ROLL CALL ORDER FOR MEETING OF
August 11, 2020

Buol, Cavanagh, Jones, Lynch, Resnick, Roussell, Sprank

This meeting is open to public attendance for viewing and listening only. COVID-19 social distancing and health precautions will be enforced.

CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Grand River Center Rm. #4
500 Bell Street
August 11, 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

4:00 PM

WORK SESSION

1. Fiscal Year 2022 Goal Setting Session 2 of 3

The City Council will conduct their annual Goal Setting Session 2 of 3.

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.

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August 11, 2020

City of Dubuque
Special Meeting

Roll Call #

ITEM TITLE: Roll Call and Public Attendance Information

SUMMARY: Buol, Cavanagh, Jones, Lynch, Resnick, Roussell, Sprank

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SUGGESTED DISPOSITION:

Copyrighted
August 11, 2020

City of Dubuque Special Meeting

Work Session - Bottom # 1.

ITEM TITLE: FY22 Goal Setting Session 2 of 3

SUMMARY: The City Council will conduct their annual Goal Setting Session 2 of 3.

This meeting will not be broadcast.

SUGGESTED DISPOSITION:

ATTACHMENTS:

Description	Type
2020 Dubuque City Leader's Guide Work Document	Supporting Documentation
Arts and Cultural Affairs Adivisory Commission Letter	Supporting Documentation
DBQ Arts and Culture Affiliates Letter to City Council	Supporting Documentation
ADDED - Friends of Fair Housing Correspondence	Supporting Documentation
ADDED - George Davis Correspondence Ideas for Goal Setting	Supporting Documentation
Added - Human Rights Commission Recommendations	Staff Memo

LEADER'S GUIDE 2020

WORKING DOCUMENT

Mayor and City Council

Dubuque, Iowa
August 2020

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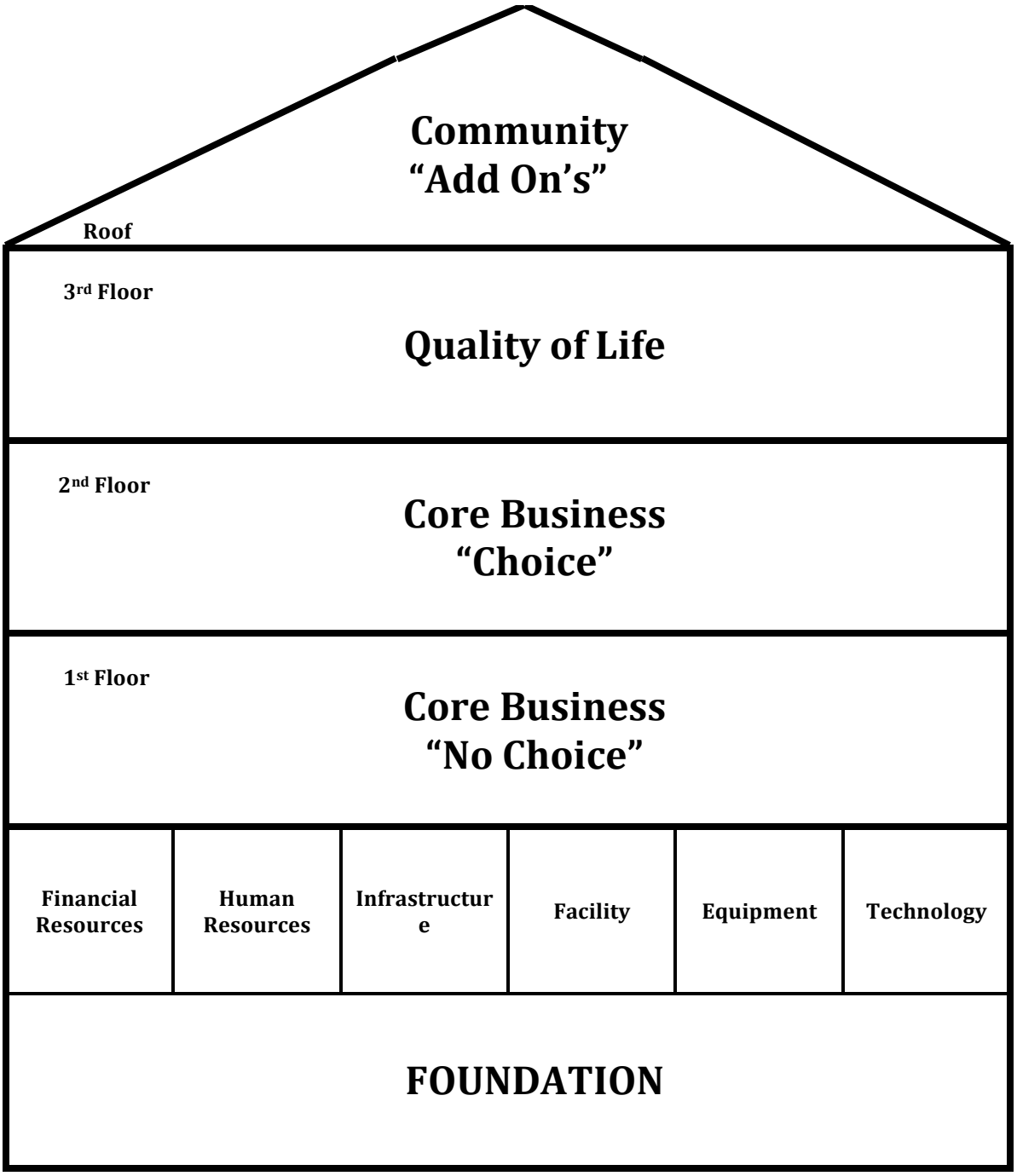
SECTION 1

STRATEGIC PLANNING MODEL FOR THE CITY OF DUBUQUE

STRATEGIC PLANNING MODEL

Value-based principles that describe the preferred future in 15 years	**VISION**	**<u>Destination</u>** **"You Have Arrived"**
Strategic goals that focus outcome-based objectives and potential actions for 5 years	**PLAN**	**<u>Map</u>** **"The Right Route"**
Focus for one year – a work program: policy agenda for Mayor and City Council Annual Action Plan, management agenda for staff; major projects	**EXECUTION**	**<u>Itinerary</u>** **"The Right Direction"**
Principles that define the responsibility of City government and frame the primary services – core service businesses	**MISSION**	**<u>Vehicle</u>** **"The Right Bus"**
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**<u>Fuel</u>** **"The Right People"**

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR - NO CHOICE

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

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

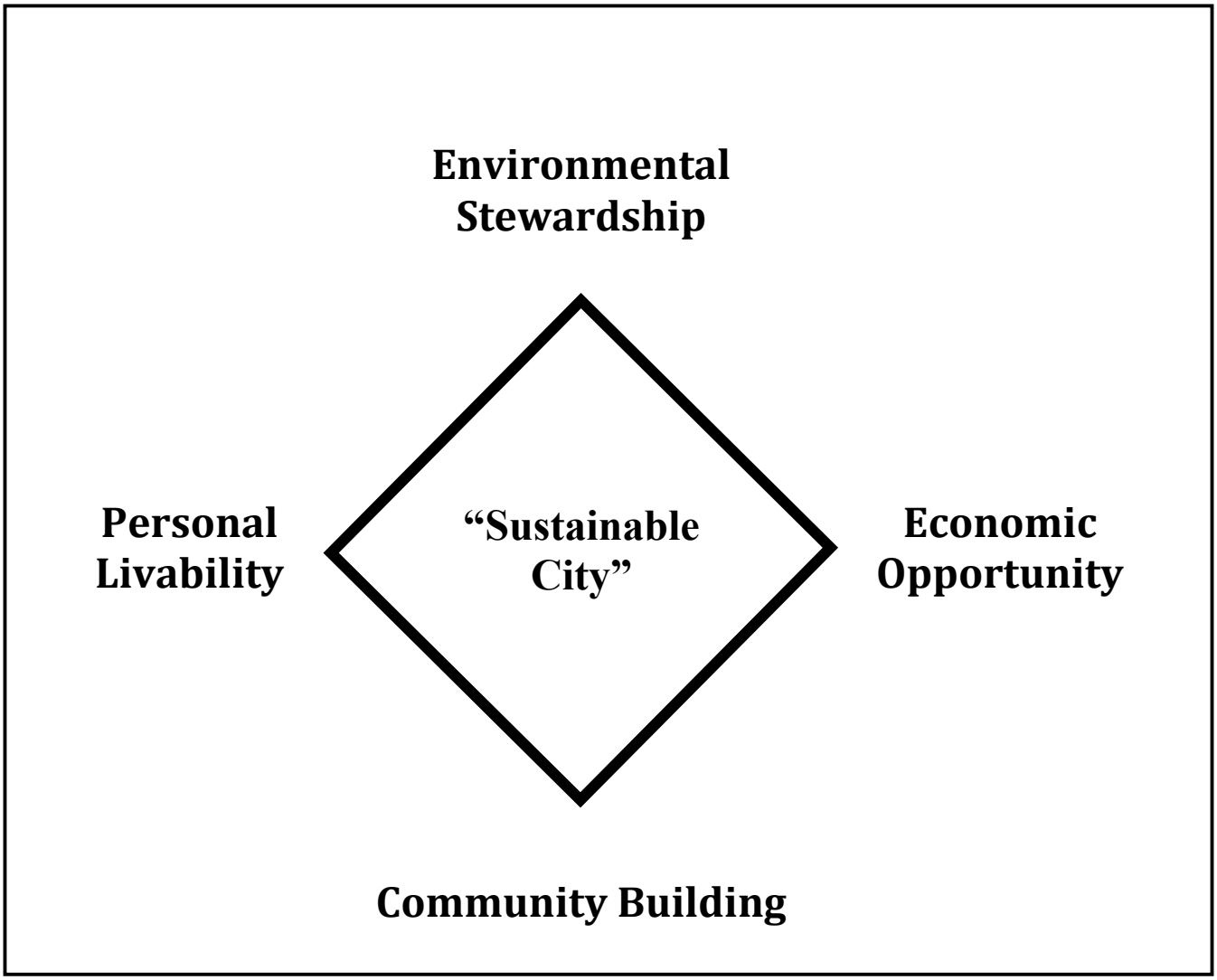
3rd FLOOR - QUALITY OF LIVING

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

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 2

DUBUQUE
STRATEGIC PLAN
2019 – 2025 – 2035
ACTION AGENDA 2019 – 2020

DUBUQUE
VISION 2035

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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).

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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

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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

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PRINCIPLE E

EXPANDING CONNECTIVITY

▶ Means

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

PRINCIPLE F

EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

▶ Means

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

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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

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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

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DUBUQUE:
A SUSTAINABLE CITY

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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.

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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).

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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.
  6. Investing in Dubuque's future.
  7. Supporting people faced with special circumstances and needs.
  8. Monitoring, measuring and adjusting based upon community rating/performance measures.
  9. Adapting and responsive to changing economic and community needs.

PRINCIPLE B

FINANCIALLY SOUND CITY GOVERNMENT

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

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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.

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PRINCIPLE E

EXCELLENT MUNICIPAL SERVICES

▶ Means

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

PRINCIPLE F

SUPPORT URBAN LIVING

▶ Means

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

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PRINCIPLE G

CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY

▶ Means

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

PRINCIPLE G

CONTRIBUTE TO A EQUITABLE, SUSTAINABLE CITY

▶ Means *(Continued)*

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

PRINCIPLE H

PLAN FOR THE COMMUNITY'S FUTURE

▶ Means

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

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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.

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CITY OF DUBUQUE
PLAN 2019 – 2025

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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

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Goal 1
Robust Local Economy:
Diverse Businesses and Jobs with Economic Prosperity

OUTCOMES

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

VALUE TO RESIDENTS

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

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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

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POLICY ACTIONS 2019 – 2021

1. Dream Center Facilities and Programs — Top Priority
2. Parking Ramp Maintenance: Funding — Top Priority
3. Fountain of Youth: Funding — High Priority
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 — Top Priority
2. Dubuque Riverfront Master Plan (US Army Corps of Engineers) — High Priority
3. Innovation and Entrepreneurial Strategy and City Actions — High Priority
4. Southwest Arterial Business Development — High Priority
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
7. Opportunity Dubuque Job Training Program: Support Gaining Opportunity Program Linked
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

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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

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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

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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

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POLICY ACTIONS 2019 – 2021

1. Brain Health Strategy and Action Plan — High Priority
2. Crime Prevention Program
3. West Fire Station 7: Planning
4. Community Security/Surveillance Cameras System Expansion

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
15. School Safety and Security Plan and Protocols: Refinement
16. Dispatcher Training Program: Additional
17. Police Officer Recruitment and Retention

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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
3. Downtown Safety Perception: Action Plan
4. "Culture of Kindness": Direction
5. Mine Shafts: Problem Analysis, Report, Direction and City Actions
6. Synthetic Drug Enforcement: Aggressive

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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

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SHORT TERM
CHALLENGES AND OPPORTUNITIES

1. Attracting and keeping professionals and families in Dubuque
2. Aging City infrastructure and facilities needing replacement or major repairs
3. Reducing slum and blight through effective enforcement and incentives
4. Addressing community poverty
5. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community
6. Lack of quality affordable housing units
7. Attracting and retaining workforce with an aging community
8. Annexing and expanding the City boundaries with the capacity to fund City services and infrastructure
9. Property owners who are not investing in the maintenance or upgrade of their homes or buildings
10. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa

LONG TERM
CHALLENGES AND OPPORTUNITIES

1. Potential elimination of Federal programs: CDBG, housing programs
2. Community concerns regarding gentrification
3. Expanding City boundaries with impacts on the City services and facilities
4. Addressing negative narrative around race in the community
5. Integrating diverse communities and cultures
6. Incorporating Smart Resiliency/Sustainability concepts into projects, developments and redevelopments
7. Having a variety of housing to meet population needs in same neighborhood
8. Deferred City maintenance and funding mechanism, including rate structure
9. Advocacy for affordable housing programs and funding with State of Iowa and federal government
10. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront and Central Avenue
11. Knowing/identifying the changing housing needs of our population
12. Funding for major development and redevelopment projects
13. Promoting mixed use developments: Downtown, JFK Corridor and SW Arterial

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POLICY ACTIONS 2019 – 2021

1. Imagine Dubuque Implementation — Top Priority
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 — Top Priority
2. Multi-tiered Housing Inspection Program — Top Priority
3. CHANGE Program: Implementation — Top Priority
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

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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

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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 enhanced 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 securing 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

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POLICY ACTIONS 2019 – 2021

1. Human Resource Policies and Handbook: Revision — 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
5. Certified Financial Report Software Conversion
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
9. I-Net Connection for Remote Site: WRRC, Fire Leisure Services FY ’21 Budget Request

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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
14. Health Benefits Consulting and Actuarial Services: Contract
15. Aerial Photography and Control Monumentation
16. City Website: Redesign
17. Liquor License Process: State Advocacy
18. High Performing Organization/Outcome-driven Decision Making Strategy and Performance Measures
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
14. Exit Interviews/Departure Policy and Report: Action
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

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Goal 5
Sustainable Environment:
Preserving and Enhancing Natural Resources

OUTCOMES

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

VALUE TO RESIDENTS

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

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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

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

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POLICY ACTIONS 2019 – 2021

1. Emerald Ash Borer Program — Top Priority
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

MANAGEMENT ACTIONS 2019 – 2021

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

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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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 Report

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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:

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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

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Major Projects 2019 – 2021

Dmarc Relocation [Phone Lines from Old Terminal]
Old Air Terminal Demolition
Fire Headquarter 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

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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

Chavenelle Road Hike/Bike Trail

NW Arterial Upgrade (IDOT)

North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension: Phase 1

Roundabouts

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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

Fountain of Youth: Funding

Brain Health Strategy and Action Plan

Management Agenda 2019 – 2021
City of Dubuque
Targets for Action

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

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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

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• Outcomes • Facility • Staffing • Programs • Contact Person: City and Organization • Funding Sources	1. Submit specific funding request – facility, staffing and programs 2. Council Decision: Funding FY '21	1/20 3/20

Responsibility: Housing

ACTION: PARKING RAMP MAINTENANCE: FUNDING

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• Gates • Maintenance • Pilot – "Gateless" Ramp • Locust Street Ramp	1. Issue RFP to review the parking – condition assessment, maintenance life 2. Award contract 3. Complete study 4. Develop specific proposal 5. Council Decision: Funding FY '21	11/19 11/19 1/20 1/20 3/20

Responsibility: Transportation

ACTION: FOUNTAIN OF YOUTH: FUNDING

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
• Outcomes • Contact Person • Programs • Staffing • Facility	1. Meet with Director and Board – identify detailed funding needs, share information on budget/purchase service process	10/19
	2. Develop specific budget request	1/20
	3. Council Decision: Funding FY '21	3/20
	4. Identify additional non-City funding sources	7/20

Responsibility: Human Rights

ACTION: AIR SERVICE EXPANSION: CITY ACTIONS AND FUNDING FOR GUARANTEE

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Grant • Supplemental Fund • Agreement	1. DOT Grant Approval – Notification	11/19
	2. Initiate negotiation	12/19
	3. Airport Board: Agreement Approval	5/20
	4. Service initiated	7/20

Responsibility: Airport

ACTION: AFFORDABLE HOUSING CREATION: DIRECTION AND CITY ACTIONS

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Prepare Consolidated Plan	2/20
	2. Decision: Consolidated Plan Adoption	3/20
	3. Program: Funding FY '21	3/20
	4. Identify Housing TIF Opportunities	Ongoing

Responsibility: Housing

ACTION: CENTRAL AVENUE CORRIDOR REVITALIZATION: NEXT STEPS

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Communications with Stakeholders	1. Complete initial traffic study	8/19
	2. Coordinate ADA ramp improvements	11/19
	3. Resurfacing Highway 52	9/20
	4. Decision: Streetscape plan	2022
	5. Meet with potential stakeholders on Central Committee	Ongoing

Responsibility: Economic Development, Engineering

ACTION: INDUSTRIAL PARK DEVELOPMENT

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	A. City Owned	
	1. McFadden Property	
	a. Council Decision: Funding FY '21 Road and Infrastructure	3/20
	2. Conceptual Development Plan	
	a. Council Decision: Funding FY '21	3/20
	B. New Opportunities	
	1. Review Annexation Study	TBD

Responsibility: Economic Development

ACTION: DUBUQUE RIVERFRONT MASTER PLAN [US ARMY CORPS OF ENGINEERS]

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
• Recreation • Connection to Riverfront • Environmental Enhancement	1. Complete Report 2. Presentation: Report	12/20 1/21

Responsibility: Engineering

ACTION: INNOVATION AND ENTREPRENEURIAL STRATEGY AND CITY ACTIONS

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
• Eco System • Connecting Resources	1. Identify and develop funding and process for business assistance 2. Council Presentation: Report and Direction	12/19 1/20

Responsibility: Economic Development

ACTION: SOUTHWEST ARTERIAL BUSINESS DEVELOPMENT (with GDDC)

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
• Utilities Extension • Zoning • Business Types • Overall Land Uses • Locations	1. Complete Annexation Study 2. Work Session: Annexation Presentation 3. Develop Plan for Development – Annexation Area	Complete 1/20 TBD

Responsibility: Economic Development

ACTION: CITY ECONOMIC DEVELOPMENT: FULL STAFFING

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Complete staffing	9/19

Responsibility: Economic Development

ACTION: DUBUQUE BREWING & MALTING BUILDING

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Private – Funding Gap	4/21

Responsibility: Economic Development

▶ Management in Progress 2019 – 2021

		TIME
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)	
	a. Multi Purpose – Consultant Contract	12/19
	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
7.	Opportunity Dubuque Job Training Program: Support Gaining Opportunity Program Linked	Ongoing
8.	GDDC Retail Attraction Strategy: Implementation	Ongoing
9.	Air Charters to Leisure Destinations	Ongoing

▶ Major Projects 2019 – 2021

		TIME
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

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
• City Role • Service Needs • Funding • Service Providers • Critical Partners • County: Responsibility	1. Work Session: Who, Responsibility, Potential City Role 2. Council Decision: Funding FY '21 for Crescent Expanded Service 3. Determine host/facility for "Access Center" 4. Work with Community Foundation Brain Health Task Force	2/20 3/20 TBD Ongoing

Responsibility: Health

ACTION: CRIME PREVENTION PROGRAM

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Sexual Assaults	1. Report: Presentation and Direction	3/20

Responsibility: Police

ACTION: WEST END FIRE STATION 7: PLANNING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• New or Relocation • Location • Costs	1. Council Decision: Funding for Staff 2. Establish possible locations: land costs, response time 3. Revise CIP for vehicles	3/20 3/20 11/20

Responsibility: Fire

ACTION: COMMUNITY SECURITY/SURVEILLANCE CAMERAS SYSTEM EXPANSION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Equity Evaluation • Technology • Staffing • Locations • Connection to School District • LPR: Direction and Funding • Parking • Autonomous Vehicle: Preparation	1. Develop expansion/staffing proposal 2. Council Decision: Funding FY '21	12/19 3/20

Responsibility: Engineering

ACTION: SCHOOL RESOURCE OFFICERS: IMPLEMENTATION

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Hire SRO (1)	1/20

Responsibility: Police

▶ Management in Progress 2019 – 2021

		TIME
1.	Water and Resource Recovery Center: Certification of Environmental Laboratory for Analysis of Nutrients	1/20
2.	CAD Connection to City Cameras Network: Implementation	1/20
3.	Smart 9-1-1 Personal and Building Profile Marketing: Kick off Implementation	1/20
4.	Panic Button with City	1/20
5.	Communication National Quality Assurance: FY '21 Budget Funding	3/20
6.	Healthcare for Residents from Pacific Islands: FY '21 Budget Funding	3/20
7.	Humane Society Contract Renewal	6/20
8.	Police Re-Accreditation: Completion	7/20
9.	Quick Response Pumper: Operational	7/20
10.	Ambulance Staffing Alternatives	7/20
11.	Police Department Transition to New Caliber and Weapons	7/20
12.	P25 Radio System Building and Implementation	8/20
13.	Fire Accreditation: Completion	1/22
14.	Traffic Camera System: Installation	Ongoing
15.	School Safety and Security Plan and Protocols: Refinement	Ongoing
16.	Dispatcher Training Program: Additional	Ongoing
17.	Police Officer Recruitment and Retention	Ongoing

▶ Major Projects 2019 – 2021

		TIME
1.	Fire Headquarter and Stations ADA Compliance	11/19
2.	Crescent Community Health Center: Clinic	11/19
3.	Fire Station HVAC and Lighting Improvements	3/20
4.	Multi-Cultural Family Center:	
	a. Office: Funding	3/20
	b. Construction	5/20

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

ACTION: IMAGINE DUBUQUE IMPLEMENTATION

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Develop Document – Framework for Impact Model	7/20
	2. Council Presentation: Report and Direction	8/20

Responsibility: Planning

ACTION: JFK CORRIDOR REVITALIZATION PLAN AND VISION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Next Steps	1. Review Imagine Dubuque	8/19
• Vision	2. Council Report: Presentation and Direction	10/19
• Traffic/ITS		
• Pedestrian Safety		
• Lack of "Green"		
• Streetscape		
• Sidewalk		
• Utilities		
• Topography		
• Access Issues		
• ROW Additional		

Responsibility: Planning

ACTION: CITYWIDE HOUSING STUDY: PARAMETERS, COMPLETION AND DIRECTION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Affordable • Accessibility • Size of Unit – Number of Bedrooms • Pet Friendly	1. Complete Housing Needs Assessment 2. Council Presentation: Consolidated Plan, including Housing Needs	12/19 3/20

Responsibility: Housing

ACTION: SOURCE OF INCOME: REPORTING AND METRICS

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Develop Annual Report	2/20

Responsibility: Housing

ACTION: COMMUNITY RESOURCES ONE-STOP SHOP: DEVELOPMENT

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Social Community Resource	1. Establish partnerships 2. Council Presentation: Report and Direction	12/19 2/20

Responsibility: Housing

ACTION: EQUITABLE POVERTY PREVENTION: ACTION PLAN

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Hire consultant	9/19
	2. Completion	8/20
	3. Presentation	8/20
	4. Decision: Plan Adoption	10/20

Responsibility: Planning

ACTION: MULTI-TIERED HOUSING INSPECTION PROGRAM

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Council Report: Presentation and Direction	2/20

Responsibility: Housing

ACTION: CHANGE PROGRAM: IMPLEMENTATION

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	A. North True Initiative	
	1. Begin construction (5)	9/19
	2. Purchase additional (5)	6/21
	B. Bee Branch Healthy Homes Resiliency Program	
	1. Complete 75 units	8/20

Responsibility: Housing

ACTION: HOUSING VOUCHER PROGRAM RE-BRANDING

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Needs Fulfillment • Positive Stories • Community Benefits • Community Information • Landlord Acceptance of Voucher	1. Meet with Inclusive Dubuque – Marketing/Target Groups 2. Complete employee training	12/19 3/20

Responsibility: Housing

▶ Management in Progress 2019 – 2021

		TIME
1.	Barrington Lakes Reservoir Abandonment	1/20
2.	Code Enforcement Accela Program: FY '21 Budget Funding	3/20
3.	Downtown Commercial Buildings Project	6/21

▶ Major Projects 2019 – 2021

		TIME
1.	Lowell Street Retaining Wall Repair: Funding	3/20
2.	Historic Millwork District Parking Lot and Signage	11/20

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

ACTION: HUMAN RESOURCE POLICIES AND HANDBOOK: REVISION

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
• Training	1. Review of current policies and issues	3/20
	2. Complete draft HR policies	4/20
	3. Presentation: HR Policies	6/20

Responsibility: Human Resources

ACTION: DEBT REDUCTION PLAN: RE-AFFIRMATION

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
	1. Continue Debt Reduction Plan	Ongoing

Responsibility: Finance

ACTION: CITY INFORMATION AND NETWORK SECURITY: DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Decision: Funding FY '20 Firewall	3/20
	2. Complete Penetration Study – Phase 1	7/20
	3. Develop Specs and Order	7/20

Responsibility: Information Technology

ACTION: CITY FACILITIES/WORK SPACE ANALYSIS AND PLAN: REPORT AND FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Define scope and determine cost	11/19
	2. Decision: Funding FY '21 – Work Space Analysis	3/20

Responsibility: Assistant City Manager

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

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Equitable Distribution of Costs	1. Develop update proposal	9/19
	2. Completed Updated 28E Agreement	2/20
	3. Decision: 28E Agreement	2/20

Responsibility: City Manager

ACTION: CITY SERVICES AND STAFFING: FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Service • Service Level • Staffing Level • Work Space	1. Review and prioritize City services/service levels	11/19
	2. Prepare budget recommendations	12/19
	3. Decision: Funding FY '21 staffing and services	3/21

Responsibility: Assistant City Manager

ACTION: CITYWIDE DEPARTMENTAL WORK ORDER SYSTEM IMPLEMENTATION

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Plan design	3/20
	2. Implement system	7/20

Responsibility: Information Services

ACTION: CITY PERFORMANCE MEASURES: DIRECTION

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Finalize measures	11/19
	2. Council Work Session: Presentation	11/19

Responsibility: Assistant City Manager

ACTION: CARTEGRAPH PARTNERSHIP EXPANSION: NEXT STEPS

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Enterprise License	9/19
	2. High Performing Government Report	2/20
	3. Engineering Pilot	1/20 –
	4. Storm Sewer Asset	9/20
	5. Bee Branch Creek Asset	7/20
		12/20

Responsibility: Information Services

▶ Management in Progress 2019 – 2021

		TIME
1.	Cartegraph OMS System Asset Management System Expansion	
	a. Enterprise Licensing	9/19
	b. Engineering Pilot	7/20
	c. Storm Sewer Pilot	7/20
2.	New Employee and Promoted Employee Orientation and Support Program: Launch	11/19
3.	Paperless Accounts Payable Workflow Development and Implementation	12/19
4.	Internal Liquor License Approval Process: Finalization	1/20
5.	Certified Financial Report Software Conversion	1/20
6.	3rd Street Data Center	
	a. Back Up Relocation	1/20
	b. Disaster Recovery: Funding	3/20
7.	Indirect Rate for Grants: FY '21 Budget Request	3/20
8.	Financial Management Software: Study and Draft RFP	3/20
	a. Financial ERP	
	b. Cost Allocation Software	
	c. Cloud-based Collaborative Software	
9.	I-Net Connection for Remote Site: WRRC, Fire Leisure Services	3/20
	FY '21 Budget Request	3/21
10.	ADA Compliance Transition Report	
	a. Funding Phase 2	3/20
	b. Software	7/20
11.	Workers Compensation Claims Management: Contract	4/20
12.	Community Resident Survey and Actions	5/20
13.	InVision Facility Management Software Implementation	7/20
14.	Health Benefits Consulting and Actuarial Services: Contract	7/20
15.	Aerial Photography and Control Monumentation	8/20
16.	City Website: Redesign	1/21
17.	Liquor License Process: State Advocacy	Ongoing
18.	High Performing Organization/Outcome-driven Decision Making Strategy and Performance Measures	Ongoing
19.	Diverse Applicants Recruitment Strategy	Ongoing

▶ Major Projects 2019 – 2021

	TIME
1. City Hall Sidewalks Heating System	11/19
2. City Hall Annex Windows Replacement	7/20

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

ACTION: EMERALD ASH BORER PROGRAM

PRIORITY
Policy – Top

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

Responsibility: Leisure Services/Engineering

ACTION: SOLID WASTE DELIVERY CHANGES: DIRECTION AND IMPLEMENTATION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Glass	1. Glass: Direction	9/19
• Hazardous Waste	2. Develop budget proposal – carts	12/19
• Recycling	3. Decision: Funding FY '21 carts/marketing	3/20
• Public Education	4. Development public marketing program	4/20

Responsibility: Public Works

ACTION: HYDRO POWER: POLICY DIRECTION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Goal	1. Explore pursuit of the FERC permit	1/20
• Partnerships	2. Explore potential partnership	1/20
• Generation	3. Report: Presentation and Direction	2/20
• Electric Grid		

Responsibility: Assistant City Manager

ACTION: WATER SYSTEM CONDITION ASSESSMENT/MASTER PLAN

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Condition Assessment	1. Develop budget proposal	12/19
• Aging Facility – Maintenance Intensive	2. Decision: Funding FY '20 Condition Assessment	3/20
• HVAC		
• Structure – Roof and Foundation		
• Water Supply – Sources		

Responsibility: Water

ACTION: SOUTH FLOOD WALL BURIED: FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Design	1. Develop plan and estimate of costs	12/19
• Funding	2. Decision: Funding FY '21	5/20
• Federal Grants	3. Pursue outside funding	Ongoing
• Competition: Other Cities		

Responsibility: Engineering

ACTION: BEE BRANCH CREEK PROJECT: NEXT STEPS

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Decision: Funding FY '21 – Maintenance	3/20
	2. Cleanup/stabilize maintenance facility site	12/20
	3. Construct Lower Bee Branch Bike Trail	12/20
	4. Complete culvert project	6/21

Responsibility: Engineering

ACTION: WATER AND RESOURCE RECOVERY CENTER: NUTRIENT TRADING

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Sign agreement with DNR	12/19
	2. Complete analysis watershed improvement projects	12/19
	3. Complete update Nutrient Reduction Plan	12/20

Responsibility: WRRC

▶ Management in Progress 2019 – 2021

		TIME
1.	Lead and Copper Rule Compliance Water Sampling and Testing (Annual)	9/19
2.	Glass Collection Drop-off Programs: Decision	9/19
3.	Growing Sustainable Communities Conference: Expansion	10/19
4.	Sewer Infrastructure Asset Management Plan: Consultant	1/20
5.	Public Education on Bikeable/Walkable Dubuque: Funding FY '21	3/20
6.	Community Climate Action and Resiliency Plan: Update	4/20
7.	FOG Program: Update	5/20
8.	Sanitary Sewer System Condition Assessment: FY '20 Budget	7/20
9.	Flood Control System: Corps of Engineers Project Approval	7/20

▶ Major Projects 2019 – 2021

		TIME
1.	17th/West Locust HUD Resiliency Storm Sewer Improvement Project:	
	a. Phase 1 Completion	9/19
	b. Phase 2 Funding FY '21	3/20
2.	Fire Hydrants Installation [former Vernon Water System]	11/19
3.	22nd/Kaufman Avenue HUD Resiliency Storm Sewer Improvement Project:	
	a. Phase 1 Completion	11/19
	b. Phase 2: Funding FY '21	3/20
4.	Vernon Well Abandonment	12/19
5.	WRRC Outfall Manhole Reconstruction: Consultant	1/20
6.	Bee Branch Gates/Pump Statin	
	a. Design	1/20
	b. Construction	1/22
7.	Water Tank Inspection Program and Maintenance: Funding FY '21	3/20
8.	Pressure Reducing Valve Installation	6/20
9.	Cell 9 Landfill Project – Phase 4	7/20
10.	Sanitary Forcemain/Riverbank Stabilization Project (U. S. Corps of Engineers): Funding Request – Notification	10/20
11.	Roosevelt Street Water Tower Project	11/20
12.	Water Lines Extension – Southwest Arterial: Funding FY '21	3/21
13.	SCADA Overhaul: Water	6/21

