ROLL CALL ORDER FOR MEETING OF
January 26, 2020
Buol, Cavanagh, Jones, Resnick, Roussell, Shaw, Sprank

CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Grand River Center
500 Bell Street - Meeting Room #4
January 26, 2020

Council meetings are video streamed live and archived at www.cityofdubuque.org/media and on Dubuque's CityChannel on the Mediacom cable system at cable channel 8 and digital 117.2

SPECIAL SESSION
1:00 PM

WORK SESSION

1. Leadership and Governance Workshop
Facilitator Lyle Sumek will conduct a Leadership and Governance Workshop with the City Council.

This meeting will not be broadcast.

ADJOURNMENT

The agenda with supporting documents may be accessed at www.cityofdubuque.org or at the City Clerk's Office, 50 W. 13th Street, during regular business hours.

This notice is given pursuant to Chapter 21, Code of Iowa, and applicable local regulations of the City of Dubuque, Iowa and/or governmental body holding the meeting.

Written comments regarding the above items may be submitted to the City Clerk's Office, 50 W. 13th St., Dubuque, IA 52001, before or at said time of meeting.

Individuals with limited English proficiency, vision, hearing or speech impairments or requiring special assistance should contact the City Clerk's Office at (563) 589-4100, TDD/TTY (563) 690-6678, ctyclerk@cityofdubuque.org as soon as feasible. Deaf or hard-of-hearing individuals can use Relay Iowa by dialing 711 or (800) 735-2942.
ITEM TITLE: 
SUMMARY: Buol, Cavanagh, Jones, Resnick, Roussell, Shaw, Sprank
SUGGESTED DISPOSITION:
ITEM TITLE: Leadership and Governance Workshop

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ATTACHMENTS:

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LEARNING STYLES INVENTORY

INSTRUCTIONS: There are nine sets of four words below. Rank in order each set of four words, assigning a 4 to the word which best characterizes your problem solving style, a 3 next to the word which next best characterizes your problem solving style, a 2 next to the next most characteristic word, and a 1 to the word which is least characteristic of you in solving problems. Be sure to assign a different number to each of the four words in each set. No two items in the same set of four should receive the same ranking.

1. _____ discriminating _____ tentatively _____ involved _____ practical
2. _____ receptive _____ relevant _____ analytical _____ impartial
3. _____ feeling _____ watching _____ thinking _____ doing
4. _____ accepting _____ risk-taker _____ evaluative _____ aware
5. _____ intuitive _____ productive _____ logical _____ questioning
6. _____ abstract _____ observing _____ concrete _____ active
7. _____ present-oriented _____ reflecting _____ future-oriented _____ pragmatic
8. _____ experience _____ observation _____ conceptualization _____ experimentation
9. _____ intense _____ reserved _____ rational _____ responsible

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INSTRUCTIONS

Consider situations in which you find your wishes differing from those of another person. How do you usually respond in such situations?

The following pages contain 30 pairs of statements describing possible behavioral responses. For each pair, please circle the letter ("A" or "B") of the statement that best characterizes your behavior.

In many cases, neither the "A" nor the "B" statement may be very typical of your behavior; but please select the response you would be more likely to use.
1. A. There are times when I let others take responsibility for solving the problem.
   B. Rather than negotiate the things on which we disagree, I try to stress those things on which we both agree.

2. A. I try to find a compromise solution.
   B. I attempt to deal with all of his/her and my concerns.

3. A. I am usually firm in pursuing my goals.
   B. I might try to soothe the other's feelings and preserve our relationship.

4. A. I try to find a compromise solution.
   B. I sometimes sacrifice my own wishes for the wishes of the other person.

5. A. I consistently seek the other's help in working out a solution.
   B. I try to do what is necessary to avoid useless tensions.

6. A. I try to avoid creating unpleasantness for myself.
   B. I try to win my position.

7. A. I try to postpone the issue until I have had some time to think it over.
   B. I give up some points in exchange for others.

8. A. I am usually firm in pursuing my goals.
   B. I attempt to get all concerns and issues immediately out in the open.

9. A. I feel that differences are not always worth worrying about.
   B. I make some effort to get my way.

10. A. I am firm in pursuing my goals.
    B. I try to find a compromise solution.
11. A. I attempt to get all concerns and issues immediately out in the open.
    B. I might try to soothe the other's feelings and preserve our relationship.

12. A. I sometimes avoid taking positions that would create controversy.
    B. I will let the other person have some of his/her positions if he/she lets me
       have some of mine.

13. A. I propose a middle ground.
    B. I press to get my points made.

14. A. I tell the other person my ideas and ask for his/hers.
    B. I try to show the other person the logic and benefits of my position.

15. A. I might try to soothe the other's feelings and preserve our relationship.
    B. I try to do what is necessary to avoid tensions.

16. A. I try not to hurt the other's feelings.
    B. I try to convince the other person of the merits of my position.

17. A. I am usually firm in pursuing my goals.
    B. I try to do what is necessary to avoid useless tensions.

18. A. If it makes other people happy, I might let them maintain their views.
    B. I will let other people have some of their positions if they let me have some
       of mine.

19. A. I attempt to get all concerns and issues immediately out in the open.
    B. I try to postpone the issue until I have had some time to think it over.

20. A. I attempt to immediately work through our differences.
    B. I try to find a fair combination of gains and losses for both of us.
21. A. In approaching negotiations, I try to be considerate of the other person’s wishes.  
   B. I always lean toward a direct discussion of the problem.

22. A. I try to find a position that is intermediate between his/hers and mine.  
   B. I assert my wishes.

23. A. I am very often concerned with satisfying all our wishes.  
   B. There are times when I let others take responsibility for solving the problem.

24. A. If the other’s position seems very important to him/her, I would try to meet  
   his/her wishes.  
   B. I try to get the other person to settle for a compromise.

25. A. I try to show the other person the logic and benefits of my position.  
   B. In approaching negotiations, I try to be considerate of the other person’s wishes.

26. A. I propose a middle ground.  
   B. I am nearly always concerned with satisfying all our wishes.

27. A. I sometimes avoid taking positions that would create controversy.  
   B. If it makes other people happy, I might let them maintain their views.

28. A. I am usually firm in pursuing my goals.  
   B. I usually seek the other’s help in working out a solution.

29. A. I propose a middle ground.  
   B. I feel that differences are not always worth worrying about.

30. A. I try not to hurt the other’s feelings.  
   B. I always share the problem with the other person so that we can work it out.
Circle the letters below that correspond to your answers on the questionnaire.

<table>
<thead>
<tr>
<th></th>
<th>Competing (forcing)</th>
<th>Collaborating (problem solving)</th>
<th>Compromising (sharing)</th>
<th>Avoiding (withdrawing)</th>
<th>Accommodating (smoothing)</th>
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LEADERSHIP AND GOVERNANCE GUIDE 2020

WORKING DOCUMENT

Mayor, City Council and City Manager

Dubuque, Iowa
January 2020

Lyle Sumek Associates, Inc.
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SECTION 1

LEADERSHIP AND GOVERNANCE WORKSHOP 2020:
OUTCOMES AND AGENDA
OUTCOMES

• To provide a framework for Mayor-City Council Effectiveness as the Governing “Board of Directors” for the City of Dubuque;
• To develop/enhance the working relationship among the Mayor-City Council and City Manager through better understanding of each other and the individual operating styles;
• To review/refine/commit to “House Rules” and “Operating Protocols” that guide the governance process and Mayor-Council Members-City Manager interactions;
• To address and provide direction to a variety of governance topics that refine how the new Mayor-City Council will operate
• To review the Strategic Plan 2020 – 2025 – 2035 and refine the Plan short term

AGENDA

1. Leadership and Governance Workshop: Overview
   a. Outcomes
   b. Agenda
2. City as a Team
   a. Mayor and City Council as the “Board of Directors”
   b. Governance-Management-Service Delivery Processes
   c. Successful Teams = G.R.E.A.T.
   d. Dubuque as a “Championship Team”
3. Leadership during Increasingly Turbulent Times
4. Understanding Our Team Members: Understanding and Appreciating Differences
   a. Problem Solving and Decision Making
   b. Negotiations and Conflict Resolution
   c. Keys to Effective Working Relations
5. Mayor-City Council
   a. My Legacy...
   b. Success means…
   c. Desired Image…

   a. Review
   b. Refinement
   c. Commitment

7. Council-Manager Protocols: Mayor/City Council and City Manager in Action
   a. Review
   b. Refinement
   c. Commitment

8. Roles and Responsibilities: Expectations and Actions
   a. Council Member
   b. Mayor
   c. City Manager
   d. City Attorney

9. Other Governance Topics
   a. Discussion
   b. Direction

10. Preparation for Strategic Planning
    a. Strategic Planning Model for the City of Dubuque: Review
    b. Key Elements
    c. Strategic Plan 2020 – 2025 – 2035: Overview
    d. Connecting the Elements – Process
SECTION 2

DUBUQUE – CITY AS A TEAM
Council – Manager Form of City Government

BASIC PREMISES

* Power in the Council: Board of Directors
* Professional Management and Service Delivery
* City Manager as the Chief Executive Officer
* Focus on Community as a Whole
* Council Responsible for Policy
* Minimize Personal Political Influence
* Citizens Involved in Governance
* Nonpartisan
* Competency and Merit
Council – Manager Model

GOVERNANCE “WHAT”

MANAGEMENT “HOW”

SERVICE “ACTIONS”

Mayor/City Council
Boards/Task Forces

City Manager
Department Managers
Division Heads
Supervisor

Employees
Volunteers

Needs/Desires
Information
Expectation
Advocacy
Feedback

Results
Impact
The City

GOVERNANCE means . . .
- Listening to the citizens
- Anticipating and focusing issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the city
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

MANAGEMENT means . . .
- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

SERVICE DELIVERY means . . .
- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact
Board of Directors
Responsibilities

OVERVIEW

1. Determine Your Core Businesses
2. Define Goals for 5 Years
3. Develop Strategies
4. Establish Annual Agenda – “To Do” List
5. Make Policy Decisions
6. Listen to Community – the Stakeholders
7. Be an Advocate
8. Delegate to City Staff
9. Monitor Performance and Results
10. Set the “Corporate” Tone

11. Hire/Fire Chief Executive Officer
Responsibility 1

Determine Our Businesses –
The Responsibility of City Government

Community Needs

Basic Services/Products

Service Levels

Services that Enhance Quality of Life

Resources to Support Services

CORE BUSINESSES THAT
HAVE VALUE FOR
STAKEHOLDERS
Responsibility 2

Define Goals for 5 Years –
Our City’s Destination

Desire for Your City’s Future

Community Uniqueness

Community Assets: Worth Preserving

Characteristics of Our Community – Today, in the Future

Dreams, Visions, Hopes

OUTCOME BASED GOALS
THAT CAN GUIDE DECISIONS
AND ACTIONS
Responsibility 3

Develop Strategies – Strategic Investments and Action

Analysis of Gaps

Forces Shaping the Future – Ability to Influence
Legal Framework and Regulations
Opportunities Today and On the Horizon
Critical Needs – Short-Term

STRATEGY FOR ACHIEVING GOALS THAT OUTLINES ACTIONS, INVESTMENT AND TIMELINE
Responsibility 4

Establish Annual Agenda – “To Do” List of Targeted Actions

In Progress

Policy Voids and Needs

Major Projects

New Programs

Resources

AGENDA OF TARGETS FOR COUNCIL ACTION THAT IS AN ANNUAL “TO DO” LIST
Responsibility 5
Make Policy Decision – Direction on Key Issues

Specific Outcomes and Performance Expectations

Policy Statement/Position

City’s Role and Responsibility

Framework for Action

Resources

DECISIONS PROVIDING CLEAR DIRECTION TO CITY STAFF AND COMMUNITY
Beyond the Vocal 20% . . .
Desires for the Future
Needs: Short-Term and Long-Term
Concerns
Expectations
Partnering and Involvement

MESSAGE FOCUSING ON MAJOR THEMES THAT RELATE TO CITY’S RESPONSIBILITIES
Responsibility 7

Be an Advocate –
Education and Support of Stakeholders

Understanding City Government – “Civics 101”
Responsibilities of Citizenship
Representation of City: Policies and Corporate Body
Cheerleading and Inspiration
Celebration

REPRESENTING CITY AS ADVOCATE
DIRECTION TO CITY STAFF AND COMMUNITY STAKEHOLDERS
Responsibility 8
Delegate to City Staff –
Clear Directions and Parameters

Closure on Issue

Directions

Parameters: Guidelines and Resource

Expectations: Outcomes and Process

Criteria for Measuring Success or Completion

DELEGATING BY SETTING DIRECTION AND INSPIRING OTHERS TO FOLLOW THROUGH
Responsibility 9
Monitor Performance and Results – Clear Feedback to Staff

Progress Reports
Adjustments: Direction
Refinement: Actions
Problem Solving
Accountability for Results and Impact

PERFORMANCE MONITORING THAT ADJUSTS THE COURSE OF ACTIONS TO “BEST” ACHIEVE OUR GOALS
Responsibility 10
Set the “Corporate Tone” –
Guiding Values and Principles

Behavior at Council Table
Comments in the Community
Treatment of City Staff
Respect for Stakeholders
Impact of Process – “How” Things Are Done

CORPORATE TONE REFLECTS
VALUES THAT GUIDE MANAGERS
AND EMPLOYEE ACTIONS ON A
DAILY BASIS
Responsibility 11  Hire Chief Executive Officer – Manager

Responsibilities

Selection
Supervision
Feedback
Performance Standards and Evaluation

CITY MANAGER (CEO) THAT “FITS” OUR COMMUNITY, OUR CITY AND CAN HELP US ACHIEVE OUR GOALS
Governance
The Responsibility of Mayor and Council

The Mayor and City Council Govern by . . .

