

LEADER'S GUIDE

2019

WORKING DOCUMENT

City Council



2007★2012★2013
2017★2019

Dubuque, Iowa
August 2019



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SECTION 1

DUBUQUE – AN EQUITABLE COMMUNITY OF CHOICE

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,
& People**

Dollars & Cents

A HIGH-PERFORMANCE GOVERNMENT CREATING AN EQUITABLE COMMUNITY OF CHOICE

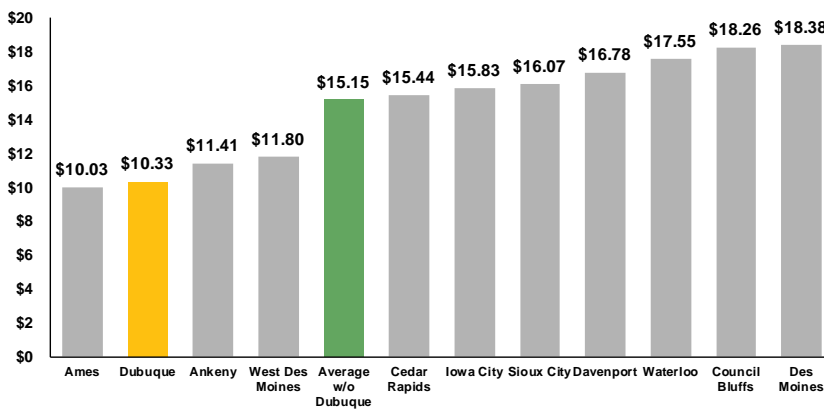


City Portion of Property Taxes

Dubuque has the **SECOND LOWEST FY2020** property tax rate (\$10.33 per thousand assessed value) of Iowa's 11 cities with populations over 50,000.

- Highest-ranked city (Des Moines, \$18.38) is **78% higher than Dubuque**
- Average of other 10 cities (\$15.15) is **47% higher than Dubuque**

FY2020 City Property Tax Rate Comparison



*Includes the transit tax levy adopted by the Des Moines Area Regional Transit Authority for comparability.

City of Dubuque FY2020 Property Tax Rate

- \$10.33 per thousand dollars of assessed value
- A 2.43% **reduction** from FY2019's property tax rate of \$10.59

Property Type	Average Property Tax Cost Change from FY2019	Percent Property Tax Cost Change from FY2020
Residential	No change	No change
Commercial	\$48.53 less	1.48% decrease
Industrial	\$87.16 less	1.79% decrease
Multi-Residential	\$132.29 less	7.07% decrease

Where do your property taxes go?

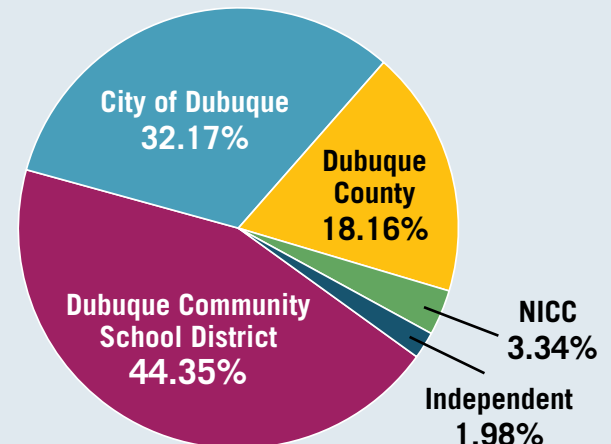
Property taxes are collected by the County and distributed monthly to the City of Dubuque and other taxing bodies. Property taxes are distributed among the Dubuque Community School District (44.4%), City of Dubuque (32.2%), Dubuque County (18.2%), Northeast Iowa Community College (3.3%), and independent authorities* (2%).

Property taxes are certified July 1 with the first half due on or before September 30 and the second half due on or before March 31. For more information, contact the City Assessor at 563-589-4416.

* "Independent Authorities" includes City Assessor, County Hospital (Sunnycrest Manor), Dubuque County Agriculture Extension, and the Tuberculosis and Brucellosis Eradication Fund.

How Your Property Tax Rate Is Split

FY2019 Consolidated Rate of 32.91592



CITY BUDGET

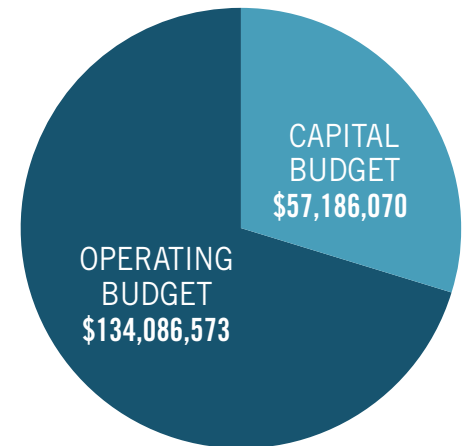
Fiscal Year 2020 City Budget

The City's approved budget provides estimated revenues and expenditures for programs and services to be provided during the fiscal year, from July 1, 2019, through June 30, 2020. The budget has two primary components: the operating budget and the capital budget.

The City's total budget for fiscal year 2020 is \$191,272,643, a 9.4 percent increase from FY2019. The operating budget (\$134,272,643) is a 2.2 percent increase from FY2019, while the capital budget (\$57,186,070) represents a 31.2 percent increase from FY2019.

The capital budget funds major improvements to City facilities and infrastructure, and is based on the first year of needs in the five-year Capital Improvements Program (CIP) Plan. The CIP Plan is an annually revised document that guides the City's investments in public facilities and infrastructure during a five-year time horizon. The capital budget is supported through multiple funding sources, including federal and state grants.

The operating budget includes personnel costs and annual facility operating costs. It is funded primarily through local property and sales taxes; revenue transfers between departments; licenses, such as building and development fees; franchise fees for a company's use of the City's rights-of-way; charges for services (like sewer and water); fines; grants; and other smaller sources of revenue such as interest on investments.



	Operating	Capital
General Fund	\$64,382,707	\$2,133,906
Water Fund	\$9,451,703	\$3,863,994
Sanitary Sewer Fund	\$10,809,241	\$1,209,601
Stormwater Fund	\$3,799,555	\$11,323,529
Refuse	\$2,893,588	\$495,778
Parking	\$3,140,820	\$480,323

General Fund

The general fund is the general operating fund of the City for general service departments. The general fund has an operating budget of \$64.2 million and a capital budget of \$2.1 million. This fund encompasses the bulk of activities that are traditionally considered basic governmental services such as public safety, culture & recreation, health & social services, and general government.

General Fund Reserve Projections

The City maintains a general fund reserve, or working balance, to allow for unforeseen expenses that may occur. The reserve will increase by \$2.8 million (20.3%) from Fiscal Year 2019 - Fiscal Year 2024. The goal is to have at least a 20% reserve. In Fiscal Year 2017, the City had projected reaching this consistent and sustainable 20% reserve level in Fiscal Year 2022. **In fact, the City met the 20% reserve requirement in FY2018, four years ahead of schedule and, with the FY2019 and beyond contributions, this is sustainable.**

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Contribution	\$1,050,000	\$1,700,000	\$1,000,000	\$100,000	\$100,000	\$100,000	\$100,000
City's Spendable General Fund Cash Reserve Fund Balance	\$16,460,491	\$15,485,326	\$16,185,326	\$16,285,326	\$16,385,326	\$16,485,326	\$16,585,326
% of Projected Revenue	23.81%	22.02%	22.86%	22.93%	23.46%	22.92%	22.25%

DID YOU KNOW?

Residents have access to the City's budget, revenue, and spending via user-friendly websites.

OPEN BUDGET:
dollarsandcents.cityofdubuque.org

OPEN EXPENSES:
expenses.cityofdubuque.org

WHAT'S INCLUDED IN YOUR MONTHLY UTILITY BILL?



Curbside Collection

Basic Rate = \$15.62/month
(1.6% increase from FY2019 or \$0.25 per month)

Curbside refuse collection includes one 35-gallon container per week. **Weekly curbside recycling is no extra charge.**



Water

Avg. Household Rate* = \$30.74/month
(5% increase from FY2019 or \$1.46 per month)

*Average household rate based on 6,000 gallons per month at \$0.00512 per gallon



Stormwater

Avg. Household Rate* = \$8.29/month
(6.82% increase from FY2019 or \$0.53 per month)

*Monthly rate for majority of Dubuque households based on usage of one single family unit. Stormwater fees are based on the amount of impervious ground coverage on a property. Fees collected are only used for stormwater management activities such as the construction, maintenance and operation of the public stormwater management system.



Sanitary Sewer

Avg. Household Rate* = \$42.24/month
(4.5% increase from FY2019 or \$1.82 per month)

*Average household rate based on 6,000 gallons per month at \$0.00704 per gallon. The City's wastewater collection and treatment system operates as a self-supporting enterprise fund which means that it is funded only with revenue from user fees.

HOW DO WE RANK? Among Iowa's 11 largest cities:



5th Lowest: The highest **curbside collection** rate (Ames) is 68.05% higher than Dubuque's rate, and the average is 5.52% higher than Dubuque.



2nd Lowest: The highest **water** rate (West Des Moines) is 13.85% higher than Dubuque's rate, and the average is 2.28% higher than Dubuque.



2nd Highest: The highest **stormwater** rate (Des Moines) is 62% higher than Dubuque's rate, and the average is 33% lower than Dubuque.



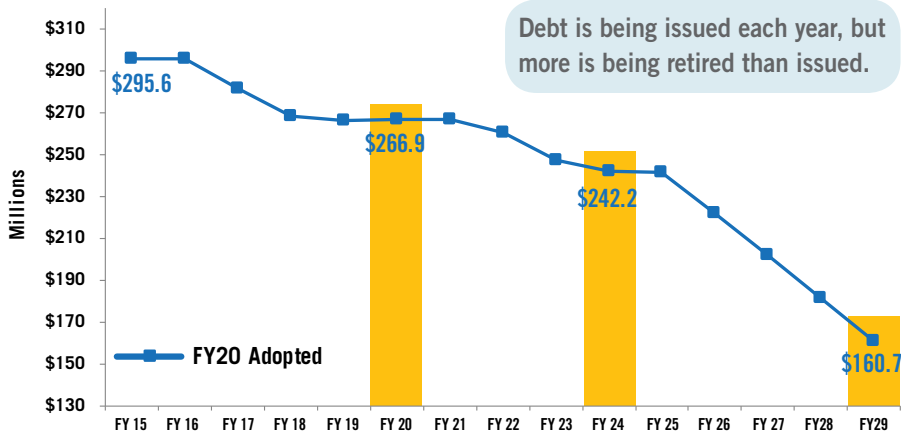
4th Highest: The highest **sanitary sewer** rate (Ankeny) is 52.52% higher than Dubuque's rate, and the average is 8.47% lower than Dubuque.

How General Fund Money is Spent

Category	Description	Portion of General Fund
Public Safety	(fire, police, ambulance services, 9-1-1 dispatch, animal control, building inspections, crime prevention, emergency management, flood control, etc.)	42.7%
Culture & Recreation	(AmeriCorps, arts & cultural affairs, civic center, conference center, library, marina, parks, recreation, etc.)	17.8%
General Government	(city attorney & legal services, city clerk, city council, city hall & general buildings, city manager, finance, information services, etc.)	13.6%
Public Works	(airport, maintenance of streets, bridges, and sidewalks; snow removal, street cleaning, street lighting, traffic control, etc.)	9.1%
Community & Economic Development	(economic development, housing and community development, neighborhood development, planning and zoning, etc.)	6.4%
Transfers Out	(to funds other than General Fund)	4.4%
Capital Projects	(City infrastructure improvements or major equipment purchases)	3.0%
Health & Social Services	(community health, health regulation and inspection, human rights, etc.)	1.7%
Debt Service	(government capital projects, tax-increment financing [TIF] capital projects)	1.3%

Debt Reduction Plan *(Adopted August 2015)*

Total Debt (in millions)



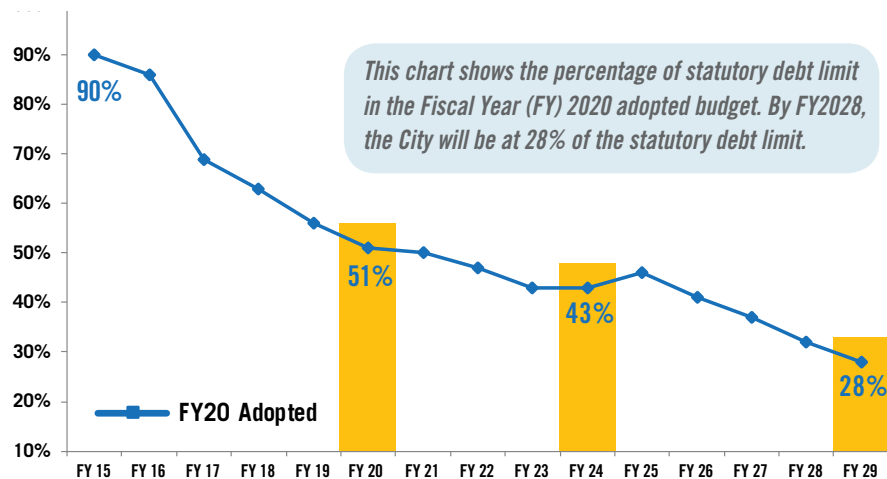
Stormwater improvements



Water & Resource Recovery Center

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.

Statutory Debt Limit Used (as of June 30)



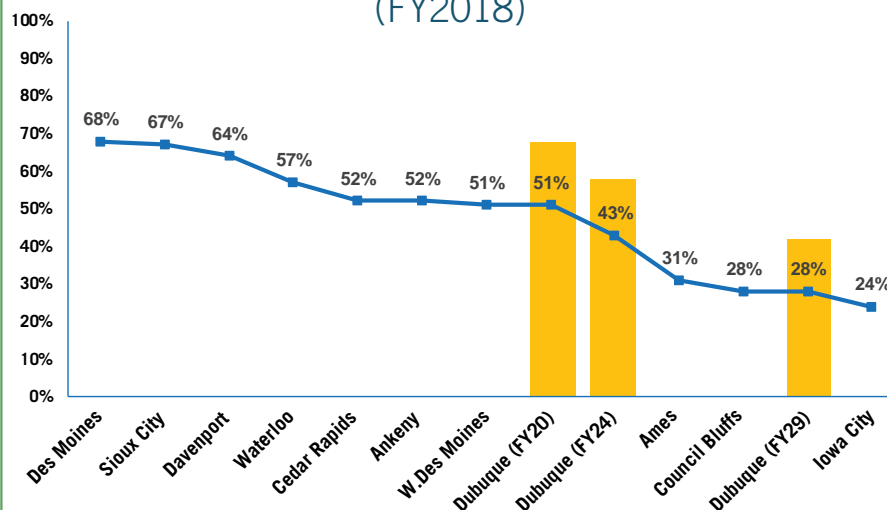
Top 10 Debt Uses (as of June 30, 2019)

#	Project Description and Amount Outstanding
1	Stormwater Improvements \$73,265,450
2	Water & Resource Recovery Center \$62,706,000
3	Water Improvements \$31,641,271
4	Parking Improvements \$26,747,543
5	Downtown TIF Incentives/Improvements \$21,830,798
6	Sanitary Sewer Improvements \$12,757,511
7	TIF Rebates/Bonds to Businesses \$9,467,350
8	Industrial Park Expansions \$7,274,875
9	Caradco Building Iowa Finance Authority Loan \$3,722,825
10	Street Improvements* \$3,570,089
Total	
	\$252,983,712

* \$132.5 million was spent on street improvements from 1997-2018

CM026-050119

Percentage of Legal Debt Limit Utilized (FY2018)



S

Specific

Simple | Sensible | Significant

- What do I want to accomplish?
- Why is this goal important?
- Who is involved?
- Where is it located?
- Which resources or limits are involved?

M

Measurable

Meaningful | Motivating

- How much?
- How many?
- How often?
- How will I know when it is accomplished?

A

Actionable

Achievable | Attainable

- How can I accomplish this goal?
- How realistic is the goal?
- Are there restraints preventing me from attaining this goal?
- Have I broken down big goals into action steps?

R

Reasonable

Realistic | Results-Based

- Does this match our other efforts/needs?
- Am I the right person to reach this goal?

T

Timely

Time-Bound | Time-Sensitive

- When does this need to be done by?
- What can I do now?
- What can I do in 6 months?

SECTION 2

DUBUQUE: A TRUE CHAMPIONSHIP TEAM

Dubuque: a True Champion

A TRUE CHAMPION SUSTAINS WINNING OVER TIME.

A WINNER:

- HAVE A PLAN
- BUILDS A TEAM – DEFINED ROLES AND PROCESSES
- FOLLOWS THE STRATEGY AND PLAN
- RELY ON CURRENT LEADERS
- PROVIDES CLEAR, CONSISTENT DIRECTION
- FOCUS ON THE ANNUAL AGENDA
- COMPLETES TASKS AND PROJECTS
- PRODUCES RESULTS THAT ADD VALUE TO THE COMMUNITY
- LISTENS TO THE COMMUNITY
- BUILDS PARTNERSHIPS
- CELEBRATES WINS/SUCCESSSES

A CHAMPION:

- REFINES THE VISION AND GOALS
- REFINES AND ADJUSTS PLANS
- RENEWS THE TEAM
- DEVELOPS/EXPANDS ADDITIONAL PARTNERS
- CONTINUES TO TAKE CALCULATED RISKS
- STRIVES TO UNDERSTANDING THE CHANGING, DYNAMIC ENVIRONMENT
- LEARNS FROM SETBACKS
- USES THEIR BUILT UP “POLITICAL CAPITAL”
- DEVELOPS FUTURE LEADERS
- ENGAGES AND REACHES OUT TO THE COMMUNITY
- MARKETS SUCCESSES AND VALUE TO THE COMMUNITY
- TAKES ON NEW PROJECTS

PITFALLS FOR WINNERS:

- COMPLACENCY
- ARROGANCE – WE ARE BETTER THAN OTHER CITIES
- TAKING RELATIONSHIPS FOR GRANTED
- FOCUSING ON CURRENT CRISIS
- WRAP UP MENTALITY
- PERSONAL PROMINENCE
- FEELING ON TOP OF THE BIG ISSUES
- STANDING "PAT"
- TELLING THE COMMUNITY – WHAT IS "BEST"
- PLAN BECOMING "DATED"

Effective Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

- Analyze —————→ Decide
- Act —————→ Impact
- Evaluate —————→ Adjust

Attitude

“Willingness to Work Together”

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams



Winners Versus True Champions *Comparison*

Winners	Champions
Keep the Focus	Refine Goals
Share Responsibility as Leaders	Look For and Develop Leaders
Use a Game Plan	Prepare for New Challenges
Build Teams	Develop Teams
Listen to Citizens	Reach Out to Citizens
Have Agendas	Take on a New Project
Celebrate Successes	Market Success

Today many cities can be characterized as “Winners.” Few cities can be characterized as “True Champions.” This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayors and Council is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

1. Refine Goals

Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For city government, Mayors and Councils define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

2. Look for and Develop Future Leaders

Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the city. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the city's resources and accomplishments. Champions are always looking for future champions.

3. Prepared for Next Challenge

Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayors and City Councils look to their process – how they govern the city; how they relate to the city staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

4. Develop Teams

Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than developing for the future. On championship teams, individuals grow and provide new contributions to the team based upon their own personal growth. A "champion" recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayors and City Councils look to developing their team and the city team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

5. Reach Out to Citizens

Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Council it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person's perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities.

6. Search for a New Project

Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayors and City Councils to find a visible project that can have a timely impact on the community. On a championship team, everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

7. Market Successes

Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the city government, and the citizens to whom there is a sense of stewardship. Mayors and City Councils have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money's worth and that the effort of the city was worthwhile. In today's world, the media coverage of government is predominately ‘negative.’ The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners

Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the “winning season.” The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for “winners” are:

- **Arrogance – A Feeling that We Are Better than Others**

In applying the concept of arrogance to cities, it means that Mayors and City Council lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Council. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Council gets a feeling that “we know what is best” and begins to view citizen input through a “tinted lens.” Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**

The feeling “we are fine, we are now here” challenges winners. However, as you take the words “now here,” it can easily become “no where.” In cities, complacency occurs when the Council assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Council members become impatient and minimize critical feedback. Councils worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**

Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayors and City Councils is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**

Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayors and Councils, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**

Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Councils have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Councils the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Council Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**

After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Councils it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**

Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities, it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**

With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Councils it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no “I” in “Team.” Our focus is on ourselves individually, rather than our city's future. For some Mayors and Councils, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**

Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Councils take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes “Winners” from “True Champions.”

12 Points of an Effective Mayor and City Council

1. Focus on and Use Vision, Goals and Priority

- Define the city's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to use decisions
- Seek and use input from community and city staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the city"

3. Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Councils, and to city staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

7. Monitor Performance

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

8. Have a Community Presence

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the city

9. Act as a Board of Directors

- Know your community – view it as the “market place”
- Focus on providing policy direction
- Delegate clear responsibility to the city Administrator as the C.E.O.
- Avoid micromanaging and the daily operations

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind

11. Align the City Organization

- Appoint individuals to Boards and Councils who share your passion for the city and the vision for the future
- Define the core values to guide “how the city should operate and be managed”
- Employ the “right” city Administrator for your city
- Hold other accountable for their behaviors, actions and the results

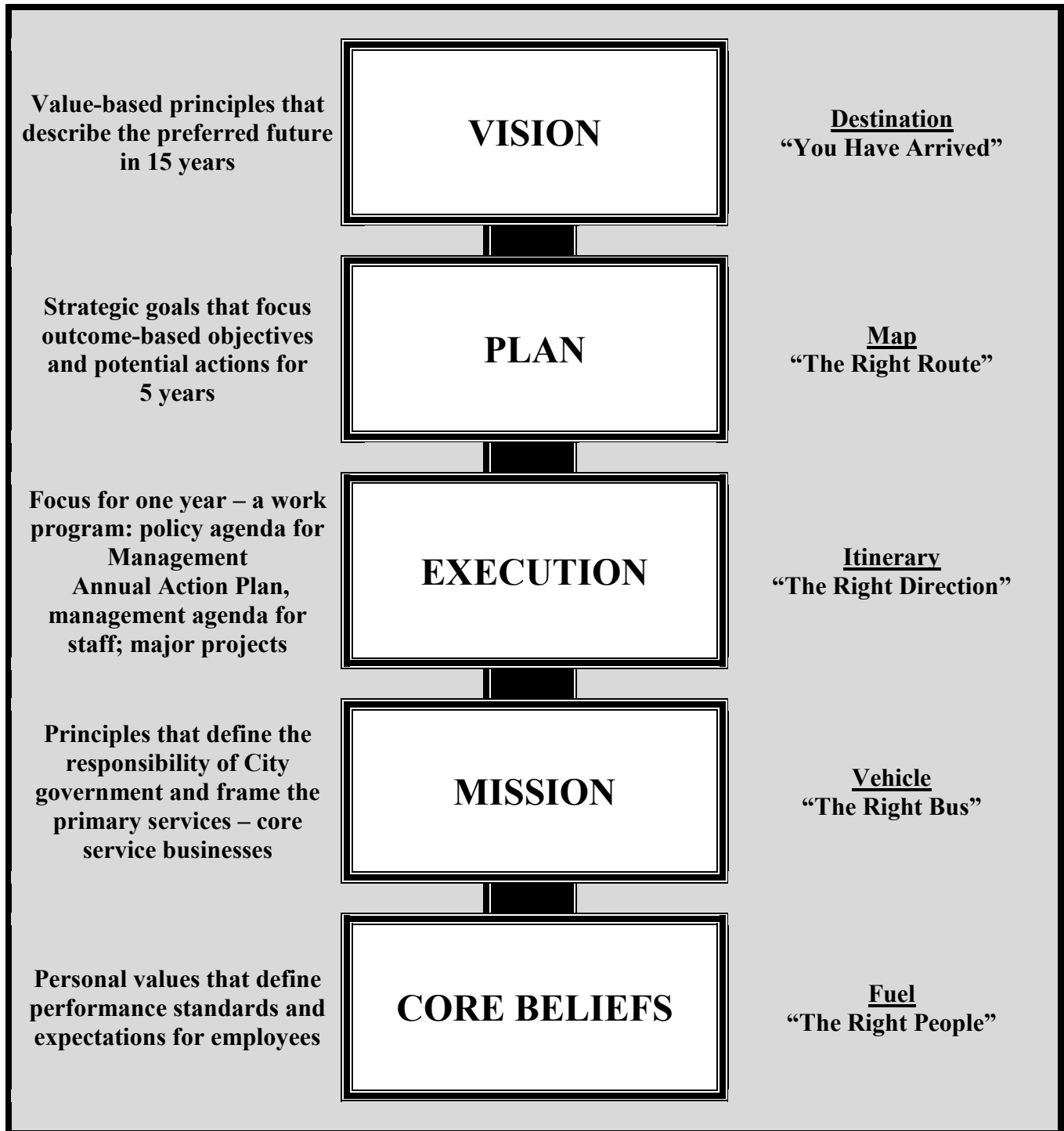
12. Share Success and Celebrate

- Communicate “Our City Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the city has added to people’s lives
- Recognize others who have contributed to the city’s success
- Remember people want to be associated with “winners”

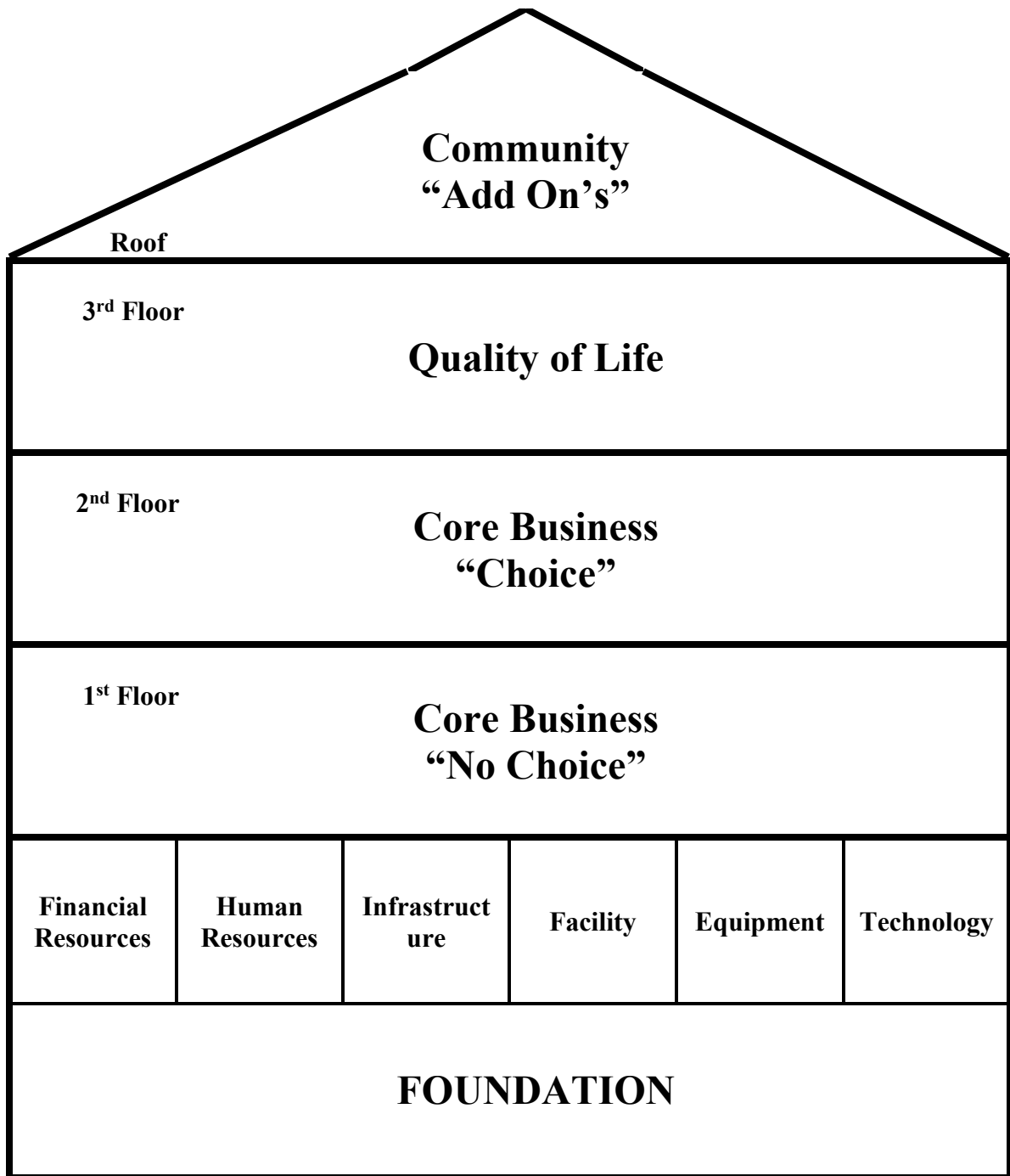
SECTION 3

STRATEGIC PLANNING MODEL FOR THE CITY OF DUBUQUE

STRATEGIC PLANNING MODEL



City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the City and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the City's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the City's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the City's governance processes
- Proactive communications about the City and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

SECTION 4

STRATEGIC PLAN 2018 – 2024 – 2035

STRATEGIC PLANNING FOR THE CITY OF DUBUQUE

Strategic Planning Model for the City of Dubuque

Value-based principles that
describe the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus
outcome-based objectives and
potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work
program: policy agenda for
Mayor and Council agenda for
staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the
responsibility of Authority
government and frame the
primary services – core service
businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

DUBUQUE VISION 2035

Dubuque *Vision 2035*

DUBUQUE VISION 2035

DUBUQUE 2035 is a *SUSTAINABLE AND RESILIENT CITY* ^(A), an *INCLUSIVE AND EQUITABLE COMMUNITY* ^(B),

DUBUQUE 2035 has preserved our *MASTERPIECE ON THE MISSISSIPPI* ^(C), has a *STRONG DIVERSE ECONOMY* ^(D) and *EXPANDING CONNECTIVITY* ^(E).

DUBUQUE 2035 – Our residents *EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE* ^(F), have choice of *QUALITY LIVABLE NEIGHBORHOODS* ^(G) and have an *ABUNDANCE OF FUN THINGS TO DO* ^(H) and are *ENGAGED IN THE COMMUNITY* ^(I).

Dubuque Vision 2035

PRINCIPLE A

SUSTAINABLE AND RESILIENT CITY

► Means

1. Policies and practices that support Environmental/Ecological Integrity, Social/Cultural Vibrancy and Economic Prosperity to create a viable, livable and equitable community
2. Achieved 50% Goal in Greenhouse Gas Reduction through energy conservation and active use of alternative energy solutions, including use of hydropower, waste to energy, use of methane gas and use of solar
3. Balance vision and plans that incorporate twelve sustainability elements
4. Resilient city of choice to work, live, and play
5. New construction encouraged to be designed with green principles and national certifications
6. Resilient housing and neighborhoods
7. Giving people information on what they need, what they want, what they need to do to save resources
8. Planning for and making decisions to create a resilient community

PRINCIPLE B

INCLUSIVE AND EQUITABLE COMMUNITY

► Means

1. Recognized as an inclusive and equitable community
2. Variety of strong cultural community events and festivals that are well attended by all residents
3. Celebrating our heritage and respecting different history, race, religion, and ethnicity
4. Community support and engaged actively for culture, arts and museums
5. Diverse employment opportunities
6. Increasingly diverse and welcoming community
7. Equitable access to community assets and human services programs
8. Human and civil rights – a cornerstone for actions in Dubuque community
9. City Organization as a model for the community

PRINCIPLE C

MASTERPIECE ON THE MISSISSIPPI

► Means

1. Downtown and Riverfront – a destination and source of pride for residents and tourists
2. Revitalized, vibrant and preserved historic buildings and neighborhoods, including Historic Millwork District
3. Beautiful gateways, entrances and streetscapes
4. Buildings that are architectural statements and in tune with the built and natural environment
5. Natural resources preserved and the environment protected
6. Architectural designs that reflect the heritage of the community and create a sense of place
7. Redevelopment of Chaplain Schmitt Island following the currently adopted Master Plan, including the potential of docking facilities, kayaking opportunities, amphitheater/indoor facility with a variety of programs and activities, boardwalk around the island for walking and biking, restaurants, etc.
8. Redevelopment of South Port as an exciting community destination following the currently adopted Master Plan, including the buried easy access, condos, restaurants and entertainment venues, dog park, flood wall, opportunities to experience a "working port", etc.
9. Trail connectivity along the entire Riverfront, including a bridge over the flood wall gate
10. Major port destination on the Mississippi with dock facility and overnight guests

PRINCIPLE D

STRONG DIVERSE ECONOMY

► Means

1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.
2. Retaining and growing current businesses and industries
3. Strategic recruitment of new businesses and industries
4. Venture capital available
5. Workforce for 21st century jobs including skill development opportunities for the underemployed and unemployed
6. Land available for future industrial and commercial expansion
7. Entrepreneurial and job opportunities with competitive "living" wages
8. Appropriate land uses that reflect respect for the environment and potential economic opportunities
9. Business incubator and diverse entrepreneurial opportunities linked to colleges and universities
10. Local foods incorporated into Dubuque local economy

PRINCIPLE E

EXPANDING CONNECTIVITY

► Means

1. Quality air service with choices to major hubs for business and leisure
2. Active river port for moving commodities and for tourism, generating city revenues
3. Strategic Sister City relationships supported by the community, businesses and the City
4. Four-lane links to Chicago
5. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city
6. Public-private investment in fiber network expansion
7. Completion of the four-laning of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development
8. Appropriate use of roundabouts to facilitate movement within the community
9. State-of-the-art public transportation system responsive to community needs

PRINCIPLE F

EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

► Means

1. People making Dubuque a community of choice and their home
2. Residents having access to opportunities for a healthy life style
3. Housing options for all stages of life, including green, sustainable homes
4. Quality and accessible health, dental, substance abuse and mental health services in Dubuque
5. Access to and availability of activities for active, healthy leisure time
6. Attraction and retention of young adults
7. Development and use of the Community Health Needs Assessment Improvement Plan with community partners – Focus Areas
8. Residents walking, biking and using public transportation to work
9. Having a culture of health in the community

PRINCIPLE G

QUALITY LIVABLE NEIGHBORHOODS

► Means

1. Residents and visitors safe throughout the community
2. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety
3. Public transportation accessible and efficient
4. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation
5. Quality streets and City infrastructure that are well designed, well maintained and ADA accessible
6. Housing opportunities that meet market demand and create balance of home ownership and rental properties
7. Expand affordable, quality housing options through infill and annexation
8. Expand access to recreation and entertainment options and venues for all that are responsive to community needs
9. Participation in curbside recycling program

PRINCIPLE H

ABUNDANCE OF FUN THINGS TO DO

► Means

1. Multi use trails and pathways throughout the city
2. High quality parks, athletic, ball fields and other facilities for active and passive enjoyment
3. Variety of restaurants and food service options that meet market demands and emphasize local food products
4. Community events and festivals for all seasons
5. Variety of recreation programs, services and leisure choice for all
6. Regional center for museums, culture and arts activities that are supported by the community
7. A variety of entertainment and performing arts venues and programs
8. Access to outdoor/indoor aquatic facility
9. Expanded variety of recreational facilities and activities
10. Partner to develop a major recreation/community center(s) with meeting rooms, recreational programming spaces, link to other City departments and programs, wellness center, gym space to accommodate tournaments, programs for all family generations

PRINCIPLE I

ENGAGED IN THE COMMUNITY

► Means

1. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, etc.
2. Residents and businesses well informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community
3. Neighbors engaged actively in neighborhood governance and taking responsibility for resolving neighborhood conflicts or concerns
4. Active participation in City governance including serving on a City board, commission, committee or task force
5. Established and used protocols for early community engagement and involvement – residents, businesses and other stakeholders
6. Easy access to City information, programs and services
7. Greater understanding of residents' expectations of interactions with City government – elected officials and staff
8. Measuring the residents’ engagement with City government and using the data to make adjustments
9. Annually surveying the community and seeking feedback on City performance using this data to enhance productivity and performance

DUBUQUE: A SUSTAINABLE CITY

Dubuque's Three Legged Stool Sustainability Model

Sustainable Dubuque is a holistic approach to making our community sustainable. Our model involves a three-part approach that looks at:

- Environmental and Ecological Integrity
- Economic Prosperity
- Social and Cultural Vibrancy

Each of these pieces is important individually and helps contribute to a sustainable community. One simple way of picturing this model is to think of a stool with three legs, representing the environment, the economy and society. In order for the stool to be stable and well balanced, all three legs must be present, and approximately the same length. Similarly, a community that gives consideration to the environment, the economy and society is one that is creating a stable foundation for a viable, livable and equitable future.



DUBUQUE CITY GOVERNMENT: MISSION

Dubuque City Government Our Mission

DUBUQUE CITY GOVERNMENT: MISSION

**DUBUQUE CITY GOVERNMENT is a
PROGRESSIVE ^(A) and
FINANCIALLY SOUND CITY ^(B) and
with *RESIDENTS RECEIVING VALUE FOR THEIR
TAX DOLLARS* ^(C)
and *ACHIEVING GOALS THROUGH
PARTNERSHIPS* ^(D)**

**DUBUQUE CITY GOVERNMENT'S MISSION is to
deliver *EXCELLENT MUNICIPAL SERVICES* ^(E) that
SUPPORT URBAN LIVING ^(F), that *CONTRIBUTE TO
AN EQUITABLE, SUSTAINABLE CITY* ^(G), that *PLAN
FOR THE COMMUNITY'S FUTURE* ^(H) and that
*FACILITATE ACCESS TO CRITICAL
HUMAN SERVICES* ^(I).**

Our Mission

PRINCIPLE A

PROGRESSIVE CITY GOVERNMENT

► Means

1. Taking reasonable strategic risks to create a better future for Dubuque.
2. Planning and managing growth and development consistent with the adopted City Vision, Strategic Plan, Comprehensive Plan, Master Plans and other policy documents.
3. Identifying opportunities to create more equitable city and taking timely actions.
4. Connecting people to opportunities.
5. Forward thinking and cutting edge actions.
6. Investing in Dubuque's future.
7. Supporting people faced with special circumstances and needs.
8. Monitoring, measuring and adjusting based upon community rating/performance measures.
9. Adapting and responsive to changing economic and community needs.

PRINCIPLE B

FINANCIALLY SOUND CITY GOVERNMENT

► Means

1. Having a diverse and expanding tax base and revenues.
2. Investing in the maintenance and upgrade of City assets: infrastructure and facilities.
3. Having fiscally responsible reserves, debt, and investments.
4. Establishing and maintaining strong community partnerships for developing and improving City services.
5. Competitive tax rate and fees to provide the necessary resources to support the defined City services and levels of service.
6. Services delivered in the most effective manner by evaluating better ways to provide services.
7. Providing competitive compensation and professional development opportunities for City employees.
8. Leveraging City resources through grants, partnerships and other outside funding sources.

PRINCIPLE C
RESIDENTS RECEIVING VALUE FOR THEIR
TAX DOLLARS

► **Means**

1. Having customer friendly employees, facilities and processes.
2. Providing excellent City services, top quality City products and facilities responsive to community needs.
3. Maintaining, enhancing level of customer satisfaction.
4. Having a well-trained City staff that proactively solves problems.
5. Effectively using technology to service the residents and stakeholders, to inform the community, to increase productivity and to promote transparency.
6. Informing residents and stakeholders on City services, programs and financial conditions.
7. Departments continually evaluating missions and services to be effective and efficient.
8. Providing equitable and culturally relevant City services.

PRINCIPLE D
ACHIEVING GOALS THROUGH
PARTNERSHIPS

► **Means**

1. Having residents, community organizations and businesses working with city for a more viable, livable and equitable Dubuque.
2. Seeking active learning opportunities to promote the development of innovative ideas and solutions.
3. Leverage community resources to achieve goals.
4. Having active participation of the business and education community and the positive role they play in Dubuque.
5. Supporting the inclusion of Not-for-Profits, recognizing the leadership and their service role.
6. Stimulating new partnerships to achieve community goals.
7. Actively involving the community in policy and plan development and implementation.

PRINCIPLE E

EXCELLENT MUNICIPAL SERVICES

► Means

1. Having high level of customer satisfaction for services and products.
2. Being responsive to residents' needs and calls for City services
3. Having well-designed, well-constructed and well-maintained city infrastructure, facilities and equipment.
4. Evaluating and adjusting City services to respond to community needs.
5. Having adequate staffing level to support defined service levels.
6. Having highly productive, well-trained workforce that takes pride in service and develops innovations.
7. Seeking information, listening and learning from the community

PRINCIPLE F

SUPPORT URBAN LIVING

► Means

1. Safe community and sense of personal security.
2. Providing emergency response.
3. Having safe drinking water.
4. Disposing of wastewater.
5. Having leisure facilities, programs and services.
6. Preventing problems affecting community safety and health.
7. Facilitating safe, quality housing
8. Providing public transportation and walkable community
9. Participation in curbside recycling curbside

PRINCIPLE G
**CONTRIBUTE TO AN EQUITABLE,
SUSTAINABLE CITY**

► **Means**

1. Taking a holistic approach to balancing: environmental/ecological integrity, economic prosperity and social/cultural vibrancy to create a viable, livable and equitable community.
2. Promoting partnering and facilitating a community dialogue and encouraging community actions to support equity and sustainability in Dubuque.
3. Informing and providing active learning opportunities for residents, businesses, community organizations and institutions on the importance of sustainability as a process and their opportunities.
4. Incorporating equity and sustainability into the City's corporate culture, daily operations, service delivery, facilities and buildings.
5. Consider the use of sustainable, renewable resources and alternative energy sources in City facilities and operations.
6. Becoming a smarter city with information available for residents to make decisions of how they use precious resources.
7. Partnering to save businesses and individuals money, create jobs, contribute to local and national energy independence, create an international brand for the community, help recruit businesses and workforce, create a recruitment tool for the colleges, bolster Dubuque's convention and tourism businesses and accelerate local business growth.

PRINCIPLE G
**CONTRIBUTE TO A EQUITABLE,
SUSTAINABLE CITY**

► **Means (*Continued*)**

8. Demonstrating the community benefits and return on investments from the City's sustainable activities.
9. Serving as a leader on equity and sustainability – a model for other cities, other organizations and businesses.

PRINCIPLE H
PLAN FOR THE COMMUNITY'S FUTURE

► **Means**

1. Planning for future and environmentally sustainable development.
2. Regulating building and development.
3. Regulating land uses.
4. Planning for redevelopment and revitalizations.
5. Promoting economic expansion.
6. Supporting a high quality of life.
7. Creating an environmentally sustainable and livable community for future generations

PRINCIPLE I

FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

► Means

1. Having affordable housing –safe amenities and responsive to the residents’ needs.
2. Having transportation for community – accessible, affordable and going to community destinations.
3. Having healthcare and health services.
4. Attending to the needs of persons with disabilities.
5. Building the capacity of non-profit organizations to achieve their mission and goals.