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

ACTION: FOUR MOUNDS/HEART PROGRAM: FUNDING

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
	1. Request from Four Mounds	
	2. Decision: Funding FY '21	3/20

Responsibility: Housing

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

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Dream Center – Programming	1. Partner with Dream Center	
	2. Partner Multi Cultural Center Programs Expansion	
	3. Review Leisure Services Programming	

Responsibility: School District

ACTION: CHILDCARE: DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• City Role • Outcomes • Pilot Study • Transportation for Childcare • Childcare Workforce	1. Continue partnership with GDDC [No City Actions]	Ongoing

Responsibility: Economic Development

ACTION: LIBERTY RECOVERY CENTER EXPANSION: PHASE 2 CITY FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Decision: Funding FY '21 for Phase 2 Building	3/20

Responsibility: Health

ACTION: PURCHASE OF SERVICES POLICY AND PROCESS

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Transparency • Insurance Requirement • "Politicking" by Organization	1. Review policy 2. Decision: Policy Direction – Recommitment 3. Decision: Funding FY '21	12/19 12/19 3/20

Responsibility: Housing/Human Rights

▶ Management in Progress 2019 – 2021

	TIME
1. 2020 Census Complete Count:	
a. Committee	9/19
b. Count	4/20
c. Report	7/20
2. Civic Action Plan and Civic Leaders Program:	
a. Training	11/19
b. Three Projects	4/20
3. My Brother's Keeper:	Ongoing
a. College Access Work Group	
b. Opportunity Dubuque	
c. Grade Level Reading	
4. Campaign for Grade Level Reading: Community Solution Action Plan – Support	Ongoing
5. Welcoming and Connecting with New Residents Program: Implementation (GDDC)	Ongoing
6. City Racial Equity Toolkit: Results-based Accountability	Ongoing
7. Equity Training for City Staff	Ongoing

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

ACTION: FIVE FLAGS: DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Election 2020 3/20 or 9/20	1. Presentation: 2A Scenarios	9/19
	2. Complete assessment: roof and HVAC	10/19
	3. Presentation: Direction and Funding	10/19

Responsibility: Leisure Services

ACTION: PET FRIENDLY COMMUNITY: DEFINITION, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Dogs/Cats vs. Domestic	1. Develop working groups – Four Areas US Conference Mayors	10/19
• Regulations	2. Develop recommendation: Pets in Parks – Park Board	11/19
	3. Decision: Direction	12/19
	4. Decision: Dog Park – Location/Costs	12/19
	5. Decision: Funding FY '21 Animal Control Staffing	3/20

Responsibility: Assistant City Manager

ACTION: ARTS AND CULTURE MASTER PLAN: IMPLEMENTATION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Public Arts	1. Review grants programming and recommendations	11/19
	2. Develop public arts policy	12/19
	3. Decision: Recommendations and Policy	1/20
	4. Decision: Funding FY '21	3/20

Responsibility: Economic Development

ACTION: CHAPLAIN SCHMITT ISLAND MASTER PLAN: IMPLEMENTATION AND PHASING

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Complete Veterans Pond	12/20

Responsibility: Assistant City Manager

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

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• Equity Issue	1. Develop budget proposal	11/19
• Five Behind – 3 non TIF	2. Decision: Funding FY '21 Parks ($250,000 per park)	3/20

Responsibility: Leisure Services

ACTION: LEISURE SERVICES FACILITIES DEFERRED MAINTENANCE: ASSESSMENT

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• Back Log	1. Define scope and costs of assessment	12/19
• Park Infrastructure Assessment	2. Decision: Funding FY '21 Assessment	3/20

Responsibility: Leisure Services

▶ Management in Progress 2019 – 2021

	TIME
1. All Community Reads Event	10/19
2. E. B. Lyons Center Partnership Development: Agreement	11/19
3. Library Marketing Campaign:	Ongoing
a. Decision: Funding FY '21	3/20
4. Pollinator Habitat in Park System:	
a. Research	5/20
b. Funding FY '22	3/21
5. Americorps: Direction and Funding:	
a. Cast Match – Funding	3/20
b. Partnership Development	2/21
c. Grant	2/21
d. Program	9/21
6. Changing Lives Through Literature Program	Ongoing

▶ Major Projects 2019 – 2021

	TIME
1. Eagle Point Park Environmental Restoration Project:	
a. Phase 1 – Award Construction	8/19 – 10/20
b. Phase 2 – Award Construction	12/19 – 10/20
2. Bunker Hill Golf Course Irrigation:	
a. Bid	10/19
b. Construction	3/20
3. Miracle League Complex: Construction (Miracle League of Dubuque)	12/19
4. Comiskey Park Renovation	12/20
5. English Ridge Subdivision Park	
a. Plan	1/20
b. Construction	12/20
Eagle Valley Subdivision Park	
a. Plan	8/20
b. Construction	2020
6. Veterans Park Dedication:	
a. Rebid	2/20
b. Construction	12/20
7. Grand River Center: Upgrade Projects	Ongoing

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

ACTION: MAJOR STREET IMPROVEMENTS PLAN: PROJECT PRIORITY AND FUNDING

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Review prioritized streets	10/19
	2. Decision: Street Priority	10/19
	3. Develop funding plan (annual)	12/19

Responsibility: Engineering

ACTION: TRANSIT VEHICLE REPLACEMENT: FUNDING

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
	1. Develop budget proposal	11/19
	2. Decision: Funding FY '21	3/20

Responsibility: Transportation

ACTION: STREET MAINTENANCE PROGRAM: INCREASED FUNDING

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
• Rehab	1. Develop proposal	11/19
• Resurfacing	2. Prepare report – definition and scope (short term)	12/19
• Link to Utilities Upgrade	3. Decision: Funding FY '21	3/20
• Funding Sources		

Responsibility: Engineering

ACTION: SIDEWALK POLICY: REVIEW AND DIRECTION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Link to JFK Presentation • Equity • Best Practices by Other Cities	1. Review/Update Sidewalk Policy 2. Presentation: Direction	12/19 12/19

Responsibility: Engineering

ACTION: HIGHWAY 20 TRAFFIC CONGESTION REDUCTION PLAN

[ON THE HORIZON: 2019 – 2021]

ACTION: TRAFFIC SIGNAL SYNCHRONIZATION/ STREETS

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Apply for grant – next cycle	TBD

Responsibility: Engineering

▶ Management in Progress 2019 – 2021

		TIME
1.	Bus Routes: Update/Maps	8/19
2.	WiFi in Fixed Routes:	
	a. Exploration	12/19
	b. Funding FY '21	3/20
3.	Smart Tool for Integrated Parking Platform:	
	a. Pilot Program	12/19
	b. Funding FY '21	3/20
4.	Ramps Structural Analysis:	
	a. Preliminary Analysis	12/19
	b. RFP	4/20
5.	Comprehensive Pavement Preservation:	
	a. Consultant	1/20
	b. Plan	6/20
6.	WiFi in Intermodal and Intermodal Lobby: Funding FY '21	3/20
7.	Transportation Customer App: Funding FY '21	3/20
8.	ADA Pads for Bus Stops: Funding FY '21	3/20
9.	BUILD Grants and Other Grants: Application	5/20
10.	Downtown Parking Ordinance: Major Revision	7/20
11.	Smart Technology for Transportation Data Collection:	FY '21
	Staff Funding	3/20

▶ Major Projects 2019 – 2021

		TIME
1.	Parking Lots Re-striping	9/19
2.	Highway 52 Repaving	12/19
3.	Washington Street Improvements (7th to 9th): Completion, Funding FY '21	3/20
4.	Four Laning Southwest Arterial: Completion	7/20
5.	Chavenelle Road Rehabilitation	11/20
6.	Chavenelle Road Hike/Bike Trail	11/20
7.	NW Arterial Upgrade (IDOT)	11/20
8.	North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension: Phase 1	12/20
9.	Roundabouts	7/22
	a. University/Pennsylvania: Design	
	b. University/Asbury: Design	
	c. University/Loras: Design	

Policy Calendar 2019 – 2021

MONTH

SEPTEMBER 2019

1. Presentation: Five Flags 2A Scenarios

MONTH

OCTOBER 2019

1. Council Report: JFK Corridor Revitalization Plan

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

MONTH

MAY 2020

1. Decision: South Flood Wall Buried – Funding FY '21

MONTH

JUNE 2020

1. Presentation: Human Resource Policies and Handbook

MONTH

JULY 2020

MONTH

AUGUST 2020

1. Presentation: Imagine Dubuque Implementation – Report and Direction

2. Presentation: Equitable Poverty Presentation Action Plan

MONTH

SEPTEMBER 2020

MONTH

OCTOBER 2020

1. Decision: Equitable Poverty Prevention Plan Adoption

MONTH

NOVEMBER 2020

MONTH

DECEMBER 2020

SECTION 3

PERFORMANCE REPORT
2019 – 2020

A

Performance Rating for 2019 – 2020

Rationale for Rating

B Performance Report 2019 – 2020

Importance of the Performance Report

BOTTOM-LINE: *Leaders being accountable for their decisions and actions*

1. **LEADERSHIP WITH INTENTIONS**
   - Acting with a sense of purpose and direction
   - Defining a vision, setting goals, using them to guide decisions
   - Establishing criteria to judge success
   - Demonstrating an institutionalized strategic planning process
   - Instilling confidence in financial institutions, customers

2. **CONNECTION WITH CUSTOMER'S LIVES**
   - Providing services that add MEANS to the customers' lives
   - Linking decisions and actions to improved services
   - Linking decisions and actions to lower cost of service delivery
   - Demonstrating the personal relevance of decisions and actions

3. **CAPTURE OTHERS' ATTENTION**
   - Telling a story with a message
   - Painting a picture
   - Getting others to see it, to feel it
   - Distinctive separating from the barrage of information

4. **CELEBRATE - CREATE A MEMORY**
   - Developing a celebration that is unique-a standout experience
   - Giving others a memento representing the success
   - Saying "Thank You" to contributors to the success
   - Demonstrating the significance of the achievement

5. **PERSONAL CONTACT WITH A TAILORED MESSAGE**
   - Developing a message based upon the audience
   - Making a few relevant points
   - Reaching out to a variety of groups
   - Delivering the message personally by you as a leader

Goals 2025
City of Dubuque

ROBUST LOCAL ECONOMY:
DIVERSE BUSINESSES AND JOBS
WITH ECONOMIC PROSPERITY

VIBRANT COMMUNITY: HEALTHY AND SAFE

LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE

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

SUSTAINABLE ENVIRONMENT:
PRESERVING AND ENHANCING NATURAL RESOURCES

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

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

CONNECTED COMMUNITY:
EQUITABLE TRANSPORTATION, TECHNOLOGY
INFRASTRUCTURE, AND MOBILITY

Policy Agenda 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

Fountain of Youth: Funding

Brain Health Strategy and Action Plan

Management Agenda 2019 – 2021
City of Dubuque
Targets for Action

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

City Successes for 2019 – 2021
City of Dubuque
Mayor and City Council Perspective

1. CIty Manager Retention and Contract Approval (Unanimous)
2. Viking Cruises Contract and Marketing Dubuque
3. Multi-tier Housing Inspection Program with High Priority Landlords
4. Community Broadband Expansion: Ten Providers with High Quality Services
5. Bee Branch Project: Culvert Project and 500 year Storm Capacity
6. Southwest Arterial: Near Opening and Potential Business Development
7. Central Avenue Redevelopment Project: Continuing Momentum
8. Pets in Parks: Common Sense Resolution
9. H & W Building: Contract and Potential Development
10. Comiskey Park Development
11. Rocket Building
12. Poverty Reduction Activities
13. COVID-19: City Response and Financially Responsible Actions
14. Budget without Tax Increase

15. Mayor and City Council Teamwork and Collaboration

16. Skate Park: Opening and Community Use

17. 17th Street Stormwater Project

18. Dupaco Building Project

19. Mixed Use Development at the Port of Dubuque
20. Parking Ramp

21. Gavilon Grain Riverfront Lease: Completed and Additional Income to the City of Dubuque

22. Industrial Park Development: Hog Facility and Trader Warehouse

23. Medline Expansion Facility: State-of-the-Art Facility and LEED Certification

24. City of Dubuque's Financial Strength: Strong Reserves

25. Safe Neighborhood: 95% Residents Feeling Safe

26. All-America Award 2019

27. Miracle League: Community Success

28. 5-Flag Vote Date: Referendum Decision

29. Nutrient Trade Resolution: Demonstrating Leadership

30. Fire Accreditation

31. City Labor Unions: Relationship and Agreement to Hold Off on Salary Increases

32. Chaplain Schmitt Veterans Memorial

GOAL 1 ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

ACHIEVEMENTS 2019 – 2021

1. Downtown Housing Creation Grant Program
2. Riverfront Lease Sites
3. Brownfield Grant
4. Blum Site
5. Biking Cruise: Preparation

GOAL 2 VIBRANT COMMUNITY: HEALTHY AND SAFE

ACHIEVEMENTS 2019 – 2021

1. Fire: Standard of Cover

2. Emergency Service Youth Camp

3. Bee Branch Healthy Homes

4. 400 Neighborhood Safety Property Assessments

5. COVID-19 response.
    - Success: we've identified community engagement strategies that we weren't delivering on and have made changes to improve our response in those areas.
    - Success: leaning into our relationships with contracted service providers, especially CCHC, to respond to community needs
    - Success: Rapid response to emerging community needs. Example: working collaboratively across departments and with partners to respond to food access needs.
    - Success: Public Health Incident Mgt Team has worked like we intended through years of planning, even with limited capacity, under the structure created.
    - Success: developing shelter in short time frame. This process exposed weaknesses in planning – we were able to develop on the fly, but there are things we should learn from and plan for in future emergency preparedness work.
    - Staffing shifts in essential services that allowed us to keep staff and respond to public needs

6. Realignment of Strategic Workforce Equity Coordinator to Human Resource Department

GOAL 3 LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

ACHIEVEMENTS 2019 – 2021

1. New Partnership with AHNI
2. Housing Department Equity Plan
3. Urban Revitalization District: Establishment
4. Data Tracking to Make More Data-Driven Outcomes-Based Decisions
5. Analysis of Impediments: Completed
6. Neighborhood Safety Assessment: Completed

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

ACHIEVEMENTS 2019 – 2021

1. Boards & Commissions Agendas to Novus.
2. HPG Ambassadors Advancements
3. Paperless Accounts Payable & Other Workflows
4. Website Redesign: Launched
5. Historic Council Records Conversion to Laserfiche
6. Indirect Cost Rate & Associated Software
7. Human Resources Policies and Practices: Updates
8. ERP Planning
9. 20% General Fund Reserve Goal
10. Finance and Budget Departments: Consolidation

GOAL 5 SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

ACHIEVEMENTS 2019 – 2021

1. DMASWA Gas Agreement
2. Vernon Well Abandonment [9/20]
3. Water Tank Inspection Program & Maintenance: Initiated
4. Community Climate Action & Resiliency Plan: Implementation
5. FOG Program: Implementation

GOAL 6 PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

ACHIEVEMENTS 2019 – 2021

1. GIS Demographic Map
2. Equitable Poverty Prevention Plan
3. Relationships and Trust with Traditionally Marginalized Communities, Especially Marshallese Community
4. My Brothers Keeper: Support
5. Police Policy Review: Initiative

GOAL 7 DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

ACHIEVEMENTS 2019 – 2021

1. Iowa Venture School: Individual Completion
2. Comiskey Park Redesign: Public Engagement Process
3. Comiskey Splash Pad and Basketball Court: Wellmark Grant
4. Miracle League: Completion
5. Arts & Culture Master Plan: Implementation
6. Public Art Project: Bloomberg Foundation Finalist
7. Three-Year Partners in Learning Americorps: Grant Secured
8. All Community Reads Event
9. Library Digital Literacy Tool
10. Multicultural Family Center: Completion
11. Pet-Friendly Community: Ordinance
12. Five Flags Center Study: Completed
13. EAB: Program: Implementation

GOAL 8 CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

ACHIEVEMENTS 2019 – 2021

1. SW Arterial: Open
2. ADA Compliance of Bus Stops: Review Completed
3. New Buses Delivered [4]
4. Fiber Installation through Public/Private Partnerships: 30 Miles
5. Dmarc Completion
6. Private Hangers Built [2]
7. New Airfield LED Lighting and Electrical Vault: Grant
8. Public Works Citizen Call Answer Rate Increased from 66% to 90%
9. South Heacock Rd Connection to Chavanelle: Completion
10. Elm & 12th St Parking Lot Completion in Millwork District
11. JFK & NW Arterial Traffic Safety Grant for Left Turn Lane
12. Smart Tool for Integrated Planning Platform: Completion
13. Smart Tech for Transportation Data Collection and Transportation Customer App: GenWave Operational
14. Wifi in Intermodal: Completion

SECTION 4

DUBUQUE – ARE YOU READY FOR…

A Are You Ready for Societal Changes?

- **Short-Term Trends and Reality – Long-Term Future for your Community**

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

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

3. How We Shop…

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

4. How We Eat…

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

5. How We Recreate…

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

6. How We Respond to Climate Change…

a. Sea level rise
b. Beach renourishment direction and funding – do we let islands and low lands disappear
c. Increasing number of major storm events
d. Global warming impacts on tourism and agriculture
e. Increasing use of alternative and renewable energy sources – for City operations and for the community
f. Modifications of building and development regulations to incorporate sustainability/resiliency concepts
g. Impacts on City infrastructure design and maintenance (e.g. more funding for street maintenance and repairs)
h. Accommodations for electric vehicles and City fleets

7. How We Address Brain Health – Mental Illness…

a. Reluctance to discuss mental illness issues
b. Embarrassment to family to admit mental health issues
c. Lack of service professional providers – reliance on volunteers
d. Police and Fire are the first responders for mental health issues
e. Lack of follow through after first response
f. Criminal Justice System is overcrowded with individuals with mental illness
g. Reluctance to have a community dialog on this problem
h. Homelessness is linked to mental illness
i. Lack of/or no funding for mental health and related social services
j. Defining the City's role in addressing brain health and associated issues
k. Brain disease is mental health/illness
l. Reality treatment has a high-rate of success

8. How We Adapt to Current Crisis and Life after COVID-19

a. Uncertain revenues for the today and future – City and State
b. Alternative delivery of City service – greater use of online services
c. Increasing demands for some City services: Fire/EMS, Police, Solid Waste, etc.
d. Community outreach and involvement through online mechanisms and processes
e. Governance through online mechanisms and processes
f. City employees tele-commuting in the future and the stresses from working at home
g. Adjustment of deadlines in development agreements
h. Projects and programs delayed – next step?
i. Re-prioritizing City services
j. Creative thinking and experimenting with innovations – communications and service delivery services
k. Manager and employee exhaustion and stress
l. Demands for immediate decisions
m. "Curve balls" coming from federal and state government, and Mayor and City Council
n. Need for collaboration and partnerships – current and new
o. Speed of recovery – development projects and housing developments permitting and construction
p. Increasing regulations and mandates from federal and state government
q. Slow economic recovery, including a potential severe recession or depression
r. Preparation for the next crisis
s. Elimination of travel and conferences
t. Reality: Declaration of an Emergency – Mayor is incharge, limited roles for City Council

9. How We Create An Equitable Community

a. Growing wealth disparity – property rates increasing in many communities
b. Difficult issue to define and the role of local governments
c. Difficulty in identifying the root causes
d. Increasing visible and practiced racism
e. Growing community diversity – many different cultures, languages and traditions
f. Access to and increasing costs of education and vocational training
g. Changing personal attitudes and stereotypes
h. Increasing political bifurcation – nationally and within a community
i. Less funding sources and donation level to community non-profit organizations

FUNDAMENTAL QUESTION: DO WE HAVE THE:

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

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 1: Robust Local Economy

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - Work from home accommodations (City staff)
      - Broadband: 30 miles of broadband with the potential to be developed this year.
      - Small business support (COVID recovery +)
      - Poverty prevention/reduction strategy
      - Employment + education for people of color
      - Technology for students
   B. Decreased Demand
      - Office space

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   None Listed

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
   - Construction of new parking ramp still necessary?

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
   - Connect employers w/ potential employees
   - What City rules might need to shift for new ways of shopping – curbside pickup, outdoor dining, parking enforcement, special events. We need a <u>robust input process</u> for local businesses to tell us what they need. How do we support local biz so they can compete with Amazon?

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 2: Vibrant Community

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - Community engagement. Increased reliance on government to address community needs, decreased capacity to conduct meaningful engagement and time needed to build relationships, decreased trust in government
        - Which staff are responsible for CE work? Do those positions/OT capacity remain?
      - Increased demand on our POS partners to address DEI. Our increased expectations around this means increased demand on our staff to support them in learning and doing this work.
      - Virtual training and meetings capacity.
   B. Decreased Demand
      - Cyclical nature of service needs based on home isolation: down when no one was traveling, will increase as people go back to public interaction. Could decrease again with second (+) waves.
      - How will the funding for our partners (e.g. Dubuque County) and from our regular sources (e.g. DOJ) impact our work? If they start to decrease, we will see less funding and increased demand.

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   - Freezing SRO expansion. This will mean not every HS and MS will have an officer.
   - CityLife

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
    - Reviewing DARE and police accreditation for potential budget cuts
    - 911 software cuts may be needed as part of budget cuts. This could open us up to additional liability.
    - Human Resources VISTA
    - 4 day equity training pushed to fall 20.
    - Staffing reductions need to include realistic expectation about work that can be completed.
    - Delay/elimination of CIPs at Fire Station 6 may mean the station would have to close due to safety concerns

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
    - H. Rights partnership with DCSD – creative staffing strategies to meet community needs while advancing our goals.

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 3: Livable Neighborhoods

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - Continued community engagement efforts – building stronger relationships & trust, co-creation of solutions
        - PPE if we can do in-person events
        - How do we effectively share information with the public as we make service delivery changes?
      - Overloading court system- pile-up from COVID, MI's, evictions. Inconsistency between our goals and our own and other system's capacity. Collective/centralized enforcement could clear up issues before they get to the court system, reduce fines for low-income individuals, and also minimize staff time when we do make it to court.
      - Housing assistance (rents, utilities, mortgage assistance programs)
      - Rapid rehousing
      - Family homeless shelter
      - Fielding equity and discrimination complaints re: housing
   B. Decreased Demand
      - (Not decreased demand – decreased service level) Enforcement: with decreased staff, we will become more reactionary. Longer times to respond based on staff capacity or court schedule

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   Utility expansion on SW Arterial – is funding available?

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
   None Listed

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
None Listed

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 4: High Performing Organization

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - Technology needs in order to work remotely, meet remotely, collaborate (internal). Develop "deployment package"
      - Technology needs related to customer service in new more electronic world (online tools for bill payment, information access) – kiosks, software, drivethrough, limiting physical access to City Hall
      - Community engagement & public information – how do we create a shared responsibility amongst staff to engage, provide information, respond to requests
        - Enhanced Council meetings
        - How do we build relationships with the public? What's staff's role? Council's? Examples like neighborhood meetings, coffees, etc – both in person and virtual options.
        - More videos, interactive ways to communicate, faster production time, etc – instead of publications. Staffing considerations.
      - How to use racial equity lens in policy and practice decision making
      - FOIA requests
   B. Decreased Demand
      - (Decreased or different) work spaces
      - Conference rooms, parking spots, break rooms
      - In-person transactions

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   None

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
    - Socrata Open Performance – are there other ways for us to share data with the public without this price tag? Does ERP provide some of these services?
    - 3rd St Data Center. Will be cloud

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
    - Fiber to the home communications – public information about construction. 5G and small cells. Right of way management. Affordability for all.
    - Deferred maintenance for the capital and maintenance projects that are being canceled.

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 5: Sustainable Environment

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - None Listed
   B. Decreased Demand
      - None Listed

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   SCADA – Water. This reduces our energy efficiency ability
   Revenue-dependent water main replacement projects
   Growing Sustainable Communities Conference

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
   None Listed

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
   - Curbside collection efficiency identification (includes automation opportunities, rate structure streamlining)
   - Professional development training re: race & equity (internal capacity to implement + outside expertise and capacity needed)
   - Energy burden related to cost of housing: Green Iowa Americorps weatherization services needed more than ever.
   - Low income solar project

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 6: Partnership for a Better Dubuque

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - Housing assistance (rental and mortgage, utility payments)
      - Employment services connecting individuals to livable wage jobs (shift from economic development)
      - Homeless shelter for families
      - Brain health services, particularly racially-competent
      - Youth services, especially limited income
      - Trauma-informed care resources
      - How do we support small businesses, especially those in our downtown?
      - Focus on racial equity
      - Ongoing engagement, support of grassroots work, communication and relationship building
      - Elderly needs, especially homebound
   B. Decreased Demand
      - Focus on diversity and inclusion
      - Technology advances will reduce or significantly change existing manual jobs

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   None Listed

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
   Strategic-level work in favor of direct projects and service (e.g. Less dept equity plans at 30,000 level; more focus on doing the work)

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
    - Reprioritization of POS and contracted services funds Economic development focus should shift to assist low-income, underskilled, people of color individuals to a) find living wage jobs b) upskill; support MWBE businesses – need for direct service provision How do we build on the current momentum in Dubuque that is "Build, not Burn"?

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 7: Diverse Arts Culture & Recreation

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   This must be answered by considering what % budget cut we're at.
   A. Increased Demand
      - Funding for arts organizations, and their importance as a means for us to facilitate community conversations and support brain health
      - Park systems – parks are the equitable access for all residents to get outside
      - Library services – decreased ability for individuals to purchase books, entertainment. Individuals in need of technology access to apply for jobs, fill out essential paperwork, etc
      - Need for Arts Coordinator to serve as a connector for organizations who have lost their income, had their operations turned upside down, are looking for resources
      - Free or low-budget services, amenities and opportunities
      - # of phone calls and emails from the public – time commitment of City staff
      - More communication – pushing information out to the community + dialogue
   B. Decreased Demand
      - Public movement to defund police and instead fund community services
      - The challenge is that the public is accustomed to a certain level of services. We need to communicate where we need to decrease service in order to meet the increased demands.
      - We've fallen backwards in our relationships with community members since we can't be together in person. We will need to work to rebuild those relationships.

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   None Listed

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
   English Ridge Park
   Pet-friendly Community work: Committee can continue to work, but City doesn't have staff capacity to move forward right now.

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
   In order to build relationships, build trust, and address racism and equity, we need time to talk to each other and listen (internal and outward facing). That means we have less time to manage projects.

COVID-19 IMPACTS:
PROJECTS AND SERVICE DELIVERY
Dubuque, Iowa
June 2020

GOAL 8: Connected Community

Every department is being impacted by the COVID-19 crisis from daily operations to major projects. Please reflect on the impacts on your department.

1. DIRECT IMPACTS ON SERVICES AND PROGRAMS
   A. Increased Demand
      - High speed internet access for remote work, telemedicine, school – it is a utility
      - Services for individuals who have lost their job. Will ability to pay utilities be impacted?
      - Existing childcare shortage has been exacerbated by COVID
      - Increased residential solid waste
      - Public Works is doing more work internally and for other departments that may have been contracted out or been done by staff that were never hired
      - Technology support (equipment and software) for field staff to improve efficiencies
   B. Decreased Demand
      - With decreased revenue and staffing capacity, we won't meet our 5 miles of repaving goal.
      - Currently – public transit ridership
      - Air passengers

2. CURRENT PROJECTS OR PROGRAMS – CONSIDERATION FOR DELAY (short term)
   - Expansion of asset management system
   - Chavanelle Rd reconstruction (short-term fix instead of full project would be needed)
   - Airport vehicle wash facility (reduced Customer Facility Charge revenue)
   - Green alley projects

3. CURRENT OR UPCOMING PROJECTS OR PROGRAMS – TO BE PUT ON HOLD OR DROPPED
   Staffing – filling positions

4. NEW INITIATIVES OR OPPORTUNITIES – NEEDING CONSIDERATION
   Development and utilization of citywide labor pool to meet service demands without hiring/when laying off. Blended workforce + cross-training

COVID-19 AFTERMATH: INSIGHTS FROM OTHER CITIES

by Lyle J. Sumek

1. Uncertain revenues for the today and future – City and State
2. Alternative delivery of City service – greater use of online services
3. Increasing demands for some City services: Fire/EMS, Police, Solid Waste, etc.
4. Community outreach and involvement through online mechanisms and processes
5. Governance through online mechanisms and processes
6. City employees tele-commuting in the future and the stresses from working at home
7. Adjustment of deadlines in development agreements
8. Projects and programs delayed – next step?
9. Re-prioritizing City services
10. Creative thinking and experimenting with innovations – communications and service delivery services
11. Manager and employee exhaustion and stress
12. Demands for immediate decisions
13. "Curve balls" coming from federal and state government, and Mayor and City Council
14. Need for collaboration and partnerships – current and new
15. Speed of recovery – development projects and housing developments permitting and construction
16. Increasing regulations and mandates from federal and state government
17. Slow economic recovery, including a potential severe recession or depression
18. Preparation for the next crisis

19. Elimination of travel and conferences

20. Reality: Declaration of an Emergency – Mayor is incharge, limited roles for City Council

EIGHTEEN POINTS OF CRISIS LEADERSHIP:
learning lessons and insights from
true historic crisis leaders
by Lyle J. Sumek

CRISIS – Real Definition

1. Time of instability – uncertain and unpredictable events and consequences

2. Time of danger – personal threats to life and daily living

3. Time of emotionally significant events – emotional upheaval or radical change in our personal, family and community professional manner lives

4. Time of a turning point – sequence of events which will impact all future events

5. Time of confusion –lack of clarity or certainty and sense of bewilderment

6. Time of hostility –hostile elements tensely opposing each other - in a story or drama

7. Time of suffering – personal hardships for families and individuals

8. Time of sacrifice – giving up something of value and taking personal responsibility for community benefits

9. Time of fear – personal anxiety and dreaded feeling of impending doom, danger or personal threat

10. Time of decisive moment – issues arise on an hourly basis, needing immediate decisions, many of these decisions lead to significant changes; every decision is watched and "second guessed"

LEADERSHIP – Time for leaders to step up and to:

1. Reinforce your and your organization's core values – let them guide your decisions and actions

2. Use the strategic plan and process rather than abandon the plan and process – avoid actions based upon the moment

3. Focus and adjust priorities and resources, use the strategic plan and process to re-calibrate services and redirect priorities when necessary

4. Develop tactical plans guided by vision and outcomes and have flexibility with contingency options – adjusting routinely [Note: there will likely be surprises and the unexpected; and no miracle "cure"]

5. Keep the momentum on other major projects and initiatives

6. Recognize that your decisions and actions can shape/influence the future – however, you are not in control

7. Collect, use data and expert advice to guide your decisions and actions

8. Provide ongoing, regular communications using every possible method

9. Provide messages that are personal messages [me to you], honest/truthful messages, timely messages, authentic messages, shareable messages, responsive messages and message of asking for help and participation

10. Look for new methods and processes for connecting with the community especially using technology; you have the community's attention – it may be easier to connect with the community now

11. Reach out to and expand community partners – working together to address the crisis

12. Keep other community leaders informed and asking for help in communicating with all segments of the community

13. Evaluate and refine organizational services, processes and service delivery – improvements that may endure in the future

14. Look at every moment as a learning and personal development opportunity

15. Instill a sense of reality, a sense of calm and a sense of hope/optimism for the future

16. Let the community and employees know that they have “someone on their side” or “in their corner” – someone who really cares about them, be visible

17. Take a fresh look at your leadership team v engage them in decision making, seek their support and buy in which is critical for implementation, ask: “are they ‘ok’” and what support do they need

18. Do not forget about yourself to maintain your effectiveness (diet, exercise, rest and personal outlet) – you cannot lead if you are not healthy or exhausted; demonstrate vulnerability and ask for help

B

Are You Ready for Community Changes?

1.

2.

3.

4.

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9.