- Listening to Citizens: Dreams, Ideas, Concerns
- Informing Citizens: City Government, Goals, Policies, Programs
- Mobilizing Supportive Partners for Cooperative Efforts
- Developing Goals for City’s Future
- Setting the Tone and the Image – By How Business is Conducted
- Making Decisions: Direction, Policy, Goals, Programs, Resources
- Monitoring Performance and Seeking Feedback on Impact/Results
- Making Adjustments – Keeping the Goal in Mind
- Learning About the Community, City Operations
- Being Responsible for Decisions and Actions
- Being Community Leaders
Governance Grid
Conflicting Approaches

**Future**
- **DREAMER**
  - Belief in the “Cause”
  - City – Save the World
  - Personal Agenda
  - Philosophical Orientation
  - Spend Money
  - Staff – Take Care of Details

- **LEADER**
  - Clear Vision
  - Work Program
  - Clear Rules & Responsibilities
  - Big Picture Outlook
  - Mobilize Support
  - Trust
  - Work on Little Successes

**Horizon for Planning**
- **CRISIS MANAGER**
  - Goal Change Daily
  - Respond to “Crisis”
  - “Monday Morning QB”
  - Focus Now
  - Personal Data Based on Experiences
  - No Ground Rules

- **PROBLEM SOLVER**
  - Business-Like Approach
  - Look to Bottom Line
  - Detail Oriented
  - Desire Flexibility
  - Recycle Complex Problems
  - Directive Approach to Staff
  - Timely Action

**Near**

**Scope of Decision Making**

- **Narrow**
- **Wide**

**Challenge – Become a Leader**
## Life Cycle of City Council

<table>
<thead>
<tr>
<th>Phase/Component</th>
<th>Infancy (0-3 Months)*</th>
<th>Action (0-18 Months)*</th>
<th>Survival (2-9 Months)*</th>
<th>Legacy (0-2 Months)*</th>
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<tbody>
<tr>
<td><strong>Aim</strong></td>
<td>Lay foundation</td>
<td>Action toward goals</td>
<td>Re-election or leave gracefully</td>
<td>Leave with action Pass time</td>
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<tr>
<td><strong>Characteristics</strong></td>
<td>Exposure Gaining knowledge Clarifying relationships Exchanging information</td>
<td>Realistic expectations Trust Citywide view Evaluation with corrective action Ownership Analysis of issues</td>
<td>Avoidance of issue Concern for election Less Trust Focus on visible issues or minutiae</td>
<td>“Wait and see” attitude Confrontation of tough issues</td>
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<td><strong>Behavior</strong></td>
<td>Avoidance of conflict Dependency Reaction to pressures Decision without analysis</td>
<td>Collaboration with staff Sharing responsibility Mobilization of support</td>
<td>Personal attacks Posturing Dropping out Seeking out pressure group</td>
<td>Dropping out Collaboration with staff</td>
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<td><strong>Implications</strong></td>
<td>Decision recycling Unfulfilled expectations Inconsistency</td>
<td>Action on issues Separation of city and citizens</td>
<td>Unpredictability Tunnel vision Reactive to pressure</td>
<td>No significant action</td>
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*Length of time depends on the community and tradition*
Community-Based City Government

**CITIZENS**
- Neighborhoods
- Community Organizations
- Task Forces
- Boards
- City Council

**EMPLOYEES**
- City Manager
- Department Directors
- Department Managers
- Supervisors
SECTION 3

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 (Federal, State and City laws, 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. Council members may be elected At Large or by Ward/District, and all are responsible for the City.

5. Mayor and City Council is the Employer of the City Manager – the Chief Executive Officer.

6. Mayor and Council members 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 Council member 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 Council members to arrive at a compromise – everyone has a feeling of a “win”.

10. A vote of “3” decides.

11. Mayor and Council members 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 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 issues 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
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 Council members
   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 – FALSEFACTS AND INTE NTIONAL 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 Vehicles” 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 4

BUILDING OUR MAYOR – CITY COUNCIL TEAM: AND UNDERSTANDING OUR TEAM AND TEAM MEMBERS
Problem Solving and Decision Making

In order to govern or manage a team and deal with policy issues, it is critical that managers have effective problem solving and decision making skills. A common assumption is made that individuals have these skills when they assume a position on the team. However, the context of municipal problem solving and decision-making is unique in terms of the forces and pressures, which affect the process.

Each person has a unique style in problem solving and decision-making. To gain a perspective on each individual's style, the session participants completed Kolb's Learning Styles Inventory. The purpose of this inventory was to assess the individual styles, their implications for effective problem solving and teamwork, and the strengths and weaknesses associated with each style. It is assumed that there is no one best style, but rather each person has a unique set of strengths and weaknesses.

There are four primary elements in problem solving:

- **Concrete Experiences:** We tend to rely heavily on our concrete experiences until there is a failure. We then recognize that a problem exists. We continue to experience that problem until it reaches a critical level. We may utilize our past experiences to try to alleviate the situation.

- **Reflective Observations:** Once a problem has been identified, we may observe others who have experienced similar problems. The purpose is to learn from others' experiences in handling similar, if not identical, problems. We may also reflect on past experiences or the experiences of others.

- **Abstract Conceptualization:** We may study the problem area through the exploration of alternatives and the identification of which alternative is most likely to solve the problem with minimal risk. Abstract conceptualization involves detailed analysis of the problem, including examination of alternative approaches to problem solving.

- **Active Experimentation:** We experiment with different alternatives to identify the most workable solution. This process involves willingness to adjust to the situation as the alternative is implemented. In addition, securing feedback is necessary to ensure the problem is effectively addressed.
# Problem Solving and Decision Making

<table>
<thead>
<tr>
<th>EXPERIENCE</th>
<th>OBSERVATION</th>
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<tbody>
<tr>
<td>Rely on Experiences</td>
<td>Rely on Intuition</td>
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<tr>
<td>Influenced by Citizens</td>
<td>Feeling of Situation</td>
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<td>Brief Reports</td>
<td>Unusual Ideas</td>
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<tr>
<td>Quick Discussion</td>
<td>Big Dreams for Future</td>
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<td>Act Quickly, then Adjust</td>
<td>Watch Others</td>
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<table>
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<tr>
<th>ACTION</th>
<th>OBSERVATION</th>
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<tr>
<td>Define Problem</td>
<td>Analyze Problems</td>
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<tr>
<td>Staff Analysis and Policy Reports</td>
<td>Options and Consequences</td>
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<tr>
<td>Strategy and Action Plan</td>
<td>Risk Assessment</td>
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<tr>
<td>Take Timely Action</td>
<td>Models/Plans Developed</td>
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<tr>
<td>Act, Evaluate, Adjust</td>
<td>Cautious to Act</td>
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**ANALYSIS**

*Adapted from: Learning Style Inventory – David Kolb*
Problem Solving and Decision Making

Action

Observation

Analysis

Experience
Problem Solving and Decision Making

- Characteristics

- Keys to Success
Conflict is an inherent part of being a policy leader or manager within a team. Conflict can be defined as any time one person wants something different from another person.

As part of the activities during the session, the participants completed the Thomas-Kilmann Conflict Mode Instrument. This instrument is designed to assess an individual's behavior in conflict situations. Conflict situations are those in which the concerns of two or more people appear to be incompatible. In such situations, we can describe a person's behavior along two basic dimensions:

1. **Assertiveness** –
   - The extent to which individuals attempt to satisfy their own concerns.

2. **Cooperativeness** –
   - The extent to which individuals attempt to satisfy other people’s concerns

The two dimensions are best illustrated below:

**CONFLICT STYLES**

<table>
<thead>
<tr>
<th>Assertiveness</th>
<th>Cooperativeness</th>
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<tr>
<td>Competing</td>
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<td>Accommodating</td>
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**C O O P E R A T I V E N E S S**
The two basic dimensions (assertiveness and cooperativeness) can be used to define specific methods of dealing with conflict situations. The five “conflict-handling modes” are explained below.

**COMPETING** is assertive and uncooperative. Individuals pursue their own concerns at other people’s expense. This is a power-oriented mode in which one uses whatever power seems appropriate to win an argument. Competing might mean standing up for rights, defending a position, or simply trying to win.

**ACCOMMODATING** is unassertive and cooperative, the opposite of competing. Individuals who accommodate neglect their own concerns to satisfy the concerns of others. There is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person’s order when one would prefer not to, or yielding to another’s point of view.

**AVOIDING** is unassertive and uncooperative. The individual does not immediately pursue personal concerns or those of others – the conflict is not addressed. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

**COLLABORATING** is both assertive and cooperative, the opposite of avoiding. Collaboration involves working with others to identify the underlying concerns of an issue and finding an alternative, which is acceptable to all. Collaboration might take the form of exploring a disagreement to learn from each other’s insights. The result of the disagreement might be to confront and try to find a creative solution to an interpersonal problem. It might also be to resolve some condition, which would otherwise result in competition for resources.

**COMPROMISING** is an intermediary behavior and can be both assertive and cooperative. The objective in compromising is to find an expedient, mutually acceptable solution, which partially satisfies both parties. It falls in a middle ground between competing and accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.
Conflict Resolution and Negotiations

CONFLICT STYLES

Compete  Collaborate

High  

Low  

Avoid  Accommodate

COOPERATE

ASSERT

Compromise
## Conflict Resolution and Negotiations

### NEGOtiations

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Conflict Resolution and Negotiations

- Characteristics

- Keys to Success
Conflict
A Process to be Managed

Consider These Assumptions:

- Conflict is an inevitable and important human process.
- Conflicts are likely to increase in times of change.
- Conflicts can lead to creative or destructive results.
- Those who understand the processes and dynamics of conflict are better able to manage this important process, increasing the chances of creative outcomes and minimizing destructive results.

In recent years, these considerations have led a growing number of managers and scholars, leaders, and social scientists to study conflict more carefully. The cost of un-managed conflict can be high but the gains from using differences effectively can also be great.

The purpose of this "basic idea" essay is to help you think about conflict in a systematic way to – unpack this important process so its component parts can be better understood.

A Definition

"Conflict" is one of those words that can be used in different ways. We have found the following definition helpful:

Conflict occurs when two or more parties believe that what each wants is incompatible with what the other wants.

The "parties" can be individuals, groups, organizations, or nations. Their wants may range from having an idea accepted to gaining control of a limited resource.

The definition specifies that conflict is a condition that exists when these seemingly incompatible concerns or drives exist. It may be very temporary or of long duration. It may be a condition that results in vigorous activity or an internal ferment that reveals itself only indirectly. Fighting is only one way of dealing with conflict. There are often more productive ways.

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The Positive and Negative Potential of Conflict

Like any other important human process, conflict can produce both desirable and undesirable results. When we asked groups of managers and leaders of organizations to reflect on recent conflicts they had observed and to identify the results, the following common themes emerged:

A Partial List of Positive Results of Conflict:

- People were forced to search for new approaches
- Long-standing problems surfaced and were dealt with
- People were forced to clarify points of view
- The tension of conflict stimulated interest and activity
- People had a chance to test their capabilities
- Better ideas were produced

Properly managed, conflict can help to maintain an organization of vigorous, resilient, and creative people.

A Partial List of Negative Results of Conflict:

- Some people may feel defeated, demeaned
- The distance between people may be increased
- A climate of distrust, anxiety and suspicion may develop
- Turbulence may cause some good people to leave their jobs
- People or departments that ought to cooperate may become concerned only with their narrow interests
- Various kinds of active or passive resistance may develop where teamwork is needed

The goal of understanding and managing conflict is to reduce the likelihood that such negatives will occur or become excessive.

Unpacking the Conflict Process

Obviously, the positive or negative consequences of a conflict depend upon how well the conflict is managed. In turn, the ability to manage a conflict requires that one understand what goes on during a conflict.

Conflict occurs in episodes. Within any episode there tends to be a common sequence of events, as diagramed on the following page:
Frustration:

Occurs when a person or group feels blocked from satisfying a goal-directed activity or concern. The concern may be clear or only vaguely defined; it may be of casual or critical importance. However, there is a clear feeling that someone or some group is getting in the way of movement toward a desired objective.

Examples:

- You may frustrate me when you do not agree with my ideas
- You may frustrate me when you prevent me from getting the information, the money or the time I need to accomplish something I want to do
- You may frustrate me when you undermine my power or influence with someone else

Conceptualize:

Involves answering the questions, “What’s going on here?” – “Is it good or bad?” – “What’s the problem?” – “What issues are at stake?” – “What are the causes?” This conceptualization may be almost instantaneous, or it may develop from considerable thought; it may be very sharp and clear, or fairly fuzzy. Regardless of its accuracy or clarity, however, the conceptualization forms the basis of one’s reaction to frustration.

- You may conceptualize a disagreement with another person as being the result of “ignorance” (on his part, of course) or “willful deceit” or you can stereotype: “that kind of person always takes that stand.”
- A labor dispute with management can be conceptualized as “deciding who is really going to run this plant” or “showing workers who can do the most for them” or simply “determining what a fair share of profits is for the workers.”
• A dispute between a marketing department and a production department can be conceptualized as determining whether “customers are more important than a production schedule,” or whether “sales people should be expected to adhere to realistic company policies.”

Obviously, the way the parties define the problem has a great deal of influence over the chances for a constructive outcome and the kinds of feelings that will be mobilized during the confrontation.

**Behaviors:**

Behaviors and intentions flow out of conceptualization and strategizing and set in motion a pattern of interaction between the parties involved. During this process of action-reaction-reaction, the way each party conceptualizes the conflict may change or may become further entrenched. The longer the pattern continues, of course, the actions of the participants themselves may create new frustrations, reasons for hostility, and continued resistance.

**Outcome:**

Outcome is defined as the state of affairs that exists at the end of the episode, including decisions or actions taken and the feelings of the parties involved. Residual frustration from conflict episodes can start new conflict episodes. Some people have found it helpful to assess the outcome of a conflict episode along three dimensions:

1. The quality of decision or action that results. (How creative, realistic and practical?)
2. The condition of the conflicting parties at the end of the conflict. (How psychologically and physically healthy; how good do the parties feel about themselves?)
3. The quality of the relationship between the conflicting parties. (How much mutual respect, understanding, willingness to work together versus hostility, determination to hurt, etc.?)

**Some Guidelines for Diagnosing a Conflict**

The manner in which a conflict is conceptualized is often the key to a group’s ability to manage conflict constructively, i.e., to arrive at positive outcomes. The parties are not likely to reach an outcome which truly resolves the conflict and leaves them satisfied unless they have a clear understanding of the differences between the concerns of the two parties and the sources of those differences. Thus, before responding to a frustrating situation, it is useful to pause and ask two questions:

1. What is the *nature* of the differences between us?
2. What might be the *reasons* for our differences?

**The Nature of the Differences**

People may differ on the following four aspects of an issue:

- We may differ over **FACTS** (the present situation, the present problem, etc.)
- We may differ over **GOALS** (how things ought to be, future conditions we want)
• We may differ over **METHODS** to reach goals (the best, the easiest, the most economical, and the most ethical route to follow)

• We may differ over **VALUES** (the long-range beliefs about the priorities which should be observed in choosing goals and methods)

Differences over facts are usually easier to manage than differences over values, which are the most difficult. The latter come much closer to the fundamental beliefs of the parties and are thus much more threatening. Disagreements that begin over facts sometimes persist until they appear to be conflicts over goals or values and become almost impossible to reconcile.