CITY OF DUBUQUE PLAN 2018 – 2024

City of Dubuque *Goals 2024*

**ROBUST LOCAL ECONOMY:
DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY**

VIBRANT COMMUNITY: HEALTHY AND SAFE

**LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE**

**FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION:
SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY**

**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**

Goal 1

Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

OUTCOMES

1. Create a resilient, sustainable and diverse regional Dubuque economy
2. Have the infrastructure and amenities to support economic development and growth: industrial/business parks, streets and utilities, air service and housing, bandwidth redundancy
3. Retain, expand and grow local businesses
4. Embrace diverse populations to support a diverse multi-cultural workforce with equitable job opportunities
5. Have a workforce prepared for 21st century jobs in the global marketplace
6. Work with government and not-for-profit partners for equitable prosperity: Greater Dubuque Development Corporation, Dubuque Initiatives, Washington Neighborhood Development Corporation, Dubuque Main Street, Dubuque Area Chamber of Commerce, ECIA, True North, Fountain of Youth, Community Foundation of Greater Dubuque, local colleges (100 mile radius), neighborhood associations, Dubuque Community Schools District, Northeast Iowa Community College, Iowa Economic Development Authority, and others

VALUE TO RESIDENTS

1. Young professionals want to live here and college graduates want to stay
2. Children and grandchildren want to stay or return to raise their families
3. More retail, services, recreational and entertainment opportunities – keeping sales tax and dollars in Dubuque
4. Insulation from economic cycles through diverse businesses
5. Living wages for residents
6. Variety of job opportunities for residents
7. Variety of educational opportunities and internships for jobs
8. Entrepreneurial opportunities to start and grow a business in Dubuque

**SHORT TERM
CHALLENGES AND OPPORTUNITIES**

1. Availability of local quality workforce and matching educational programs with needs of employers
2. Developing living wage job opportunities for all skill levels
3. Workforce shortage and skill gaps
4. Becoming a community with amenities which is known as an equitable community of choice for young professionals
5. Quality, affordable daycare for all shift workers
6. Increasing poverty rate in the Dubuque community
7. Funding and other support for economic growth and development through City partnering with community organizations and projects
8. Lack of quality, affordable rental workforce housing community-wide

**LONG TERM
CHALLENGES AND OPPORTUNITIES**

1. Becoming a community with amenities which is known as a “hot spot” for all ages
2. Diversifying the regional economy – businesses and jobs
3. Inclusion of diverse populations to support a multi-cultural workforce
4. Quality of life amenities and services that respond to a multi-cultural workforce
5. Opportunities for entrepreneurship and innovation
6. High unemployment among minority populations (19%)
7. Recruiting new and diverse businesses along Central Avenue and Kerper Boulevard
8. Including ex-offenders in the workforce
9. Threat to state and federal economic development tools – TIF, Historic Tax Credits, grants and others
10. Growing reputation and promotion as a resilient city and a place for sustainable businesses, industries and wealth creation
11. Lack of representation in community leadership roles – embracing women and minorities
12. Increase salary levels in the regional economy
13. Growing local businesses and entrepreneurs with availability of venture capital, gap financing and locations
14. Complexity of public-private partnerships

POLICY ACTIONS 2018 – 2020

- | | | |
|---|---|---------------|
| 1. Affordable Childcare Study and Funding | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. River Cruise Docking Facility: Direction and Funding | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Central Avenue Corridor Revitalization | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Innovation and Entrepreneurial Strategy and City Actions | | |
| 5. Affordable Housing Creation | | |
| 6. Dream Center Support | | |
| 7. Kerper Boulevard Revitalization | | |

MANAGEMENT ACTIONS 2018 – 2020

- | | | |
|--|--|--------------|
| 1. Dubuque Riverfront Master Plan (US Army Corps of Engineers) | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT IN PROGRESS 2018 – 2020

1. Phased Historic Architectural Survey: Fundraising 50%
2. America's River III Fund Raising: Announcement
3. Opportunity Zone Administrative Rules: U.S. Treasury
4. Build a Better Block Event

MANAGEMENT IN PROGRESS 2018 – 2020

5. Opportunity Dubuque Job Training Program: Support Expansion and Diversification of Clients: Analysis and Direction
6. Brewing and Malting Development: SHIPO Review
7. Flexsteel Project: Facility Completion, Dubuque Initiative Possession of Former Site
8. Economic Impact of Historic Preservation Survey and Report – FY '20 Funding
9. Marketing Dubuque Jet Center Services – FY '20 Funding
10. Riverfront Lease Gavilon Sites [2]: Negotiation Lease Extension
11. Air Service Expansion
12. Workforce Market-rate Housing: Rent to Own Plan Development
13. Brownfield Area-wide: Agreement and Clean Up

Major Projects 2018 – 2020

1. Airport Terminal Landscaping

ON THE HORIZON 2021 – 2024

1. Airport Master Plan: Update
2. Neighborhood Business Association Development
3. Southwest Arterial Business Development
4. Master Plan for Chaplain Schmitt Island
5. South Port Redevelopment Area-wide Concept Plan
6. Parking Ramp Maintenance Funding
7. City Economic Development Organization: Staffing and Funding
8. Multi-cultural Workforce Basic Service/Amenities: Analysis and City Actions
9. Business Development at Airport
10. Retail Attraction Strategy
11. Downtown Housing Creation Grant Program: Expansion and Funding
12. Workforce Development City Action Plan
13. Facade Loan Program: Funding

Goal 2

Vibrant Community: Healthy and Safe

OUTCOMES

1. Continue to be an inclusive and equitable community in which all feel welcome, included, and leave no one behind
2. Expand access to healthcare, including mental/brain health and substance use disorders
3. Have an efficient public health system that focuses on prevention and wellness
4. Have residents feeling safe in any neighborhood and throughout the community
5. Have a high level of trust between the community and emergency services
6. Provide timely response to emergency calls for service
7. Have residents feeling they are part of the solution

VALUE TO RESIDENTS

1. Everyone is welcome in the Dubuque community
2. Living life without fear or threats
3. Equitable treatment for all
4. City services are available for all and delivered in an equitable and fair manner
5. City workforce reflecting the diverse community
6. Feeling safe and secure throughout the community

**SHORT TERM
CHALLENGES AND OPPORTUNITIES**

1. Lack of young and diverse leadership and leadership opportunities
2. Police working with community to create a safe community
3. City role and increasing demands for mental health services
4. Working with Dubuque County and state partners
5. Reducing the fear level of individuals who are different than me and the fear of harassment and different treatment
6. Diversifying the police and fire workforces
7. Understanding and addressing community health needs and defining the City's role
8. Facilitating services and products within Dubuque that meet the daily needs of residents from all cultures
9. Changing technology for community safety

**LONG TERM
CHALLENGES AND OPPORTUNITIES**

1. Addressing the institutional and structural interplay between race and poverty
2. Providing City services in annexed areas
3. Having access to treatment for substance use
4. Recruiting, retaining and succession planning emergency services staffing
5. Retaining newcomers to Dubuque
6. Demands and capacity for animal control services
7. EMS being used for general health issues and services

POLICY ACTIONS 2018 – 2020

- | | | |
|---|---|---------------|
| 1. Crime Prevention Program: Maintenance | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 2. Mental/Brain Health Strategy and Action Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Sexual Assault/Harassment Study | | |

MANAGEMENT ACTIONS 2018 – 2020

- | | | |
|--|---|---------------|
| 1. Multi-Cultural Family Center: Expansion | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Crescent Community Health Center: Expansion | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Community Security/Surveillance System: Expansion | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Leisure Services Equity Plan | | |

MANAGEMENT IN PROGRESS 2018 – 2020

1. 2018 Community Health Needs Assessment/Health Improvement Plan: Adoption
2. Humane Society Contract Amendment Renewal
3. Water and Resource Recovery Center: Certification of Environmental Laboratory – Analysis of Nutrients

MANAGEMENT IN PROGRESS 2018 – 2020

4. CAD Connection to City Cameras Network: Funding
5. Traffic Camera System: Upgrade Grant Funding
6. EMS Equipment Replacement Schedule
7. HUD Voluntary Compliance Report
8. Dispatcher Training Program: FY '20 Budget Funding
9. Communication National Quality Assurance: FY '20 Budget Funding
10. Healthcare for Residents from Pacific Islands: FY '20 Budget Funding
11. Smart 9-1-1 Personal and Building Profile Marketing: FY '20 Budget Funding
12. Fire Pumper: Operational
13. Quick Response Pumper: Operational
14. Fire Accreditation: Completion
15. Police Officer Recruitment and Retention
16. 21st Century Policing Guide

MAJOR PROJECTS 2018 – 2020

1. Communications Center Remodel
2. Police Shooting Range Development (with Dubuque County Sheriff)
3. Fire Headquarter and Stations ADA Compliance
4. Fire Station HVAC and Lighting Improvements

ON THE HORIZON 2021 – 2024

1. “Culture of Kindness” Direction
2. Fire Protection – West Plan
3. Police Accreditation (2020)
4. Communications Staffing – Funding
5. Communications Center Relocation
6. School Safety and Security Plan/Protocols
7. Fire Station “7”: Direction
8. Downtown Safety Perception: Action Plan
9. Opioid Reduction Action Plan

Goal 3

Livable Neighborhoods and Housing: Great Place to Live

OUTCOMES

1. Complete the Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment
2. Have strong vibrant 24/7 residential/central business core (Dubuque Main Street Service Area Downtown, Central Avenue Corridor and Dubuque Millwork District, North End including residential opportunities, retail, jobs, recreation and entertainment
3. Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses
4. Have the availability and connectivity of affordable housing throughout the city, not in concentrated areas of poverty and low income housing
5. Have safe, healthy, inclusive neighborhoods citywide
6. Have more equitable residential developments and homes with a variety of housing options and price points

VALUE TO RESIDENTS

1. Stable property taxes for residents and businesses
2. Choice of livable and inclusive neighborhoods
3. Opportunities for our children to stay in Dubuque
4. Predictable future development within the city
5. Quality services to residents in annexed areas
6. Affordable quality housing choices and opportunities outside of areas with concentration of poverty
7. Protection of home and property values
8. Preservation of Dubuque's historic downtown
9. Opportunities to build wealth because we have affordable housing

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront and Central Avenue
2. Attracting and keeping young professionals and families in Dubuque
3. Managing slum and blight through effective enforcement
4. Knowing/identifying the changing housing needs of our population
5. Addressing community poverty
6. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community
7. Potential elimination of Federal programs: CDBG, housing programs
8. Community concerns regarding gentrification

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Annexing and expanding the City boundaries with the capacity to fund City services and infrastructure
2. Aging City infrastructure needing replacement or major repairs
3. Property owners who are not investing in the maintenance or upgrade of their homes or buildings
4. Transforming Downtown (10th to 32nd)
5. Addressing “hate” rhetoric in the community
6. Supporting diverse communities and cultures
7. Implementing HUD Voluntary Compliance Agreement
8. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa
9. Incorporating Smart Resiliency/Sustainability concepts into projects, developments and redevelopments
10. Lack of quality rental units
11. Funding for major development and redevelopment projects
12. Having a variety of housing to meet population needs in same neighborhood
13. Resistance to new housing developments

POLICY ACTIONS 2018 – 2020

1. Poverty Reduction: Action Plan
2. Source of Income
3. Affirmatively Furthering Fair Housing Action Plan

Top Priority

MANAGEMENT ACTIONS 2018 – 2020

1. True North Housing Initiative
2. CHANGE Program: Implementation
3. Residential Housing Upgrade/Flood Protection Program
4. Housing Needs Assessment Report
5. Historic Millwork District Parking Lot and Signage
6. Housing Voucher Program Re-Branding

Top Priority

Top Priority

High Priority

High Priority

MANAGEMENT IN PROGRESS 2018 – 2020

1. Code Enforcement Accela Program: FY '20 Budget Funding
2. Barrington Lakes Reservoir Abandonment
3. Downtown Commercial Buildings Evaluation and Assessment Report: Identification
4. Low Income Housing Tax Credits Program/Project: Case Basis
5. Abandoned/Vacant Buildings/Structures Report: Monthly

MAJOR PROJECTS 2018 – 2020

1. Lowell Street Retaining Wall Repair

ON THE HORIZON 2021 – 2024

1. Grocery Store North Dubuque
2. Historic/Architectural Survey Report
3. Housing TIF: Additional Districts
4. JFK Corridor Revitalization Plan
5. Safe Rental Housing: Performance Report and Direction
 - Quality Control
 - Enforcement

Goal 4

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

OUTCOMES

1. Maintain/improve the City bond rating
2. Provide City services responsive to the community
3. Provide easy access to City information and services for all
4. Increase enterprise/general fund reserve funds to 20%
5. Continue to follow statutory debt limit plan
6. Maintain and enhance transparent City government and decision making using available technology
7. Secure City information and data using the “Best Practices”

VALUE TO RESIDENTS

1. Financially sound and responsible City government
2. Easy, convenient access to City information and services
3. Service value for taxes and fees
4. Opportunities to become involved in City governance and planning
5. Secure City information, including personal information
6. Customer-focused City service delivery

**SHORT TERM
CHALLENGES AND OPPORTUNITIES**

1. Federal funding and policies threatening CDBG; NEA; NEH; IMLS; TIGER; EPA Brownfields; etc.
2. Potential state actions resulting in the loss of backfill in one year
3. Aging City facilities, infrastructure and equipment needing major repairs or replacement
4. Recruiting and retaining a diverse City workforce
5. Retirements and succession planning
6. Balancing City service delivery with available resources, City organizational capacity, the community's expectations and new initiatives
7. Funding for managers and employees training and professional/personal development
8. Coordinating community resiliency preparation, response and recovery from a disaster or crisis

**LONG TERM
CHALLENGES AND OPPORTUNITIES**

1. Declining revenues – gaming, sales tax
2. Consistent message from the City on social media – telling the City's story
3. Preservation and securing City information and data
4. Developing outcome-based, meaningful performance measures and the use of data to enhance City performance
5. State of Iowa legislative actions impacting City finances and services
6. Significant unaddressed workspace needs: inefficient space utilization, security, private space to meet customers and staff confidentially
7. Climate of distrust in all governments, including City government
8. Increasing healthcare costs and workers comp
9. Making data driven decisions
10. Triage of social media: misinformation and “fake” news
11. Misperception and rumors about City government: finances, services and projects
12. Following up on the Equity Report with City actions and funding
13. Resistance to new or higher taxes or fees
14. Shift from face-to-face to web-based contact with City government: impacting skillsets, technology and facilities

POLICY ACTIONS 2018 – 2020

- | | |
|--|---------------|
| 1. New Financial Software – Funding | High Priority |
| 2. Debt Reduction Plan: Continuation | High Priority |
| 3. Police Competitive Compensation/Recruitment | |
| 4. City Information/Network Security | |
| 5. City Services and Staffing: Funding | |

MANAGEMENT ACTIONS 2018 – 2020

- | | |
|--|---------------|
| 1. City Performance Measurements/Open Data Catalog/Data Governance | High Priority |
| 2. Residents Satisfaction Survey | High Priority |
| 3. Citywide Departmental Work Order System | High Priority |
| 4. 3 rd Street Data Center | |
| 5. City Employee Benefits for a Millennial Workforce | |

MANAGEMENT IN PROGRESS 2018 – 2020

1. Grant Management Software: Implementation
2. Liquor License Process Review
3. InVision Facility Management Software Design and Implementation
4. Accounts Payable Workflow
5. Socrata Open Performance and Open Government Dashboard
6. Health Benefits Consulting and Actuarial Services: Contract
7. Workers Compensation Claims Management: Contract
8. Mobile Asset Management Software: FY '20 Budget Funding
9. I-Net Connection for Remote Site: WRRRC, Fire Leisure Services FY '20 budget Request
10. Indirect Rate for Grants: Creation
11. Mobile/Roaming Vendors/Concession Agreements and Permit Process Review
12. Direct Time Entry and Employee Access Center: Implementation
13. Plan for City Expo 2019
14. Water Source Initial Plan and Distribution Hydraulic Model Master Plan

MAJOR PROJECTS 2018 – 2020

1. Purina Drive Salt Storage Building Project

ON THE HORIZON 2021 – 2024

1. New Maintenance Shop Building at Landfill
2. New Alternative Revenues Study
3. ADA Compliance Transition Report – Funding (2021)
4. Digital/Electronic Plan Review – Funding
5. City Hall Sidewalk Heating System – Funding
6. City Buildings Cleaning and Maintenance Equipment – Funding
7. City Hall Annex Window – Funding
8. Equipment Schedule Replacement Schedule – Funding
9. Utility Worker Registered Apprenticeship Program: Expansion

Goal 5

Sustainable Environment: Preserving and Enhancing Natural Resources

OUTCOMES

1. Reduce the community's carbon footprint (50% by 2030)
2. Reduce potential flooding through flood plain management, mitigation and protection
3. Become a resilient City using sustainable and affordable technology for water, energy, transportation, health and wellness, discard, community engagement – a model community for the world so that residents and businesses can make more informed choices with limited resources
4. Provide safe, dependable drinking water for all residents
5. Have access to healthy foods for all
6. Have clean water – ground and surface

VALUE TO RESIDENTS

1. Protecting the natural resources and environment of Dubuque
2. City government using sustainable practices in daily operations
3. Healthy living environment: homes, neighborhoods and community
4. Clean water and air
5. Creating a more livable, viable and equitable community
6. Opportunities for a healthy lifestyle including local food products

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Protecting the Dubuque community from flooding through storm water management
2. Educating the residents and businesses to increase their understanding the benefits of their habits and their impacts on “sustainability” and recognizing the impact of their actions on community resiliency
3. Cleaning up and reuse of “Brownfields” sites
4. Protection of at risk infrastructure and utilities
5. Climate changes: rain and flood events
6. Complying with changing Federal and state government regulations and mandates affecting environment/ecological integrity using sustainable best practices [i.e. Iowa Nutrient Reduction requirement]
7. Community understanding of solid waste and recycling, including curbside collection program
8. Community education on climate changes and environmental sustainability

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Taking advantage of existing data and collecting new data to continue to be a smart city
2. Investing in compliance with consent decree and the nutrient reduction strategy
3. Incorporating smart resiliency/sustainability in City organization processes and daily practices
4. Maintaining the momentum, adequate staffing and funding for smart resilient initiatives
5. Integrating climate adaptation into City operations
6. Flood wall breach threats
7. Environmental justice: who is impacted first?
8. Building community understanding and support for “sustainability” and “resiliency” goals, priorities, actions using outcome-based performance measures
9. Improving the storm and groundwater quality
10. Cancellation of science-based policies and programs

POLICY ACTIONS 2018 – 2020

1. Bee Branch Gates: Funding
2. Green Alley Program: Additional Funding
3. Tree Canopy and Replacement: Carts
4. Alternative Fuel Fleet Strategy

High Priority

MANAGEMENT ACTIONS 2018 – 2020

1. Water and Resource Recovery Center:
Nutrient Trading
2. Hydro Power Report
3. Flood Wall Modeling Study
4. Solid Waste Operations and Rate Review

High Priority

MANAGEMENT IN PROGRESS 2018 – 2020

1. Solid Waste Study
2. Sanitary Sewer System Condition Assessment: FY '20
Budget
3. Community Climate Action and Resiliency Plan: Update
4. STAR Re-Certification
5. Emerald Ash Borer Program: Implementation
6. Lead and Copper Rule Compliance Water Sampling and
Testing

MAJOR PROJECTS 2018 – 2020

1. Kerper Boulevard Sanitary Sewer
2. Washington Street 30” Force Main Phase 2
3. Well Abandonment Project (Vernon and Barrington Lakes System)
4. Water Meter Replacement for Vernon and Barrington Lakes
5. West 3rd Street Reservoir Generator: FY ’20 Budget
6. Tamarac Water Main Extension
7. Bee Branch Project (Garfield to Comiskey and Under Railroad)
8. WRRC Outfall Manhole Reconstruction
9. 17th/West Locust HUD Resiliency Storm Sewer Improvement Project
10. 22nd/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project
11. Energy Efficient Street Lights
12. Water Tank Inspection Program and Maintenance
13. Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects
14. Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request

ON THE HORIZON 2021 – 2024

1. BioCNG Municipal Service Center
2. Greenhouse: Direction
3. SCADA Overhaul
4. 20” Water Transmission Main (Millwork District to West 3rd Reservoir)
5. Water Line Extension – Southwest Arterial
6. 42” Force Main (Terminal Street Lift Station to WRRC) – Funding
7. West 3rd Street Reservoir Study
8. Water Plant Upgrades
9. Sanitary Sewer Master Plan – Funding
10. Transit Garage CNG and Training
11. Community Gardens Policy and Guidelines
12. Solid Waste Management Plan for 10 Years
13. Sewer Infrastructure Asset Management Plan – Funding

Goal 6

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

OUTCOMES

1. Increase resident engagement in the City governance
2. Have non-profit institutions, private businesses educational institutions contributing toward implementation of the Imagine Dubuque Plan
3. Have opportunities for residents for upward mobility and empowerment across all demographics
4. Engage contracted and purchased services partners in advancing Council goals and community betterment
5. Be an advocate for the Dubuque community and City through lobbying at federal and state government levels
6. Become an inclusive and welcoming community for all

VALUE TO RESIDENTS

1. Leveraging community resources in order to accomplish more than tax revenues
2. Sense of community pride and commitment to the Dubuque community
3. More ownership of “end” products – residents involved in the process and support outcomes
4. Protection of residents’ interests
5. Access to wealth and social capacity – financial, spiritual, social, etc.
6. Better access and use of City facilities

**SHORT TERM
CHALLENGES AND OPPORTUNITIES**

1. Sustaining partnerships beyond the initial project
2. Competition among community organizations for limited funds
3. Reduced funding by other agencies for community-based organizations
4. Duplication of efforts and programs among community organizations
5. Equity becoming ingrained in City workforce recruitment and replacement
6. Attitude: the City should solve it
7. Establishing clear expectations for City government
8. Marketing community engagement opportunities to the community – individuals and partnering organizations

**LONG TERM
CHALLENGES AND OPPORTUNITIES**

1. Making outcomes that are equitable
2. Dynamic changing funding and partnerships among local, State of Iowa and federal governments
3. Providing public education materials before community engagement and soliciting input
4. Conflicts between pro-government/more government anti-government/less government in developing and maintaining services
5. Building a community in turbulent times
6. Tax policy reform at State of Iowa and Federal government impacting charitable giving and tax credit programs
7. Developing diverse City and community leadership for the long term
8. Residents questioning the role of government affecting the City's ability to engage, interact and deliver services
9. Understanding the importance of community engagement
10. Small number of people solving multiple problems
11. Marketing, outreach, lack of knowledge about other cultures and equity

POLICY ACTIONS 2018 – 2020

- | | | |
|---|--|--------------|
| 1. Inclusive Dubuque: Support | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Winter Farmers’ Market: Location and Funding Support | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Project HOPE: Support | | |

MANAGEMENT ACTIONS 2018 – 2020

- | | | |
|-------------------------------------|--|--------------|
| 1. Campaign for Grade Level Reading | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT IN PROGRESS 2018 – 2020

1. My Brother’s Keeper
2. All America City Application
3. City Focus Magazine
4. Bee Branch “Beekeepers” Initiative
5. City Channel Dubuque Programming: Distribution Options
6. GIS Story Map
7. Language Translation Strategy
8. Four Mounds Foundation/HEART Program

MAJOR PROJECTS 2018 – 2020

1. City Light Pole Banners
2. Bus Wrap Advertising

ON THE HORIZON 2021 – 2024

1. City Light Pole Banners – Funding
2. Bus Wrap Advertising Plan – Funding
3. Boards/Commissions Recruitment Plan
4. Welcoming and Connecting with New Residents Program: Direction and Funding

Goal 7

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

OUTCOMES

1. Have well-built, well-maintained and upgraded parks and park amenities
2. Have a well-maintained and upgraded library
3. Develop a crowd funded dog park
4. Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents
5. Have family-oriented programs and activities
6. Have amenities for special needs population
7. Expand arts and cultural opportunities with access for all

VALUE TO RESIDENTS

1. Opportunities for all to experience diverse arts and cultures
2. Choice for residents' leisure time
3. Family oriented activities for all generations
4. Accessible, equitable and diverse recreational and enrichment programs, facilities and activities
5. Access to quality parks, facilities and park amenities for all
6. Enriches quality of life

**SHORT TERM
CHALLENGES OPPORTUNITIES**

1. Sustainable and additional funding for leisure services facilities and programs
2. Changing leisure and recreation trends, including facilities and programs for special needs populations
3. Funding for the maintenance of aging parks, structures and facilities
4. Aging parks and park amenities needing upgrade
5. Lack of indoor programming spaces
6. Providing equitable leisure programs and services
7. Funding for ADA compliance
8. Having equitable partnerships with schools and other community organizations
9. Providing expanded library services
10. Competition for athletic fields

**LONG TERM
CHALLENGES OPPORTUNITIES**

1. Sustainable and additional funding for library
2. Lacking of indoor aquatics
3. Staffing or contractual services for leisure services for additional assets and service expansion
4. How to equitably deliver City services with less resources
5. Increasing demand for new alternative sports
6. Funding and developing new parks in newer subdivisions
7. Partnering with private groups to build new/expand current leisure facilities

POLICY ACTIONS 2018 – 2020

1. Five Flags Direction and Funding
2. “Pet Friendly Community”: Direction and Actions
3. Parks and Recreation Master Plan
4. Non-TIF Parks Funding: Direction

Top Priority

High Priority

MANAGEMENT ACTIONS 2018 – 2020

1. Veterans Pond Development Agreement
2. Comiskey Park Renovation
3. Arts and Culture Master Plan: Implementation
4. Library Services Survey Results

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2018 – 2020

1. Bunker Hill Golf Course Irrigation Project Phase 3 – FY '20 Budget Funding
2. Kindle e-Readers to Nursing Homes
3. How-to-Create Videos – Library YouTube Channel

MAJOR PROJECTS 2018 – 2020

1. Creek Wood Park: Opening
2. Skate Park Development
3. English Ridge Subdivision Park Development
4. Grand River Center: Upgrade Projects
5. Eagle Point Park Ecological Restoration Project

ON THE HORIZON 2021 – 2024

1. Library Programs and Funding
2. Outdoor Pool: Direction and Funding
3. Indoor Pool: Direction and Funding
4. Port of Dubuque Marina: Direction
5. FDR Park Development
6. Community/Recreation Center Master Plan/Feasibility Study
7. Otocast App – Funding
8. Pollinator Habitat in Park System – Funding
9. Library Facilities: Roof and Oil Tank – Funding
10. Citywide Flower Planting Program (including Highway 20)
11. Splash Pad: Location and Funding
12. Leisure Services Department Assessment/Staffing/Funding
13. Dog Park: Direction
14. Art Program Investment: Direction
15. Young Adult Activities Assessment and Direction

Goal 8

Connected Community:

Equitable Transportation, Technology Infrastructure, and Mobility

OUTCOMES

1. Increase and sustain commercial air service
2. Increase public transit ridership by choice
3. Improve traffic flow throughout the city (East-West corridor, roundabouts, light synchronization)
4. Increase availability, bandwidth and redundancy
5. Implement “Complete Streets” concept
6. Have well maintained, improved transportation system – vehicles, roadways, sidewalks and trails

VALUE TO RESIDENTS

1. Reduced traffic congestion and improved traffic flow
2. Better conditions of streets and sidewalks with eliminated obstructions and improved visibility
3. Commuting through telecommunications
4. Greater economic opportunities
5. Air service access to major hub
6. Choice among alternative transportation modes

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Competition for air service and limited number of carriers operating in the Midwest
2. Increasing costs of street maintenance and snow removal
3. Working with railroads
4. Rehabilitating concrete streets
5. Funding for connecting bike trails
6. Funding for “Complete Streets” implementation, including bike/hike ways throughout Dubuque
7. Funding and using clean energy for fleet
8. Transit service by choice and to area destination serving the needs of all residents through a partnership with RTA

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for transportation and connectivity projects
2. Emerging trends for vehicular travel: Uber/Lyft; autonomous vehicles
3. Increasing traffic congestion – single occupied vehicles
4. Replacement of gas tax funding
5. Lack of on-street parking demand data
6. Increasing number of people walking, biking or using public transportation to go to and from places of employment
7. Shortage of pilots
8. Addressing parking concerns, perceptions and issues
9. Shortage of telecommunications providers
10. Funding for increased maintenance of streets and sidewalks

POLICY ACTIONS 2018 – 2020

- | | | |
|---|---|---------------|
| 1. Major Street Improvements Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Street Maintenance Program: Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Traffic Signal Synchronization/STREETS | | |
| 4. Municipal Broadband Feasibility Study | | |
| 5. 2 nd /3 rd Shift Employment/Area Destinations Transportation | | |

MANAGEMENT ACTIONS 2018 – 2020

- | | | |
|--------------------------------|--|--------------|
| 1. Transit Vehicle Replacement | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT IN PROGRESS 2018 – 2020

1. Downtown Parking Signage Ordinance: Update
2. Highway 20 Landscaping: Plan
3. Airport Security Program: Upgrade
4. New Aviation Facility (University of Dubuque)
5. Bus Routes: Update
6. Comprehensive Pavement Preservation Plan: Development

MAJOR PROJECTS 2018 – 2020

1. Roundabouts
 - a. Grandview/University
 - b. University/Pennsylvania – Grants
 - c. University/Asbury – Grants
 - d. University/Loras – Grants
2. Airport Signage – Highway 61
3. Washington Street Improvements (7th to 9th): Undergrounding and Completion
4. Menards Frontage Road
5. Surface Parking Lots Paving
6. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension
7. Four Laning Southwest Arterial: Completion
8. Highway 52 Repaving
9. Chavenelle Road Rehabilitation
10. Chavenelle Road Hike/Bike Trail

ON THE HORIZON 2021 – 2024

1. Air Service Expansion Strategy
2. Marketing Air Service to Businesses
3. Public Access Channel: Report and Direction
4. Radford/Pennsylvania Roundabout
5. Corporate Hangar Repair
6. Additional Corporate Hangars
7. Old Air Terminal Demolition – Funding
8. Smart Parking Meter Technology: Direction
9. Third Roundabout: Direction and Funding
10. Airport Master Plan: Update (including Runway Extension)
11. Complete Street Policy: Implementation and Funding

CITY OF DUBUQUE ACTION AGENDA 2018 – 2020

City of Dubuque

Policy Agenda 2018 – 2020

TOP PRIORITY

Affordable Childcare Study and Funding

Five Flags Direction and Funding

River Cruise Docking Facility: Direction and Funding

Poverty Reduction: Action Plan

Inclusive Dubuque: Support

Winter Farmers' Market: Location and Funding Support

Major Street Improvements Plan

HIGH PRIORITY

“Pet Friendly Community”: Direction and Actions

Crime Prevention Program: Maintenance

Mental/Brain Health Strategy and Action Plan

New Financial Software – Funding

Debt Reduction Plan: Continuation

Bee Branch Gates: Funding

Street Maintenance Program: Funding

Central Avenue Corridor Revitalization

City of Dubuque

Management Agenda 2018 – 2020

TOP PRIORITY

Dubuque Riverfront Master Plan (US Army Corps of Engineers)

True North Housing Initiative

Multi-cultural Family Center: Expansion

Crescent Community Health Center: Expansion

CHANGE Program: Implementation

Campaign for Grade Level Reading

Veterans Pond Development Agreement

Transit Vehicle Replacement

HIGH PRIORITY

City Performance Measurements/Open Data Catalog/Data Governance

Residential Housing Upgrade/Flood Protection Program

Community Security/Surveillance System: Expansion

Residents Satisfaction Survey

Water and Resource Recovery Center: Nutrient Trading

Comiskey Park Renovation

Housing Needs Assessment Report

Citywide Departmental Work Order System

Management in Progress 2018 – 2020

Phased Historic Architectural Survey: Fundraising 50%

America's River III Fund Raising: Announcement

Opportunity Zone Administrative Rules: U.S. Treasury

Build a Better Block Event

**Opportunity Dubuque Job Training Program: Support Expansion and Diversification of Clients,
Analysis and Direction**

Brewing and Malting Development: SHIPO Review

Flexsteel Project

Economic Impact of Historic Preservation Survey and Report – FY '20 Funding

Marketing Dubuque Jet Center Services – FY '20 Funding

Riverfront Lease Gavilon Sites [2]: Negotiation Lease Extension

Air Service Expansion

Workforce Market-rate Housing: Rent to Own Plan Development

Brownfield Area-wide: Agreement and Clean Up

2018 Community Health Needs Assessment/Health Improvement Plan: Adoption

Humane Society Contract Amendment: Renewal

**Water and Resource Recovery Center: Certification of Environmental Laboratory –
Analysis of Nutrients**

CAD Connection to City Cameras Network: Funding
Traffic Camera System: Upgrade Grant Funding
EMS Equipment Replacement Schedule
HUD Voluntary Compliance Report
Dispatcher Training Program: FY '20 Budget Funding
Communication National Quality Assurance: FY '20 Budget Funding
Healthcare for Residents from Pacific Islands: FY '20 Budget Funding
Smart 9-1-1 Personal and Building Profile Marketing: FY '20 Budget Funding
Fire Pumper: Operational
Quick Response Pumper: Operational
Fire Accreditation: Completion
Police Officer Recruitment and Retention
21st Century Policing Guide
Code Enforcement Accela Program: FY '20 Budget Funding
Barrington Lakes Reservoir Abandonment
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Community Climate Action and Resiliency Plan: Update
STAR Re-Certification
Emerald Ash Borer Program: Implementation
Lead and Copper Rule Compliance Water Sampling and Testing
My Brother's Keeper
All America City Application
City Focus Magazine
Bee Branch "Beekeepers" Initiative

City Channel Dubuque Programming: Distribution Options
GIS Story Map
Language Translation Strategy
Four Mounds Foundation/HEART Program
Bunker Hill Golf Course Irrigation Project Phase 3 – FY '20 Budget Funding
Kindle e-Readers to Nursing Homes
How-to-Create Videos – Library YouTube Channel
Downtown Parking Signage Ordinance: Update
Highway 20 Landscaping: Plan, FY '20 Budget Funding
Airport Security Program: Upgrade
New Aviation Facility (University of Dubuque)
Bus Routes: Update
Comprehensive Pavement Preservation Plan: Development FY '20 Budget Funding

Major Projects 2018 – 2020

Airport Terminal Landscaping
Communications Center Remodel
Police Shooting Range Development (with Dubuque County Sheriff)
Fire Headquarter and Stations ADA Compliance
Fire Station HVAC and Lighting Improvements
Lowell Street Retaining Wall Repair
Purina Drive Salt Storage Building Project
Kerper Boulevard Sanitary Sewer
Washington Street 30” Force Main Phase 2
Well Abandonment Project (Vernon and Barrington Lakes System)
Water Meter Replacement for Vernon and Barrington Lakes
West 3rd Street Reservoir Generator: FY '20 Budget
Tamarac Water Main Extension
Bee Branch Project (Garfield to Comiskey and Under Railroad)
WRRC Outfall Manhole Reconstruction
17th/West Locust HUD Resiliency Storm Sewer Improvement Project
22nd/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project
Energy Efficient Street Lights

Water Tank Inspection Program and Maintenance
Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects
Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request
City Light Pole Banners
Bus Wrap Advertising
Creek Wood Park: Opening
Skate Park Development
English Ridge Subdivision Park Development
Grand River Center: Upgrade Projects
Eagle Point Park Ecological Restoration Project
Roundabouts
Airport Signage – Highway 61
Washington Street Improvements (7th to 9th)
Menards Frontage Road
Surface Parking Lots Paving
North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension
Four Laning Southwest Arterial: Completion
Highway 52 Repaving
Chavenelle Road Rehabilitation
Chavenelle Road Hike/Bike Trail

SECTION 5

ACTION AGENDA 2018 – 2020

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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ACTION: AFFORDABLE CHILDCARE STUDY AND FUNDING			<div>PRIORITY</div> <div><i>Policy – Top</i></div>
<u>Key Issues</u>	<u>Activities/Milestones</u>		<u>Time</u>
• Partners	1. Develop strategy – work group		1/19
• City Role	2. Finalize partnerships		1/19
• City Actions	3. Prepare report with options		2/19
• Funding	4. Work Session: Direction and City Role/Actions		3/19
	5. Develop CDBG Strategy FY ‘20		3/19
<div>Responsibility: Economic Development</div>			

ACTION: RIVER CRUISE DOCKING FACILITY:			PRIORITY
DIRECTION AND FUNDING			<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>		<u>Time</u>
	1. Analyze '18 Experiences		11/18
	2. Presentation: Viking Representative		12/18
	3. Decision: Direction		3/19
	4. Decision: FY '20 Budget		10/18
Responsibility: Assistant City Manager			

**ACTION: CENTRAL AVENUE CORRIDOR
REVITALIZATION**

PRIORITY

Policy – High

Key Issues

- Traffic Study
- Streetscape
- Façade

Activities/Milestones

1. Complete Streetscape Plan
2. Decision: FY '20 Budget Funding Streetscape (\$\$)
3. Decision: FY '20 Budget Funding Façade Grant (\$\$)
4. Decision: FY '20 Budget Funding Traffic Study – One Way to Two Way

Time

2/19
3/19
3/19
3/19

Responsibility: Economic Development

**ACTION: INNOVATION AND ENTREPRENEURIAL
STRATEGY AND CITY ACTIONS**

PRIORITY

Policy

Key Issues

- Others Organizations
- Services
- Funding
- Partners: Innovation Center
- Link to Colleges and Universities
- Program Elements

Activities/Milestones

1. Decision: FY '20 Budget Funding Support and Services for Low Income Residents (\$)
2. Finalize Innovation Campus Agreement
3. Decision: Agreement

Time

3/19
8/19
8/19

Responsibility: Economic Development

ACTION: AFFORDABLE HOUSING CREATION**PRIORITY***Policy*Key Issues

- City Owned Property
- Housing Project
- Outside Funding
- Partners

Activities/Milestones

1. Decision: FY '20 Budget Funding (\$\$\$)
2. Pursue funding – outside
3. Pursue partners

Time

3/19
Ongoing
Ongoing

Responsibility:

ACTION: DREAM CENTER SUPPORT**PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Learn Capital/Operating Funding Needs
2. Decision: FY '20 Budget Funding (\$\$\$)
3. Understand Partnership/Gaps
4. Identify City Departments
5. Identify Long Range Goals – Facilities, Programs, Family Services

11/18
3/19
5/19
5/19
6/19

Responsibility: City Manager

ACTION: KERPER BOULEVARD REVITALIZATION**PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Issue RFP: Master Plan for Vacant Sites and Complete Streets

9/19

Responsibility: Economic Development/Planning

**ACTION: DUBUQUE RIVERFRONT MASTER PLAN
(U.S. CORPS OF ENGINEERS)**

PRIORITY

Mgmt – Top

Key Issues

Activities/Milestones

Time

1. Define scope of Master Plan
2. Complete Study

9/18

2020

Responsibility: Assistant City Manager

► **Management in Progress 2018 – 2020**

TIME

1. Phased Historic Architectural Survey: Fundraising 50%
2. America's River III Fund Raising: Announcement
3. Opportunity Zone Administrative Rules: U.S. Treasury
4. Build a Better Block Event
5. Opportunity Dubuque Job Training Program: Support Expansion and Diversification of Clients, Analysis and Direction
6. Brewing and Malting Development: SHIPO Review
7. Flexsteel Project
 - Facility Completion
 - Dubuque Initiative Possession of Former Site
8. Economic Impact of Historic Preservation Survey and Report – FY '20 Funding
9. Marketing Dubuque Jet Center Services – FY '20 Funding
10. Riverfront Lease Gavilon Sites [2]: Negotiation Lease Extension
11. Air Service Expansion
12. Workforce Market-rate Housing: Rent to Own Plan Development
13. Brownfield Area-wide: Agreement and Clean Up

9/18

9/18

9/18

9/18

12/18

12/18

12/18

2/19

3/19

3/19

\$ 20,000

6/19

TBD

► **Major Projects 2018 – 2020**

TIME

1. Airport Terminal Landscaping

GOAL 2**VIBRANT COMMUNITY: HEALTHY AND SAFE****ACTION: CRIME PREVENTION PROGRAM****PRIORITY***Policy – High*

“You cannot simply arrest your way out of crime. That is a short-lived approach. You need to take a holistic approach and do long-term problem solving with community partners”
Police Chief Mark Dalsing

Key IssuesActivities/MilestonesTime

- | | | |
|---|--|-------|
| • Partners | 1. Complete inventory/assessment of current programs, activities, partners | 11/18 |
| • “Best Practices” | | |
| • CHANGES Program | 2. Identify potential programs/“best practices” and potential partners | 11/18 |
| • Restorative Justice Program | 3. Report: Presentation and Direction | 12/18 |
| • Diversion Option | | |
| • Location: High Impact Crimes | | |
| • Early Intervention | | |
| • Public Information: Current Program with Explanation and Desired Outcomes | | |
| • Number of Low Priority Calls – Fall off/No Response | | |
| • Call without citation | | |
| • Comparison: Crime Statistics (Last 3 Years) | | |

Responsibility: Police

ACTION: MENTAL/BRAIN HEALTH STRATEGY AND ACTION PLAN

PRIORITY

Policy – High

Key Issues

- Service Gaps
- Partners
- City Role
- County Role
- Best Practices

Activities/Milestones

1. Decision: FY '20 Budget Funding for Strategy Development (\$25,000)
2. Complete needs assessment
3. Work Session: Presentation and Direction

Time

3/19

6/19

6/19

Responsibility: Health

ACTION: SEXUAL ASSAULT/HARASSMENT STUDY

PRIORITY

Policy

Key Issues

- Prevention
- Public Education

Activities/Milestones

1. Prepare brief report and data analysis – 2018, “best practices”
2. Work Session: Direction

Time

1/19

2/19

Responsibility: Police

ACTION: MULTI-CULTURAL FAMILY CENTER: EXPANSION

PRIORITY

Mgmt – Top

Key Issues

Activities/Milestones

1. Finalize design
2. Decision: Contract for Construction
3. Complete Construction

Time

5/19

10/19

6/20

Responsibility: Leisure Services

ACTION: CRESCENT COMMUNITY HEALTH CENTER: EXPANSION		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete facility	10/19
	2. Expansion: Dental Services, Medical Services	10/19
Responsibility: Health		

ACTION: COMMUNITY SECURITY/SURVEILLANCE SYSTEM: EXPANSION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop budget proposal – system expansion	12/18
	2. Decision: FY '20 Budget Funding Expansion (\$\$\$)	3/19
Responsibility: Engineering		

ACTION: LEISURE SERVICES EQUITY PLAN		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Equity Plan	10/18
	2. Presentation: Equity Plan	10/18
Responsibility: Leisure Services		

► **Management in Progress 2018 – 2020**

	TIME
1. 2018 Community Health Needs Assessment/Health Improvement Plan: Adoption	8/18
2. Humane Society Contract Amendment	9/18
• Renewal	6/20
3. Water and Resource Recovery Center: Certification of Environmental Laboratory – Analysis of Nutrients	10/18
4. CAD Connection to City Cameras Network: Funding	11/18
5. Traffic Camera System: Upgrade Grant Funding	11/18
6. EMS Equipment Replacement Schedule	11/18
7. HUD Voluntary Compliance Report	12/18
8. Dispatcher Training Program: FY '20 Budget Funding	3/19
9. Communication National Quality Assurance: FY '20 Budget Funding	3/19
10. Healthcare for Residents from Pacific Islands: FY '20 Budget Funding	3/19
11. Smart 9-1-1 Personal and Building Profile Marketing: FY '20 Budget Funding	3/19
12. Fire Pumper: Operational	4/19
13. Quick Response Pumper: Operational	10/19
14. Fire Accreditation: Completion	10/20
15. Police Officer Recruitment and Retention	Ongoing
16. 21 st Century Policing Guide	Ongoing

► **Major Projects 2018 – 2020**

	TIME
1. Communications Center Remodel	11/18
2. Police Shooting Range Development (with Dubuque County Sheriff)	12/18
3. Fire Headquarter and Stations ADA Compliance	4/19
4. Fire Station HVAC and Lighting Improvements	2020

GOAL 3**LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE****ACTION: POVERTY REDUCTION: ACTION PLAN****PRIORITY***Policy – Top*Key IssuesActivities/MilestonesTime

- | | |
|--|-------|
| 1. Decision; FY '20 Budget Funding for Project | 3/19 |
| 2. Engage stakeholders | 6/19 |
| 3. Identify causes/analysis | 12/19 |
| 4. Identify “best practices” | 6/20 |
| 5. Develop Strategy | 12/20 |

Responsibility:

ACTION: SOURCE OF INCOME**PRIORITY***Policy*Key IssuesActivities/MilestonesTime

- | | | |
|---------------------|--|-------|
| • Measures/Metrics: | 1. Develop data dashboard | 9/18 |
| • Progress | 2. Finalize report and suggestions | 9/18 |
| • Re-Brand | 3. Report: Source of Income Data and Direction | 10/18 |
| • Ordinance | 4. Develop Strategy/Metrics Report | 4/19 |
| | 5. Presentation: Strategy, Report | 5/19 |

Responsibility:

ACTION: AFFIRMATIVELY FURTHERING FAIR HOUSING ACTION PLAN		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">PRIORITY</td></tr> <tr><td style="padding: 2px 5px;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY				
<i>Policy</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Hire position: Workforce Coordinator 2. Recruit positions 3. Decision: FY '20 Budget Funding Needs Assessment/Plan 	<u>Time</u> <ol style="list-style-type: none"> 3/19 6/19 3/20 		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">Responsibility: Human Rights</td></tr> </table>			Responsibility: Human Rights	
Responsibility: Human Rights				

ACTION: TRUE NORTH HOUSING INITIATIVE		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">PRIORITY</td></tr> <tr><td style="padding: 2px 5px;"><i>Mgmt – Top</i></td></tr> </table>	PRIORITY	<i>Mgmt – Top</i>
PRIORITY				
<i>Mgmt – Top</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Presentation: Update Report True North Board 	<u>Time</u> <ol style="list-style-type: none"> 6/19 		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">Responsibility:</td></tr> </table>			Responsibility:	
Responsibility:				

ACTION: CHANGE PROGRAM: IMPLEMENTATION		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">PRIORITY</td></tr> <tr><td style="padding: 2px 5px;"><i>Mgmt – Top</i></td></tr> </table>	PRIORITY	<i>Mgmt – Top</i>
PRIORITY				
<i>Mgmt – Top</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Annual Presentation: Report 	<u>Time</u> <ol style="list-style-type: none"> 1/19 		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">Responsibility:</td></tr> </table>			Responsibility:	
Responsibility:				

ACTION: RESIDENTIAL HOUSING UPGRADE BEE BRANCH HUD FLOOD PROTECTION		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">PRIORITY</td></tr> <tr><td style="padding: 2px 5px;"><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>
PRIORITY				
<i>Mgmt – High</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Presentation: Report 2. Decision: FY '20 Budget Funding (\$\$) 	<u>Time</u> <ol style="list-style-type: none"> 1/19 3/19 		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px 5px;">Responsibility:</td></tr> </table>			Responsibility:	
Responsibility:				

ACTION: HOUSING NEEDS ASSESSMENT REPORT**PRIORITY***Mgmt – High*Key IssuesActivities/MilestonesTime

- | | | |
|--|-----------------------------|------|
| | 1. Issue RFP | 3/19 |
| | 2. Decision: Award Contract | 5/19 |
| | 3. Complete Report | 8/19 |
| | 4. Presentation: Report | 8/19 |

Responsibility:

**ACTION: HISTORIC MILLWORK DISTRICT
PARKING LOT AND SIGNAGE****PRIORITY***Mgmt*Key IssuesActivities/MilestonesTime

- | | | |
|--|---|-------|
| | 1. Complete 11 th /Elm Parking Lot and Signs | 11/18 |
|--|---|-------|

Responsibility:

**ACTION: HOUSING VOUCHER PROGRAM RE-
BRANDING****PRIORITY***Mgmt*Key IssuesActivities/MilestonesTime

- | | | |
|---------------------------|-----------------------------|-------|
| • Community Understanding | 1. Issue RFP | 12/18 |
| • Beyond Section 8 | 2. Decision: Award Contract | 3/19 |
| • Positive Program | 3. Prepare report | 11/19 |
| | 4. Presentation: Report | 12/19 |

Responsibility:

► **Management in Progress 2018 – 2020**

1. Code Enforcement Accela Program: FY '20 Budget Funding
2. Barrington Lakes Reservoir Abandonment
3. Downtown Commercial Buildings Evaluation and Assessment Report: Identification
4. Low Income Housing Tax Credits Program/Project: Case Basis
5. Abandoned/Vacant Buildings/Structures Report: Monthly

TIME
3/19
9/19
6/21
Ongoing
Ongoing

► **Major Projects 2018 – 2020**

1. Lowell Street Retaining Wall Repair

TIME
12/19

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
---------------	---

ACTION: NEW FINANCIAL SOFTWARE – FUNDING		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>PRIORITY</u>
		<i>Policy – High</i>
	1. Complete research on options	11/18
	2. Prepare budget proposal	1/19
	3. Decision; FY '20 Budget Funding (\$\$\$)	3/19
Responsibility: Finance		

ACTION: DEBT REDUCTION PLAN: CONTINUATION		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>PRIORITY</u>
		<i>Policy – High</i>
	1. Annual Reduction Report	2/19
Responsibility: Budget		

**ACTION: POLICE COMPETITIVE
COMPENSATION/RECRUITMENT**

PRIORITY

Policy

Key Issues

- Budget Funding
- Labor Negotiation
- Total Compensation
- Market Comparison
- Adjustments
- Compression
- Recruitment: Experience

Activities/Milestones

1. Analyze issues and problems
2. Briefing: Presentation and Direction

Time

2/19

3/19

Responsibility: Personnel

**ACTION: CITY INFORMATION/NETWORK SECURITY:
FUNDING**

PRIORITY

Policy

Key Issues

Activities/Milestones

1. Decision: FY '20 Budget Funding

Time

3/19

Responsibility: Information Services

**ACTION: CITY SERVICES AND STAFFING
(Organization Capacity/Service Costs)**

PRIORITY

Policy

Key Issues

- Service Levels
- Staffing

Activities/Milestones

1. Review the City services and organization – departments
2. Prepare budget recommendations
3. Decision: FY '20 Budget Decision

Time

11/18

12/18

3/19

Responsibility: Assistant City Manager

**ACTION: CITY PERFORMANCE
MEASUREMENTS/OPEN DATA
CATALOG/DATA GOVERNANCE**

PRIORITY

Mgmt – High

Key Issues

Activities/Milestones

Time

- | | |
|---------------------------------------|-------|
| 1. Socrata Complete | 12/18 |
| 2. Work Session: Report and Direction | 1/19 |

Responsibility: Information Services/Assistant City Manager

ACTION: RESIDENTS SATISFACTION SURVEY

PRIORITY

Mgmt – High

Key Issues

Activities/Milestones

Time

- | | |
|-------------------------------------|-------|
| 1. Identify survey | 10/18 |
| 2. Conduct survey | 1/19 |
| 3. Prepare report | 6/19 |
| 4. Presentation: Report on Findings | 7/19 |

Responsibility: Assistant City Manager

**ACTION: CITYWIDE DEPARTMENTAL WORK ORDER
SYSTEM**

PRIORITY

Mgmt – High

Key Issues

Activities/Milestones

Time

- | | |
|---|-------|
| 1. Issue RFQ | 9/18 |
| 2. Receive/Review Information | 10/18 |
| 3. Decision; FY '18 Budget Funding (\$\$\$) | 3/19 |

Responsibility: Information Services

ACTION: 3rd STREET DATA CENTER		<div style="border: 1px solid black; padding: 2px;">PRIORITY</div> <div style="border: 1px solid black; padding: 2px; text-align: center;"><i>Mgmt</i></div>
<u>Key Issues</u>	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Install fiber 2. Decision: Updated Agreement 3. Open Center 	<u>Time</u> <ol style="list-style-type: none"> 9/18 12/18 4/19
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Information Services</div>		

ACTION: CITY EMPLOYEE BENEFITS FOR A MILLENNIAL WORKFORCE		<div style="border: 1px solid black; padding: 2px;">PRIORITY</div> <div style="border: 1px solid black; padding: 2px; text-align: center;"><i>Mgmt</i></div>
<u>Key Issues</u>	<u>Activities/Milestones</u> <ol style="list-style-type: none"> 1. Investigate “best practices” 2. Prepare report with options 3. Work Session: Report and Direction 	<u>Time</u> <ol style="list-style-type: none"> 3/19 7/19 8/19
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Personnel</div>		

► **Management in Progress 2018 – 2020**

	TIME
1. Grant Management Software: Implementation	9/18
2. Liquor License Process Review	9/18
3. InVision Facility Management Software Design and Implementation	12/18
4. Accounts Payable Workflow	12/18
5. Socrata Open Performance and Open Government Dashboard	12/18
6. Health Benefits Consulting and Actuarial Services: Contract	12/18
7. Workers Compensation Claims Management: Contract	12/18
8. Mobile Asset Management Software: FY '20 Budget Funding	3/19
9. I-Net Connection for Remote Site: WRRC, Fire Leisure Services FY '20 budget Request	3/19
\$200,000	
10. Indirect Rate for Grants: Creation	3/19
11. Mobile/Roaming Vendors/Concession Agreements and Permit Process Review	4/19
12. Direct Time Entry and Employee Access Center: Implementation	5/19
13. Plan for City Expo 2019	9/19
14. Water Source Initial Plan and Distribution Hydraulic Model Master Plan	2021

► **Major Projects 2018 – 2020**

	TIME
1. Purina Drive Salt Storage Building Project	10/18

GOAL 5**SUSTAINABLE ENVIRONMENT: PRESERVING
AND ENHANCING NATURAL RESOURCES****ACTION: BEE BRANCH GATES: FUNDING****PRIORITY***Policy – High*Key IssuesActivities/MilestonesTime

1. Pursue grants/outside source
2. Decision: FY '21 Budget Funding

Ongoing
3/20

Responsibility: Assistant City Manager

**ACTION: GREEN ALLEY PROGRAM: ADDITIONAL
FUNDING****PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Decision: FY '20 Budget Funding

3/19

Responsibility: Engineering

ACTION: TREE CANOPY AND REPLACEMENT: CARTS**PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Establish a community goal – Number of Trees
2. Decision: Goal Direction and Community
3. Prepare budget proposal
4. Decision: FY '20 Budget Funding

9/18

10/18

12/18

3/19

Responsibility: Leisure Services

ACTION: ALTERNATIVE FUEL FLEET STRATEGY**PRIORITY***Policy*Key Issues

- Funding
- Life Cycle Cost Analysis
- CNG
- Electric

Activities/Milestones

1. Presentation: Inventory and Recommendations
2. Decision: FY '20 Budget Funding
3. Complete Plan with Fueling Station
4. DMASWA Biofuel Recommendation
5. Report to Council

Time

11/18
3/19
6/19
10/19
11/19

Responsibility: Assistant City Manager

**ACTION: WATER AND RESOURCE RECOVERY
CENTER: NUTRIENT TRADING****PRIORITY***Mgmt – High*Key IssuesActivities/MilestonesTime

1. Pilot Initiative – Exchange
2. Develop proposal
3. Decision: Direction
4. Initiate implementation

2/19
3/19
4/19
5/19

Responsibility: WRRRC/Engineering

ACTION: HYDRO POWER REPORT**PRIORITY***Mgmt*Key IssuesActivities/MilestonesTime

1. Permit open

11/18

Responsibility: Assistant City Manager

ACTION: FLOOD WALL MODEL STUDY**PRIORITY***Mgmt*Key Issues

- Buried South Flood Wall

Activities/Milestones

1. Prepare implementation plan
2. Decision: Direction
3. Decision: FY '21 Budget Funding (\$1.4 million)

Time

6/19
7/19
3/20

Responsibility: Assistant City Manager

ACTION: SOLID WASTE OPERATIONS AND RATE REVIEW**PRIORITY***Mgmt*Key IssuesActivities/Milestones

1. Complete review
2. Decision: Rate

Time

11/18
3/19

Responsibility: Public Works

► Management in Progress 2018 – 2020**TIME**

1. Solid Waste Study
2. Sanitary Sewer System Condition Assessment: FY '20 Budget
\$250,000
3. Community Climate Action and Resiliency Plan: Update
4. STAR Re-Certification
5. Emerald Ash Borer Program: Implementation
6. Lead and Copper Rule Compliance Water Sampling and Testing

11/18
3/19
9/19
11/19
Ongoing
Ongoing

► **Major Projects 2018 – 2020**

	TIME
1. Kerper Boulevard Sanitary Sewer	
• Bid	9/18
• Completion	6/19
2. Washington Street 30” Force Main Phase 2	11/18
3. Well Abandonment Project (Vernon and Barrington Lakes System)	12/18
4. Water Meter Replacement for Vernon and Barrington Lakes	12/18
5. West 3 rd Street Reservoir Generator: FY '20 Budget	3/19
\$80,000	
6. Tamarac Water Main Extension	4/19
7. Bee Branch Project (Garfield to Comiskey and Under Railroad)	
• Bid	11/19
• Construction	6/20
8. WRRRC Outfall Manhole Reconstruction	12/19
9. 17 th /West Locust HUD Resiliency Storm Sewer Improvement Project	2020
10. 22 nd /Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project	2020
11. Energy Efficient Street Lights	Ongoing
12. Water Tank Inspection Program and Maintenance	Ongoing
13. Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects	
14. Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request	

GOAL 6**PARTNERSHIP FOR A BETTER DUBUQUE:
BUILDING OUR COMMUNITY THAT IS VIABLE,
LIVABLE AND EQUITABLE****ACTION: INCLUSIVE DUBUQUE: SUPPORT****PRIORITY***Policy – Top*Key Issues

- Decision
- Equitable

Activities/Milestones

1. Report: City Internal Equity
2. Decision: FY '20 Budget Funding
3. Develop Equity Plans: Library, Transit, Fire

Time

11/18
3/19
5/19

Responsibility: Human Rights**ACTION: WINTER FARMERS' MARKET: LOCATION
AND FUNDING SUPPORT****PRIORITY***Policy – Top*Key IssuesActivities/MilestonesTime

1. Engage community
2. Prepare report/budget proposal
3. Decision: FY '20 Budget Funding

10/18
1/19
3/19

Responsibility: Leisure Services**ACTION: PROJECT HOPE: SUPPORT****PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Report: Quarterly
2. Decision: FY '20 Budget Funding

Ongoing
3/19

Responsibility: Economic Development

ACTION: CAMPAIGN FOR GRADE LEVEL READING**PRIORITY***Mgmt – Top*Key IssuesActivities/MilestonesTime

1. AmeriCorps Program K-3
2. Playgrounds

Responsibility: Leisure Services

► Management in Progress 2018 – 2020

1. My Brother's Keeper
 - Meetings
 - Reports
 - Next Steps
2. All America City Application
3. City Focus Magazine
4. Bee Branch "Beekeepers" Initiative
5. City Channel Dubuque Programming: Distribution Options
6. GIS Story Map
7. Language Translation Strategy
8. Four Mounds Foundation/HEART Program

TIME

9/18

10/18

11/18

2/19

10/19

Ongoing

Ongoing

Ongoing

► Major Projects 2018 – 2020

1. City Light Pole Banners
2. Bus Wrap Advertising

TIME

10/18

4/19

GOAL 7**DIVERSE ARTS, CULTURE, PARKS AND
RECREATION EXPERIENCES AND ACTIVITIES****ACTION: FIVE FLAGS DIRECTION AND FUNDING****PRIORITY***Policy – Top*Key IssuesActivities/MilestonesTime

1. Establish project steering committee, tour of other newer convention facilities, best practices, etc. 10/18
2. Engage partner organizations like Main Street, Chamber, GDC, Travel Dubuque and more in findings of above steps 10/18
3. Private fundraising and partnership development 2/19
4. Private committee established for referendum (City can only educate, private group promotes) 3/19
5. Research and present funding options to Council. Research grant opportunities, if any. Discussion/presentation of goals for private fundraising 4/19
6. Construction/Project Management firm selected and engaged to assist in taking conceptual facility to buildable. Details in this engagement get answers that will be needed during referendum vote 7/19
7. Lock down scope of project for ballot 7/19
8. Facts researched and answered to questions asked during referendum conversation/debate 8/19
9. Resolution from Council – ballot language (Secretary of State needs ballot resolution 46 days ahead of vote) 8/19
10. Education, Discussion and Debate of Citizens 9/19
11. Vote Date 11/19

Responsibility: Leisure Services

ACTION: “PET FRIENDLY COMMUNITY”: DIRECTION AND ACTIONS

PRIORITY

Policy – High

Key Issues

- Restaurants
- Pet Definition
- Data:
Licensed/Unlicensed
- Criteria: Dog/Cat
Licensed Friendly
Community
- Gap Analysis
- Park Impacts
- People Impacts
- Recommendations

Activities/Milestones

1. Prepare a report: licensing and enforcement
2. Define the charge
3. Report
4. Establish community committee

Time

10/18
11/18
12/18
1/19

Responsibility: Leisure Services

ACTION: PARKS AND RECREATION MASTER PLAN

PRIORITY

Policy

Key Issues

Activities/Milestones

1. Define scope
2. Develop budget proposal
3. Decision: FY '20 Budget Funding for Master
Plan

Time

11/18
12/18
3/19

Responsibility: Leisure Services

ACTION: NON-TIF PARKS FUNDING: DIRECTION**PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Decision: Direction – One a Year Policy
2. Prepare budget proposal
3. Decision: FY '20 Budget Funding (\$\$) for Eagle Valley

11/18

12/18

3/19

[Open: 2020]

Responsibility: Leisure Services

ACTION: VETERANS POND DEVELOPMENT AGREEMENT**PRIORITY***Mgmt – Top*Key IssuesActivities/MilestonesTime

1. Decision: Agreement

10/18

Responsibility: Leisure Services

ACTION: COMISKEY PARK RENOVATION**PRIORITY***Mgmt – High*Key IssuesActivities/MilestonesTime

1. Issue RFP
2. Community Engagement
3. Construction
4. Open Park

10/18

4/19

10/19

2020

Responsibility: Leisure Services

ACTION: LIBRARY SERVICES SURVEY RESULTS**PRIORITY***Mgmt*Key IssuesActivities/MilestonesTime

Responsibility: Library

**ACTION: ARTS AND CULTURE MASTER PLAN:
IMPLEMENTATION****PRIORITY***Mgmt*Key IssuesActivities/MilestonesTime

Responsibility: Economic Development

► Management in Progress 2018 – 2020**TIME**

1. Bunker Hill Golf Course Irrigation Project Phase 3 – FY '20
Budget Funding
\$200,000
2. Kindle e-Readers to Nursing Homes
3. How-to-Create Videos – Library YouTube Channel

3/19

Ongoing

Ongoing

► Major Projects 2018 – 2020**TIME**

1. Creek Wood Park: Opening
2. Skate Park Development
3. English Ridge Subdivision Park Development
4. Grand River Center: Upgrade Projects
5. Eagle Point Park Ecological Restoration Project

11/18

11/18

11/19

9/19

2021

GOAL 8**CONNECTED COMMUNITY: EQUITABLE
TRANSPORTATION, TECHNOLOGY
INFRASTRUCTURE, AND MOBILITY****ACTION: MAJOR STREET IMPROVEMENTS PLAN****PRIORITY***Policy – Top*Key IssuesActivities/MilestonesTime

1. Develop budget proposal
2. Decision: FY '20 Budget Funding

12/18
3/19

Responsibility: Engineering

**ACTION: STREET MAINTENANCE PROGRAM:
FUNDING****PRIORITY***Policy – High*Key IssuesActivities/MilestonesTime

1. Develop budget proposal
2. Decision: FY '20 Budget Funding (\$175,000 per mile)

12/18
3/19

Responsibility: Engineering

**ACTION: TRAFFIC SIGNAL SYNCHRONIZATION/
STREETS****PRIORITY***Policy*Key IssuesActivities/MilestonesTime

1. Receive Grants Notification
2. Decision: FY '20 Budget Funding

11/18
3/19

Completion: Project 2022

Responsibility: Engineering

ACTION: MUNICIPAL BROADBAND FEASIBILITY STUDY

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

- | | |
|--|-------|
| 1. Define scope of feasibility study | 9/18 |
| 2. Analyze current situation and impacts | 10/18 |
| 3. Decision: FY '20 Budget Funding Feasibility Study | 3/19 |

Responsibility: Information Services

ACTION: 2nd/3rd SHIFT EMPLOYMENT/AREA DESTINATIONS TRANSPORTATION

PRIORITY

Policy

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: TRANSIT VEHICLE REPLACEMENT

PRIORITY

Mgmt – Top

Key Issues

Activities/Milestones

Time

- | | |
|--|-------|
| 1. Prepare budget proposal | 12/18 |
| 2. Decision: FY '20 Budget Funding for Replacement | 3/19 |

Responsibility:

► **Management in Progress 2018 – 2020**

	TIME
1. Downtown Parking Signage Ordinance: Update	12/18
2. Highway 20 Landscaping	
• Plan	12/18
• FY '20 Budget Funding	3/19
3. Airport Security Program: Upgrade	6/19
4. New Aviation Facility (University of Dubuque)	9/19
5. Bus Routes: Update	Ongoing
6. Comprehensive Pavement Preservation Plan: Development	Ongoing
FY '20 Budget Funding	
\$100,000	

► **Major Projects 2018 – 2020**

	TIME
1. Roundabouts	
• Grandview/University	9/18
• University/Pennsylvania – Grants	9/20
• University/Asbury – Grants	
• University/Loras – Grants	
2. Airport Signage – Highway 61	10/18
3. Washington Street Improvements (7 th to 9 th)	
• Undergrounding	11/18
• Completion	12/19
4. Menards Frontage Road	12/18
5. Surface Parking Lots Paving	6/19
6. North Cascade Reconstruction (to Timber Hyrst Subdivision)	9/19
Water Main Extension	
7. Four Laning Southwest Arterial: Completion	11/19
8. Highway 52 Repaving	11/19
9. Chavenelle Road Rehabilitation	12/19
10. Chavenelle Road Hike/Bike Trail	12/19

City of Dubuque

Action Calendar 2018 – 2020

MONTH

October 2018

1. Presentation: Leisure Services Equity Plan
2. Report: Source of Income
3. Decision: Tree Canopy and Replacement Policy and Goal
4. Decision: Veterans Pond Agreement

MONTH

November 2018

1. Presentation: Viking Representative
2. Report: City Internal Equity Report
3. Decision: Non TIF Parks Funding Policy

MONTH

December 2018

1. Decision: Dock Facility Direction
2. Presentation: Crime Prevention Program
3. Decision: 3rd Street Data Center Updated Agreement
4. Report: “Pet Friendly Community”

MONTH

January 2019

1. Annual Presentation: CHANGE Program
2. Work Session: City Performance Measurements

MONTH

February 2019

1. Work Session: Sexual Assault/Harassment
2. Report: Debt Reduction

MONTH

March 2019

1. Decision: Budget FY '20 Funding for:
 - a. Affordable Childcare – Top
 - b. Dock Facility – Top
 - c. Poverty Reeducation City Actions – Top
 - d. Inclusive Dubuque – Top
 - e. Winters Farmers' Market – Top
 - f. Five Flags – Top
 - g. Major Streets Improvement – Top
 - h. Central Corridor Streetscape – High
 - i. Central Corridor Façade Grants – High
 - j. Central Corridor Traffic Study – One Way – High
 - k. Mental/Brain Health Strategy Development – High
 - l. New Financial Software – High
 - m. Street Maintenance Funding – High

- n. Dream Center Support
- o. Affordable Housing Creation
- p. Innovation and Entrepreneurial Support and Services for Low Income Residents
- q. Community Security/Surveillance System – Expansion
- r. Affirmatively Furthering Fair Housing Needs Assessment/Plan
- s. Residential Housing Upgrades/Bee Branch HUD Flood Protection
- t. City Information/Network Security
- u. City Services and Staffing
- v. Citywide Departmental Work Order System
- w. Alternative Fuel Fleet
- x. Green Alley Program: Additional Funding
- y. Tree Canopy and Replacement
- z. Project Hope: Support
- aa. Park and Recreation Master Plan
- bb. Non TIF Parks – Eagle Valley
- cc. Traffic Signals Synchronization/STREETS
- dd. Transit Vehicle Replacement
- ee. Municipal Broadband Feasibility Study

March 2019 *(Continued)*

2. Work Session: Affordable Childcare Direction
3. Decision: Award Contract for Housing Voucher Program Re-Branding
4. Briefing: Police Competitive Compensation/Recruitment
5. Decision: Solid Waste Rates

MONTH

April 2019

1. Decision: Water and Resource Recovery Center – Nutrient Trading
2. Decision: Five Flags Direction

MONTH

May 2019

1. Presentation: Source of Income Strategy
2. Decision: Award Contract for Housing Needs Assessment
3. Presentation: Equity Reports – Library, Transit, Fire

MONTH

June 2019

1. Presentation: Mental/Brain Health Strategy
2. Presentation: True North Report

MONTH

July 2019

1. Presentation: Residents Satisfaction Survey Findings
2. Decision: Flood Wall Direction

MONTH

August 2019

1. Decision: Innovation Campus Agreement
2. Presentation: Housing Needs Assessment Report
3. Work Session: City Employee Benefits for a Millennial Workforce
4. Decision: Five Flags Ballot Measure/Set Election

MONTH

September 2019

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MONTH

October 2019

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November 2019

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MONTH

December 2019

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SECTION 6

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

GOVERNANCE: FRAMEWORK FOR EFFECTIVENESS

GOVERNANCE REALITY

1. You are “The City” – you are now “Them.”
2. Legal frameworks (state law, city charter/codes) define operating parameters for the City’s governance process and the Mayor and City Council.
3. There is No choice of who are your team members – the electorate identify them.
4. Councilmembers may be elected At Large or by Ward/District, and all are responsible for the City.
5. Mayor and City Council are the Employer of the City Manager – the Chief Executive Officer.
6. Mayor and Councilmembers are 24/7 to the community – hard for the community to separate you as an individual and you as a City representative.
7. Every decision that is made by the Mayor and City Council create the community’s future.
8. Mayor and Councilmember behaviors and comments set the tone of governance for the City and define civility in City governance.
9. On controversial issues, the best decisions require collaboration amongst the Mayor and Councilmembers to arrive at a compromise – everyone has a feeling of a “win”.
10. A vote of “4” decides.
11. Mayor and Councilmembers are the leaders of the City government – a community institution.

BOTTOM LINE: Mayor and City Council are the “Board of Directors” for the City – a major corporation.

GOVERNANCE EFFECTIVENESS QUESTIONS

MAYOR AND CITY COUNCIL EFFECTIVENESS

- 1. Do we make policy decisions focusing on WHAT?**
- 2. Do we make decisions based upon what is Best for the Community as a whole?**
- 3. Are the Mayor and City Council policy deliberations based upon open communications, negotiations to resolve difference and collaborative problem solving?**
- 4. Do we make decisions that are guided by our Vision, Goals and Mission?**
- 5. Do we make decisions that balance data driven staff recommendations and input from the community?**
- 6. Do our decisions delegate responsibility and authority to the City Manager?**
- 7. Do our decisions provide clear direction – our desired outcomes and performance expectation?**
- 8. Are our decisions consistently supported by Mayor and City Council action as a governing body and as an individual?**
- 9. Do we take time to evaluate our decisions during implementation and make adjustments based upon data based feedback?**

GOVERNANCE EFFECTIVENESS QUESTIONS

INDIVIDUAL EFFECTIVENESS

- 1. Do I behave in a respectful manner and act with integrity?**
- 2. Do I act in an ethical manner – above question?**
- 3. Do I work with Mayor – City Council – City Manager team as a whole?**
- 4. Do I know and use our Vision, Goals, Mission and Policies to guide my actions?**
- 5. Do I negotiate with others to work through differences, and to find a common ground, compromise or consensus?**
- 6. When I make a decision/cast my vote, do I balance the data presented, recommendations from City staff and what I think is best for our City and Community?**
- 7. Do I represent and support the City Institution – responsibilities, policies and decision?**
- 8. When I listen to a resident/business about a problem or concern, do I avoid making commitments or agreements before checking with the City management or staff?**
- 9. Do I listen with an open mind to understand before drawing a conclusion?**
- 10. Do my actions and comments support the adopted Policies and Decisions?**
- 11. Do I bring forward problems with policies and decision implementation to the City Manager and the Mayor and City Council?**
- 12. Do I avoid directing City staff on an individual basis?**

POLICY LEADERSHIP: AVOIDING THE IMPLEMENTATION GAP

POLICY DEVELOPMENT – Responsibility of Mayor and City Council

- 1. Define the issue(s)**
- 2. Define the desired outcomes for the community**
- 3. Seek and listen to input from the community**
- 4. Review existing City plans, policies and practices**
- 5. Receive a complete, data based report with options [City Manager's responsibility]**
- 6. Deliberate to resolve issues and develop specific policy framework**
- 7. Determine performance expectations**
- 8. Decide policy guided by Vision and outcome-based Goals**
- 9. Provide a clear direction to City Manager**
- 10. Provide the resources for implementation**
- 11. Receive reports on the effectiveness and community outcomes [City Manager responsibility]**
- 12. Support consistently the policy until policy changes**
- 13. Provide feedback to the City Manager: observations, feedback and problems/concerns**
- 14. Decide to modify policy [when the policy is not working – achieving the desired community outcomes]**

POLICY IMPLEMENTATION – Responsibility of City Manager

- 1. Create an energized organizational culture based on best practice, innovation and creativity**
- 2. Link policy implementation to City plans and other policies**
- 3. Define the implementation process, responsibilities and parameters/guidelines**
- 4. Delegate to departments for follow through**
- 5. Encourage interdepartmental collaboration and teamwork**
- 6. Monitor performance and implementation by departments**
- 7. Evaluate community outcomes: policy outcomes vs. actual experiences**
- 8. Provide data based update reports to Mayor – City Council**
- 9. Provide revised policy options/alternatives when needed**
- 10. Celebrate City achievements and recognize performance**

POLICY PITFALLS

- 1. Starting with solutions in mind**
- 2. Over analysis**
- 3. Lack of meaningful options and alternatives**
- 4. Little/excessive community input**
- 5. Vague directions which are open to multiple interpretations**
- 6. Mixed and inconsistent messages from Mayor and City Council during implementation**
- 7. Making individuals “happy” at the expense of community benefits**
- 8. Ineffective negotiations and deliberations**
- 9. Reluctance to have an open discussion of the issue**
- 10. City staff directing the Mayor – City Council**
- 11. Personal agenda/discussion dominate over community benefits and value**
- 12. Continuously modifying policies especially individual exceptions**

COMMUNITY LEADERS AND COMMUNITY STEWARDS... DYING BREEDS

When elected, Community Leader/Community Stewards focus on creating a better community – a legacy of a better life for current and future residents.

The Community Leader...

1. Once elected, move to providing leadership for the community
2. Is respected in the community, other elected officials and City professional staff
3. Respects others – all
4. Respects the laws, legal framework, City policies and City processes
5. Acts for the best interests of the community
6. Has “political” roots in the community – working relationships with power brokers, community organizations and other community institutions
7. Values an ongoing strategic planning process
8. Has a vision for the community’s future
9. Collaborates with Council and City Manager to plan for the future and resolve issues/problems
10. Strive for everyone to have a sense of a “win” – they got something

- 11. Is a positive representative for the City and community**
- 12. Is a strong advocate for the City and community**
- 13. Communicates with all Council Members**
- 14. Steps forward to facilitate the resolution conflicts – among Council, Council and City Manager**
- 15. Facilitate effective Council meetings**
- 16. Defines performance standards and holds other accountable**
- 17. Works with and develops a special relationship with the City Manager**
- 18. Works to align the Mayor and City Council as the governing body with the professional organization**
- 19. Instill confidence in City government with others**
- 20. Is recognized as the leader of the Council**

The Community Stewards...

- 1. Once elected, move in governing for community benefit**
- 2. Recognize the Mayor and Council as a “Board of Directors” and not a Legislature**
- 3. Views the community as the primary “customer”, not each individual**
- 4. Balance personal agendas with community agenda**
- 5. Value the establishment of an on-going strategic planning process**
- 6. Are able to look to the longer term...beyond today**
- 7. Are respectful of their colleagues, residents and City staff**
- 8. Seek guidance from the City Manager**
- 9. Define performance expectations**
- 10. Support and defend City staff**
- 11. Provide feedback and advice in private**
- 12. Seek to engage the entire community**
- 13. Are strong advocates for a few specific issues**
- 14. Have limited presence in the community**
- 15. Defer to others for broader “community leadership”**
- 16. Are uncomfortable dealing with the “Politicians” or “bullies” with personal agendas**
- 17. Define outcomes**
- 18. Seek compromises that best serve the community**

- 19. Solve problems and resolve issue working with and through staff**
- 20. Support the decisions of Mayor and City Council – support the majority action**
- 21. Are “quiet” voice for reason and the community**

POLITICIAN VS. STATESPERSON: BASIC DEFINITIONS

Politician – person who:

- **holds public office who is more concerned about winning favor or retaining power than about maintaining principles**
- **is skilled in political government**
- **seeks to gain power within an organization in ways to further their personal or political interests**
- **acts in a manipulative and devious way for personal or political gain**
- **has no interest in setting common goals**
- **uses personal power to dominate public development**
- **makes promises**
- **thinks about the election**
- **tells you what you want to hear**
- **start with solutions in mind**
- **frequently uses social media to promote self**
- **promotes the interests of campaign contributors**
- **attacks others to make self look good**
- **thinks about self interests in the constituents' service**

Statesperson – a person who:

- is experienced in the art of government or government affairs
- exhibits great wisdom and ability in directing the affairs of government or in dealing with important public issues
- is an experienced, respected political leader
- believes in setting goals for the future
- shares their wisdom on public policy issues
- shapes public policy by working with others
- stands by his/her ideas and principles and does everything in his power to do what he believes is right for the people and community
- `thinks about the future and next generation
- builds bridges with different points of view
- distinguishes between party politics and community service
- tells what is true even if it is unpopular or unpleasant
- is an advocate for the community
- thinks about the community
- Let's the best interests of the community guide his/her decisions

POLITICS IS A “GOOD FIGHT”: LESSONS FOR STATESMEN

Politics is a “Good Fight” grounded in the following “Rules of Engagement”:

- **Respect your opponent.**
- **Act with honesty and integrity.**
- **Focus on the issues, never make it personal.**
- **Be guided by your core principles and beliefs.**
- **Argue your position and desired outcome on the issue.**
- **Reach out to your opponents.**
- **Look for areas of compromise.**
- **When compromise is not possible, decide and move on.**
- **Recognize that in every “victory” there are seeds of failure.**
- **Be willing to take a difficult position.**
- **Maintain your sense of humor.**
- **Avoid destroying the personal relationship.**
- **Do what you think is right for the community.**
- **Put the community above self.**

WHEN POLITICIANS “FIGHT”: BASIC RULES FOR MANAGERS

- 1. Respect others*
- 2. Stay neutral and be nice*
- 3. Remember: the politician’s perspective: “if not with us, you must be with them”*
- 4. Be patient, persistent and sincerely believe that you will make a difference*
- 5. Be prepared – know and understand each politician – their operating styles and personalities*
- 6. Establish a personal rapport with each politician – find a personal area for building working relations*
- 7. Define the “core” areas of conflict*
- 8. Frame the critical policy questions that need focus and direction*
- 9. Provide data based reports with options*
- 10. Present your “best” professional recommendations and opinions*
- 11. Help statesmen to focus on the “big picture” and the desired outcomes for the community*
- 12. Suggest options for consideration – a potential compromise*
- 13. Help each politician to understand the other politician’s information and point of view*

14. Be an advocate for factual information

15. Summarize key points

16. If directions are unclear, restate and test closure with the statesmen

17. Present a positive attitude with the staff – avoid negative or cynical comments

18. Serve the community and others above self

WHEN POLITICIANS WIN... THE COMMUNITY LOSES

- 1. More politicians get elected**
- 2. City responds to personal agendas**
- 3. Community stewards are lost and confused**
- 4. Minority rule through intimidation and manipulation – loss of majority rule**
- 5. Strategic planning is stopped – no longer guided by Vision, Goals or performance accountability**
- 6. Momentum on major projects is stopped**
- 7. Agendas are reactive**
- 8. Crises become common place**
- 9. Decisions focus on short term**
- 10. City staff attention is on survival and minimizing damage**
- 11. City Managers leave or retire or become Politicians themselves**
- 12. Other professionals leaving**

LEADERSHIP: TURBULENT FORCES IMPACTING CITIES

► COMMUNITY FORCES

C/1 – POLITICAL PARTY INVOLVEMENT IN NON-PARTISAN ELECTIONS

- a. Increasing Pressure/Involvement from Political Parties**
- b. Partisan Funding with Expectations**
- c. Party Leaders Visibly Supporting Candidates**
- d. Formal/Informal Political Group Advising Mayor and Councilmembers**
- e. Increasing Costs for Running for Office – Campaigns**
- f. Making Community Issues Political**
- g. Changing Approach to Tradition Campaigning – Rise of Social Media**

C/2 – ANTI-GOVERNMENT 5%

- a. Personal Attacks and Accusations**
- b. Opposition to Public – Private Partnership**
- c. False Financial Information**
- d. Charges of “Illegal” Actions and Activities**
- e. Call for Transparency**
- f. Pressure for “Resident Engagement”**
- g. Distrust Government, including Elected and Appointed Officials**
- h. Never Will Be “Satisfied”**
- i. Reality: Never Will Support Government**

► **COMMUNITY FORCES**

C/3 – PEOPLE ARE “MEAN”

- a. Abusive Language from Residents
- b. Personal **Attacks and Accusations**, including Family Members
- c. Intimidating Behavior Getting Results
- d. Violent Actions toward Public Leaders and Employees
- e. Balancing Workplace Security and Great Customer Service
- f. Individuals Avoiding Responsibility
- g. “Nasty” Social Media Personal Attacks
- h. Use of Reference to Support from Elected Officials

C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION

- a. Some People “Lie”
- b. Making Up “Facts” to Support Point of View
- c. City’s Reluctance to Respond or Correct
- d. Misinformation Stands, Spreads and Expansion
- e. Impacts on Social Media
- f. Funding for Strategic/Tactical Communications
- g. Use of “Public Comment” at Council Meetings
- h. Questioning City Professional
- i. Denial and Rejection of Science and Data

C/5 – DECISIONS TO MAKE PEOPLE “HAPPY”

- a. Loss of Data Driven Decision Making
- b. Residents Start with Methods/Solutions and Not Outcomes
- c. Rejecting City Staff Expertise and Report
- d. Resident Happiness Does Not Solve the Problem
- e. Everyone is an Expert on Municipal Government
- f. Waivers of City Policies and Processes.

► **GOVERNMENTAL FORCES**

G/1 – INCREASING COSTS OF GOVERNMENT

- a. Cost of Employee Salaries and Benefits**
- b. Retirement Costs**
- c. Cost of Equipment**
- d. Cost of Supplies and Materials**
- e. Increasing Cost of Borrowing with Higher Interest Rates**
- f. Higher Bids on Contracts**
- g. Funding for Response to Regulatory Mandates and Decrees**
- h. Taking over Responsibility of Other Governments – Highway Maintenance**

G/2 – HOW TO PAY FOR MUNICIPAL SERVICE

- a. Pressures to Reduce Tax Rate – No Tax Environment**
- b. Revenue Restrictions by State Government**
- c. Restriction on Increasing Tax Rates**
- d. Limited Additional Capacity within the City Organization**
- e. Decreasing Outside Funding Sources**
- f. Growing Service Demands**

G/3 – MAJOR COMMUNITY INCIDENT

- a. Increasing Number and Severity of Natural Disaster/Weather Events**
- b. Shooting Events**
- c. Concern for School Safety and Security**
- d. National Media Coverage**
- e. Potential Misinformation**
- f. Individuals Seeing Political Opportunities**
- g. Preparation for, Response to and Lengthy Recovery**
- h. Could Happen Anywhere**

► **GOVERNMENTAL FORCES**

G/4 – FAILING OR DETERIORATING CITY INFRASTRUCTURE

- a. Deferred City Facilities and Infrastructure**
- b. Competition for Contractors**
- c. Private Developments Looking for Cities to Increase Contributions**
- d. Higher Bids on Projects**
- e. Impacts of Tariffs**
- f. Private Contractors at Capacity**

G/5 – DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS

- a. Upcoming Retirements: Managers and Employees**
- b. Less Interest in and Commitment to Public Service**
- c. Retaining Quality Employees**
- d. Expectations of Millennial Workforce**
- e. Fewer Applications for City Jobs**
- f. Lack of Educational Programs on Civics and Local Government**

G/6 – CITY MISSION CREEP

- a. Residents Turning to the City to Address Community Problems**
- b. Support for Schools – Facilities, Infrastructure and Educational Programs**
- c. Support for Arts, Culture and Educational Programs**
- d. Solving Residents Problems – Make “Happy”**
- e. Support for Community Events and Festivals**
- f. Support for Community Organizations and Institutions**
- g. Responding to Mental Health Issues Plus Demands for Services and Programs**

► **GOVERNMENTAL FORCES**

G/7 – STATE LEGISLATURES

- a. Reducing Revenue Options**
- b. Restricting Powers of Home Rule**
- c. Adding Service Responsibilities**
- d. Adding Regulations**
- e. Directing City Public Policies**
- f. Limited Effectiveness of Lobbying – Local Delegation Voting Against the Interests of Cities**
- g. Governance Restrictions**
- h. Restricted Ability to Regulate**

► SOCIETAL FORCES

ST/1 – UNCERTAIN FUTURE OF RETAIL DEVELOPMENT

- a. More Shopping Online
- b. Collections of Sales Tax by Online Retailers
- c. State and Federal Government Regulations
- d. Closing and Redesign of Retail Store
- e. Decline in “Major Malls”
- f. Retailers Closing Stores or Declaring Bankruptcy
- g. Abundance of Land Zoned for Retail
- h. Flat or Declining Sales Tax Revenues for Cities

ST/2 – EMERGING MOBILITY OPTIONS

- a. Desire for Trails
- b. Car Subscription: Now Available
- c. Autonomous Vehicles: Pilot Programs
- d. Accommodating “Electric Vehicle” Parking Preference, Charging Stations
- e. Uber/Lyft: Strong Demand, Degree of City Regulations
- f. Deteriorating Highways, Bridges and Sidewalks
- g. Public Transportation Funding and Use by Choice

ST/3 – CHANGING HOUSING PATTERNS

- a. Short Term Rental Impacting Neighborhoods
- b. Decreasing Homeownership 64%
- c. Limited Rental Housing with High Prices
- d. Lack of Workforce/Affordable Housing
- e. Resistance to “MF” – Multi-family
- f. Deteriorating Older Housing Stock
- g. Baby Boomer Grand Parenting Moving Near Grandchildren – Looking for No Maintenance, Dense Housing Options
- h. Mixed Use Developments with Housing Options

► SOCIETAL FORCES

ST/4 – COMMUNITY MENTAL HEALTH

- a. Increasing Homelessness**
- b. Lack of Mental Health Services**
- c. Individuals with Mental Issues Clogging the Criminal Justice System**
- d. Defining the Role of Government**
- e. Services and Funding**
- f. Working with Community Partners**

ST/5 – LEISURE AND RECREATION

- a. Rise of “Professional” Amateur Youth Sports**
- b. New Emerging “Sports” – Pickle Ball, Lacrosse**
- c. Strong Demand for Specialty Parks/Park Venues – Dog Parks, Splash Pads, Skate Parks, etc.**
- d. Active, Healthy Lifestyles with Emphasis on Personal Wellness**
- e. Demands for Large/Massive Tournament Sports Facilities**
- f. Strong Interest/Support for Community Events**
- g. Conflicts among Seniors with Different Expectations – Super Senior [80+] and Baby Boomers**
- h. Defining “Aquatic” Facilities**
- i. Re-purposing Current Parks**

BOTTOM LINE:
**LEADERS PROVIDE HOPE FOR A BETTER
FUTURE FOR THE COMMUNITY
AND THE RESIDENTS DURING INCREASING
TURBULENT TIMES!!!**

SECTION 7

DUBUQUE – ARE YOU READY FOR...

A

Are you Ready for Societal Changes?