SECTION 5

LOOKING TO DUBUQUE'S FUTURE

City of Dubuque
Success in 2025 means…

My Actions Ideas for 2020 – 2022
City of Dubuque

Actions for 2020 – 2022
Mayor and City Council Interviews
City of Dubuque

1. COVID-19 Response Plan: Direction and City Actions
   Short Term
   Long Term

2. Central Avenue Alignment: Next Steps

3. Central Avenue Redevelopment Plan/Strategy: Outcomes, Plan, Direction and City Actions

4. Viking Cruise Destination Preparation: Direction, City Actions and Funding

5. Dubuque True North: Direction and Next Steps

6. Complete Streets Policy Implementation: Direction, Project(s) and Funding

7. Childcare Initiative: Outcomes, City Role, Partner(s), Direction and City Actions

8. Bike Path Connectivity: Direction, City Actions and Funding

9. Bee Branch Project: Continuation

10. Street Projects: Reconsideration, Direction and Funding

11. Comiskey Park Project: Construction

12. H & W Building Project: Next Steps

13. Traffic Signalization Program: Next Steps

14. Code of Ethics for Mayor-City Council: Development

15. City Entrances Enhancements: Outcomes, Plan, Direction and Funding

16. Population Growth Strategy: Outcomes, Development, Direction and City Actions

17. Annexation Policy: Review and Refinement, Direction and City Actions

18. Food Insecurity: Report, City Role, Partners, Direction, City Actions and Funding

19. Non-profit Community Organizations: Outreach, Needs Assessment, City Role, Direction, City Actions and Funding

20. Housing insecurity: Needs Assessment, Report with Options, Partners, City Role, Direction, City Actions and Funding (including a Local Housing Voucher Program, Housing Shelter(s), Evictions, etc.)

21. Equitable Community Action Plan: Outcomes, Report with Options, Direction and City Actions

22. Resilient Community Action Plan: Outcomes, Report with Options, Direction and City Actions

23. Poverty Reduction Action Plan: Outcomes, Report with Options, Direction and City Actions

24. Southwest Arterial: Opening

25. Southwest Arterial Corridor Development Plan: Outcomes, Direction, City Actions and Funding

26. 5 Flags Project: Next Steps

27. JFK Corridor Revitalization: Outcomes, Report with Options, Direction and City Actions

28. Middle Road Widening: Direction and Funding

29. Food Desert/Grocery Store Attraction Strategy: Direction, City Actions and Community Partners

30. Broadband Services Enhancements: Next Steps

31. City Service Delivery: Learning from COVID-19, Report with Options, Direction and City Actions

32. Millwork Historic District: Next Steps

33. Kerper Boulevard Revitalization: Direction, City Actions and Partners

34. Westend Industrial Development: Direction and Next Steps

35. Northend Revitalization Action Plan: Outcomes, Direction and City Actions

36. Major Capital Projects: Review, Priority and Funding Direction

37. Air Service Expansion: Update Report, Direction and City Actions

38. Source of Income Ordinance: Review, Database and Direction

39. Proactive City Communication Enhancement: Report with Options and Direction

40. City Billing System: Direction and Implementation

41. Management Succession Planning: Update Report and City Actions

42. City Transit Services - Additional Routes: Report with Options, Direction and Funding

43. City Grants Staffing: Review, Direction and Funding

44. Empty "Big Box" Reuse Strategy: Outcomes, Report with "Best Practices" and Options, Direction, City Role and City Actions

45. Old Commercial Buildings/Center Re-design: Outcomes, Report with Options, Direction and City Actions

46. Port of Dubuque Development: Update Report, Direction and City Actions

47. Chaplain Schmitt Island Master Plan Implementation: Review, Direction and City Actions

48. City Marina: Evaluation Report, Direction and City Actions

49. RV/Camping Opportunities: Outcomes, Report with Options, Direction and City Actions

50. Historic Renovation: Evaluation, Report and Direction

51. Landfill/Methane: Direction and City Actions

52. Work from Home: Assessment, Report with "Best Practices" and Options. Direction and City Actions

53. Community Gardens: Review, Report with Options, Direction and City Actions

54. Social Media Policy: Review and Direction

55. Debt Reduction Plan: Review and Direction

56. City Financial Reserves Policy: Review and Direction

57. Storm Sewer Projects: Direction
    West 17th
    22nd

58. Pools/Aquatic Facilities/Splash Pad: Report with Options, Direction, City Actions and Funding

59. East-West Connectivity/Roundabout Projects: Direction and Funding

60. STREETS Program: Review, Direction and Funding

61. Comprehensive City Service Evaluation: Review, Prioritization and Direction

62. Imagine Dubuque Implementation: Status Update, Direction and Next City Actions

63. Climate Action Plan: Review, Direction and City Actions

64. Legislative Advocacy Program: Agenda 2021 and On-going Advocacy

65. Downtown Safety Strategy: Outcomes, Direction and City Actions

66. Tree Forestation and Canopy Strategy: Outcomes, Report with Options, Direction, City Actions and Funding

67. Poverty Reduction/Prevention Strategy and Action Plan: Needs Review, Outcomes, City Role, Direction and City Actions

68. Brain Health Strategy/Action Plan: Needs Review, Outcomes, City Role, Direction and City Actions

69. Fire Station West: Status and City Actions

70. Affordable Housing: Definition, Outcomes, Direction, Partners, Locations, Potential Developers and City Actions

71. Socrata Implementation: Next Steps

72. Community Cameras Program: Outcomes, Report with Options, Direction, City Actions and Funding

73. Parking Plan: Review, Direction, City Actions and Funding

74. Crime Prevention Program/Activities Enhancement: Review/Evaluation of Effectiveness, Report with Options, Direction, City Actions and Funding

75. Homeless: Needs, Partners, Outcomes, Report with Options, Direction, City Actions and Funding

76. Non-profit Community Organization Increased Support: Report with Options, Direction and Funding

77. Grade Level Reading Strategy: Update Report, Direction and City Actions

78. AmeriCorps: Next Steps and City Actions

79. Youth Tree Planting Initiative: Program Development, Direction and Funding

80. Passenger Rail Link: Outcomes, Report with Options, Direction and City Actions

81. Chaplain Schmitt Island Master Plan: Implementation: Next Steps

82. Air Terminal/Airport Name: Direction

83. Collaboration with Public Schools on Racial Equity: Opportunities, Direction and City Direction

84.

Strengths – Weaknesses
Threats – Opportunities
City of Dubuque

- **Strengths**

1. Vision for the Future Guiding Dubuque's Future
2. Strong Community Partnerships
3. City Staff Commitment to Serving the Dubuque Community, Experience and Teamwork
4. City Manager's Leadership and Guidance
5. City Government Financial Position
6. Agility and Resiliency of City Government
7. Community Non-profit Organizations Serving Residents' Needs
8. Location
9. Natural Beauty
10. Mississippi River
11. Community Diversity
12. Value: Equity and Resiliency

▶ Strengths (continued)

13. Mayor-City Council: Open Minded, Serving the Community and Leading the City to a Better Future

14. Community Broadband: Quality Services

15. Imagine Dubuque: Guiding City Planning, Decisions and Actions

16. Multi-Tier Housing Inspection Program

17. City Staff Energy and Enthusiasm

18. City Infrastructure

19. Communications with the Community

20. City Response to COVID-19: Short Term, Monitoring and Long Term

21. 20+% Financial Reserves ($17+million)

22. Tourism

23. High Quality Core City Services for Residents and Businesses

24. Residents Appreciating City Services

25. Overall Community Safety

26. Advocacy for Dubuque: State of Iowa and Federal Government

27. Reputation: Dubuque - A Land of Opportunity

28. City Government Innovation and Creativity

29. Relationships with City Labor Unions

▶ Strengths (continued)

30. Strong and Diverse Local Economy
31. Masterpiece on the Mississippi
32. Online Meetings
33. Viking Destination
34. Cost of Living
35. Topography
36. Northend Revitalization
37. Central Avenue Potential Redevelopment
38. Strong Private Sector
39. Ecological Assets
40. Park System
41. Water Quality
42. Development Agreements with Businesses
43. Wastewater Management
44. Public Safety Services: Police and Fire
45. City Government Human Resource Management and Process Updating to 21st Century Practices

▶ Areas for Improvement

1. City Government Cash Flow
2. 53% Feeling Welcome
3. Reducing the Level of Community Poverty
4. Continuing the Value and Community to Community Equity
5. Re-gaining the Public Trust
6. Public Transit Services - More Routes and Greater Convenience
7. Race Relations
8. Unemployment within Groups
9. Food Deserts
10. City Staff Communications
11. Continuity of City Operations
12. Voter Apathy
13. Social Media with Misinformation and Disinformation, Personal Attacks and Accusation
14. Understanding the Impacts or the COVID-19 Pandemic: National, State and Locally
15. Current Lack of Parks and Recreation Programs
16. Loss of FlexSteel - Plant Closed
17. Limited City Revenue Options

▶ Areas for Improvement (continued)

18. Parking System Replacement

19. Old Housing Stock Needing Upgrade or Replacement

20. Mayor-City Council Hurt Feelings

21. Aging City Infrastructure, including Roads Needing Significant City Investment for Maintenance and Upgrade

22. Resolution of 5 Flags

23. City Overleveraged: Port of Dubuque and Marina

24. Rules for the Budgeting Process

25. Performance Evaluation Process for Council Appointed Officials

▶ Threats to the Future

1. Actions by the State of Iowa Impacting Home Rule, City Services and City Finances
2. Actions by the Federal Government: Mandates, Regulations
3. High Employment Rate Continuing in the Future
4. Failure of Re-opening the Economy Efforts
5. Failure of Small Businesses to Re-open
6. Next Round of COVID-19
7. Eviction of Residents and Affordable Housing ($300-500 per month for housing)
8. Decreasing Revenues Forcing Core Service Reductions
9. Aging City Infrastructure and Potential of a "Major" Failure
10. Systemic Poverty
11. Cyber Security
12. Institution "Bashing" Undermining the Credibility of Governmental Institutions - its Leaders and Staff
13. "Truth" - Intentional Misinformation and Disinformation Providing a False 'Reality"
14. Political Polarization and Division: Loss of Civil Discourse, Negotiations and Collaboration for Mutual Benefits
15. Domination of Personal Political Politics and Agenda over Community Interests, Value or Benefits

▶ Threats to Dubuque's Future (continued)

16. Increasing Homeless Population

17. Food Deserts and Food Insecurity

18. Perception: Dubuque Downtown is "Unsafe"

▶ Opportunities for the Future

1. Tourism Development and Viking Cruise Destination
2. Equitable Community
3. Resilient Community
4. Welcoming to All!
5. Transparency of City Government
6. Rebuilding Residents Trust in City Government
7. Resident Involvement and Engagement
8. Working from Home - Tele-Commuting Support for Residents
9. Learning from COVID-19
10. RV and Camping Place for Residents and Guests
11. Broadband Service
12. New City Service Model
13. Manufacturing Expansion
14. Northend Revitalization
15. Central Avenue Corridor Revitalization and Street Alignment
16. Code of Ethics for Mayor and City Council

▶ Opportunities for the Future (continued)

17. "Big Box" Conversion to Alternative Uses
18. Millwork Historic District Continued Development/Revitalization
19. Riverfront/Port of Dubuque Development
20. Park System Upgrades
21. Expanding Use of Renewable Energy Sources
22. Grants and Community Advocacy [depending on Presidential Election]
23. Simplification of Core City Services
24. Southwest Arterial Corridor Economic Potential
25. Non-profit Community Organizations Expanded/Enhanced Services to Meet Community Needs
26. Annexations
27. FlexSteel Site
28. Open Land for Development
29. New, Small Business Development

Top "10"
Priorities for 2020 – 2022

EXECUTIVE PERSPECTIVE

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Looking to Dubuque's Future
Departmental View

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 1: Robust Local Economy

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1	Small Business Outreach and Support: Direction, City Role and Actions
2	Community Broadband: Next Steps
3	Poverty Reduction Strategy: Implementation
4	Third Grade Reading: Next Steps
5	Regional Economic Development: City Role, Direction and Actions
6	Lower-skilled Workers Training and Job Creation: City Role, Direction and Actions
7	Brownfield Grant: Next Steps
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INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 1: Robust Local Economy

Please list issues or projects that you would like for the city to address this next year 2020.

1 Market Dubuque's Opportunity Zones, including riverfront leases

2 Smart Mobility: integrating smart parking
Parking structures: improvements + fee analysis
Technology purchases
Childcare availability + accessibility?

3 Council decision: future use of Blum Site (Engineering)

4 Fate of local colleges: what's City's role in supporting?

5 Support for non-traditional job training programs (FOY, HEART)
Create bridge between employers & programs/connections that have potential employees

6 Dupaco parking agreement – next steps to meet commitments

7 Support of redevelopment of Central (meetings w/ businesses on 18th St curve, construction notification for businesses, parking for upper story residential units)

8 Implementation of Construction-impacted Business Loans.

9 Small business support asset map development.
Biz succession plans – especially for organizations that might be volunteer-driven like WTL

10 Broadband & wifi– infrastructure installation + affordability for all residents & businesses

11 Future operations company for Grand River Center: RFP

12 Support Viking Cruise & promote Dubuque as opportunity on trips
Mobility – access to Dubuque businesses, flexible transportation options

13 Washington Tool Library sustainability plan – volunteers, management, etc

14 What City rules might need to shift for new ways of shopping – curbside pickup, outdoor dining, parking enforcement, special events. We need a robust input process for local businesses to tell us what they need. How do we support local biz so they can compete with Amazon?

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 2: Vibrant Community

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 CAD Connection to City Camera Network

2 Fire Station HVAC

3 Fire Headquarters and Stations ADA Improvements

4 CCHC: Expansion for Behavioral Health

5 Poverty Prevention Plan: Engagement

6 SRO Expansion: Direction

7 Crescent Community Health Center

8 Pet License Contract: Renewal

9 DARE: Review

10 Police Accreditation: Completion

11 4-day Equity Training

12 Fire Station 6: Direction

13 Human Right Partnership with Public Schools: Direction

INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 2: Vibrant Community

Please list issues or projects that you would like for the city to address this next year 2020.

1 CCHC expansion for behavioral health services (new expansion into second floor)

2 CCHC expansion of population health programs – African American Health Project possibility. City support: funding, board leadership, support of enabling services that aren't billable.

3 COVID staffing changes in 911 kept our staff safe, but they exposed the continuing need for new facility

4 Humane Society viability. If Humane Society doesn't have the infrastructure and capacity to meet our needs, what's our Animal Control alternative plan?

5 Funding and capacity for community-based health promotion. Limited before and no capacity from City and other Wellness Coalition members given the focus on COVID-19.

6 Community need for maternal health services. Hillcrest has discontinued this service, leaving Mercy as the only provider.

7 Community education and enforcement support as we roll out more pet-friendly community policies.

8 Infrastructure (esp buildings) maintenance for City facilities. $ for deferred maintenance and staff capacity to manage

9 Brain health system for the community. City's role: participation in Brain Health Task Force, staff education. Is there additional role we should have? Hillcrest's limited capacity limits full utilization and sustainability of programs like Mobile Health Crisis Unit and increases demand on other organizations like DCSD and City. (Council policy direction)

10 Apply for new Lead grant. We will hopefully be able to apply for another grant when HUD Pb/HH grant ends- we have a good track record with these grants- and we have to perform high in the current grant to be competitive in the next round. We continue to staff Pb and HH with "limited term" employees- not a good model for employee recruitment etc- we need permanent positions who can work in these grant funded projects and shift to other prioritized and funded projects if grants go away....

11 Bee Branch Healthy Homes funding will be ending June 2021, so for FY 2022 Council would need to find additional funding to continue program.

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 3: Livable Neighborhoods

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 AHNI Partnership: Next Steps

2 Housing Equity Plan: Next Steps

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INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 3: Livable Neighborhoods

Please list issues or projects that you would like for the city to address this next year 2020.

1 Implementation of all departments' equity plans – (should this go under High Performing Organization + see notes in Partnership for DBQ)
- -every department needs to complete one
- -training (technical/capacity)
- -individual development/relationship building
- -policy review
  - -City Code
  - -Unified Development Code
  - -Administrative Policies
  - -departmental SOPs
- -who should do this work? Cross-department teams, outside technical experts, and community members all can help us see our own blind spots – accountability: how? Constant & consistent communication

2 Southwest Arterial: City Council direction (depending on the outcomes Council wants, this may move over to Robust Local Economy)
- -Will City annex land? If so, where? (Annexation plan)
- -Do we have money to put utilities in?
- -Is there a strategic plan for mixed-use development?
- -Industrial/commercial development
- -Residential development

3 Equitable Poverty Prevention Plan – complete community engagement, complete action plan, implementation, funding that isn't program-specific

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 4: High Performing Organization

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1	Financial Management Software
2	Citywide Work Order System
3	Cloud-based Data Center
4	Human Resources Policy: Update
5	ERP Planning: Next steps
6	City Equity Toolkit
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INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 4: High Performing Organization

Please list issues or projects that you would like for the city to address this next year 2020.

1. Policy direction: can we make broadband an enterprise fund? The City is currently coordinating the public-private partnership, and private partners are funding the City's financial responsibility. Would need City Council direction to create a new fund with restricted revenue guidelines. Funds would need to be used for future broadband projects.

2. Quantifying deferred maintenance costs as we cut CIPs and regular maintenance costs.

3. Continuous discussion about revenue implications on staffing. How do we keep our finger on the pulse of service delivery and act nimbly to meet the needs of the community and be realistic about what our staff can accomplish? (Labor pool, cross-training,)

4. 311 Center opportunity? Decreased staffing needs, improved "one stop call" for customer service

5. Facilitating the transition to a new City Clerk

6. Providing centralized, consistent, clear expectations to staff – clear expectations regarding communication, SOPs, employment, job expectations. Clear policies, communication of new employee handbook, standardized communication and support, enforcement, training, accountability system.

7. Exploration of digital signatures – consistent organization-wide system

8. Analysis of phone service (desk and/or cell phones) for City staff

9. Succession planning

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 5: Sustainable Environment

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 WRRC Environmental Coordinator: Hired

2 FOG Program Revision: Enforcement and Ordinance

3 Sanitary Sewer System Condition Assessment and Sewer Infrastructure Asset Management Plan: Next Steps

4 Community Climate Action and Resiliency Plan: Implementation

5 Water Tank Inspection Program and Maintenance: Direction and Actions

6 Vernon Well Abandonment

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INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 5: Sustainable Environment

Please list issues or projects that you would like for the city to address this next year 2020.

1 Curbside collection efficiency identification (includes automation opportunities, rate structure streamlining)

2 Climate Action Plan Implementation
   A) complete streets
   B) policy changes that don't cost money
   C) Community engagement with frontline communities

3 Hire City Facilities Manager to manage deferred maintenance needs of our facilities and also capitalize on potential for energy efficiency savings

4 Source water protection: protection of City's existing 9 wells, 5 of which are in peninsula adjacent to AY McDonald Park.
   A) develop plan with commercial and industrial stakeholder input

5 Water Treatment Plan Condition Assessment

6 Food scrap & yard waste: Reduce food waste,

7 No street parking policy in new residential development to accommodate fully automated service + complete streets

8 Low income residential solar pilot

9 Promote native habitat and natural greenspaces (reduced pesticide use, habitat preservation, nutrient reduction, reduced staff time in management): public education campaign, funding for City native plantings

10 Annual Water Main Replacement Program

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 6: Partnership for a Better Dubuque

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 GDDC Welcoming and Connecting with New Residents: Funding and Direction

2 Bee Branch Creek Project: Clean-up and Stabilization of Maintenance Facility Site

3 Police Policy: Review

4 City Investments in Partners: Direction

5 Civic Action Plan: Implementation

6 SRO: Direction

7 My Brother Keeper Support: Direction

8 Equitable Poverty Prevention Plan: Implementation

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INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 6: Partnership for a Better Dubuque

Please list issues or projects that you would like for the city to address this next year 2020.

1 Two-part strategy to all funding for partners the City provides:

A) explicit allocation: X% of funds allocated to partners are explicitly allocated to racial minority organizations and businesses

B) Purchase of services and contracted services must include required (and decisions be made based on) tangible outcomes focused on City Council's priorities, most explicitly around racial equity.

Structural and policy change to existing programs (e.g. POS, grants): 3 populations most economically vulnerable in Dubuque: people of color, elderly, and families with children in poverty. How are you serving these three populations? The outcome partners need to show us that at the service delivery level, people in these 3 categories are getting housing, food, education and being employed.

- Don't let this be an easy out: "if we invest in MFC and Dream Center, they take care of this and the other organizations we give $ to don't need to do it." Everyone we fund needs to have this priority.

3 Supporting community members who want to participate in solutions: invitations to the table, support of grassroots initiatives, funding,
Neighborhood associations – investment, revitalization, support

4 Creation of family homeless shelter

5 Support of Race in the Heartland and other community-led growth opportunities without City influence on content.

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 7: Diverse Arts Culture & Recreation

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 EAB Program: Review and Direction

2 Comiskey Park Renovation Project

3 Eagle Valley Subdivision Park: Development

4 English Ridge Subdivision Park: Development

5 Multicultural Family Center Project

6 Youth/Teen Programming: Expansion

7 Americorps: Next Steps

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INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 7: Diverse Arts Culture & Recreation

Please list issues or projects that you would like for the city to address this next year 2020.

1 Leisure Services Registration System purchase & implementation

2 Comiskey Park implementation.

3 Funding for pollinator and native habitat on City property: improved environmental impact + decreased staff time for mowing and maintenance.

4 If our goal is truly to create an equitable community: In order to build relationships, build trust, and address racism and equity, we need time to talk to each other and listen (internal and outward facing). That means we have less time to manage projects. This year, our priority should be taking the time to do this.

5 Arts & Culture Master Plan implementation:
   A) Exploration of a standalone entity/structure that could support funding development of arts projects envisioned by the community.
   B) Creation of arts & creative business directory

6 Minimal investments in shared spaces that allow us to bring service delivery (recreation, arts, community engagement, more)
   A) Investments in existing spaces like neighborhood parks that could increase use, like installing covered shelter in Burden Park
   B) Investments in more mobile delivery options that would allow us to deliver a variety of programming in their neighborhood (e.g. another trailer, bike library, etc)

7 Translation services: capacity and funding. Is there also a way to share this service with partner organizations?

8 Dubuque Renaissance Project - community-wide celebration and elevation of Black artists of all disciplines, with an emphasis on empowering local voices in organizing and presenting, through programs to be held by at local institutions in 2021-22 academic year. This is a project coming out of the AEI Working Group of the A&C Master Plan. Goals for 2020 are on communications, fostering partnerships, and identifying funding. Envision that some or all of City Special Projects grant $ may be recommended to support this in FY22.

9 Maintaining funding for arts operating grants and Art on the River

MANAGEMENT IN PROGRESS 2020 – 2022
PROJECTS AND ISSUES
Dubuque, Iowa
June 2020

GOAL 8: Connected Community: Equitable Transportation, Technology Infrastructure and Mobility

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 Chavanelle Road Hike/Bike Trail Development: Funding

2 Chavanelle Road Rehabilitation: Funding and Funding

3 NW Arterial Upgrade: County BUILD Grant Project

4 Roundabouts: University/Asbury/Loras Project – Preliminary Design

5 ADA Pads for Bus Stops: Next Steps

6 Smart Tool for Integrated Planning Platform

7 Smart Tech for Transportation Data Collection and Transportation Customer App: GenWave

8 WiFi in Intermodal: Completion

9 New Fare Collection

10 Smart Card/Pass Revision

11 Airport Vehicle Wash Facility: Direction

12 Green Alley Projects: Direction

13 Asset Management System Expansion: Funding and Direction

INITIATIVES 2020 – 2022:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2020

GOAL 8: Connected Community

Please list issues or projects that you would like for the city to address this next year 2020.

1 Downtown Parking Ordinance Major Revision
Goals: appropriate turnover for businesses, zoning changes have altered what's required of individual businesses, parking needs for residential units downtown, shifting from auto-centered design to pedestrian, bike, bus-friendly, ADA accessibility
Departments that need to be involved: Transportation Services, Police, Legal, Planning, Engineering, Economic Development

2 Roadway & utility maintenance: funding for existing, delayed and requested CIPs. Maintenance of aging infrastructure and utilities

3 Sidewalk replacements: EAB-related replacements

4 Analysis of funding resources: Analysis of fee structures to ensure user fees cover true costs of improvements. If not, impact to property taxes to maintain critical infrastructure and utilities. Review of restrictions on existing funding sources for significant deferred maintenance needs.

5 Maintenance and management of camera network: sustainable funding source and staff capacity. Establishment of enterprise fund

SECTION 6

DUBUQUE VISION 2036

Dubuque
Vision 2036

DUBUQUE VISION 2035

DUBUQUE 2035 is a *SUSTAINABLE AND RESILIENT CITY* (A),

an *INCLUSIVE AND EQUITABLE COMMUNITY WHERE ALL ARE WELCOME*(B) ,

DUBUQUE 2035 has preserved our

***MASTERPIECE ON THE MISSISSIPPI* (C),**

and has a *STRONG DIVERSE ECONOMY* (D)

***EXPANDING CONNECTIVITY* (E).**

DUBUQUE 2035 – Our residents

***EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE* (F),**

have choice of *QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS* (G)

and have an *ABUNDANCE OF DIVERSE FUN THINGS TO DO* (H)

and are SUCCESSFULLY AND ACTIVELY *ENGAGED IN THE COMMUNITY* (I).

Ac

Vision 2036
Guiding Principles

PRINCIPLE A	SUSTAINABLE AND RESILIENT CITY

▶ **Means**

PRIORITY

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
9. EXPANDED USE OF SOCRATA DATA BY RESIDENTS AND CITY TO MAKE DATA=DRIVEN DECISION TO SUPPORT SUSTAINABILITY AND RESILIENCY
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PRINCIPLE A	SUSTAINABLE AND RESILIENT CITY

▶ **Means**

PRIORITY

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PRINCIPLE B	INCLUSIVE AND EQUITABLE COMMUNITY

▶ **Means**

	PRIORITY
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	
10. ONGOING CONVERSATIONS WITH DIVERSE GROUPS OF RESIDENTS TO UNDERSTAND NEEDS AND TAKE ACTIVE RESPONSES	

PRINCIPLE B	INCLUSIVE AND EQUITABLE COMMUNITY

▶ **Means**

PRIORITY

11. SUCCESSFULLY OVERCOME RACIAL BIAS OF THE PAST AND HAVE BECOME A TRULY EQUITABLE COMMUNITY OF CHOICE

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PRINCIPLE C	MASTERPIECE ON THE MISSISSIPPI

▶ **Means**

PRIORITY

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, ESPECIALLY THE NORTH ENTRANCES

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 APPROVED 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 C	MASTERPIECE ON THE MISSISSIPPI

- **Means**

PRIORITY

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PRINCIPLE E	STRONG DIVERSE ECONOMY

▶ **Means**

PRIORITY

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	STRONG DIVERSE ECONOMY

- **Means**

PRIORITY

11. STRONG PARTNERSHIP WITH GDDC TO RECOVER FROM COVID-19 PANDEMIC JOB LOSS AND BUSINESSES CHALLENGES
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PRINCIPLE E	EXPANDING CONNECTIVITY

▶ **Means**

PRIORITY

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

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PRINCIPLE E	EXPANDING CONNECTIVITY

- **Means**

PRIORITY

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PRINCIPLE F	EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

- **Means**

PRIORITY

1. People making Dubuque a community of choice and their home
2. Residents having access to opportunities for a healthy life style
3. Housing options for all stages of life, including green, sustainable homes
4. Quality and accessible health, dental, substance abuse and mental health services in Dubuque
5. Access to and availability of activities for active, healthy leisure time
6. Attraction and retention of young adults
7. Development and use of the Community Health Needs Assessment Improvement Plan with community partners – Focus Areas
8. Residents walking, biking and using public transportation to work
9. Having a culture of health in the community
10. EQUITABLE ACCESS TO HEALTHY, AFFORDABLE FOODS – A COMMUNITY WITHOUT FOOD DESERTS

PRINCIPLE F	EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

- **Means**

PRIORITY

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PRINCIPLE G	QUALITY LIVABLE NEIGHBORHOODS

▶ **Means**

PRIORITY

1. Residents and visitors safe throughout the community, ACTIVELY TAKING STEPS TO REDUCE CRIME AND REPORTING RESULTS TO INCREASE THE COMFORT AND CONFIDENCE OF RESIDENTS
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. EDUCATION AND Participation in curbside recycling program
10. ENHANCED POLICE POLICIES RESULTING IN REDUCED RACIAL TENSION AND DISPARATE TREATMENT

PRINCIPLE G	QUALITY LIVABLE NEIGHBORHOODS

▶ **Means**

PRIORITY

11. EXPANDED CONVERSATIONS WITH RESIDENTS TO BETTER UNDERSTAND AND ELIMINATE RACISM
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PRINCIPLE H	ABUNDANCE OF FUN THINGS TO DO

▶ **Means**

PRIORITY

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 AND A WIDE RANGE OF CULTURAL OPTIONS
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 H	ABUNDANCE OF FUN THINGS TO DO

▶ **Means**

PRIORITY

11. DIVERSE CULTURAL OPTIONS TO EXPOSE ALL RESIDENTS TO THE BEAUTY AND BENEFITS OF DIVERSITY IN OUR COMMUNITY

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PRINCIPLE I	ENGAGED IN THE COMMUNITY

▶ **Means**

PRIORITY

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 BY A DIVERSE GROUP OF RESIDENTS/CITIZENS

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 WITH INCREASED USE OF SOCRATA DATA BY RESIDENTS

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

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PRINCIPLE I	ENGAGED IN THE COMMUNITY

▶ **Means**

PRIORITY

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SECTION 7

DUBUQUE CITY GOVERNMENT: OUR 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 GOOD 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).**

Mission
Guiding Principles

PRINCIPLE A	PROGRESSIVE CITY GOVERNMENT

▶ **Means**

PRIORITY

1. Taking reasonable strategic risks to create a better future for Dubuque.
2. Planning and managing growth and development consistent with the adopted City Vision, Strategic Plan, Comprehensive Plan, Master Plans and other policy documents.
3. Identifying opportunities to create more equitable city and taking timely actions.
4. Connecting people to opportunities.
5. Forward thinking and cutting edge actions.
6. Investing in Dubuque's future.
7. Supporting people faced with special circumstances and needs.
8. Monitoring, measuring and adjusting based upon community rating/performance measures.
9. Adapting and responsive to changing economic and community needs.
10.

PRINCIPLE A	PROGRESSIVE CITY GOVERNMENT

▶ **Means**

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PRINCIPLE B	FINANCIALLY SOUND CITY GOVERNMENT

▶ **Means**

PRIORITY

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.

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PRINCIPLE B	FINANCIALLY SOUND CITY GOVERNMENT

▶ **Means**

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PRINCIPLE C	RESIDENTS RECEIVING VALUE FOR THEIR TAX DOLLARS

▶ **Means**

	PRIORITY
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.	
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PRINCIPLE C	RESIDENTS RECEIVING VALUE FOR THEIR TAX DOLLARS

▶ **Means**

PRIORITY

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PRINCIPLE D	ACHIEVING GOALS THROUGH PARTNERSHIPS

▶ **Means**

PRIORITY

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.

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PRINCIPLE D	ACHIEVING GOALS THROUGH PARTNERSHIPS

▶ **Means**

	PRIORITY
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PRINCIPLE E	EXCELLENT MUNICIPAL SERVICES

▶ **Means**

PRIORITY

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

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PRINCIPLE E	EXCELLENT MUNICIPAL SERVICES

▶ **Means**

PRIORITY

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PRINCIPLE F	SUPPORT URBAN LIVING

▶ **Means**

PRIORITY

1. Safe community and sense of personal security.

2. Providing emergency response.

3. Having safe drinking water.

4. Disposing of wastewater.

5. Having leisure facilities, programs and services.

6. Preventing problems affecting community safety and health.

7. Facilitating safe, quality AFFORDABLE housing

8. Providing public transportation and walkable community

9. Participation in curbside recycling curbside

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PRINCIPLE F	SUPPORT URBAN LIVING

▶ **Means**

PRIORITY

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PRINCIPLE G	CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY

▶ **Means**

PRIORITY

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.
10.