The implication is that it pays to identify the area of disagreement as quickly as possible. The chances for managing conflict effectively increase if you can say something like: “We seem to agree on what the problem is and what we’d like to achieve, but we disagree over the best way to reach that goals.”

**The Reasons for the Differences**

As part of the conceptualizing process, it is useful not only to identify the nature of the difference, but to seek the reasons for it as well. Among the most common reasons are these:

**Informational** – The two parties have been exposed to different information – and thus have arrived at a different understanding of what the problem or issue is and what course of action makes the most sense.

**Perceptual** – Sometimes people have been exposed to the same data but their past experience causes them to interpret in different ways. Two witnesses may view the same event, but experience it in two different ways, since the past of each causes them to attend to different aspects of the same situation or to arrive at different meaning.

**Role** – Sometimes the different roles (e.g., boss, mother, volunteer) of people cause them to take different positions. The representatives of labor are expected to look at things differently, advocating different positions and priorities than the representatives of management. The roles of each cause them to attend to different data and to perceive it differently, as well as to advocate different goals and values.

**Practical Values of This Analysis**

What is the practical value of going through this kind of diagnostic process? Like solving any problem, the conflict problem-solver is likely to do a more effective job if he knows the parameters of the situation with which he is dealing. A key process in conflict is that of influence – the effort of each party to get the other to understand, appreciate, and accept the validity of its own particular points of view or sets of objectives. If parties want to influence each other, obviously it helps if they have a clear picture of where they stand and how they got there.

• If the two parties realize that they have probably been exposed to different data, they may view the job to be done as one of mutual education, rather than conflict. The task is to increase the pool of information to which both are privy.
• If the parties determine that their informational base is very similar but they have just perceived it differently because of differing past experiences, these perceptions need to be reexamined. Then the question becomes: “Why is it that we view the same information in such different ways?”

• If the parties suspect that the principle reason for different views grows out of their different roles, they can often take a less personalized view of the conflict. If each can say, “If I were in his place, I would probably be advocating the same point of view,” they will deal with the other party in a somewhat different and more understanding way. The task then takes on an added dimension, e.g., “How can I help a person in that role better understand and appreciate my concern and what does he need from me?” By recognizing the constraints within which the other party must operate, you can be more realistic in knowing what to expect and what posture makes the most sense.

As soon as you are finished, reflect on the key issues, which seem important to you and be prepared to discuss them with the group
SECTION 5

MAYOR AND CITY COUNCIL: CRITICAL FOR JUDGING SUCCESS AND DESIRED IMAGE IN THE COMMUNITY
City of Dubuque
Success in 2025 means…
City of Dubuque
Desired Community Image...
SECTION 6

HOUSE RULES: CODE OF CONDUCT AND CIVILITY
House Rules
Our Code of Conduct and Civility
SECTION 7

MAYOR – CITY COUNCIL – CITY MANAGER PROTOCOLS
# Mayor and City Council Protocol Operating Guidelines

## Protocol 1  Simple Information Requests

1. Contact the City Manager - email or phone.
2. If the City Manager is unavailable, contact the Assistant City Manager.
4. Define your sense of "urgency" or time frame.

## Protocol 2  Research on a Topic

1. Contact the City Manager.
2. Discuss with the City Manager the nature of your request and level of analysis or research.
3. If the City Manager sees that the request will require a significant amount of time, the request may be taken to the Mayor-Council for discussion and direction.
4. Bring the request up during "Council Reports" for Mayor-Council direction to the City Manager.
5. Individual Councilmembers may conduct their own research especially exploring other points of view.
6. Councilmembers may share the information with Mayor-Council through emails or through the City Attorney - other Councilmembers and the Mayor should NOT reply or discuss with other Councilmembers or the Mayor.

## Protocol 3  Citizen Service Request

**A. First Contact**

1. Refer the individual to the appropriate City department.
2. Go to the City website and complete the service request.
3. Contact the City Manager and share the nature of the requests, your expectations on follow up information and time frame.

**B. Un satisfactory Experience**

1. Contact the City Manager.
2. Share information from the citizen contact.
3. Share your expectations for information and follow up.
<table>
<thead>
<tr>
<th>Protocol 3</th>
<th>Citizen Service Request (Continued)</th>
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<tbody>
<tr>
<td>4. City Standard: The City Department will call back acknowledging the request and outlining the actions with a general time frame.</td>
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<tr>
<td>5. Use &quot;Let me check into the matter and I will get back to you&quot;.</td>
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<thead>
<tr>
<th>Protocol 4</th>
<th>Council Agenda</th>
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<tbody>
<tr>
<td>A. Placing an Item on the Agenda</td>
<td>B. Question on Item</td>
</tr>
<tr>
<td>1. The Mayor sets the final Council agenda.</td>
<td>1. Contact the City Manager.</td>
</tr>
<tr>
<td>2. Contact the City Clerk or Mayor.</td>
<td>2. If a clarifying question or a desire for an explanation, contact the Department Manager.</td>
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<tr>
<td>3. Bring up the request during &quot;Council Reports&quot; for a future agenda.</td>
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<tr>
<th>Protocol 5</th>
<th>Communications</th>
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<tbody>
<tr>
<td>A. Mayor-City Council</td>
<td>B. Council-City Management/Staff</td>
</tr>
<tr>
<td>1. Avoid deliberation and &quot;Rely All&quot;.</td>
<td>1. General Rule: All communication from the City Manager and staff will go to all - Mayor and City Council at the same time.</td>
</tr>
<tr>
<td>2. Share information without discussion or reply.</td>
<td>2. Small group meetings will be used to share information and to ask questions. Confidential information should be kept CONFIDENTIAL.</td>
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<tr>
<td>3. On some specific, minor information requests, the information may go only to the individual making the request.</td>
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<tr>
<td>4. If you have a personal issue with another Councilmember, go to the other Councilmember directly and first.</td>
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<tr>
<td>5. Closed Session information is CONFIDENTIAL; the sessions are recorded and may be released under a &quot;Public Information&quot; request.</td>
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### Protocol 6  
**City Employee Contact**

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<tr>
<th>A. Employee Initiated</th>
<th>B. Mayor-Council Initiated</th>
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<tbody>
<tr>
<td>1. Refer the employee to the City Manager or Personnel Manager.</td>
<td>1. Should be avoided.</td>
</tr>
<tr>
<td>2. If information is about the City Manager, City Attorney or City Clerk, contact the Mayor and discuss the issue and direction.</td>
<td>2. Keep the interaction social.</td>
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<tr>
<td>3. Avoid discussion or indicating agreement.</td>
<td>3. If you are a member of a work team, participate as a member of the team.</td>
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</table>

### Protocol 7  
**Email**

1. Share information.
2. Avoid reply or "Reply All".
3. REMEMBER: All emails regarding City business are public.
4. Write the email, let it sit for 24 hours, and then send or DELETE.

### Protocol 8  
**Representative/Liaison**

1. Represent the City position.
2. Report on major issues, directions, discussion points and activities.
3. Share City information to the other body.
4. Bring back key issues for Mayor-Council discussion and direction.

### Protocol 9  
**Closed Sessions and Non-Public Meetings**

1.  
2.  
3.  
4.  

### Protocol 10  
**Council Boards and Commissions Appointments and Representations**

1.  
2.  
3.  
4.  

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<table>
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<tr>
<th>Protocol 11</th>
<th>City Council Mail, Contact Information, E-Mail and Communications</th>
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| Protocol 12 | |
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| Protocol 13 | |
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| 1.          | |
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| Protocol 14 | |
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| 1.          | |
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| 4.          | |

| Protocol 15 | |
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| 1.          | |
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<p>| Protocol 16 | |
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SECTION 8

ROLES, RESPONSIBILITIES, EXPECTATIONS AND SUGGESTED ACTIONS
Expectations and Actions
Mayor

- Expectations

- Actions
Expectations and Actions
City Council Member

- Expectations

- Actions
Expectations and Actions
City Manager

- Expectations

- Actions
Expectations and Actions
City Attorney

- Expectations

- Actions
SECTION 9

GOVERNANCE REFINEMENTS: MAYOR AND CITY COUNCIL IN ACTION
Mayor and City Council
Discussion and Direction
City of Dubuque
SECTION 10

STRATEGIC PLANNING FOR THE CITY OF DUBUQUE
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 lifestyle
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).
Dubuque City Government
Our Mission Principles

**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.
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.
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.
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.

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.
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
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
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 multicultural 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. Workforce shortage and skill gaps
2. Availability of local quality workforce and matching educational programs with needs of employers
3. Becoming a desirable community with amenities for all ages
4. Developing living wage job opportunities for all skill levels [$14.50 per hour]
5. Quality, affordable childcare/elder care for 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. Inclusion of diverse populations to support a multi-cultural workforce
9. Threat to state and federal economic development tools – TIF, Historic Tax Credits, grants and others
10. Increasing the household income for African-American/Black community
11. Lack of quality, affordable rental housing [30%-80%] community-wide
12. Including ex-offenders in the workforce or business opportunities
13. Lack of representation in community leadership roles – embracing women and racial minorities
14. Growing local businesses and entrepreneurs with availability of venture capital, gap financing and locations

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Becoming a community with amenities which is known as an equitable community of choice
2. Opportunities for entrepreneurism and innovation
3. Recruiting new and diverse businesses along Central Avenue and Kerper Boulevard, and North End
4. Increasing salary levels in the regional economy
5. Diversifying the regional economy – businesses and jobs
6. Quality of life amenities and services that respond to a multi-cultural workforce
7. High unemployment among racial minority populations
8. Complexity and fragility of public-private partnerships
POLICY ACTIONS 2019 – 2021

1. Dream Center Facilities and Programs
2. Parking Ramp Maintenance: Funding
3. Fountain of Youth: Funding
4. Air Service Expansion: City Actions and Funding for Guarantee
5. Affordable Housing Creation: Direction and City Actions
6. Central Avenue Corridor Revitalization: Next Steps

MANAGEMENT ACTIONS 2019 – 2021

1. Industrial Park Development
2. Dubuque Riverfront Master Plan (US Army Corps of Engineers)
3. Innovation and Entrepreneurial Strategy and City Actions
4. Southwest Arterial Business Development
5. City Economic Development: Full Staffing
6. Dubuque Brewing & Malting Building

MANAGEMENT IN PROGRESS 2019 – 2021

1. FAA Supplemental Funding: Apron Funding
2. Federal Opportunity Zones: Direction and Next Steps; Advocacy; Legislative Action – Extend Deadline; Marketing Brochure
3. Brownfield Grants (4)
   a. Multi Purpose – Consultant Contract
   b. Blum Site (3)
4. Riverfront Lease Sites [5]: Marketing Brochure
5. Downtown Housing Creation Grant Program: CIP Funding
6. Business Development at the Airport: University of Dubuque – Pending Funding
8. GDDC Retail Attraction Strategy: Implementation
9. Air Charters to Leisure Destinations

MAJOR PROJECTS 2019 – 2021

1. Dmarc Relocation [Phone Lines from Old Terminal]
2. Old Air Terminal Demolition
ON THE HORIZON 2022 – 2025

1. River Cruises Docking Facility: Negotiations and Funding
2. Affordable Childcare: Support and Funding
3. GDDC “Big Life, Small Town”: Recommendations and City Actions
4. Workforce Development: City Actions
5. Older Buildings Rehabilitation and Business Development
6. Airport Master Plan: Update
7. South Port Redevelopment Area-wide Concept Plan: Implementation
8. Multi-cultural Workforce Basic Services/Amenities: Analysis and City Actions
9. Façade Loan Program: Funding
10. Flexsteel Site Development: Direction
11. Airport Security: Direction and Funding
12. Neighborhood Business Association: Development
13. Baseball: Direction
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 that 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. Defining the City’s role with increasing demands for brain health
2. Finding contractors for Lead and Bee Branch Healthy Homes
3. Aging City facilities needing significant maintenance and major repairs
4. Demands and capacity for animal control services
5. Police working with community to create a safe community
6. Understanding and addressing community health needs and defining the City’s role
7. Having access to treatment for substance use
8. Working with Dubuque County and state partners
9. Reducing the fear level of individuals who are different than me and the fear of harassment and different treatment
10. Diversifying the police and fire workforces
11. Providing City services in annexed areas
12. EMS being used for general health issues and services

LONG TERM
CHALLENGES AND OPPORTUNITIES

1. Addressing the institutional and structural interplay between race and poverty
2. Recruiting, retaining and succession planning for emergency services staffing
3. Retaining diverse cultures
4. Funding for Pacific Islanders and special populations health services
5. Animal cruelty and neglect charges and enforcement
6. Lack of young and racially diverse leadership and leadership opportunities
7. Changing technology for community safety
POLICY ACTIONS 2019 – 2021

1. Brain Health Strategy and Action Plan
2. Crime Prevention Program
3. West Fire Station 7: Planning

MANAGEMENT ACTIONS 2019 – 2021

1. School Resource Officers: Implementation

High Priority

MANAGEMENT IN PROGRESS 2019 – 2021

1. Water and Resource Recovery Center: Certification of Environmental Laboratory for Analysis of Nutrients
2. CAD Connection to City Cameras Network: Implementation
3. Smart 9-1-1 Personal and Building Profile Marketing: Kick off Implementation
4. Panic Button with City
5. Communication National Quality Assurance: FY ’21 Budget Funding
6. Healthcare for Residents from Pacific Islands: FY ’21 Budget Funding
7. Humane Society Contract Renewal
8. Police Re-Accreditation: Completion
9. Quick Response Pumper: Operational
10. Ambulance Staffing Alternatives
11. Police Department Transition to New Caliber and Weapons
12. P25 Radio System Building and Implementation
13. Fire Accreditation: Completion
14. Traffic Camera System: Installation
16. Dispatcher Training Program: Additional
17. Police Officer Recruitment and Retention
MAJOR PROJECTS 2019 – 2021

1. Fire Headquarter and Stations ADA Compliance
2. Crescent Community Health Center: Clinic
3. Fire Station HVAC and Lighting Improvements
4. Multi-Cultural Family Center:
   a. Office: Funding
   b. Construction