► Short Term Trends and Reality – Long Term Future for your Community

1. How We Live...

- a. Decline in homeownership
- b. Less value in owning a home – more mobile population
- c. Myth of “Tiny Homes” – development and abandoned, just “too small” to live in
- d. Grandparents moving to live near grandchildren
- e. No desire for home or landscape maintenance
- f. Increasing demand for smaller, high quality homes – less square footage
- g. Declining market from larger, expensive homes
- h. Expanding need for workforce housing
- i. Expanding need for quality affordable housing
- j. Stigma of “MF” and “those people” – neighborhood resistance to multi-family housing
- k. Aging “baby boomers” needing senior housing: independent living, assisted living, memory care and end of life

2. How We Move...

- a. Exploding use of shared ride – Uber, Lyft, and others – they are here
- b. Personal or shared ride, rental electric scooters supplied Bird, Lime, Bolt, Razor, Skip, Spin (Ford Motor Company) – they are here
- c. Electric vehicles – they are here and needing public charging stations
- d. Autonomous vehicles – they are coming
- e. Desire for more walkable communities – walk to parks and shopping
- f. No desire for commute – increase opportunities to work from home
- g. Subscription cars – they are here at some auto dealers
- h. Uncertain direction and funding for public transportation

3. How We Shop...

- a. Death of the Mall – vacant buildings, reuse of space, demolition and new development
- b. Shopping from the “Couch” or anywhere and anytime – convenient and easy delivery and return
- c. Need for distribution buildings strategically located in a region
- d. Daily deliveries in neighborhoods
- e. Deliver by Uber and drones – delivery without a person
- f. Shopping for everything – luxury to daily necessities
- g. Need for small, specialty retail shops
- h. Fast – next day delivery with PRIME

4. How We Eat...

- a. More families and individuals going out to eat – our lives are too busy with activities
- b. Increasing opportunities to do online grocery shopping – pick up or delivery
- c. Daily shopping for fresh produce and meats
- d. Expanding opportunities for farm to table – Farmers’ Markets to restaurants
- e. Houses without kitchens
- f. Increasing demand for “upscale” fast foods – Panera, Chipotle, etc.
- g. Greater demand for prepared foods, especially from Whole Foods and Trader Joe’s
- h. Growing free or reduced school lunches – many times hidden in the community

5. How we Recreate...

- a. Increasing demand for specialty parks – dog/pet parks, skate park, etc.
- b. Playground for all abilities
- c. Greater demand for programs, services and facilities to support a healthy lifestyle and personal wellness
- d. Pools being replaced by splash pads
- e. Emerging sports – pickleball, lacrosse
- f. Rise of “professional” amateur youth sports and competition for athletic spaces – fields and indoor
- g. Desire/demand for “turf” fields over grass
- h. Expanding demand for adult/senior sports
- i. Increasing competition for game and practice fields
- j. Increasing desire for community events and festivals and competition for both indoor and outdoor spaces

6. How We Create An Equitable Community

- a. Growing wealth disparity – property rates increasing in many communities
- b. Difficult issue to define and the role of local governments
- c. Difficulty in identifying the root causes
- d. Increasing visible and practiced racism
- e. Growing community diversity – many different cultures, languages and traditions
- f. Access to and increasing costs of education and vocational training
- g. Changing personal attitudes and stereotypes
- h. Increasing political bifurcation – nationally and within a community
- i. Less funding sources and donation level to community non-profit organizations
- j. Neighbors do not know neighbors
- k. Growing number of residents do not have the income to own/rent a home, to pay for services, to buy food, to have transportation

FUNDAMENTAL QUESTION: DO WE HAVE THE:

- **COURAGE TO HAVE A COMMUNITY DIALOG...**
- **COURAGE TO EMPOWER THE COMMUNITY...**
- **COURAGE TO MAKE DIFFICULT DECISIONS THAT BENEFIT AND ADD VALUE TO THE COMMUNITY...**
- **COURAGE TO MAKE CHANGES...**

B

Are you Ready for Community Changes?

1. Equitable Community of Choice

- a. Defining and understanding the differing views on “equity”
- b. Creation of community wealth for all
- c. Changing community and individual outlook and attitude
- d. Equitable access to housing, jobs and services
- e. Changing City services and funding mechanisms
- f. Affordable housing rental and ownership [\$100,000 to \$200,000]

2. Public Facilities and Buildings Deferred Maintenance Space Needs

- a. Old, aging buildings facing urgent major repairs, increasing maintenance costs or replacement
- b. Increasing space needs of departments
- c. Balancing security and workforce safety with customer service
- d. Replacing/adjusting the capital projects scoring for CIP
- e. Understanding the condition and life-cycle of City buildings and facilities
- f. If deferred further, potential for major structural damages

3. Tax Increase and Debt

- a. Funding for aging City buildings, facilities and infrastructure
- b. State and federal governments regulations and mandates
- c. Increasing costs of service delivery and capital projects
- d. Anti-tax, anti-fees/charges and anti-debt political environment
- e. Funding for new programs and services
- f. Who should pay for City services, programs and infrastructure

4. Actions from the Iowa State Legislature

- a. Strong lobbyists promoting their personal and self interests
- b. Revenue restrictions; threats to home rule and TIF by the State of Iowa
- c. Reduced or no support for mental/brain health programs and services, human service needs, etc.
- d. Problems not addressed, City has no choice but to fill the void
- e. Community City and community concerns to State government
- f. Monitoring proposed legislation
- g. City legislative agenda and advocacy

5. Modernizing City Services and Smarter City

- a. Addressing deferred maintenance for City buildings, facilities and infrastructure
- b. Service delivery – carts for solid waste collection
- c. Expanding use of artificial intelligence
- d. Smart transportation platform for parking and transit
- e. Use of smart meters
- f. Paying by credit card – with or without a convenience fee
- g. One stop shop throughout the community at a kiosk or City facilities – all transactions
- h. Expanding community camera system for multiple uses
- i. Determining how to smarter fund modernization

6. Growth

- a. Southwest Arterial development and City infrastructure
- b. Housing TIF opportunities
- c. Infill development opportunities
- d. Mixed use development throughout the community
- e. Impacts from development in Dubuque County
- f. Federal Opportunity Zones with development opportunities
- g. Becoming an equitable community of choice
- h. Attracting and retaining a diverse population

7. Aging/Changing Community Leadership

- a. City elected officials
- b. City management – department heads and key managers; key employees
- c. Community organizations like GDCC
- d. Businesses
- e. Sale of family-owned businesses
- f. Preparation for the next generation
- g. Expanding participation on City boards and commissions

8. Marijuana

- a. Difficulty in obtaining/maintaining CDL
- b. Increasing accidents
- c. Evolving regulations and permitting: state and federal
- d. Increasing criminal activities and traffic accidents
- e. Benefits for many residents
- f. Hiring/retaining City employees and drug testing
- g. Conflicting laws and regulations; federal government and state governments
- h. Availability in some states: personal use and medical uses

9. City Workforce

- l. Retaining a diverse City workforce
- m. New City employee expectations
- n. Diverse City workforce reflecting the changing community demographics
- o. Diversifying Boards and Commissions
- p. Mature City workforce
- q. Succession planning and financial support
- r. Differing work expectations by generations
- s. Competitive compensation and benefits

10. Aging Population

- a. Increasing need for senior housing and progressive housing for seniors
- b. Access to quality healthcare
- c. Increasing needs for elder care or elderly daycare
- d. Access to quality public transportation
- e. Diverse older population and equitable services
- f. Increasing Fire/EMS calls for services
- g. Loss of the “Dubuquer” attitude
- h. Increasing need for all types of senior services

11. Climate Change

- a. Stigma of the term: “climate change”
- b. Denial of scientific data and the impact
- c. Influx of refugees from the coasts
- d. Understanding and responding to the impacts on City infrastructure and service delivery
- e. Concrete pavement
- f. Funding mechanism for the City
- g. Equitable air conditioning in more extreme heat

12. Brain Health

- a. Increasing homeless population
- b. Rapid re-housing
- c. Limited community facilities and services
- d. Problem hidden from the community
- e. Funding for community organizations
- f. Less State of Iowa funding
- g. Increasing drug use in the community

13. Increasing Poverty Rate

- a. Lack of service equity
- b. Lack of housing equity and supply
- c. Lack of employment equity
- d. Limited education and training opportunities
- e. Understanding and addressing the causes of poverty
- f. Everyone has a theory
- g. Mixed messages from the State of Iowa and federal government

14. A Community “Event”

- a. One incident – every community is vulnerable
- b. Funding for planning, response and recovery
- c. Requirement of the City adding as a Team – no silos
- d. Defining and practicing the appropriate role and responsibilities
- e. Impacts on the City workforce brain/mental health
- f. Regional cooperation for response
- g. Communications with the community and nationally
- h. Community denial: “it won’t happen in Dubuque”

15. Who Knows?

SECTION 8

PERFORMANCE REPORT 2018 – 2019

A

Performance Rating for 2018 – 2019

Performance Rating for 2018 – 2019

► Performance Rating

Performance Rating 2018 – 2019

Management Perspective

7.0

[0.0 = Poor to 10.0 = Great]

► Rational Behind Rating

- Bee Branch: Railroad Agreement and “Green Light”
- Southwest Arterial: Four-laning
- Kerper Boulevard Project: Completed
- Budget: End of Hiring Freeze and Additional Staffing
- Central Avenue Corridor: Planning and Under Construction
- Data-Driven Decision-making: Expanded
- Community Equity: Greater Understanding, Turmoil Associated with Change
- High Performance Government
- Outside Recognition and Awards
- “S.P.I.R.I.T.” Awards: Employee Recognition and Engagement
- High Quality Basic Services
- Succession Planning: Expansion, Upcoming Retirements
- Increased Public Engagement: Imagine Dubuque, Arts Master Plan, Bee Branch Project
- Progressive City: New Initiative
- Low Number of “Shots Fired”
- Commitment to Service Excellence
- Major Public Improvement Projects: SW Arterial, Water Resource and Recovery Center
- Departmental Successes
- Cutting Edge
- Resilient City Employees
- Millwork District
- GDDC Initiative: “Big Life, Small Town”

► **Rational Behind Rating** *(Continued)*

- Need for Expanded Training: Management and Frontline Employees
- Difficulty in Hiring for Trade Positions
- Continued Economic Expansion and Growth: Dupaco Investment in Historic
- Low Unemployment Rate [2.0%] and Available Workforce for Businesses and Government
- City Staff Turnover
- Missed Opportunities for Community Engagement and Empowerment
- Internal Communications among Departments
- Competition among Departments for Resources
- Department Silos
- No and Shifting Daily Priorities
- Smaller Deferred Maintenance Projects
- Lean Staff with Heavy Workload-Some Tired City Employees
- No Time to Build Relationships among Department

B

Performance Report 2018 – 2019

Dubuque Vision 2035

DUBUQUE VISION 2035

DUBUQUE 2035 is a *SUSTAINABLE AND RESILIENT CITY*, an *INCLUSIVE AND EQUITABLE COMMUNITY*,

DUBUQUE 2035 has preserved our *MASTERPIECE ON THE MISSISSIPPI*, has a *STRONG DIVERSE ECONOMY* and *EXPANDING CONNECTIVITY*.

DUBUQUE 2035 – Our residents *EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE*, have choice of *QUALITY LIVABLE NEIGHBORHOODS* and have an *ABUNDANCE OF FUN THINGS TO DO* and are *ENGAGED IN THE COMMUNITY*.

Dubuque City Government: Our Mission

DUBUQUE CITY GOVERNMENT: MISSION

**DUBUQUE CITY GOVERNMENT is a
PROGRESSIVE and
FINANCIALLY SOUND CITY and
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, that *CONTRIBUTE TO
AN EQUITABLE, SUSTAINABLE CITY*, that *PLAN
FOR THE COMMUNITY'S FUTURE* and that
*FACILITATE ACCESS TO CRITICAL
HUMAN SERVICES.***

Goals 2024

City of Dubuque

**ROBUST LOCAL ECONOMY:
DIVERSE BUSINESSES AND JOBS
WITH ECONOMIC PROSPERITY**

VIBRANT COMMUNITY: HEALTHY AND SAFE

**LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE**

**FINANCIALLY RESPONSIBLE,
HIGH PERFORMANCE CITY ORGANIZATION:
SUSTAINABLE, EQUITABLE
AND EFFECTIVE SERVICE DELIVERY**

**SUSTAINABLE ENVIRONMENT:
PRESERVING AND ENHANCING NATURAL RESOURCES**

**PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR
COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE**

**DIVERSE ARTS, CULTURE, PARKS AND RECREATION
EXPERIENCES AND ACTIVITIES**

**CONNECTED COMMUNITY: EQUITABLE
TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE,
AND MOBILITY**

Policy Agenda 2018 – 2020

Targets for Action

City of Dubuque

TOP PRIORITY

Affordable Childcare Study and Funding
Five Flags Direction and Funding
River Cruise Docking Facility: Direction and Funding
Poverty Reduction: Action Plan
Inclusive Dubuque: Support
Winter Farmers' Market: Location and Funding Support
Major Street Improvements Plan

HIGH PRIORITY

“Pet Friendly Community”: Direction and Actions
Crime Prevention Program: Maintenance
Mental/Brain Health Strategy and Action Plan
New Financial Software – Funding
Debt Reduction Plan: Continuation
Bee Branch Gates: Funding
Street Maintenance Program: Funding
Central Avenue Corridor Revitalization

Management Policy 2018 – 2020

Targets for Action

City of Dubuque

TOP PRIORITY

Dubuque Riverfront Master Plan (US Army Corps of Engineers)
True North Housing Initiative
Multi-Cultural Family Center: Expansion
Crescent Community Health Center: Expansion
CHANGE Program: Implementation
Campaign for Grade Level Reading
Veterans Pond Development Agreement
Transit Vehicle Replacement

HIGH PRIORITY

City Performance Measurements/Open Data
Catalog/Data Governance
Residential Housing Upgrade/Flood Protection Program
Community Security/Surveillance System: Expansion
Residents Satisfaction Survey
Water and Resource Recovery Center: Nutrient Trading
Comiskey Park Renovation
Housing Needs Assessment Report
Citywide Departmental Work Order System

Management in Progress 2018 – 2020

City of Dubuque

► Management in Progress 2018 – 2020

1. Phased Historic Architectural Survey: Fundraising 50%
2. America's River III Fund Raising: Announcement
3. Opportunity Zone Administrative Rules: U.S. Treasury
4. Build a Better Block Event
5. Opportunity Dubuque Job Training Program: Support Expansion and Diversification of Clients, Analysis and Direction
6. Brewing and Malting Development: SHIPO Review
7. Flexsteel Project
8. Economic Impact of Historic Preservation Survey and Report – FY '20 Funding
9. Marketing Dubuque Jet Center Services – FY '20 Funding
10. Riverfront Lease Gavilon Sites [2]: Negotiation Lease Extension
11. Air Service Expansion
12. Workforce Market-rate Housing: Rent to Own Plan Development
13. Brownfield Area-wide: Agreement and Clean Up
14. 2018 Community Health Needs Assessment/Health Improvement Plan: Adoption
15. Humane Society Contract Amendment: Renewal
16. Water and Resource Recovery Center: Certification of Environmental Laboratory – Analysis of Nutrients
17. CAD Connection to City Cameras Network: Funding
18. Traffic Camera System: Upgrade Grant Funding
19. EMS Equipment Replacement Schedule
20. HUD Voluntary Compliance Report
21. Dispatcher Training Program: FY '20 Budget Funding
22. Communication National Quality Assurance: FY '20 Budget Funding
23. Healthcare for Residents from Pacific Islands: FY '20 Budget Funding
24. Smart 9-1-1 Personal and Building Profile Marketing: FY '20 Budget Funding
25. Fire Pumper: Operational
26. Quick Response Pumper: Operational
27. Fire Accreditation: Completion
28. Police Officer Recruitment and Retention

► **Management in Progress 2018 – 2020** (*Continued*)

29. 21st Century Policing Guide
30. Code Enforcement Accela Program: FY '20 Budget Funding
31. Barrington Lakes Reservoir Abandonment
32. Downtown Commercial Buildings Evaluation and Assessment Report: Identification
33. Low Income Housing Tax Credits Program/Project: Case Basis
34. Abandoned/Vacant Buildings/Structures Report: Monthly
35. Grant Management Software: Implementation
36. Liquor License Process Review
37. InVision Facility Management Software Design and Implementation
38. Accounts Payable Workflow
39. Socrata Open Performance and Open Government Dashboard
40. Health Benefits Consulting and Actuarial Services: Contract
41. Workers Compensation Claims Management: Contract
42. Mobile Asset Management Software: FY '20 Budget Funding
43. I-Net Connection for Remote Site: WRRC, Fire Leisure Services FY '20 budget Request
44. Indirect Rate for Grants: Creation
45. Mobile/Roaming Vendors/Concession Agreements and Permit Process Review
46. Direct Time Entry and Employee Access Center: Implementation
47. Plan for City Expo 2019
48. Water Source Initial Plan and Distribution Hydraulic Model Master Plan
49. Solid Waste Study
50. Sanitary Sewer System Condition Assessment: FY '20 Budget
51. Community Climate Action and Resiliency Plan: Update
52. STAR Re-Certification
53. Emerald Ash Borer Program: Implementation
54. Lead and Copper Rule Compliance Water Sampling and Testing
55. My Brother's Keeper
56. All America City Application
57. City Focus Magazine
58. Bee Branch "Beekeepers" Initiative
59. City Channel Dubuque Programming: Distribution Options
60. GIS Story Map
61. Language Translation Strategy
62. Four Mounds Foundation/HEART Program
63. Bunker Hill Golf Course Irrigation Project Phase 3 – FY '20 Budget Funding
64. Kindle e-Readers to Nursing Homes

► **Management in Progress 2018 – 2020** *(Continued)*

- 65. How-to-Create Videos – Library YouTube Channel
- 66. Downtown Parking Signage Ordinance: Update
- 67. Highway 20 Landscaping: Plan, FY '20 Budget Funding
- 68. Airport Security Program: Upgrade
- 69. New Aviation Facility (University of Dubuque)
- 70. Bus Routes: Update
- 71. Comprehensive Pavement Preservation Plan: Development FY '20 Budget Funding

Major Projects 2018 – 2020

City of Dubuque

► Major Projects 2018 – 2020

1. Airport Terminal Landscaping
2. Communications Center Remodel
3. Police Shooting Range Development (with Dubuque County Sheriff)
4. Fire Headquarter and Stations ADA Compliance
5. Fire Station HVAC and Lighting Improvements
6. Lowell Street Retaining Wall Repair
7. Purina Drive Salt Storage Building Project
8. Kerper Boulevard Sanitary Sewer
9. Washington Street 30” Force Main Phase 2
10. Well Abandonment Project (Vernon and Barrington Lakes System)
11. Water Meter Replacement for Vernon and Barrington Lakes
12. West 3rd Street Reservoir Generator: FY '20 Budget
13. Tamarac Water Main Extension
14. Bee Branch Project (Garfield to Comiskey and Under Railroad)
15. WRRC Outfall Manhole Reconstruction
16. 17th/West Locust HUD Resiliency Storm Sewer Improvement Project
17. 22nd/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project
18. Energy Efficient Street Lights
19. Water Tank Inspection Program and Maintenance
20. Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects
21. Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request
22. City Light Pole Banners
23. Bus Wrap Advertising
24. Creek Wood Park: Opening
25. Skate Park Development
26. English Ridge Subdivision Park Development
27. Grand River Center: Upgrade Projects
28. Eagle Point Park Ecological Restoration Project
29. Roundabouts

► **Major Projects 2018 – 2020** (*Continued*)

30. Airport Signage – Highway 61
31. Washington Street Improvements (7th to 9th)
32. Menards Frontage Road
33. Surface Parking Lots Paving
34. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension
35. Four Laning Southwest Arterial: Completion
36. Highway 52 Repaving
37. Chavenelle Road Rehabilitation
38. Chavenelle Road Hike/Bike Trail

GOAL 1**ROBUST LOCAL ECONOMY: DIVERSE
BUSINESSES AND JOBS WITH ECONOMIC
PROSPERITY****ACHIEVEMENTS 2018 – 2019**

1. Bee Branch Project: Agreement Canadian Pacific Railroad
2. Dupaco Project in Historic Millwork District
3. Hotel in Historic Millwork District
4. FlexSteel Project
5. Broadband Plan: 4000 homes in 2020, Multiple Vendors
6. Southwest Arterial – Four Laning Decision
7. Potential Development on Southwest Arterial with 4-laning
8. Boutique Hotel
9. Metx Building
10. GDDC Initiative – “Big Life, Small Town”
11. New Jobs 1000 during 2018-2019
12. Airport Corporate Flights Increases
13. River Dock: Progress
14. Airport Sign
15. Airport Terminal Landscaping
16. Dubuque Jet Center Services

ACHIEVEMENTS 2018 – 2019

- | |
|--|
| <ul style="list-style-type: none">17. Brewing and Malting Development18. Rent to Own19. Economic Impacts of Historic Preservation Survey |
|--|

GOAL 2**VIBRANT COMMUNITY: HEALTHY AND SAFE****ACHIEVEMENTS 2018 – 2019**

1. Fewer “Shots Fired”
2. Brain Health Task Force
3. Crescent Center: Expanded Mental Health Services and Programs
4. Pacific Islander Health Services and Prevention
5. Safe Space for Kids
6. Lower Crime Rate
7. Increased Presence and Use of Cameras
8. Higher Crime Clearance Rate
9. Fire Station-West: CIP Project and Future Funding
10. Fire Staffing: Adding 12 New Firefighters by 2024
11. 3rd Ambulance Pilot
12. Fire Gold Plus – Heart Attacks
13. Additional School Resource Officers [3]
14. New Radion System at Communications Center
15. Indoor Farmers Market
16. Pesticide-free Program for Parks
17. Lead Pipe Line Replacement

ACHIEVEMENTS 2018 – 2019

18. Rental Housing Inspections: Increased for Problem Properties
19. Healthy Local Foods, including Organic Food Store
20. Bee Branch Healthy Homes [120]
21. Additional Meals: Breakfast/Lunch and Snack/Dinner
22. EMS Equipment Replacement
23. 21st Century Policing Guide
24. 2018 Community Health Needs Assessment Plan
25. Communications Center Remodel

GOAL 3

LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

ACHIEVEMENTS 2018 – 2019

1. Bee Branch: It Worked!
2. 230 Special Events, including Block Parties
3. CHANGE Program: Rent to Own
4. True North: 5 Properties Acquired
5. Affordable Housing Project
6. 30 Units Home Rehabilitation at West 17th/Bee Branch
7. Rental License Fee Waiver or \$85 fee for Second Inspection
8. Housing Needs Study
9. Source of Income
10. Downtown 2nd Floor Rehabilitation: \$20,000 per Living Unit
11. Crest Wood Neighborhood Park
12. Tree Planting
13. Adopt-a-Spot Program
14. Valentine Park Expansion
15. Increased Number of Housing Starts
16. HOME Grants
17. Bee Branch Neighborhood Improvements: Next Steps

GOAL 4**FINANCIALLY RESPONSIBLE, HIGH
PERFORMANCE CITY ORGANIZATION:
SUSTAINABLE, EQUITABLE AND EFFECTIVE
SERVICE DELIVERY****ACHIEVEMENTS 2018 – 2019**

1. Balanced Budget FY '20 without Tax Increase
2. Addition Positions
3. Grant Management Software
4. Grants for Projects
5. Financial Reserves at 20%
6. High Performing City Government
7. Financial Management System: Funded
8. Paperless Accounts Payable
9. Pump Stations Grant
10. Utility Builder Payment Tracking
11. Office 375
12. City/County 911 Funding: More Equitable
13. Parental Leave Policy and Funding
14. Boards and Commissions Agendas
15. Digital Plan Submittals
16. Purina Drive Salt Storage Building

GOAL 5

SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

ACHIEVEMENTS 2018 – 2019

1. Methane Waste Product: Partnership with Private Contractor
2. State Ecological Restoration Grant: Four Mounds
3. Valentine Park with Native Plants
4. Roosevelt Water Tower: Drinking Water
5. Eagle Point Park: Donation of 12 Acres for Natural Area
6. Preserve Architecture Survey: Four Mounds – Pre-historic sites and Eagle Point – Mining
7. Water Storage and Supply Study
8. Water Service Line – Lead: Completion
9. Greenhouse Gas Emissions Reduction
10. Hydraulic Distribution Model
11. Climate Action Plan
12. Solar Panels for Fire Stations
13. Flood Wall Strengthening
14. New Partnership at E. B. Lyons
15. Emerald Ash Borer Program
16. Brownfield Grants
17. DNR Grant for Nutrient Trading
18. Bio-Gas Conversion
19. Stormwater Projects: 17th Street and 22nd Street

ACHIEVEMENTS 2018 – 2019

- | |
|---|
| <ul style="list-style-type: none">20. Washington Street 30” Sanitary Force Main21. Water Meter Replacement for Vernon and Barrington Lakes22. West 3rd Street Reservoir Generator23. Tamarac Water Main Extension |
|---|

GOAL 6

PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIALE AND EQUITABLE

ACHIEVEMENTS 2018 – 2019

1. Inclusive Dubuque: Support
2. Metro Coalition
3. Boys/Girls Club
4. ICMA Fellow
5. Miracle League of Arizona Cities & Towns
6. GDDC Childcare and Workforce – “Big Life, Small Town”
7. ADA Accessibility
8. Multi-Cultural Family Center
9. Teen Program Expansion
10. Summer Reading Program
11. Americorp Program
12. All-America City Award Application
13. College Night Bus Services
14. CDL Apprentice Program
15. Federal Opportunity Zone [2]
16. Veterans Park

ACHIEVEMENTS 2018 – 2019

17. Skate Park
18. Steeple Square Project
19. Poverty Reduction Strategy
20. Arts Master Plan
21. Truth North
22. Census Group – Complete Count
23. Green and Healthy Homes
24. Build-a-Better Block: Demonstration
25. Citizen Driven Ordinances: Door Hangers and Restricted Parking
26. City Light Pole Banners

GOAL 7**DIVERSE ARTS, CULTURE, PARKS AND
RECREATION EXPERIENCES AND
ACTIVITIES****ACHIEVEMENTS 2018 – 2019**

1. Art on the River
2. Pet Friendly Community Study
3. Pickle Ball Courts: Resurface [9]
4. Miracle League Project
5. Grand River: Upgrade
6. Veterans Park
7. WiFi in Parks
8. New Murals on Central Avenue Corridor
9. Multi-Cultural Family Center: Cultural Events and Activities; Teen Events
10. Library Home Bound Program for Residents
11. Bicycle Library Program
12. Library Virtual Reality Program
13. Library Hot Spots
14. Library Streaming Movie
15. Library Whisper Program
16. Five Flags Study 2
17. Events at Five Flags
18. New Marquee at Five Flags
19. How-to Create a Video = Library YouTube Channel

GOAL 8**CONNECTED COMMUNITY: EQUITABLE
TRANSPORTATION, TECHNOLOGY
INFRASTRUCTURE, AND MOBILITY****ACHIEVEMENTS 2018 – 2019**

1. Transit Service and Routes
2. Transit Ridership: Up
3. Transit Garage
4. Trail Connection: Using Bee Branch Trails
5. Early Routes to Work
6. New Buses [9] (4/20)
7. Trip Smart
8. Broadband Services to the Community
9. Southwest Arterial Four Laning
10. North Casade Roa
11. Roundabout: Radford and Pennsylvania
12. University/Grandview Roundabout
13. Menards Light Eliminated and Frontage Road
14. Airport Sign
15. Chavenelle Road Improvements
16. Washington Street Undergrounding

City of Dubuque Success for 2018 – 2019

1. Canadian Pacific Railroad Agreement
2. SW Arterial 4-Laning
3. Bee Branch Next Phase
4. Transit Garage
5. Transit Routes and Increased Ridership
6. Bio-Gas Conversion
7. DUPACO in Millwork District
8. Growth in Millwork District
 - a. Hotel
 - b. Plan for Parking
 - c. New Businesses
 - d. FelxSteel
9. Stormwater Projects
 - a. 17th Street
 - b. 22nd Street
10. Housing Starts
11. Flood Protection: It Works
12. HOME Grant

13. Financial Strength: Debt Reduction, Additional Funding for Reserves
14. Rental Housing Program: Achieving Goals and Landlords Report
15. Additional Firefighters for Future Fire Station #7
16. Overall Crime Reduction
17. Fewer Shots Fired
18. Citizen Driven Ordinance:
 - a. Door Hanger
 - b. Restricted Parking Program
19. Miracle League Partnership and Support
20. Multi-Cultural Family Center
21. Parental Leave Policy
22. Skate Park
23. Additional City Staff

C

Board and Commission Successes 2018 – 2019

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Airport Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: New Army Reserve Lease agreement, Operations Permit for P&N Aviation, and approved airport insurance schedules A, B, D, E, F, G, H, K, and O. Working with corporate aircraft operators to permanently relocate aircraft to Dubuque.

Impacts: Increased revenue flow to airport, larger base of business aircraft, new flight training and aircraft rental options available, and protect the airport and City from lawsuits.

Success: Held public hearing on Snow Removal Equipment (SRE), approved acquisition bid materials and specifications, approved funding, and awarded contract.

Impacts: Modernizing the snow removal equipment fleet at the airport. Will ensure better reliability of SRE with a new fleet.

Success: Approved submission of: 5 year Airport Capital Improvement Program to FAA, 5 year program to IA DOT, development and implementation of an updated Disadvantaged Business Enterprise program, and acceptance of an FAA grant funding an updated airport master plan. Closed out FAA grants 58, 60, and 62.

Impacts: Ensures not only eligibility for FAA and state grants, but compliance with all laws associated with fair and equitable treatment of bidders and contracts. Providing fiscally responsible controls in grants management.

Success: Remodeled the Dubuque Jet Center facilities.

Impacts: Created a pleasant facility and a professional first impression for the business traveler.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Arts & Cultural Affairs

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: Now have steering committee and working groups are now in place for Task Force.

Impacts: Making progress on the recommendations of the Master Plan.

Success: Change in Art on the River event. More interactive, expanded with more community engagement and more inclusive inviting underrepresented groups to participate.

Impacts: More inclusive event for the community.

Success: Operating and Special Projects grants was streamlined.

Impacts: Ease of application and of awards to the arts organizations.

Success: Developed calendar for Commission and goal setting/strategic planning work session for Commission which was accomplished. Annual events, and long term goals are implemented. This policy has moved to the Task Force Working Groups reporting.

Impacts: Making progress on the Master Plan.

Success: Arts Mean Business Luncheon was a success bringing in new partners and artists. Speakers selected were very well selected and received. And discussion groups in colleges

Impacts: Developing a portion of the Master Plan by focusing on the economic impact of the arts in our community.

Success: Winter Ice Sculpture: was a success, and under discussion on partnering with another group.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Cable TV Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: Overseeing the Capital Grant for Access Equipment & Facilities was a success for the past year. Requests were received from Mediacom, Loras College, Dubuque Community Schools, and the City. A total of \$123,302 was awarded in FY19 as of April 30, 2019. The funding was used to purchase new playback and graphics servers at Mediacom, Loras, and the School District, and also to upgrade the routing facilities at City Hall Annex.

Impacts: The PEG Fund has a positive impact on the community by enabling local non-profit organizations and institutions to communicate the programs and initiatives by which they serve the public.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Five Flags Civic Center Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: Public awareness is greatly increased by both events held at the Civic Center and the work on the Phase 2 Study. Created a lot of community engagement in the future of Five Flags as well as events and activities.

Impacts: Citizen engagement in the future of Five Flags as well as events and activities.

Success: In-house marketing: Successful increase in marketing took place. Concerts and events offered from family friendly, Nelly, Morgan Wallen to Brothers Osbourne.

Impacts: Opportunities for all to experience diverse cultural and entertainment events. Family oriented activities for all generations. Better access and use of city facilities.

Maximizing concession revenue and creative auxiliary income such as sponsorships throughout the year.

Impacts: Sound and responsible financial management. Revenue opportunities for charities as they raise funds and volunteer.

Success: Walk-through metal detectors approved in FY 20 budget.

Impacts: Increased security for attendees in Civic Center.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Human Rights Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: Influenced the creation of an equity coordinator position with the Dubuque Community School District and obtained positions on their equity advisory group.

Impacts: Ongoing dialogue amongst various groups concerned about advancing equity

Success: Successful goal setting with facilitators David Olson and Nancy Bradley

Impacts: Clear goals and making progress on them monthly

Success: Made clear to GDDC and Main Street that expect accountability regarding resident displacement

Impacts: Ongoing dialogue and active engagement in related community forums by individual commissioners.

Success: Coordinated meeting after the hate incident at a local rental property and had diverse representation and positive dialogue at the meeting.

Impacts: Idea for hosting a race conference arose at this meeting and several attendees from the original meeting are now assisting with planning the conference.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Library Board

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: Conducted a six-month trial not charging fines for overdue materials in an effort to increase access to library resources, particularly for youth. If successful the library will request support from the City Council to eliminate fines permanently. During the six month of the trial, no significant change in returns was noticed. Having fines or not did not change behavior of those returning materials. In fact, a greater number of the long overdue items (60+ days) were returned compared to a period with fines.

Impacts: Impact of the six-month trial: 16.7% increase in the number of youth accounts opened and a 4.2% decrease in the number of youth accounts blocked due to fine balances. This is statistically significant.

Success: Contracted for a community survey to determine overall satisfaction with library collection and services as well as understand a demand, if any, for expansion to the west side of Dubuque.

Impacts: Continued relevancy of the library in the community. Meet identified needs in the community for recreational and informational materials and services.

Success: Launched a social media marketing campaign

Impacts: More people used the library. New cards issued in 2018 increased 13% compared to 2017. The checkout of e-Books and e-Audio increased 37% compared to 2017 and streaming video increased 124%. Freegal music use increased in use by 28%, Facebook engagement increased 292% and Twitter followers increased 103%

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Long Range Planning Advisory Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: **Implementation of the 2017 *Imagine Dubuque* Comprehensive Plan through a collective impact model is funded.** A contract with Teska Associates is funded for two years to create and implement a collective impact model with community stakeholders, businesses, organizations, City staff, and residents. The LRPAC will be actively leading and participating with the consultants on the Imagine Dubuque Plan's implementation.

Impacts: **Partnership for a Better Dubuque:** Partner for equity. **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community.

Success: **Process to qualify and quantify the effectiveness of the 2017 *Imagine Dubuque* Comprehensive Plan is underway.** The Imagine Dubuque Technical Team and Teska Associates are working with City staff and the LRPAC on a system to track where, when and how the Plan is being implemented and to measure the Plan's effectiveness based on the City Council goals, STAR and other key performance measures, and the City's Equity Indicators.

Impacts: **Partnership for a Better Dubuque:** Partner for equity. **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community.

Success: **Implementation of the 2017 *Imagine Dubuque* Comprehensive Plan within the City organization is underway.** In addition to the work with the Imagine Dubuque technical Team, the City's Leadership Team (Department and Division Managers and Program Supervisors) practiced how they can align Imagine Dubuque's Call to Action recommendations interdepartmentally with recommendations that go on to inform the Department Managers and City Council goal setting sessions in 2019.

Impacts: **Partnership for a Better Dubuque:** Partner for equity. **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June / July 2018

BOARD/COMMISSION: Park and Recreation Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: Review, approve and recommend grants, planning and budgeting of Leisure Services plans and projects including Miracle League, Bee Branch, Comiskey Park, Valentine Park, Washington Park, Skate Park, and numerous landscape areas.

Impacts: Parks and recreational amenities for all and choices for residents' leisure time. Partnerships with non-profits to add recreational amenities.

Success: Continuing care for Eagle Point Park including development of Ecological Restoration Plan, Cedar Shingle Roof Replacement, and infrastructure repairs.

Impacts: Significant donation of land and continued enjoyment of treasured places.

Success: Institute creation of Pet-Friendly working group.

Impacts: Increase customer engagement with city policies concerning pets for an equitable community.

Success: Unfreezing Parks Division positions and reclassing communication assistant position for Recreation Division.

Impacts: Better capacity to work on deferred maintenance projects and reaching a broader community.

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Resilient Community Advisory Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: GHG Inventory

Impacts: Robust Climate Action Plan; know where we are in reference to the 50% by 2030 Goal.

Success: Data collection and research – sent a clear message that it is a priority

Impacts: Funding by Council for Poverty Reduction Study

Success: Increased outreach to other City departments

Impacts: Increased coordination, awareness and relationships to work cross-functionally.

Success: Policy review of brain health and healthy food data

Impacts: General public has better information & is taking action on issues

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Zoning Advisory Commission

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: **Interactive Zoning** Map is an online web application that allows users to zoom into an aerial photo of a property and receive parcel, address and zoning information. It was created to give 24-hour access to residents, Appraisers, Realtors, etc. This tool was visited 1,029 times in FY 2018. It has reduced telephone inquiries, thereby improving customer service.

Impacts: **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community

Success: The Zoning Advisory Commission reviewed 53 cases in Fiscal Year 2018.

Impacts: **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community

Success: **2018 COMMISSION INITIATIVE: Bylaws Amendment for Ex Parte Communication** – In response to a recent Iowa Court case, the Commission amended their Bylaws re: ex parte communication for traditional and quasi-judicial rezonings, and the changes in the Bylaws into their monthly packets and procedures.

Impacts: **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community

Success: **INPUT-ORIENTED COMMISSION** – The Zoning Advisory Commission is accessible and responsive to the citizen's input as applicable.

Impacts: **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community

BOARD AND COMMISSION SUCCESSES

2018 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Zoning Board of Adjustment

Please list your Board/Commission's 3 – 4 most significant accomplishments during the last year 2018 – 2019.

Success: **Interactive Zoning** Map is an online web application that allows users to zoom into an aerial photo of a property and receive parcel, address and zoning information. It was created to give 24-hour access to residents, Appraisers, Realtors, etc. This tool was visited 1,029 times in FY 2018. It has reduced telephone inquiries, thereby improving customer service.

Impacts: **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community

Success: The Zoning Board of Adjustment held public hearing on 48 cases in Fiscal Year 2018.

Impacts: **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community

Departmental Successes
2018
Dubuque, Iowa
June 2019

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Airport

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Airline Headquarters meeting with key members of the Dubuque Area Chamber of Commerce

Impacts: Well received meeting critical to opening new hubs and expanding airline service with new hubs.

Success: Passed FAA Part 139 inspection without any discrepancies (again).

Impacts: We are doing it right and safely.

Success: Hosted 12th annual North American Trainers Association formation clinic

Impacts: Estimated annual impact to the community is in excess of \$200,000

Success: Continued growth in number of business jets based at the airport

Impacts: Higher cash flow, more activity at the airport, more job opportunities

Success: Airport Open House Conducted

Impacts: 2,500-3,000 attended free event

Success: Experimental Aircraft Association and University of Dubuque Fly-In Breakfasts & Color Run

Impacts: Supported breakfasts with equipment, furnishings, and staff, supported Color Run with staff to raise awareness on Human Trafficking.

Success: 12.6% increase in overall Jet A fuel sales

Impacts: Exceeded CY 2017 sales, more revenue

Success: 12.5% Increase in AVGAS fuel sales

Impacts: Exceeded CY 2017 sales, more revenue

Success: Julien Dubuque International Film Festival sponsor

Impacts: More inbound traffic and showcasing Dubuque with associated economic impact

Success: Opened flightline to 3,000 members of the public to view July 3rd Airshow performing aircraft

Impacts: Gave the public a chance to see the aircraft up close and talk to the aircrews.

Success: New Corporate flight department on the field with 2 aircraft

Impacts: More fuel sales and lease payments

Success: Capped old water wells

Impacts: No longer required to monitor and test, operational efficiency improved.

Success: Completed terminal area landscaping

Impacts: More attractive first and last impression of Dubuque.

Success: UD's Babka Flight Operations Center completed

Impacts: New state of the art facility for flight training.

Success: Significant Hangar improvements

Impacts: New lights, roof, door system, etc. Investing today allows for long term use.

Success: Completed Jet Center remodeling

Impacts: More attractive first and last impression of Dubuque for the business traveler.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Building Services

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The Building Services Department Issued 4,401 Permits in Fiscal Year 2018

Impacts: Building permits are the principal mechanism to ensure quality construction and safe buildings for our community. Through these efforts, we are supporting investments in our community and contributing towards a vibrant community that is healthy and safe.

Success: Permit Revenue totaled \$697,979 in FY18, a 3% increase from FY17 (\$675,127)

Impacts: The Building Services Department is currently 82.53% self-supporting. Permit revenues is instrumental in providing the funding for our services to ensure we are a vibrant community that is healthy and safe.

Success: Staff completed 225 hours of plan reviews in FY18, with over 283 commercial construction projects and 72 single family homes. Plan review revenue was \$15,300 in FY18.

Impacts: Plan review is the administrative task of ensuring projects conform with current code requirements and building best practices prior to the project beginning. These administrative efforts contribute toward the quality and safety of construction and lead to amore vibrant, healthy and safe community.

Success: A total of 864 buildings were inspected for ADA compliance since the program's inception as of FY18. Sixty-three percent (63%) have achieved full compliance and thirty-five percent (35%) are partially compliant.

Impacts: Accessibility is a fundamental expectation and integral to the community's equity efforts. Through the inspection and compliance process, we are helping to enhance access throughout our community for all residents regardless of abilities.

Success: Building Services Staff licensed and inspected an average of 62 Vacant and/or Abandoned Buildings' (VAB) in FY18, which is a 24% increase from FY17

Impacts: Vacant and abandoned buildings can quickly become neighborhood nuisances and attractants for criminal activities. Licensing of these buildings affords the city an opportunity to identify their location and monitor their maintenance and security. These efforts contribute to becoming a more vibrant, healthy and safe community with more livable neighborhoods.

Success: Inspection staff addressed 147 code enforcement referrals in FY18. This is 27% increase from FY17

Impacts: Property maintenance code enforcements is our tool to require substandard buildings and property be in compliance with property maintenance codes. These efforts contribute to becoming a more vibrant, healthy and safe community with more livable neighborhoods.

Success: The Building Services Department implemented Digital Plan Review in FY18. Leveraging existing equipment and software, the department was able to modernize our permit application and review process for less than \$500.

Impacts: Digitizing plan submittal and review results in greater coordination and efficiency within the City of Dubuque organization while saving our customers money by reducing or negating the need to professionally print paper plan sets. It also allows us to store digital records for indefinite periods of time rather than six months. These efforts contribute toward a financially responsible, high-performance city organization.

Success: Implemented digital workflows for all projects that require plan review. Utilizing the city's existing file sharing system, the Department created concurrent workflow systems for residential and commercial new construction, additions, and accessory structures.

Impacts: This system allows for the many development stakeholders within the City of Dubuque organization to electronically receive, review, and comment on plans on their desktops and mobile devices, rather than making special trips to Building Services Department. The system better shares information and enhances coordination within the organization. These efforts contribute toward a financially responsible, high-performance city organization.

Success: Completed a comprehensive fee analysis for Iowa's ten largest cities.

Impacts: Based on the results of the analysis, residential permit fees were increased, and commercial permit fees decreased. In addition, plan review fees increased. This effort to align Dubuque's fee schedule with the average of all other community's fee schedules. Implementation is to occur over two years. This was an equitable and a detailed approach to ensuring our services are competitive with those of neighboring communities and self-supporting, while not being overly burdensome on Dubuque construction professionals.

Success: Our Facilities Management division maintained over 140,000 square feet of public buildings.

Impacts: These efforts ensure public buildings that are welcoming, clean, well maintained and a source of pride for residents. This works further the city's efforts toward being a vibrant that is healthy and safe and a great place to live.

Success: Secured a Mobile Panic Button and Mass Notification System.

Impacts: This system will augment the existing panic buttons used in city facilities and will be an innovative solution to better prepare, respond, and communicate during emergencies. users to send unlimited messages to unlimited recipients with an easy to use interface accessible from any internet-connected device. In two clicks, a user can send multi-modal messages via text, email, voice, and more. The application would immediately dial 9-1-1 while simultaneously sending notifications to people on-site of the incident for a faster and more effective emergency response. This messaging would come as email notifications and push notifications for users enrolled in the system. It accelerates response and instantly alerts others on site who may be in danger or who could provide faster intervention in the event of an active shooter, medical, or police emergency. This makes our public buildings safer places for employees and residents.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: City Clerk's Office

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Completed and instituted the Mobile Vendor Permit Application Process

- Impacts:**
- Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses
 - Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents
 - Have family-oriented programs and activities
 - Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents
 - Have family-oriented programs and activities
 - Expand arts and cultural opportunities with access for all

Imagine Dubuque Comprehensive Plan:

Economic Prosperity/Robust Local Economy-Food, Arts & Culture

Success: Special Events Permit Process amended to allow event organizers to access past, online permit information for continuity and expedition of event requests

- Impacts:**
- Complete the Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment – a model for developers and other cities
 - Have strong vibrant 24/7 residential/central business core (Dubuque Main Street Service Area Downtown, Central Avenue Corridor and Dubuque Millwork District), including residential opportunities, retail and entertainment
 - Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses

Imagine Dubuque Comprehensive Plan:

Economic Prosperity/Robust Local Economy-Food, Arts & Culture

Success: Amended and expanded Farmer’s Market Ordinance to coincide with State-level changes to allow the convenient inclusion of night markets and other market-type activities.