PRINCIPLE G	CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY

▶ **Means**

	PRIORITY
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PRINCIPLE H	PLAN FOR THE COMMUNITY'S FUTURE

▶ **Means**

PRIORITY

1. Planning for future and environmentally sustainable development.
2. Regulating building and development.
3. Regulating land uses.
4. Planning for redevelopment and revitalizations.
5. Promoting economic expansion.
6. Supporting a high quality of life.
7. Creating an environmentally sustainable and livable community for future generations
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PRINCIPLE H	PLAN FOR THE COMMUNITY'S FUTURE

▶ **Means**

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PRINCIPLE I	FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

- **Means**

PRIORITY

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, INCLUDING BRAIN HEALTH
4. Attending to the needs of persons with disabilities.
5. Building the capacity of non-profit organizations to achieve their mission and goals.
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PRINCIPLE I	FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

- **Means**

	PRIORITY
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SECTION 8

STRATEGIC DISCUSSION ON CRITICAL ISSUES

City of Dubuque
Topics for Strategic Discussion

▶ **Topics**	**PRIORITY**
1. Equitable Community	
2. Resilient Community	
3. Affordable Housing	
4. Poverty Reduction	
5. Food Desert	
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Critical Issue:
Equitable Community

KEY ISSUES

- In communities of color in Dubuque there are higher rates of poverty, unemployment, housing insecurity, and food insecurity than people who identify as white.
- Lower graduation rates and lower median income in communities of color.
- Perceptions and realities of racism - We have work to do across the community. (Example: Read a post about a mixed race couple walking on NW Arterial trail. Group of young white girls drove by yelling racial slurs.)
- Need to have more conversations WITH people of color to better understand challenges they race, then listen and respond appropriately.
- Some residents do not feel welcome or safe
- Disparity in levels of poverty and employment opportunities
- Disparity in home ownership

DESIRED OUTCOMES

- Rates for each of these indicators that are the same across racial groups.
    - For example, if the poverty rate for white residents in Dubuque is 10%, then the poverty rate for African American residents should be no more than 10%.
- Better understanding of challenges for non-white residents
- Trusted relationships because we have listened and learned from others
- All residents better understand and support diversity in our community

STRATEGIC ACTIONS

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Critical Issue:
Resilient Community

KEY ISSUES

- Diverse workforce (i.e. manufacturing, business, service industry, etc.) - Dubuque needs to remain diversified in a way that continues to insulate us from downturns in any one segment of the economy.
- Small business needs ongoing support for growth.
- Need to focus on developing and improving neighborhoods that are particularly affected by poverty and lack of opportunity for residents.
- COVID-19 showed us that many residents are not economically resilient - They were just one paycheck away from disaster.
- Partner with organizations to help residents learn skills they need to budget and education to help get better jobs.
- Continue to work on Bee Branch Project to completion – still experiencing flooding in some areas after large rains
- Make better use of Resilient Community Advisory Commission to review issues.
- Need to complete and implement Climate Action Plan and convince residents about "what's in it for me" - Everyone needs to know they play a role in what that role is

DESIRED OUTCOMES

- Unemployment rate below 4%
- Central Avenue and North End in full motion.
- Five Flags referendum approved.
- Fill or repurpose all existing empty industrial buildings.
- Begin major infrastructure improvements on and below roads and streets.
- Connect 90% of residents to fiber-to-the-home Internet
- Add another flight at DBQ Regional Airport
- Full connectivity to the rest of the U.S. by road, air, and rail.
- Residents will be more financially secure to face future challenges - Less dependent on government assistance
- Bee Branch work lessening flooding
- RCAC can help us research ideas and issues of resiliency
- Green house gas reduction goals and will engage residents in environmental solutions

STRATEGIC ACTIONS

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Critical Issue:
Affordable Housing

KEY ISSUES

- Continuing challenges of absentee landlords and blighted properties
- Too many unsafe rental properties
- Too few rental properties in general for both low-income and higher-income residents
- Homelessness - an ongoing problem
- Lack of enough affordable housing
- Lack of diverse locations of affordable housing
- Difficulty of LL to operate affordable housing as a profitable business venture
- Lack of nonprofit partners

DESIRED OUTCOMES

- Develop and maintain a "housing first" model that has a goal of 0% homelessness at all times
- Review Housing & Community Development goals - I know they have a robust outline of outcomes they desire
- Sufficient housing for everyone who want it and need it
- At least 90% of our housing is safe for residents.
- Housing - good quality and an asset to the neighborhood and the community
- Affordable housing is located throughout the community
- LL enjoy a profitable business and tenants live safely and with dignity
- Find a non-profit partner that could actually own and run a housing facility

STRATEGIC ACTIONS

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Critical Issue:
Poverty Reduction

KEY ISSUES

- Poverty rate is too high in general. Before the pandemic, it was higher than many surrounding cities and the State of Iowa poverty rate.
- Poverty rate for people of color is higher than for white residents.
- Education and job readiness plays a significant role in this.
- These determinants of poverty from Equity Poverty Prevention Plan not addressed elsewhere in plan
    1. Economic insecurity, jobs, living wage
    2. Public transportation, car ownership
    3. Education skills and training
    4. Physical and brain health
    5. Childcare/childhood development
    6. Generational and situational poverty

DESIRED OUTCOMES

- Decrease our poverty rate to below 10% for all groups.
- Poverty rates that are the same regardless of race.
- Everyone has a method of transportation they can afford that allows them to reach their employment, groceries and shopping, medical care and other necessities. Public transportation for 2nd and 3rd shift jobs. Possible program to help with subsidy for bus/nonprofit or other transportation to help people keep jobs.
- We should have a path for anyone who wants to better themselves through education.
- Continued partnership with NICC. Direct people in need of better employment to use education as a path for self-improvement.
- Brain health services for all who are in need and they must be affordable and accessible locally - Partner with county on brain health initiatives.
- Childcare/childhood development –,accessible and affordable day care for all families who need them.
- Develop entrepreneurial assistance (education and financial) to help individuals start new in-home day cares.
- Develop central database of options for families with young children. Utilize Head Start for low-income families.
- Continue partnership with GDDC to help fund childcare for people going back to school.

- End the cycle of generational poverty and minimize situational poverty.
- Expanded partnership with Fountain of Youth, community action (HACAP) and related organizations to expand our reach.

STRATEGIC ACTIONS

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Critical Issue:
Food Desert

KEY ISSUES

- Food deserts are one aspect of the larger problem of generalized food insecurity in Dubuque.
- Need for data on the number of residents who are food insecure.
- Many people do not have access to healthy foods or a local grocery store
- Poor dietary choices and poor health care resulting in negative lifestyle impacts
- Increased healthcare costs
- Difficulty in attracting a grocery store(s) in specific areas

DESIRED OUTCOMES

- Identify and eradicate all food deserts in Dubuque.
- Identify and eradicate all food insecurity in Dubuque.
- Residents eating healthier foods, leading healthier lifestyles.
- Reduced medical costs
- Find a grocery store to locate in specific areas – City providing economic incentives to make the store profitable and worthwhile
- Residents ability to walk or bike to store
- Residents knowing each other because of a neighborhood store

STRATEGIC ACTIONS

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Critical Issue:

_____

KEY ISSUES

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DESIRED OUTCOMES

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STRATEGIC ACTIONS

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SECTION 9

CITY OF DUBUQUE
PLAN 2020 – 2026

City of Dubuque
Goals 2026

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

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

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

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

Connected Community:
Equitable Transportation, Technology Infrastructure, and Mobility

City of Dubuque
Goals 2025 Worksheet

	IMPORTANCE	
	Personal	Team
1. Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity		
2. Vibrant Community: Healthy and Safe		
3. Livable Neighborhoods and Housing: Great Place to Live		
4. Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery		
5. Financially Responsible, High Performance City Organization: Sustainable, Equitable and Effective Service Delivery		
6. Partnership for a Better Dubuque: Building our Community that is Viable, Livable and Equitable		
7. Diverse Arts, Culture, Parks and Recreation: Experiences and Activities		
8. Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility		
9.		
10.		

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ Outcomes		PRIORITY
Outcome 1	Create a resilient, sustainable and diverse regional Dubuque economy	
Outcome 2	Have the infrastructure and amenities to support economic development and growth: industrial/business parks, streets and utilities, air service and housing, bandwidth redundancy	
Outcome 3	Retain, expand and grow local businesses	
Outcome 4	Embrace diverse populations to support a diverse multi-cultural workforce with equitable job opportunities	
Outcome 5	Have a workforce prepared for 21st century jobs in the global marketplace	
Outcome 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	
Outcome 7		

▶ **Outcomes**	**PRIORITY**
Outcome 8	
Outcome 9	
Outcome 10	

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Value to Residents**	PRIORITY
1. Young professionals want to live here and college graduates want to stay	
2. Children and grandchildren want to stay or return to raise their families	
3. More retail, services, recreational and entertainment opportunities – keeping sales tax and dollars in Dubuque	
4. Insulation from economic cycles through diverse businesses	
5. Living wages for residents	
6. Variety of job opportunities for residents	
7. Variety of educational opportunities and internships for jobs	
8. Entrepreneurial opportunities to start and grow a business in Dubuque	
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Challenges and Opportunities**	**PRIORITY**
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	

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Challenges and Opportunities**	**PRIORITY**
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	
15. Becoming a community with amenities which is known as an equitable community of choice	
16. Opportunities, support and funding for entrepreneurism and innovation	
17. Recruiting new and diverse businesses along Central Avenue and Kerper Boulevard, and North End	
18. Increasing salary levels in the regional economy	
19. Diversifying the regional economy – businesses and jobs insulated from national economic trends	
20. Quality of life amenities and services that respond to a multi-cultural workforce	

GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Challenges and Opportunities**	**PRIORITY**
21. High unemployment among racial minority populations	
22. Complexity and fragility of public-private partnerships	
23. Helping individuals in poverty to attain living wage jobs	
24. Responding to and helping small businesses impacted by COVID-19	
25. Closing of FlexSteel and other businesses	
26. Supporting working from home with high speed, reliable and affordable broadband service	
27. Taking advantage of Opportunity Zones	
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Management in Progress 2020 – 2022**	**TIME**
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **Major Projects 2020 – 2022**	**TIME**
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GOAL 1	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY

▶ **On the Horizon 2021 – 2026**	**TIME**
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ Outcomes		PRIORITY
Outcome 1	Become an inclusive and equitable community in which all feel welcome, included, and leave no one behind	
Outcome 2	Expand access to healthcare, including mental/brain health and substance use disorders	
Outcome 3	Have an efficient public health system that focuses on prevention and wellness	
Outcome 4	Have residents feeling safe in any neighborhood and throughout the community	
Outcome 5	Have a high level of trust between the community and emergency services	
Outcome 6	Provide timely response to emergency calls for service	
Outcome 7	Have residents feeling that they are part of the solution	
Outcome 8	Have a diverse City workforce that reflects the Dubuque community demographics	
Outcome 9	Expand engagement opportunities so that residents feel part of the Dubuque community	
Outcome 10	Have an inclusive workplace culture	

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Value to Residents**	PRIORITY
1. Everyone is welcome in the Dubuque community	
2. Living life without fear or threats	
3. Equitable treatment for all	
4. City services are available for all and delivered in an equitable and fair manner	
5. City workforce reflecting the diverse community	
6. Feeling safe and secure throughout the community	
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Challenges and Opportunities**	**PRIORITY**
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	

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Challenges and Opportunities**	PRIORITY
11. Service reductions due to COVID-19 impacts	
12. EMS being used for general health issues and services	
13. Addressing the institutional and structural interplay between race and poverty	
14. Recruiting, retaining and succession planning for emergency services staffing	
15. Retaining diverse cultures	
16. Funding for Pacific Islanders and special populations health services	
17. Animal cruelty and neglect charges and enforcement	
18. Lack of young and racially diverse leadership and leadership opportunities	
19. Changing technology for community safety	
20. Having a meaningful community dialog on racial bias and equity	

GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Management in Progress 2020 – 2022**	**TIME**
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **Major Projects 2020 – 2022**	**TIME**
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GOAL 2	VIBRANT COMMUNITY: HEALTHY AND SAFE

▶ **On the Horizon 2021 – 2026**	**TIME**
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ Outcomes		PRIORITY
Outcome 1	Complete the Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment	
Outcome 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	
Outcome 3	Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses	
Outcome 4	Have the availability and connectivity of affordable housing throughout the city, not in concentrated areas of poverty and low-income housing	
Outcome 5	Have safe, healthy, inclusive and affordable neighborhoods citywide	
Outcome 6	Have more equitable residential developments and homes with a variety of housing options (e.g. mixed use, multi-family, small homes, etc.) and price points	
Outcome 7	Increase in minorities building homes	
Outcome 8		
Outcome 9		
Outcome 10		

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Value to Residents**	PRIORITY
1. Stable property taxes for residents and businesses	
2. Choice of livable and inclusive neighborhoods	
3. Opportunities for our children to stay in Dubuque	
4. Predictable future development within the city	
5. Quality services to residents in annexed areas	
6. Affordable quality housing choices and opportunities outside of areas with concentration of poverty	
7. Protection of home and property values	
8. Preservation of Dubuque's historic downtown	
9. Opportunities to build wealth because we have affordable housing	
10.	

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Challenges and Opportunities**	**PRIORITY**
1. Attracting and keeping professionals and families in Dubuque	
2. Aging City infrastructure and facilities needing replacement or major repairs	
3. Reducing slum and blight through effective enforcement and incentives	
4. Addressing community poverty especially the impacts of COVID-19 on vulnerable residents	
5. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community	
6. Lack of quality affordable housing units	
7. Attracting and retaining workforce with an aging community	
8. Annexing and expanding the City boundaries with the capacity to fund City services and infrastructure	
9. Property owners who are not investing in the maintenance or upgrade of their homes or buildings	
10. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa	

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Challenges and Opportunities**	PRIORITY
11. Potential elimination of Federal programs: CDBG, housing programs	
12. Community concerns regarding gentrification	
13. Expanding City boundaries with impacts on the City services and facilities	
14. Addressing negative narrative around race in the community	
15. Integrating diverse communities and cultures in homeownership	
16. Incorporating Smart Resiliency/Sustainability concepts into projects, developments and redevelopments	
17. Having a variety of housing to meet population needs in same neighborhood	
18. Deferred City maintenance and funding mechanism, including rate structure	
19. Advocacy for affordable housing programs and funding with State of Iowa and federal government	
20. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront and Central Avenue	

GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Challenges and Opportunities**	**PRIORITY**
21. Knowing/identifying the changing housing needs of our population	
22. Funding for major development and redevelopment projects	
23. Promoting mixed use developments: Downtown, JFK Corridor and SW Arterial	
24. Conflict between enforcement goals and some covenances	
25. Defining the City role in home building and funding City incentives	
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

▶ **Major Projects 2020 – 2022**	**TIME**
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GOAL 3	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE

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

▶ Outcomes		PRIORITY
Outcome 1	Maintain/improve the City bond rating	
Outcome 2	Provide City services responsive to the community	
Outcome 3	Provide easy access to City information and services for all	
Outcome 4	Increase enterprise/general fund reserve funds to 20%	
Outcome 5	Continue to follow statutory debt limit plan	
Outcome 6	Maintain and enhance transparent City government and decision making using available technology	
Outcome 7	Secure City information and data using the "Best Practices" of the Dubuque community	
Outcome 8	Have well-maintained City infrastructure and facilities	
Outcome 9	Hire, retain a highly skilled City workforce reflective of the Dubuque community demographics	
Outcome 10		

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

▶ **Value to Residents**	PRIORITY
1. Financially sound and responsible City government	
2. Easy, convenient access to City information and services	
3. Service value for taxes and fees	
4. Opportunities to become involved in City governance and planning	
5. Secure City information, including personal information	
6. Customer-focused City service delivery	
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY

▶ **Challenges and Opportunities**	PRIORITY
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. Impact of COVID-19 on City revenues, services and programs	
7. Competition between capital projects and human resources	
8. Funding and time for technology capacity to enhanced 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	

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

▶ **Challenges and Opportunities**	PRIORITY
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	
14. Recruiting and retaining a diverse City workforce	
15. Funding and time for managers and employees training and professional/personal development	
16. Coordinating community resiliency preparation, response and recovery from a disaster or crisis	
17. Preservation and securing resilient City information and data	
18. Climate of distrust in all governments, including City government	
19. Healthcare costs and workers comp	
20. Creating a centralize maintenance organization within City government	

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

▶ **Challenges and Opportunities**	PRIORITY
21. No or shifting priorities – result no clear priorities	
22. Lean City organization with limited additional capacity	
23. State of Iowa legislative actions and administrative rule changes impacting City finances and services	
24. Re-opening City services and programs after COVID-19 pandemic	
25. Tired and emotional drained City workforce with an uncertain future	
26. Virtual City government and a "new normal" – governance, services and programs	
27. Stretched City workforce – we cannot get to everything due to the lack of resources	
28. Strong departmental silos with limited or no effective interdepartmental communications	
29. Communicating City services changes to our community – businesses and residents	
30. Defining and prioritizing City services: essential versus non-essential	

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

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY

▶ **Management in Progress 2020 – 2022**	**TIME**
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GOAL 4	FINANCIALLY RESPONSIBLE, HIGH PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY

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

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

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

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

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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

▶ Outcomes		PRIORITY
Outcome 1	Reduce the community's carbon footprint (50% by 2030)	
Outcome 2	Reduce potential flooding through flood plain management, mitigation and protection	
Outcome 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	
Outcome 4	Provide safe, affordable and dependable drinking water for all residents	
Outcome 5	Have access to healthy foods for all	
Outcome 6	Have clean water – ground and surface	
Outcome 7		
Outcome 8		
Outcome 9		
Outcome 10		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

▶ **Value to Residents**	**PRIORITY**
1. Protecting the natural resources and environment of Dubuque	
2. City government using sustainable practices in daily operations	
3. Healthy living environment: homes, neighborhoods and community	
4. Clean water and air	
5. Creating a more livable, viable and equitable community	
6. Opportunities for a healthy lifestyle including local food products	
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

▶ **Challenges and Opportunities**	**PRIORITY**
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	

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

▶ **Challenges and Opportunities**	PRIORITY
11. Building community understanding and support for "sustainability" and "resiliency" goals, priorities, actions using outcome-based performance measures	
12. Complying with changing Federal and state government regulations and mandates affecting environment/ecological integrity using sustainable best practices [i.e. Iowa Nutrient Reduction requirement]	
13. Taking advantage of existing data and collecting new data to continue to be a smart city	
14. Investing in compliance with consent decree and the nutrient reduction strategy	
15. Community education on climate changes and environmental sustainability	
16. Integrating climate adaptation into City operations	
17. Improving the storm and groundwater quality and funding projects	
18. Incorporating equity into policy discussions on sustainability and resiliency	
19. Regionalization of municipal services related to sustainability and resiliency	
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

▶ Outcomes		PRIORITY
Outcome 1	Increase resident engagement in the City governance processes	
Outcome 2	Have non-profit institutions, private businesses educational institutions contributing toward implementation of the Imagine Dubuque Plan	
Outcome 3	Partner with community organizations to provide opportunities for residents for upward mobility and empowerment across all demographics	
Outcome 4	Engage contracted and purchased services partners in advancing Council goals and community betterment	
Outcome 5	Be an advocate for the Dubuque community and City through lobbying at federal and state government levels	
Outcome 6	Become an inclusive and welcoming community for all	
Outcome 7	Have opportunities for residents for upward mobility and empowerment across all community demographics	
Outcome 8		
Outcome 9		
Outcome 10		

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

▶ **Value to Residents**	PRIORITY
1. Leveraging community resources in order to accomplish more than tax revenues	
2. Sense of community pride and commitment to the Dubuque community	
3. More ownership of "end" products – residents involved in the process and support outcomes	
4. Protection of residents' interests	
5. Access to wealth and social capacity – financial, spiritual, social, etc.	
6. Better access and use of City facilities	
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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

▶ **Challenges and Opportunities**	**PRIORITY**
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 and determining funding priorities	
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	

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

▶ **Challenges and Opportunities**	**PRIORITY**
11. Reduced funding by other agencies for community-based organizations	
12. Equity becoming ingrained in City workforce recruitment and replacement	
13. Marketing community engagement/empowerment opportunities to the community – individuals and partnering organizations	
14. Reviewing and revising Police policies and procedures with community engagement	
15. Marketing, outreach, lack of knowledge about other cultures and equity	
16. Attitude: the City should solve it	
17. Conflicts between pro-government/more government anti-government/less government in developing and maintaining services	
18. Residents questioning the role of government affecting the City's ability to engage, interact and deliver services	
19. Determining how to serve vulnerable populations – people of color; elderly and families with children in poverty	
20. Decline in funding for non-profit community organizations – national trend and impacted by COVID-19	

GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 6	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE

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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ Outcomes		PRIORITY
Outcome 1	Have well-built, well-maintained and upgraded parks and park amenities	
Outcome 2	Have a well-maintained and upgraded library providing services and programs responsive to community needs	
Outcome 3	Become and support Dubuque as a more pet friendly community [Mgmt Recommendation: Drop this Outcome]	
Outcome 4	Have welcoming community events and festivals that bring the Dubuque community together – residents meeting residents	
Outcome 5	Have family-oriented programs and activities with high level of community participation [Mgmt Recommendation: Drop "family-oriented"]	
Outcome 6	Have amenities and programming for special needs population with high level of community participation	
Outcome 7	Expand arts and cultural opportunities with access for all	
Outcome 8	Plan, develop and maintain at a high level specialty parks and venues responsive to the evolving community needs	
Outcome 9		
Outcome 10		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ **Value to Residents**	PRIORITY
1. Opportunities for all to experience diverse arts and cultures	
2. Choice for residents' leisure time	
3. Family-oriented activities for all generations	
4. Accessible, equitable and diverse recreational and enrichment programs, facilities and activities	
5. Access to quality parks, facilities and park amenities for all	
6. Enriches quality of life	
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ **Challenges and Opportunities**	**PRIORITY**
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	

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ **Challenges and Opportunities**	**PRIORITY**
11. Obtaining agreement with Dubuque Community School District for community use of indoor aquatic facility and financing implications	
12. Connecting trail system	
13. Staffing or contractual services for leisure services for additional assets and service expansion	
14. Developing facility/venues for families, particularly with young children	
15. Competition for athletic fields	
16. How to equitably deliver City services and programming with less resources	
17. Increasing demand for new alternative sports and need for land and facilities	
18. Seasonal/part-time employees wage levels and scheduling	
19. COVID-19 impacts on facilities, services and programs	
20. Conflict between funding for City facilities, services and programs versus community needs	

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES

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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ Outcomes		PRIORITY
Outcome 1	Increase and sustain commercial air service	
Outcome 2	Increase public transit ridership by choice	
Outcome 3	Improve traffic flow throughout the city (East-West corridor, roundabouts, light synchronization)	
Outcome 4	Increase availability, bandwidth and redundancy	
Outcome 5	Implement "Complete Streets" concept	
Outcome 6	Have well maintained, improved transportation system – vehicles, roadways, sidewalks and trails	
Outcome 7		
Outcome 8		
Outcome 9		
Outcome 10		

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Value to Residents**	PRIORITY
1. Reduced traffic congestion and improved traffic flow	
2. Better conditions of streets and sidewalks with eliminated obstructions and improved visibility	
3. Commuting through telecommunications	
4. Greater economic opportunities	
5. Air service access to major hub	
6. Choice among alternative transportation modes	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Challenges and Opportunities**	**PRIORITY**
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	
9. Funding for connecting bike trails	
10. Transit service by choice and to area destination serving the needs of all residents through a partnership with RTA	

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Challenges and Opportunities**	**PRIORITY**
11. Equity in broadband affordability and availability	
12. Funding for transportation and connectivity projects	
13. Growing trends for vehicular travel: Uber/Lyft; autonomous vehicles, scooters	
14. Replacement of gas tax funding	
15. Lack of on-street parking demand data	
16. Shortage of pilots	
17. Changing the image – "who rides the bus"	
18. Finding drivers with CDL licenses	
19. Having in the community reliable, affordable and fast broadband services	
20. Resident engagement regarding fiber to homes and small cells	

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Challenges and Opportunities**	PRIORITY
21. COVID-19 impacts on travel and mobility	
22.	
23.	
24.	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Actions 2020 – 2022**	**PRIORITY**
1.	
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3.	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Actions 2020 – 2022**	**PRIORITY**
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Actions 2020 – 2022**	**PRIORITY**
17.	
18.	
19.	
20.	
21.	
22.	
23.	
24.	

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Management in Progress 2020 – 2022**	**TIME**
1.	
2.	
3.	
4.	
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10.	

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Management in Progress 2020 – 2022**	**TIME**
11.	
12.	
13.	
14.	
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18.	
19.	
20	

GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Management in Progress 2020 – 2022**	**TIME**
21.	
22.	
23.	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Major Projects 2020 – 2022**	**TIME**
1.	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **Major Projects 2020 – 2022**	**TIME**
11.	
12.	
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GOAL 8	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY

▶ **On the Horizon 2021 – 2026**	**TIME**
1.	
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SECTION 11

GOVERNANCE REFINEMENTS:
MAYOR – CITY COUNCIL IN ACTION

Mayor and City Council
Governance Topics
City of Dubuque

1. Social Media
2. House Rules: Code of Conduct and Civility
3. Consent Agenda
4. Face-to-Face Meeting: Virtual and Inperson
5. Public Input
6. Closed Sessions
7. Upcoming Council Agenda Items
8. Placing Item on the Council Agenda: Process Review

Success Criteria for Measuring Mayor and City Council Success

- **Success Criteria**

1. Mayor and City Council developed, followed and implemented the City vision, mission and plans.

2. Mayor and City Council achieved City goals, completed annual work program and measured the results – benefits to the Dubuque community.

3. Mayor and Council Members were advocates for community issues.

4. Mayor and Council Members respected the City institution – laws, roles, responsibilities, and processes.

5. Mayor and City Council used data to make the best decision for the Dubuque community.

6. Mayor and City Council were open and transparent.

7. Mayor, City Council and the City of Dubuque have collaborative relations with Dubuque County and Dubuque Public Schools.

8. Mayor and Council Members have positive personal relationships with each other.

9. Mayor and Council Members supported the Council decisions and direction.

10. Mayor and City Council have developed and used performance metrics to measure success and progress in making a better community [e.g. trending to improve].

Mayor and City Council:
Desired Community Image

- **Desired Community Image: Summary**
  1. Are guided by the City vision, mission and plans
  2. Are respected by the community – residents and businesses
  3. Are creating a "community of choice"
  4. Acts in an open, transparent and accessible manner
  5. Are above question – acting in an ethical manner
  6. Have a vision for the future and are forward looking
  7. Are welcoming to all
  8. Act with the "best" interests of the Dubuque community in mind
  9. Are responsible financial stewards – community get their money's worth from the City of Dubuque
  10. Fight for all
  11. Are a model for other city governments
  12. Have civil interactions

House Rules
Our Code of Conduct and Civility

1. Respect others – ideas, opinions, opposing viewpoints and comments
2. Communicate in an open, honest and direct manner
3. Be attentive – actively listen before judging the comments of others
4. Agree to disagree – vote, decide and move to the next issue; criticize in the idea, not your colleague
5. Follow the "Golden Rule"
6. Obey and follow Council protocols, rules and the law
7. Respect the roles and responsibilities of others
8. Be honest and truthful
9. Assume good intentions
10. Respect meeting protocols and the Mayor as the presiding officer
11. Respect staff time
12. Act within your role – a member of the Board of Directors

[Signed by the Mayor and Council Members – 1/26/20]

Mayor and City Council Protocols: 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.
3. Share your request and the method of response - memo, report, and phone call.
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, Council Member may take it 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. Refer the citizen 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. Unsatisfactory Experience
   1. Contact the City Manager.
   2. Share information from the citizen contact.
   3. Share your expectations for information and follow up.

Protocol 3	Citizen Service Request *(Continued)*

4. City Standard: The City Department will call back acknowledging the request and outlining the actions with a general time frame.
5. Use "Let me check into the matter and I will get back to you".

Protocol 4	Council Agenda

A. Placing an Item on the Agenda
   1. The Mayor sets the final Council agenda.
   2. Contact the City Clerk or Attorney with topic and background, who will share with Mayor.
   3. Bring up the request during "Council Reports" for a future agenda.

B. Question on Item
   1. Contact the City Manager or Assistant City Manager in advance.
   2. Response to questions will be provided before the meeting or incorporated in the staff presentation.

Protocol 5	Communications

A. Mayor-City Council
   1. Avoid deliberation and "Rely All".
   2. Share information without discussion or reply.
   3. On some specific, minor information requests, the information may go only to the individual making the request.
   4. If you have a personal issue with another Councilmember, go to the other Councilmember directly and first.
   5. Closed Session information is CONFIDENTIAL; the sessions are officially recorded by the City Clerk per State requirement and may be released under court order.

B. Council-City Management/Staff
   1. General Rule: All communication from the City Manager and staff will go to all - Mayor and City Council at the same time.
   2. Small group meetings will be used to share information and to ask questions.
   3. Confidential information should be kept CONFIDENTIAL.

Protocol 6	City Employee Contact

A. Employee Initiated
   1. Refer the employee to the City Manager or Personnel Manager.
   2. If information is about the City Manager, City Attorney or City Clerk, contact the Mayor and discuss the issue and direction.
   3. Avoid discussion or indicating agreement.

B. Mayor-Council Initiated
   1. Should be avoided.
   2. Keep the interaction social.
   3. If you are a member of a work team, participate as a member of the team.

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.
5. Attend meetings in person/virtual attendance, as is appropriate for the board or commission.

Protocol 9	Information Technology Problem

1. Contact Information Services staff at 563 589-4280 directly for assistance with City information technology needs

Protocol 10	Council Meeting State Times

1. Regular City Council meeting start times will be changed to 6:30 pm

   Every effort will be made to place work sessions at 5:30 pm, prior to regularly-scheduled meetings

Problem Solving and Decision Making

- **Characteristics**
  1. Team takes an analytic and logical approach to problem solving.
  2. Team uses data-driven approach to make a decision.
  3. Team expects complete research.
  4. Team identifies "best practices" and evaluates the application to Dubuque.
  5. Team identifies and evaluates options, including an assessment of the strengths and weaknesses.
  6. Team focuses on the long-term outcomes.
  7. Team links long term strategic plans to short term tactical actions.
  8. Team expects reports to be thorough, complete with presentation of options and a clear recommendation based upon the data.
  9. Team expects a direct and complete answer to a question. If the individual does not know, they should state it and get back at a later time with a complete answer.
  10. Once the Team decides, the Team takes implementing actions following the plan.
  11. Team needs information and proof to modify the plan.
  12. At times, others may see the Team as rigid and inflexible as they follow their plan.
  13. At times, the Team could overly analyze a minor issue.
  14. Team expects others to support the decision, the plan and implementing the actions.

▶ Keys to Effectiveness

1. Take time to define the problem.
2. Take time to discuss desired outcomes.
3. Define key issues and topics to be explored.
4. Set parameters for research and investigation.
5. Research "best practices" and their application to Dubuque.
6. Identify and evaluate real options.
7. Establish goals/outcomes and develop a long-term plan.
8. Ask questions and provide direct response to each question.
9. Go into the field and "experience" the problems.
10. Develop a short-term implementation plan with criteria of success, milestones, deliverables and time frame.
11. Use Workshops/Work Sessions to discuss options and reports.
12. Provide an executive summary with back-up information.
13. Have brief presentations, which allows time for discussion.
14. Make timely decisions – avoid over-analysis on minor issues.
15. Focus on the Policy level; avoid micro-managing the "how".
16. Take time to evaluate the implementation actions and the outcomes [six month].
17. Adjust the plan and actions when needed [need proof before adjustments].
18. Learn from setbacks – take responsibility and avoid placing blame.
19. Support the implementing actions.
20. Make time to celebrate successes with the community – emphasis on value to residents.

Conflict Management and Negotiations

- **Characteristics**
  1. Team desires to negotiate, to negotiate and to negotiate.
  2. Team compromises by taking off to find an acceptable middle ground.
  3. Team collaborates by working with others to find a win-win resolution that will be supported by all.
  4. Team is sensitive to the timing – when to begin negotiations.
  5. Team needs a forum for negotiations – work sessions or study sessions.
  6. Team rarely avoids the source of the conflict, and at times could bring the conflict when others are not prepared or others wish the conflict would go away.
  7. Team members are selective when they compete with others by pushing their points without sensitivity to how it may impact working relations among Team members.
  8. When threatened directly or indirectly, team shifts to competing with others.
  9. Team may try to negotiate on value-based conflicts, which are difficult or impossible to negotiate.
  10. Team expects reports to provide realistic options that allow and support negotiations.
  11. Team is frustrated with other parties who are unwilling to negotiate or who try to manipulate the situation.
  12. Team expects all parties to support the resolution when they leave the room.

▶ Keys to Effectiveness

1. Take time to identify the sources/key issues.
2. Define your bottom line – an acceptable resolution.
3. Strive to understand the bottom line by listening attentively to the other party.
4. Assess your situation – are you prepared for negotiations mentally and with data to support your position.
5. Develop a negotiating strategy with options and key decision points.
6. Ask: is it the best time to pursue negotiations; is it our responsibility; is it a value-based conflict and will the conflict go away if we do nothing.
7. Begin negotiations.
8. Identify areas of agreement first, and get closure by taking them off the negotiating table.
9. Identify resolution options.
10. Keep your focus on the issues and resolutions – avoid personal attacks or accusations.
11. First, look for win-win, creative options – new ideas.
12. Second, trade off to find an acceptable middle ground.
13. Take time during negotiations to summarize.
14. Test any resolution/closure with all parties.
15. Agree on the resolution – summarize one more time.
16. Support and own the resolution when you leave to the room.
17. If you cannot support the resolution, state your position before leaving the room.
18. Use Work/Study Session to negotiate – formal Council meetings are a difficult environment to negotiate.
19. Recognize that City staff can help by providing options during the negotiations.
20. Throughout keep the relationship in mind – the tone set during negotiations.

