Community
6. Identifying and Funding Important Initiatives to Support Employees

Part 1 Crimes Comparison

Performance Measures	CY13	CY14*	CY15	CY16	CY17	CY18	CY19	CY20	CY21	Avg.	CY20 to CY21 % Change	CY21 Clearance Rate	CY19 Nat'l Clearance Rate
Crimes Against Persons	208	220	265	243	203	190	190	267	226	224	-15.4	84.75%	45.50%
▪ Murder	0	0	5	1	2	1	0	1	5	2	500.0	80%	
▪ Sexual Assault	38	61	80	98	90	75	91	105	95	81	-11.6	88%	
▪ Robbery	32	20	27	26	16	29	14	26	22	24	-8.4	77%	
▪ Aggravated Assault	138	139	153	118	95	85	85	135	104	117	-23.0	94%	
Crimes Against Property	1,791	1,662	1,953	1,875	1,667	1,543	1,319	1,245	1,244	1,589	0.0	89.90%	17.20%
▪ Burglary	431	416	548	420	331	299	205	219	240	345	9.6	83.75%	
▪ Burglary to Motor Vehicle	231	168	106	144	157	145	88	148	96	143	-35.2	90%	
▪ Theft	1,103	1,035	1,245	1,235	1,116	1,036	945	808	823	1,038	0.0	89.70%	
▪ Theft of Motor Vehicle	26	43	54	76	63	63	81	70	85	62	21.4	96%	
Total	1,999	1,882	2,218	2,118	1,870	1,733	1,509	1,512	1,470	1,812	-0.1		

*2014 = Public Safety Software Change

Community Safety

- 7 additional Firefighters, allowing a third ambulance to be staffed 24/7 and reducing the need for overtime
- Replacing 9-1-1 Center part-time hours with a new full-time position
- Tasers for all Police Officers
- Continued deployment of security cameras network
- \$600K+ for Police body & car camera integration

Community Safety

- **Filling vacancies in the Police Department**
- **Proposed creation of Community Partnerships & Diversion division (1 new FT position + 2 FT added in FY22) in Leisure Services Dept.**

Roads & Infrastructure

- Southwest Arterial (2021), US Hwy. 20 interchange at Swiss Valley Rd. (2021), reconstruction of Chavenelle Rd. (2021)
- Public Works Department's resurfacing 10 miles of City streets instead of 5 miles
- 2022: Resurfacing of Northwest Arterial from JFK Rd. to US Hwy. 20 with intersection improvements (\$8+ million)

Roads & Infrastructure

- **Tens of millions of dollars, with potential federal support, to upgrade and extend the City's water distribution system for greater redundancy & reliability and preparing for Southwest Arterial Corridor development**

Economic Development

- Investments in downtown, Central Avenue Corridor, Schmitt Island access, West End industrial parks
- Dubuque Industrial Center: Crossroads
 - Finish development plan, implement phase one to prepare 30 acres
- Infrastructure investments support economic development

Improved Customer Service

Automated collection of refuse carts

- Progress towards community-wide implementation after successful pilot program
- Improved customer convenience and neighborhood appearance
- Increased safety for refuse collection staff
- Use of ARPA funds for implementation to reduce cost

High Quality of Life in an Equitable Community



- Creation of the Office of Shared Prosperity & Neighborhood Support (Total of 3 FT & 1 PT position) in FY2022
- Investments in parks and trails projects
- Advancing equity by addition of Juneteenth paid holiday for City employees

Initiatives to Support Employees



New positions to advance important initiative and meet existing needs:

- **Added by amendment in FY2022:**
 - Project Manager in Leisure Services
 - 2 new Human Resources positions

Initiatives to Support Employees



New positions for FY2023 to advance important initiative and meet existing needs:

- Assistant Fixed Base Operator (Airport)
- Secretary (City Clerk's Office)
- Climate Action Plan Coordinator (Sustainability)
- Teen Resiliency Corps (Sustainability & MFC)
- Grant Analyst (City Managers Office Strategic Partnerships)

Initiatives to Support Employees



New positions for FY2023 continued:

- Utility Locator (Engineering)
- Medical Director hours (Fire)
- Help Desk position & User Technology Specialist (Information Services) to boost user support and cybersecurity
- PT to FT upgrade for Maker Space support (Library)

Initiatives to Support Employees



New positions for FY2023 continued:

- Part-time Secretary (Public Works)

Funding for Fire Department Employee Health & Wellness Program

Opportunities for Grants & Forgivable Loans



- \$1.1 Trillion federal infrastructure package and additional available federal and state funds to maintain and upgrade infrastructure. Need to invest local dollars to do design and engineering work to have competitive grant applications and be shovel ready. Also to provide matching dollars.

Challenges for Grants & Forgivable Loans



- Project prep & matching funds to be eligible for grants
- Up to 50% of loans forgivable if City provides 50% match
- Especially important with doubling of train traffic starting in 2023

FY2023 Recommended Budget Improvement Packages



159 improvement level decision packages requested and 128 recommended for funding

**\$2,106,011 for annually recurring and
\$907,872 for non-recurring improvement
packages in the General Fund**

FY2023 Recommended Budget Improvement Packages



FY2022 General Fund operating budget savings and increased revenue over projections will fund non-recurring improvement packages in the General Fund.

**Remaining improvement packages recommended for funding from non-property tax support total
\$1,658,228.**

FY2023 Recommended Budget Improvement Packages



General Fund Support:

- Annually recurring = \$1,962,777
- Non-recurring = \$919,929

Total of \$4,803,937 in general fund improvement package requests = net property tax impact of \$3,985,696, with \$2,882,706 recommended for funding

FY2023 Recommended Personnel Changes



- Increases full-time equivalents by 29
- Decreases part-time equivalents by 6.37
- Increases seasonal equivalents by 0.42

Net increase of 23.05 full-time equivalents

FY2023 Recommendations

Operating Budget =
\$152,003,749

Capital Improvement Program Budget =
\$69,262,412

CREATING AN EQUITABLE COMMUNITY OF CHOICE

A High-Performance Organization (and Community)
that is Data-Driven and Outcome-Focused built on the
four pillars of:

Resiliency Sustainability Equity Compassion

Through Planning, Partnerships, and People