- Impacts:**
- Create a resilient regional Dubuque economy
 - Retain, expand and grow local businesses
 - Support innovators and diverse entrepreneurs
 - Complete the Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment – a model for developers and other cities
 - Have strong vibrant 24/7 residential/central business core (Dubuque Main Street Service Area Downtown, Central Avenue Corridor and Dubuque Millwork District), including residential opportunities, retail and entertainment
 - Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses
 - Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents
 - Have family-oriented programs and activities
 - Expand arts and cultural opportunities with access for all

Imagine Dubuque Comprehensive Plan:

Economic Prosperity/Robust Local Economy-Food, Arts & Culture

DEPARTMENTAL SUCCESSES 2018 - 2019

Dubuque, Iowa

June 2019

DEPARTMENT: City Manager's Office – Administrative

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Establishment of High Performing Organization partnership with Cartegraph, including initial employee survey, training of 50 HPO Ambassadors, and process improvement through the EPIC (Employee Platform for Innovative Change) team.

Impacts: This work moves us towards the City Council goal of Financially Responsible, High Performance Organization, and also helps us to achieve the other seven goals more efficiently and effectively. Specifically, it helps us meet the outcomes of:

- Service value for taxes and fees
- Provide City services responsive to the community

Success: Organizational leadership in aligning City Council Goals & Priorities reports, Budget performance measures, Socrata platforms, Equity Toolkit, and STAR Outcomes. Leadership included training, development of tools and resources, and convening of cross-departmental teams to align project planning and reporting around City Council's eight goal areas.

Impacts: Financially Responsible, High Performing Organization:

- Provide City services responsive to the community.
- Provide easy access to City information and services for all.

Success: Launched the City's SPIRIT employee awards program to celebrate employee successes and high performance.

Impacts: Improving employee morale was one of the opportunities for improvement identified in the Cartegraph employee survey. Increased morale leads to increased productivity, employee retention, and other positive outcomes.

Success: Revitalized new employee orientation & completed the process for backlog of employees hired in last two years.

Impacts: Financially Responsible, High Performing Organization:

- Provide City services responsive to the community
- Easy, convenient access to City information and services

Success: Secured Iowa Great Places designation for the Driftless North End and \$285,762 to complete site assessment at historic Mathias Ham House.

Impacts: Partnership for a Better Dubuque:

- Have non-profit institutions, private businesses and educational institutions contributing toward implementation of the Imagine Dubuque plan

Diverse Arts, Culture, Parks & Recreation: Experiences for All

- Family oriented activities for all generations
- Accessible, equitable and diverse recreational and enrichment programs, facilities and activities

Success: Improved percent of issues resolved by City Managers Office in 10 days or less from 73% to 83%, and created new Problem Property and Municipal Infraction workflows to better track enforcement of IPMC and other compliance issues.

Impacts: Financially Responsible, High Performing Organization:

- Provide City services responsive to the community

DEPARTMENTAL SUCCESSES 2018 - 2019

Dubuque, Iowa

June 2019

DEPARTMENT: **City Manager's Office – Intergovernmental Relations and Strategic Partnerships**

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Preserved the backfill

Impacts: Avoided budget cuts that would have negative impact on Dubuque residents.

Success: Preserved TIF in Iowa legislature

Impacts: Enable continued economic growth and housing development in the City, particularly in downtown and on the riverfront.

Success: Preserve the State Historic Tax Credit in Iowa legislature

Impacts: Support continued growth and redevelopment in downtown Dubuque.

Success: Partnered with ECIA to successfully win an \$800,000 EPA Brownfields Revolving Loan Fund award. A portion will be forgiven.

Impacts: Gain additional grant funding to remediate sites i.e. Blum, Flexsteel, HMD, South Port.

Success: In partnership with the Dubuque Community School District, successfully lobbied for and passed legislation extending SAVE.

Impacts: Extension provides funding certainty for DCSD as they plan for the future.

Success: Partnered successfully with Dupaco for restoration of the Voices Building

Impacts: Creating jobs and economic growth for the City.

Success: Joined Chamber of Commerce in sponsorship of annual Dubuque Night in Des Moines

Impacts: Hosted over 350 legislators and Dubuquers to discuss community priorities.

Success: Working with NICC, will submit the Environmental Workforce grant in partnership with Iowa Works and local businesses

Impacts: Expand NICC job training program to include environmental mitigation occupations

Success: Hosted federal and regional EDA officials for a Regional Economic Development Summit in partnership with ECIS. Over 100 attended to discuss solutions to work force needs.

Impacts: Businesses and government join together to identify concrete steps to enhance Dubuque for workforce growth for new and returning employees.

Success: Land and Water Conservation Fund grant secured for \$175,000 for the Bee Branch Trail Connector. Laura Carstens, Planning Director, lead grant writer.

Impacts: This “missing link” trail will connect the Upper and Lower Bee Branch and the Dubuque Heritage Trail with the Mississippi River Trail (MRT). Trails are a workforce development priority.

Success: Planning Assistance to States, Army Corps of Engineers grant secured, implementation underway.

Impacts: Specific planning effort will ensue for priority environmental, recreational and dredging projects. This will be done in partnership with the USACE Rock Island district over the next two years. This planning is required for future grant applications that could focus on recreational trails, boat launches, slow water channels, fishing piers, floodwall enhancements, large cruise boat docking expansions, and other priorities of City Council.

Success: Traveled to Washington DC with City staff and partners from ECIA, GDDC, Smart Growth Development of Iowa to meet with US Depts of Transportation, EPA, White House Office of Intergovernmental Affairs, Economic Innovation Group and congressional members and staff.

Impacts: Maintain a constant communication with federal partners in the Legislative and Executive branches of government. Advanced our understanding of Opportunity Zones.

Success: Brownfield grant secured for the Bee Branch Creek restoration project.

Impacts: Complete flood control project for the North End.

Success: \$2.5 million EDA grant secured for replacement gates and pumps at 16th Street detention basin

Impacts: Create greater flood protection for the city.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: CMO – Sustainability

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hired Sustainability Coordinator

Impacts: High Performance City Organization – more capacity to continue the work that was being done by previous coordinator

Success: 12th annual Growing Sustainable Communities conference hosted 546 attendees from 119 cities / 24 states and provinces, in Dubuque, to learn from our sustainability-related best practices.

Impacts: Dubuque continues to be seen as a strong partner with national associations and agencies and is identified as a model for sustainable and resilient communities.

Success: Development of Municipal Alternative Fleet Strategy, building on results of AFLEET analysis

Impacts: Financially Responsible Organization and Sustainable Environment – understanding what we have, and where improvements can be made for efficiency, reduction of Greenhouse Gases and saving money.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Economic Development

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Assisted in exterior improvements to 6 buildings downtown through downtown rehabilitation grant programs.

Impacts: Improved aesthetics of downtown, which drives economic and community development.

Success: Executed a Development Agreement with Medline for the creation of 105 jobs + \$18 million in leveraged investment.

Impacts: New jobs in the community promote economic prosperity for our residents.

Success: Negotiated Development Agreements with 2 developers (3000 Jackson & Full Circle Communities) for the creation of 146 housing units. Plus, a Development Agreement (Metx) to provide new space for the expanded Community Health Center.

Impacts: Additional quality, affordable housing and conveniently-located health center, which provides quality living conditions.

Success: Disbursed microloan funding to 3 downtown businesses.

Impacts: Assists low-income entrepreneurs in starting their own business, in order to eventually increase their earnings.

Success: Dubuque Initiatives staff support regarding the Flexsteel redevelopment project.

Impacts: Will create land available for light industrial purposes in the North End of Dubuque. Not only will this remediate a site that otherwise would sit vacant, it creates an opportunity for jobs on this end of town.

Success: Investigated Opportunity Zone funding program for private investment in projects.

Impacts: Potential for increased investment in two downtown census tracts, assisting with economic development efforts.

Success: Art on the River exhibit opening with increased, inclusive programming. Attendance at the exhibit opening was higher than in the past, which was anecdotally attributed to the quality of the pieces and the inclusive nature of the food and activities during the event.

Impacts: Provided arts/cultural experiences for a wider cross-section of Dubuque residents, adding a quality of life opportunity.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Emergency Communications

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Continued instruction of "911 in the Schools" program to all elementary schools in the City and Dubuque County

Impacts: Vibrant Community: Health & Safe - Having residents feeling safe in any neighborhood and throughout the community.

Success: Remodeled Communications Center 4.5 to 6 positions once completed

Impacts: Vibrant Community: Health and Safe - Provide timely response to emergency calls for service

Success: More Camera access throughout the community and other county area

Impacts: Vibrant Community: Health & Safe - Having residents feeling safe in any neighborhood and throughout the community

Success: Emergency Operations Center Planning and Operations

Impacts: Vibrant Community: Health and Safe - Provide timely response to emergency calls for service

Success: New Software for State System

Impacts: Vibrant Community: Health & Safe - Having residents feeling safe in any neighborhood and throughout the community

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Finished construction of the University-Grandview Roundabout

Impacts: This project addresses a City Council Top Priority of Major Streets Improvement. This also addresses an FY 2018 priority regarding the East-West Corridor development. This project helps reduce travel time across the city and provides smoother traffic flow.

Success: Finished construction of the Storm Sewer improvements on 22nd Street (Elm to White)

Impacts: This project directly addresses the City Council Top Priority of Major Streets Improvement. The project also addresses reducing repeated flooding in this area by enlarging the conveyance capacity of the storm sewer.

Success: 17th Street Storm Sewer Improvements (Elm to Heeb) – Underground utilities completed.

Impacts: This project directly addresses the City Council Top Priority of Major Streets Improvement. The project also addresses reducing repeated flooding in this area by enlarging the conveyance capacity of the storm sewer.

Success: 17th Street Storm Sewer Improvements (Elm to RR Tracks)

Impacts: This project addresses reducing repeated flooding in this area by enlarging the conveyance capacity of the storm sewer.

Success: JFK Road-NW Arterial Right Turn Lane Project Completed

Impacts: This project directly addresses the City Council Top Priority of Major Streets Improvement. This project improves conveyance at this intersection which has at time significant delay due to insufficient vehicle storage in the right turn lane.

Success: US 52 Resurfacing (11th Street – Elm to White, White Street – 9th to 11th) Completed

Impacts: This project directly addresses the City Council Top Priority of Major Streets Improvement. These streets were resurfaced to bring them up to a state of good repair. This is an IDOT coordinated project. The improved surface contributes to a better ride for the traveling public and shows good stewardship of public resources. The storm sewer conveyance in the area was also improved to reduce flooding effects in the Historic Millwork District.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Finance/Budget

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Certificate of Achievement of Finance Reporting from GFOA for Comprehensive Annual Financial Report for 30 consecutive years

Impacts: Financially sound and responsible City government

Success: Distinguished Budget Presentation Award from GFOA for the Fiscal Year 2019 budget documents. Award received thirteen consecutive years with special capital recognition in Fiscal Years 2018 and 2019.

Impacts: Financially sound and responsible City government.

Success: Unmodified audit opinion for the June 30, 2018 Comprehensive Annual Financial Report (CAFR)

Impacts: Financially sound and responsible City government.

Success: Financial targets met in FY 2018 and FY2019 and contributed \$1,700,000 to the General Fund Reserve on June 30, 2019.

Impacts: Financially sound and responsible City government.

Success: Implemented Balancing Act interactive budget simulator and taxpayer receipt.

Impacts: Opportunities to become involved in City governance and planning/Maintain and enhance transparent City government and decision making using available technology

Success: Replaced Egov to Paymentus for online payments for Utility Billing. Paymentus allows the City to offer twenty-four-hour automated payment by telephone and enhanced online payment options that include scheduling payment dates and recurring payments.

Impacts: Easy, convenient access to City information and services/Secure City information, including personal information/Customer-focused City service delivery.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Fire

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: One additional firefighter/paramedic position added to roster.

Impacts: Some reduction in overtime costs. Plan to increase staffing for improved coverage on the west end of the city. Vibrant Community, Healthy and Safe – Continue to provide a timely response to emergency calls for service.

Success: Emergency Services Youth Camp Presentations

Impacts: Increased opportunities for local youth to explore public safety careers. Increased recruitment effort to further diversity of employee roster. Robust Local Economy – Have a diverse workforce prepared for 21st century jobs in the global marketplace. Embrace diverse populations that support a diverse multicultural workforce with equitable opportunities.

Success: Automatic Fire Station Alerting System completion

Impacts: Reduced time to dispatch appropriate response units. Vibrant Community, Healthy and Safe – Continue to provide a timely response to emergency calls for service. Financially Responsible, High Performance City Organization – Provide City services responsive to the community.

Success: Business Inspection Program

Impacts: Three-year inspection cycle for commercial businesses to assure fire safety and reduce losses from fires. Vibrant Community, Healthy and Safe – Have residents feeling safe in any neighborhood and throughout the community. Robust Local Economy – Have the infrastructure and amenities to support economic development and growth. Livable Neighborhoods and Housing – Have strong vibrant 24/7 residential/central business core ... including residential opportunities, retail, and entertainment.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Health Services

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: In compliance with FDA National voluntary retail food protection standards.

Impacts: **Vibrant Community: Healthy & Safe**

Success: Emergency Operations Center (EOC) and disaster response planning and exercises.

Impacts: Provide city services responsive to the community and unforeseen events. **Vibrant Community Healthy & Safe.**

Success: Publish monthly food establishment newsletter, distributed via Civic Send.

Impacts: **Effective public health system that focuses on prevention and wellness. Vibrant Community: Healthy & Safe.**

Success: City Employee Volunteer Wellness Committee.

Impacts: Wellness programming, education and opportunities for city employees (no City Council goal).

Success: Consistent nuisance enforcement policy.

Impacts: Greater efficiency, consistency, and timeliness for code violation correction. **City Performance measures/Open Data/Data Governance. Livable Neighborhoods and Housing: Great Place to Live.**

Success: Completed baseline data collection for FDA Standard 9.

Impacts: Initiate targeted intervention strategies to reduce most foodborne illness risk-factor violations. **Vibrant Community: Healthy & Safe.**

Success: Digital recording for swimming pool inspections.

Impacts: Documentation, efficiency, and better service for Certified Pool Operators. **Vibrant Community: Healthy & Safe.**

Success: Secured funding for Lead Hazard Control, Healthy Homes, and Green and Healthy Homes Programs (GHHI). Reduced blood lead level of concern.

Impacts: Reduction in elevated blood lead levels. More lead-safe housing units. Reduced residential environmental health hazards resulting. **Vibrant Community: Healthy & Safe. Livable Neighborhoods and Housing: Great Place to Live**

Success: Completed Community Health Needs Assessment- Health Improvement Plan (CHNA-HIP).

Impacts: **Vibrant Community: Healthy & Safe.**

Success: Humane Society contract revisions.

Impacts: **Vibrant Community: Healthy & Safe.**

Success: Improved payment process for late pet licenses which are issued citations.

Impacts: **Vibrant Community: Healthy & Safe.**

Success: Iowa Department of Inspections and Appeals contract audit/contract renewal.

Impacts: **Vibrant Community: Healthy & Safe.**

Success: PetData contract renewal.

Impacts: Cost effective, efficient method for processing animal licenses. **Vibrant Community: Healthy & Safe.**

Success: Online/electronic pool/tanning/tattoo registration process in AMANDA system.

Impacts: Less staff time processing registrations. **Vibrant Community: Healthy & Safe.**

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Housing & Community Development

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation of Priority Category Status for Landlords

Impacts: Improve housing conditions for health and safety of residents

Success: Implementation of the Tiered Inspection Program

Impacts: Improve housing conditions for health and safety of residents

Success: Reinstatement of the Rental Rehabilitation Program

Impacts: Improve housing conditions for health and safety of residents

Success: Standardize nuisance processes

Impacts: More effective and efficient follow-up of complaints to improve property conditions faster.

Success: Formed an in-house Housing Equity group

Impacts: Specific focus on normalizing equity conversations in-house to then use in community outreach efforts

Success: Implemented weekly Housing Equity Trainings

Impacts: Focus on normalizing equity conversations/terminology in-house to then use in community outreach efforts

Success: True North purchase of 4 properties that were vacant and abandoned and starting the rehabilitation

Impacts: Improving neighborhood conditions, turning vacant buildings into affordable homeownership opportunities.

Success: Significant Progress on Bee Branch Healthy Homes Program

Impacts: Improve housing conditions from the historic impacts of flooding for health and safety of residents

Success: City-owned properties to be completed this year 2243 Central; 2320 Mineral; 2407 Queen

Impacts: Increase homeownership; tax base; ownership/pride in neighborhood/community and rid neighborhood of derelict/abandoned properties

Success: Continued partnership with CHI total 30 purchased/24 sold

Impacts: Increase homeownership; converted rentals to single family; increased tax base (assessed value of completed properties by approx. \$987,000); ownership/pride in neighborhood/community and rid neighborhood of derelict/abandoned properties

Success: IFA State Housing Trust Fund grant received in the amount of \$161,456.

Impacts: Provides additional funds to promote homeownership and rehabilitation in the Washington Neighborhood and allow households below 30% income to purchase anywhere within the City limits

Success: Continued to encourage and market participation in HOME Workshop (59 participants in 2018)

Impacts: More residents wanting to become homeowners vs. renters. Give pride in neighborhoods

Success: Assisted fourteen (18) new First Time Homebuyers with CDBG funds throughout the City

Impacts: Getting younger people to take ownership in the neighborhoods; encourage community involvement

Success: Continued partnership with Four Mounds (HEART) Program
Impacts: Teaching high school students carpentry skills, renovated properties

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Human Rights

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Inclusive Dubuque hired equity coordinator in January 2019; launched C-suite business cohort in February 2019; approved for ongoing funding from Council as part of FY20 budget process; sponsored several community speakers on equity and inclusion; completed second year of Best Practices in Diversity, Equity, and Inclusion

Impacts: Initiatives focused on advancing equity and inclusions are necessary across institutions throughout the community in order to remove structural barriers that are leading to inequitable outcomes.

Success: Equity Core Team finalized equity goals, objectives, and guiding principles for the institution; worked with six departments to complete initial departmental equity plans and conducted self-assessments with three additional departments to begin their plans; Intercultural Facilitators offered staff workshops; Equity Communication Team developed four-page workshop handout with key terms.

Impacts: Developing equity skills and tools and analyzing services through an equity lens assists the City in providing City services that are responsive to the public and ensures easy access to City information and services for all.

Success: Grants and Contracts Equity Team piloted a reporting tool with partners receiving City funds to better measure the ways in which contract partners are supporting the City's efforts to advance equity and inclusion in the community.

Impacts: Partners receiving City funds are engaged in advancing Council goals and community betterment

Success: Facilitated efforts to improve the City's score on the Municipal Equality Index, particularly by ensuring that our employees have access to trans-inclusive health benefits. The language in our benefits plan is being used as an example of a national best practice.

Impacts: Embrace diverse populations that support a diverse multicultural workforce with equitable opportunities.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Information Services

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: WaterSmart – staff led a project to not only bring enhanced water usage and leak notification to this portal but also provided a streamlined bill payment portal.
Utility Billing payment by Phone

Impacts: The Watersmart application provided an enhancement and improvement to on-line billing with bills available online in digital PDF (Adobe) format along with a rich customer portal. Customers not only are presented with billing and usage information but also with leak notifications, usage warnings, tips and recommendations based on user profiles and comparative metrics and now an ability to pay their bills. It allows for better warning and notification to Utility Billing customers in cases of boil orders or water quality/community safety issues. The payment by phone has created great efficiencies for Utility Billing customers along with reduced phone traffic for staff.

This success supports the goal of Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery with outcomes of providing City services responsive to the community and providing easy access to City information and services for all

Success: Office 365 continued implementation of additional modules including SharePoint, Forms and Flow

Impacts: Staff has done some training, set-up and support for enhanced tools available with Office 365. The use of these tools will provide additional communication, collaboration and efficiencies for departments.

Success: VEEAM Backup Implementation

Impacts: Staff replaced an old outdated version of backup software with VEEAM. This software provides very efficient and accurate backups along with freeing the city of backup to tape.

Success: Laserfiche Forms and WorkFlow Continued Build Out Laserfiche Document Management New Applications Implemented

- Forms/Workflow – City Manager, City Clerk, Utility Billing, 911 Dispatch and DLEC Records staff. The process of workflow provides standardization for memo and document submission along with better communication and collaboration among staff. Tony Steffen spent approximately 40 hours designing, creating and updating this process. It can continue to be replicated across many other applications using the concept and code created.
- LF Connector (Autolink of Finance Community Plus & Laserfiche) Implementation of this module links the Finance and Utility Billing Databases to the Laserfiche Document repository in real time

Impacts: Both applications increase efficiencies and accuracy in the departments that are deploying the software. Using Clerk's Office as an example a liquor license application that used to take several days to initiate now is completed within minutes. The entire process is completed in less than 30 days – this process used to take approximately 2 months. The Clerk's Office uses this process a collection notification where all fees must be paid prior to license approval.

The updated memo submission process provides an improved submission and tracking of memos sent to the manager so approvals can be routed corrected, follow-up done and information shared more accurately and more efficiently.

This success supports the goal of Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery with outcomes of providing City services responsive to the community and providing easy access to City information and services for all.

Success: Telecommunications Public Private Partnerships IS has worked in partnership with GDDC, Legal and Engineering on various telecommunications projects. The work is part of a comprehensive broadband acceleration initiative which has at its core a very simple but important focusto reduce the cost and time needed for new technology and broadband investment in Dubuque.

Working primarily through public/private collaborations, we have seen solid progress over the last 4 years We have seen significant new investments with partners like Wisconsin Independent Network, CS Technologies and ImOn. We have seen cost saving opportunities with partners like Unite Private Network. We have seen the opportunities for enhancing existing services through collaborations with CenturyLink and Mediacom. We have seen proposals for increasing wireless capacity through small cell and tower improvements from Verizon. We have been able to provide short-term connectivity to partners such as Alliant. And we have implemented innovative new tools like Master Licensing Agreements and Master Shared Service Agreements and updated all City Communications Licensing. As wireless and small cell technology have come to Dubuque a Small cell Aesthetic guideline was created along with much communication and clarification with residents on small cell siting and work in the ROW.

Impacts: Among the impacts realized include

- (1) Renovate, update and utilize a presently unutilized conduit and telecommunications facility assets in the community;
- (2) Alleviate the need for near term City investment in a new east/west arterial fiber connection to serve City needs;
- (3) Allow telecommunications providers to significantly accelerate its consideration of and investment in Dubuque;
- (4) Create a new, redundant broadband path into and out of Dubuque
- (5) Provide more cost effective, fast and scalable broadband resources for business and
- (6) Expand internet services, conduit and fiber optic capacity for the City organization
- (7) 1.5 million dollars in value in partnership valuations since 2014
- (8) 5X the number of carriers, 4X the amount of available conduit in the ground and 3X the amount of fiber
- (9) Creating redundant “arterial loops” of fiber optic connectivity

This success supports the goal of Connected Community: Equitable Transportation, Technology, Infrastructure & Mobility with the outcome of increased availability, bandwidth and redundancy

Success: Maintained a 99.99% Uptime

Impacts: This shows residents that technology assets are supported and available where and when needed

- 5 **Management of and Equity Around Growing Broadband and Telecommunications Projects and Partnerships.** In many ways we've been a "victim of our success" in creating a highly responsive, well-crafted partnership between the city and vendors to bring improved broadband services and infrastructure to Dubuque. Beginning in 2019 two vendors will be kicking off a fiber to the home (FTTH) project making significant investment in fiber optic resources and expanding high speed broadband to the residents of Dubuque. Starting with 1000 households in 2019 and expanding to 5000 homes per year over the next 4 years Dubuque will see extraordinary growth in this area of service. With this growth the city needs to address:
- Impact on ROW permitting and inspection process
 - Human capital to not only address the needs of vendors but also permitting
 - Resident engagement, outreach and response
 - Mapping and fiber/conduit management
 - How do make this service available at low/no cost to those least available to afford it especially students – where does the city need to fund work and what does it look like
 - How do we make this service equitable to diverse populations

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Leisure Services

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The Multicultural Family Center continues to be a welcoming space for the Dubuque community. Our work is built on a foundation of respect, appreciation and cooperation that honors the experiences and dignity of all members of our community. While some of our work is initiated internally, our impact is greater because of the community partners who support our mission. Most important, our partnerships allow us to provide programs that address access and equity in programming (specifically for youth) and provides us with the opportunity to serve individuals and families who have historically been underrepresented.

Impacts: Partnership for a Better Dubuque. The Multicultural Family Center collaborated with over 47 businesses and organizations to provide a variety of classes and programs to meet the interests and needs of our diverse Dubuque community.

Success: The Multicultural Family Center is committed to providing culturally relevant and responsive programming that promotes an inclusive community for all. Although we "celebrate to educate," there is a deeper commitment in our work to address issues of diversity and inclusion within a social justice context to create transformational change in our community and world.

Impacts: Diverse Arts, Culture, Parks, and Recreation Experiences and Activities. In 2018, the Multicultural Family Center had over 4,000 participants attend free events and programs.

Success: The STEP Program provides underserved populations with the necessary employability skills to be successful in the workplace. Students are deliberately exposed to work and education opportunities in the local area. The STEP program recognizes that postsecondary educational attainment is necessary and important to meet the job growth in Dubuque.

Impacts: Partnership for a Better Dubuque. The Summer Teen Employment Program (STEP) provided 40 (20 male and 20 female) students with an array of comprehensive education and employment training sessions that focused on building soft skills, financial literacy, career exploration, and higher education opportunities. Students could earn a high school credit and up to \$500 for full participation in the program.

Success: Completed Creek Wood Park.

Impacts: Access to quality parks, facilities and park amenities for all. Enriches quality of life. Choice for resident leisure time.

Success: Completed 9 dedicated pickleball courts at Veteran's Memorial Park.

Impacts: Choice for resident leisure time. Family oriented activities for all generations.

Success: Hired 2 Assistant Horticulturist positions that were frozen.

Impacts: Have well-built, well-maintained and upgraded parks and park amenities.

Success: Planted over 60 trees in partnership with Dubuque Trees Forever.

Impacts: Protecting the natural resources and environment of Dubuque. Clean water and air. Creating a more livable, viable and equitable community. Partner for sustainability and resiliency.

Success: Began construction of skate park.

Impacts: Access to quality parks, facilities and park amenities for all. Choice for resident leisure time.

Success: Accepted donation of 11.72 acres to expand Eagle Point Park.

Impacts: Access to quality parks, facilities and park amenities for all. Enriches quality of life. Preserve and enhance Dubuque's natural resources.

Success: Enhanced community engagement and program access through increase of Rec & Roll trailer deployment throughout the spring, summer, and fall. (174% increase in deployment from 2017 to 2018).

Impacts: Have community events and festivals that bring the Dubuque community together – residents meeting residents. Have family-oriented programs and activities.

Success: Continued increase in program and service participation per program offered by 7% from 2017 to 2018 (62% since 2013).

Impacts: Have family-oriented programs and activities. Have recreational programs and activities for all.

Success: Completion and approval of the Miracle League of Dubuque Agreements and funding.

Impacts: Have family-oriented programs and activities. Have recreational programs and activities for all.

Success: 69% increase in summer meals served (+2,900) as a result of continued evaluation of programs and services through equity lens.

Impacts: Have recreational programs and activities for all. Partner for equity.

Success: Spanish translation of seasonal brochures.

Impacts: Have recreational programs and activities for all. Partner for equity.

Success: 97% of K-3rd grade students served by AmeriCorps Members during the 2017-2018 school year improved in their reading proficiency. Children are 4x less likely to graduate from high school if they are not reading at grade-level by 3rd grade. After 3rd grade, students go from learning to read to reading to learn, causing their deficits to impact other academic success. Any improvement in a student's reading proficiency is one step closer to them achieving long-term academic success.

Impacts: Partner with education. Support community partners: grade level reading. Partner for delivery of human services – meeting the needs of the underserved.

Success: 51% of K-3rd grade students served by AmeriCorps Members during the 2017-2018 school year came from low-income families. Living in poverty can create a reality for students that contributes to reading at grade level. First, children in poverty are more likely to be unprepared for kindergarten. Second, students in poverty often experience learning loss during the summer, losing an average of more than two months of learning in the summer.

Impacts: Partner with education. Partner for support for families and children. Partner for delivery of human services – meeting the needs of the underserved.

Success: 35/40 teenaged youth served by AmeriCorps Members during the Summer 2018 graduated from the Multicultural Family Center's Summer Teen Empowerment Program (STEP).

Impacts: Have residents feeling that they are part of the solution. Partner for economic and workforce development. Have a diverse workforce prepared for 21st century jobs in the global marketplace. Continue to become an inclusive and equitable community in which all feel welcome, included, and leaving no one behind. Partner for support for families and children. Partner for delivery of human services – meeting the needs of the underserved.

Success: Over 750 diverse Dubuque community members have served as AmeriCorps members with AmeriCorps Partners in Learning since 2000. AmeriCorps Programs create more involved citizens. 80% of AmeriCorps Alumni are involved in their community post-service. AmeriCorps Alumni are 28% more likely to keep informed about public issues. 22% are more likely to volunteer in their community. 30% are more likely to donate to charity. 15% are more likely to participate in community organizations. 94% of Alumni are registered to vote.

Impacts: Have residents feeling that they are part of the solution. Partner for economic and workforce development. Have a diverse workforce prepared for 21st century jobs in the global marketplace. Continue to become an inclusive and equitable community in which all feel welcome, included, and leaving no one behind.

Success: Over 440,000 hours of service has been dedicated to the Dubuque Community by AmeriCorps Partners in Learning members since 2000. One hour of volunteer service is valued at \$23.07, equating to \$10,150,800 worth of service provided to the Dubuque community since 2000, at a rate of \$563,933 per year over 18 years.

Impacts: Partner for support for families and children. Partner for delivery of human services – meeting the needs of the underserved. Partner for equity.

Success: Five Flags exceeded the goal of reducing tax payer subsidy by beating the annual benchmark by over \$50,000. Five Flags produced or hosted 30% more concerts, produced the highest ticket grossing show in venue history and hosted the highest ticket sales event for a multi-performance event in venue history.

Impacts: Choice for resident's leisure time. Family oriented activities for all generations. Expanded arts and cultural opportunities for all.

Success: Grand River Center welcomed Iowa World China Painters which display during the event the world's largest china painted teapot and world's smallest china painted teapot. Grand River Center hosted groups including the Dubuque Chapter of IBEW, National Livestock Marketing Association, and the Master Farm Homemakers/Country Women's Council three to four days each.

Impacts: Keeping sales tax and dollars in Dubuque.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Library

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Introduction of the Bike Library June 11, 2018— a tricycle-style bicycle with a large octagon-shaped cabinet in the back, which opens to shelving stocked with library materials for loan.

Impacts: Through the Bike Library, awareness of the library and its services was raised in the community. The Bike Library went out to where people gathered, from the Arboretum and County Fair, to the Farmers' Market and River Walk. The Bike Peddler interacted with over 2,000 people last summer during 55 stops, was able to open library accounts on the spot, and check out materials. The community loved the service and started following the Bike Library's route, which was in the top 10 web pages viewed on the library's site. The community sees the library as relevant in their lives and up-to-date while enjoying the resources it offers. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: Launch of a marketing campaign.

Impacts: The community became more aware of the resources available to them from the library. Use of digital magazines increased 27%; music downloads increased over 16%; digital books checkout increased 16% in one month with a 38% increase overall; Maker Space use went up 55%, and Facebook likes were up 851%. At the end of the campaign the marketing firm shared "how-to" information with library staff members, who enabling them to take over the promotions. Since the library has taken over marketing (began January, 2019) the result has demonstrated higher increases in the use of library resources, exceeding even that which the marketing firm achieved. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: Introduction of Kindles pre-loaded with books

Impacts: Staff members worked with residents of nursing homes and residential care facilities to train them in how Kindles worked so they could access books with a font that could be adjusted and use the right lighting for the best experience. Training was also given in using the devices for internet access providing another way to increase their connections with family and friends. Kindles were introduced for checkout by all community members. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library launched a You Tube channel and staff introduced “how-to” videos to demonstrate how to download an e-Book, audio book, song, magazine, or use an informational database.

Impacts: When the community became more aware of the library’s digital offerings, the “how-to” videos decreased barriers to access to those unfamiliar with this format. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library introduced the circulation of hot spots.

Impacts: Hot spots will provide internet access to the mini-iPads and Kindles that the library circulates, or for personal laptops and iPads whether in town or for those traveling. There has been a waiting list since the hot spots were introduced. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library introduced streaming video with a product called Kanopy. Kanopy offers over 30,000 independent and documentary films as well as educational information. By the end of the third quarter of FY19 the number of uses increased 65% compared to the entire year of FY18 when a different product was offered.

Impacts: This type of video fills a gap in the community. Independent and documentary films are not often shown in local movie theaters, and the educational component such as the Criterion Collection and the Great Courses Collection are not accessible at no charge. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library introduced delivery of materials to people who are homebound, either temporarily or long term.

Impacts: The program has been slow in growth and a more targeted approach to promoting the service will likely help. Twelve people have signed up for the service to date. Impact: The homebound community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library introduced virtual reality hardware and software.

Impacts: Community members that may not have access to or may not be able to afford this experience that the library can extend at no charge. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library introduced Raising Reader kits. These kits include themed items in a backpack, such as books, toys, games, and instructions for activities for ages 0 – 8. Learning is fun while valuable concepts are taught.

Impacts: Early literacy skills are introduced or enhanced with Raising Reader kits. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: In an effort to decrease barriers to access, the library launched an experiment to not charge fines for six months to determine if this, as a permanent policy, was viable. Questions such as rate of return and increased access were answered.

Impacts: During the six months trial, an increase of over 16% in new accounts for youth were opened and 4% of old accounts were unblocked. This is statistically significant. What was not statistically significant was the overall rate of return. Fines did not prove a strong incentive to return borrowed materials. The City Manager recommended, and the City Council approved the library adopting a fine-free policy for FY 2020. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: The library introduced a Giving Tree five months ago. Although fines can be cleared, the cost for lost or damaged materials cannot be forgiven because replacement items must be purchased. This can continue to impose a barrier to access. A Giving Tree is at three public service desks, decorated with ornaments that have various dollar amounts printed on them. Donors select an ornament with their gift, which is used to clear the fines of youth.

Impacts: By the end of the third quarter of FY 19, twelve accounts were cleared. Impact: The community experiences an improved quality of life through the access of recreational, educational, and informational resources provided by the library.

Success: Stay interviews were conducted with all library employees.

Impacts: Stay interviews provide the opportunity to address employee concerns proactively, learn what is important for retention of high performing employees, plan continuing education, and aid in succession planning. Impact: Through the retention of highly skilled employees, the community can expect to experience superior service resulting in an improved quality of life through the access of recreational, educational, and informational resources.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Neighborhood Development

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation of Priority Category for Rental Housing

Impacts: Improved enforcement of problem rental property owners will result in protection of home and property values, safer neighborhoods, and healthy living environment.

Success: Establishing rental rehabilitation program

Impacts: Improved housing conditions, protection of home and property values, safer neighborhoods.

Success: Acquisition of derelict properties for redevelopment and Agreement with Dubuque's True North to acquire and rehabilitate derelict properties in Dubuque's North End

Impacts: Rid neighborhoods of derelict properties, increase opportunities for home ownership, Stabilize neighborhoods.

Success: Arts Task Force formed to oversee implementation of Arts Master Plan (Diverse Arts, Culture...)

Impacts: Implementing Arts Master Plan will foster engagement at all levels, increasing desirability of Dubuque as a community of choice.

Success: Washington Neighborhood residents are actively engaged in community garden, communication, and neighborhood improvements projects.

Impacts: Resident involvement and ownership of neighborhood create critical self governance and buy-in to support and sustain continued improvements in the neighborhood.

Success: Added projects that support efforts to make Dubuque a more equitable and inclusive community as a priority in the large neighborhood grant program

Impacts: Advance efforts to become a inclusive and welcoming community for all.

Success: Central Avenue Corridor Master Plan Completed

Impacts: A revitalized Central corridor will bring economic and community development to the area. Having neighborhood offerings improves the quality of life for those in the area and improves the neighborhood. This also remains a challenge to find funding to implement the plan.

Success: Added projects that support efforts to make Dubuque a more equitable and inclusive community as a priority in the large neighborhood grant program

Impacts: Advance efforts to become a inclusive and welcoming community for all.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Personnel

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Negotiated a two-year extension to the agreements with the Operating Engineers union and Firefighters Association.

Impacts: Reduced the amount of time devoted to the collective bargaining process. (High Performance Organization – 6. Service value for taxes and fees)

Success: Selected a new purchasing coalition for the prescription drug program.

Impacts: The estimated annual savings is \$161,696. (High Performance Organization – 6. Service value for taxes and fees)

Success: Selected Wellmark Blue Cross Blue Shield of Iowa as the third-party administrator and stop loss carrier for the medical plan.

Impacts: The annual savings from Fiscal Year 2017 to Fiscal Year 2018 is \$2,151,455. (High Performance Organization – 6. Service value for taxes and fees)

Success: Implemented a paid parental leave and an enhanced sick leave benefit for full-time employees represented by the Operating Engineers union, employees represented by the Firefighters Association and full-time non-bargaining unit employees.

Impacts: Enhanced recruitment and retention of high quality employees. (High Performance Organization – 6. Service value for taxes and fees)

DEPARTMENTAL SUCCESSES 2018 – 2019

Dubuque, Iowa

June 2019

DEPARTMENT: Planning Services

Please list your department's most important achievements that were completed during under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Historic Preservation Investment: Investment in historic districts and downtown neighborhoods was over \$2 million in FY18.

Impacts: Livable Neighborhoods and Housing: Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses.

Success: Architectural Days Program. Partnered in 2017 and 2018 with Dubuque Main Street, Dubuque Community School District, local businesses and organizations to host the annual week-long event, offering professional speakers, presentations and tours designed to engage and inform the public on architecture and historic preservation.

Impacts: Partnership for a Better Dubuque: Partner for historic preservation

Success: Customer Service Survey: Planning Services Staff conducts an ongoing customer service survey of applicants to the Zoning Board of Adjustment, Zoning Advisory Commission, and Historic Preservation Commission. The survey asks customers about their experiences and the quality of services provided by staff. *In FY2018, staff rated 93-100% satisfaction.*

Impacts: Financially Responsible, High Performance City Organization: Provide City services responsive to the community

Success: 2018 Annexation Study. The Planning Services Department, along with an interdepartmental team, has completed the 2018 Annexation Study. The study encompasses roughly 40,000 acres of potential growth area. The study includes 63 pre-annexation agreements totaling 1,194 acres. The study evaluates future growth and service extensions related to annexation through a cost-benefit analysis and comparative ranking. The study is not a plan; it does not contain a timeline. A presentation will be given to City Council in calendar year 2019.

Impacts: Livable Neighborhoods and Housing: Annex areas consistent with City Council direction.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Police

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Maintaining Accredited Status

Impacts: The department is an accredited law enforcement agency through the Commission for Accreditation of Law Enforcement Agencies (CALEA). Accreditation is a voluntary program and represents the department's ongoing commitment to professional excellence. The department must comply with over 480 standards of best practices which were created by the leading law enforcement associations. 2019 will be an important year as we will have an on-site inspection in early 2020.

Vibrant Community: Healthy & Safe

- Have residents feeling safe in any neighborhood and throughout the community
- Have residents feeling that they are part of the solution
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Part I Crime Reduction & High Clearance Rate

Impacts: Calendar Year 2018 saw reductions in most Part 1 individual crime categories, and in the overall crime totals as compared to CY2017. There was a 6.4% reduction in Crimes Against Persons, and a 7.4% reduction in Crimes Against Property. Overall there was a 7.3% reduction in Part 1 Crimes. 2018 was the third consecutive year for a reduction in the overall rate. The clearance rate for Crimes Against Persons in CY17 was 88%, versus the national average of 45.6%.

Vibrant Community: Healthy & Safe

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Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Reduction in ‘Shots Fired’ Incidents

Impacts: In CY 2018 the Dubuque Police Department logged 5 confirmed shots fired incidents. This was the third consecutive year in a reduction of shots fired after a high year of 33 in 2015.

Vibrant Community: Healthy & Safe

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- Have residents feeling that they are part of the solution
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Police, Housing & Landlord Partnerships

Impacts: A Police Corporal assigned to Housing as an investigator, to ensure those involved with city housing are giving appropriate and accurate information and obeying all housing rules, to include over 6300 investigations/backgrounds since the position was created.

Nearly 23,500 letters have been sent to landlords since December 2009, notifying landlords of police calls for service at their properties so they can take appropriate action.

Over 43,000 background checks done for landlords since the city began providing them in 2012.

There have been 25 sessions of Dubuque Successful Rental Property Management given to 1,900 attendees since the City made it mandatory in 2012.

The Dubuque Police Department and other City departments meet with the Dubuque Area Landlords’ Association monthly to examine issues impacting both entities, and has formed a relationship with the new Tenants’ Union.

Vibrant Community: Healthy & Safe

- Have residents feeling safe in any neighborhood and throughout the community
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses
- Increase the availability of affordable housing throughout the city, not in concentrated areas of poverty and low-income housing
- Have safe, healthy, inclusive neighborhoods citywide
- Have more equitable residential developments and homes with a variety of housing options and price points

Success: Nuisance Ordinance Enforcement

Impacts: Since August 2014, City departments have been tracking and enforcing on nuisance calls. Nuisance calls would be three or more calls within a 30-day window on specific call natures. From its inception through October 2018, over 63,000 police calls and other City calls tracked in WebQA have been reviewed. 2,236 have met the general guidelines for review. After more in depth review to eliminate unfounded calls and legitimate calls for City services and as crime victims, 278 properties were found to be in violation. These 278 received corrective action ranging from meetings with police up to municipal infractions.

In 2018, all Dubuque Police Department officers received training on identifying nuisances and reporting them to responsible City departments through the WebQA portal. Beginning in late October 2018 through April 2019, officers have submitted nearly 200 nuisances for enforcement by the appropriate City departments.

Vibrant Community: Healthy & Safe

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- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses
- Increase the availability of affordable housing throughout the city, not in concentrated areas of poverty and low-income housing
- Have safe, healthy, inclusive neighborhoods citywide
- Have more equitable residential developments and homes with a variety of housing options and price points

Success: Community Resource Officers (CRO) & Law Enforcement Explorers

Impacts: Community Resource Officers (CRO's) are hired annually as paid interns. Goals of the CRO program is to give potential future officers real life experience while giving the department a chance to review their performance, and to actively recruit female and minority candidates as potential, future Dubuque Police Department officers. We have been successful in our CRO diversity efforts 17 of the 33 CRO's (52%) have gone on to become Dubuque Police Officers. The department is very open to the fact that we want women and minority candidates in our CRO program and have been able to have diversity each year, which has also had a positive impact on our recruitment and hiring.

The department's Law Enforcement Explorers program is geared towards students 14 to 20 yrs. of age who are interested in law enforcement. Through this program the PD hopes to establish future candidates for employment and hopes to attract a dynamic and diverse pool of candidates. We are now seeing graduates of the Explorer program enter the job market and test for employment with the Dubuque Police Department and have hired former Explorers.

Vibrant Community: Healthy & Safe

- Have residents feeling safe in any neighborhood and throughout the community
- Have residents feeling that they are part of the solution
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Partnership for a Better Dubuque: Building our Community that is Viable and Equitable

- Partner for economic and workforce development
- Partner with education
- Partner for healthcare, mental health and wellness
- Partner for delivery of human services – meeting the needs of the underserved

Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

- Have a diverse workforce prepared for 21st century jobs in the global marketplace
- Embrace diverse populations that support a diverse multicultural workforce with equitable opportunities

Success: Body Worn Cameras

Impacts: Body worn cameras (BWC) were obtained through City budget and a Department of Justice (DOJ) Justice Assistance Grant (JAG). We completed a major public input process as part of the grant requirements and received a lot of input into policy and use. The policy was finalized and approved by the DOJ in late 2016 and the cameras were received, distributed, and placed into service in January 2017. After two years, the department created over 145,000 videos which translated to over 36,000 hours of video. These videos are reviewed on a regular basis to ensure officers are properly completing their duties, and protects officers and citizens alike from improper behavior. The initial cameras are set to be replaced in FY2020.