Mayor Expectations and Actions

▶ Expectations – Roles and Responsibilities

1. Serve a the City's leader
2. Facilitate and manage Council meetings
3. Serve as a spokesperson for the City and the Mayor-City Council
4. Keep everyone informed
5. Share insights and historical perspective
6. Keep the Council focused on the Vision, Mission and Plans
7. Allow for open, fair discussion on issues
8. Build the Council team
9. Represent the Council to the City Manager
10. Be the "gatekeeper" on the Council agenda
11. Represent the City in the community
12. Represent the City at the state and national levels
13. Set a positive tone for the Council
14. Serve as the face of the City
15. Work closely with the City Manager on critical issues and strategies
16. Seek and support professional training and development opportunities
17. Be an advocate for sustainability/resiliency
18. Identify emerging issues and trends
19. Act as a member of the City Council
20. Be a positive "cheerleader" and advocate for the City
21. Share experiences and serve as a mentor to Council Members
22. Serve as the head of City government
23. Set the example and tone for City Council

▶ Suggestions to Enhance Effectiveness

1. Show independence from the City Manager
2. Continue presence in the community
3. Serve as a mentor
4. Be open to different potential agenda topics
5. Promote open and full discussions of topics and agenda items

City Council Member Expectations and Actions

- **Expectations – Roles and Responsibilities**

1. Make policy decisions
2. Provide direction on issues
3. Act as a responsible fiscal steward of the public's resources
4. Represent the community
5. Listen to the community
6. Have a visible presence in the community
7. Work as a team and be a team player
8. Make decisions that are in the best interests for the Dubuque community
9. Be attentive at meetings
10. Come prepared and ready to work
11. Keep confidential information confidential
12. Act as a corporate "Board of Directors"
13. Represent the policy and direction of the City and Mayor-City Council
14. Attend meetings when you represent the City as a liaison or representative
15. Ask questions
16. Follow adopted protocols and policies
17. Work through the City Manager – avoid directing City employees
18. Listen to City staff and experts
19. Bring up issues and residents' service and informational requests
20. Share differing points of view
21. Build personal relationships among Mayor and Council Members
22. Be a positive advocate and cheerleader for the City and the Dubuque community
23. Keep the vision and big picture in mind
24. Avoid individual social media presence
25. Listen to different perspective on issues

▶ Suggestions to Enhance Effectiveness

1. Come prepared for meetings
2. Attend meetings when representing the City
3. Keep confidential information confidential
4. Go to City Manager with questions or information requests
5. Follow guidelines for social media
6. Act in an ethical manner – follow the Code of Ethics
7. Pursue training and professional development opportunities – NLC, Iowa League, etc.
8. Develop personal relationships as members of the governing team
9. Focus on the future and things that we can control
10. Work together as a team
11. Show up for events in the community
12. Have no social media presence – individually
13. Be visible in the community – attend community events
14. Respect City staff – if you have a problem, go to the City Manager
15. Help, support and mentor each other – we all have something to learn
16. Develop performance standards for Council appointees and use in the performance evaluation process
17. Second a topic to facilitate Council discussion
18. Follow the open meetings laws
19. Share ideas and have open, thorough discussions

City Manager
Expectations and Actions

- **Expectations – Roles and Responsibilities**

1. Act as the City's "Chief Executive Officer"
2. Provide leadership for the City organization
3. Implement the Mayor and City Council policies, directions and annual work program
4. Communicate in a open, direct and complete manner
5. Listen to others – Mayor, Council Members, and residents
6. Monitor City performance
7. Define performance standards and goals and hold key managers accountable for their decisions, actions, behavior, and results
8. Work with the Mayor-City Council to develop and update the Strategic Plan and annual Action Agenda
9. Pursue professional and personal development opportunities
10. Support the professional development of City managers and employees
11. Follow the ICMA Code of Conduct and Standards
12. Anticipate and identify emerging issues and trends
13. Be visible and present in the Dubuque community
14. Serve as the City spokesperson
15. Build relations with Mayor-City Council based upon mutual trust and respect
16. Provide professional recommendations
17. Provide complete staff work and reports
18. Have an open mind
19. Share personal experiences and insights
20. Be an advocate for an equitable and sustainable community for all
21. Keep Mayor and City Council informed
22. Instill an inclusive corporate culture in the City organization

▶ Suggestions to Enhance Effectiveness

1. Succession Planning for Management
2. Team building for Management Team
3. Sensitivity Training for all managers
4. Public information on Manager actions
5. Openness to opposing points of view
6. Allow Council Members to contact departments with simple information requests
7. Develop a 360 performance evaluation system

City Attorney
Expectations and Actions

- **Expectations – Roles and Responsibilities**
  1. Act as the City's attorney
  2. Provide legal advise and counsel
  3. Complete legal research and share with Mayor-Council in an understandable manner
  4. Pursue professional development opportunities
  5. Represent the City on legal matters and litigation
  6. Develop complex agreements that protect the interests of the City and the Dubuque community
  7. Respond to Mayor and Council Members questions
  8. Represent the City
  9. Provide legal advice on policy issues

- **Suggestions to Enhance Effectiveness**
  1. Provide time research on a topic

Mayor and City Council
Governance Refinements
City of Dubuque

1. Meeting Time: 6:30 pm

2. Work Session: 5:30 pm

3. Council Reports: Guidelines
    a. Bring up a new topic for Mayor and City Council consideration, discussion or future agenda
    b. Report on a meeting attended by the Council Member
    c. Inform the community/Mayor-City Council of an event
    d. Recognize individuals in the community

4. No Electronic Use during Executive/Closed Sessions

5. Council Meetings – electronic devises may be used to look up information or do research; available for an emergency call; but to avoid social media postings or community input outside the public realm

6. Op-Ed Piece on Open Meetings/Closed Meeting/Work Sessions – from the Mayor to the Community

7. Council Discussion – allow more time for discussion among Mayor and City Council

8. Representation to Other Agencies/Organizations – attend the meetings and report back to Mayor and City Council, preferably in person but teleconference if approved by the other agency or organization

9. Code of Ethics – The Mayor and City Council directed the City Attorney and City Clerk to research "best practices", and to prepare a report with options and recommendations for Mayor and City Council consideration and direction.

Policy Discussion Guide

THINK ABOUT . . .

- **Is it Consistent with *OUR VISION?***
- **Does it Contribute to Achieving *OUR GOAL*?**
- **Is it a *RESPONSIBILITY OF THE CITY*?**
- **Does it *ADD VALUE TO CITIZEN'S LIVES*?**
- **Is it *BEST FOR OUR CITY*?**

(AVOID STARTING WITH SOLUTIONS/ACTIONS)

FOCUS ON . . .

1. **Problem(s)**
2. **Issues/Concerns**
3. **Outcomes**
4. **Parameters/Guidelines for Policy Development**
5. **Expectations**

Work Session – Typology

WORK SESSION TYPE I PRE-REPORT	WORK SESSION TYPE II DRAFT REPORTS	WORK SESSION TYPE III BRIEFING
Provide direction and guidance on major issues before staff analysis and report preparation	Refine proposed reports and recommendations prior to formal presentation and action	Brief Manager and County Council on major issues, upcoming opportunities and operational matters
TOPICS: 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing	**TOPICS:** 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps	**TOPICS:** 1. Present Background 2. Discuss Topics 3. Explore City's Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines

Arts & Cultural Affairs
Master Plan Task Force

August 6, 2020

Mayor Buol and Members of the Dubuque City Council,

As members of the City of Dubuque's Arts and Culture Master Plan Task Force, we recommend a renewed commitment for Arts and Culture to remain a supported funding priority. The Task Force, composed of engaged citizens representing diverse sectors of the community understands the delicate balance of fiscal responsibility that must be struck in these unprecedented times but also believes a commitment to Arts and Culture is a commitment to the resiliency and recovery of our community.

You receive endless reports about the needs of our community and essential services. It warrants special attention and innovative thinking to consider the many ways that policies and funding of policing, housing, public health, and economic development can have a broader and more effective impact when Arts and Culture are infused into those efforts.

Research shows that when Arts and Culture are seen as part of an integrated approach to addressing brain health, depression, homelessness, domestic violence, poverty, patient care, autism, housing, transportation, education, economic wellbeing, and the vibrancy of neighborhoods, businesses, and governmental agencies, outcomes are farther reaching and longer lasting.

From birth to the end of life, we're all impacted by the arts - in both tangible, and not so tangible ways. This happens every day through music, dance, poetry, writing, drawing, theatre and more in the streets, in our local non-profit spaces, in the schools, and in our homes. The arts literally shape our communities through architecture and design, provide color and interest through public art and landscape architecture, and connect our residents through public events and outdoor festivals. By prioritizing Arts and Culture funding and efforts at a municipal level in the past, these many forms of expression have changed our community for the better and made Dubuque a model other regional communities take lessons from. We recommend that Arts and Culture as a City Council investment and area of engagement is prioritized as Dubuque recovers and reevaluates actions toward building equity throughout our community.

The statistics on the economic impact of the arts in Dubuque are well known. It may be even more important in these times and for the future well-being of our community to consider the physical, social, and emotional impact of a vibrant and accessible Arts and Culture sector. Through our professional and personal lens, we witness how the lives of our employees, families, students, and neighbors are improved by the incredible access to Arts and Culture that Dubuque offers.

For a national perspective, we are providing a link to Americans for the Arts' Social Impact Wheel - which provides important insight into how Arts & Culture addresses every facet of a community. As the COVID-19 pandemic disconnects us and creates gaps in the ability to provide a well-rounded education, the role of our community's Arts and Culture organizations is critical for fostering community cohesion and youth development. In the midst of social injustice and calls for change to systemic inequities in society, Arts and Culture allow people from all corners of a community to find their voice and imagine collective, creative solutions to community problems. Participation in Arts and Culture activities, help us deal with trauma, counteract loneliness, and allow us to envision that something else is possible.

We are positive that each of you can recall a pivotal moment in your own life, the life of a family member, or the history of our community, where Arts and Culture have been the catalyst for change and transformation.

Whether experiencing your first concert, confidently taking to the stage or the field in middle school band, sharing the trauma of war through photographs and poetry, learning to shape a functional vessel out of a raw lump of clay, or singing a song that you feel in your soul when words fail you, we all share experiences where access to Arts and Culture made all the difference. When we have access to the opportunity to create, we are brought closer to mental and physical spaces that are safe, connected, and authentic - something all of us need more than ever right now.

Consider the outpouring of support and high level of community engagement in the recent creation of Shelby Fry of Voices Productions *Solidarity* mural. Consider the hundreds of virtual offerings that we've seen come online as COVID-19 shuttered our museums, theaters, and music venues. Consider that our arts and culture organizations collectively serve every income, every age, every culture, and every ability of individual.

We ask that you take time to contemplate our creative and cultural workers, their families, their friends, and our communities who are impacted by funding and the current landscape that allows new initiatives to flourish. Dubuque has built a reputation as a community where Arts and Culture thrive, and diversity and resiliency is growing. If not prioritized, at a time when Arts and Culture needs champions more than ever would have a devastating, traumatic ripple throughout the community. Dubuque's culture and health depend on your support of continued funding at current or increased levels, and as you prioritize Arts and Culture in your goal-setting so will the community at large in its own efforts, investment, and engagement.

Thank you for your commitment to the health and well-being of our community.

Sincerely,

Members of the City of Dubuque's Arts and Culture Master Plan Task Force

Tim Conlon, President
Conlon Construction

Sharon Covey, Realtor
New Eagle Realty

Taylor Cummings, Director of Marketing
Travel Dubuque

Kristin Dietzel, VP Workforce Development
Greater Dubuque Development Corporation

Dr. Randall Lengeling, MD
Grand River Medical Group

Ali Levasseur
Chairperson, Arts & Cultural Affairs Commission
Event Manager, Five Flags Civic Center

Eric Lucy, President/Owner
Impact Consulting

Beth McGorry, Director of Donor Relations
St Mark Youth Enrichment

Stormy Mochal, Co-Owner/Artist
Outside the Lines Gallery

Jason Neises, Community Development Coordinator
Community Foundation of Greater Dubuque

Geri Shafer, MA
Arts Management Consultant

Gina Siegert, President/Publisher
Julien's Journal

August 6, 2020

Dear Mayor Buol and City Council Members,

On behalf of the *Dubuque Arts & Culture Affiliates* group, which includes all performing and visual arts organizations, festivals, public art programs, museums, and arts centers who derive strategic counsel and funding from the City of Dubuque, we thank you for taking the time to read our rationale as to why the City should continue to prioritize the arts, both in ongoing goal-setting, and allocation of future funds.

Founded on the banks of the Mississippi River, Dubuque prospered by way of a robust mining, manufacturing, and innovation economy. Coined Iowa's Key City, Dubuque became the gateway to a better life for early settlers. Today, under the leadership of City Management, Mayor, Council, and dedicated community members, our once blue-collar river city has emerged as an economically viable and vibrant arts and culture hub. One, which serves as a model for cities throughout the state and the region.

The arts provides vital and inspiring educational experiences for our citizens, attracts visitors from across the globe, provides economic development by helping to attract a highly educated workforce, advances informal learning, and provides a desirable quality of life. Even in the most difficult of economic times, small investments of public and municipal support go a long way to stimulate and sustain our local creative economy.

According to an *Americans for the Arts (AFTA) 2012* study of Dubuque's non-profit Arts and Culture sector, twenty local organizations significantly contribute to the social, cultural and economic vibrancy of our community in the following ways:

- $47.2 million generated annually in arts & culture activity
- 1,530 full-time equivalent jobs created
- $5 million in local and state government revenues realized
- $36.7 million in household income to local residents distributed
- $4.9 million in employee wages are distributed

According to an arts and economic prosperity study conducted by *AFTA 2015*, in comparison to Des Moines (Iowa's only major metropolitan city), Dubuque draws the same level of investment across the board while representing only 30% of the population of Des Moines. In fact, Dubuque currently outpaces Des Moines by 26% in full-time arts and culture equivalent jobs. As Dubuque continues to set a precedent for its arts and culture community, these comparisons should not be underestimated.

The impact of our cultural institutions on the local economy does not stop there. In 2019 alone, local individual and corporate donations to Arts and Culture organizations surpassed $1.7 million. With the addition of fundraising, membership and sponsorship event dollars, total private investment to the arts surpassed $3.9 million, reflecting the level of cash investment alone our local community is willing to make to support Arts and Culture. Additionally, all 2019 programs directly affected 400,250 individuals and 85% of all arts & culture programming was offered at a free or low cost.

Additionally, a night out for an arts experience may include dining out, paying for parking, shopping in local retail stores, enjoying dessert after the show, and returning home to pay the babysitter. Based on the 212,691 national audience-intercept surveys conducted in the *AFTA 2015* study noted above, the typical arts attendee spends $31.47 per person, per event, beyond the cost of admission. In Dubuque, that figure was $25.07 in 2012.

Furthermore, multiple organizations in this grouping have received national and even global attention. Two standout organizations, the Dubuque Museum of Art (DuMA) and Dubuque County Historical Society (DCHS), have accreditations from the *Smithsonian Institution* and *American Alliance of Museums* while DCHS has additional accreditation from and *Association of Zoos & Aquariums*. Between these two organizations alone, federal funding has accounted for $5 million from *National Endowment for the Arts, National Endowment for the Humanities*, *Institute for Museums and Library Services*, *National Oceanic Atmospheric Association*, *National Park Service*, and *National Maritime Sanctuary*.

Driven by individual missions and advancing the collective vision of the City of Dubuque's Arts Master Plan, area arts organizations, many with a staff of less than 5, work tirelessly to provide rich arts experiences for seasonal visitors and for new-and-long-term residents who desire cultural offerings comparable to our neighboring large cities. On almost every day of any given year, you can attend or participate an Arts and Culture offering in Dubuque.

Studies reflect that companies and people choose to relocate and take root in cities whose centers are grounded in Arts and Culture. It is widely known that a core practice of economic development aims to attract companies from outside the region with an educated and highly paid workforce. Equally, studies have shown that participation in the visual and performing arts develops communication skills—ranked as the second most important factor in hiring. Arts and Culture stimulate the mind, promotes emotional well-being, and create desirable communities in which to live, work, and play.

In connection with workforce development, arts learning remains an important aspect of a community for our youth and their academic achievement. As important as other academic subjects are, and as entertaining as athletics are, there is no research of practical experience that tell us the quality of life is determined by the math curriculum, the football program, or anything else. Kids who participate in the arts build valuable life skills including reading comprehension, focus, dedication, accountability, self-confidence, creativity and teamwork. All things that help them succeed in school and excel in the workforce. Studies show that students exposed to the arts continue to outperform all other students. In fact, since 1995, students who studied arts for more than four years had SAT scores significantly higher than all other students on a national scale. The informal learning environment provided by area Arts and Cultural organizations are key to advancing learning in the region.

The arts foster a diverse and equitable learning environment. For many students, including our at-risk and special needs learners, the arts provide outlets for expressions and pathways for understanding that can drastically improve their ability to learn. Diversity, Equity, Inclusion (DEI)

practices have a natural tendency to be embedded in the foundation of arts and culture programming as it serves the whole child, whole school, and the whole of our community.

As the City of Dubuque's government mission is to—"*deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services while also supporting a thriving arts and culture community, which supports the same ideals"*—it can succeed by continuing to support a thriving Arts and Cultural community, which supports the same ideals.

Therefore, on behalf of the *Dubuque Arts & Culture Affiliates* group, we request that Council continue to prioritize funding to support and advance the exemplary work we do. Financial support from our local government both endorses and empowers the creative collective to continue to contribute to the diverse, equitable, and viable cultural landscape of Dubuque.

Sincerely,

Dubuque Arts & Culture Affiliates

Bell Tower Theater
Creative Adventure Lab
Downtown Dubuque Cultural Corridor (DDCC), managed by Dubuque Main Street
Dubuque Arboretum Association Inc
Dubuque Arts Council
Dubuque Chapter A010 of the Barbershop Harmony Society (Music Men)
Dubuque Chorale Inc
Dubuque County Fine Arts Society
Dubuque County Historical Society / National Mississippi River Museum & Aquarium
Dubuque Symphony Orchestra
Dubuque Museum of Art
Fly By Night Productions, Inc.
Grand Opera House
Heritage Works
Julien Dubuque International Film Festival
Legion-Aires Drum & Bugle Corps (DBA: Colts Youth Organization)
Northeast Iowa School of Music
Rising Star Theatre Company
Walk through Black History Program

Kevin Firnstahl

From: Citizen Support Center <dubuqueia@mycusthelp.net>
Sent: Friday, August 7, 2020 10:02 AM
To: Kevin Firnstahl
Subject: "Contact Us" inquiry from City of Dubuque website
Attachments: analysis_of_impediments.pdf; Fairness_and_Equality_in_Housing_corrected_copy.pptx

Contact Us

Name: tom loguidiice

Address: 786 STONE RIDGE PLACE

Ward: 3

Phone: 16086421269

Email: loguidice@fastmail.fm

City Department: City Council

Message: Speaking for the Friends of Fair Housing (an Dubuque Chapter NAACP sponsored group) I am writing to urge you to make housing a priority as you set goals for the coming year. The Analysis of Impediments provides a map for what needs to be done. The collection of data the AI recommends seems critical for decision-making. Our petition recognizes the good programs the City is practicing but the needs expand beyond the current work. We look for your positive response. Please see the AI and powerpoint. The video with the power point illustrates the housing quality problems we have encountered.

Click here to report this email as spam.

Fairness and Equality in Housing

Presented by Friends of Fair Housing

Tom Lo Guidice-Stone Ridge Place-and Lynn Sutton-Air Hill-Co-Chairs

We applaud the progress that has been made by the City in terms of CHANGE and the Three Tier Inspection Program.

We will also seek to make the case for "Good Trouble".

Our position is that the City fails in several areas to provide data for decision-making by the Council. The problems
are illustrated by the Analysis of Impediments (AI) the City has done and the failure to date to provide data

We Urge the City Council make Housing one of its top priorities in the next year. We believe the Analysis of Impediments may serve as a guide for a SMART Plan by the Housing Department

We seek a cooperative relationship with Landlords. To date, regrettably the City has failed to recognize our cooperative work – that provides materials to educate landlords and renters. Recommendations by an Inclusive Dubuque Housing effort that we co-chaired have not been responded to in a timely and constructive manner.

About Equality in the City of Dubuque by a life-long Citizen and former member of the City Council

Lynn Sutton

Thank you for your consideration

Friends of Fair Housing

We will follow up in the weeks ahead !

https://youtu.be/0iM0GEr-M_E

We urge you to learn how residents/renters in the downtown area view their housing by reviewing the information available from above

Analysis of Impediments to Fair Housing Choice 2019

Housing & Community Development Department
350 West 6th Street, Suite 31 | Dubuque, IA 52001

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ACKNOWLEDGEMENTS

The City of Dubuque contracted with Public Works LLC to develop the Analysis of Impediments (AI) and Consolidated Plan. This AI benefitted greatly from the contribution of Dubuque residents. Given the sensitive issues discussed, residents' honesty and frankness were especially appreciated and invaluable to understanding the fair housing context in Dubuque. We are also grateful for the assistance of City staff in multiple departments. In particular, members of the Departments of Housing and Community Development and Human Rights provided data, reports and insights, and the City Communications' personnel made photographs of Dubuque available for our use in this document.

www.Public-Works.org | (610) 296-9443

EXECUTIVE SUMMARY

This document is an Analysis of Impediments to Fair Housing Choice (AI) for the City of Dubuque, Iowa. An AI is required by the U.S. Department of Housing and Urban Development (HUD) for any community that receives federal housing and community development funds. Those funds flow from the Community Development Block Grant (CDBG) which invests in affordable housing, anti-poverty programs, and infrastructure development. Dubuque is required to conduct an analysis in conjunction with their Five-Year CDBG Consolidated Plan.

This Executive Summary presents major findings from the 2019 analysis of what stands in the way of housing choice and access to opportunity in Dubuque. It also offers action items to address the barriers. This AI is comprised of seven primary sections that provide data, trends, maps and analysis. Generally, this AI is organized as a look back, an examination of the current ecosystem, and a look forward. Each major section includes a summary of findings and potential solutions.

Housing is not simply shelter. Where we live has a profound impact on our lives. Housing choice affects child well-being, economic mobility, and our community's economic growth. The AI contains all elements of HUD's suggested format. One section, Access to Opportunity, was affected by federal technology system issues; HUD's Affirmatively Furthering Fair Housing that enables extraction of opportunity indices data tables was not functional.

The City of Dubuque is aware of significant impediments to fair housing choice. Through its comprehensive plan, *Imagine Dubuque*, the City sets forth strategies to expand affordable housing, improve the conditions of aging housing stock, and ensure that the Housing Choice Voucher ('Section 8') program implementation doesn't result in segregation and the concentration of poverty in isolated neighborhoods. Additionally, the City's forthcoming Equitable Poverty Prevention Plan will provide best practice approaches to address poverty that hurts Dubuque's youngest and oldest residents, women, and communities of color the most.

As HUD's Fair Housing Planning Guide notes, community members know their community best. Over 400 Dubuque residents provided input into this AI through discovery sessions, focus groups, stakeholder interviews, a communitywide survey, and public meetings. AI citizen participation was integrated with the City's Equitable Poverty Prevention Plan activities because poverty and housing choice are inextricably linked. Residents' insights, along with analysis of U.S. Census Bureau and other relevant data, drove the proposed five-year fair housing goals.

Dubuque's issues mirror nationwide issues. The widened wealth gap, both minimum wages and median incomes that have not kept pace with the cost of living, and the results of mass incarceration and systemic racism all contribute to the Dubuque's fair housing context. This analysis finds that **persons of color and low income residents in Dubuque experience a greater housing cost burden, more housing problems, and inequitable access to opportunity.**

But Dubuque is a community that has galvanized to collaboratively solve problems in the past. Building upon *Imagine Dubuque* and integrating efforts with the forthcoming Equitable Poverty Prevention Plan, this analysis serves not simply as a means to meet federal requirements, but as support for the City of Dubuque as it strives to create a more equitable, viable and livable community for all residents.

Key Themes

- Cost Burden & Living (Self-Sufficiency) Wage
- Available, Affordable Housing
- Substandard Housing
- Access to Opportunity
- Potential Bias & Discrimination

Impediments and Contributing Factors

1. Lack of affordable, safe housing.
2. Housing Choice Vouchers (HCVs) are not accepted as source of income for rental units; lack of a Source of Income Ordinance and/or state legislation creates disparate impact on protected classes.
3. Lack of information about available units that accept HCVs and lack of communication and relationships between HCV tenants/applicants and landlords.
4. Fair housing materials not available in languages other than English; low complaints indicate low Human Rights Commission effectiveness.
5. Residents report they perceive bias and discrimination in public and private housing practices.
6. Recent predatory practices by Mobile Home community owners are pricing people out of their residences.
7. Community participants perceive that arrest records are a barrier to acceptance of HCVs and also report that they find the background check process confusing.
8. Lack of eviction data and analysis to assess disparate impact based on protected class.
9. Lack of living wage that empowers self-sufficiency; state law prohibits local control over minimum wage setting; and lower median earnings and wages for women (Gender Pay Gap).
10. Lack of access to child care is a barrier to opportunity such as employment.
11. The nonprofit service array is confusing to consumers (e.g. no single point of entry).
12. Negative community perceptions about poverty impact fair housing and access to opportunity.
13. Law enforcement actions disproportionately impact people of color.
14. Lack of public transit may negatively impact access to educational opportunity.
15. Lack of confidence that the City is focused on equitable housing choice for all residents.

Proposed Fair Housing Goals

- Advance equity with fair housing advocacy, education, and enforcement.
- Increase and promote safe, affordable housing.
- Implement local government policies that encourage equity and decrease disparate impacts.
- Increase access to opportunity and the building of social capital.

2019 PROPOSED FAIR HOUSING PLAN

BARRIER	PRIORITY	ACTIONS
Goal One: Advance equity with fair housing advocacy, education and enforcement.		
Housing Choice Vouchers are not accepted as source of income for rental units.	High	Continue obtaining accurate Housing Choice Voucher data from landlords as to the number of units, location of units, vacancies, *and denials of rental applications*; identify landlords unwilling to accept HCVs and *conduct* targeted outreach and education.
Lack of communication and relationships between HCV tenants/applicants and landlords.	Medium	Implement communication and trust-building activities for landlords and HCV program participants such as "Meet and Lease" events or other national promising approaches.
Human Rights Commission effectiveness.	High	Conduct an assessment of HRC and support capacity building efforts, including publication of a strategic plan.
Fair housing materials not available in languages spoken in the community.	High	Review the inventory of fair housing education materials (e.g. fact sheets) and update to reflect the languages spoken in the community and what community members say they most want and need.
Residents report they perceive potential bias and/or discrimination in public and private housing practices.	High	Establish an external, independent fair housing testing program for residential, accessibility, sales and lending, or insurance discrimination to identify the problems members of protected classes face when seeking housing in Dubuque.

Goal Two: Increase and promote safe, affordable housing.		
Lack of affordable, safe housing.	High	Continue implementation of the Imagine Dubuque strategies, and the City Housing and Community Development Department's efforts to affirmatively further fair housing through licensing and tiered inspections, making decisions more transparent.
Lack of confidence that the City is focused on equitable housing choice for all residents.	Medium	To build community trust, publish short (e.g. one pager and/or data dashboard if possible) updates regarding the increase in safe, affordable housing.
Recent predatory pricing practices by Mobile Home community owners are pricing people out of their residences.	High	City Council, as at least one member has publicly stated, should take any and all appropriate action to protect the residents in mobile home communities. This protection may come in the form of an ordinance or other action but promotes safe, affordable housing for the over 800 Dubuque residents who live in mobile homes.

Goal Three: Implement local government policies that encourage equity and decrease disparate impacts.		
Arrest records used as a barrier to landlord acceptance of HCVs and background check process is confusing to residents.	High	Audit the background check process for disparate impact.
Lack of eviction data and analysis to assess discrimination and disparities and provide support to residents facing evictions.	High	Implement quarterly review of eviction data to evaluate for disparities/discriminatory impact.
Lack of living wage that empowers self-sufficiency; state law prohibits local control over minimum wage setting.	Medium	Educate regarding the impact of the state's minimum wage and conduct activities to increase wages.
Lack of a Source of Income Ordinance and/or state legislation creates disparate impact on protected classes.	High	Continue exploring a Source of Income Ordinance.
Lack of access to child care is a barrier to opportunity such as employment.	Medium	Evaluate the potential for including child care proximity into housing development proposals and assess the feasibility of a local subsidy to support child care and/or preschool accessibility, affordability and quality.

Goal Four: Increase access to opportunity and the building of social capital.		
Lower median earnings and wages for women.	High	Assess, develop and implement metrics and strategies to reduce the Gender Wage Gap.
Negative community perceptions about poverty impact fair housing and access to opportunity.	High	Increase community awareness about the impact of poverty and toxic stress on the brain; develop measurable equity and inclusion metrics.
Law enforcement actions disproportionately impact people of color.	High	Evaluate disparities in arrest rates by race and detail metrics and actions to decrease racially disproportionate arrest rates.
The nonprofit service array is confusing to consumers.	Medium	Use assessments currently underway (Equitable Poverty Prevention Plan process and another group's review) regarding the nonprofit services array and gaps to make necessary improvements that increase access to opportunity.
Lack of public transit may negatively impact access to educational opportunity.	Low	Assess the need for public transit to Northeast Iowa Community College programs in Peosta and make improvements as indicated.

Figure 1 2019 Proposed Fair Housing Plan

CDBG Catchment Area Map

City of Dubuque Community Development Block Grant is shown below as a reference. It should be noted that the CDBG jurisdiction does not exactly align to City boundaries.

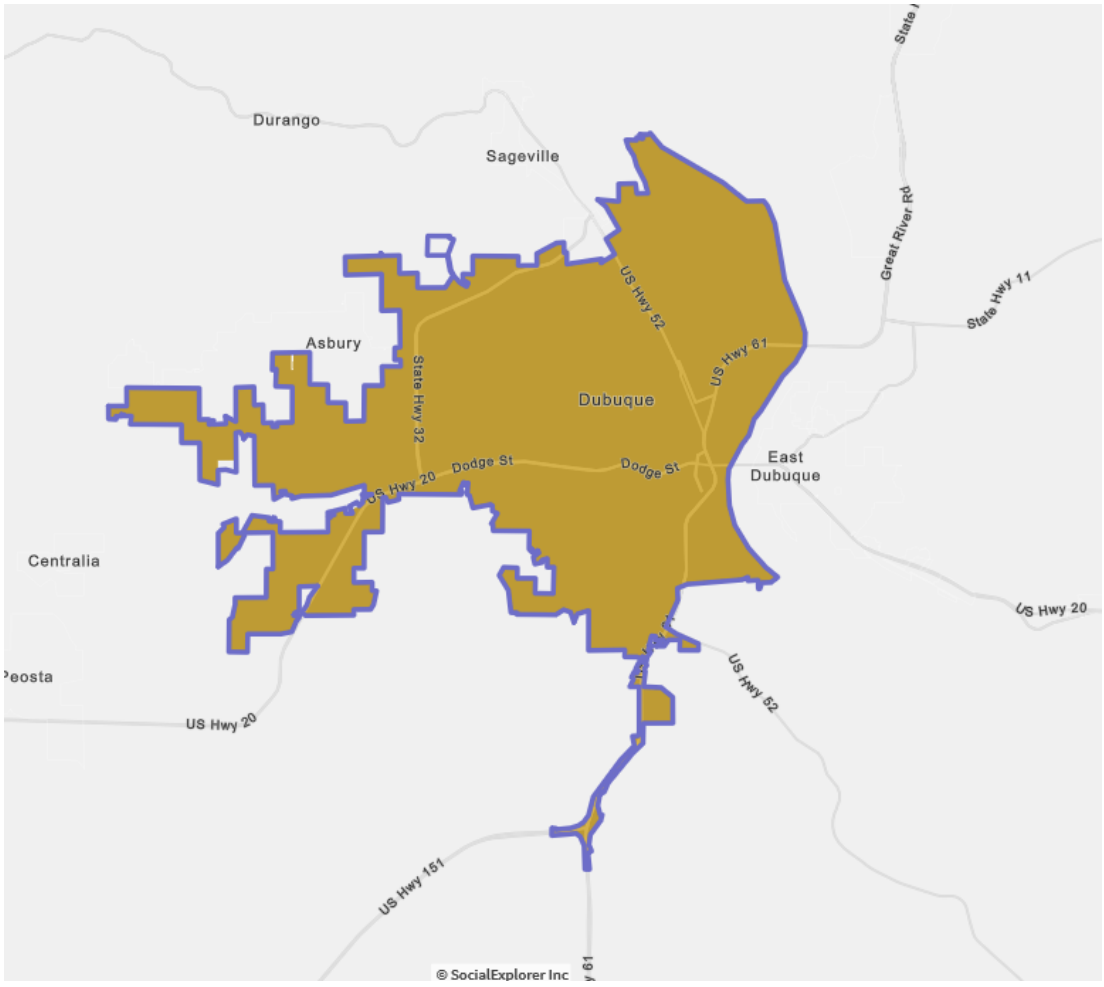


Figure 2 City of Dubuque City Limits: Social Explorer

I. INTRODUCTION

This section provides the context for the Analysis of Impediments document with a brief overview of:

- Fair Housing Law
- Methodology Used
- Race Relations
- Voluntary Compliance Agreement with HUD
- City of Dubuque's plans and initiatives

Lead Agency

The City of Dubuque is the lead agency responsible for preparing the analysis (AI), the Community Development Block Grant (CDBG) 5-Year Consolidated Plan and subsequent Annual Action Plans. The City's Housing & Community Development Department (HCD) is responsible for managing CDBG activities, funding and policies. The City contracted with Public Works LLC to assist in the AI and Consolidated Plan development.