ON THE HORIZON 2022 – 2025

1. Cannabis: Policy Direction
2. Needle Exchange: Guidelines and Regulations
4. “Culture of Kindness”: Direction
5. Mine Shafts: Problem Analysis, Report, Direction and City Actions
6. Synthetic Drug Enforcement: Aggressive
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
<table>
<thead>
<tr>
<th>SHORT TERM CHALLENGES AND OPPORTUNITIES</th>
<th>LONG TERM CHALLENGES AND OPPORTUNITIES</th>
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</thead>
<tbody>
<tr>
<td>1. Attracting and keeping professionals and families in Dubuque</td>
<td>1. Potential elimination of Federal programs: CDBG, housing programs</td>
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<td>2. Aging City infrastructure and facilities needing replacement or major repairs</td>
<td>2. Community concerns regarding gentrification</td>
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<td>3. Reducing slum and blight through effective enforcement and incentives</td>
<td>3. Expanding City boundaries with impacts on the City services and facilities</td>
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<td>4. Addressing community poverty</td>
<td>4. Addressing negative narrative around race in the community</td>
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<td>5. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community</td>
<td>5. Integrating diverse communities and cultures</td>
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<td>6. Lack of quality affordable housing units</td>
<td>6. Incorporating Smart Resiliency/Sustainability concepts into projects, developments and redevelopments</td>
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<td>7. Attracting and retaining workforce with an aging community</td>
<td>7. Having a variety of housing to meet population needs in same neighborhood</td>
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<td>8. Annexing and expanding the City boundaries with the capacity to fund City services and infrastructure</td>
<td>8. Deferred City maintenance and funding mechanism, including rate structure</td>
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<td>9. Property owners who are not investing in the maintenance or upgrade of their homes or buildings</td>
<td>9. Advocacy for affordable housing programs and funding with State of Iowa and federal government</td>
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<td>10. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa</td>
<td>10. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront and Central Avenue</td>
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<td>11. Knowing/identifying the changing housing needs of our population</td>
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<td>12. Funding for major development and redevelopment projects</td>
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<td>13. Promoting mixed use developments: Downtown, JFK Corridor and SW Arterial</td>
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POLICY ACTIONS 2019 – 2021

1. Imagine Dubuque Implementation
2. JFK Corridor Revitalization Plan and Vision
3. Citywide Housing Study: Parameters, Completion and Direction
4. Source of Income: Reporting and Metrics
5. Community Resources One-Stop Shop: Development

MANAGEMENT ACTIONS 2019 – 2021

1. Equitable Poverty Prevention: Action Plan
2. Multi-tiered Housing Inspection Program
3. CHANGE Program: Implementation
4. Housing Voucher Program Re-Branding

MANAGEMENT IN PROGRESS 2019 – 2021

1. Barrington Lakes Reservoir Abandonment
2. Code Enforcement Accela Program: FY ’21 Budget Funding
3. Downtown Commercial Buildings Project

MAJOR PROJECTS 2019 – 2021

1. Lowell Street Retaining Wall Repair: Funding
2. Historic Millwork District Parking Lot and Signage

ON THE HORIZON 2022 – 2025

1. Affordable Housing: Direction and City Actions
2. Steeple Square Development: Next Steps and Funding
3. Cedar Cross Corridor Revitalization Plan/Vision
4. True North Housing Initiative
5. Bee Branch Healthily Homes Resiliency Program
6. Residential Development: City Direction and Actions
7. Neighborhood Approach to Community Development: Increasing Neighbor Input
8. Historic Significant Buildings Preservation: Study and Direction
9. Landlord Education Program: Direction and City Actions
10. Grocery Store North Dubuque
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” of the Dubuque community

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; BUILD; EPA Brownfields; Americorps
2. State of Iowa legislative actions and administrative rules impacting City finances and services
3. Potential state actions resulting in the loss of backfill in one year
4. Aging City facilities, infrastructure and equipment needing maintenance, major maintenance or replacement
5. Retirements and succession planning
6. Declining revenues – gaming, sales tax
7. Competition between capital projects and human resources
8. Funding and time for technology capacity to enhance service deliver and to increase organization productivity
9. Balancing City service delivery with available resources, City organizational capacity, the community’s expectations and new initiatives
10. Responding to misinformation and disinformation on social media
11. Developing outcome-based, meaningful performance measures and the use of data to enhance City performance
12. Significant unaddressed workspace needs: inefficient space utilization, security, private space to meet customers and staff confidentially
13. Making data-driven decisions

**LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Recruiting and retaining a diverse City workforce
2. Funding and time for managers and employees training and professional/personal development
3. Coordinating community resiliency preparation, response and recovery from a disaster or crisis
4. Preservation and secure resilient City information and data
5. Climate of distrust in all governments, including City government
6. Healthcare costs and workers comp
7. Creating a centralize maintenance organization within City government
8. No or shifting priorities – result no clear priorities
9. Lean City organization with limited additional capacity
10. State of Iowa legislative actions and administrative rule changes impacting City finances and services
POLICY ACTIONS 2019 – 2021

   - Top Priority
2. Debt Reduction Plan: Re-Affirmation  
   - High Priority
3. City Information and Network Security: Direction and Funding
4. City Facilities/Work Space Analysis and Plan: Report and Funding
5. 9-1-1 Communications Center: Re-Negotiation with Dubuque County
6. City Services and Staffing: Funding

MANAGEMENT ACTIONS 2019 – 2021

1. Citywide Departmental Work Order System Implementation  
   - High Priority
2. City Performance Measures: Direction
3. Cartegraph Partnership Expansion

MANAGEMENT IN PROGRESS 2019 – 2021

1. Cartegraph OMS System Asset Management System Expansion
   - a. Enterprise Licensing
   - b. Engineering
   - c. Storm Sewer
2. New Employee and Promoted Employee Orientation and Support Program: Launch
3. Paperless Accounts Payable Workflow Development and Implementation
4. Internal Liquor License Approval Process: Finalization
6. 3rd Street Data Center
   - a. Back Up Relocation
   - b. Disaster Recovery: Funding
7. Indirect Rate for Grants: FY ’21 Budget Request
8. Financial Management Software: Study and Draft RFP
   - a. Financial ERP
   - b. Cost Allocation Software
   - c. Cloud-based Collaborative Software
MANAGEMENT IN PROGRESS 2019 – 2021

10. ADA Compliance Transition Report  
   a. Funding Phase 2  
   b. Software  
11. Workers Compensation Claims Management: Contract  
12. Community Resident Survey and Actions  
13. InVision Facility Management Software Implementation  
15. Aerial Photography and Control Monumentation  
16. City Website: Redesign  
17. Liquor License Process: State Advocacy  
19. Diverse Applicants Recruitment Strategy  

MAJOR PROJECTS 2019 – 2021

1. City Hall Sidewalks Heating System  
2. City Hall Annex Windows Replacement  

ON THE HORIZON 2022 – 2025

1. New Financial Software: Implementation  
2. Residents Satisfaction Survey  
3. 3rd Street Data Center  
4. Citywide Compensation and Benefit Policy and Program: Direction and Funding  
5. Fleet Conversion to Alternative Fuels Plan: Development and Next Steps  
6. Sexual Assault: Report and City Actions  
7. City Employee/Contractor Living Wage Policy: Development and Funding  
8. Centralized Facility Maintenance and Management “Department”: Report, Direction and Funding  
9. City Fee Reduction: Report and Direction  
10. Racial Discrimination Training: Direction and Funding  
11. Lower Tax Rate: Report and Direction  
12. Financial Reserve: Direction  
13. Financial Policies: Review and Direction  
15. New Maintenance Shop Building at Landfill  
16. New Alternative Revenues Study  
17. Equipment Replacement Schedule – Funding  
18. Utility Worker Registered Apprenticeship Program: Expansion  
19. Water System Distribution Model: Development
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 floodplain 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. Protection of at-risk infrastructure and utilities
3. Changing solid waste collection and funding mechanism
4. 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
5. Cleaning up and reuse of “Brownfields” sites
6. Climate changes: rain and flood events
7. Community understanding of solid waste and recycling, including curbside collection program
8. Maintaining the momentum, adequate staffing and funding for smart resilient initiatives
9. Incorporating smart resiliency/sustainability in City organization processes and daily practices
10. Flood wall breach threats
11. Building community understanding and support for “sustainability” and “resiliency” goals, priorities, actions using outcome-based performance measures

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**LONG TERM**

**CHALLENGES AND OPPORTUNITIES**

1. Complying with changing Federal and state government regulations and mandates affecting environment/ecological integrity using sustainable best practices [i.e. Iowa Nutrient Reduction requirement]
2. Taking advantage of existing data and collecting new data to continue to be a smart city
3. Investing in compliance with consent decree and the nutrient reduction strategy
4. Community education on climate changes and environmental sustainability
5. Integrating climate adaptation into City operations
6. Improving the storm and groundwater quality and funding projects
7. Elimination of science-based policies and programs
8. Regionalization of municipal services
POLICY ACTIONS 2019 – 2021

1. Emerald Ash Borer Program
2. Solid Waste Delivery Changes: Direction and Implementation
3. Hydro Power: Policy Direction
4. Water System Condition Assessment/Master Plan
5. South Flood Wall Buried: Funding

Top Priority

MANAGEMENT ACTIONS 2019 – 2021

1. Bee Branch Creek Project: Next Steps
2. Water and Resource Recovery Center: Nutrient Trading

Top Priority

MANAGEMENT IN PROGRESS 2019 – 2021

1. Sanitary Sewer System Condition Assessment: FY ’20 Budget
2. Community Climate Action and Resiliency Plan: Update
3. Sewer Infrastructure Asset Management Plan: Consultant
4. Lead and Copper Rule Compliance Water Sampling and Testing (Annual)
5. Growing Sustainable Communities Conference: Expansion
6. Public Education on Bikeable/Walkable Dubuque: Funding FY ‘21
7. Glass Collection Drop-off Programs: Decision
8. Flood Control System: Corps of Engineers Project Approval
9. FOG Program: Update
MAJOR PROJECTS 2019 – 2021

1. 17th/West Locust HUD Resiliency Storm Sewer Improvement Project:
   a. Phase 1 Completion
   b. Phase 2 Funding FY ‘21
2. Fire Hydrants Installation [former Vernon Water System]
3. 22nd/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project:
   a. Phase 1 Completion
   b. Phase 2: Funding FY ‘21
4. Vernon Well Abandonment
5. WRRC Outfall Manhole Reconstruction: Consultant
6. Bee Branch Gates/Pump Statin
   a. Design
   b. Construction
7. Water Tank Inspection Program and Maintenance:
   Funding FY ‘21
8. Pressure Reducing Valve Installation
9. Cell 9 Landfill Project – Phase 4
10. Sanitary Forcemain/Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request – Notification
11. Roosevelt Street Water Tower Project
12. Water Lines Extension – Southwest Arterial: Funding FY ‘21
13. SCADA Overhaul: Water

ON THE HORIZON 2022 – 2025

1. Green Alley Program: Additional Funding
2. Community Solarization: Report and Direction
3. Goal 50% Carbon Reduction: Next Steps
4. Pesticide Use Reduction
5. Alternative Fuel Fleet Strategy
6. Water [Distribution and Treatment] System Master Plan: Funding and Development
7. Toxic Waste Site: Expansion
8. Landfill Gas Capture: Direction
9. City Government Solarization: Report and Direction
10. Composition Collection: Community Awareness
11. Drainage Basin/Flood Control through Native Planting
12. BioCNG Municipal Service Center
13. 42” Force Main (Terminal Street Lift Station to WRRC) – Funding
14. Sanitary Sewer Master Plan – Funding
15. Transit Garage CNG/Electric and Training
16. Solid Waste Management Plan for 10 Years
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 processes
2. Have non-profit institutions, private businesses educational institutions contributing toward implementation of the Imagine Dubuque Plan
3. Partner with community organizations to provide 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. Duplication of efforts and programs among community organizations
2. Competition among community organizations for limited funds
3. Sustaining partnerships beyond the initial project
4. Establishing clear expectations for City government
5. Dynamic changing funding and partnerships among local, State of Iowa and federal governments
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. Creating outcomes that are equitable
9. Building a community in polarizing times
10. Small number of people solving multiple problems

### LONG TERM
**CHALLENGES AND OPPORTUNITIES**
1. Reduced funding by other agencies for community-based organizations
2. Equity becoming ingrained in City workforce recruitment and replacement
3. Marketing community engagement/empowerment opportunities to the community – individuals and partnering organizations
4. Affordable, equitable broadband services, including staffing for fiber optics
5. Marketing, outreach, lack of knowledge about other cultures and equity
6. Attitude: the City should solve it
7. Conflicts between pro-government/more government anti-government/less government in developing and maintaining services
8. Residents questioning the role of government affecting the City’s ability to engage, interact and deliver services
POLICY ACTIONS 2019 – 2021

1. Four Mounds/Heart Program: Funding  [High Priority]
2. STEAM Educational Program with Schools: Direction and City Partnership
3. Childcare: Direction and Funding
4. Liberty Recovery Center Expansion: Phase 2 City Funding
5. Purchase of Services Policy and Process

MANAGEMENT IN PROGRESS 2019 – 2021

1. My Brother’s Keeper:
   a. College Access Work Group
   b. Opportunity Dubuque
   c. Grade Level Reading
2. Campaign for Grade Level Reading: Community Solution Action Plan – Support
3. Welcoming and Connecting with New Residents Program: Implementation (GDDC)
4. Civic Action Plan and Civic Leaders Program:
   a. Training
   b. Three Projects
5. City Racial Equity Toolkit: Results-based Accountability
6. Equity Training for City Staff
7. 2020 Census Complete Count:
   a. Committee
   b. Count
   c. Report

ON THE HORIZON 2022 – 2025

1. Inclusive Dubuque: Support
2. Gaming Opportunities Program: Direction and City Funding
3. Dubuque County Food Policy Council: Funding
4. Bee Branch “Bee Keepers” Initiative: Funding
5. Dubuque Scholarship Program: Direction and City Action
6. Community College in Downtown Neighborhood: Direction and City Actions
7. Food Desert Reduction Policy: Development and Adoption
8. Population Retention Strategy: Direction and City Actions
9. Bus Wrap Advertising Plan (Internal and Non-profit Use): Review and Direction
10. MIT Poverty Study: Report and Direction
11. Intentional Application of Equity Lens (All Departments)
12. Campaign for Grade Level Reading: Support
13. Boards/Commissions Recruitment Plan
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 providing services and programs responsive to community needs
3. Become and support Dubuque as a more pet friendly community
4. Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents
5. Have family-oriented programs and activities with high level of community participation
6. Have amenities for special needs population with high level of community participation
7. Expand arts and cultural opportunities with access for all
8. Plan, develop and maintain at a high level specialty parks and venues responsive to the evolving community needs