Vibrant Community: Healthy & Safe

- Have residents feeling safe in any neighborhood and throughout the community
- Have residents feeling that they are part of the solution
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Surveillance and Traffic Camera Systems

Impacts: The City has expanded both the traffic camera system and general surveillance camera program. The system is used daily to help officers in investigations. In 2016, two workstations were installed in the DLEC – one in CID and one in the Patrol work area. The cameras prove to be vital investigative tools on a daily basis. Especially when combined with dash-cameras and body-worn cameras.

Vibrant Community: Healthy & Safe

- Have residents feeling safe in any neighborhood and throughout the community
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Chief's Forum

Impacts: In January 2016, Chief Dalsing convened a multicultural panel of community members to discuss police and community relations. Dalsing attempted to identify every race, ethnicity, religion, sexual orientation and identity, in the community and have representation within the forum. After the initial January meeting where base goals were established, the forum met monthly or as often as possible to get to know one another and understand each other's backgrounds and perspectives. Sessions through 2016 and 2017 were focused on specific police topics such as use of force topics, and the January 2017 session featured forum members going through a live scenario based shoot/don't shoot training session. The positive outcomes of the training prompted a similar session for members of the local media a month later.

Through 2017 and into 2018 topics moved to include citywide topics that impact traditionally marginalized communities, including Housing, Leisure Services, and Transportation needs, with City staff provide the training. In late 2018 forum members began discussing negative perceptions of downtown and what citizens can do to fix the perception.

Vibrant Community: Healthy & Safe

- Have residents feeling that they are part of the solution
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Brain Health (Mental Health) Awareness

Impacts: The department and its partners developed and executed Crisis Intervention Team (CIT) training for officers. Additionally, the department is part of the Jail Diversion team, and a broader mental health initiative to keep brain/mental health clients out of the criminal justice system and get the help they need.

The brain/mental health aspects would include substance abuse and homelessness. Besides enforcement actions, the department takes part in drug take-back events, a local opioid task force, and includes substance abuse in its mental health work.

Vibrant Community: Healthy & Safe

Outcomes

- Continue to become an inclusive and equitable community in which all feel welcome, included, and leaving no one behind
- Have an efficient public health system that focuses on prevention and wellness
- Have a high level of trust between the community and the police

Value to Residents

- Equitable treatment for all
- City services are available for all and delivered in an equitable and fair manner

Success: Opioid and other Narcotics Response

Impacts: In CY 2018 the Dubuque Police Department continued to work with local partners to lessen the impact of opioids and other drugs of addiction in the City. The Dubuque Drug Task Force continues to conduct drug take-back events to removed dangerous drugs from circulation, and collected over 1300 pounds of drugs in CY 2018. The department continues to work with the Opioid Response Team to ensure best practices are being used in our community.

Vibrant Community: Healthy & Safe

- Have residents feeling safe in any neighborhood and throughout the community
- Have residents feeling that they are part of the solution
- Have a high level of trust between the community and the police
- Continue to provide a timely response to emergency calls for service

Livable Neighborhoods and Housing: Great Places to Live

- Have safe, healthy, inclusive neighborhoods citywide

Success: Emotional Intelligence Training

Impacts: In June 2018, several Dubuque Police Department Field Training Officers (FTO) and supervisors received training in Emotional Intelligence (EQ). In July 2018, three officers were trained as EQ trainers. In December 2018, all of the remaining FTO staff was trained in EQ, and in March 2019, ALL Dubuque Police Department staff received the training and all civilian staff will be getting the training soon. We will continue to expand on this programming in the coming year.

Vibrant Community: Healthy & Safe

Outcomes

- Continue to become an inclusive and equitable community in which all feel welcome, included, and leaving no one behind
- Have an efficient public health system that focuses on prevention and wellness
- Have a high level of trust between the community and the police

Value to Residents

- Equitable treatment for all
- City services are available for all and delivered in an equitable and fair manner

Success: Department & City Equity

Impacts: The department has a strong presence on all the City's Equity Teams. Besides the ICC training all new City staff attend, all PD employees previously went through a Communications Style training, and now all officers go through an Personal Empowerment/Emotional Intelligence (EQ) training. Eventually, we hope expand the department training, and offer this training to other City staff.

Through a cooperative arrangement with the Human Rights Department and City Attorney's Office, five police officers were trained as investigators for Civil Rights complaints. These investigations are meant to free up Human Rights Department and City Attorney's Office time, and give officers some new skills. The investigations also do not take officers away from normal duties. Since late 2018, they have investigated six cases.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Public Information (PIO, GIS, Cable TV)

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: CATV – Drone Implementation

- Impacts:**
- Provide City services responsive to the community
 - The use of drones for City of Dubuque business has had many positive impacts for residents. The Police & Fire Departments now can more quickly and safely assess emergency situations by deploying their drones in places where it's not safe and/or even accessible for first responders. The Engineering Department has utilized their drone for project oversight, 3-D modeling, and aerial inventories. The Cable TV Division has made extensive use of aerial video to give local residents a bird's-eye view of various projects and saved thousands of dollars in the process.

Success: CATV – Equipment & Facilities Upgrade

- Impacts:**
- Provide City services responsive to the community
 - Provide easy access to City information and services for all
 - Expanding the technical facilities in the City Hall Annex TV Control Room has had a positive impact on the local community by 1) installing more robust equipment that is less prone to failure; 2) providing some redundancy in case of failure; and 3) expanding the capabilities and possibilities of video dissemination. As an example, with this upgrade, the City now streams City Council meetings on Facebook Live, making meeting proceedings available to more people in non-traditional ways.

Success: CATV – Small Cell Broadband Guidelines

- Impacts:**
- Maintain and enhance transparent City government and decision making using available technology
 - The small cell guidelines adopted by the City Council in January 2019 were enacted just in time to meet an arbitrary Federal deadline which gives the City a small voice in how wireless cell phone infrastructure is deployed within City limits. The Cable TV Division worked with many departments to craft these guidelines and meet that deadline. Residents benefit by being able to be a part of the conversation about what this technology looks like and where it can go.

Success: PIO – Installation of New City Lightpole Banners in the Port of Dubuque & Downtown

- Impacts:**
- By featuring welcoming greetings translated into a variety of languages, these 250 banners are an example of partnering for equity and providing City services responsive to the community.
 - Residents and visitors will view Dubuque as a welcoming place.

Success: PIO – Created 50+ publications in support of City services and programs

- Impacts:**
- Provide easy access to City information and services for all by creating print and digital content promoting services and programs.
 - Some publications also help maintain and enhance transparent City government and decision making.

Success: PIO – Created City of Dubuque account on Instagram

- Impacts:**
- Provide easy access to City information and services for all by utilizing another available social media channel.
 - Instagram is another way to connect with residents and stakeholders “where they are.” It complements the City’s presence on Facebook, Twitter, YouTube, and LinkedIn.

Success: PIO: Launch/Promotion of WaterSmart Water Management Tool

- Impacts:**
- Provide City services responsive to the community
 - Provide easy access to City information and services for all
 - Water customers can now view and pay bills, track daily water usage, see how their usage ranks compared to similar households, view tips on how to save, sign up for leak alerts, and more.

Success: PIO: Launch/Promotion of Adopt-A-Spot Program

- Impacts:**
- Protecting the natural resources and environment of Dubuque
 - Healthy living environment: homes, neighborhoods and community
 - Clean water and air
 - Creating a more livable, viable and equitable community
 - Program offers individuals, businesses, schools, civic organizations, or neighborhood groups a simple way to volunteer to help keep our community clean and beautiful.

Success: PIO: Promotion of Curbside Collection Study

- Impacts:**
- Customer-focused City service delivery
 - Easy, convenient access to City information and services
 - Service value for taxes and fees
 - Opportunities to become involved in City governance and planning
 - PIO promoted the Public Works project and options for residents to attend events and provide input in-person or through an online survey.

Success: GIS: Special Achievement in GIS Award Winner

- Impacts:**
- Recognition of the hard work and activities performed by the GIS Office and GIS users in the City of Dubuque.
 - GIS use is acknowledged as being advanced and cutting edge related to projects and uses
 - GIS is tied to almost every activity in the city organization
 - The City of Dubuque has over 350 unique GIS users, accessing the software in many forms from desktop applications to web maps.

Success: GIS: GIS and Legacy/Enterprise Database Integration

- Impacts:**
- A GIS map service is being used in Accela and WebQA, two of the city's largest enterprise legacy databases managing information from permits to citizen requests and work orders.
 - Addresses and parcel information are consistent between the systems, meaning everyone is using the same information and is not free-filling fields with addresses. This helps us be more efficient and high-performing as an agency.
 - Updating addresses and parcels in GIS is a priority because it is needed for these other systems to be as up to date as possible.
 - Consistent addressing between the systems allows for easier and more consistent data analysis.

Success: GIS: Bee Branch Healthy Homes HUD Resiliency Project

- Impacts:**
- Data from project administration, social workers, and inspectors are collected in GIS, allowing information to be viewed for all aspects of the project in one location.
 - Information collected from the project, including demographics of participants, allows us to see if we are equitably providing services to those in the program.
 - Information is being combined with other housing and improvement efforts spearheaded by the City to review equity and to map the work and money being spent on bettering our community.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Creation of a Registered Public Works Apprenticeship Program

Impacts: The program provides for a paid apprenticeship program in the Public Works Department. The program provides for the development of a well-trained diverse work force by providing the apprentice the education and experience opportunities necessary to develop the skills and knowledge to prepare them for a career in Public Works or in a private sector construction related position.

Success: Implementation of curbside collection of electronics to the City's large item collection program

Impacts: This service provides residents with a way to discard unwanted electronics including all types of computer monitors and televisions by providing a curbside collection program.

Success: Completed the construction of Cell 9 Phase 3 project at the Dubuque Metropolitan Area Solid Waste Agency landfill.

Impacts: Completion of this project assures the community has an environmentally sound way to manage its solid waste disposal activities.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Transportation

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Updated signage to reflect current ordinance for downtown parking options

Impacts: Consistency in parking, reduction of tickets and creates a better parking experience for the customers

Success: The addition of an early morning route to the West End industrial park

Impacts: Provides equitable transportation to people without a vehicle or funds for cab, uber or lyft.

Success: Cross training of positions

Impacts: Creates a healthier department. If an employee falls ill there is a backup plan for insuring operations continue.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Water

Please list your department's most important achievements that were completed during 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Backflow Prevention Program

Impacts: The City of Dubuque Water Department is committed to protecting your drinking water. As part of that effort, we are continuously updating and enhancing our Cross Connection / Backflow Prevention Program.

A cross connection is a point in a plumbing system where the potable water supply is connected directly or can be connected directly to a non-potable source. Without an approved protection device backflow may occur due to "back-siphonage" or "backpressure". Backflow prevention devices are mandatory in industrial and commercial facilities such as factories, hospitals, restaurants, car washes, dental offices and beauty salons and residential homes with high hazard plumbing fixtures. Irrigation systems must also have approved backflow prevention assemblies. Backflow prevention devices must be inspected and tested once a year by a "Certified Backflow Technician" and those results forwarded to the Water Distribution Division.

Success: Full Compliance with Public Water Supply Operations Permit

Impacts: As a financially responsible, High Performance City Organization, the City of Dubuque operates and maintains a Department of Natural Resources (DNR) permitted Grade 4 lime softening water treatment plant. The DNR permit outlines several parameters with which the facility operates within, requiring ongoing routine and special sampling and daily testing up to 200 times per day to ensure compliance with its permit.

Success: Roosevelt Road Water Tower and City Wide Hydraulic Model

Impacts: The Roosevelt Street Water Tower project was identified as a solution to low operating water pressures in Zone 2 of the distribution system. Zone 2 encompasses the area in and around Roosevelt Street and Peru Road including the Sky Blue Estates subdivision currently under development and the existing Alpine Park development and Eagle Valley Subdivision. The project directly benefits residents in the second pressure zone. The residents will experience increased water pressure and improved water volumes to their homes and businesses including added fire protection. The financial burden of the project rests with the City of Dubuque community as whole through the current water rate structure for the repayment of loans. In June 2017, the City sought favorable financing for Planning and Design funds from the State Revolving Fund (SRF), through the Iowa Finance Authority; and in January 2018 a planning and design contract was awarded to IIW, P.C. of Dubuque, Iowa. IIW, P.C. completed the project design in June 2018 and project was approved and bid in January 2019. The project is currently seeking an SRF Construction Loan with a start date scheduled for June 2019.

Success: Expansion of Water Service – Tamarack Park

Impacts: The Tamarack Park water main extension project supports the pre-annexation agreement the City has in place with the Tamarack Park subdivision owner. Per the agreement, the City was required to install a 16-inch diameter water main across Highway 151/61 within two-years of the signed agreement. The project supports the initiative a sustainable environment, providing high quality, dependable drinking water to Dubuque's existing and future customers.

Success: Evaluated all technology used within the department, replaced or implemented new technology including equipment and systems to increase efficiencies and duplication.

Impacts: Received approval to upgrade communications to smartphones for the water distribution and meter crew. Smartphones would enable the crews to have access to WebQA and GIS mapping during the response to an emergency improving the time with which it takes to locate isolation valves. The City operations would be improved with decreased response times to emergency sites and the community would benefit from a shortened interruption of water service in the event of a water main break. In addition, WebQA notifications would come directly to the staff member. WebQA is currently used as the department work order system. With a possible implementation of a work order system with online access, the crews will be able to view the order, complete and close it. This follows the City Council Goal and Priority of Sustainable Environment: Preserving and Enhancing Natural Resources to readily respond to provide safe, dependable drinking water and using affordable technology for water activities. The department also successfully used the GPS R2 unit to collect water system asset data for direct entry into GIS. This activity reduced the time to collect the data by 2.5 days.

DEPARTMENTAL SUCCESSES 2018

Dubuque, Iowa

June 2019

DEPARTMENT: Water & Resource Recovery Center

Please list your department's most important achievements that were completed during 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation of the biogas upgrading system at the W&RRC

Impacts: The project captures excess methane that was previously flared, and provides a revenue stream, helping to fund the operation and maintenance of the sanitary sewer collection and treatment system.

SECTION 9

LOOKING TO DUBUQUE'S FUTURE

Dubuque Vision 2035

DUBUQUE VISION 2035

**DUBUQUE 2035 is a *SUSTAINABLE AND RESILIENT CITY*, an
INCLUSIVE AND EQUITABLE COMMUNITY,**

**DUBUQUE 2035 has preserved our *MASTERPIECE ON THE MISSISSIPPI*, has a
STRONG DIVERSE ECONOMY and
EXPANDING CONNECTIVITY.**

**DUBUQUE 2035 – Our residents *EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE*, have
choice of *QUALITY LIVABLE NEIGHBORHOODS*
and have an *ABUNDANCE OF FUN THINGS TO DO* and are
ENGAGED IN THE COMMUNITY.**

City of Dubuque
Success in 2024 means...

Actions for 2019 – 2021

City of Dubuque

City of Dubuque

Strengths – Weaknesses

Threats – Opportunities

► Strengths

1. City focusing on “Equitable Community of Choice”
2. Community resiliency
3. Strong local economy
4. City helping people
5. Water Resource and Recovery Center
6. Partnerships for community benefit
7. Bandwidth
8. Bee Branch
9. Housing Code and Rental Inspection Program
10. Unique architectural stock
11. City leadership and teamwork
12. City planning services
13. City’s natural beauty

14. Geographic location
15. City staff's commitment to serving the Dubuque community
16. City solving problems
17. City gets things done
18. Fiscal stewardship by the City
19. City's responsiveness to the community and residents
20. Imagine Dubuque to guide the City's future
21. Best practices for other cities
22. Innovation by the City
23. City staff looking to the horizon
24. Inclusive community – all welcome
25. Community diversity
26. Nibble City government
27. Partnerships with federal government and State of Iowa
28. Common vision for Dubuque's future
29. Strategic planning institutionalized and produce results valued by the community
30. Industrial Park
31. Community volunteers
32. Safe community with low criminal activity
33. Quality schools

► Areas for Improvement

1. Availability of a trained workforce
2. Lack of access to higher education or vocational training
3. Undereducated workforce not prepared for 21st century job
4. Underlying racism and community bias
5. Low wage jobs
6. Too much emphasis on debt reduction
7. Lack of developable land at Industrial Park
8. Lack of “pet friendly” community
9. Attitude toward inclusion and diversity
10. Control by the City Manager – Department Heads funneled through City Manager
11. Food deserts
12. Addressing slumlords
13. Minority rule
14. Sidewalks
15. Loss of Impossible Burger
16. Relationship with Town governments
17. Relationships with Dubuque County Board
18. Daycare services
19. Student retention

► **Threats to Dubuque's Future**

1. State of Iowa threats to home rule
2. Politics over governance
3. Lack of skilled workforce
4. Fragile partnerships: Dubuque County
5. State of Iowa revenue restrictions
6. State legislative initiatives
7. Loss of millennial generation
8. Global climate change
9. Actions by the President and the federal government
10. Potential economic recession

► Opportunities for the Future

1. Southport Development
2. Champlain Schmitt Island Development
3. Central Avenue Corridor Development
4. Federal Opportunity Zone
5. Vacant Land Development
6. Reuse of Older Buildings
7. SW Corridor Development: Commercial and Residential
8. Baseball
9. Cruise Development/Expansion
10. Industrial Site Preparation
11. Waterfront Development
12. Millwork District Development
13. Solar Energy
14. Bio-Gas Development at Landfill

Actions Ideas for 2019 – 2021

Mayor and City Council

City of Dubuque

1. Five Flags: Referendum and Direction
2. Fleet Conversion to Alternative Fuel: Direction
3. Landfill Gas Capture: Direction
4. Skate Park: Opening
5. Dubuque Malt and Brewing Building: Next Steps
6. River Boat Dock: Direction
7. Digital Parking Meters: Direction
8. Residential Development: Direction and Next Steps
9. Bee Branch Project: Next Steps
10. Workforce Development: City Actions
11. Debt Reduction Policy: Review
12. True North
13. Central Avenue Corridor Development
14. SW Arterial Development

15. Solarization of City/Community: Direction and City Actions
16. Stormwater Projects
 - a. 17th Street
 - b. 22nd Street
17. Older Building Rehabilitation: Direction and City Actions
18. Poverty Reduction Action Plan
19. Fire Station 7: Next Steps
20. Goal – 50% Carbon Reduction: Direction
21. Chaplain Schmitt Island Development: Direction
22. Baseball: Direction and City Actions
23. Tax Rate: Policy Direction
24. Big Ideas, Small City: City Actions
25. Sidewalk Poets: Report, Direction and City Actions
26. Sidewalk Policy: Direction and City Actions
27. Kennedy Road Sidewalk: Direction
28. Dream Center: Expanded City Support
29. Greenhouse Gas Reduction: Direction and City Actions
30. Financial Policies: Review and Revision
31. Mine Shafts: Problem Analysis, Report, Direction and City Actions
32. Residential TIF Expansion: Direction

33. Climate Change Action Plan: Direction
34. Community Cameras Expansion: Direction
35. Traffic Management System: Next Steps
36. Street Overlay/Street Reconstruction: Review, Direction and Funding
37. Southport Development: Direction and City Actions
38. Alley Maintenance/Green Alley Program: Review and Direction
39. Street Naming Policy for Veterans: Direction
40. Multi-tiered Housing Inspection Program: Refinement
41. Food Desert Ordinance: Direction
42. Affordable Housing: Direction and next Steps
43. Highway 20 Traffic Congestion Reduction Plan: Direction and City Actions
44. Air Service Expansion: Direction and City Actions
45. City Fees Reduction: Review and Direction
46. Emerald Ash Borer/Reforestation Program: Review and Direction
47. Dubuque Residents Scholarship Program: Direction
48. Community College in Downtown Neighborhoods: Direction and City Actions
49. Childcare: Direction and City Actions
50. Streetscape Enhancements: Direction and Funding
51. Pet Park: Direction and City Actions

52. Sexual Harassment: Report and City Actions
53. Racial Discrimination Training: Direction
54. Human Resources/Personnel Policy and Handbook: Revision
55. Fountain of Youth Expansion: City Funding
56. Liberty Recovery Center Expansion: City Funding
57. Living Wages Policy: Direction
58. Fiber Optics to Homes/Municipal Owned: Report and Direction
59. Northend Flooding Action Plan: Direction and City Actions
60. Exit Interviews for City Employees: Direction and Findings
61. Circle Program: Direction
62. City Employee Departure: Report
63. Section 8 Housing: Report
64. Landlord Education Program: Direction and City Actions
65. Poverty/MIT Study: Report and Direction
66. Pet Friendly Community: Report and Direction
67. Arts and Culture Master: Direction and Next Steps
68. Industrial Park Expansion: Direction
69. Imagine Dubuque Implementation: Next Steps
70. Flex-steel Site Development: Direction

71. Population Retention Strategy: Direction

72. Federal Opportunity Zone: Direction and Next Steps

Top “10” Priorities for 2019 – 2021

EXECUTIVE PERSPECTIVE

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**
- 6.**
- 7.**
- 8.**
- 9.**
- 10.**

Looking to Dubuque's Future Board and Commission Initiatives

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Airport Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 Airport Master Plan update
- 2 Old terminal deconstruction
- 3 Acceptance of SRE
- 4 New corporate hangar development
- 5 Air Service Development

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Arts & Cultural Affairs

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2020.

- 1 Task Force: Future for Task Force and Working Groups may need funding for implementation of outcomes.
- 2 Art on the River: Create a CIP for longer-term commitment to carry over funding and create more flexibility. This was previously done. Carry out this event to include all seasons to include additional art throughout the City, in particular the Winter Snow Sculpting event.
- 3 Goal for grants to create more funding and give more creative groups involved. Goal to also expand the City's grants and successes to community and arts and culture groups.
- 4 Goal Setting /Calendar: Set another Goal Setting work session. And continue to ramp up quarterly reporting from Task Force and Working Groups. Suggestion to recommend the Chair of Working Group, Task Force, Commission and public sector.

- 5 Art Means Business Luncheon: Improve outreach and time frame to businesses to reinforce the arts as not just a philanthropic endeavor but as part of the business model for business.
- 6 Americans for the Arts: Arts study on how the arts has benefited the economy of community. Possibility of bringing to the Task Force.
- 7 Partner with Iowa Arts Council on a general grant writing workshop to the public, not just those applying for grants.
- 8 Goal for DEI to more clearly define workshops for best practices for inclusivity. (DEI). Ali Levasseur is working on training, which would be free for all.
- 9 Commission and Task Force be involved in the development of both the Central Avenue Corridor, and Five Flags redevelopment. Becoming a stakeholder in developing the artistic and cultural development. Other new development of infrastructures will be considered when they are made public.
- 10 Developing new synergies with other City departments and community cultural structural expansions.

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Cable TV Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 Becoming a better resource for organizations requesting allocations from the PEG fund
- 2 Expanding the Commission's scope of duties to include other communications paths to local residents than just the local cable system.
- 3 Exploring avenues to continue to be a community resource as the PEG world changes.

BOARD AND COMMISSION INITIATIVES
2019 – 2019
Dubuque, Iowa
June 2019

BOARD/COMMISSION: Catfish

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 Cost share — projects until 1.4 million in SRF projects are done
- 2 Revamp website onto city website
- 3 hire coordinator to lead former led coalition as part of IPC grant
- 4 Complete modeling of DBO county for IPC grant
- 5 Continue education and outreach
- 6

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Five Flags Civic Center Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 Have next steps defined so after receiving the Phase 2A Study that whatever project is chosen it is ready to move to bond referendum. The construction costs will only keep going up.
- 2 Approve moving ahead with capital improvements that make sense even during the Phase 2A study – for when a vote would happen or even before. These items would be a point of sale system, lighting and sound that is currently rented for shows and new wireless microphones to meet new required standards.
- 3 Continue to think outside the box to make Five Flags more attractive venue to community. Continue to have Five Flags be relevant to the community via partnerships, entertainment and community events.
- 4 Upgrade of infrastructure and equipment listed above as well as mechanical systems that work, show set up that is very labor intensive, difficulties in change overs between events, safety improvements needed and productivity that will assist in retention of good, productive, creative employees from SMG as well as improve the bottom line of Five Flags Civic Center.

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Human Rights Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 Race conference is being planned and will be held in October.
- 2 Meetings with various school/parent groups regarding educational equity.
- 3 Hosting two forums on source of income protections with Legal Aid, Friends of Fair Housing, and the Dubuque Renter's Association.

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Library

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 If the fine-free request to City Council is approved on March 7, 2019 plans for implementation on July 1 will take place beginning with a policy review.
- 2 Initiatives will be developed based on the results of the community survey.
- 3 Identify a new strategic planning process.
- 4 Evaluate options to reduce inconvenience, as expressed by library visitors, to parking around the library; specifically, parking meters.

Success: **Work session with City Council to develop guidance criteria for action on Implementation of the 2017 *Imagine Dubuque* Comprehensive Plan held.** Prior to the 2019 City Council goal setting process, the City Council has scheduled a work session with the LRPAC to discuss the proposed collective impact model and process for implementation of *Imagine Dubuque*.

Impacts: **Partnership for a Better Dubuque:** Partner for equity. **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community.

Success: **Approval of two new Urban Revitalization Plans.** The LRPAC recommended approval of two new Urban Revitalization Plans in 2018 for the potential new construction of 60 senior housing apartments and 52 units of affordable family housing.

Impacts: **Partnership for a Better Dubuque:** Partner for equity. **Financially Responsible, High Performance City Organization:** Provide City services responsive to the community.

BOARD AND COMMISSION INITIATIVES

2019 – 2020

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Long Range Planning Advisory Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 Implementation of the 2017 *Imagine Dubuque* Comprehensive Plan**
 - Create and implement a collective impact model
 - Develop and utilize a process to qualify and quantify the Plan's effectiveness
 - Implementation of the Plan within the City organization is underway
 - Hold initial work session with City Council to develop guidance criteria for Plan Implementation
 - Direct and participate in the Imagine Dubuque Implementation's Call to Action events and inclusive community engagement efforts
 - Hold final work session with City Council to share results and recommendations

BOARD AND COMMISSION INITIATIVES

2019 – 2020

Dubuque, Iowa

June 2018

BOARD/COMMISSION: Parks and Recreation Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2020.

- 1 **Leashed Pets in City Parks.** Open parks to pet owners with leashed pets. Public input, including *Imagine Dubuque*, have shown a consistent preference for opening parks to responsible pet owners. We support increasing the use of parks by opening them to pet owners.
- 2 **Fully Fund Staff Positions in the Park Division.** Increase staff by one Full-Time Equivalent staff person per year for the next three years. The Park Division is being asked to care for and develop equitable amenities including trails, new parks, the marina, and even landscaping for new roundabouts. The City would benefit from developing and retaining experience and expertise in the Park Division.
- 3 **Recreation Division Marketing.** In order to promote the equitable provision of recreational services throughout Dubuque, the recreation division needs to both maintain successful programming and provide new programs. Engaging with under served families will require hiring additional supervisors to provide attractive programming. Promotion and use of those programs will have direct impact on public health and community building within Dubuque.

- 4 **Swimming Pools.** Develop and promote plans for updating or replacing City pools. Address public desire for additional amenities, including Splash Pads and an Aquatics Center.
- 5 **Connecting Bikes and Trails.** Continue to promote mobility by the construction and maintenance of interconnected trails and bike paths, including with neighboring areas. Increase public awareness of available trails.
- 6 **Infrastructure Updates.** Aging structures within the Leisure Services Department purview should be considered for upgrades or renovations before their condition makes them unfit for public use. The Commission supports updating structures in parks, including pavilions and restrooms, as well as offices, greenhouses, and other physical assets used by the Department.
- 7 **Chaplain Schmitt Island.** Encourage closer relationships with DRA on planning and implementation of Chaplain Schmitt Island master plan. Including updates/input sessions with commission, facilitate public input and support of accessible restrooms.

BOARD AND COMMISSION INITIATIVES

2019 – 2019

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Resilient Community Advisory Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 STAR Recertification
- 2 Climate Action Plan – Creation of and implementation of community actions to combat the impacts of climate change. Slow the work down to understand each action step and how Commission can help move the action further along. Focus work on better coordination with agencies outside of the City for a more regional impact.
- 3 Poverty Reduction Strategy/Study – assist as needed
- 4 Review opportunities to assist with overall housing and health issues in the City – mold, lead paint, air quality, radon, inhibitors, mental health and access to healthy food, etc. (STAR related)
- 5 Determine a way to measure Resiliency Commission recommendations made to Council and their implementation to be able to determine Commission effectiveness and Council appetite for recommendations. Make more recommendations to Council.

- 6 Define Social Capital as it relates to the Commission's work and the City's work. Define how Social Capital is measured and make recommendation to Council to set a specific method for future use, across departments. Update Council during a work session.

BOARD AND COMMISSION INITIATIVES

2019 – 2020

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Zoning Advisory Commission

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 **Evaluation and update of the Unified Development Code.** The new Comprehensive Plan includes specific recommendations for zoning and land use. Iowa Code requires City zoning regulations be consistent with the Comprehensive Plan. Consultant evaluation and update of the 2009 Unified Development Code is needed. *Challenge is no funding.*

BOARD AND COMMISSION INITIATIVES

2019 – 2020

Dubuque, Iowa

June 2019

BOARD/COMMISSION: Zoning Board of Adjustment

Please list issues or projects that your Board/Commission plan to address during the next year 2019 – 2019.

- 1 **Evaluation and update of the Unified Development Code.** The new Comprehensive Plan includes specific recommendations for zoning and land use. Iowa Code requires City zoning regulations be consistent with the Comprehensive Plan. Consultant evaluation and update of the 2009 Unified Development Code is needed. *Challenge is no funding.*

Looking to Dubuque's Future Departmental View

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Airport

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Effectively competing with Cedar Rapids, Moline, O'Hare, and Madison for our airline customers with a shrinking marketing budget.
- Obtaining the funds needed to have a \$1.2 mil revenue guarantee to expand air service.
- Worldwide pilot shortage adversely impacting airlines ability to expand.
- Nationwide aviation mechanic shortage.
- Shortage of gate space at O'Hare and Denver airports limits expansion opportunities.
- Upgrading airport security program to meet larger aircraft standards.
- Rising fuel costs
- Very limited hangar space to accommodate growth.
- Recruiting, hiring, and retaining staff.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Airport

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Snow removal equipment acquisition
- 2 Master Plan update
- 3 Upgrading internet equipment and public WIFI connectivity
- 4 Demolition of old terminal facility
- 5 Airline solicitation
- 6 Air Charter expansion of leisure destinations
- 7 Staff transitions and retirements
- 8 Ongoing digital marketing campaign
- 9 Dmarc relocation (phone lines from old terminal).
- 10 FAA Supplemental funding
- 11 FAA relocation delays from old terminal

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Airport

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Airline marketing funding
- 2 Continue marketing airline service to business & leisure community
- 3 Airport Master Plan Update
- 4 Upgrade Airport Security Program
- 5 Continue lobbying Congress for an increase in PFC level & AIP funds
- 6 New corporate hangar construction
- 7 UD relocation from old to new facilities.
- 8 Old Terminal deconstruction

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Building Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Human resources are the most significant challenge facing the City of Dubuque organization, and indirectly residents in the future. Local government is a customer service job, except, it oftentimes requires personal knowledge and relationships to address complex and dynamic problems. Technology cannot bridge this resource gap. We need people with the right skills to support the goals, manage the programs, measure performance, and enforce the codes. For every capital, programming, and policy consideration, we must give equal consideration to operating implications. Being a high performing organization is not about doing more with less, it's about doing things well. Efficiency is not always a measure of effectiveness. Not acknowledging this results in diminishing returns of services. In an environment of finite time and resources, something always gives.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES Dubuque, Iowa June 2019

DEPARTMENT: Building Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Downtown Commercial Buildings Evaluation & Assessment Project: The outcome of the project is to further efforts toward creating more vibrant, livable, and safe neighborhoods by identifying and assessing substandard commercial buildings. The project will inform a comprehensive, neighborhood level, enforcement/revitalization plan which will in turn lead to increased investment, enforcement, and resiliency in downtown neighborhoods. Work is currently underway for this two-year project. The project has been designed and technology infrastructure for field assessments and identification has been finalized and is in testing. Field evaluations will begin Summer of 2019.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Building Services

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Creation of a Facilities Management Department – This decentralized core responsibility is shared by many departments and staff. It is typical for organizations of our size and capital to have a centralized facility management function, mostly due to efficiencies and cost savings associated with purchasing. Each department is purchasing, managing, and scheduling these responsibilities independent and without knowledge of the other. Centralizing this function under the direction of one department would realize cost savings and allow departments to focus on their areas of expertise. A study into the feasibility and logistics of such a transition would be a project I would recommend for 2019.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: City Clerk's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Redevelopment of Five Flags Civic Center and potential bond referendum
- Long-term, negative impact on municipalities from State property tax legislation
- Insidious erosion of municipal Home Rule through State pre-emptions.
- Success of Dubuque's True North program vs. gentrification
- Completion of the SW Arterial and transfer of jurisdiction for IA32 and US52
- Succession planning, workforce recruitment and retention

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: City Clerk's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Finalize digital conversion of historic City Council records from microfilm to Laserfiche.
- 2 Finalize internal liquor license approval process that allows for collection of fines owed by license holders prior to approving license renewals.
- 3 Establish Novus Agenda templates and distribution of all boards and commissions meeting agendas similar to the City Council agenda process.
- 4 Utilize office intern position during FY20 to continue digital conversion, and retention and appropriate culling of all office records in accordance with state and city requirements.
- 5 Continue succession planning through on-going staff training and development of an office SOP manual.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: City Clerk's Office

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Development of the H&W building (former Dubuque Malting & Brewing Building)
- 2 Construction of two, left-turn lanes from eastbound Hwy 20 on to northbound NW Arterial

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: City Manager's Office – Administrative

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Staffing capacity:
 - Breaking down of departmental silos & opportunities for cross-department collaboration
 - Retirement/exit of employees and loss of institutional knowledge
 - Opportunities & challenges to attract, recruit, support and retain a diverse workforce (e.g. residency requirements)
- Maintenance of service delivery to all citizens that meets community expectations and balances available resources, while also taking on new initiatives
- Maintenance of existing built infrastructure while also developing new facilities and projects
- Increase understanding and institutionalization of the priorities of engagement, empowerment and equity across all departments and staff in our organization
- State and federal political instability, attacks on home rule, and shrinking availability of stable funding sources, coupled with increased expectations on local governments to address topics and services traditionally not provided (e.g. brain health, childcare).

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: City Manager's Office – Administrative

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 High Performing Organization/Outcome-Driven Decision-Making Strategy: organization-wide performance measurement and management systems, alignment of open data development with STAR and GARE national benchmarks & Imagine Dubuque comprehensive plan.

Key issues:
 - a) Administration & Project Management + incorporating responsibility into existing departments and job descriptions (EPIC and Socrata teams)
 - b) Determine next steps for partnership with Cartegraph: process mapping, change management, and innovative teams
 - c) Project Build-Out: Socrata Open Performance & Open Data
 - d) Development of work order system: project scope & funding
- 2 Community Resident Survey & Actions Based on Results
- 3 New Employee & Promoted Employee Orientation & Support Programs, including equity, community engagement, and high performing organization concepts
- 4 Host Iowa Downtown Conference, Iowa League of Cities Conference, and Growing Sustainable Communities Conference (over 1,700 attendees from Aug-Oct 2019)
- 5 Development of Poverty Reduction Plan, including community engagement strategy and intentional integration of KPIs in City and partner reporting.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: City Manager's Office – Administrative

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 City Facilities/Work Space Analysis: Analysis of available workspace, including an analysis of which departments work together and where individual staff should be placed in order to most effectively complete their assigned duties, should be completed.
- 2 Continued evolution of the organization towards data-driven decision making, innovative & effective teams, and high-performing organization.
- 3 Strategic integration of organization's equity goals and departmental equity plans into daily operations and accountability of staff.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: **City Manager's Office – Intergovernmental
Relations and Strategic Partnerships**

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- State legislative attacks on “home rule” and cities ability to manage affairs independently.
- Federal government gridlock and the current administration's primary goal of shrinking government, rendering government incapable of doing its work of governing.

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: City Manager's Office – Intergovernmental Relations and Strategic Partnerships

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 HUD National Disaster Resiliency Competition award – ongoing work including working with the State and HUD officials to accomplish the stated goals.
- 2 Leveraging Opportunity Zones and ensuring Federal Historic Preservation tax credits are not lost in the process. Creating a prospectus.
- 3 America's River 3 – continue meetings, host groundbreaking for RR and recognition of naming donations.
- 4 Finalize contract with Viking Cruise lines and other cruise boats interested in docking at Dubuque.
- 5 Partnering with Metro Coalition and Iowa League of Cities to continue to defend TIF, Backfill and State Historic Tax Credits along with other beneficial tax credits.
- 6 Partnering to pass infrastructure bill and identify water infrastructure funding sources.
- 7 Implement the Master Plan with the US Army Corps of Engineers on Dubuque riverfront with focus on recreational, environmental, flood control and dredging projects.
- 8 Continue relationship building with DC officials and staff through Congressional Staff Visit in August and DC trips in the fall and spring.
- 9 Continue relationship building with legislators over the interim with private visits and Mayor and City Manager visits to prepare for 2020 session of the Iowa Assembly.
- 10 Pursue BUILD grants and other grant opportunities to benefit the city and partners.
- 11 Craft federal and state 2020 legislative priorities

- 12 Seek additional funding for Green Alleys in Bee Branch and Catfish Creek watershed.
- 13 Continue work on resource development for Dream Center.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: City Manager's Office – Intergovernmental Relations and Strategic Partnerships

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Finalize the Viking dock plans
- 2 Host the state partners of the HUD National Disaster Resiliency Competition Iowa Watershed Approach grant on May 21.
- 3 Plan AR3 ground breaking for final piece of Bee Branch Creek flood mitigation project - culvert installation
- 4 Host the Congressional Staff Visit in August – welcome new congressional staff from Congresswoman Abby Finkenauer's office and new staff in Senator Ernst offices. Welcome back Grassley staff and include the tax and finance committee members
- 5 Continue to partner and grow Dubuque's North End with GDDC and other partners.
- 6 Continue partnership with My Brother's Keeper

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: CMO – Sustainability

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Staffing capacity to initiate new programs/projects and maintain existing infrastructure. In this department, the staff person coordinates with various City departments and partners, shortages in other areas will be felt in their ability to implement initiatives.
- National, regional and local data regarding climate adaptation shows future impacts to emergency preparedness, public health, infrastructure planning and other key responsibilities is available to help us update community plans in a more proactive way. We need to share the information and build capacity of staff to incorporate this data into planning and budgeting efforts.
- Acting on results of STAR data: STAR identified opportunities where we have significant work to do to become a more sustainable community, most notably in the areas of equity, resiliency, adaptation, and energy and water efficiency. This data mirrors data being released through the Equity Profile and other community-wide efforts and will need significant work by the City and partners to see improvements.
- Taking advantage of existing data (which includes improving existing management systems) and collecting new data in order to make smarter decisions about priorities, funding, etc. as a City organization and communicating that data with residents and partners in order to engage and empower.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: CMO – Sustainability

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Development and Implementation of Community Climate Action Plan which will address communitywide Energy Plan, Adaptation, Resiliency and Mitigation efforts.
- 2 Integration of STAR/LEED for Cities outcomes into internal performance measurements
- 3 Growing Sustainable Communities conference – working with a new partner to continue to deliver a well-attended, informative conference.
- 4 Investment in infrastructure and partnership with non-profits re: public education to improve the bikability/walkability of Dubuque as well as energy efficiency in nonprofit buildings.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: CMO – Sustainability

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Update of 50% by 2030 Community Climate Action & Resiliency Plan to update mitigation strategies and add adaptation component and include energy plan
- 2 Energy efficiency & renewable energy improvements in municipal facilities:
Development of internal energy efficiency revolving fund, identification of potential solar on City facilities, energy efficiency improvements

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Economic Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Increased poverty
- Quality, affordable housing choices (much current stock is not affordable for a good portion of our workforce and our aging population)
- Childcare availability and affordability
- Climate change effects – is Dubuque ready for in-migration due to intolerable conditions elsewhere? (see housing shortage above, and think of all infrastructure)
- Median income & wages that have not kept pace with inflation
- Workforce skilled for the evermore technologically-driven economy
- Amenities that will attract and retain a workforce of young professionals and entrepreneurs (i.e. diverse and inclusive arts/cultural offerings)

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Economic Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Workforce Market Rate Housing
- 2 Job Training programs (Opportunity Dubuque) – expansion and diversification of participants
- 3 Central Avenue Corridor improvements (housing, businesses, storefronts, exteriors, infrastructure)
- 4 Flexsteel – Dubuque Initiatives redevelopment of Jackson Street site
- 5 Brewing & Malting property – review and support of project
- 6 Opportunity Zone program – review of regulations and work with development & investment communities to utilize program for downtown development
- 7 Build a Better Block (Potential on Central) – participate on planning committee to coordinate City efforts with partners
- 8 Childcare Pilot – review and analysis

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Economic Development

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Implement a public art policy
- 2 Central Avenue – next steps for implementing the Streetscape Master Plan
- 3 Central Avenue – support for business and housing creation
- 4 Downtown Redevelopment – continued support for façade improvements and housing creation

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Emergency Communications

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Increasing severity of calls and increasing workload causing decreasing morale
- Retaining properly trained diverse Employees in each Department
- Keeping up to date on training issues that are changing daily.
- Next Generation 911 Issues - Continued changes with limited or no funding
- Staying ahead or keeping pace with the everyday changing technology issues

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Emergency Communications

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Dispatcher Training - Vibrant Community: Health and Safety
- 2 Smart 911 Building and Personal Profiles, Marketing and Advertisement - Vibrant Community: Health and Safety
- 3 P25 Radio System Building and Implementation - Vibrant Community: Health and Safety
- 4 Panic Button with Dubuque Community Schools and City Buildings - Vibrant Community: Health and Safety
- 5 Camera to Computer Aided Dispatch Software integration - Vibrant Community: Health and Safety

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Emergency Communications

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Departmental Quality Assurance Program-National Quality Assurance - Vibrant Community: Health and Safety
- 2 Smart 911 Building and Personal Profiles, Marketing and Advertisement - Vibrant Community: Health and Safety

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Finance/Budget

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- GASB Statement No. 87, Leases. The objective of this statement is to better meet information needs of financial statement users by improving accounting and financial reporting for leases by government. GASB Statement No. 87 must be implemented for the Fiscal Year 2020 Certified Annual Financial Report. All leases will need to be tracked in one software.
- Revise Chart of Accounts to match the Uniform City Chart of Accounts from the Iowa Department of Management.
- Consolidation of the Finance and Budget Departments. Involves hiring and training a substantial number of key staff members. Job duties of many positions will be redefined. Increased cross-training for all positions. Processes will be reviewed and changed to be more efficient. Increased collaboration between Finance and Budget staff members.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Finance/Budget

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Paperless Accounts Payable Workflow Development and Implementation. Consultant under contract. 10-week project, expected implementation of July 2019.
- 2 Creation of Request for Proposals for a new Financial ERP System. Summer/Fall of 2019.
- 3 Creation of Request for Proposal for Cost Allocation Software. Provides ability to create federal cost allocation plans, prepare indirect cost rate proposals, and manage cross-jurisdictional profit and loss. Spring 2020
- 4 Creation of Request for Proposal for cloud-based collaborative software that complements any financial software chosen by the City. This software would allow the creation and automation of user-friendly forms for reporting on City Council Goals and Priorities, budget requests, workforce planning, budget amendments and many other tasks currently done through manual processes.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Finance/Budget

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Creation of Request for Proposal for Finance Department remodel. Remodel Fall 2019. Consolidation of Finance and Budget has added two positions to the department. Remodel is necessary to address workstations, efficiencies and customer privacy.
- 2 Software conversion for Certified Financial Report. Workiva Wdesk under contract and implementation is underway. Expected completion date of September 2019.
- 3 Department Training focused on both budget and finance processes. Summer 2019.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Fire

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Improving response times and coverage on the west end of the city.
- Maintaining aging infrastructure (fire stations)
- Increasing diversity of the department workforce

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Fire

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Apparatus Replacements (fire engine, haz mat truck, ambulance, quick response pumper)
- 2 Structural Repairs to Fire Station Six (1500 Rhomberg)
- 3 Preparations for applicant status in accreditation process
- 4 Ambulance Pilot/Staffing alternatives
- 5 Fire Escape inspection program to improve conditions overall.
- 6 Community CPR education

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Fire

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Building Management/Asset Management to maintain city buildings in a comprehensive plan.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Health Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Beginning July 1, Animal Control Officers will be staffed with 1 FTE and 1 PTE with a maximum of 29 hours/week. The full-time position adds 11 hours/week to the activity. Increased demand for service and coverage area, including more need for Police accompanying Animal Control in calls; back log in wild cat trap requests, will use up more than the 11 hours.
- Staff capacity for Grant writing to provide an efficient public health system focusing on prevention and wellness.
- FOG Program procedures and enforcement processes.
- Lead (water) service line replacements.
- Animal cruelty and neglect charges and enforcement with Police Department and County Attorney.
- Certified contractor recruitment for Lead and Bee Branch Healthy Homes Program.
- Brain (Mental) health care access and care management and continuum of care.
- Opioid and methamphetamine abuse and mortality.
- Court system backlog creating long time frame for enforcement completion.
Staff capacity for Grant writing to provide an efficient public health system focusing on prevention and wellness.
- Communication and collaboration between departments for new/change of ownership food establishments (and construction for food establishments).
- Open data/SOCRATA
- Bedbugs: In housing, rental housing, and hotels.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Health Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Standardization of both sanitarians for food inspections (3-year cycle).
- 2 Health and Safety section for open government/SOCRATA.
- 3 Bee Branch Healthy Homes Programs evaluation and Home Advocate oversight.
- 4 Participation in community Opioid Response Team.
- 5 Participation in Brain Health Task Force.
- 6 Humane Society contract renewal preparations.
- 7 Health Services Department Equity Plan.
- 9 Brain Health/Mental Health – Collaborate with access center location and development.
- 10 FDA Standard for food code enforcement.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Health Services

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Community-wide Health and Wellness model-i.e., Healthy Hometown.
- 2 Humane Society contract reporting requirements
- 3 Nuisance violation enforcement coordination and consistency among departments.
- 4 Pacific Islander Health Project sustainability.
- 5 HUD/VCA elevated blood lead requirements.
- 6 EPA PM Advance Program- Air Quality Task Force. Continuation of Path Forward.
- 7 Crescent Community Health Center Facility space expansion, facility build-out, service expansion, and changes in Affordable Care Act.
- 8 Electronic licensing payment system for food establishments.
- 9 Brain Health/Mental Health – Collaborate with access center location and development.
- 10 FDA Standard for food code enforcement.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Housing & Community Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Understanding equity and Normalizing that in the Organization
- Physical Space for Employees to Work – We have run out of space without some investment for set-up of new spaces
- Parking for City Employees – Equity, Recruitment, Retention
- Perceptions of Housing Choice Voucher Holders
- Landlord Diversity
- Tracking Housing Needs in a market that is expanding quickly
- Education for renters and Landlords to increase communication
- Current disparities in income by race and how that affects equitable access to health care, education, housing, employment, etc.
- There isn't a community "one stop shop" for services or referrals
- Ever Increasing Workload – Focus on services we can provide well, not provide all services (data collection/analysis adds time, but we aren't adding employees to do it)
- Having funds available to market programs to all residents

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Housing & Community Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Outreach for HOME Workshop to make citizens more aware of possible resources
- 2 CHANGE Initiative
- 3 Purchase/Rehab/Resale for homeownership
- 4 Tiered Inspection Process
- 5 Building efficient and sustainable processes in all programs
- 6 Data Analysis for Source of Income
- 7 Normalizing Equity within the organization and the community

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Housing & Community Development Department

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Develop a “one-stop” location for community resources
- 2 Implement a Neighborhood Approach to Community Development, funding
- 3 Outreach and Data Collection for all Housing Activities, funding
- 4 Housing Assessment Citywide, Funding for Action
- 5 Increase voucher utilization through grants
- 6 Gaining Opportunities Marketing and Funding for capacity building
- 7 Finding Space for Employees, Funding

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Human Rights

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Developing a poverty reduction plan along with the community and ensuring that the plan also includes three target populations, with disaggregated data around community level indicators such as housing cost burden, employment rate, and median income.
- Once the poverty reduction plan is developed, staff will need to prioritize time to coordinate implementation of the plan along with community partners
- State and Federal funding, taxing, and regulatory restrictions that limit our ability to be effective with equity and poverty reduction efforts.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa June 2019

DEPARTMENT: Human Rights

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Working with Community Foundation of Greater Dubuque Equity Coordinator on release of Advancing Equity Report
- 2 Developing a department level marketing plan that clarifies the role of our department focus on commitment/advancing equity beyond traditional role of investigation of discrimination complaints.
- 3 Implementing, in partnership with Loras College, a civic action plan and Civic Leaders Program that can operate as a pipeline for City employment, assist with implementation of Imagine Dubuque, and work with our Department to develop Cultural Snapshots on a sustainable basis.
- 4 Continued support for Departments in applying Results Based Accountability to performance measures, using the racial equity toolkit, and using the community engagement toolkit.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Human Rights

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Development of Poverty Reduction Plan with community input and identification of three priority populations, along with disaggregated data around shared community indicators of housing cost burden, employment rate, and median income.
- 2 Intentional application of an equity lens, including engagement with communities most experiencing inequities, in the implementation of Imagine Dubuque and in the evaluation of City services.
- 3 Implementation of staff training that includes key intercultural, equity, and community engagement concepts, such as implicit bias, as has topics relevant to one's level in the organization (front-line, mid-management/supervisory, Department Managers).