The U.S. Department of Housing and Urban Development (HUD) has not issued regulations defining the scope of analysis and the format to be used by CDBG grantees when they prepare their AIs. HUD does provide a Fair Housing Planning Guide[i] which includes a 'Suggested AI Format' which was used in AI report development. HUD's Affirmatively Furthering Fair Housing information technology system was not fully functional during the development of this AI, affecting the accessibility of HUD Opportunity Index data.

Fair Housing Choice

Historically access to housing has been a powerful tool for discrimination and segregation in the United States. To combat this, Title VIII of the United States Civil Rights Act of 1968, more commonly known as the Fair Housing Act (FHA), was passed by Congress to prohibit discrimination concerning the sale, rental and financing of housing based on race, religion, national origin or sex. The FHA was amended in 1988 to provide stronger penalties, establish an administrative enforcement mechanism and to expand its coverage to prohibit discrimination on the basis of familial status and disability.

"Fair housing choice" is the ability of persons or households to have the same or similar housing choices regardless of federal protected class. The Iowa Civil Rights Act or ICRA (Chapter 216 of the Iowa Code) expands protected classes.

FEDERAL – FHA **The Fair Housing Act** **(Title VIII of the Civil Rights Act of 1968)**	**STATE – ICRA** **Iowa Civil Rights Act of 1965** **(Iowa Code Chapter 216**
Race Color Religion/Creed Sex National Origin Familial Status Disability	Sexual Orientation Gender Identity

HUD generally defines impediments to fair housing choice to include acts or omissions in three categories:

1. Actions which constitute violations or potential violations of the Fair Housing Act;
2. Actions which are counter-productive to fair housing choice such as resistance to the introduction of minority, immigrant, disabled, or low income populations into a community;
3. Actions which have the effect of restricting housing opportunities on the basis of protected classifications.

As an entitlement city that receives CDBG funds, Dubuque must also certify that it takes actions to affirmatively further fair housing. AFFH entails:

- Analyzing and eliminating housing discrimination within the jurisdiction;
- Promoting fair housing choice for all persons;
- Providing opportunities for racially and ethnically inclusive patterns of housing occupancy;
- Promoting housing that is physically accessible to all persons to include those persons with disabilities; and
- Fostering compliance with the nondiscrimination provisions of the FHA

There are two types of discrimination:

- Intentional discrimination against a protected class; and
- Disparate impact, practices not necessarily intended to discriminate but that have a disproportionately adverse effect on a protected class.

AI Methodology

The AI development process involved looking at a variety of data sources related to housing and persons who are in protected classes under civil rights law. The U.S. Census Bureau's American Community Survey 5-year estimates (2013-2017) is the primary dataset used consistently throughout the AI unless noted as unavailable or where other reliable data sources were utilized.

Data was collected and evaluated through a mixed-method approach:

1. Primary Research – the collection and analysis of raw data that did not previously exist;
2. Secondary Research – the review of existing data and studies;
3. Quantitative Analysis – the evaluation of objective, measurable, and numerical data; and
4. Qualitative Analysis – the evaluation and assessment of subjective data such as people's beliefs, feelings, attitudes, opinions, and experiences.

AI community engagement activities were integrated with the launch of the City Council's high-priority initiative: Equitable Poverty Prevention Plan (EPPP). The decision to integrate AI community engagement activities with EPPP is in recognition that poverty and fair housing are inextricably linked and to mitigate stakeholder engagement fatigue.

Local Government's Role

The 2019 fair housing plan (barriers, goals and actions) is designed to provide the City with the necessary framework to strategically reduce identified impediments to fair housing choice over the next five years while continuing to make modifications based on events and activities in the community during that time period. The actions recommended are robust. However, many of the steps have been recommended over the past decade or longer.

It is understandable that as a local government there are limitations on what the City of Dubuque is able to do to address impediments. At times the City's role may be primarily one of influencer, convener and fair housing educator. In other instances, such as policymakers' CDBG investment decisions to reduce disparities, direct action is possible. Effectively reducing obstacles to fair housing requires coordination and commitment from policymakers, government personnel, housing providers, advocacy groups, law-enforcement, and residents.

About Dubuque

The City of Dubuque became a 5-time All-America City award winner in 2019. A historic community on the Mississippi River, Dubuque is Iowa's oldest and 11th largest city and 'Dubuquers' take pride in having their community recognized as one of America's best places to live and raise a family. Additional honors the City of Dubuque has received include:

- LEED-Certified City - 2018
- Driftless North End Designated as Iowa Great Place - 2018
- Leading Environmentalism and Forwarding Sustainability (LEAFS) Award - 2018
- Livability Award for Bee Branch Project - 2017
- Ranked #12 of "30 Best Small Cities in the United States" - 2017
- Bee Branch Project Recognized for Excellence and Innovation in Clean Water Infrastructure - 2017
- National Diversity Award - March 2016

At the same time, Dubuque's race relations are a longstanding community concern:

- The late 1980s and early 1990s were a particularly trying period of racial divide in the City of Dubuque when fourteen cross-burnings fueled mistrust and conflict.

- In 2011, the City's Housing Choice Voucher policies were found to have a disparate impact on African Americans. The City entered into a 2014 Voluntary Compliance Agreement with the HUD to address findings, which are discussed throughout this AI.
- Another cross burning incident occurred in April 2016, and "[s]uddenly, one of the bleakest chapters in Dubuque's past — a spate of cross burnings and racial strife 25 years ago — snapped back into sharp, ugly focus. Older residents felt as if they had returned to square one in Dubuque's struggle to reorient itself as a more progressive, whole community.[ii]
- As the Des Moines Register (April 22, 2016), reporting notes, Dubuque's topographical-divide lends itself to "two worlds roughly defined by the wealthier and whiter scenic bluffs above and 'the flats' below. There remains a palpable bogeyman paranoia about an influx of blacks and other minorities from Chicago."[iii]

Dubuque has actively sought ways to understand and bridge its poverty and racial divides. The Dubuque 2010 Study on Crime & Poverty details residents' perceptions that more crime is committed by those living in poverty—and using Housing Choice Vouchers ("Section 8"). Researchers found that not to be the case: more people in poverty are likely to be victims than perpetrators of crime and there is no causation between poverty and crime in Dubuque. Soon after, Sustainable Dubuque 2012: Portrait of Poverty Study[iv] researchers found that "[r]esidents described Dubuque as parochial and frequently unwelcoming to those who are *different, particularly racial and ethnic minorities, LGBT persons, and the disabled".* Community residents engaged in interviews, focus groups and the survey for this analysis echoed these statements.

Finally, in 2018 the Greater Dubuque Development Corporation's True North program commissioned Loras College to conduct an opinion poll to understand community perceptions.[v]

> Poll results also found a strong majority of residents — 68 percent — support the notion that "diversity is beneficial to our community," but they feel more could be done to improve race relations. Nearly 40 percent of those polled picked race relations as the biggest challenge facing the community. Respondents were asked to choose from a list of issues that included limited employment options — which ranked second at 21 percent — followed by poverty and substandard housing.[vi]

That a majority of residents support the notion that diversity is beneficial to the community is a positive sign for a city that has struggled with race relations over several decades.

HUD Voluntary Compliance Agreement

The City of Dubuque entered into a Voluntary Compliance Agreement with HUD after a Letter of Findings (June 17, 2013) concluded that a series of City policy decisions regarding its Housing Choice Voucher (HCV) program collectively had a disproportionately negative impact on African American families. City policies at issue included implementing residency preference points, limiting the number of vouchers available to 900, eliminating the very-low income preference allotment, and purging an outdated waiting list. [vii]

The City has taken actions to remedy the disparate impact of past actions and to provide an analysis on the racial composition of Housing Choice Voucher applicants and participant pools. The following is a summary of actions and timeline of activities derived from the City's bi-annual reports to HUD on progress.

Dubuque's steps to address HUD findings include:

- Eliminating local residency preference points.
- Maximizing voucher lease ups for five years.
- Maintaining a monthly accounting of the voucher waiting list, including information on applications received, rejected and accepted, and applicant information such as race/ethnicity, and current or originating address.
- Conducting concerted outreach under a re-branded HCV program.
- Contracting with Fair Housing Center of Nebraska to have 20 matched pair tests for race discrimination conducted.
- Increasing City staff's understanding of fair housing, discrimination, and the history of racism in the nation and community as part of the fair housing training programs (200+ employees have participated in training to date; trainings are held annually).
- Establishing a Source of Income (SOI) Committee of public and private partners that conducted a two-year study of changes necessary. A February 2017 report to the City Council resulted in continuation of the SOI Committee and approval of collective impact efforts guided by eight key performance indicators:
  - Voucher Lease-up Rate
  - Assisted Units by Census Tract
  - Location of Assisted Housing Units vs All Licensed Rental Properties
  - New Affordable Units Created
  - Landlord Participation Rates
  - All Available Vacant Units
  - Rent Reasonableness
  - Analysis of Essential Services Throughout Community

The development of this AI included review of the City's Human Rights Department report (January 15, 2019) which offered a detailed narrative timeline of actions the City has taken under the VCA. The City of Dubuque respectfully requested early release from the VCA in January 2019. HUD has approved reduced reporting requirements.

City Comprehensive Plan: Imagine Dubuque

Key barriers identified in 2019 related to expanding affordable housing make it imperative to include information about the City's comprehensive plan. *Imagine Dubuque* is the city's plan that serves as a guide for the community's physical, social, and economic development. Adopted by the City Council in September 2017, over 12,500 ideas were generated from 6,000 community participants; ideas were narrowed into themes in seven categories, under which 110 community recommendations were grouped. Recommendations are then prioritized by the City Council for investment and action in three year increments.

Most pertinent to reducing barriers to fair housing choice, *Imagine Dubuque* strategies include developing new housing; adopting a mix of financial incentives for the creation of Housing Choice

Voucher units across the community; and looking to increase wages and self-sufficiency opportunities in the community to make housing more attainable.

Community Inclusion Initiative

The City knows that long-term success to eradicate racism and create a more inclusive community will require collective efforts. To that end, one such effort is Inclusive Dubuque.

Inclusive Dubuque is a local peer-learning network of more than 50 organizations and individuals from faith, labor, education, business, nonprofit and government dedicated to advancing justice and social equity. This network launched an initiative to develop a "Community Equity Profile" in 2015 using 2000 to 2010 Census data and feedback from community members in seven different focus areas: economic wellbeing, housing, education, health, safe neighborhoods, transportation and arts/culture.

Inclusive Dubuque's goal in sharing the equity profile was to inform community leaders, community members and policymakers in order to transition from gathering information to creating an action plan that will support Dubuque's growth as an equitable and inclusive community. Inclusive Dubuque is currently working on an update to its 2015 Community Equity Profile. The City has not formally adopted Inclusive Dubuque's Community Equity Profile but has used the data to inform goals and priorities.

The network also catalyzed the 'I'm a Dubuquer' campaign which focuses on inclusion of all residents in the City:

> For as long as anyone in our city can remember, people from Dubuque have referred to themselves as "Dubuquers." The term is deeply embedded in our community and our language. At times, it has also been used to draw a line between insiders and outsiders.
>
> To be a Dubuquer is a good thing. As our city changes and grows, it is time to expand our imagination about what it means to be a Dubuquer. Instead of using this word to draw a line, let's expand the circle and open our hearts to all who call Dubuque home.

Nonetheless, the communitywide survey conducted for this analysis of impediments study elicited comments like: "Remove public housing and food stamps and poverty in Dubuque goes down" and "Reduce the incentive to be nonproductive slugs." Stakeholders interviewees reinforced that "there's a secret handshake" in Dubuque. That secret handshake is effectively social capital, the relationships, connections and bonds that create networks and often, our ability to thrive. One successful African American in Dubuque summed up his experience this way, "I always know I'm just one mistake away from losing it all."

Summary

- The City remains under a VCA with HUD but has taken actions to correct issues found.
- Racial and 'outsider' divides are part of the community's culture; there have been citywide efforts to increase inclusion.
- The City's comprehensive plan addresses affordable housing and provides positive strategies for making substantial progress; the future Equitable Poverty Prevention plan will be invaluable.

II. COMMUNITY PARTICIPATION

HUD encourages meaningful citizen participation in AI development. This section provides details on Dubuque's efforts to engage the community around poverty and impediments to fair housing choice.

- Methodology
- Participants
- Summary of Input and Potential Solutions

Overview

A variety of engagement methods were used to obtain citizen participation: discovery sessions, focus groups, stakeholder interviews, a community-wide survey, and public meetings. Public hearings participation numbers are an estimate; additional consultations will include discussion of the Consolidated Plan with the Community Development Advisory Commission (CDAC) and Dubuque's City Council.

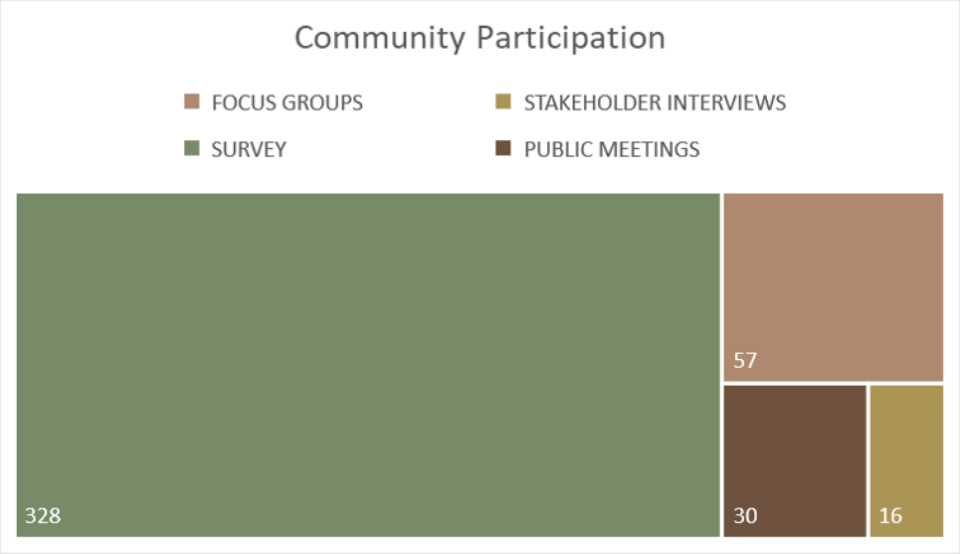


Figure 3 Community Engagement (participants) Summary

1. Project Initiation/ Small Group Discovery Sessions (Week of September 16, 2019)

A series of discovery sessions set the stage for AI development. Meeting topics included communicating important stakeholders' contact information for consultation interviews, the review of previous actions taken and to collect other relevant data.

Twenty-seven (27) participants took part in discovery sessions. Participants represented:

City Government	Non-Government
City Manager's Office	Community Foundation of Great Dubuque
Housing and Community Development Department	Greater Dubuque Development Corporation
Planning Department	Fountain of Youth
Attorney's Office	
Economic Development Department	
Human Rights Department	
Multi-Cultural Family Center	
My Brother's Keeper Program	
Office of Sustainability	
Neighborhood Development Specialist	

2. Focus Groups (Week of October 14, 2019)

Eight focus groups were held to collect input from groups of residents and professionals with specific backgrounds and unique perspectives on poverty and the fair housing choices. The core community engagement guide for focus groups and stakeholder interviews and survey questions may be found in Appendix to this study. In most cases, the consultant project team worked with local agencies and organizations to host and promote the focus groups to their respective members or clients, resulting in a total of 57 participants.

Host	Attendees
United Way Funded Partners	Community Nonprofits - Iowa Legal Aid - Hillcrest - Opening Doors - Regional Transit Authority - East Central Intergovernmental Association - SASC Behavioral Health - Foundation for Dubuque Public Schools - Visiting Nurses Association - United Way Community Impact
City of Dubuque	Higher Education - Northeast Iowa Community College - University of Dubuque
City of Dubuque	K-12 Education - Principals & Assistant Principals - Audubon Elementary - Jefferson Middle School - Washington Middle School - St. Anthony & Our Lady of Guadalupe

	▪ Mazzuchelli Catholic Middle School ▪ Alta Vista Campus
Community Action Agency	Operation New View's Low-Income Consumers
Fountain of Youth	Dubuque's Formerly Incarcerated Persons Consumers
Opening Doors/Theresa Shelter's	Homeless Women Consumers
Crescent Health Center	Marshall & Pacific Islanders – Consumers & Service Providers
The Lantern Center	Hispanic/Recent Immigrants – Consumers & Service Providers

Participants were offered, and accepted, confidentiality to encourage openness. As such, demographic information is not provided; the term 'consumers' generally refers to persons self-identifying as living in or having the lived experience of poverty.

3. Stakeholder Interviews (October 14, 2019 – November 14, 2019)

Individual and small group stakeholder interviews were held with 16 persons. For people unable to attend an in-person interview, telephone/virtual interviews were offered. Stakeholders were identified by the local government staff and represented a variety of viewpoints including affordable housing, community development and planning, education, employment, homelessness, people with disabilities, and others.

Organizations from which one or more representatives participated in interviews include:

- Dubuque Rescue Mission
- City of Dubuque Economic Development Department
- City of Dubuque Transportation Department
- City of Dubuque Planning Department
- City of Dubuque Human Rights Department
- NAACP, Dubuque Chapter
- Dream Center
- Resources Unite
- State of Iowa Department of Human Services
- City of Dubuque Department of Housing and Community Development
- Community Foundation of Greater Dubuque
- Iowa Legal Aid
- Community Activist

4. Communitywide Survey (October 17 – October 25, 2019)

A broad approach was used to enlist citizen participation. The survey was open to anyone interested in participating. This means that results are based on non-probability sampling methods. Unlike a statistically valid, random probability sample, the results are not necessarily reflective of all Dubuque residents. Comments are provided verbatim from the open-ended survey question. The survey was shared at the City Expo event on October 17-18, 2019 via laptops provided by the City's Housing and Community Development Staff, and was also shared on the City's website.

5. Consultations – Public Meetings

October 14 & December 9. 2019	Human Rights Commission	Overview of poverty project and fair housing intersect; review and approval of AI.
October 16 & December 18, 2019	Community Development Advisory Commission (CDAC)*	Review 1st high level draft of Consolidated Plan and Analysis of Impediments; review and approval of AI.

The *CDAC is comprised of 9 members, four must reside in areas where over 51% of residents earn less than 80% area median income (AMI), four are from the community at large, and one member is also a member of the Housing Commission. Members of the commission advise on the strategies, use, and effectiveness of activities and programs funded with CDBG and on the plan itself. Note that recommendations are forwarded to the City Council for final adoption into the approved plan.

Other Events Attended

Gaining Opportunities (September 17, 2019)

The City's Housing & Community Development Department administrates "Gaining Opportunities," that encompasses three programs that help participants move toward prosperity: HUD's Family Self-Sufficiency (FSS) Program, Getting Ahead in the Workplace (GA), as well as individual coaching and goal setting for individuals that do not receive HCV, focused around the six areas to improve self-sufficiency. The City's FSS program provides services to HCV families aimed at increasing their earnings and reducing dependency on social services entitlement programs and rental subsidies. Once participants obtain employment and their portion of the rent increases, HUD invests the participant's portion of the rent into an escrow account. City FSS staff provide one-on-one coaching, goal-setting and referrals so that participants can achieve their goals. Upon goal attainment, participants graduate from FSS and receive the HUD escrow money. The average monthly HUD investment into escrow accounts is $250 per participant.

Twelve (12) adult female participants (and their children) attended GO social capital and skill building night. A meal was provided and a speaker from Northeast Iowa Community College (NICC) shared information about Opportunity Dubuque.

Barriers raised by participants: unreliable transportation; already working two jobs; child care/not having time with children now and this means more time away from them; and some courses take much longer (welding) than something like child care provider.

Race in the Heartland Conference (October 17 & 18, 2019)

A member of the consulting team also attended the Race in the Heartland conference on October 18-19, 2019 in Dubuque. included sessions on fair housing laws, restorative justice, inclusion and diversity, implicit bias and more. The Dubuque Human Rights Commission facilitated a community forum at the close of the conference.

Barriers raised: the lack of affordable and safe housing, lack of fair housing enforcement, racial bias and discrimination, and evictions.

Community Participation Results

Discovery Sessions: Community Issues Takeaways

- Service Array, is it right-sized, are there gaps?; processes and accessibility are confusing.
- Racism and equity are chief concerns, as is the growth and deepening of poverty.
- Past successful programs (Bridges Out of Poverty-based program) have been eliminated.
- Dubuque has been traditionally unwelcoming to outsiders and has a history of racial incidents (especially cross burnings and hate crimes like assaults that are well-publicized).
- The community is resilient in that economic downturns have been overcome.
- The most vulnerable residents are put in the most vulnerable housing stock.
- Recommended actions, such as Source of Income Ordinance, are not moved forward; perception that a few influential voices are typically heard and acted upon.
- The City studies issues but doesn't always take action.
- Imagine Dubuque was encouraging because so many people were involved.

Focus Groups Input Themes

The fifty-seven (57) focus group participants provided invaluable input. Barriers to fair housing choice shared were a wide and deep range, from affordability to living wages, perceived discriminatory treatment by City law enforcement, to ordinances and laws they believe are needed. Detailed notes from the focus groups are provided in the Appendix.

Key Themes

- Need for Increased Safe, Affordable Housing
- Few Landlords Accept HCVs
- Lowest Cost Housing is Substandard
- Most in Need of Affordable Housing: Seniors, Persons with Disabilities, and Persons of Color
- Inability to Purchase Housing, Build Wealth
- Barriers to Renting: Arrests, Background Checks and Source of Income
- Perceptions of Discrimination: Arrests, Nuisance Calls, and Evictions
- Disparate Treatment of Discrimination: Rent to Own & Access to Financial Services (Home Loans)
- Mobile Home Communities & Predatory Pricing
- Students Learning is Negatively Impacted by Moves, Unstable Housing
- Landlords Lack Empathy
- Child Care Unavailable, Cannot Accept Employment
- Inability to Locate Affordable Housing Impacts Health, Mental Health

Stakeholders Input

Race/Ethnicity & Segregation

- Institutional racism is holding people back.
- The neighborhoods and schools are segregated.
- Economic class divisions in schools and segregation exist.
- The community is comfortable with charity but not inclusion.
- We don't really talk about race here.

Housing Choice Voucher Program

- There are simply not enough Housing Choice Vouchers to meet the need.
- Too few landlords accept vouchers.

Fair Housing Enforcement

- The City is not tackling source of income, background checks, and fair housing enforcement in a way that eliminates bias and discrimination.
- The City has not acted upon the last analysis of impediments in a meaningful way.
- Discriminatory practices like redlining are occurring here which may explain the low rate of homeownership for people of color.
- Evictions are happening frequently and there may be bias and/or discrimination at work.

Generational Poverty/Economic Mobility

- There is little access to traditional banking because the first line of providers is not welcoming.
- Barriers to economic mobility include generational poverty, transient population, housing, transportation, childcare, artificially low wages, and the system itself is limiting people's movement from poverty to self-sufficiency.

Minimum Wage & Employment

- Women make a lot less than men and that is hurting all of us.
- People are fixated on the low unemployment rate and the prevalent community viewpoint is that Dubuque "doesn't need more jobs, we have plenty of jobs, just not enough workers."
- Opportunity Dubuque needs to be reviewed for how it attracts participants and how it includes people of color and women; are people getting and keeping jobs?
- Minorities who complete training programs are still not being hired.

City Ordinances

- We need a Source of Income ordinance. Landlords won't accept vouchers; a Source of Income ordinance is critical to protect low-income residents.
- We haven't seen movement on the last analysis of impediments related to ordinances we need in Dubuque.

State Laws and Policies

- Iowa does not allow anyone to get benefits unless born in the U.S.
- The state passed a law that will not allow local governments to exceed the state minimum wage.

Services Access and Array

- Services exist but are hard to access and understand who to go to for what.
- There are two 'deserts' happening: lack of child care and no full service grocery store for downtown residents.

- Too many points of entry and no coordination between nonprofits.
- There is disconnect between programs like Opportunity Dubuque and First Time Homebuyer programs.

Leadership

- There is very little diversity in community leadership.
- A small minority of naysayers hold too much power, like the Landlords Association.
- The City's initiatives seem more focused on 'looking good' than on doing the work of community transformation that's needed, especially around poverty and racism.
- Women are not given chances to develop as leaders.
- The community involvement in Imagine Dubuque was exciting. I just hope we take action.

Community Survey Results

The survey was posted on the City of Dubuque website and featured at the City Expo with available laptops to take the survey. It was available to take during the weeks of October 11th to October 29, 2019. A total of 328 people responded to the survey. Results of the survey are provided below. Open-ended comments are contained in the Appendix.

Survey participant demographics:

- The age range of respondents was evenly distributed among 18-34, 35-45, 46-55 and 56-69 years with an average of 22 percent each age cohort while 12 percent were 70 plus years.
- The majority (59%) are female and 40% male. The vast majority (91%) report as White while 3.14% identify as Black or African American.

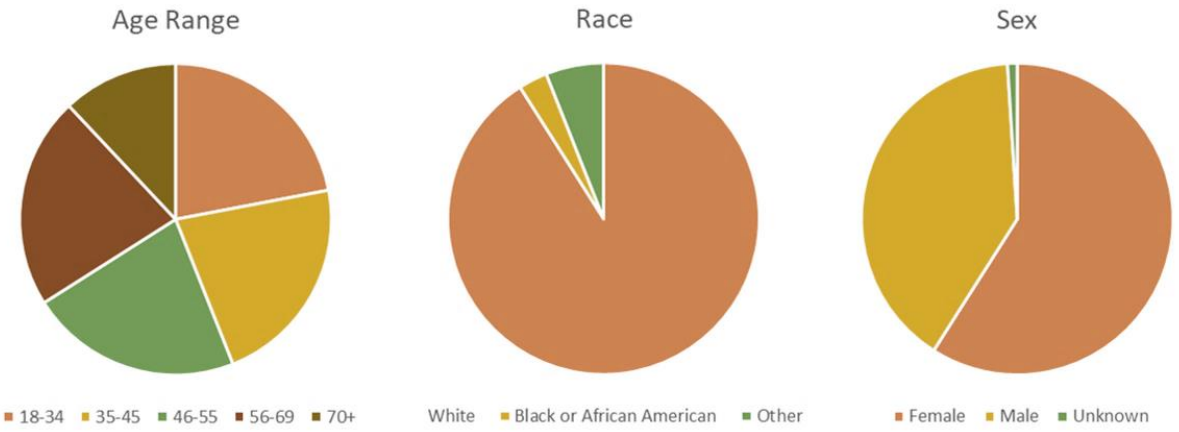
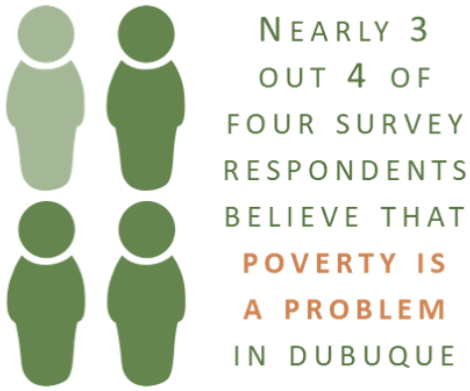


Figure 4 Communitywide Survey Participant Demographics

Key Findings

- Of poverty perceptions survey respondents 72 percent believe that poverty is a problem in Dubuque. One-quarter of them believe it is a "Large Problem."
- Younger people (18-34 years) significantly differ among all other age groups (30% vs. 20%) that poverty is a "Large Problem" in Dubuque.
- Survey-takers were given a list of eleven strategies to reduce poverty. They were asked to choose the top three that they felt would be most effective. The top three strategies:
  - 1. Expand subsidized day care (45 percent)
  - 2. **More affordable housing (43 percent)**
  - 3. Better access to (physical and mental) health care (40 percent) *and* more workforce training programs (39 percent).



- Respondents were also asked to what degree the following twelve factors lead to poverty. The following cites the ranking among those given a "Very High" and "High Degree" rating. The top two responses were poor mental health and substance abuse/addition, closely followed by low wages.

- Survey participants were then invited to provide responses on "other" ways to reduce poverty in addition to the 12 suggested strategies. Comments are provided verbatim in the Appendix and over one-third indicate a negative perception of people in poverty and persons of color. Key words are captured in the word cloud image that follows.

Figure 5 Wordcloud image summary of responses to "Other" Strategies

Summary

Fair Housing Impediments	Barriers & Contributing Factors	Laws, Ordinances & Administrative Policies
▪ Substandard Housing ▪ Affordable Housing ▪ Discrimination (potential blanket denial for arrests and convictions or "check the box") ▪ Disparate impact (or discrimination) related to nuisance calls, arrests, and evictions ▪ Lack of information about how to locate affordable housing (language barriers) ▪ Potential redlining and other financial services practices	▪ Living/self-sufficiency wages and the gender pay gap ▪ Negative perceptions regarding people of color and the poor ▪ No single point of entry and possible lack of coordination for services ▪ Food and child care deserts ▪ Lack of inclusion in decision-making and a community culture that is not inclusive	▪ State legislation prohibiting local jurisdictions from raising the minimum wage ▪ Source of Income Ordinance desired ▪ Background check policies ▪ Specific 'crisis' related to Mobile Home communities

Potential Solutions

Potential solutions are addressed through new fair housing goals and actions, as well as a continuation of several 2015 (and earlier) goals. *Imagine Dubuque* strategies and progress could be promoted in a more effective way (dashboard metrics, results that are easy to find and understand).

Addressing the negative perceptions of people in poverty and people of color will be vital to creating a healthy quality of life for all in the community. It is anticipated that the Equitable Poverty Prevention Plan will recommend evidence-based and promising approaches. A few cost-effective approaches could begin immediately, such as:

- Posting new videos monthly on the City website like those shared by Harvard Center on the Developing Child, organize events to play the "Resilience Game" designed to help communities positively respond to change, and share infographics like "What We Can Do About Toxic Stress."
- City-sponsored showing of films on adverse childhood experiences and resilience (e.g. Resilience: The Biology of Stress & the Science of Hope at https://kpjrfilms.co/resilience/) paired with community conversations.
- City and community partners lead a Community Poverty Simulation (povertysimulation@communityaction.org) in order to:
  - Promote Poverty Awareness
  - Increase Understanding
  - Inspire Local Change
  - Transform Perspectives

To begin addressing the gender pay gap, Dubuque might look to the City of Cincinnati. In 2015 Cincinnati became the seventh city to join the Convention on the Elimination of all Forms of Discrimination Against

Women. One action step was evaluating city programs and budgets to ensure they effect women and men equitably. The City of Dubuque could consider a similar process, which for Cincinnati initially started with an ordinance and then a study of the internal gender equity disparities.

The simplest way to positively impact the gender pay gap, however, is to raise the minimum wage for all people. See, e.g., Wage Growth for Low-Wage Workers Strongest in States with Minimum Wage Increases:

> Raising the federal minimum wage to $15 by 2024 would disproportionately raise pay for women. Although men make up a slightly larger share of the overall U.S. workforce, the majority of workers who would be affected by a raise to the federal minimum wage (57.9 percent) are women. Raising the federal minimum wage would also disproportionately benefit black workers because they are overrepresented among low-wage workers and are less likely to live in states or localities that have passed a minimum wage that is higher than the current federal minimum. As a result, increasing the minimum wage to $15 by 2024 would mean a pay increase for 38.1 percent of all black workers.[viii]

The City should examine survey takers' comments provided in the Appendix (a snapshot is also provided below). While not representative of all Dubuquers, over a third of the comments indicated what can be called negative perceptions of people in poverty; potential racial undertones are involved in some responses. One approach to shifting community perceptions is to increase the diversity of City staff, boards, commissions and other groups to catalyze a community culture shift. Further, addressing diversity and inclusion through continuing education of current elected leaders, landlords, and residents may be beneficial.

Since race is a longstanding community concern, and within the context of the rise in white nationalist crime across the country, reaching young children is important. One resource for schools is *Confronting White Nationalism in Schools: A Toolkit*. Continuing community conversations, such as ones held by Fountain of Youth, would also be beneficial if conversation moves to meaningful action.