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. Funding for the maintenance of aging parks, structures and facilities
2. Having equitable partnerships with schools and other community organizations
3. Funding and developing new parks in newer subdivisions
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. Lack of pet friendly spaces and amenities.
8. Sustainable and additional funding for leisure services facilities and programs
9. Changing leisure and recreation trends, including facilities and programs for special needs populations
10. Funding for ADA compliance
11. Obtaining agreement with Dubuque Community School District for community use of indoor aquatic facility and financing implications
12. Connecting trail system

LONG TERM CHALLENGES OPPORTUNITIES

1. Staffing or contractual services for leisure services for additional assets and service expansion
2. Developing facility/venues for families, particularly with young children
3. Competition for athletic fields
4. How to equitably deliver City services with less resources
5. Increasing demand for new alternative sports and need for land and facilities
6. Seasonal/part-time employees wage levels and scheduling
POLICY ACTIONS 2019 – 2021

1. Five Flags: Direction and Funding [Top Priority]
2. Pet Friendly Community: Definition, Direction and Funding [High Priority]
3. Arts and Culture Master Plan: Implementation
4. Chaplain Schmitt Island Master Plan: Implementation and Phasing

MANAGEMENT ACTIONS 2019 – 2021

1. Park Development Projects for Non-TIF Donated Park Sites: Funding [Top Priority]
2. Leisure Services Facilities Deferred Maintenance: Assessment [Top Priority]

MANAGEMENT IN PROGRESS 2019 – 2021

1. All Community Reads Events
2. E. B. Lyons Center Partnership Development: Agreement
3. Library Marketing Campaign:
   a. Decision: Funding FY ‘21
4. Pollinator Habitat in Park System:
   a. Research
   b. Funding FY ‘22
5. Americorps: Direction and Funding:
   a. Cast Match – Funding
   b. Partnership Development
   c. Grant
   d. Program
6. Changing Lives Through Literature Program
**MAJOR PROJECTS 2019 – 2021**

1. Eagle Point Park Environmental Restoration Project:
   a. Phase 1 – Award Construction
   b. Phase 2 – Award Construction
2. Bunker Hill Golf Course Irrigation:
   a. Bid
   b. Construction
3. Miracle League Complex: Construction (Miracle League of Dubuque)
4. Comiskey Park Renovation
5. English Ridge Subdivision Park and Eagle Valley Subdivision Park
   a. Plan
   b. Construction
6. Veterans Park Dedication:
   a. Rebid
   b. Construction
7. Grand River Center: Upgrade Projects

**ON THE HORIZON 2022 – 2025**

1. Outdoor Pool: Direction and Funding
2. Parks and Recreation Master Plan: Funding
3. Community Center Concept Master Plan: Direction
4. Dog Park: Options Review, Direction and Funding
5. Sidewalk Poets: Report and Direction
6. Highway 20 Re-landscaping Plan: Adoption and Funding
7. Reservation System and Software: Direction and Funding
8. Library Programs Expansion: Funding
9. Library Services Survey Implementation: Funding
10. Swimming Pool/Aquatic Venues: Evaluation Report with Options, Direction
11. Outdoor Pool: Priority, Rehab or Build, Direction and Funding
12. FDR Park Development
13. Pollinator Habitat in Park System – Funding
14. Library Facilities Oil Tank and Landscaping: Funding
15. Citywide Landscaping: Direction and Funding
16. Splash Pad: Location and Funding
17. Young Adult Activities: Sustainable Funding
## 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. Funding for increased maintenance of streets and sidewalks
2. Competition for air service and limited number of carriers operating in the Midwest
3. Funding for “Complete Streets” implementation, including bike/hike ways throughout Dubuque
4. Increasing costs of street maintenance and snow removal
5. Rehabilitating concrete streets
6. Funding to support alternative fuel vehicles
7. Increasing number of people walking, biking or using public transportation to go to and from places of employment
8. Addressing parking concerns, perceptions and issues

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for connecting bike trails
2. Transit service by choice and to area destination serving the needs of all residents through a partnership with RTA
3. Equity in broadband affordability and availability
4. Funding for transportation and connectivity projects
5. Growing trends for vehicular travel: Uber/Lyft; autonomous vehicles, scooters
6. Replacement of gas tax funding
7. Lack of on-street parking demand data
8. Shortage of pilots
9. Changing the image – “who rides the bus”
10. Finding drivers with CDL licenses
11. Abundance to telecommunications providers
12. Resident engagement regarding fiber to homes and small cells
POLICY ACTIONS 2019 – 2021

1. Major Street Improvements Plan: Project Priority and Funding  
   Top Priority
2. Transit Vehicle Replacement: Funding  
   High Priority
3. Street Maintenance Program: Increased Funding  
   High Priority
4. Sidewalk Policy: Review and Direction

MANAGEMENT ACTIONS 2019 – 2021

1. Traffic Signal Synchronization/STREETS  
   Top Priority

MANAGEMENT IN PROGRESS 2019 – 2021

1. Bus Routes: Update/Maps
2. WiFi in Fixed Routes:  
   a. Exploration  
   b. Funding FY ‘21
3. Smart Tool for Integrated Parking Platform:  
   a. Pilot Program  
   b. Funding FY ‘21
4. Ramps Structural Analysis:  
   a. Preliminary Analysis  
   b. RFP
5. Comprehensive Pavement Preservation:  
   a. Consultant  
   b. Plan
6. WiFi in Intermodal and Intermodal Lobby: Funding FY ‘21
7. Transportation Customer App: Funding FY ‘21
8. ADA Pads for Bus Stops: Funding FY ‘21
9. BUILD Grants and Other Grants: Application
10. Downtown Parking Ordinance: Major Revision
11. Smart Technology for Transportation Data Collection:  
    Staff Funding
### MAJOR PROJECTS 2019 – 2021

1. Parking Lots Re-striping
2. Highway 52 Repaving
3. Washington Street Improvements (7th to 9th): Completion, Funding FY ‘21
4. Four Laning Southwest Arterial: Completion
5. Chavenelle Road Rehabilitation
6. Chavenelle Road Hike/Bike Trail
7. NW Arterial Upgrade (IDOT)
8. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension: Phase 1
9. Roundabouts
   a. University/Pennsylvania: Design
   b. University/Asbury: Design
   c. University/Loras: Design

### ON THE HORIZON 2022 – 2025

1. Highway 20 Traffic Congestion Reduction Plan
2. Parking Master Plan 2007: Update
3. Complete Streets Policy: Direction
4. Ramp Maintenance and Repair Plan: Funding and Development
5. Community Broadband Strategy: “Desert” Analysis and City Actions on Affordability, Availability and Equitable
6. Overnight/Residential Parking Evaluation and Study: Report and Direction
7. Pedestrian Safety Improvement Projects: Priority and Funding
8. Spring Valley to Northwest Arterial Trail Connector
9. 2nd/3rd Shift Employment/Area Destinations Transportation
10. City Broadband Program: Implementation
11. Digital Parking Meters: Direction
12. JFK Road Sidewalks: Direction and Funding
13. City Street Naming Policy for Veterans: Report and Direction
14. Streetscapes and Medians Enhancements: Direction and Funding
15. Marketing Air Service to Businesses
16. Public Access Channel: Report and Direction
17. Radford/Pennsylvania Roundabout
18. Corporate Hangar Repair
19. Additional Corporate Hangars
20. Old Air Terminal Demolition – Funding
21. Smart Parking Meter Technology: Direction
CITY OF DUBUQUE
ACTION AGENDA 2019 – 2021
City of Dubuque
Policy Agenda 2019 – 2021

TOP PRIORITY
Dream Center Facilities and Programs
Imagine Dubuque Implementation
Major Street Improvements Plan: Project Priority and Funding
Parking Ramp Maintenance: Funding
Human Resource Policies and Handbook: Revision
Emerald Ash Borer Program

HIGH PRIORITY
Transit Vehicle Replacement: Funding
Debt Reduction Plan: Re-Affirmation
Four Mounds/Heart Program: Funding
Street Maintenance Program: Increased Funding
Fountain of Youth: Funding
Brain Health Strategy and Action Plan
City of Dubuque
Management Agenda 2019 – 2021

TOP PRIORITY
Equitable Poverty Prevention: Action Plan
Multi-tiered Housing Inspection Program
Park Development Projects for Non-TIF Donated Park Sites: Funding
Industrial Park Development
CHANGE Program: Implementation
Bee Branch Creek Project: Next Steps
Leisure Services Facilities Deferred Maintenance: Assessment
Traffic Signal Synchronization/STREETS

HIGH PRIORITY
Citywide Departmental Work Order System Implementation
Dubuque Riverfront Master Plan (US Army Corps of Engineers)
Water and Resource Recovery Center: Nutrient Trading
Innovation and Entrepreneurial Strategy and City Actions
School Resource Officers: Implementation
Southwest Arterial Business Development
Management in Progress 2019 – 2021

FAA Supplemental Funding: Apron Funding
Federal Opportunity Zones: Direction and Next Steps; Advocacy; Legislative Action – Extend Deadline; Marketing Brochure
Brownfield Grants (4)
Riverfront Lease Sites [5]: Marketing Brochure
Downtown Housing Creation Grant Program: CIP Funding
Business Development at the Airport: University of Dubuque – Pending Funding
Opportunity Dubuque Job Training Program: Support Gaining Opportunity Program Linked
GDDC Retail Attraction Strategy: Implementation
Air Charters to Leisure Destinations
Water and Resource Recovery Center: Certification of Environmental Laboratory for Analysis of Nutrients
CAD Connection to City Cameras Network: Implementation
Smart 9-1-1 Personal and Building Profile Marketing: Kick off Implementation
Panic Button with City
Communication National Quality Assurance: FY ’21 Budget Funding
Healthcare for Residents from Pacific Islands: FY ’21 Budget Funding
Humane Society Contract Renewal
Police Re-Accreditation: Completion
Quick Response Pumper: Operational
Ambulance Staffing Alternatives
Police Department Transition to New Caliber and Weapons
P25 Radio System Building and Implementation
Fire Accreditation: Completion
Traffic Camera System: Installation
School Safety and Security Plan and Protocols: Refinement
Dispatcher Training Program: Additional
Police Officer Recruitment and Retention
Barrington Lakes Reservoir Abandonment
Code Enforcement Accela Program: FY ’21 Budget Funding
Downtown Commercial Buildings Project
Cartegraph OMS System Asset Management System Expansion
New Employee and Promoted Employee Orientation and Support Program: Launch
Paperless Accounts Payable Workflow Development and Implementation
Internal Liquor License Approval Process: Finalization
Certified Financial Report Software Conversion
3rd Street Data Center
Indirect Rate for Grants: FY ’21 Budget Request
Financial Management Software: Study and Draft RFP
I-Net Connection for Remote Site: WRRC, Fire Leisure Services FY ’21 Budget Request
ADA Compliance Transition Transition Report
Workers Compensation Claims Management: Contract
Community Resident Survey and Actions
InVision Facility Management Software Implementation
Health Benefits Consulting and Actuarial Services: Contract
Aerial Photography and Control Monumentation
City Website: Redesign
Liquor License Process: State Advocacy
High Performing Organization/Outcome-driven Decision Making Strategy and Performance Measures
Diverse Applicants Recruitment Strategy
Sanitary Sewer System Condition Assessment: FY ’20 Budget
Community Climate Action and Resiliency Plan: Update
Sewer Infrastructure Asset Management Plan: Consultant
Lead and Copper Rule Compliance Water Sampling and Testing (Annual)
Growing Sustainable Communities Conference: Expansion
Public Education on Bikeable/Walkable Dubuque: Funding FY ‘21
Glass Collection Drop-off Programs: Decision
Flood Control System: Corps of Engineers Project Approval
FOG Program: Update
My Brother’s Keeper:
Campaign for Grade Level Reading: Community Solution Action Plan – Support
Welcoming and Connecting with New Residents Program: Implementation (GDDC)
Civic Action Plan and Civic Leaders Program:
City Racial Equity Toolkit: Results-based Accountability
Equity Training for City Staff
2020 Census Complete Count:
All Community Reads Events
E. B. Lyons Center Partnership Development: Agreement
Library Marketing Campaign:
Pollinator Habitat in Park System:
Americorps: Direction and Funding:
Changing Lives Through Literature Program
Bus Routes: Update/Maps
WiFi in Fixed Routes:
Smart Tool for Integrated Parking Platform:
Ramps Structural Analysis:
Comprehensive Pavement Preservation:
WiFi in Intermodal and Intermodal Lobby: Funding FY ‘21
Transportation Customer App: Funding FY ‘21
ADA Pads for Bus Stops: Funding FY ‘21
BUILD Grants and Other Grants: Application
Downtown Parking Ordinance: Major Revision
Smart Technology for Transportation Data Collection: Staff Funding
Major Projects 2019 – 2021

Dmarc Relocation [Phone Lines from Old Terminal]
Old Air Terminal Demolition
Fire Headquarters and Stations ADA Compliance
Crescent Community Health Center: Clinic
Fire Station HVAC and Lighting Improvements
Multi-Cultural Family Center
Lowell Street Retaining Wall Repair: Funding
Historic Millwork District Parking Lot and Signage
City Hall Sidewalks Heating System
City Hall Annex Windows Replacement
17th/West Locust HUD Resiliency Storm Sewer Improvement Project:
Fire Hydrants Installation [former Vernon Water System]
22nd/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project:
Vernon Well Abandonment
WRRC Outfall Manhole Reconstruction: Consultant
Bee Branch Gates/Pump Statin
Water Tank Inspection Program and Maintenance: Funding FY ‘21
Pressure Reducing Valve Installation
Cell 9 Landfill Project – Phase 4
Sanitary Forcemain/Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request – Notification
Roosevelt Street Water Tower Project
Water Lines Extension – Southwest Arterial: Funding FY ‘21
SCADA Overhaul: Water
Eagle Point Park Environmental Restoration Project:
Bunker Hill Golf Course Irrigation:
Miracle League Complex: Construction (Miracle League of Dubuque)
Comiskey Park Renovation
English Ridge Subdivision Park and Eagle Valley Subdivision Park
Veterans Park Dedication:
Grand River Center: Upgrade Projects
Parking Lots Re-striping
Highway 52 Repaving
Washington Street Improvements (7th to 9th): Completion, Funding FY ‘21
Four Laning Southwest Arterial: Completion
Chavenelle Road Rehabilitation
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NW Arterial Upgrade (IDOT)
North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension: Phase 1
Roundabouts
Policy Agenda 2019 – 2021
City of Dubuque
Targets for Action