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Information Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- **Create and Sustaining a “Resilient Technology Environment.”** As the saying goes, “you’re only as good as your weakest link.” The Information Services Department spends a majority of capital expense and almost 40% of our operating budget on network and infrastructure support related to a secure and highly available computing environment providing users with 99.99% uptime. You can’t have a truly resilient IT deployment without resilience at all computing sites. The challenge is creating a technology environment with best-in-class technology providing redundancy, security and management controls designed to prevent downtime. On-going investment and policy need to be made in the areas of:
 - Addressing the need for on-going assessments of security vulnerability and threats
 - Investing in software and solutions that provide a “High Availability” technology environment that is “always on, readily available with fail-overs and redundancy to meet those failovers with great customer support.”
 - Funding a fully functioning fail-over site at 3rd street water tower location with redundant hardware, storage and network. This will not only address the issues of adequate physical/environmental security but also business continuity needs.
 - City Staff Education (Both IT and Staff) In addition to investment in Information Services staff to be trained on preventing the latest threats front line staff need on-going awareness of the results of their actions in using the technology they have been provided. Employees need to be trained not only on why network security is crucial but also on what they can do to help prevent security attacks to the City and possibly to themselves.

- **Management of and Equity Around Growing Broadband and Telecommunications Projects and Partnerships.** As outlined in “successes” we have implemented innovative tools like Master Licensing Agreements and Master Shared Service Agreements and updated all City Communications Licensing. The City has also adopted a Small Cell Aesthetic Guideline. Progress has been made but there are some glaring gaps. There are at least twenty-four agreements that involved abandoned conduit assets, three telecommunications buildings, several miles of fiber and conduit sharing, master services agreements, and master licensing agreements. Needs range from providing physical access to sites to executing the terms and conditions of services agreements. Overall the partnership is a success due in great part to a multi-departmental approach (IS, Engineering, Legal and GDDC) and the work of David Lyons, Sustainable Innovations Consultant at GDDC. “Human Capital,” technology tools for mapping and both ROW and inventory for managing this growing set of Assets and Partners and assistance to partners will be needed to continue the success of this partnership.
- City/County/School Cameras – This project would link cameras located in schools, the city and county to dispatch and other authorized first responders in cases of threats or emergencies. Funding for a management server and support for that server will be needed.
 - I-Net – The I-Net supplies dark fiber to various schools and public buildings is part of the Mediacom Franchise agreement which expires in 2019. Communications with Mediacom along with continuing to build fiber to sites served by the I-Net will continue to occur. Sites impacted for the City include Leisure Services, WRRC, some Fire Stations, EOC/Fire Training Center.
 - Broadband for Low Income/Students – There is a need for affordable, low/no cost broadband services like what has been done in West Des Moines. An ISP that would provide broadband speeds and insure privacy are high on the list of needs in addition to access to a service with reliable services.

- **Staffing and Service Levels** Since Fiscal Year 2013 technology initiatives, application upgrades, increased reliance on mobile technology, telecommunications initiatives, expanding needs for data storage and bandwidth and additional locations where technology is located has increased not only “how much” technology is present but also in the scope, complexity and expertise required for technology implementation, use and support in the city has expanded. Specifically the following gaps in technology support are:
- Enhanced Network Security Monitoring and Response
 - Traffic Integration Support
 - Infrastructure management
 - Network
 - Storage
 - Lifecycle management
 - Database Administration
 - Office365 Administration and Training
 - Data extraction and API integration between systems
 - Standards and Compliance
 - Network and Endpoint Security
 - Training
 - Penetration Testing
 - Recommendation
 - Remediation
 - Open Data Governance and Management
 - Overall Project Management
 - Broadband and Network Operations Management
 - Personnel – “2nd String” for job tasks and Succession Planning
 - After hours support/response
 - 3rd Street Data Center Manager
 - Cartegraph Project and System Administration

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Information Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 **Cartegraph Partnership Expansion**

City Goal: Financially Responsible, High Performing City Organization

Department: City Manager's Office/Information Services

Currently the City has the following new initiatives happening with Cartegraph:

- High Performance Government – This initiative provides for training front line and mid-level managers on:
 - o Effective and Innovative use of teams
 - o Efficiencies in workflows and process mapping
 - o Change Management/How to Affect Change in the Organization

Action Steps: Training Sessions have occurred. Future training is scheduled. HPG Core Team meets monthly. Currently working on capturing costs for mowing and expansion of software to additional users

Key Issues:

- Scope
- Funding
- Administration & Project management

2018 - 2020 Actions:

1. Contract for Enterprise Licensing
2. Determine Next Steps and Project Plan
3. Continue training/implementation of High-Performance Government
4. Determine of Cartegraph will be the vendor for a city-wide work order system

2 3rd Street Data Center

Work continues to progress on 3rd Street data Center which will serve as a location for traffic servers/storage and City IT server/storage and backup equipment. Fiber has been extended to the site by ImOn. Racks and cable management have been added for Engineering and IS. Electric work is in process.

FY 2018-2019 Actions

- Traffic will install servers/storage
- City will install network switch 3rd site backup equipment
- ImOn upgrading HVAC
- Budget item needed for City servers and storage for business continuity site

3 City Performance Measurements/Open Data Catalog

City Goal: Financially Responsible, High Performing City Organization

Department: Information Services

2018 - 2020 Actions:

- Open Performance Dashboard/Catalog The Open Performance dashboard and open data catalog are “live” but are not completely populated – challenges continue to be staff dedicated to this activity and clear understanding of how metrics translate to indicators to key performance indicators. Time seems to be the biggest enemy to successful completion.
- Sharepoint site with links to Comp Plan, STAR and Socrata completed
- M/CC Work Session – Needs to be scheduled
- On-going data Governance Policy and Strategy for data Updates
- Continue to leverage Socrata training and implementation assistance

4 Network, Broadband, Fiber/Conduit Infrastructure and Wireless – Small cell

There currently are fiber, conduit leasing and master services agreements with eight vendors. Since 2015 the City has increased broadband vendors by 5X, the amount of conduit in the ground by 4X and tripled the amount of fiber. These numbers continue to grow. Since 2015, the City has realized 1,6 million in value in added internet services, design and planning services along with conduit and fiber builds and some leasing income.

2018-2020 Actions

- Determine Workflows and implement an easy to use permitting process for small cells. These are anticipated to total 50 in FY2019, 100 in FY2020 and possibly an additional 50 in 2021. Each of these small cells comes with not only the small cell siting but also a fiber back haul
- Inventory and mapping of fiber, conduit and related telecommunications assets
- City IS will begin a 4 year replacement project for all switches on the network

5 **I-Net Future: Strategy & Actions**

Department(s): Engineering, Information Services

- Water Plant, Airport, Sutton Pool and Rhomberg Fire Station have been moved to City fiber
- A Master agreement with Mediacom will go to Council May 19 to extend I-Net support at the remaining sites (city and schools) for 3 years with an option to add 5. In exchange a value agreement for rent on Mediacom's telecommunication hut at 3rd street will fund
- Leisure Services, WRRRC and Grand View FS, Kennedy FS need to be addressed in in FY 20 – 23 – Engineering has approved budget for fiber extension to these sites

- 6 **Training** – Office 365. An outline for Office 365 has been completed. Much work will need to be done in FY2020 to determine needs, scope, partners and training format.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Information Services

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 **Staffing and Service Levels** Since Fiscal Year 2013 technology initiatives, application upgrades, increased reliance on mobile technology, telecommunications initiatives, expanding needs for data storage and bandwidth and additional locations where technology is located has increased not only “how much” technology is present but also in the scope, complexity and expertise required for technology implementation, use and support in the city has expanded. This has created a situation where there are gaps in technology support services in terms of an ability to service issues in a timely manner as well as hire staff for openings in a timely manner. Specifically, I would request the following action steps:
 - “FTE’s required to support/maintain” should be added to any new technology requests, new locations with technology or staffing changes that add equipment, software or users with IT determining the metrics of the impact;
 - Eliminate Civil Service Requirement for IT positions. This year it took approximately 6 months to fill a position. In the end many of the 23 candidates took other jobs. Technology jobs are in high demand. To reach a viable candidate pool and expect the delays that the Civil Service process inflicts works counter to “high performance government” and causes a less than competent pool of applicants. What steps need to happen so the hiring process can be streamlined and we are able to attract a diverse, highly qualified applicant pool?
 - Hiring a Senior Applications and Systems Support Analyst

- 2 **Network Security.** To sustain a “Resilient Technology Environment.” The following investments and are policy needed:
Continue funding multi-year assessments of security vulnerability and threats
 - Investment in software and solutions that provide a “High Availability” technology environment that is “always on, readily available with fail-overs and redundancy to meet those failovers.”
 - Fully Funding a fail-over site at 3rd street water tower location with redundant hardware, storage and network.
 - Adequate physical security for the City Hall Annex Data Center including secure entry areas using fobs/cards, additional security cameras in the data center and within the annex
 - Network Security Education (Both IT and Staff) In addition to investment in Information Services staff to be trained on preventing the latest threats front line staff need on-going awareness of the results of their actions in using the technology they have been provided. Employees need to be trained not only on why network security is crucial but also on what they can do to help prevent security attacks to the City and possibly to themselves.
- 3 **Continue investment in Open Data, Open Performance, Transparency and Data Analytics.** In the coming years it’s not going to be enough to use data. To be “data-driven” we must also have data veracity. Maximizing data veracity is about making sure that you’ve verified the truth and context of the data so the city can use it’s data assets to make decisions and change course with goals and objectives in mind. Investment in tools that fully dive into data eco-systems such as Enterprise Power BI, Socrata and training to fully use these tools is necessary to make this happen.
- 4 Continue investments in Office 365 Training to not only leverage the investment in the software but also reap the benefits of the communication, collaboration and efficiencies that can be realized utilizing the full suite of software

- 5 **Management of and Equity Around Growing Broadband and Telecommunications Projects and Partnerships.** In many ways we've been a "victim of our success" in creating a highly responsive, well-crafted partnership between the city and vendors to bring improved broadband services and infrastructure to Dubuque. Beginning in 2019 two vendors will be kicking off a fiber to the home (FTTH) project making significant investment in fiber optic resources and expanding high speed broadband to the residents of Dubuque. Starting with 1000 households in 2019 and expanding to 5000 homes per year over the next 4 years Dubuque will see extraordinary growth in this area of service. With this growth the city needs to address:
- Impact on ROW permitting and inspection process
 - Human capital to not only address the needs of vendors but also permitting
 - Resident engagement, outreach and response
 - Mapping and fiber/conduit management
 - How do make this service available at low/no cost to those least available to afford it especially students – where does the city need to fund work and what does it look like
 - How do we make this service equitable to diverse populations

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Leisure Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Racial Equity and Equity
 - a. Services
 - I. Accessibility
 1. Admin Location (no bus stops close, physical location in middle of golf course with no sidewalk)
 2. Lack of translation services/availability
 - a. Website
 - b. Social media
 3. Registration requirements (walk-in, cost, etc.)
 - II. Information
 1. Lack of demographic (what info can and cannot ask for, what are the barriers to asking or encouraging people to provide us with their demographics (gender, race, ability, etc.)
 2. Updated website
 3. Translation
 4. Social media
 5. Channel 8
 - III. Customer service
 1. Proper staff level training
 2. Consistent message and style (across all departments)
 3. Equitable programming vs traditional (location, race, gender, modern family, cultural consideration, etc.
 - b. ADA
 - I. Funding needed
 - II. Comprehensive review (Good start but only partial of department facilities and areas plus no programming and website review)

- c. Employment
 - I. Wage review – make sure competitive and appropriate to job
 - II. Process of applying (online only, driver’s license)
 - III. Hiring (civil service, timeline for seasonal hiring)
 - IV. Lack of racial diversity in department staff and leadership
 - d. Federal, State, and Local Funding Challenges – programs under fire or on chop block
 - I. CDBG
 - II. AmeriCorps (Corporation for National and Community Service)
 - 1. Livable wage/stipend as job market tightens
 - 2. Sustainable funding should it get cut at federal funding
 - III. 21st Century Grant (LEAP)
 - IV. Iowa Department of Natural Resources
 - V. Immigration rulings and policies
- 2. Aging infrastructure throughout department in parks, pools, amenities and facilities – deferred maintenance becoming major issue
- 3. Staffing
 - a. Expertise/expectations vs. reality
 - I. Special license needed
 - II. Certifications
 - III. Time available
 - IV. Overload high performers
 - b. Shortage causing higher levels covering open lower level jobs/responsibilities
 - c. Lower level to take on higher level jobs/responsibilities for low pay
 - d. As new projects, priorities are planned and/or approved, staffing levels are not considered/budgeted for
 - I. Concern that MFC addition if successful even with staffing approved as part of budget, will not be enough.
 - e. Antiquated wage scale – lack of entry level opportunities
 - f. No annual performance evaluation
- 4. Community Facilities and Amenities – “an abundance of fun things to do”
 - a. Lack a parks and recreation master plan
 - b. Citizen expectations are higher (especially those relocating from more populated areas)
 - c. Not keeping up with what younger residents do/will want (Imagine Dubuque: attracting and retaining young professionals)
 - d. Hike/Bike trails – desires for more
 - e. Community Center(s) concept used in many cities

- 5.
 - f. New park development in newer sub-divisions (currently 5 sites)
 - I. Health activity options
 - II. Cross generational amenities
 - III. Funding needed
 - g. Taking out many more trees due to EAB than replanting across the city
 - h. What to do about Five Flags?

Perception of events not being inclusive

- a. Lack of cultural presence
- b. Intentional separation based on
 - I. Disdain for department and City
 - II. Past interactions or experiences
 - III. Changes of leadership
 - IV. Feelings of not being invited (not being invited to party)

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Leisure Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Deferred maintenance issues of infrastructure including but not limited to parks, water lines facilities and structures, recreation facilities such as pools.
- 2 Five Flags Civic Center Assessment and Study – Council direction, decisions and courses of action related to decisions.
- 3 Multicultural Family Center addition and remodel project – final design, bid, construct, and grand opening.
- 4 Comiskey Park Renovation Project – plan development and construction.
- 5 Chaplain Schmitt Island Veterans Pond Project – construction.
- 6 Prioritization of outdoor pools safety and operational issues – direction and funding.
- 7 English Ridge and Eagle Valley Subdivision Park Development – Additional funding, design, engagement and construction.
- 8 Miracle League Complex – construction and therapeutic recreation programming development.
- 9 Teen Engagement and Programming.
- 10 EB Lyons Nature Center/Mines of Spain partnership developed.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Leisure Services

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Parks and Recreation/Leisure Services Master Plan – funding.
- 2 Modern program registration and facility reservation system and software to capture and report data for Leisure Services, Multicultural Family Center and Library to enhance customer experience and increase effective engagement - funding.
- 3 Proactive equitable community of choice programming vs. reactive systems and reactive programming. Arts and Culture Coordinator, Teen Coordinator, Youth AmeriCorps Coordinator, part-time volunteer coordinator – direction and funding.
- 4 Park development funding for non-TIF donated park sites (Park and year donated – Eagle Valley complete funding (2003), Pebble Cove (2008), Westbrook (2011) and North Fork Trail (2009)) – funding.
- 5 Community Center (Imagine Dubuque Call to Action) as related to Blum building – engagement and funding.
- 6 Increase pollinator habitat in parks system and reduction/removal of invasives – research, educate, funding.
- 7 Prioritization of outdoor pools: rehab vs. build – direction, funding, community engagement.
- 8 Phase 2 ADA Review and Update of Self Evaluation and Transition Plan for Leisure Services parks and facilities – funding.
- 9 Deferred maintenance of Leisure Services infrastructure including but not limited to parks, pools, buildings, water lines facilities and structures (\$2.9 million deferred maintenance capital projects of \$5.9 million in cuts just to Leisure Services in FY 20 budget process) – direction and funding

- 10 Southwest Arterial Trail Connections – Matching funding for grant applications
- 11 Highway 20 Re-landscaping Plan - adoption and funding.
- 12 Pet friendly community needs assessment community-based action items and community-based partnership funding.
- 13 Workforce initiatives – Research Youth AmeriCorps (17-19 year old service learning), internships and entry level positions – proposal, adoption and funding.
- 14 Parks and recreation equity analysis for area around old Flex Steel site. Work with Dubuque Initiatives and Flex Steel on incorporating potential elements addressing equity needs of area into redevelopment of site which also compliment workforce recruitment and retention.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Library

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Retention of the “best and brightest” Library as an example: the library has 18 full-time employees and 36 part-time employees. Despite high job satisfaction levels among part-time employees, and a good salary, they are often forced into seeking full-time employment for the medical benefits.
- The threat of funding decreases or changes over which the City has no control; for example, at the State and Federal level.
- A strong workforce in the trades
- Extension of city services to the west side of Dubuque

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Library

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 A community survey is being administered. The survey will determine the value of the library in the community, satisfaction in level of service, and the interest in library service in the western part of town. The results will be generalizable to the community.
- 2 Introduce a collection of circulating virtual reality equipment.
- 3 Increasing the number of hot spots that can be circulated.
- 4 Opening of the WhisperRoom. The “WhisperRoom” is a sound-deadening room that people can use to record music, voice-overs, or for podcasts. It is complete and its grand opening and advertising will commence very soon.
- 5 Expansion of the Changing Lives Through Literature program. This is a diversion program for youth who have experienced charges. Successful participation in this program results in no further consequences in the criminal justice system. As of last fall, the recidivism rate was 20%, compared to 36% statewide. A \$10,000 grant makes it possible to expand this program to at-risk youth.
- 6 Holding an All Community Reads event, which will culminate in a visit by the two authors of the book *Picking Cotton* on November 5, 2019. The library has established partnerships, has received grant funds, and plans on distributing thousands of books in the community to generate discussions and raise awareness on the topic of restorative justice.
- 7 Introducing a new marketing campaign. (A marketing coordinator has been hired made possible by funds from the James Mutschler Trust).
- 8 Continue to meet with Leisure Services, Multicultural Family Center, and Arts & Cultural Affairs to identify opportunities for increased efficiency through working together, and for cross-promotion and raising awareness of the services offered.

- 9 Work with Leisure Services, Multicultural Family Center, and Arts & Cultural Affairs to develop a measurement tool for the four departments.
- 10 Work with Leisure Services to review calendar and program sign-up software that can be shared and which can offer data through reports.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Library

Please list issues or projects that you would like for the city to address this next year 2019.

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MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Neighborhood Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Negative perception of east side neighborhoods by broader community
- Perception that downtown is not safe in spite of drastic reduction of shots fired calls and other crime statistics.
- Negative perception of people of color
- Current disparities in income by race, healthcare, education, housing, and employment
- Understand council's goal of equity and normalizing it within the organization.
- Continual challenge to truly get residents engaged, empowered to take responsibility for improving quality of life in their neighborhood and the broader community, rather than relying on city government. There's heightened expectations that city officials will be able to solve every issue with increased enforcement, i.e. litter enforcement.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Neighborhood Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Arts Master Plan Task Force
- 2 Development of CMO Equity Plan
- 3 Support development of Washington Neighbors Association
- 4 Continue to work with Housing and CD, CHI, Planning, and True North/GDDC to implement the Washington Neighborhood Strategic Plan.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Neighborhood Development

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Support efforts for meaningful community engagement in the Redevelopment of Comiskey Park
- 2 Poverty reduction plan
- 3 Identifying neighborhood champions, particularly in low and moderate income neighborhoods to help get out information on resources – increase resiliency.
- 4 Continue to work with Steeple Square to develop that complex into a true asset for the neighborhood with relevant programming.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Personnel

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Implementing the appropriate changes to the health and prescription drug plan in order to contain the increasing cost of providing this benefit, including implementing wellness and disease management programs and enhanced clinical management programs.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Personnel

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Prepare for the interest arbitration hearing with the Police Association.
- 2 Continue to enhance recruitment strategies to increase the diversity of applicants for City positions.
- 3 Analyze the request for proposals for worker's compensation claims management.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Personnel

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Prepare and analyze requests for proposals for health benefit consulting and actuarial services.
- 2 Continue to implement changes to the health and prescription drug plan in order to contain the increasing cost of providing this benefit, including implementing wellness and disease management programs and clinical management programs.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Planning Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Promote mixed-use development both downtown, within the John F. Kennedy Road Corridor, and key intersections along the Southwest Arterial. These mixed-use areas should provide a variety of residential choices, access to goods and services, and neighborhood amenities like parks and schools within a walkable environment.
 - Imagine Dubuque: livable neighborhoods
 - STAR Built Environment – BE-3: Compact and complete communities.
 - Equity Indicator: Housing plus Transportation cost burden
- Illustrate the tangible economic and sustainability benefits – direct, indirect, and induced – to Dubuque's economy and community from the work done by the City's Historic Preservation Program and the City's private and public sector partners. Communicate these benefits consistently to all local, state and federal constituencies.
 - Imagine Dubuque: Livable Neighborhoods.
 - STAR Education, Arts and Community: EAC-4: Historic Preservation

MANAGEMENT IN PROGRESS 2019 – 2020 PROJECTS AND ISSUES

Dubuque, Iowa
June 2019

DEPARTMENT: Planning Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 **2017-2019 MGMT IN PROGRESS: Phased Historic Architectural Survey.** As Certified Local Government, the City is required to periodically prepare historic & architectural surveys, evaluations and nominations to identify and list properties in the National Register of Historic Places. *Funding in FY2022 and FY2023 (\$15K)*
 - Phased survey areas identified by HPC & staff 7/2021
 - Request for Proposals (RFP) 8/2021
 - Contract with selected consultant 10/2021
 - Complete data analysis and draft report 1/2022
 - Complete SHPO review of final draft 3/2022
 - Review report with HPC, Council and community 5/2022
 - Finalize plan for NPS approval 6/2022

- 2 **2017-2019 MGMT IN PROGRESS: Economic Impact of Historic Preservation – Marketing Plan.** An in-depth study to identify the benefits of preservation to the community will inform creation of a master plan and serve as a marketing plan. *(No funding for estimated \$50,000+ cost)*
 - Non-profit partner to commit to fundraising 50% of cost. 9/2019
 - Need to reaffirm that City Council will match at 50%. 3/2020

INITIATIVES 2018 – 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2018

DEPARTMENT: Planning Services

Please list issues or projects that you would like for the city to address this next year 2018 – 2019.

- 1 **FY2019 - FY2020 DEPARTMENT INITIATIVE: Implementation of Imagine Dubuque Comprehensive Plan.** The City Council approved \$45,000 over two years for a consultant to assist with creation and implementation of a collective impact model with City organization, community stakeholders, organizations, and residents for the Call to Action
 - Retain consultant 12/2018
 - Form Technical Team and begin meeting 1/2019
 - Create 2019 Project Timeline 3/2019
 - Develop framework for coordination, communication, and data 3/2019 – 12/2019
 - Data collection and outreach: City staff & community partners 3/2019 – 12/2019
 - City Council Work Session #1 5/2019
 - Call to Action Kick-Start Events 6/2019
 - City Council Work Session #2 1/2020

- 2 **FY2019 - FY2020 DEPARTMENT INITIATIVE: 2020 Census Complete Count Committee.** The City Council approved \$24,200 to retain a consultant to assist with the logistics, communication, marketing, outreach, advertising associated with a 2020 Census Complete Count Committee campaign, similar to our successful campaigns for the 2000 and 2010 Census counts. Having a complete count is vital for many reasons, including Congressional representation, distribution of federal and state funds, and influencing business decisions.
 - Retain consultant 6/2019
 - Research phase 7/2019
 - Form 2020 Census Complete Count Committee 8/2019
 - Development phase (written communication plan for all activities) 9/2019 – 11/2019
 - Implementation phase 12/2019 – 4/2020
 - Wrap up Report 5/2020

- 3 **FY2019- FY2020 CITY COUNCIL TOP PRIORITY: Poverty Reduction: Action Plan.** The City Council approved \$75,000 to retain a consultant to help create a Community Action Plan to Reduce Poverty. The project would involve research and analysis of existing programs, trends, best practices, and annual performance measures through an equity lens. This project would engage business leaders, foundations, government and school leaders, non-profit and faith leaders, and community members who have lived with the stresses of poverty to develop and commit to an Action Plan for Dubuque.

- Retain consultant 8/2019
- Research phase: 9/2019 – 12/2019
- Community Engagement phase: 1/2020 – 6/2020
- Community Planning phase: 7/2020 – 12/2020
- Implementation phase: 1/2021 – 3/2021

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Police

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- The ongoing process of recruitment & hiring. The hiring and training of new officers is a never-ending process through the year. At a high point in 2018 we were down 8 officers, and this would not include officers in training or off shift for various leaves. Training continues to impact current officers as they must not only assist new officers through the 20-week training process, but must also shoulder the burden of being understaffed. Recruitment of quality candidates for police positions has also become a larger challenge than in the past. This is a challenge seen not only in Dubuque, but by law enforcement agencies across the country. For the current testing cycle that began with a January 2019 written test, we ended up with another low year of candidates and could only certify a list of 34 candidates – less than the 40 we allowed to do under Civil Service law.

Workforce Recruitment & Retention: Recruit and retain a quality workforce while focusing on city-wide intercultural competent initiatives. As tied in with the above, overall recruitment numbers are down, so the diversity of the applicant pool often decreases as well.

The Dubuque Police Department will see the next “wave” of retirements of the supervisory staff in the next two to seven years, at which time the majority of the senior management team will be eligible to retire.

- As the city continues to evaluate annexation possibilities, including the opening of the SW Arterial, the balance between today's resources and future needs will continue to be challenging.
- Increased level of shots fired and related violent crime, or at the very least the perception of crime. Although there has been a general upward trend in crime and shots fired over the past decade, we have actually seen decreases in both of these over the past three years. Shots fired calls are especially challenging as officers generally find little to no cooperation in these investigations. Besides the immediate threat, these calls greatly diminish the quality of life in specific neighborhoods as well as raise alarm throughout the community. We will need to monitor the effects of changes to Iowa's gun laws and how they impact the community as well.

- Dubuque has seen waves of drug related issues the past few years. Opioid addiction has garnered much necessary attention, but methamphetamine has seen a resurgence, as had manufactured marijuana oils. Marijuana oil and methamphetamine both have hazardous production methods and are a major challenge themselves. As the State of Iowa explores the legalization beyond CBD, to include medicinal marijuana or even recreational use of marijuana, the department will have to adjust at each step along the way.

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Police

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Officer Recruitment, Retention & Training – Provide annual recruit testing and continue to explore other testing options including moving up the annual testing. With retirements and career changes, the ongoing effort to fill police vacancies with a diverse and dynamic workforce continues to be a challenge. We are in the process of revamping our Field Training program as well.
- 2 Continue to work with landlords, tenants, and neighbors to solicit suggestions, ideas and cooperation to combat concerns with poorly maintained and/or managed rental properties, through implementation of the IPMC, potential code changes and policy changes.
- 3 Partnerships: With City departments and external agencies to include, Library, City Housing, Leisure Services, Dubuque Community School District, Neighborhood Associations, and the Multi-Cultural Center among other partners - Continue to create more visibility and officer presence with our partners, while balancing the need for street officers.
- 4 As part of the FY 2020 budget, the City Council approved the addition of 3 new School Resource Officers (SRO) over the next three fiscal years. The addition of the new SRO's will result in the eventual reorganization of the COP division in regard to school assignments and overall supervision.

The COP/SRO community relationships are being more formalized to include scheduled engagement opportunities with you rather than incidental. Partners who work with youth are a vital part of this process.

The SRO's will continue to take the department lead on working with partners on developing a formal Restorative Strategies program in lieu of youthful offenders formal entry into the criminal justice system.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2019

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Continue to work with City staff and the rest of the 911 Public Safety Committee on the radio transition to P25 compliance; Continued review of plans, proposals and review of potential funding sources, and the PD's role in the entire process.
- 2 Continue to strengthen landlord cooperation in maintaining positive tenants and properties, and determine best methods for dealing with less cooperative landlords and properties through the Nuisance Enforcement process and other corrective measures.
- 3 Continue to focus on citywide diversity recruitment and retention of a quality workforce, and continue to work on the department's ICC based recruitment and retention.
- 4 Final stages of development of a shooting range in partnership with the Dubuque County Sheriff's Office (through DDTF forfeiture funds) with an expected opening in the fall of 2019.
- 5 The department will be doing a weapons transition over the next year to possibly include a new caliber and weapon models. The opening of the range will greatly facilitate the transition and qualification with the new weapons, but this will be a major undertaking.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Public Information (PIO, GIS, Cable TV)

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Workforce Retention & Recruitment Across All Sectors & Levels
- Racial Equity
- Broadband Access, Equity, and Options
- Political Divisiveness & Impact of State & Federal Legislation
- Lack of Childcare Options and Affordable Options
- Lack of Quality, Affordable Housing Options and Lack of Variety of Housing Choices within City Limits
- Impact of Residency Requirement in Recruitment and Retention of City Employees
- Traffic Congestion on Major Arterials
- Lack of School Readiness Among Students in K-12
- Substance Abuse
- Public Awareness Campaign on Importance of Reading to Pre-K Children
- Misperceptions of Crime Rates and Public Safety of Downtown
- Managing Public Perceptions & Expectations of Downtown Parking
- High School and College District Parking Issues
- “Nothing to do in Dubuque” Perception
- More Closely Aligning Council Goals with Comprehensive Plan and Equity Outcomes

- Access to affordable, healthy foods and development of healthy eating habits
- Revitalization of Central Avenue Corridor
- Pedestrian & Bicyclist Mobility & Safety Issues (Lack of Sidewalks)
- Misperception of Connection Between Property Assessments and Tax Rates

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Public Information (PIO, GIS, Cable TV)

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 CATV – Closed Captioning Implementation
- 2 GIS – Aerial Photography & Control
- 3 CATV – Exploration of University of Dubuque Drone Partnership
- 4 PIO – Website Redesign
- 5 GIS – GIST (GIS Today) & General GIS Training
- 6 PIO – Transition of WebQA to Information Services
- 7 PIO – Track Effectiveness of Communication Efforts and Review Outcomes Impacting Equity

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Public Information (PIO, GIS, Cable TV)

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Community Pride Photo/Video Campaign on Instagram
- 2 Campaign to increase awareness of how the City uses rates, fees, and fines (Enterprise Funds)
- 3 Review of Public Information Office Staff Roles & Responsibilities
- 4 Professional Photography Shoot for Publications, Website, and Social Media
- 5 ADA Compliance Review of Website
- 6 InVision FM Software Implementation
- 7 Aerial Photography and Control Monumentation
- 8 Cartegraph/GIS Integration
- 9 Downtown Commercial Building Assessment
- 10 ROW Permits for Engineering
- 11 Review of City Staff Work Space and Office/Department Locations + Plan for Future

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Identifying additional maintenance funds to support additional staff to maintain new infrastructure projects
- Lack of funding to increase staffing to previous levels to maintain aging infrastructure,
- Lack of funding to clear back log of sanitary and storm sewer infrastructure repair projects
- Identify funding to cover the additional expenses associated with supporting the initiative to reduce GHG by using alternative fuel vehicles.
- Identify funding to implement recommendations from the March 13, 2019 Performance Analysis of Solid Waste Operations including implementation of an automated side load cart system and path towards zero waste recommendations.

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Construction of Cell 9 Phase 4 landfill project.
- 2 Construction of a project centered on collecting landfill gas and converting it to Renewable Natural Gas
- 3 Public Works 5.1 miles Asphalt Overlay and ADA curb ramp replacement project.
- 4 Design of the Bee Branch Flood Control Pumping Station
- 5 Implementation of a glass collection drop off program
- 6 Approval from the Corps of Engineers for identified repair projects to the flood control system
- 7 The department will continue to work on permitting encroachments that exist into the Corps of Engineers “clear zone” along the flood control system by developing and submitting to the Corps a 408-levee alteration project.
- 8 Expansion of the asset management system using the Cartegraph OMS system.
- 9 Review of the recommendations outlined in the Performance Analysis of Solid Waste Operations and Fees Study

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Identify a plan for the transition to automated side load cart system.
- 2 Complete the design of the Bee Branch flood control pumping station
- 3 Increase funding in the Engineering 5 -Year Street Program dedicated for rehab of deteriorated concrete streets

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Transportation

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Funding
- Fleet condition and age
- Turnover part time bus operators (due to part time status with no benefits)
- Technology required to operate the buses
- Changing the image of "who rides the bus". How do we expand ridership/service to entice more professionals, academics and environmentalists to view bus riding as a viable option?
- Marketing services
- Residency requirement for part-time employees combined with the shortage of Commercial Driver's License holders will continue to impact transit's ability to staff its routes. 80% of transit service is staffed by part-time drivers.

MANAGEMENT IN PROGRESS 2019

PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Transportation

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Transportation Services Structural review of ramps – this will require funding and an RFP
- 2 Update for 2007 Master parking plan
- 3 Providing Wi-Fi in fixed routes
- 4 Wi-Fi in the Intermodal and Intermodal Lobby
- 5 Review of smart tools to create an integrated parking platform that will eventually tie bus transportation, parking, and way finding signage together.
- 6 Implementation of Transportation Services customer portal, providing online access for bill paying, purchase of parking permits and bus passes, waiting lists for parking lots and ramps
- 7 The purchase of 9 rebuilt buses (funding secured)
- 8 Implementation of smart technology for improved data gathering and decision making for street, ramp and surface lot parking.
- 9 Implementation of an Asset Management system for Parking
- 10 Ramp maintenance and repair plan to extend the life of our assets – requires RFP and funding
- 11 Restriping parking lots
- 12 Working with the Dupaco project for the parking needs after the Voices project has been completed.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Transportation

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Create a better fleet replacement plan that will allow smaller bus purchases for new vs reconditioned or rebuilt buses increasing the frequency of purchase and reducing the chance of bulk unit breakdown within the fleet (seeking funding opportunities).
- 2 Continue to evaluate and study possible options for overnight/residential parking downtown as a compliment to daytime employment parking
- 3 Introduction of more bike racks in the Millwork district to accommodate private business initiates that are encouraging employees to ride their bikes to work.
- 4 Identify locations that can house bus shelters, evaluate existing shelters to add better security lighting and heat options (seeking funding opportunities).
- 5 Add ADA pads for bus stops that do not support wheelchair discharge (seeking funding opportunities).

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Water

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Maintain all process and systems in compliance with EPA and IDNR Water Quality Rules and Regulations
- Maintaining and operating new developments along the City's most outer reaches of the water utility network.
- Monitoring and evaluating the disinfectant residuals within the Water Distribution's pressure zones to ensure compliance with state and federal standards, specifically compliance with Disinfectant Byproduct Rule and water quality aging issues.
- Maintaining and improving the Water Treatment, Storage, Pumping and Distribution Infrastructure.
- Employee training, career opportunities, advancement, and retention.
- Maintenance of the GIS database, ensuring all assets are up to date and entered into GIS
- Upcoming changes to the Lead and Copper Rule and compliance with the current rule and EPA guidance

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Water

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Creation and publication of the Consumer Confidence Report 2018
- 2 Roosevelt Street Water Tower Project – Loan Application and Approval; and Construction Phase
- 3 W. 3rd Street Generator Improvement Project
- 4 Lead and Copper Rule Compliance - Sampling and Testing
- 5 Planning and installation of fire hydrants in former Vernon Water System
- 6 Vernon Well Abandonment
- 7 Barrington Lakes Reservoir abandonment
- 8 Pressure Reducing Valve installation in former Vernon Water System
- 9 Water Department Leadership group training
- 10 Water Department Reorganization Implementation including hiring key positions
- 11 Implementing policy and procedure to centralize all data collected within the department to reduce duplicate locations where data may be found or stored on paper.

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Water

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Consult with industry experts and leaders on the development of a Water System (Distribution and Treatment) Master Plan based on the City-Wide Hydraulic Model and a Water Plant Efficacy Evaluation, starting with a condition assessment in the upcoming budget cycle FY21.
- 2 Identify a (city department-wide) work order system, CMMS (Computerized Maintenance Management System) to efficiently manage & report on daily operations and plan for future requirements using real data. Including generation of Work Orders, Preventative and Corrective Maintenance orders, Inventory management, Job Costing, Procurement management (quotation and requisition processes), Scheduling and Service Requests.

MAJOR CHALLENGES

Dubuque, Iowa

June 2019

DEPARTMENT: Water & Resource Recovery Center

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Increasing frequency of extreme weather events
- Aging sewer infrastructure
- Increasing cost of construction materials
- Public relations regarding contaminants of emerging concern, including pharmaceuticals and personal care products

MANAGEMENT IN PROGRESS 2019 PROJECTS AND ISSUES

Dubuque, Iowa

June 2019

DEPARTMENT: Water & Resource Recovery Center

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Nutrient Reduction/Recovery
- 2 FOG Program/grease related maintenance of the sanitary sewer collection system

INITIATIVES 2019: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2019

DEPARTMENT: Water & Resource Recovery Center

Please list issues or projects that you would like for the city to address this next year 2019.

- 1 Sewer collection system asset management
- 2 42" Forcemain stabilization, including the construction of a multi-use walking/biking/maintenance trail

SECTION 10

STRATEGIC DISCUSSION ON CRITICAL ISSUES

City of Dubuque

Critical Topics for Strategic Discussion

► Critical Topics

1. Five Flags
2. Workforce Development
3. Equitable Community
4. City Facilities Maintenance/Replacement Needs
5. Community Broadband
- 6.
- 7.
- 8.
- 9.
- 10.