Last, the City should consider improving its transparency through a real-time data dashboard on a simple set of equity measures and fair housing actions. Publishing actions and results routinely could help build greater trust in City government. Transparency may potentially diminish the perception that leadership is not taking action in an equitable and inclusive manner.

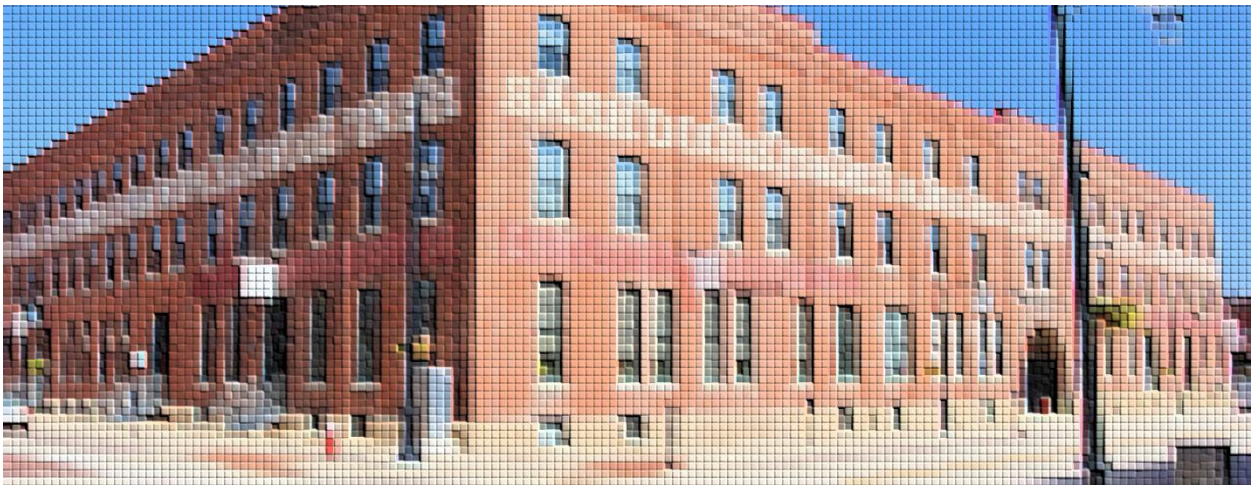
Snapshot of Survey Respondents Comments

Solutions to Poverty, Open-Ended Question Verbatim Responses

Remove public housing and food stamps and poverty in Dubuque goes down. This will encourage people to get jobs. Employers all over Dubuque are already looking for workers.
Send them back to Chicago.
Have more checks and balances on the government programs that subsidize assistance to recipients. Drug testing, wellness checks, etc. Opportunities are available.
Teach parents to teach their kids how to achieve a middle-class lifestyle.
Until parents/guardians step up and instill work ethic in their children, poverty will persist.

Give more to the working poor and less to those who do not want to work.
Lack of personal accountability.
Cut welfare. Stop making it easy!!!
Eliminate entitlements and get to work.
Cut assistance if they cannot pass a drug test
Reduce the incentive to be nonproductive slugs.
Reduce greed.
Keep your pants on, both male and female.
Teach people to live within their means.
Make a job (they are out there), a requirement after so long on welfare. Still get assistance but they need to put in sweat equity like the rest of us.
Take drug tests to get anything free.
Get a job...or two. Make ends meet and become a contributing member of society instead of a drain on it.
Crack down on the drug problem that is engulfing the US. It is the worst problem we as a nation face!
Change the mentality of those already in poverty.
Build a program that enables poverty-stricken people to learn how to better themselves, and move forward in life. Giving people more things doesn't do them any good, or the rest of society.

Figure 6 Poverty Survey 2019 Responses (snapshot)



III. ASSESSMENT OF PAST GOALS

This section examines Dubuque's past goals and the actions taken:

- Seven fair housing goals were established in 2015.
- Of those goals, there has been solid progress with respect to two goals.
- Three additional recommendations from the past two analysis of impediments are discussed, one of which (transportation/transit improvements) has experienced progress.
- A summary with potential solutions concludes this section.

The City's Housing and Community Development Department's (HCD) serves as the Public Housing Authority (PHA) for the community. The City of Dubuque does not own and operate public housing. Instead, it administers the Section 8 Housing Choice Voucher Program, Mod-Rehab, Project Based Rental Assistance, and Special Needs Assistance Continuum of Care Program. It should be noted that the HCD experienced a leadership change within the last 2 years and that the *Imagine Dubuque* plan was created in 2017.

The City, under Iowa law, maintains a Human Rights Commission (HRC) that is staffed by the City's Human Rights Department (HRD) that focuses on fair housing complaints intake and fair housing education. The HRD then refers formal complaints to the City Attorney's Office for investigation, part of fair housing enforcement activities.

Context: Housing Choice Voucher Program

The Housing and Community Development Act of 1974 created Section 8 rental assistance programs. Section 8, also referred to as the Housing Choice Voucher (HCV) program. Tenant-based vouchers are the process by which voucher recipients have the opportunity to find and receive help paying for rental housing on the private market. The City's HCD, as the Public Housing Authority, makes monthly housing assistance payments to landlords to help the voucher-holder households pay their rent each month. Participating households pay a minimum of 30% of their adjusted income for rent and utilities.

According to the National Low Impact Housing Coalition, "for every 100 of the lowest-earning renter households in the country — those at or below the federal poverty line or 30 percent or less of the

median income in their area — there are only 37 available and affordable rental units."[ix] Inadequate federal funding to meet the HCV need negatively impacts Dubuque residents too.

Also a nationwide issue, relatively few landlords in Dubuque are willing to accept vouchers as rental applicants "source of income." In 2015, the City reported just 17% of property owners accepted HCVs; however, this data was found to be an unreliable assumption based on poor data. To obtain accurate data, the City of Dubuque passed an Ordinance January 22, 2019 that requires landlords report if and where they will accept HCVs in order to receive a rental license.

The voucher program in Dubuque provides affordable housing options for low (<50%) AMI and very low income (<30%) households. Following HUD findings of discriminatory policies impacting African Americans, the City moved to a lottery-drawing system where applications are accepted monthly and applicants are put on a waitlist with the opportunity to have their application drawn.

The City opened the waitlist for lottery drawing most recently in July 2019, and every month that followed. July 2019 was the first month the waiting list was reopened after being closed on February 2018. As of January 2019, the HCV waiting list was at 591.

2015 Fair Housing Goals: Progress & Action

Goal 1. Create incentives to encourage affordable housing opportunities throughout the city.

Progress has been made. The following information was provided by the City's Housing and Community Development Department (HCD) through a December 2018 report to the Source of Income Committee. *HCD did not have an update to this information at the time of AI development.*

- As of December 2018, 425 new units were slated for approval and/or approved.
- Three affordable housing developments proposed in 2018 are set to be completed in the next two years, an additional 137 affordable units will be available that accept Housing Choice Vouchers.
  - Of those 137 units, 77 units are located outside an area of concentrated poverty.
  - Of the 77 units, 52 will be added in census tract 101.04, which currently has no publicly assisted rental units.
- There were six affordable housing projects approved by the City Council between 2013-2018 for an Urban Revitalization Area (URA) Designation in connection with an application to the State of Iowa for the LIHTC program. Note that there has been a focus on protected classes (seniors, the disabled) and other groups vulnerable to homelessness (Veterans). The expansion of affordable housing units combines for 102 units, of which 60 are senior apartments and 52 family affordable housing units.
- New requirement that housing developers must accept Housing Choice Vouchers in conjunction with approval of an affordable housing development agreement.

While the preceding data is derived from HCD's December 2018 SOI Committee Report, in October 2019, HCD proposed a policy change to the City Council whereby property owners participating the *Lead & Healthy Homes* and the Bee Branch & Healthy Homes programs will be required, for the term of the forgivable loan, for any funded unit, to give preference to low to moderate income families and accept

HCVs if the prospective tenant is otherwise qualified. Property owners will certify the above preference at specified intervals provided by the City and failure to comply will result in remaining balance of forgivable loan becoming due and payable on the date of notification of non-compliance. This proposed change is also to be included in the City's new Consolidated Plan.

Imagine Dubuque includes a variety of strategies to expand housing:

- Adopt and implement a mix of educational/outreach programs to increase housing provider participation in Housing Choice Voucher program.
- Adopt and implement a mix of financial incentives/policies for creation of Housing Choice Voucher units throughout community.
- Foster partnerships with private and non-profit housing developers to provide affordable, quality housing units.

Suggestion: It would be beneficial for the City to be transparent about progress so that community members are not relying upon word-of-mouth for information. One solution is to report to the public on these increases, improvements, and progress toward fair housing goals through a website, a public-facing data dashboard, or other transparent method.

Goal 2. Change rental licensing to require landlords to disclose number and exact location of units and willingness to accept vouchers.

Action taken: The City's rental licensing process now requires landlords to report the number of units, in the structure, for which housing choice vouchers are accepted (pending codification: Title 14-1J-3 Rental Licenses). While data were not made available to researchers regarding the number of landlords who included this information on licensing applications, this step could produce positive results.

Suggestion: Included in the 2019 fair housing plan is a specific targeting of landlords who do not currently accept HCVs for outreach and education, as well as consideration of implementation of national promising practices (see Summary to this section). It may also be helpful to understand where there are any issues with the City's administration of HCVs, such as payment processing delays, that affect landlords willingness to accept HCVs.

Revisiting City policies and a Source of Income ordinance around HCVs and landlord participation is included in the 2019 fair housing plan as a continuation of goals from 2015, with additional recommendations that exposing data in a public-facing way (website, dashboard or other method) would not only inform the public but foster communication and trust.

Goal 3. Expand human rights ordinance to include source of income.

A local Source of Income component has not been incorporated into the human rights ordinance. Following HUD findings of policies that have a disparate impact and practices within Dubuque's HCV program, the City created a Source of Income (SOI) Committee. The SOI Committee studied this barrier to fair housing and ultimately recommended a rebranding of the HCV program, a collective impact approach to adopt and implement a mix of educational, outreach, and financial programs to increase housing provider participation in the HCV program. A SOI ordinance was, however, cited as in past fair housing goals and in the current Dubuque Human Rights Commission goals for 2018-2019. In the community engagement conducted to inform this AI, stakeholders raised their desire for a Source of Income Ordinance.

Goal 4. Require that any city ordinance or policy that affects land use or housing must be submitted to the Human Rights Commission for comment.

Action not taken.

Goal 5. Amend human rights ordinance to define criminal offenses and the time that has elapsed since the commission of the crime that can be used to refuse housing.

- Alternatively, Human Rights Commission could publish guidelines that would not be binding but would establish prima facie standards to determine what crimes are related to tenancy and how far back a housing provider may go in determining that a past offense has continuing relevance.

The Human Rights Commission has not taken action. Please note that:

> "Most criminal records cannot be removed from a person's Iowa criminal history. However, as of January 1, 2016, a new law provides that, in cases resulting in either a dismissal or acquittal, the court can enter an order expunging the record of the case. This means that these records will no longer be accessible to the general public. However, it does not mean that a record of the case will cease to exist completely. It may remain on a special list available to the court, prosecutors and law enforcement.
>
> The defendant, the prosecutor, or the court itself may request to have this done. The following conditions must also be met:
>
> - All court costs and other financial obligations ordered by the court have been paid.
> - A minimum of 180 days has passed since the acquittal or dismissal (the court may waive this requirement if it finds good cause, such as identity theft or mistaken identity).
> - The case was not dismissed due the defendant being found not guilty by reason of insanity.
> - The defendant was not found to be incompetent to stand trial.
>
> The new law will apply to all criminal cases that occurred prior to, on, or after January 1, 2016. This means that as of the first of the year, persons can file a motion to have their record sealed in a case that occurred before the law went into effect. Going forward from that date, it will be the job of the court to inform the defendant at the time of the acquittal or dismissal of his or her right to have the record sealed."[x]

Suggestion: Should the Dubuque's Human Rights Commission wish to pursue action on this past goal, it will likely want to work with the Housing and Community Development Department to incorporate information about expungement into fair housing education rather than addressing as an ordinance change.

Goal 6. Audit background check program to ensure landlords are not violating fair housing laws.

Action not taken. Included in the 2019 fair housing plan is the establishment of an independent testing program that identifies discrimination and disparate impact. As part of that program, the background checks process and results need to be analyzed.

Goal 7. Establish a testing program in the city.

Addressed to a limited extent. The City contracted with the Fair Housing Center of Nebraska to have 20 matched pair tests for race discrimination conducted. Eleven of the tests included the addition of HCV to the testing; 13 tests showed no evidence of discrimination and 7 were inconclusive, showing some difference in treatment but not enough to file an administrative charge with the Iowa Civil Rights Commission. The small independent test was a start. Creating an independent testing program, as mentioned above, is part of the 2019 fair housing plan.

Although not stated as goals, additional recommendations in the **2015 Analysis of Impediments** were considered in this five-year analysis:

- Addressing concerns of community policing.
- Addressing transportation concerns.
- Addressing the need for periodic self-analysis.

Addressing Concerns Of Community Policing.

The City reports a variety of actions have been taken by its Police Department such as implementation of an "early warning system" as part of their data collection to catch any apparent disparate impact from a particular officer's actions. Further, there has been focus on diversifying the workforce and providing officer training around equity, inclusion, and emotional intelligence.

However, stakeholders in focus groups raised the issue of disproportionate arrests of African Americans (about 10:1 white for males and 9:1 white for females) which in turn may impact fair housing choices; community participants and key stakeholders stated that arrest records alone – not conviction records – have been the basis for denial of rental applications. The City will want to analyze arrest data further, address drivers behind these disproportionate arrest rates, and implement action steps as deemed necessary.

Further, stakeholders shared concerns about nuisance reports that HCD will want to explore further. In September 2016, HUD issued the new final harassment rule titled *Quid Pro Quo and Hostile Environment Harassment and Liability for Discriminatory Housing Practices under the Fair Housing Act*. The final rule specifies how HUD will evaluate claims of "hostile environment" and "quid pro quo" harassment in both private and publicly-assisted housing. HUD's *Guidance on Application of Fair Housing Act Standards to the Enforcement of Local Nuisance and Crime-Free Housing Ordinances Against Victims of Domestic Violence, Other Crime Victims, and Others Who Require Police or Emergency Services* is intended to inform state and local governments, as well as private and public housing providers, as to how HUD will assess nuisance or crime-free housing ordinances, policies, or practices alleged to be discriminatory under the Fair Housing Act. These local ordinances may be used to evict domestic violence survivors and others who seek police or emergency assistance.[xi]

The HCD reports that they had not heard concerns about nuisance reports and that most of nuisance calls are not related to policing but to housing health and safety issues. It is advisable that the City further explore stakeholders' comments and concerns. One approach HCD may wish to take, in partnership with City law enforcement, is to bring together a group of lived-experience stakeholders to gain further insights.

As part of the 2019 fair housing plan, a priority action item is to analyze arrest rates by race and ethnicity, detailing metrics and actions to reduce disproportionate rates. Likewise, HCD may also analyze nuisance reports data and if indicated, data-driven action can be taken. Approaching systemic issues and providing continuing education will be beneficial. Public transparency in this area will be especially important to help build greater community trust and positively impact fair housing choice.

Addressing The Need For Periodic Self-Analysis.

In the past AI, it was strongly suggested that an independent audit or review of the Human Rights Commission's functioning and effectiveness be conducted. This suggestion is included in the 2019 fair housing actions and importantly, an independent review will want to take a human-centered design approach, meaning, ask community residents how they want to make reports, attend HRC meetings, and give feedback routinely to the HRC on how effectively it is performing.

Although HRC action was not reported, the HCD does a self-analysis quarterly with a dedicated equity group in the department. Other equity teams meet monthly focusing on specific areas to implement and evaluate programs, policies and service. There is one group specifically dedicated to data that is needed to ensure equitable outcomes and analyzing that data once collected. The entire HCD also meets weekly just to train on equity and to discuss any issues that have come to the City's attention through our equity groups or the public.

The City's Human Rights Department (HRD) does report that they are working with departments to apply an equity lens to their services, programs, policies, practices but are in the very early stages of implementation. Training with other departments (Police, City Manager's Office, Human Resources and Planning Services) on fair housing is occurring; the HRD is striving to get to a point where they are analyzing who is and is not better off as a result of how they are doing their work. This is a positive step and Fair Housing training with City personnel offers a vital chance for self-analysis. Analyzing post-training evaluations, comments made during the session(s), and external trainers' assessment of the City audience would be beneficial.

In sum, it appears that City staff would be aided by the establishment of equity/fair housing metrics and technologies that reduce manual tracking and report creation. With the right tools, staff can focus more on progressive actions, transparency, and enhancing information sharing that builds community trust.

Addressing Transportation Concerns.

Transit services and public transportation have been improved since the 2015 Analysis of Impediments. The City reports that over the past 5 years, the public transportation system has been expanded to increase accessibility for individuals with disabilities and low income populations. Routes have been changed and "The Jule," public transit, offers fixed route bus and door-to-door paratransit mini-bus service throughout the City.

However, stakeholders report that transportation is more difficult for households who are unable to utilize an individual automobile to get to a full service grocery story from "the Flats" and the Washington Neighborhood, for instance, or to Peosta where a branch of Northeast Iowa Community College is located. This is issue is discussed in Section VII: Access to Opportunity.

Summary & Potential Solutions

Imagine Dubuque strategies and City actions to expand affordable housing options constitute progress. However, as seen in this assessment of past goals, focused action was not taken on several goals. In particular, community calls for a Source of Income Ordinance and greater fair housing enforcement activities constitute a call for renewed energy to affirmatively further fair housing.

A chief impediment, Source of Income, is a term that springs from the practice of landlords requesting an identifying source of income to pay rent prior to leasing an apartment. This is a nationwide impediment to fair housing choice. Yet for residents needing affordable housing, that is little comfort. Nationwide, local jurisdictions have passed ordinances, referred to as source-of-income protections. These ordinances make it illegal for landlords to discriminate against voucher holders. Examples include nearby communities like Iowa City, IA and Champaign, IL.

Despite local and national calls for protections by fair housing advocates, the American Bar Association's resolution in 2017,[xii] and the introduction of federal legislation in 2018,[xiii] currently, only 1 in 3 HCV holders are protected. Notably, the Washington State Legislature banned source of income discrimination statewide in 2018. The enacted legislation may be reviewed at House Bill 2578.

In February this year, HUD released a Landlord Participation Study. The purpose of the study was to identify factors influencing landlord decisions about whether to participate in the HCV program and identify promising and innovative practices to increasing landlord participation. The study, focused largely on large metropolitan cities, found that the most common method for incentivizing landlord participation is increasing payment standards. (Please note that Dubuque's HCD reports that the payment standards in the city are in line with average rent rates.)

Promising alternatives to source of income ordinances being tested across the country include:

- Helping tenants pay security deposits or negotiating other arrangements regarding damages.
- Offering bonuses to landlords for joining the program.
- Making it easier to complete administrative steps and communicate with the Public Housing Authority.
- Using an array of strategies to change negative views of tenants, most of which are based on strengthening communication and building relationships between landlords and tenants. For example, the most evidence-based activity for overcoming negative stereotypes is the District of Columbia Housing Authority's "Meet-and-Lease event" model, in which PHAs bring landlords and tenants together to facilitate lease-ups.
- Assessing the feasibility of implementing promising models such as King County, Washington's "Landlord Liaison Project" is another alternative to a source of income ordinance. This is a cross collaborative effort between the Seattle Metropolitan Chamber of Commerce, King County, and the City of Seattle. The King County Housing Authority staffs three Owner Liaisons who build relationships with new partners and strengthens existing partnerships with landlords to encourage participation in the HCV Program.[xiv]

Landlords' unwillingness to accept HCVs and the concept of a Source of Income ordinance should be explored again. If an ordinance cannot be proposed due to lack of political feasibility, or is proposed and rejected, the City's needs to be transparent about what actions it can take. For example, publication of

results of education and outreach efforts, or the testing of promising alternative approaches seen nationwide.

Transparency about actions is strongly encouraged and with dashboard and website technologies inexpensive, data can be pushed out to the public in a relatively cost effective manner. This, and other actions such as advocacy for a state law that makes source of income (SOI) a protected class, are included in the fair housing plan.

To support improved progress, tracking and reporting, the City is strongly encouraged to take the 2019 fair housing goals and create action plans using SMART criteria (specific, measurable, achievable, relevant, timebound), or some other effective method for tracking metrics and assessing progress. Putting metrics and technological tools in the hands of City staff would be extremely helpful so that manual counts and gap analyses between the overwhelming number of plans and reports is made easier.

National Advocacy Agenda

The 50th anniversary of the Fair Housing Act was celebrated in 2018. A leading advocacy group, the National Low Income Housing Coalition, called for next steps:

- We must **hold HUD accountable for enforcing fair housing policies** by providing public comment on changes to their policies and bringing them to court if warranted.
- We must **improve access to credit and fight for stronger consumer protections**, especially for people of color and low income individuals. It is unacceptable that in 2018 individuals still face discrimination when they try to get loans from banks or apply for housing.
- We must **update the Fair Housing Act** to provide legal protection against discrimination based on sexual orientation, gender identity, marital status, source of income, veteran status, domestic violence survivor status, or criminal record.
- We must continue to **collect data and establish clear goals** to determine if we are making progress in ending housing discrimination and segregation.

"Fair Housing Overview and Challenges" October 23, 2018

Source: https://nlihc.org/resource/fair-housing-act-overview-and-challenges

IV. FAIR HOUSING ACTIVITIES

This section describes the City of Dubuque's fair housing activities and provides suggested ways to strengthen fair housing activities in Dubuque.

- Complaints & Hate Incidents
- Lawsuits
- Inspections
- Resources/Materials

Under Iowa law, a city with a population of twenty-nine thousand, or greater, must maintain an independent local civil rights agency or commission. As a qualifying community, the City of Dubuque's Human Rights Commission (HRC), comprised of 9 members appointed by the City Council to 3-year terms, holds the powers and duties that are detailed in Title 8 Dubuque Code of Ordinance. The City's fair housing ordinances comport to the ICRA provisions, per Section 8-2-12.

The City of Dubuque's Human Rights Department (HRD) reports to HUD on VCA actions, staffs the Human Rights Commission, and is responsible for enforcing City ordinances that include fair housing reports and complaints. The HRD forwards formal complaints to the Dubuque City Attorney's Office for investigation. The HRC sees its role as one of education with the City Attorney's Office providing investigation and enforcement.

Fair Housing Complaints

From January 1, 2015 to October 8, 2019, Human Rights Commission/Human Rights Department reports that in roughly four years there were the 222 fair housing intakes of complaints, of which 55% involved Race and 22% involved Disabilities; intakes could involve more than one issue. In nearly five years, a total of 18 complaints moved to formal complaint stage.

City of Dubuque Fair Housing Complaints: Jan 1, 2015 to October 8, 2019

Total Intakes: 222 Intakes w/bias identified: 108	**Moved to Formal Complaint: 18**	**Breakdown of Formal Complaints %**
Basis of Complaint *Note: Some complaints may involve more than one issue.*	**Formal Housing Complaint Number by Basis**	**Percentage by Basis of Complaint**
Disability	4	22%
Race	10	55%
Gender Identity	1	5%
Age	1	5%
Religion	1	5%
Sex	2	11%
Retaliation	1	5%
Sexual Orientation	2	11%
Resolution Status of Formal Complaints	**Formal Complaint by #**	**Percentage Breakdown**
Administrative Closure	11	61%
Referred	3	17%
Backlogged for Investigation	4	22%
Action Taken	**Breakdown by #**	**Percentage Breakdown** (*More than one action may have been taken per intake.)*
Intake Identified Bias	108	49%
Housing Intakes Referred to either the Landlord or for Housing Inspection	75	8%
Referred to Legal Services	45	60%
Referred to Housing for Inspections or questions related to HCV	17	23%
Referred to both Legal Services and Housing	13	17%

Figure 7 Fair Housing Complaints Source: City of Dubuque Human Rights Department

Hate Incidents

The Human Rights Commission reported the following data for the past two years:

- 8 of 12 were regarding Race/Color;
- Nearly half were about social media posts (i.e. Facebook);
- Graffiti in the city was reported four times; and,

- The HRC's primary response was educational sessions, four of the responses including writing opinion editorials.

Lawsuits

More than 40 tenants filed suit against a pair of Dubuque landlords (Greg and Bridget Prehm) in October 2018, claiming multiple clauses in the lease agreements they signed with the Prehms' company were illegal. Specifically, the class of tenants alleged that the lease terms violated Iowa's Uniform Residential Landlord Tenant Act. Lease terms included, but were not limited to exempting the landlords from housing and building code mandates requiring residences be kept fit and habitable, and allowing the landlords to create liens on household goods, withhold security deposits in bad faith, and hold tenants liable for damages in excess of what is allowed by law. At the time the suit was filed, the Prehms had about 180 rental units in more than 90 properties in Dubuque, and used at least 17 different business names or LLCs.

In July 2019, a Dubuque County judge ruled 19 provisions that the rental company made tenants sign were unlawful. In November 2019, the Prehms agreed to pay nearly $30,000 in order to settle the class-action lawsuit over the use of an illegal lease agreement. Further, the Prehms will pay $23,000 in attorney fees incurred by the named plaintiffs in the suit; the agreement is pending approval by the court. The settlement prohibits the Prehms from increasing rents of current tenants for one year, allows those tenants to demand new, lawful leases and puts landlords who rely on predatory lease agreements "on notice," according to attorney Sam Wooden who represented the plaintiffs.[xv]

Housing Inspections

In 2016 the City adopted the International Property Maintenance Code (IPMC), a three-tiered process to increase inspections and licensing, and in June 2019, HCD reported to the City Council that 654 structures have been identified that are not yet licensed, with 95% of housing units failing first inspection and 62% failing re-inspection.

Fair Housing Resources/Materials

A robust set of fair housing fact sheets are offered via the City's website involving a variety of issues such as advertising, disabilities, hate crimes and harassment, and more. An online complaint form is also provided. Materials are somewhat dated in appearance, largely in English, and somewhat difficult to find. The City's website is currently being updated, offering an ideal chance to review the full set of fair housing resources provided and the languages used.

Many nonprofits in Dubuque provide fair housing resources and connections, chief of which are Iowa Legal Aid and the local chapter of the NAACP—Friends of Fair Housing.

Summary & Potential Solutions

The need to improve and build capacity of the HRC were recommendations in past AIs. The HRC is building its capacity as a resource and Iowa Legal Aid also received a grant to focus on fair housing issues.

Stakeholders during this AI development provided input regarding the HRC:

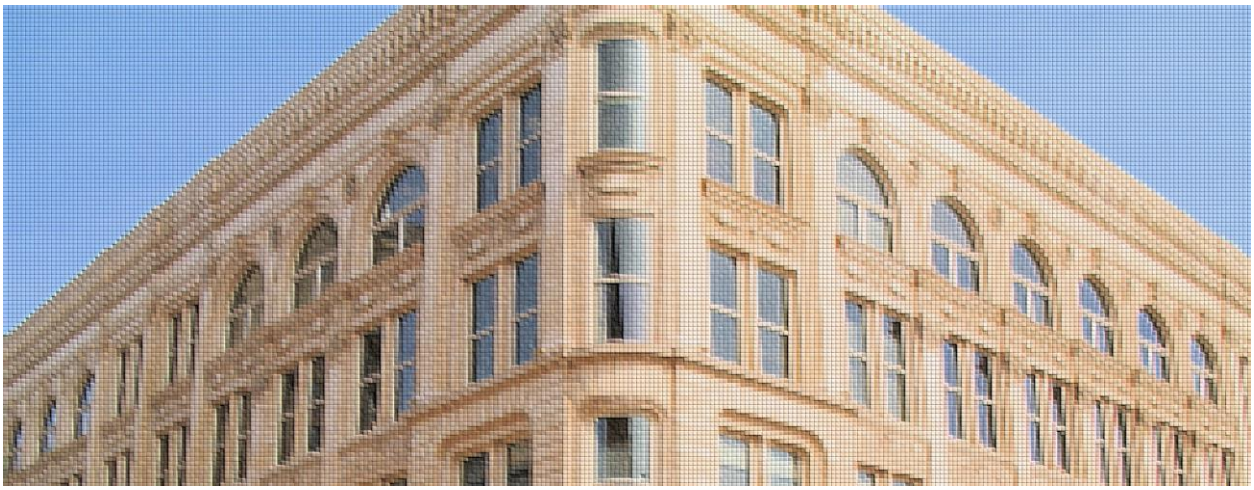
- Hold HRC meetings within neighborhoods of the community;
- Provide reports on fair housing trainings and other activities in real-time as part of a set of equity metrics;
- Develop approaches so that residents can easily report complaints in person;
- Increase anti-discrimination and inclusion activities; and
- Improve fair housing enforcement, reporting efforts to the public transparently.

HCD reports that these stakeholder suggestions have been or are being addressed as part of HRC capacity building efforts. The 2019 proposed fair housing plan includes the recommended action, "Conduct an assessment of HRC and support capacity building efforts, including publication of a strategic plan." An external assessment, creating a multi-year strategic plan, and publicizing HRCs capacity building efforts will support the progress underway.

Currently, the City is working on a review and updating of the content on its official website. This provides an opportunity to review and update fair housing materials to ensure languages spoken in the community. For instance, more fact sheets in languages other English would be highly beneficial for the community—during this AI research, just one fact sheet in Spanish was located on the City's website.

It would be cost-effective to simply use effective materials that other entities have available, such as the Iowa Human Rights Commission, or adapt materials that other cities use. It would also be helpful for fair housing materials to be tested with lived-experience consumers for value, redesign, languages needed, and website placement.

Other critical work involves the gathering of eviction data and analysis of those affected. Researchers, through the City Attorney's Office, made a FOIA request to the county court but that data was not received in time to be included in this AI. Because evictions are a nationwide problem, the City of Dubuque will want to analyze jurisdictional data and determine action steps that should be taken if indicated.



V. DEMOGRAPHICS

This section provides a look at demographics trends and analyzes the interplay between demographics and housing.

- Population
- Age
- National Origin
- Familial Status
- Other Vulnerable Populations
- Educational Attainment
- Race & Ethnicity
- Sex
- Persons With Limited English Proficiency
- Disability
- Poverty
- Employment

Population Trends

The most significant changes:

- **Population Decline.** Dubuque's population rose and fell between 2010 and 2018 with a total net loss of 326 residents per ACS 5-year estimates (2013 – 2017). This is in contrast to overall growth in Iowa's population of 4%.
- **Net Increase of Racial/Ethnic Diversity.** Between Census 2010 and ACS 5-year estimates there was a net increase of 929 persons of color; there was a loss of 96 Hispanics. Of the net increase, the largest rise is in persons identifying as Two or More Races, a population that is predominantly children under 18.

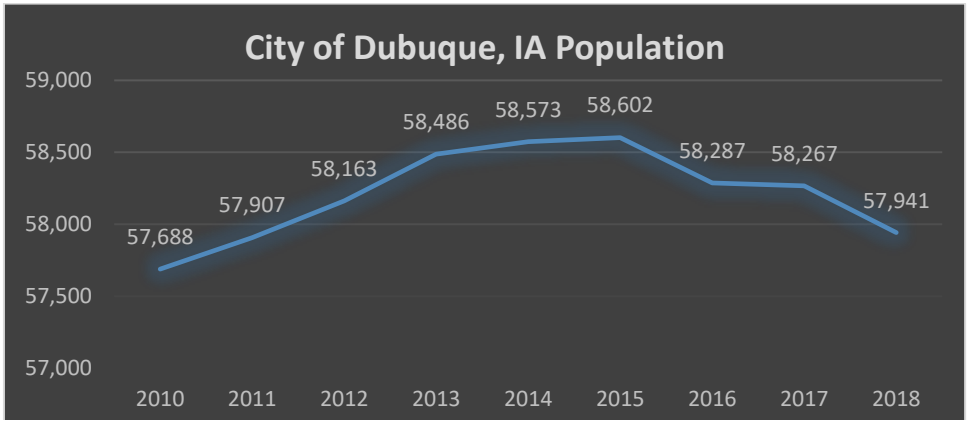


Figure 8 City of Dubuque Population Change Over Time 2010-2018

Race & Ethnicity

Dubuque's population is predominately White non-Hispanic. There has been only a slight gain (1.1 percent) in diversity from 2010. Outside of Black or African Americans and Hispanic or Latino populations, no other segment comprises more than 2% of the total population.

Notably there is a rise in diversity of children:

- For children aged 18 and under, the white population is 82.6% with 8.4 percent African American, an estimated 6% two or more races, and 3 percent are Hispanic.
- This change in race/ethnicity among Dubuque is significantly lower than racial/ethnic diversity in the U.S.

According to the U.S. Department of Education's National Center for Education Statistics, in fall 2019 children from racial and ethnic minority groups were projected to make up 52.9% of public K-12 students in the nation. The City previously studied the impact of greater diversity and neighborhood poverty on schools and student outcomes. It is anticipated the Equitable Poverty Prevention Plan will provide additional insights and strategies.