TOP PRIORITY

Dream Center Facilities and Programs
Imagine Dubuque Implementation
Major Street Improvements Plan: Project Priority and Funding
Parking Ramp Maintenance: Funding
Human Resource Policies and Handbook: Revision
Emerald Ash Borer Program

HIGH PRIORITY

Transit Vehicle Replacement: Funding
Debt Reduction Plan: Re-Affirmation
Four Mounds/Heart Program: Funding
Street Maintenance Program: Increased Funding
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City of Dubuque
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Park Sites: Funding
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Traffic Signal Synchronization/STREETS

HIGH PRIORITY

Citywide Departmental Work Order System Implementation
Dubuque Riverfront Master Plan (US Army Corps of Engineers)
Water and Resource Recovery Center: Nutrient Trading
Innovation and Entrepreneurial Strategy and City Actions
School Resource Officers: Implementation
Southwest Arterial Business Development
Action Outlines 2019 – 2021
City of Dubuque
## GOAL 1
**ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY**

### ACTION: DREAM CENTER FACILITIES AND PROGRAMS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Outcomes</td>
<td>1. Submit specific funding request – facility, staffing and programs</td>
<td>1/20</td>
</tr>
<tr>
<td>• Facility</td>
<td></td>
<td></td>
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<tr>
<td>• Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contact Person: City and Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Funding Sources</td>
<td></td>
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</tr>
</tbody>
</table>

Responsibility: Housing

### ACTION: PARKING RAMP MAINTENANCE: FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Gates</td>
<td>1. Issue RFP to review the parking – condition assessment, maintenance life</td>
<td>11/19</td>
</tr>
<tr>
<td>• Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Pilot – “Gateless” Ramp</td>
<td>2. Award contract</td>
<td>11/19</td>
</tr>
<tr>
<td>• Locust Street Ramp</td>
<td>3. Complete study</td>
<td>1/20</td>
</tr>
<tr>
<td>• Maintenance</td>
<td>4. Develop specific proposal</td>
<td>1/20</td>
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</tbody>
</table>

Responsibility: Transportation
ACTION: FOUNTAIN OF YOUTH: FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Outcomes</td>
<td>1. Meet with Director and Board – identify detailed funding needs, share information on budget/purchase service process</td>
<td>10/19</td>
</tr>
<tr>
<td>• Contact Person</td>
<td></td>
<td></td>
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<tr>
<td>• Programs</td>
<td>2. Develop specific budget request</td>
<td>1/20</td>
</tr>
<tr>
<td>• Facility</td>
<td>4. Identify additional non-City funding sources</td>
<td>7/20</td>
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</tbody>
</table>

Responsibility: Human Rights

ACTION: AIR SERVICE EXPANSION: CITY ACTIONS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Grant</td>
<td>1. DOT Grant Approval – Notification</td>
<td>11/19</td>
</tr>
<tr>
<td>• Supplemental Fund</td>
<td>2. Initiate negotiation</td>
<td>12/19</td>
</tr>
<tr>
<td>• Agreement</td>
<td>3. Airport Board: Agreement Approval</td>
<td>5/20</td>
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<tr>
<td></td>
<td>4. Service initiated</td>
<td>7/20</td>
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</table>

Responsibility: Airport

ACTION: AFFORDABLE HOUSING CREATION: DIRECTION AND CITY ACTIONS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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<tbody>
<tr>
<td></td>
<td>1. Prepare Consolidated Plan</td>
<td>2/20</td>
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<tr>
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<td>2. Decision: Consolidated Plan Adoption</td>
<td>3/20</td>
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<tr>
<td></td>
<td>3. Program: Funding FY ‘21</td>
<td>3/20</td>
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<tr>
<td></td>
<td>4. Identify Housing TIF Opportunities</td>
<td>Ongoing</td>
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</table>

Responsibility: Housing
### ACTION: CENTRAL AVENUE CORRIDOR

**REVITALIZATION: NEXT STEPS**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Communications with Stakeholders</td>
<td>1. Complete initial traffic study</td>
<td>8/19</td>
</tr>
<tr>
<td></td>
<td>2. Coordinate ADA ramp improvements</td>
<td>11/19</td>
</tr>
<tr>
<td></td>
<td>3. Resurfacing Highway 52</td>
<td>9/20</td>
</tr>
<tr>
<td></td>
<td>4. Decision: Streetscape plan</td>
<td>2022</td>
</tr>
<tr>
<td></td>
<td>5. Meet with potential stakeholders on Central Committee</td>
<td>Ongoing</td>
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Responsibility: Economic Development, Engineering

### ACTION: INDUSTRIAL PARK DEVELOPMENT

<table>
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<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
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<tbody>
<tr>
<td>A. City Owned</td>
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<tr>
<td></td>
<td>1. McFadden Property</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Council Decision: Funding</td>
<td></td>
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<tr>
<td></td>
<td>FY ‘21 Road and Infrastructure</td>
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<tr>
<td></td>
<td>2. Conceptual Development Plan</td>
<td></td>
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<tr>
<td></td>
<td>a. Council Decision: Funding</td>
<td></td>
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<tr>
<td></td>
<td>FY ‘21</td>
<td></td>
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<tr>
<td>B. New Opportunities</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>1. Review Annexation Study</td>
<td>TBD</td>
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</table>

Responsibility: Economic Development

### ACTION: DUBUQUE RIVERFRONT MASTER PLAN

**[US ARMY CORPS OF ENGINEERS]**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td>Recreation</td>
<td>1. Complete Report</td>
<td>12/20</td>
</tr>
<tr>
<td>Connection to Riverfront</td>
<td>2. Presentation: Report</td>
<td>1/21</td>
</tr>
<tr>
<td>Environmental Enhancement</td>
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</table>

Responsibility: Engineering
### ACTION: INNOVATION AND ENTREPRENEURIAL STRATEGY AND CITY ACTIONS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td>Eco System</td>
<td>Identify and develop funding and process for business assistance</td>
<td>12/19</td>
</tr>
<tr>
<td>Connecting Resources</td>
<td>Council Presentation: Report and Direction</td>
<td>1/20</td>
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</table>

Responsibility: Economic Development

### ACTION: SOUTHWEST ARTERIAL BUSINESS DEVELOPMENT (with GDDC)

<table>
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<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td>Utilities Extension</td>
<td>Complete Annexation Study</td>
<td>Complete</td>
</tr>
<tr>
<td>Zoning</td>
<td>Work Session: Annexation Presentation</td>
<td>1/20</td>
</tr>
<tr>
<td>Business Types</td>
<td>Develop Plan for Development – Annexation Area</td>
<td>TBD</td>
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<tr>
<td>Overall Land Uses</td>
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<tr>
<td>Locations</td>
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Responsibility: Economic Development

### ACTION: CITY ECONOMIC DEVELOPMENT: FULL STAFFING

<table>
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<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td></td>
<td>Complete staffing</td>
<td>9/19</td>
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Responsibility: Economic Development
### ACTION: DUBUQUE BREWING & MALTING BUILDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td>Private – Funding Gap</td>
<td></td>
<td>4/21</td>
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Responsibility: Economic Development

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#### Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>TIME</th>
</tr>
</thead>
</table>
| 1. FAA Supplemental Funding: Apron Funding | | 10/19
| | | 4/20
| 2. Federal Opportunity Zones: Direction and Next Steps; Advocacy; Legislative Action – Extend Deadline; Marketing Brochure | | 12/19
| 3. Brownfield Grants (4) | | 12/19
| a. Multi Purpose – Consultant Contract | | 1/20 – 1/21
| b. Blum Site (3) | | 1/20 – 1/21
| 4. Riverfront Lease Sites [5]: Marketing Brochure | | 2/20
| 5. Downtown Housing Creation Grant Program: CIP Funding | | 3/20
| 6. Business Development at the Airport: University of Dubuque – Pending Funding | | TBD
| 8. GDDC Retail Attraction Strategy: Implementation | | Ongoing
| 9. Air Charters to Leisure Destinations | | Ongoing

---

#### Major Projects 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>TIME</th>
</tr>
</thead>
</table>
| 1. Dmarc Relocation [Phone Lines from Old Terminal] | | 1/20
| 2. Old Air Terminal Demolition | | 7/20
### GOAL 2 | VIBRANT COMMUNITY: HEALTHY AND SAFE

#### ACTION: BRAIN HEALTH STRATEGY AND ACTION

**PLAN**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Session: Who, Responsibility, Potential City Role</td>
<td>2/20</td>
<td></td>
</tr>
<tr>
<td>3. Determine host/facility for “Access Center”</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>4. Work with Community Foundation Brain Health Task Force</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>

**Responsibility: Health**

#### ACTION: CRIME PREVENTION PROGRAM

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</table>

**Responsibility: Police**

#### ACTION: WEST END FIRE STATION 7: PLANNING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Establish possible locations: land costs, response time</td>
<td>3/20</td>
<td></td>
</tr>
<tr>
<td>3. Revise CIP for vehicles</td>
<td>11/20</td>
<td></td>
</tr>
</tbody>
</table>

**Responsibility: Fire**
**ACTION: COMMUNITY SECURITY/SURVEILLANCE CAMERAS SYSTEM EXPANSION**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity Evaluation</td>
<td>1. Develop expansion/staffing proposal</td>
<td>12/19</td>
</tr>
<tr>
<td>Staffing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Locations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connection to School District</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPR: Direction and Funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomous Vehicle: Preparation</td>
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</tbody>
</table>

Responsibility: Engineering

**ACTION: SCHOOL RESOURCE OFFICERS: IMPLEMENTATION**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hire SRO (1)</td>
<td></td>
<td>1/20</td>
</tr>
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</table>

Responsibility: Police
## Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Water and Resource Recovery Center: Certification of Environmental Laboratory for Analysis of Nutrients</td>
<td>1/20</td>
</tr>
<tr>
<td>2.</td>
<td>CAD Connection to City Cameras Network: Implementation</td>
<td>1/20</td>
</tr>
<tr>
<td>3.</td>
<td>Smart 9-1-1 Personal and Building Profile Marketing: Kick off Implementation</td>
<td>1/20</td>
</tr>
<tr>
<td>4.</td>
<td>Panic Button with City</td>
<td>1/20</td>
</tr>
<tr>
<td>8.</td>
<td>Police Re-Accreditation: Completion</td>
<td>7/20</td>
</tr>
<tr>
<td>10.</td>
<td>Ambulance Staffing Alternatives</td>
<td>7/20</td>
</tr>
<tr>
<td>11.</td>
<td>Police Department Transition to New Caliber and Weapons</td>
<td>7/20</td>
</tr>
<tr>
<td>13.</td>
<td>Fire Accreditation: Completion</td>
<td>1/22</td>
</tr>
<tr>
<td>14.</td>
<td>Traffic Camera System: Installation</td>
<td>Ongoing</td>
</tr>
<tr>
<td>16.</td>
<td>Dispatcher Training Program: Additional</td>
<td>Ongoing</td>
</tr>
<tr>
<td>17.</td>
<td>Police Officer Recruitment and Retention</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

## Major Projects 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Fire Headquarter and Stations ADA Compliance</td>
<td>11/19</td>
</tr>
<tr>
<td>2.</td>
<td>Crescent Community Health Center: Clinic</td>
<td>11/19</td>
</tr>
<tr>
<td>3.</td>
<td>Fire Station HVAC and Lighting Improvements</td>
<td>3/20</td>
</tr>
<tr>
<td>4.</td>
<td>Multi-Cultural Family Center:</td>
<td>3/20</td>
</tr>
<tr>
<td></td>
<td>a. Office: Funding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Construction</td>
<td>5/20</td>
</tr>
</tbody>
</table>
### GOAL 3  
**LIVABLE NEIGHBORHOODS AND HOUSING:**  
**GREAT PLACE TO LIVE**

<table>
<thead>
<tr>
<th><strong>ACTION:</strong> IMAGINE DUBUQUE IMPLEMENTATION</th>
<th><strong>PRIORITY</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Key Issues</strong></td>
<td><strong>Activities/Milestones</strong></td>
</tr>
<tr>
<td></td>
<td>2. Council Presentation: Report and Direction</td>
</tr>
</tbody>
</table>

Responsibility: Planning

---

### ACTION: JFK CORRIDOR REVITALIZATION PLAN AND VISION

<table>
<thead>
<tr>
<th><strong>Key Issues</strong></th>
<th><strong>Activities/Milestones</strong></th>
<th><strong>Time</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Next Steps</td>
<td>1. Review Imagine Dubuque</td>
<td>8/19</td>
</tr>
<tr>
<td>• Vision</td>
<td>2. Council Report: Presentation and Direction</td>
<td>10/19</td>
</tr>
<tr>
<td>• Traffic/ITS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Pedestrian Safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Lack of “Green”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Streetscape</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sidewalk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Utilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Topography</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Access Issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• ROW Additional</td>
<td></td>
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</tbody>
</table>

Responsibility: Planning
## ACTION: CITYWIDE HOUSING STUDY: PARAMETERS, COMPLETION AND DIRECTION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Affordable</td>
<td>1. Complete Housing Needs Assessment</td>
<td>12/19</td>
</tr>
<tr>
<td>Accessibility</td>
<td>2. Council Presentation: Consolidated Plan, including Housing Needs</td>
<td>3/20</td>
</tr>
<tr>
<td>Size of Unit – Number of Bedrooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pet Friendly</td>
<td></td>
<td></td>
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Responsibility: Housing

## ACTION: SOURCE OF INCOME: REPORTING AND METRICS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Develop Annual Report</td>
<td>2/20</td>
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</table>

Responsibility: Housing

## ACTION: COMMUNITY RESOURCES ONE-STOP SHOP: DEVELOPMENT

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td>Social Community Resource</td>
<td>1. Establish partnerships</td>
<td>12/19</td>
</tr>
<tr>
<td></td>
<td>2. Council Presentation: Report and Direction</td>
<td>2/20</td>
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</tbody>
</table>

Responsibility: Housing
### ACTION: EQUIitable POVERTY PREVENTION: ACTION PLAN

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hire consultant</td>
<td>9/19</td>
<td></td>
</tr>
<tr>
<td>2. Completion</td>
<td>8/20</td>
<td></td>
</tr>
<tr>
<td>3. Presentation</td>
<td>8/20</td>
<td></td>
</tr>
<tr>
<td>4. Decision: Plan Adoption</td>
<td>10/20</td>
<td></td>
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</table>

Responsibility: Planning

### ACTION: MULTITIERED HOUSING INSPECTION PROGRAM

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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Responsibility: Housing