SECTION 11

PLAN 2019 – 2025

City of Dubuque Goals 2025

**ROBUST LOCAL ECONOMY:
DIVERSE BUSINESSES AND JOBS WITH
ECONOMIC PROSPERITY**

VIBRANT COMMUNITY: HEALTHY AND SAFE

**LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE**

**FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY
ORGANIZATION: SUSTAINABLE, EQUITABLE AND
EFFECTIVE SERVICE DELIVERY**

**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**

City of Dubuque

Goals 2025 Worksheet

	IMPORTANCE		
	Personal	Team	
1. ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY			
2. VIBRANT COMMUNITY: HEALTHY AND SAFE			
3. LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE			
4. FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY			
5. SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES			
6. PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE			
7. DIVERSE ARTS, CULTURE, PARKS AND RECREATION EXPERIENCES AND ACTIVITIES			
8. CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY			

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Objectives		PRIORITY	
Objective 1	Create a resilient, sustainable and diverse regional Dubuque economy		
Objective 2	Have the infrastructure and amenities to support economic development and growth: industrial/business parks, streets and utilities, air service and housing, bandwidth redundancy		
Objective 3	Retain, expand and grow local businesses		
Objective 4	Embrace diverse populations to support a diverse multi-cultural workforce with equitable job opportunities		
Objective 5	Have a workforce prepared for 21 st century jobs in the global marketplace		
Objective 6	Work with government and not-for-profit partners for equitable prosperity: Greater Dubuque Development Corporation, Dubuque Initiatives, Washington Neighborhood Development Corporation, Dubuque Main Street, Dubuque Area Chamber of Commerce, ECIA, True North, Fountain of Youth, Community Foundation of Greater Dubuque, local colleges (100 mile radius), neighborhood associations, Dubuque Community Schools District, Northeast Iowa Community College, Iowa Economic Development Authority, and others		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Value to Community		PRIORITY	
1.	Young professionals want to live here and college graduates want to stay		
2.	Children and grandchildren want to stay or return to raise their families		
3.	More retail, services, recreational and entertainment opportunities – keeping sales tax and dollars in Dubuque		
4.	Insulation from economic cycles through diverse businesses		
5.	Living wages for residents		
6.	Variety of job opportunities for residents		
7.	Variety of educational opportunities and internships for jobs		
8.	Entrepreneurial opportunities to start and grow a business in Dubuque		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Challenges and Opportunities		PRIORITY
1. Availability of local quality workforce and matching educational programs with needs of employers		
2. Developing living wage job opportunities for all skill levels [\$14.50 per hour]		
3. Workforce shortage and skill gaps		
4. Becoming a community with amenities which is known as an equitable community of choice		
5. Quality, affordable childcare/elder care or all shift workers		
6. Addressing the increase in poverty rate in the Dubuque community		
7. Funding and other support for economic growth and development through City partnering with community organizations and projects		
8. Lack of quality, affordable rental housing [30%-80%] community-wide		
9. Becoming a desirable community with amenities for all ages		
10. Diversifying the regional economy – businesses and jobs		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Challenges and Opportunities		PRIORITY
11. Inclusion of diverse populations to support a multi-cultural workforce		
12. Quality of life amenities and services that respond to a multi-cultural workforce		
13. Opportunities for entrepreneurship and innovation		
14. High unemployment among racial minority populations		
15. Recruiting new and diverse businesses along Central Avenue and Kerper Boulevard		
16. Including ex-offenders in the workforce		
17. Threat to state and federal economic development tools –TIF, Historic Tax Credits, grants and others		
18. Growing reputation and promotion as a resilient city and a place for sustainable businesses, industries and wealth creation		
19. Lack of representation in community leadership roles – embracing women and racial minorities		
20. Increasing salary levels in the regional economy		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Challenges and Opportunities		PRIORITY
21. Growing local businesses and entrepreneurs with availability of venture capital, gap financing and locations		
22. Complexity and fragility of public-private partnerships		
23. Increasing the household income for African-American/Black community		
24. Partnering with Dubuque County		
25. Limited hangar space		
26.		
27.		
28.		
29.		
30.		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Actions 2019 – 2021			PRIORITY
1.	Affordable Childcare Pilot Study and Funding		
2.	River Cruises Docking Facility: Negotiations and Funding	M/CC	
3.	Central Avenue Corridor Revitalization	M/CC	
4.	Innovation and Entrepreneurial Strategy and City Actions		
5.	Affordable Housing Creation		
6.	Dream Center: Support and Additional Funding		
7.	Dubuque Riverfront Master Plan (US Army Corps of Engineers): Completion	M	
8.	Airport Master Plan: Update		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Actions 2019 – 2021			PRIORITY
9. Southwest Arterial Business Development and Utilities Extension [within the City of Dubuque]	M/CC		
10. South Port Redevelopment Area-wide Concept Plan: Implementation	M/CC		
11. Parking Ramp Maintenance: Funding			
12. City Economic Development: Staffing and Funding			
13. Multi-cultural Workforce Basic Services/Amenities: Analysis and City Actions			
14. GDDC “Big Life, Small Town”: Support Implementation	M/CC		
15. Façade Loan Program: Funding			
16. Hotel Development Projects (2)			

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Actions 2019 – 2021			PRIORITY
17. Dubuque Malting and Brewing Building: Status and Next Steps	M/CC		
18. Workforce Development: City Actions	M/CC		
19. Older Buildings Rehabilitation and Business Development	M/CC		
20. Baseball: Direction	M/CC		
21. Air Service Expansion: City Actions	M/CC		
22. Industrial Park Expansion: Direction	M/CC		
23. Flexsteel Site Development: Direction	M/CC		
24. Airport Security: Direction and Funding			

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Management in Progress 2019 – 2021		TIME
1. Phased Historic Architectural Survey: Fundraising 50%		
2. America's River III Fund Raising		
3. Opportunity Zone Administrative Rules: U.S. Treasury		
4. Business Development at the Airport		
5. Opportunity Dubuque Job Training Program: Support Expansion and Diversification of Clients: Analysis and Direction		
6. Brewing and Malting Development: SHIP		
7. Flexsteel Project: Facility Completion, Dubuque Initiative Possession of Former Site		
8. GDDC Retail Attraction Strategy: Implementation		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Management in Progress 2019 – 2021		TIME	
9.	Downtown Housing Creation Grant Program: Expansion		
10.	Riverfront Lease Gaviñon Sites [2]: Marketing		
11.	Federal Opportunity Zones: Direction and Next Steps	M/CC	
12.	Brownfield Area-wide: Agreement and Clean-Up		
13.	FAA Supplemental Funding		
14.	Air Charters to Leisure Destinations		
15.	Workforce Market Rate Housing		
16.	Economic Impact of Historic Preservation Marketing Plan		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Management in Progress 2019 – 2021		TIME
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► Major Projects 2019 – 2021		TIME
1.	Dmarc Relocation [Phone Lines from Old Terminal]	
2.	Old Air Terminal Demolition	
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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► On the Horizon 2022 – 2025		TIME
1.	Neighborhood Business Association: Development	
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Objectives		PRIORITY	
Objective 1	Continue to be an inclusive and equitable community in which all feel welcome, included, and leave no one behind		
Objective 2	Expand access to healthcare, including mental/brain health and substance use disorders		
Objective 3	Have an efficient public health system that focuses on prevention and wellness		
Objective 4	Have residents feeling safe in any neighborhood and throughout the community		
Objective 5	Have a high level of trust between the community and emergency services		
Objective 6	Provide timely response to emergency calls for service		
Objective 7	Have residents feeling they are part of the solution		

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Value to Community		PRIORITY
1. Everyone is welcome in the Dubuque community		
2. Living life without fear or threats		
3. Equitable treatment for all		
4. City services are available for all and delivered in an equitable and fair manner		
5. City workforce reflecting the diverse community		
6. Feeling safe and secure throughout the community		

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Challenges and Opportunities		PRIORITY
1. Lack of young and diverse leadership and leadership opportunities		
2. Police working with community to create a safe community		
3. City role and increasing demands for mental health services		
4. Working with Dubuque County and state partners		
5. Reducing the fear level of individuals who are different than me and the fear of harassment and different treatment		
6. Diversifying the police and fire workforces		
7. Understanding and addressing community health needs and defining the City's role		
8. Defining the City's role with increasing demands for brain health		
9. Changing technology for community safety		
10. Addressing the institutional and structural interplay between race and poverty		

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Challenges and Opportunities		PRIORITY
11. Providing City services in annexed areas		
12. Having access to treatment for substance use		
13. Recruiting, retaining and succession planning emergency services staffing		
14. Aging City facilities needing significant maintenance and major repairs		
15. Demands and capacity for animal control services		
16. EMS being used for general health issues and services		
17. Retaining diverse cultures		
18. Funding for Pacific Islanders and special populations health services		
19. Animal cruelty and neglect charges and enforcement		
20. Finding a contractor for Lead and Bee Branch Healthy Homes		

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Actions 2019 – 2021		PRIORITY	
1.	Crime Prevention Program: Implementation		
2.	Brain Health Strategy and Action Plan		
3.	Community Security/Surveillance System Expansion: LPR, Parking, Staffing and Funding	M/CC	
4.	“Culture of Kindness”: Direction		
5.	Fire Protection – West Plan/Fire Station 7	M/CC	
6.	Downtown Safety Perception: Action Plan		
7.	Mine Shafts: Problem Analysis, Report, Direction and City Actions	M/CC	
8.	School Resource Officers [3]: Implementation	M	

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Actions 2019 – 2021		PRIORITY
9.	Shooting Range Development: Next Steps [with Dubuque Sheriff's Office]	
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Management in Progress 2019 – 2021		TIME
1. Police Accreditation: Completion		
2. Humane Society Contract Renewal		
3. Water and Resource Recovery Center: Certification of Environmental Laboratory – Analysis of Nutrients		
4. CAD Connection to City Cameras Network: Funding		
5. Traffic Camera System: Upgrade Grant Funding		
6. School Safety and Security Plan and Protocols		
7. HUD Voluntary Compliance Report		
8. Dispatcher Training Program: FY '21 Budget Funding		

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Management in Progress 2019 – 2021		TIME
9. Communication National Quality Assurance: FY '21 Budget Funding		
10. Healthcare for Residents from Pacific Islands: FY '21 Budget Funding		
11. Smart 9-1-1 Personal and Building Profile Marketing: Implementation		
12. Fire Pumper: Operational		
13. Quick Response Pumper: Operational		
14. Fire Accreditation: Completion		
15. Police Officer Recruitment and Retention		
16. Dispatcher Training		

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Management in Progress 2019 – 2021		TIME
17. 911/Communications Center: Departmental Quality Assurance Program		
18. P25 Radio System Building and Implementation		
19. Panic Button with Community Schools City		
20. Ambulance Pilot/Staffing Alternatives		
21. SOCRATA Health and Safety		
22. Police Department Transition to New Caliber and Weapons		
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► Major Projects 2019 – 2021		TIME
1.	Multi-Cultural Family Center: Construction	
2.	Police Shooting Range Development (with Dubuque County Sheriff)	
3.	Fire Headquarter and Stations ADA Compliance	
4.	Fire Station HVAC and Lighting Improvements	
5.	Crescent Community Health Center: Expansion	
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE
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► On the Horizon 2022 – 2025		TIME
1.	Communications Staffing: Funding	
2.	Communications Center Relocation	
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Objectives		PRIORITY	
Objective 1	Complete the Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment		
Objective 2	Have strong vibrant 24/7 residential/central business core (Dubuque Main Street Service Area Downtown, Central Avenue Corridor and Dubuque Millwork District, North End including residential opportunities, retail, jobs, recreation and entertainment		
Objective 3	Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses		
Objective 4	Have the availability and connectivity of affordable housing throughout the city, not in concentrated areas of poverty and low-income housing		
Objective 5	Have safe, healthy, inclusive neighborhoods citywide		
Objective 6	Have more equitable residential developments and homes with a variety of housing options and price points		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Value to Community		PRIORITY
1. Stable property taxes for residents and businesses		
2. Choice of livable and inclusive neighborhoods		
3. Opportunities for our children to stay in Dubuque		
4. Predictable future development within the city		
5. Quality services to residents in annexed areas		
6. Affordable quality housing choices and opportunities outside of areas with concentration of poverty		
7. Protection of home and property values		
8. Preservation of Dubuque's historic downtown		
9. Opportunities to build wealth because we have affordable housing		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Challenges and Opportunities		PRIORITY
1. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront and Central Avenue		
2. Attracting and keeping professionals and families in Dubuque		
3. Reducing slum and blight through effective enforcement and incentives		
4. Knowing/identifying the changing housing needs of our population		
5. Addressing community poverty		
6. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community		
7. Potential elimination of Federal programs: CDBG, housing programs		
8. Community concerns regarding gentrification		
9. Annexing and expanding the City boundaries with the capacity to fund City services and infrastructure		
10. Aging City infrastructure and facilities needing replacement or major repairs		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Challenges and Opportunities		PRIORITY
11. Property owners who are not investing in the maintenance or upgrade of their homes or buildings		
12. Expanding City boundaries with impacts on the City services and facilities		
13. Addressing negative narrative around race in the community		
14. Integrating diverse communities and cultures		
15. Addressing HUD Voluntary Compliance Agreement		
16. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa		
17. Incorporating Smart Resiliency/Sustainability concepts into projects, developments and redevelopments		
18. Lack of quality affordable housing units		
19. Funding for major development and redevelopment projects		
20. Having a variety of housing to meet population needs in same neighborhood		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Challenges and Opportunities		PRIORITY
21. Resistance to new housing developments		
22. Deferred City maintenance and funding mechanism, including rate structure		
23. Attracting and retaining workforce with an aging community		
24. Advocacy for workforce housing with State of Iowa and federal government		
25. Advocacy for affordable housing programs and funding with State of Iowa and federal government		
26. Promoting mixed use developments: Downtown, JFK Corridor and SWS Arterial		
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Actions 2019 – 2021			PRIORITY	
1.	Equitable Poverty Reduction: Action Plan			
2.	Source of Income: Reporting and Metrics	M		
3.	Affirmatively Furthering Fair Housing Action Plan: Reporting	M		
4.	True North Housing Initiative	M M/CC		
5.	CHANGE Program: Implementation	M		
6.	Residential Housing Upgrade/Flood Protection Program	M		
7.	Residential Development: City Direction and Actions	M/CC		
8.	Residential TIF Expansion: Direction	M/CC		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Actions 2019 – 2021		PRIORITY	
9.	Housing Voucher Program Re-Branding		
10.	JFK Corridor Revitalization Plan		
11.	Multi-tiered Housing Inspection Program: Refinement M/CC		
12.	Affordable Housing: Direction and City Actions M/CC		
13.	Landlord Education Program: Direction and City Actions M/CC		
14.	Section 8 Housing: Report M/CC		
15.	IMAGINE DUBUQUE Implementation: Next Steps M/CC		
16.	Housing Assessment City-wide: Funding for Actions		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Actions 2019 – 2021		PRIORITY
17. Neighborhood Approach to Community Development: Direction and Funding		
18. Community Resources One-Stop Shop Development: Direction and Funding		
19. Steeple Square Development: Next Steps		
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Management in Progress 2019 – 2021		TIME
1.	Code Enforcement Accela Program: FY '21 Budget Funding	
2.	Barrington Lakes Reservoir Abandonment	
3.	Downtown Commercial Buildings Project	
4.	Housing TIF: Additional Districts	
5.	Safe Rental Housing: Performance Report	
6.	Downtown Commercial Building Evaluation and Assessment Report	
7.	Washington Neighborhood Strategic Plan: Implementation	
8.	Phased Historic Architectural Survey	

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Management in Progress 2019 – 2021		TIME
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► Major Projects 2019 – 2021		TIME
1.	Lowell Street Retaining Wall Repair	
2.	Historic Millwork District Parking Lot and Signage	
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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► On the Horizon 2022 – 2025		TIME
1.	Grocery Store North Dubuque	
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Objectives		PRIORITY
Objective 1	Maintain/improve the City bond rating	
Objective 2	Provide City services responsive to the community	
Objective 3	Provide easy access to City information and services for all	
Objective 4	Increase enterprise/general fund reserve funds to 20%	
Objective 5	Continue to follow statutory debt limit plan	
Objective 6	Maintain and enhance transparent City government and decision making using available technology	
Objective 7	Secure City information and data using the “Best Practices”	

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Value to Community		PRIORITY
1. Financially sound and responsible City government		
2. Easy, convenient access to City information and services		
3. Service value for taxes and fees		
4. Opportunities to become involved in City governance and planning		
5. Secure City information, including personal information		
6. Customer-focused City service delivery		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Challenges and Opportunities		PRIORITY
1. Federal funding and policies threatening CDBG; NEA; NEH; IMLS; TIGER; EPA Brownfields; Americore		
2. Potential state actions resulting in the loss of backfill in one year		
3. Aging City facilities, infrastructure and equipment needing maintenance, major repairs or replacement		
4. Recruiting and retaining a diverse City workforce		
5. Retirements and succession planning		
6. Balancing City service delivery with available resources, City organizational capacity, the community's expectations and new initiatives		
7. Funding and time for managers and employees training and professional/personal development		
8. Coordinating community resiliency preparation, response and recovery from a disaster or crisis		
9. Declining revenues – gaming, sales tax		
10. Responding to misinformation and disinformation on social media		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Challenges and Opportunities		PRIORITY
11. Preservation and securing City information and data		
12. Developing outcome-based, meaningful performance measures and the use of data to enhance City performance		
13. State of Iowa legislative actions and administrative rules impacting City finances and services		
14. Significant unaddressed workspace needs: inefficient space utilization, security, private space to meet customers and staff confidentially		
15. Climate of distrust in all governments, including City government		
16. Increasing healthcare costs and workers comp		
17. Making data driven decisions		
18. Triage of social media: misinformation and “fake” news		
19. Misperception and rumors about City government: finances, services and projects		
20. Challenges of financial reporting		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Challenges and Opportunities		PRIORITY
21. Resistance to new or higher taxes or fees		
22. Shift from face-to-face to web-based contact with City government: impacting skillsets, technology and facilities		
23. Creating a centralize maintenance organization within City government		
24. Lack of knowing the conditions of City facilities and buildings and their lifecycle		
25. Competition between capital projects and human resources		
26. No or shifting priorities – result no clear priorities		
27. Lean City organization with limited additional capacity		
28. Funding for technology capacity to enhanced service deliver and to increase organization productivity		
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Actions 2019 – 2021			PRIORITY
1. New Financial Software: Implementation	M		
2. Debt Reduction Plan: Continuation			
3. City Compensation Policy and Program: Direction and Funding			
4. City Information/Network Security			
5. City Services and Staffing: Funding			
6. City Performance Measurements/Open Data Catalog/Data Governance	M		
7. Residents Satisfaction Survey	M		
8. Citywide Departmental Work Order System	M		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Actions 2019 – 2021			PRIORITY
9.	3 rd Street Data Center	M	
10.	City Employee Benefits for a Millennial Workforce	M	
11.	Centralized Maintenance “Department”: Report, Direction and Funding		
12.	Police Recruitment: Report and Direction		
13.	911/Communications Center: Equitable Distribution of Costs		
14.	Fleet Conversion to Alternative Fuels Plan: Development and Next Steps	M/CC	
15.	Debt Reduction Policy: Review and Direction	M/CC	
16.	Financial Policies: Review and Direction	M/CC	

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Actions 2019 – 2021			PRIORITY
17. City Fee Reduction: Report and Direction	M/CC		
18. Sexual Harassment: Report and City Actions	M/CC		
19. Racial Discrimination Training: Direction and Funding	M/CC		
20. Human Resource Policies and Handbook: Revision	M/CC		
21. City Living Wage Policy: Development and Funding	M/CC		
22. Exit Interviews Policy and Report: Action	M/CC		
23. City Employee Departure Report	M/CC		
24. Lower Tax Rate: Report and Direction	M/CC		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Actions 2019 – 2021			PRIORITY
25.	City Facilities/Work Space Analysis: Report and Direction		
26.	Cartegraph Partnership Expansion: Direction, Funding and Actions	M	
27.	Network Security: Direction and Funding		
28.	Health Benefit Consulting and Actuarial Services: Direction		
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Management in Progress 2019 – 2021		TIME
1. ADA Compliance Transition Report		
2. Liquor License Process Review		
3. InVision Facility Management Software Design and Implementation		
4. Accounts Payable Workflow		
5. Internal Liquor License Approval Process: Finalization		
6. Health Benefits Consulting and Actuarial Services: Contract		
7. Workers Compensation Claims Management: Contract		
8. Cartegraph Mobile Asset Management Software: Expansion		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Management in Progress 2019 – 2021		TIME
9. I-Net Connection for Remote Site: WRRC, Fire Leisure Services FY '21 Budget Request		
10. Indirect Rate for Grants: FY '21 Budget Request		
11. Limited Term Clerical Assistance for Digital Conversion		
12. Clerk's Office Succession Planning and Training		
13. High Performing Organization/Outcome-driven Decision Making Strategy and Performance Measures		
14. Community Resident Survey and Actions		
15. New Employee and Promoted Employee Orientation and Support Program		
16. Paperless Accounts Payable Workflow Development and Implementation		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Management in Progress 2019 – 2021		TIME
17. RFP		
1. Financial ERP		
2. Cost Allocation Software		
3. Cloud-based Collaborative Software		
18. Certified Financial Report Software Conversion		
19. 3 rd Street Data Center		
20. City Performance Measurements/Open Data Catalog		
21. Worker's Compensation Claims Management: Selection		
22. Diverse Applicants Recruitment Strategy		
23. Health and Prescription Drug Plan: Implementation		
24. PIO Website: Redesign		

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Management in Progress 2019 – 2021		TIME
25. InVision FM Software: Implementation		
26. Aerial Photography and Control Monumentation		
27. Cartegraph OMS System Asset Management System Expansion		
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► Major Projects 2019 – 2021		TIME
1.	City Hall Sidewalks Heating System	
2.	City Hall Annex Windows Replacement	
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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► On the Horizon 2022 – 2025		TIME
1.	New Maintenance Shop Building at Landfill	
2.	New Alternative Revenues Study	
3.	Equipment Replacement Schedule – Funding	
4.	Utility Worker Registered Apprenticeship Program: Expansion	
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Objectives		PRIORITY	
Objective 1	Reduce the community's carbon footprint (50% by 2030)		
Objective 2	Reduce potential flooding through flood plain management, mitigation and protection		
Objective 3	Become a resilient City using sustainable and affordable technology for water, energy, transportation, health and wellness, discard, community engagement – a model community for the world so that residents and businesses can make more informed choices with limited resources		
Objective 4	Provide safe, dependable drinking water for all residents		
Objective 5	Have access to healthy foods for all		
Objective 6	Have clean water – ground and surface		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Value to Community		PRIORITY
1. Protecting the natural resources and environment of Dubuque		
2. City government using sustainable practices in daily operations		
3. Healthy living environment: homes, neighborhoods and community		
4. Clean water and air		
5. Creating a more livable, viable and equitable community		
6. Opportunities for a healthy lifestyle including local food products		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Challenges and Opportunities		PRIORITY
1. Protecting the Dubuque community from flooding through storm water management		
2. Educating the residents and businesses to increase their understanding the benefits of their habits and their impacts on “sustainability” and recognizing the impact of their actions on community resiliency		
3. Cleaning up and reuse of “Brownfields” sites		
4. Protection of at-risk infrastructure and utilities		
5. Climate changes: rain and flood events		
6. Complying with changing Federal and state government regulations and mandates affecting environment/ecological integrity using sustainable best practices [i.e. Iowa Nutrient Reduction requirement]		
7. Community understanding of solid waste and recycling, including curbside collection program		
8. Community education on climate changes and environmental sustainability		
9. Taking advantage of existing data and collecting new data to continue to be a smart city		
10. Investing in compliance with consent decree and the nutrient reduction strategy		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Challenges and Opportunities		PRIORITY
11. Incorporating smart resiliency/sustainability in City organization processes and daily practices		
12. Maintaining the momentum, adequate staffing and funding for smart resilient initiatives		
13. Integrating climate adaptation into City operations		
14. Flood wall breach threats		
15. Environmental justice: who is impacted first?		
16. Building community understanding and support for “sustainability” and “resiliency” goals, priorities, actions using outcome-based performance measures		
17. Improving the storm and groundwater quality and funding projects		
18. Elimination of science-based policies and programs		
19. Changing solid waste collection and funding mechanism		
20. Regionalization of municipal services		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Actions 2019 – 2021		PRIORITY
1. Bee Branch Project: Next Steps	M/CC	
2. Green Alley Program: Additional Funding		
3. Tree Canopy and Replacement Policy: Direction		
4. Alternative Fuel Fleet Strategy		
5. Water and Resource Recovery Center: Nutrient Trading	M	
6. Hydro Power: Report and Direction		
7. South Flood Wall Buried: Funding		
8. Solid Waste Delivery Changes		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Actions 2019 – 2021		PRIORITY	
9.	Regional Water and Sanitary Sewers Utility Study		
10.	Landfill Gas Capture: Direction M/CC		
11.	City Government Solarization: Report and Direction M/CC		
12.	Community Solarization: Report and Direction M/CC		
13.	Stormwater Projects: 17 th Street and 22 nd Street M/CC		
14.	Goal 50% Carbon Reduction: Direction M/CC		
15.	Greenhouse Gas Reduction: Direction and City Actions M/CC		
16.	Climate Change Action Plan: Direction and City Actions M/CC		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Actions 2019 – 2021		PRIORITY
17. Northend Flooding Action Plan: Report and City Actions	M/CC	
18. Automated Side Load Cart System: Plan and Funding Mechanism		
19. Water [Distribution and Treatment] System Master Plan: Funding and Development		
20. Nutrient Reduction Recovery		
21. Automated Trash Collection System: Funding and Implementation		
22.		
23.		
24.		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Management in Progress 2019 – 2021		TIME
1. Solid Waste Study: Implementation		
2. Sanitary Sewer System Condition Assessment: FY '20 Budget		
3. Community Climate Action and Resiliency Plan: Update		
4. Sewer Infrastructure Asset Management Plan: Implementation		
5. Emerald Ash Borer Program: Implementation and Update Report M/CC		
6. Lead and Copper Rule Compliance Water Sampling and Testing		
7. STAR/LEED Internal Performance Measures		
8. Sustainable Communities Conference: Expansion		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Management in Progress 2019 – 2021		TIME
9. Public Education on Bikeable/Walkable Dubuque		
10. Glass Collection Drop-off Programs: Implementation		
11. Flood Control System: Corps of Engineers Project Approval		
12. Performance Analysis of Solid Waste Operations and Fees Study: Review, Direction and Next Step		
13. Water Consumer Confidence Report: Creation and Publication		
14. Lead and Water Rule Compliance: Sampling and Testing		
15. FOG Program: Update		
16.		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Major Projects 2019 – 2021		TIME
1. Kerper Boulevard Sanitary Sewer		
2. Bee Branch Gates		
3. Well Abandonment Project (Vernon and Barrington Lakes System)		
4. Cell 9 Landfill Project		
5. Bee Brach Pump Station		
6. Vernon Well Abandonment		
7. Bee Branch Project (Garfield to Comiskey and Under Railroad)		
8. WRRC Outfall Manhole Reconstruction		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Major Projects 2019 – 2021		TIME
9. 17 th /West Locust HUD Resiliency Storm Sewer Improvement Project		
10. 22 nd /Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project		
11. Energy Efficient Street Lights		
12. Water Tank Inspection Program and Maintenance		
13. Municipal Separate Storm Sewer System (MS4) Permit Compliance Projects		
14. Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request		
15. SCADA Overhaul: Water and WRRC		
16. Water Lines Extension – Southwest Arterial		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► Major Projects 2019-2021		TIME
17.	Roosevelt Street Water Tower Project	
18.	West 3 rd Street Generator	
19.	Barrington Lakes Reservoir Abandonment	
20.	Fire Hydrants Installation [former Vernon Water System]	
21.	Pressure Reducing Valve Installation	
22.		
23.		
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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► On the Horizon 2022 – 2025		TIME
1.	BioCNG Municipal Service Center	
2.	42" Force Main (Terminal Street Lift Station to WRRC) – Funding	
3.	Sanitary Sewer Master Plan – Funding	
4.	Transit Garage CNG/Electric and Training	
5.	Solid Waste Management Plan for 10 Years	
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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Objectives		PRIORITY
Objective 1	Increase resident engagement in the City governance	
Objective 2	Have non-profit institutions, private businesses educational institutions contributing toward implementation of the Imagine Dubuque Plan	
Objective 3	Have opportunities for residents for upward mobility and empowerment across all demographics	
Objective 4	Engage contracted and purchased services partners in advancing Council goals and community betterment	
Objective 5	Be an advocate for the Dubuque community and City through lobbying at federal and state government levels	
Objective 6	Become an inclusive and welcoming community for all	

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Value to Community		PRIORITY
1. Leveraging community resources in order to accomplish more than tax revenues		
2. Sense of community pride and commitment to the Dubuque community		
3. More ownership of “end” products – residents involved in the process and support outcomes		
4. Protection of residents’ interests		
5. Access to wealth and social capacity – financial, spiritual, social, etc.		
6. Better access and use of City facilities		

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Challenges and Opportunities		PRIORITY
1. Sustaining partnerships beyond the initial project		
2. Competition among community organizations for limited funds		
3. Reduced funding by other agencies for community-based organizations		
4. Duplication of efforts and programs among community organizations		
5. Equity becoming ingrained in City workforce recruitment and replacement		
6. Attitude: the City should solve it		
7. Establishing clear expectations for City government		
8. Marketing community engagement/empowerment opportunities to the community – individuals and partnering organizations		
9. Creating outcomes that are equitable		
10. Dynamic changing funding and partnerships among local, State of Iowa and federal governments		

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Challenges and Opportunities		PRIORITY
11. Affordable, equitable broadband services, including staffing for fiber optics		
12. Conflicts between pro-government/more government anti-government/less government in developing and maintaining services		
13. Building a community in turbulent and polarizing times		
14. Tax policy reform at State of Iowa and Federal government impacting charitable giving and tax credit programs		
15. Developing diverse City and community leadership for the long term		
16. Residents questioning the role of government affecting the City's ability to engage, interact and deliver services		
17. Partners understanding and implementing community engagement and empowerment programs		
18. Small number of people solving multiple problems		
19. Marketing, outreach, lack of knowledge about other cultures and equity		
20.		

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Actions 2019 – 2021		PRIORITY
1. Inclusive Dubuque: Support		
2. Bus Wrap Advertising Plan: Direction		
3. Project HOPE: Support		
4. Bee Branch “Bee Keepers” Initiative: Funding		
5. Dream Center: Additional Funding	M/CC	
6. Dubuque Scholarship Program: Direction and City Action	M/CC	
7. Community College in Downtown Neighborhood: Direction and City Actions	M/CC	
8. Childcare: Direction and Funding	M/CC	

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Actions 2019 – 2021			PRIORITY
9. Food Desert Ordinance: Development and Adoption	M/CC		
10. Youth of Youth Program Expansion: City Funding	M/CC		
11. Liberty Recovery Center Expansion: City Funding	M/CC		
12. Circle Program: Direction and City Funding	M/CC		
13. MIT Poverty Study: Report and Direction	M/CC		
14. Population Retention Strategy: Direction and City Actions	M/CC		
15. Intentional Application of Equity Lens			
16.			

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Actions 2019 – 2021		PRIORITY
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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Management in Progress 2019 – 2021		TIME
1. My Brother's Keeper		
2. Campaign for Grade Level Reading		
3. City Focus Magazine		
4. Welcoming and Connecting with New Residents Program: Implementation		
5. City Channel Dubuque Programming: Distribution Options		
6. GIS Story Map		
7. Language Translation Strategy		
8. Advancing Equity Report: Release		

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Management in Progress 2019 – 2021		TIME
9. Civic Action Plan and Civic Leaders Program		
10. Racial Equity Toolkit: Results-based Accountability		
11. Equity Training for City Staff		
12. CMO Equity Plan		
13. Washington Neighbors Association: Development		
14. 2020 Census Complete Count		
15. CATV Closed Captioning: Implementation		
16.		

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► Major Projects 2019 – 2021		TIME
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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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► On the Horizon 2022 – 2025		TIME
1.	City Light Pole Banners – Funding	
2.	Bus Wrap Advertising Plan – Funding	
3.	Boards/Commissions Recruitment Plan	
4.	Welcoming and Connecting with New Residents Program: Direction and Funding	
5.		
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Objectives		PRIORITY	
Objective 1	Have well-built, well-maintained and upgraded parks and park amenities		
Objective 2	Have a well-maintained and upgraded library		
Objective 3	Develop a crowd funded dog park		
Objective 4	Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents		
Objective 5	Have family-oriented programs and activities		
Objective 6	Have amenities for special needs population		
Objective 7	Expand arts and cultural opportunities with access for all		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Value to Community		PRIORITY
1.	Opportunities for all to experience diverse arts and cultures	
2.	Choice for residents' leisure time	
3.	Family oriented activities for all generations	
4.	Accessible, equitable and diverse recreational and enrichment programs, facilities and activities	
5.	Access to quality parks, facilities and park amenities for all	
6.	Enriches quality of life	

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Challenges and Opportunities		PRIORITY
1. Sustainable and additional funding for leisure services facilities and programs		
2. Changing leisure and recreation trends, including facilities and programs for special needs populations		
3. Funding for the maintenance of aging parks, structures and facilities		
4. Aging park, park amenities and recreational facilities needing upgrade		
5. Lack of indoor programming spaces and use agreements		
6. Providing equitable leisure programs and services		
7. Funding for ADA compliance		
8. Having equitable partnerships with schools and other community organizations		
9. Providing expanded library services		
10. Competition for athletic fields		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Challenges and Opportunities		PRIORITY
11. Sustainable and additional funding for library		
12. Obtaining agreement with School District for community use		
13. Staffing or contractual services for leisure services for additional assets and service expansion		
14. How to equitably deliver City services with less resources		
15. Increasing demand for new alternative sports and need for land and facilities		
16. Funding and developing new parks in newer subdivisions		
17. Partnering with private groups to build new/expand current leisure facilities		
18. Seasonal/part-time employees wage levels and scheduling		
19. Connecting trail system		
20. Matching funds for grants		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Actions 2019 – 2021			PRIORITY
1. Five Flags Direction and Funding	M/CC		
2. “Pet Friendly Community”: Direction and Actions	M/CC		
3. Parks and Recreation Master Plan: Funding			
4. Non-TIF Parks Funding: Direction			
5. Library Programs Expansion: Funding			
6. Community Center Concept Master Plan: Direction			
7. Arts and Culture Master Plan: Implementation	M/CC		
8. Library Services Survey Implementation: Funding			

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Actions 2019 – 2021			PRIORITY
9. Chaplain Schmitt Island Master Plan: Implementation and Phasing Direction	M/CC		
10. Skate Park: Opening	M/CC		
11. Sidewalk Poets: Report and Direction	M/CC		
12. Pet Park: Direction and Funding	M/CC		
13. Public Art Policy: Implementation			
14. Outdoor Pool: Priority, Rehab or Build, Direction and Funding			
15. Highway 20 Re-landscaping Plan: Adoption and Funding			
16. Leisure Service Facilities Deferred Maintenance: Report, Direction and Funding			

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Actions 2019 – 2021		PRIORITY
17. Reservation System and Software: Direction and Funding		
18. Park Development Projects: for Non-TIF donated Park Sites: Direction and Funding		
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Management in Progress 2019 – 2021		TIME
1. ADA Phase 2: Review and Update		
2. Pollinator Habitat in Park System		
3. Americorp: Direction and Funding		
4. Equity Analysis for Old Flexsteel Site		
5. E. B. Lyons Center Partnership Development		
6. Library Community Survey		
7. Changing Lives Through Literature Program		
8. Whisper Room		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Management in Progress 2019 – 2021		TIME
9.	All Community Reads Events	
10.	Library Marketing Campaign	
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► Major Projects 2019 – 2021		TIME
1.	Bunker Hill Golf Course Irrigation	
2.	Veterans Park: Dedication	
3.	English Ridge and Eagle Valley Subdivision Park: Development	
4.	Grand River Center: Upgrade Projects	
5.	Eagle Point Park Ecological Restoration Project	
6.	Comiskey Park Renovation	
7.	Miracle League Complex: Construction	
8.		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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► On the Horizon 2022 – 2025		TIME
1. Outdoor Pool: Direction and Funding		
2. FDR Park Development		
3. Pollinator Habitat in Park System – Funding		
4. Library Facilities Oil Tank and Landscaping: Funding		
5. Citywide Landscaping: Direction and Funding		
6. Splash Pad: Location and Funding		
7. Young Adult Activities: Sustainable Funding		
8.		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Objectives		PRIORITY	
Objective 1	Increase and sustain commercial air service		
Objective 2	Increase public transit ridership by choice		
Objective 3	Improve traffic flow throughout the city (East-West corridor, roundabouts, light synchronization)		
Objective 4	Increase availability, bandwidth and redundancy		
Objective 5	Implement “Complete Streets” concept		
Objective 6	Have well maintained, improved transportation system – vehicles, roadways, sidewalks and trails		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Value to Community		PRIORITY
1.	Reduced traffic congestion and improved traffic flow	
2.	Better conditions of streets and sidewalks with eliminated obstructions and improved visibility	
3.	Commuting through telecommunications	
4.	Greater economic opportunities	
5.	Air service access to major hub	
6.	Choice among alternative transportation modes	

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Challenges and Opportunities		PRIORITY
1. Competition for air service and limited number of carriers operating in the Midwest		
2. Increasing costs of street maintenance and snow removal		
3. Funding to support alternative fuel vehicles		
4. Rehabilitating concrete streets		
5. Funding for connecting bike trails		
6. Funding for “Complete Streets” implementation, including bike/hike ways throughout Dubuque		
7. Funding and using clean energy for fleet		
8. Transit service by choice and to area destination serving the needs of all residents through a partnership with RTA		
9. Funding for transportation and connectivity projects		
10. Growing trends for vehicular travel: Uber/Lyft; autonomous vehicles, , scooters		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Challenges and Opportunities		PRIORITY
11. Increasing traffic congestion – single occupied vehicles		
12. Replacement of gas tax funding		
13. Lack of on-street parking demand data		
14. Increasing number of people walking, biking or using public transportation to go to and from places of employment		
15. Shortage of pilots		
16. Addressing parking concerns, perceptions and issues		
17. Changing the image – “who rides the bus”		
18. Funding for increased maintenance of streets and sidewalks		
19. Funding for expanded rail services		
20. Technology required to operate buses and find drivers with CDL licenses		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Actions 2019 – 2021			PRIORITY
1. Major Street Improvements Plan: Review and Funding	M/CC		
2. Street Maintenance Program: Funding			
3. Traffic Signal Synchronization/STREETS			
4. Municipal Broadband Feasibility Study	M/CC		
5. 2 nd /3 rd Shift Employment/Area Destinations Transportation			
6. Transit Vehicle Replacement: Funding			
7. Broadband Program: Implementation	M		
8. Complete Streets Policy: Direction			

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Actions 2019 – 2021			PRIORITY
9. Digital Parking Meters: Direction	M/CC		
10. Sidewalk Policy: Review, Direction and City Actions	M/CC		
11. JFK Road Sidewalks: Direction	M/CC		
12. Traffic Management System: Next Steps	M/CC		
13. City Street Naming Policy for Veterans: Report and Direction	M/CC		
14. Highway 20 Traffic Congestion Reduction Plan: Direction and City Actions	M/CC		
15. Streetscapes and Medians Enhancements: Direction and Funding	M/CC		
16. Parking Master Plan 2007: Update			

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Actions 2019 – 2021		PRIORITY
17. Ramp Maintenance and Repair Plan: Funding and Development		
18. Overnight/Residential Parking Evaluation and Study: Report and Direction		
19. Bus Replacement Plan/Smaller Vehicles: Development		
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Management in Progress 2019 – 2021		TIME
1. Downtown Parking Signage Ordinance: Update		
2. BUILD Grants and Other Grants		
3. Ramps Structural Analysis		
4. New Aviation Facility (University of Dubuque)		
5. Bus Routes: Update		
6. Comprehensive Pavement Preservation Plan: Development		
7. WiFi in Fixed Routes		
8. WiFi in Intermodal and Intermodal Lobby		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Management in Progress 2019 – 2021		TIME
9. Smart Tool for Integrated Parking Platform		
10. Transportation Customer Portal		
11. Parking Asset Management System: Implementation		
12. Smart Technology for Transportation Data Collection		
13. Rebuilt Buses: Acquisition [9]		
14. ADA Pads for Bus Stops		
15.		
16.		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Major Projects 2019 – 2021		TIME
1. Roundabouts		
a. University/Pennsylvania: Design		
b. University/Asbury: Design		
c. University/Loras: Design		
2. Washington Street Improvements (7 th to 9 th): Completion		
3. Parking Lots Re-striping		
4. Bike Racks in Historic Millworks District		
5. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension		
6. Four Laning Southwest Arterial: Completion		
7. Highway 52 Repaving		
8. Chavenelle Road Rehabilitation		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► Major Projects 2019 – 2021		TIME
9.	Chavenelle Road Hike/Bike Trail	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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► On the Horizon 2022 – 2025		TIME
1. Air Service Expansion Strategy		
2. Marketing Air Service to Businesses		
3. Public Access Channel: Report and Direction		
4. Radford/Pennsylvania Roundabout		
5. Corporate Hangar Repair		
6. Additional Corporate Hangars		
7. Old Air Terminal Demolition – Funding		
8. Smart Parking Meter Technology: Direction		

SECTION 12

ACTION AGENDA 2019 – 2021

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (city government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)- questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

GOAL

ACTIONS

**Policy: M/CC Actions Needed,
Direction, Funding, Policy
Adoption, Message to Others**

**Management May Require Some
M/CC Action/Funding; M/CC Set
Direction, Management Focus**

**Management in Progress
Implementation, Internal/
Administrative, Compliance,
Study – Funded**

**Major Projects
Construction, Physical Project
CIP**

ON THE HORIZON

**Not This Year, Others May Pursue This Year, Wait and See, Other
Actions Must Come First.**

Policy Agenda 2019 – 2021
City of Dubuque
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Policy Agenda 2019 – 2021

City of Dubuque

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1.			
2.			
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Policy Agenda 2019 – 2021

City of Dubuque

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Policy Agenda 2019 – 2021

City of Dubuque

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Management Agenda 2019 – 2021
City of Dubuque
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Management Agenda 2019 – 2021

City of Dubuque

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Management Agenda 2019 – 2021

City of Dubuque

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Management Agenda 2019 – 2021

City of Dubuque

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
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Management in Progress 2019 – 2021

City of Dubuque

Major Projects 2019 – 2021

City of Dubuque

Action Outlines 2019 – 2021

City of Dubuque

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<div>Responsibility:</div>		

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Time

Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

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Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<div>Responsibility:</div>		

Time

Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

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Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

GOAL 2**VIBRANT COMMUNITY: HEALTHY AND SAFE****ACTION:****PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:**PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<div>Responsibility:</div>		

Time

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Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<div>Responsibility:</div>		

Time

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Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<div>Responsibility:</div>		

Time

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Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Time

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PRIORITY

Key Issues

Activities/Milestones

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Key Issues

Activities/Milestones

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Key Issues

Activities/Milestones

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Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

GOAL 3**LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE****ACTION:****PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:**PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

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Activities/Milestones

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Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Time

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Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<div>Responsibility:</div>		

Time

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Responsibility:

GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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ACTION:		<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td> </td></tr> </table>	PRIORITY	
PRIORITY				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<div>Responsibility:</div>				

ACTION:		<table border="1"> <tr><td>PRIORITY</td></tr> <tr><td> </td></tr> </table>	PRIORITY	
PRIORITY				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<div>Responsibility:</div>				

ACTION:

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Key Issues

Activities/Milestones

Time

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Activities/Milestones

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ACTION:

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Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

GOAL 5**SUSTAINABLE ENVIRONMENT: PRESERVING
AND ENHANCING NATURAL RESOURCES****ACTION:****PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:**PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

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Key Issues

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Key Issues

Activities/Milestones

Time

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PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

GOAL 6**PARTNERSHIP FOR A BETTER DUBUQUE:
BUILDING OUR COMMUNITY THAT IS VIABLE,
LIVABLE AND EQUITABLE****ACTION:****PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:**PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

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ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Responsibility:

ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Key Issues

Activities/Milestones

Time

Responsibility:

GOAL 7**DIVERSE ARTS, CULTURE, PARKS AND
RECREATION: EXPERIENCES AND ACTIVITIES****ACTION:****PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

ACTION:**PRIORITY**Key IssuesActivities/MilestonesTime

Responsibility:

PRIORITY

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PRIORITY

Time

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Activities/Milestones

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Key Issues

Activities/Milestones

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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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ACTION:		PRIORITY
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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<u>Activities/Milestones</u>	
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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Responsibility:

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Responsibility:

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Responsibility:

PRIORITY

Time

Responsibility:

Policy Calendar 2019 – 2021

MONTH

JULY 2019

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

AUGUST 2019

1.

2.

3.

4.

5.

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7.

8.

9.

10.

MONTH

SEPTEMBER 2019

1.

2.

3.

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10.

MONTH

OCTOBER 2019

1.

2.

3.

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MONTH

NOVEMBER 2019

1.

2.

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MONTH

DECEMBER 2019

1.

2.

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MONTH

JANUARY 2020

1.

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MONTH

FEBRUARY 2020

1.

2.

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MONTH

MARCH 2020

1.

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MONTH

APRIL 2020

1.

2.

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MONTH

MAY 2020

1.

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MONTH

JUNE 2020

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