### ACTION: CHANGE PROGRAM: IMPLEMENTATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>A. North True Initiative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Begin construction (5)</td>
<td>9/19</td>
<td></td>
</tr>
<tr>
<td>2. Purchase additional (5)</td>
<td>6/21</td>
<td></td>
</tr>
<tr>
<td>B. Bee Branch Healthy Homes Resiliency Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Complete 75 units</td>
<td>8/20</td>
<td></td>
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Responsibility: Housing
ACTION: HOUSING VOUCHER PROGRAM RE-BRANDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Needs Fulfillment</td>
<td>1. Meet with Inclusive Dubuque – Marketing/Target Groups</td>
<td>12/19</td>
</tr>
<tr>
<td>Positive Stories</td>
<td>2. Complete employee training</td>
<td>3/20</td>
</tr>
<tr>
<td>Community Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landlord Acceptance of Voucher</td>
<td></td>
<td></td>
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</table>

Responsibility: Housing

Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/20</td>
</tr>
<tr>
<td>3/20</td>
</tr>
<tr>
<td>6/21</td>
</tr>
</tbody>
</table>

1. Barrington Lakes Reservoir Abandonment
2. Code Enforcement Accela Program: FY ’21 Budget Funding
3. Downtown Commercial Buildings Project

Major Projects 2019 – 2021

<table>
<thead>
<tr>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/20</td>
</tr>
<tr>
<td>11/20</td>
</tr>
</tbody>
</table>

1. Lowell Street Retaining Wall Repair: Funding
2. Historic Millwork District Parking Lot and Signage
### GOAL 4
FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY

### ACTION: HUMAN RESOURCE POLICIES AND HANDBOOK: REVISION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Training</td>
<td>Review of current policies and issues</td>
<td>3/20</td>
</tr>
<tr>
<td></td>
<td>Complete draft HR policies</td>
<td>4/20</td>
</tr>
<tr>
<td></td>
<td>Presentation: HR Policies</td>
<td>6/20</td>
</tr>
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</table>

Responsibility: Human Resources

### ACTION: DEBT REDUCTION PLAN: RE-AFFIRMATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Continue Debt Reduction Plan</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Responsibility: Finance

### ACTION: CITY INFORMATION AND NETWORK SECURITY: DIRECTION AND FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Decision: Funding FY ’20 Firewall</td>
<td>3/20</td>
</tr>
<tr>
<td></td>
<td>Complete Penetration Study – Phase 1</td>
<td>7/20</td>
</tr>
<tr>
<td></td>
<td>Develop Specs and Order</td>
<td>7/20</td>
</tr>
</tbody>
</table>

Responsibility: Information Technology
### ACTION: CITY FACILITIES/WORK SPACE ANALYSIS AND PLAN: REPORT AND FUNDING

**Key Issues**

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Define scope and determine cost</td>
<td>11/19</td>
</tr>
<tr>
<td>2. Decision: Funding FY ’21 – Work Space Analysis</td>
<td>3/20</td>
</tr>
</tbody>
</table>

**Responsibility:** Assistant City Manager

### ACTION: 9-1-1 COMMUNICATIONS CENTER: RE-NEGOTIATIONS WITH DUBUQUE COUNTY

**Key Issues**

- Equitable Distribution of Costs

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop update proposal</td>
<td>9/19</td>
</tr>
<tr>
<td>2. Completed Updated 28E Agreement</td>
<td>2/20</td>
</tr>
<tr>
<td>3. Decision: 28E Agreement</td>
<td>2/20</td>
</tr>
</tbody>
</table>

**Responsibility:** City Manager

### ACTION: CITY SERVICES AND STAFFING: FUNDING

**Key Issues**

- Service
- Service Level
- Staffing Level
- Work Space

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and prioritize City services/service levels</td>
<td>11/19</td>
</tr>
<tr>
<td>2. Prepare budget recommendations</td>
<td>12/19</td>
</tr>
<tr>
<td>3. Decision: Funding FY ‘21 staffing and services</td>
<td>3/21</td>
</tr>
</tbody>
</table>

**Responsibility:** Assistant City Manager
### Action: Citywide Departmental Work Order System Implementation

**Key Issues**

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Plan design</td>
<td>3/20</td>
</tr>
<tr>
<td>2. Implement system</td>
<td>7/20</td>
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</table>

Responsibility: Information Services

### Action: City Performance Measures: Direction

**Key Issues**

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
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<tbody>
<tr>
<td>1. Finalize measures</td>
<td>11/19</td>
</tr>
<tr>
<td>2. Council Work Session: Presentation</td>
<td>11/19</td>
</tr>
</tbody>
</table>

Responsibility: Assistant City Manager

### Action: CarteGraph Partnership Expansion: Next Steps

**Key Issues**

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
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<tbody>
<tr>
<td>1. Enterprise License</td>
<td>9/19</td>
</tr>
<tr>
<td>2. High Performing Government Report</td>
<td>2/20</td>
</tr>
<tr>
<td>3. Engineering Pilot</td>
<td>1/20 – 9/20</td>
</tr>
<tr>
<td>4. Storm Sewer Asset</td>
<td>7/20</td>
</tr>
<tr>
<td>5. Bee Branch Creek Asset</td>
<td>12/20</td>
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</table>

Responsibility: Information Services
Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Cartegraph OMS System Asset Management System Expansion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Enterprise Licensing</td>
<td>9/19</td>
</tr>
<tr>
<td></td>
<td>b. Engineering Pilot</td>
<td>7/20</td>
</tr>
<tr>
<td></td>
<td>c. Storm Sewer Pilot</td>
<td>7/20</td>
</tr>
<tr>
<td>2.</td>
<td>New Employee and Promoted Employee Orientation and Support Program: Launch</td>
<td>11/19</td>
</tr>
<tr>
<td>3.</td>
<td>Paperless Accounts Payable Workflow Development and Implementation</td>
<td>12/19</td>
</tr>
<tr>
<td>4.</td>
<td>Internal Liquor License Approval Process: Finalization</td>
<td>1/20</td>
</tr>
<tr>
<td>6.</td>
<td>3rd Street Data Center</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Back Up Relocation</td>
<td>1/20</td>
</tr>
<tr>
<td></td>
<td>b. Disaster Recovery: Funding</td>
<td>3/20</td>
</tr>
<tr>
<td>7.</td>
<td>Indirect Rate for Grants: FY ’21 Budget Request</td>
<td>3/20</td>
</tr>
<tr>
<td></td>
<td>a. Financial ERP</td>
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</tr>
<tr>
<td></td>
<td>b. Cost Allocation Software</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Cloud-based Collaborative Software</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3/21</td>
</tr>
<tr>
<td>10.</td>
<td>ADA Compliance Transition Report</td>
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</tr>
<tr>
<td></td>
<td>a. Funding Phase 2</td>
<td>3/20</td>
</tr>
<tr>
<td></td>
<td>b. Software</td>
<td>7/20</td>
</tr>
<tr>
<td>12.</td>
<td>Community Resident Survey and Actions</td>
<td>5/20</td>
</tr>
<tr>
<td>13.</td>
<td>InVision Facility Management Software Implementation</td>
<td>7/20</td>
</tr>
<tr>
<td>15.</td>
<td>Aerial Photography and Control Monumentation</td>
<td>8/20</td>
</tr>
<tr>
<td>16.</td>
<td>City Website: Redesign</td>
<td>1/21</td>
</tr>
<tr>
<td>17.</td>
<td>Liquor License Process: State Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>19.</td>
<td>Diverse Applicants Recruitment Strategy</td>
<td>Ongoing</td>
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</table>

Major Projects 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th>Major Projects 2019 – 2021</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>City Hall Sidewalks Heating System</td>
<td>11/19</td>
</tr>
<tr>
<td>2.</td>
<td>City Hall Annex Windows Replacement</td>
<td>7/20</td>
</tr>
</tbody>
</table>
## GOAL 5
**SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES**

### ACTION: EMERALD ASH BORER PROGRAM

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liability</td>
<td>1. Report: Program Review and Direction</td>
<td>10/19</td>
</tr>
<tr>
<td>Tree Condition – Brittle</td>
<td>2. Prepare budget proposal</td>
<td>11/19</td>
</tr>
<tr>
<td>Private Property Trees</td>
<td>3. Develop expanded communications – website, public information</td>
<td>1/20</td>
</tr>
<tr>
<td>Public Property Trees</td>
<td>4. Decision: Funding FY ‘21</td>
<td>3/20</td>
</tr>
<tr>
<td>City Role</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Limited Number of Contractors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree Replacement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree Inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trees Forever Partnership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal: Re-forestation Number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sidewalk Replacement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Responsibility: Leisure Services/Engineering**

### ACTION: SOLID WASTE DELIVERY CHANGES: DIRECTION AND IMPLEMENTATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glass</td>
<td>1. Glass: Direction</td>
<td>9/19</td>
</tr>
<tr>
<td>Hazardous Waste</td>
<td>2. Develop budget proposal – carts</td>
<td>12/19</td>
</tr>
<tr>
<td>Recycling</td>
<td>3. Decision: Funding FY ’21 carts/marketing</td>
<td>3/20</td>
</tr>
<tr>
<td>Public Education</td>
<td>4. Development public marketing program</td>
<td>4/20</td>
</tr>
</tbody>
</table>

**Responsibility: Public Works**
### ACTION: HYDRO POWER: POLICY DIRECTION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>1. Explore pursuit of the FERC permit</td>
<td>1/20</td>
</tr>
<tr>
<td>Partnerships</td>
<td>2. Explore potential partnership</td>
<td>1/20</td>
</tr>
<tr>
<td>Electric Grid</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Assistant City Manager

### ACTION: WATER SYSTEM CONDITION ASSESSMENT/MASTER PLAN

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condition Assessment</td>
<td>1. Develop budget proposal</td>
<td>12/19</td>
</tr>
<tr>
<td>HVAC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structure – Roof and Foundation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Supply – Sources</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Water

### ACTION: SOUTH FLOOD WALL BURIED: FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>1. Develop plan and estimate of costs</td>
<td>12/19</td>
</tr>
<tr>
<td>Funding</td>
<td>2. Decision: Funding FY ‘21</td>
<td>5/20</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>3. Pursue outside funding</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Competition: Other Cities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Engineering
### ACTION: BEE BRANCH CREEK PROJECT: NEXT STEPS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Decision: Funding FY ’21 – Maintenance</td>
<td>3/20</td>
<td></td>
</tr>
<tr>
<td>2. Cleanup/stabilize maintenance facility site</td>
<td>12/20</td>
<td></td>
</tr>
<tr>
<td>3. Construct Lower Bee Branch Bike Trail</td>
<td>12/20</td>
<td></td>
</tr>
<tr>
<td>4. Complete culvert project</td>
<td>6/21</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Engineering

### ACTION: WATER AND RESOURCE RECOVERY CENTER: NUTRIENT TRADING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sign agreement with DNR</td>
<td>12/19</td>
<td></td>
</tr>
<tr>
<td>2. Complete analysis watershed improvement projects</td>
<td>12/19</td>
<td></td>
</tr>
<tr>
<td>3. Complete update Nutrient Reduction Plan</td>
<td>12/20</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: WRRC

### Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/19</td>
</tr>
<tr>
<td>9/19</td>
</tr>
<tr>
<td>10/19</td>
</tr>
<tr>
<td>1/20</td>
</tr>
<tr>
<td>3/20</td>
</tr>
<tr>
<td>4/20</td>
</tr>
<tr>
<td>5/20</td>
</tr>
<tr>
<td>7/20</td>
</tr>
<tr>
<td>7/20</td>
</tr>
</tbody>
</table>
## Major Projects 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th>Project Description</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>17&lt;sup&gt;th&lt;/sup&gt;/West Locust HUD Resiliency Storm Sewer Improvement Project:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Phase 1 Completion</td>
<td>9/19</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Phase 2 Funding FY ’21</td>
<td>3/20</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Fire Hydrants Installation [former Vernon Water System]</td>
<td>11/19</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>22&lt;sup&gt;nd&lt;/sup&gt;/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project:</td>
<td>11/19</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Phase 1 Completion</td>
<td>11/19</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Phase 2: Funding FY ’21</td>
<td>3/20</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Vernon Well Abandonment</td>
<td>12/19</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>WRRC Outfall Manhole Reconstruction: Consultant</td>
<td>1/20</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Bee Branch Gates/Pump Statin</td>
<td>1/20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Design</td>
<td>1/20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Construction</td>
<td>1/22</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Water Tank Inspection Program and Maintenance: Funding FY ‘21</td>
<td>3/20</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Pressure Reducing Valve Installation</td>
<td>6/20</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Cell 9 Landfill Project – Phase 4</td>
<td>7/20</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Sanitary Forcemain/Riverbank Stabilization Project (U. S. Corps of Engineers):</td>
<td>10/20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Funding Request – Notification</td>
<td>10/20</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Roosevelt Street Water Tower Project</td>
<td>11/20</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Water Lines Extension – Southwest Arterial: Funding FY ‘21</td>
<td>3/21</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>SCADA Overhaul: Water</td>
<td>6/21</td>
<td></td>
</tr>
</tbody>
</table>
GOAL 6  
PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIEABLE, LIVABLE AND EQUITABLE

ACTION: FOUR MOUNDS/HEART PROGRAM: FUNDING  
PRIORITY  
Policy – High

Key Issues  

Activities/Milestones  
1. Request from Four Mounds  
2. Decision: Funding FY ‘21  

Time  
3/20  

Responsibility: Housing

ACTION: STEAM EDUCATIONAL PROGRAMS WITH SCHOOLS: DIRECTION AND CITY PARTNERSHIP  
PRIORITY  
Policy

Key Issues  

- Dream Center – Programming  

Activities/Milestones  
1. Partner with Dream Center  
2. Partner Multi Cultural Center Programs Expansion  
3. Review Leisure Services Programming  

Time  

Responsibility: School District
**ACTION: CHILDCARE: DIRECTION AND FUNDING**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Role</td>
<td>1. Continue partnership with GDDC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Outcomes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pilot Study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childcare Workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[No City Actions]</td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Economic Development

**ACTION: LIBERTY RECOVERY CENTER EXPANSION: PHASE 2 CITY FUNDING**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Decision: Funding FY ’21 for Phase 2 Building</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Health

**ACTION: PURCHASE OF SERVICES POLICY AND PROCESS**

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>1. Review policy</td>
<td>12/19</td>
</tr>
<tr>
<td>Insurance Requirement</td>
<td>2. Decision: Policy Direction – Recommitment</td>
<td>12/19</td>
</tr>
<tr>
<td>“Politicking” by Organization</td>
<td>3. Decision: Funding FY ‘21</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Housing/Human Rights
### Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th>TIME</th>
<th>Management in Progress 2019 – 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. 2020 Census Complete Count:</td>
</tr>
<tr>
<td></td>
<td>a. Committee</td>
</tr>
<tr>
<td></td>
<td>b. Count</td>
</tr>
<tr>
<td></td>
<td>c. Report</td>
</tr>
<tr>
<td>9/19</td>
<td></td>
</tr>
<tr>
<td>4/20</td>
<td></td>
</tr>
<tr>
<td>7/20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Civic Action Plan and Civic Leaders Program:</td>
</tr>
<tr>
<td></td>
<td>a. Training</td>
</tr>
<tr>
<td></td>
<td>b. Three Projects</td>
</tr>
<tr>
<td>11/19</td>
<td></td>
</tr>
<tr>
<td>4/20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. My Brother’s Keeper:</td>
</tr>
<tr>
<td></td>
<td>a. College Access Work Group</td>
</tr>
<tr>
<td></td>
<td>b. Opportunity Dubuque</td>
</tr>
<tr>
<td></td>
<td>c. Grade Level Reading</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>4. Campaign for Grade Level Reading: Community Solution Action Plan – Support</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>5. Welcoming and Connecting with New Residents Program: Implementation (GDDC)</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>6. City Racial Equity Toolkit: Results-based Accountability</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>7. Equity Training for City Staff</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### GOAL 7  
**DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES**

### ACTION: FIVE FLAGS: DIRECTION AND FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Election 2020 3/20</td>
<td>1. Presentation: 2A Scenarios</td>
<td>9/19</td>
</tr>
<tr>
<td></td>
<td>2. Complete assessment: roof and HVAC</td>
<td>10/19</td>
</tr>
<tr>
<td></td>
<td>3. Presentation: Direction and Funding</td>
<td>10/19</td>
</tr>
</tbody>
</table>

Responsibility: Leisure Services

### ACTION: PET FRIENDLY COMMUNITY: DEFINITION, DIRECTION AND FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dogs/Cats vs. Domestic</td>
<td>1. Develop working groups – Four Areas US Conference Mayors</td>
<td>10/19</td>
</tr>
<tr>
<td></td>
<td>2. Develop recommendation: Pets in Parks – Park Board</td>
<td>11/19</td>
</tr>
<tr>
<td></td>
<td>3. Decision: Direction</td>
<td>12/19</td>
</tr>
<tr>
<td></td>
<td>4. Decision: Dog Park – Location/Costs</td>
<td>12/19</td>
</tr>
<tr>
<td></td>
<td>5. Decision: Funding FY ’21 Animal Control Staffing</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Assistant City Manager
### ACTION: ARTS AND CULTURE MASTER PLAN: IMPLEMENTATION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Arts</td>
<td>1. Review grants programming and recommendations</td>
<td>11/19</td>
</tr>
<tr>
<td></td>
<td>2. Develop public arts policy</td>
<td>12/19</td>
</tr>
<tr>
<td></td>
<td>3. Decision: Recommendations and Policy</td>
<td>1/20</td>
</tr>
<tr>
<td></td>
<td>4. Decision: Funding FY ‘21</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Economic Development

### ACTION: CHAPLAIN SCHMITT ISLAND MASTER PLAN: IMPLEMENTATION AND PHASING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Complete Veterans Pond</td>
<td>12/20</td>
</tr>
</tbody>
</table>

Responsibility: Assistant City Manager

### ACTION: PARK DEVELOPMENT PROJECTS FOR NON-TIF DONATED PARK SITES: FUNDING

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity Issue</td>
<td>1. Develop budget proposal</td>
<td>11/19</td>
</tr>
<tr>
<td>Five Behind – 3 non TIF</td>
<td>2. Decision: Funding FY ’21 Parks ($250,000 per park)</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Leisure Services
### ACTION: LEISURE SERVICES FACILITIES DEFERRED MAINTENANCE: ASSESSMENT

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Back Log</td>
<td>1. Define scope and costs of assessment</td>
<td>12/19</td>
</tr>
<tr>
<td>• Park Infrastructure Assessment</td>
<td>2. Decision: Funding FY ’21 Assessment</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Leisure Services

### Management in Progress 2019 – 2021

<table>
<thead>
<tr>
<th></th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. All Community Reads Event</td>
<td>10/19</td>
</tr>
<tr>
<td>2. E. B. Lyons Center Partnership Development: Agreement</td>
<td>11/19</td>
</tr>
<tr>
<td>3. Library Marketing Campaign:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Decision: Funding FY ‘21</td>
</tr>
<tr>
<td>4. Pollinator Habitat in Park System:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Research</td>
</tr>
<tr>
<td></td>
<td>b. Funding FY ‘22</td>
</tr>
<tr>
<td>5. Americorps: Direction and Funding:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Cast Match – Funding</td>
</tr>
<tr>
<td></td>
<td>b. Partnership Development</td>
</tr>
<tr>
<td></td>
<td>c. Grant</td>
</tr>
<tr>
<td></td>
<td>d. Program</td>
</tr>
<tr>
<td>6. Changing Lives Through Literature Program</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
## Major Projects 2019 – 2021

<table>
<thead>
<tr>
<th>TIME</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/19 – 10/20</td>
<td>Eagle Point Park Environmental Restoration Project:</td>
</tr>
<tr>
<td></td>
<td>a. Phase 1 – Award Construction</td>
</tr>
<tr>
<td>12/19 – 10/20</td>
<td>b. Phase 2 – Award Construction</td>
</tr>
<tr>
<td>10/19</td>
<td>Bunker Hill Golf Course Irrigation:</td>
</tr>
<tr>
<td>3/20</td>
<td>a. Bid</td>
</tr>
<tr>
<td></td>
<td>b. Construction</td>
</tr>
<tr>
<td>12/19</td>
<td>Miracle League Complex: Construction (Miracle League of Dubuque)</td>
</tr>
<tr>
<td>12/20</td>
<td>Comiskey Park Renovation</td>
</tr>
<tr>
<td>1/20</td>
<td>English Ridge Subdivision Park</td>
</tr>
<tr>
<td></td>
<td>a. Plan</td>
</tr>
<tr>
<td></td>
<td>b. Construction</td>
</tr>
<tr>
<td>12/20</td>
<td>Eagle Valley Subdivision Park</td>
</tr>
<tr>
<td></td>
<td>a. Plan</td>
</tr>
<tr>
<td></td>
<td>b. Construction</td>
</tr>
<tr>
<td>8/20</td>
<td>Veterans Park Dedication:</td>
</tr>
<tr>
<td></td>
<td>a. Rebid</td>
</tr>
<tr>
<td></td>
<td>b. Construction</td>
</tr>
<tr>
<td>2/20</td>
<td>Grand River Center: Upgrade Projects</td>
</tr>
<tr>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
### ACTION: MAJOR STREET IMPROVEMENTS PLAN: PROJECT PRIORITY AND FUNDING

**Key Issues**

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review prioritized streets</td>
<td>10/19</td>
</tr>
<tr>
<td>2. Decision: Street Priority</td>
<td>10/19</td>
</tr>
<tr>
<td>3. Develop funding plan (annual)</td>
<td>12/19</td>
</tr>
</tbody>
</table>

Responsibility: Engineering

### ACTION: TRANSIT VEHICLE REPLACEMENT: FUNDING

**Key Issues**

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop budget proposal</td>
<td>11/19</td>
</tr>
<tr>
<td>2. Decision: Funding FY ’21</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Transportation

### ACTION: STREET MAINTENANCE PROGRAM: INCREASED FUNDING

**Key Issues**

- Rehab
- Resurfacing
- Link to Utilities Upgrade
- Funding Sources

<table>
<thead>
<tr>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop proposal</td>
<td>11/19</td>
</tr>
<tr>
<td>2. Prepare report – definition and scope (short term)</td>
<td>12/19</td>
</tr>
<tr>
<td>3. Decision: Funding FY ‘21</td>
<td>3/20</td>
</tr>
</tbody>
</table>

Responsibility: Engineering
ACTION: SIDEWALK POLICY: REVIEW AND DIRECTION

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link to JFK Presentation</td>
<td>1. Review/Update Sidewalk Policy</td>
<td>12/19</td>
</tr>
<tr>
<td>Equity</td>
<td>2. Presentation: Direction</td>
<td>12/19</td>
</tr>
<tr>
<td>Best Practices by Other Cities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Responsibility: Engineering

ACTION: HIGHWAY 20 TRAFFIC CONGESTION REDUCTION PLAN

[ON THE HORIZON: 2019 – 2021]

ACTION: TRAFFIC SIGNAL SYNCHRONIZATION/STREETS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Activities/Milestones</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apply for grant – next cycle</td>
<td>1. Apply for grant – next cycle</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Responsibility: Engineering
Management in Progress 2019 – 2021

1. Bus Routes: Update/Maps
   TIME: 8/19

2. WiFi in Fixed Routes:
   a. Exploration
   b. Funding FY ‘21
   TIME: 12/19, 3/20

3. Smart Tool for Integrated Parking Platform:
   a. Pilot Program
   b. Funding FY ‘21
   TIME: 12/19, 3/20

4. Ramps Structural Analysis:
   a. Preliminary Analysis
   b. RFP
   TIME: 12/19, 4/20

5. Comprehensive Pavement Preservation:
   a. Consultant
   b. Plan
   TIME: 1/20, 6/20

6. WiFi in Intermodal and Intermodal Lobby: Funding FY ‘21
   TIME: 3/20

7. Transportation Customer App: Funding FY ‘21
   TIME: 3/20

8. ADA Pads for Bus Stops: Funding FY ‘21
   TIME: 3/20

9. BUILD Grants and Other Grants: Application
   TIME: 5/20

10. Downtown Parking Ordinance: Major Revision
    TIME: 7/20

11. Smart Technology for Transportation Data Collection:
    Staff Funding
    TIME: FY ‘21

TIME:

Major Projects 2019 – 2021

1. Parking Lots Re-striping
   TIME: 9/19

2. Highway 52 Repaving
   TIME: 12/19

3. Washington Street Improvements (7th to 9th): Completion, Funding FY ‘21
   TIME: 3/20

4. Four Laning Southwest Arterial: Completion
   TIME: 7/20

5. Chavenelle Road Rehabilitation
   TIME: 11/20

6. Chavenelle Road Hike/Bike Trail
   TIME: 11/20

7. NW Arterial Upgrade (IDOT)
   TIME: 11/20

8. North Cascade Reconstruction (to Timber Hyrst Subdivision)
   Water Main Extension: Phase 1
   TIME: 12/20, 7/20

9. Roundabouts
   a. University/Pennsylvania: Design
   b. University/Asbury: Design
   c. University/Loras: Design
   TIME: 7/22
Policy Calendar 2019 – 2021
MONTH

SEPTEMBER 2019

1. Presentation: Five Flags 2A Scenarios

2. Report: Emerald Ash Borer Program Review and Direction

3. Presentation: Five Flags Direction and Funding

4. Decision: Street Priority
MONTH

NOVEMBER 2019

1. Work Session: City Performance Measure Presentation
MONTH

DECEMBER 2019

1. Decision: Purchase of Services Policy and Process - Recommitment

2. Decision: Pet Friendly Community Direction

3. Decision: Dog Park – Location/Costs

4. Presentation: Sidewalk Policy Review and Direction
MONTH

JANUARY 2020

1. Decision: Arts and Culture Master Plan – Recommendations and Policy

2. Presentation: Innovation and Entrepreneurial – Report and Direction

3. Work Session: Southwest Arterial Business Development – Annexation Presentation
MONTH

FEBRUARY 2020

1. Work Session: Brian Health Strategy – Who, Responsibility, Potential City Role

2. Presentation: Community Resources One-Stop Shop

3. Report: Multi-Tiered Housing Inspection Program

4. Decision: 9-1-1 Communications Center Re-Negotiations with Dubuque County – 28E Agreement

5. Report: Hydro Power – Presentation and Direction
MONTH

MARCH 2020

1. Decision: Brain Health Strategy – Funding FY ’21 for Crescent Expanded Service

2. Report: Crime Prevention Program

3. Decision: West End Fire Station 1 – Funding for Staff

4. Decision: Community Security/Surveillance Cameras System Expansion – Funding FY ‘21

5. Presentation: Citywide Housing Study – Consolidated Plan

6. Decision: City Information and Network Security – Funding FY ’20 Firewall

7. Decision: City Facilities/Work Space Analysis and Plan – Funding FY ’21

8. Decision: Emerald Ash Borer Program – Funding FY ‘21

9. Decision: Solid Waste Delivery Changes – Funding FY ’21 Carts/Marketing

10. Decision: Water System Condition Assessment – Funding FY ‘21
MONTH

MARCH 2020

11. Decision: Bee Branch Creek Project – Funding FY ’21 Maintenance

12. Decision: Four Mounds/Heart Program – Funding FY ‘21

13. Decision: Liberty Recovery Center Expansion Phase 2 – Funding FY ‘21

14. Decision: Purchase of Services Policy and Process – Funding FY ‘21

15. Decision: Funding FY ’21 Animal Control Staffing

16. Decision: Arts and Culture Master Plan – Funding FY ‘21

17. Decision: Funding FY ’21 Parks ($250,000 per park)

18. Decision: Leisure Services Facilities Deferred Maintenance – Funding FY ’21 Assessment

19. Decision: Transit Vehicle Replacement – Funding FY ‘21

20. Decision: Street Maintenance – Funding FY ‘21
MONTH

MARCH 2020

21. Decision: Dream Center Facilities – Funding FY ‘21

22. Decision: Parking Ramp Maintenance – Funding FY ‘21

23. Decision: Fountain of Youth – Funding FY ‘21

24. Decision: Affordable Housing Creation – Funding FY ‘21

25. Decision: McFadden Property – Funding FY ’21 Road and Infrastructure

26. Decision: Conceptual Development Plan – Funding FY ‘21
MONTH

APRIL 2020
1. Decision: South Flood Wall Buried – Funding FY ‘21
MONTH

JULY 2020
MONTH

AUGUST 2020

1. Presentation: Imagine Dubuque Implementation – Report and Direction

2. Presentation: Equitable Poverty Presentation Action Plan
MONTH

SEPTEMBER 2020
1. Decision: Equitable Poverty Prevention Plan Adoption
MONTH

DECEMBER 2020