Demographic Change: Race & Ethnicity

	2010 Census		2017 ACS Estimates	
White	52,007	92.5%	51,949	90.6%
Black	2,256	4.0%	2,539	4.4%
American Indian	123	.2%	25	0.0%
Asian	652	1.2%	864	1.5%
Native Hawaiian & Pacific Islander	266	.5%	357	.6%
Other	38	.1%	122	.2%
Two or More Races	912	1.6%	1,267	2.2%
Hispanic	1,383	2.4%	1,287	2.2%

Figure 9 US Census Bureau American Community Survey 5-Year Estimates 2013-2017

African Americans in Dubuque

African Americans in Dubuque, while a small percent of the overall population, are the largest community of color and 60.1% live in poverty. Having a lower income decreases a household's ability to prepare a financial foundation for long-term stability. In terms of median net worth *nationwide*, "White households are about 13 times as wealthy as black households – a gap that has grown wider since the Great Recession."[xvi]

The following mapping shows concentrations of poverty in the city for African Americans. As The Pew Charitable Trusts' Economic Mobility national study found, "Neighborhood poverty alone accounts for a greater portion of the black-white downward mobility gap than the effects of parental education, occupation, labor force participation, and a range of other family characteristics combined."[xvii]

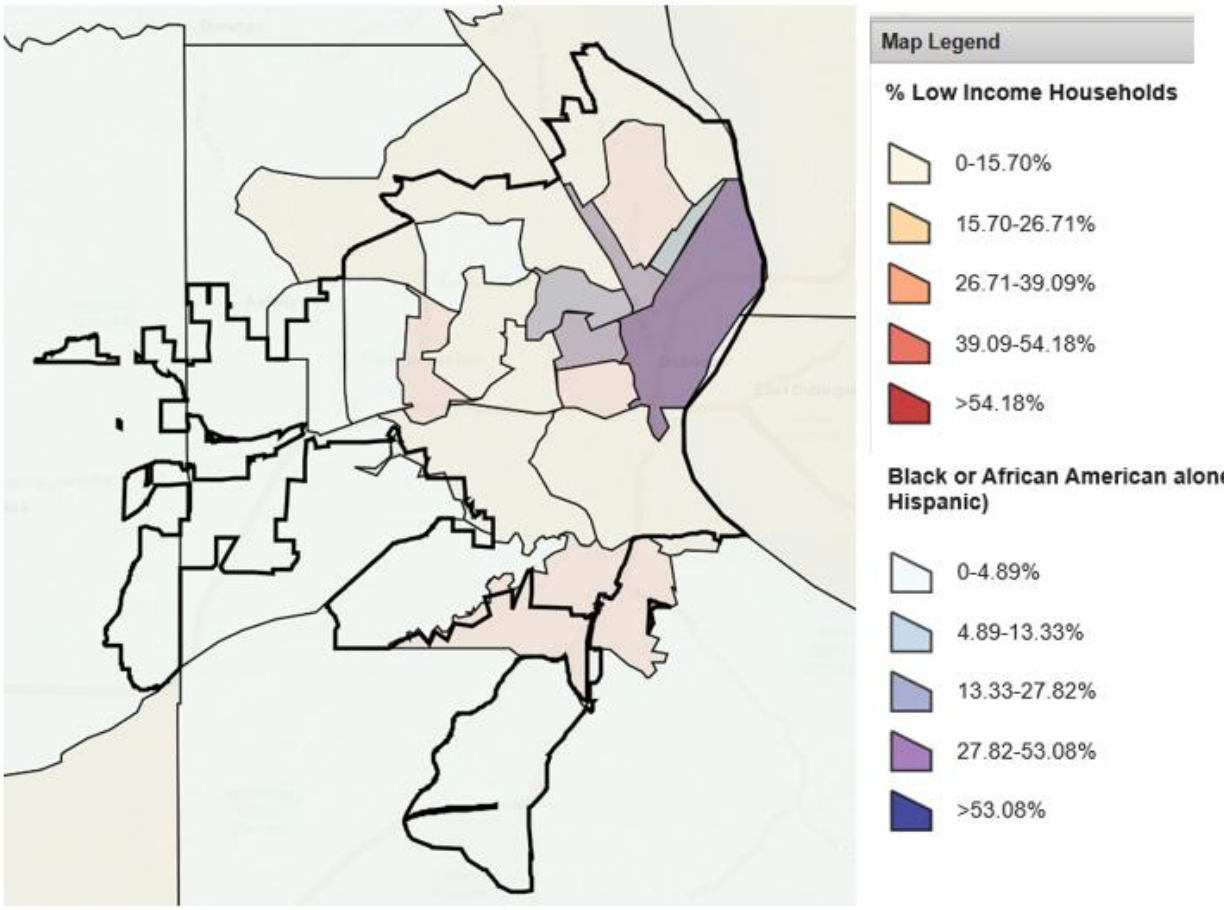


Figure 10 Low Income Black or African American Alone Population Source: ACS 2017 5-Year Estimates, HUD CPD Maps

Age

Historically in the U.S., with age came homeownership of detached single family homes—*for whites*. Federal to local policies long promoted restrictive zoning that resulted in segregation and the intergenerational transfer of wealth for white Americans.

Today, the widening gap between income and home value combines with scarcity of housing to make homeownership for younger populations increasingly unlikely. Millennials are challenged like no previous generation. An interesting compilation of studies published by Debt.com (Gregory Cox, August 13, 2019) calls out four primary nationwide reasons that Millennials are unable to purchase homes:

1. **Student Loan Debt**. The latest data from the Federal Reserve shows that from 2005 to 2014 the average student loan debt per person ages 24-32 doubled.
2. **Low Housing Inventory**. Last year, inventory was down 20 percent from the previous year.
3. **Rising Home Prices**. Home prices rose by 8 percent last year. (Home values rose in Dubuque from $133,400 to $135,800 between 2016 and 2017.)
4. **Delaying Marriage**. After accounting for age, income, education, and ethnicity – marriage heightens the chances of becoming a homeowner by 18 percent.

For the Boomer generation, housing needs change because with age often comes disabilities and thus the need for housing modifications. And for families with school aged children, living near a quality school can be important. According to a growing body of research, walkability is becoming a key priority for all age groups.

This context impacts Dubuque, where the Key Demographic Changes are:

- The **median age decreased** from 38.5 years (2012) to 37.1 years (2017), younger than the national median age of 38.2 years.
- The **largest segment** of the population, 14.5%, is age 25 to 34 years.

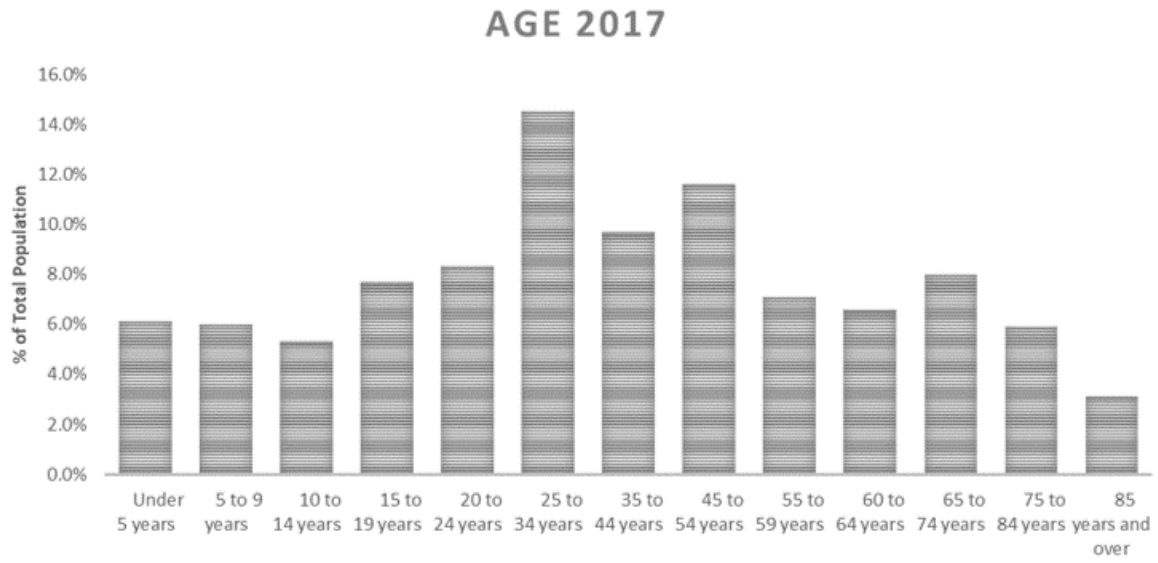


Figure 11 Age & Sex as Percentage of Population. Source: Census Bureau

Sex

Key demographic trends in Dubuque by Sex include:

- Females are the majority of Dubuque residents at over 51% of the population.

- Females account for 60.7% of the population of **65 years** and over.
- **Females make up a greater share of the community's poor** (17.7% female, 14.7% male) even though the highest rate of poverty is seen in males ages 18 to 24. A total of 794 Dubuque Females over 75 live in poverty.

Poverty by Age & Sex

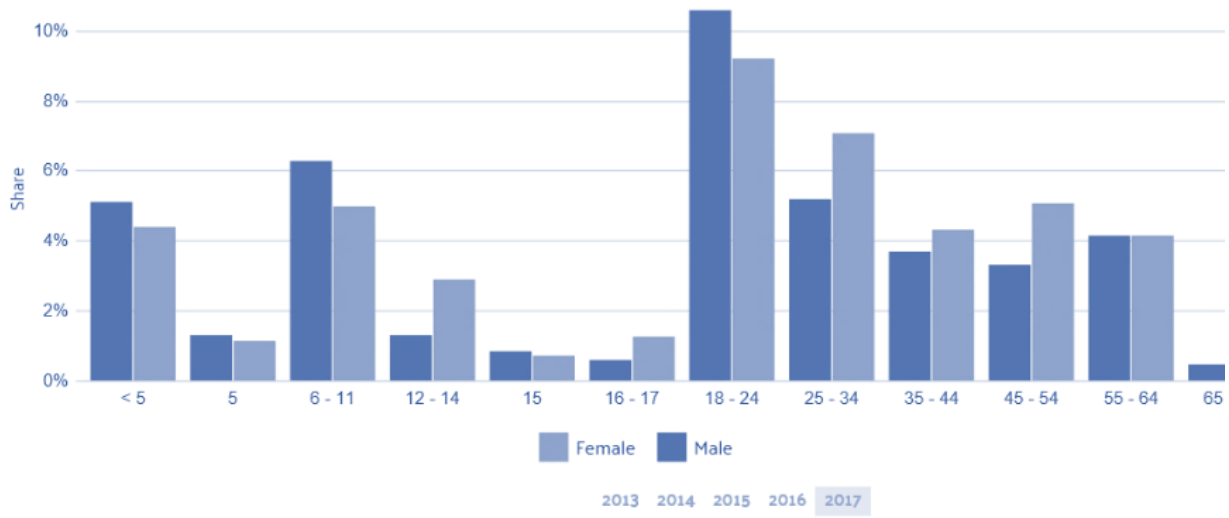


Figure 12 Source: Data USA Dubuque Profile at https://datausa.io/profile/geo/dubuque-ia#housing

Importantly, with greater life expectancy for women, senior women are becoming at greater risk of homelessness in Dubuque. This is due in part of the lifelong gender pay gap, less Social Security benefits, and other factors. Community Participants anecdotally reported an increase in senior women in shelters. However, recent approved development projects (discussed in Section III Assessment of Past Goals), show that there is intentional expansion of affordable housing for seniors.

National Origin

An estimated 97.1 percent of the people living in Dubuque are U.S. natives and 98.4% are U.S. citizens, which is higher than the national percentage. The median age of foreign-born residents is 34 years and native-born is 37 years.

Key Data:

- Sixty-nine percent of the City's population is living in the state where they were born and 27% were born in other states.
- Foreign-born residents of Dubuque come from different parts of the world with **a third of all foreign-born residents** arriving since 2010.
- Dubuque residents from Oceania increased as a percentage from 1.7% to 12.3% for the same period.

Notably, some U.S. cities have studied the economic impact of 'outsiders' and immigrants. For instance, St. Louis is well known for being a hermetic city where the first question that's asked is, "where did you

go to high school?" A report, *The Economic Impact of Immigration in St. Louis*, argued that the reason the St. Louis region had fallen behind other big U.S. cities was its strikingly low rate of immigration. (Straus, 2012.) That grabbed city leaders' attention. Also attention getting was the fact that cities like Nashville, TN and Louisville, KY had launched broad campaigns to better integrate immigrants into the business community, and both Cleveland and Philadelphia had established immigrant resource centers designed to ease the transitions of newcomers. Although Dubuque is a much smaller city, it could similarly consider ways in which a decline in population can be reversed by attracting immigrants and others considered 'outsiders.'

It should be noted that the influx of Marshall Islanders has brought new diversity to the Dubuque community. Recently (2018), HCD outreach was conducted with the Marshall Island population in Dubuque regarding home buying. This is a positive step that HCD will want to expand if residents found it to be valuable.

Key Takeaway

Where Dubuque's foreign-born population originates from has changed:

CP02: COMPARATIVE SOCIAL CHARACTERISTICS IN THE UNITED STATES	Dubuque city, Iowa	
2013-2017 American Community Survey 5-Year Estimates	2013-2017 Estimates	2008-2012 Estimates
WORLD REGION OF BIRTH OF FOREIGN BORN		
Foreign-born population, excluding population born at sea	1,700	1,445
Europe	14.8%	23.0%
Asia	44.5%	54.3%
Africa	7.0%	4.5%
Oceania	12.3%	1.7%
Latin America	18.4%	11.5%
Northern America	3.0%	5.1%

Figure 13 World Region of Birth of Foreign Born Residents. Source: ACS 2017 5-Year Estimates, Census Bureau

Ensuring that fair housing resources, homebuyer outreach, and City efforts around affordable housing are culturally and linguistically appropriate is vital to inclusion of these newcomers. It also would benefit the City to assess why it's had a significant loss of Hispanic residents if that is unclear.

Persons with Limited English Proficiency

The vast majority of Dubuque residents, 95.8 percent, **speak only English**. An estimated 0.5 percent of the population speaks Other Asian and Pacific Island languages at home, followed by 0.4 percent Chinese speakers while at home.

Key Data:

- Within LEP households nearly half (47.6%) speak **Asian and Pacific Island languages** at home.
- Following English, **Spanish** is the second most common language spoken at home by Dubuque residents 2.4% of households or 1.6% of the total population.

- Language demographics have remained virtually **unchanged** between 2012 and 2017. A 0.5% decrease in the number of residents speaking English-only was observed.
- Fair Housing materials on the City's website are all in English with the exception of one in Spanish.

Familial Status

"Familial status" refers to the presence of at least one **child under 18 years old**, and also protects prospects and tenants who are pregnant or in the process of adopting a child. More than 6,500 (27.4%) households fit this profile in City of Dubuque.

Families and Households with Children

S1101: HOUSEHOLDS AND FAMILIES	**Dubuque, Iowa**				
2013-2017 American Community Survey 5-Year Estimates	Total	Married-couple family household	Male householder, no spouse present, family household	Female householder, no spouse present, family household	Non-family household
	Estimate	**Estimate**	**Estimate**	**Estimate**	**Estimate**
Total households	23,974	10,538	1,066	2,635	9,735
Average household size	2.27	2.92	3.08	3.01	1.27
FAMILIES					
Total families	14,239	10,538	1,066	2,635	(X)
Average family size	2.86	2.90	2.68	2.80	(X)
SELECTED HOUSEHOLDS BY TYPE					
Households with one or more people under 18 years	27.4%	37.2%	72.9%	69.3%	0.4%
Households with one or more people 60 years and over	37.2%	38.3%	22.0%	24.0%	41.4%
Householder living alone	32.6%	(X)	(X)	(X)	80.3%
65 years and over	11.8%	(X)	(X)	(X)	29.0%
UNMARRIED-PARTNER HOUSEHOLDS					
Same sex	0.0%	(X)	(X)	(X)	(X)
Opposite sex	6.7%	(X)	(X)	(X)	(X)

Figure 14 Households and Families. Source: ACS 2017 5-Year Estimates, Census Bureau

Disability

The Census Bureau defines "disability" as a lasting physical, mental, or emotional condition that makes it difficult for a person to conduct daily activities or impedes her from being able to go outside the home alone or to work. Among the civilian noninstitutionalized population 12.8% percent reported a disability. The disability rate for females was 14 percent, compared to 11.5 percent for males. The likelihood of having a disability varies significantly by age. As is generally the case, adults aged 75 and older have the highest rate (46.6 percent) of disabilities, something for Dubuque to continually assess as Boomers in the community age.

Key Data:

- More than 3,000 residents (across all age groups) reported a **disability.**
- In terms of disabilities by type **Ambulatory** (6.6 percent) followed by **Cognitive** (5.3 percent) and **Independent Living** (5.3 percent) are the most common.
- The disability rate for **females** was 14 percent, compared to 11.5 percent for males.
- 29.8 percent (944) of Dubuque's **veterans** reported a disability.

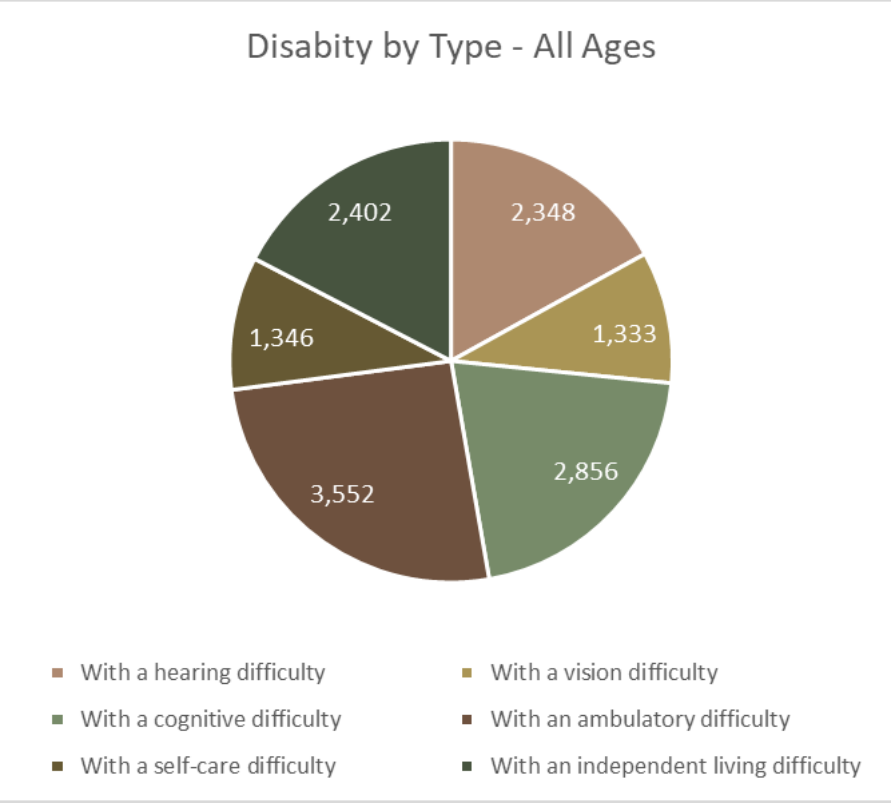


Figure 15 Count of Disability by Type (all ages)

From January through April of 2019, the Iowa Finance Authority conducted a telephone survey with rental property managers throughout Iowa; about 40% of Dubuque landlords responded. The findings regarding Dubuque and rental unit accessibility included that of single-family units a reported 6.5% are accessible, 13.8% of apartment units are accessible, and one Mobile Home was reported accessible by

the property manager. The City can take administrative policy steps to ensure accessibility is part of the review of housing development proposals prior to approval.

Additional Iowa Protected Class Members and Other Vulnerable Populations

Under Iowa law, projected classes include Sexual Orientation and Gender Identity. Members of these protected classes and other vulnerable populations should also be acknowledged as City of Dubuque residents likely to face greater challenges in securing safe, stable and affordable housing. In particular, Dubuque is making progress to address the affordable housing needs of Veterans.

Veterans

Dubuque is home to 3,425 veterans of whom 1,881 are age 65 years or over and 195 are female Veterans. 'Veterans are far more likely to experience **homelessness** than other Americans, in part because of their high rates of posttraumatic stress disorder, physical injuries and disabilities, and other factors that make reintegrating into civilian life and employment difficult.'[xviii] According to HUD, 13 percent of all homeless adults are veterans.

Key Data:

- The majority (1,115) of Dubuque's veterans served in Vietnam.
- Dubuque is also home to veterans who saw action in the First (476) and Second (529) Gulf Wars, Korea (463), and World War II (191).
- **More than one in four veterans (28.9%) has a disability** which is a significantly higher rate than the total civilian noninstitutionalized population with disability of 12.8%.

Recent approved development projects (discussed briefly in Assessment of Past Goals section), show that there is intentional expansion of affordable housing for Veterans. This is a positive step for Veterans in the community.

Homeless

High housing costs, low vacancy rates for affordable housing, and poor quality housing are most associated with instability and increased risk of homelessness. Single female head of households are more likely to be cost-burdened; many individuals and families in the City of Dubuque may sleep in temporary arrangements (on the floors or couches of friends and family) due to the high cost burden and low availability of affordable housing. Stakeholders report that Marshall Islanders often join other family members, making for crowded conditions.

The City has eight organizations providing access to emergency and transitional shelter services. Some of these organizations serve specific populations, such as pregnant women and victims of domestic violence. The bed capacity for these organizations is 167 and 116 persons were sheltered. Hope House, Dubuque Rescue Mission, and Hillcrest Family Services were at full or over capacity at the time of the survey. These organizations serve men and families, representing high need in the community. Overall, during the January 2019 point-in-time homeless count 69% of the available beds were full. Programs with vacancies on the day of the survey included: Dubuque Rescue Mission Transitional, Teresa Shelter (Emergency), the Dubuque Community Y Domestic Violence Program, Maria House, Mary's Inn (pregnant women), Francis Apartments, and Almost Home.

The homeless population, while not a protected class per se, is often disproportionately comprised of persons of color. While the Consolidated Plan provides more information about homeless and the Continuum of Care, as part of the AI development a focus group was held with homeless women. Stakeholders talked about shelter age limits resulting in families not being able to stay together. Women discussed that the lack of child care and inability to pay for care had caused them to turn down jobs. In another focus group, the issue of the rising number of elderly women in poverty was emphasized. The Equitable Poverty Prevention Plan research will look at homelessness and offer suggestions for strengthening how Dubuque can effectively serve this vulnerable population.

Poverty

The Dubuque City Council has made the Equitable Poverty Prevention study and plan a top priority for 2020. The City is concerned about its level of poverty and thus little of what follows is 'new' news. To reduce duplication of effort and information shared, this AI narrowly focuses on key data and does not offer suggestions for reducing poverty in Dubuque.

The latest data show that poverty has risen in Dubuque from 9.5% in 2000 to 16.3% in 2017. Nearly **9,000 residents** of Dubuque live below the poverty level which is higher than the national rate of 12.3%.

Key Findings:

- **Females** in Dubuque experience poverty at a greater rate (17.1%) than males (14.7%).
- **Black or African American** residents represent 5% of Dubuque's population and experience a significantly larger degree of poverty; among the African American community 60.1% live in poverty.
- More than 3,000 residents could be considered as **'working poor'** with 2.7% who worked full-time, year-round and 24.0% who worked part-time or part-year in the past 12 months still living in poverty.
- Dubuque's **youngest residents** are severely impacted by poverty with nearly 30% of the children under 11 making up over half the Dubuquers living in poverty.
- Dubuque's **seniors age 75 and older make up 43%** of the residents living in poverty.

As the City is acutely aware, the poverty rate for the community's protected classes and most vulnerable residents requires action. The need for safe, affordable housing increases with the rise of poverty. Specific aspects of the population, such as seniors, demand greater attention to ensuring there is accessible housing.

Dubuque's poverty rate and lower median income impacts whether Dubuquers own or rent a home. Homeownership in the United States has long been considered part of the 'American Dream' and a pathway to intergenerational wealth. Persons of color and females are more likely to live in poverty in Dubuque.

Poverty by Location in Dubuque

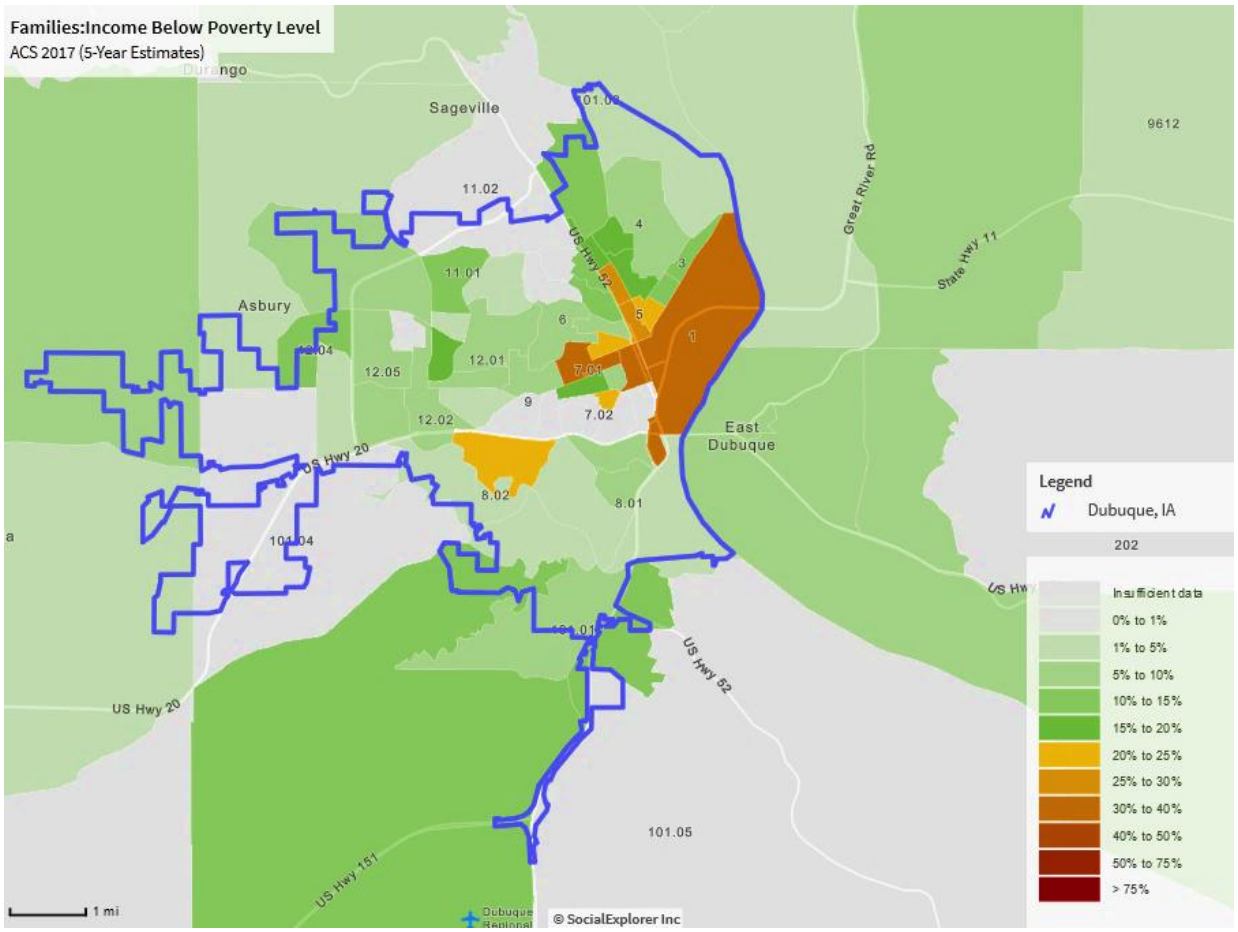


Figure 16 Family Households Living Below Poverty Level. Source: ACS 2017 5-Year Estimates, Social Explorer

As a result of higher rates of poverty and lower median incomes, most persons of color are renters in Dubuque; whites own 98.4% of the total owner occupied housing units.

Owner v. Renter Occupied Housing Units by Race & Ethnicity

ACS 5-Year Estimates 2017	Owner Occupied	Owner Occupied %	Renter Occupied	Renter Occupied %
	Estimate	Estimate	Estimate	Estimate
Occupied housing units	15,175	15,175	8,799	8,799
RACE AND HISPANIC OR LATINO ORIGIN OF HOUSEHOLDER				
One race --				
White	14,926	98.4%	7,366	83.7%
Black or African American	63	0.4%	722	8.2%
American Indian and Alaska Native	0	0.0%	5	0.1%

Asian	88	0.6%		289	3.3%
Native Hawaiian and Other Pacific Islander	12	0.1%		97	1.1%
Some other race	6	0.0%		52	0.6%
Two or more races	80	0.5%		268	3.0%
Hispanic or Latino origin	99	0.7%		281	3.2%
White alone, not Hispanic or Latino	14,842	97.8%		7,158	81.4%

Figure 17 ACS 2017 5-Year Estimates, U.S. Census Bureau

ACS data clearly shows areas with higher concentrations of families living in poverty, unsurprisingly including the census tracts in east Dubuque, colloquially called 'The Flats' which has:

- Poverty rates of over 30%
- Unemployment ranging from 6 to 10 percent,
- Median Household Income at $23,814.
- Low income households with severe house burden over 35%
- Moderate Income households with severe house burden 34%

Educational Attainment

Education is fundamental to sustainable development, contributes to individual's economic status and impacts where they live. A snapshot of Dubuquers shows that:

- 93.2% of households in City of Dubuque had a **high school education**.
- The majority (nearly 62%) of Dubuquers have educational attainment beyond high school.
- 20.49% have some college, and 30.5% have **bachelor's degrees** and above.
- Dubuque **students perform better** at 88.95% than the national average of 84.6 percent. However, the rate has declined slightly year over year since 2013-2017.
- **English Language learners** experience significantly higher high-school drop-out rates 52.38%.
- Dubuque's post-secondary education level is lower than national levels. According to the Census Bureau (2017) 33.4% of Americans 25 or older had earned a bachelor's degree.

Educational Attainment Levels in Dubuque

DP02: SELECTED SOCIAL CHARACTERISTICS IN THE UNITED STATES	Dubuque city, Iowa	
2013-2017 American Community Survey 5-Year Estimates	**Estimate**	**Percent**
College or graduate school	5,969	38.7%
EDUCATIONAL ATTAINMENT		
Population 25 years and over	38,897	38,897
Less than 9th grade	802	2.1%
9th to 12th grade, no diploma	2,516	6.5%
High school graduate (includes GED)	12,601	32.4%

Some college, no degree	7,969	20.5%
Associate's degree	3,133	8.1%
Bachelor's degree	7,687	19.8%
Graduate or professional degree	4,189	10.8%
Percent high school graduate or higher	(X)	91.5%
Percent bachelor's degree or higher	(X)	30.5%

Figure 18 Educational Attainment. Source: ACS 2017 5-Year Estimates, Census Bureau

In the recent 2019 Washington Neighborhood Market Analysis report, Teska Associates, Inc. noted that education levels in that revitalization area have improved with adults over age 25 without a high school degree or equivalent declining from 28% to 17%, while adults with college degrees have increased from 9% to 13%. (August 27, 2019, City Council Work Session). This may be positive news for the city's core which has historically been a concentrated area of poverty with lower educational attainment rates.

However, it is also something for the City to pay attention to. With revitalization can come the positive benefits of 'gentrification,' such as decreased crime and improved housing and street conditions. Yet, cities around the nation have also experience pitfalls for protected classes who are displaced due property values rising and being priced out of revitalized areas.

Teska Associates, Inc. reports in this geographic area:

- The median income has declined between 3% and 6% since 2007.
- Unemployment is higher in the Washington Neighborhood, ranging from 4.1% to 6.24% based on the Census Tract compared with 2.3% citywide.
- Unemployment in surrounding Census Tracts in the Washington Trade Area range from 2.7% to 10.3%.

Employment

Dubuque's economy employs 30,131 people.

- The largest industries in Dubuque are Manufacturing (4,405 people), Retail Trade (4,360 people), and Health Care & Social Assistance (4,138 people).
- The highest paying industries, by median earnings, are Utilities ($63,359) and Public Administration ($56,676), and Professional, Scientific and Technical Services ($49.071).
- Median household income in Dubuque is $50,171. Males in Dubuque have an average income that is 1.34 times higher than the average income of females, which is $44,006.
- The unemployment rate was at 2.4% in September 2019; per the USA Labs study in 2019, unemployment for people of color "hovers around 15%."[xix]

Employment by Industry in Dubuque

Figure 19 Source: Data USA https://datausa.io/profile/geo/dubuque-ia#economy

Notably, the State of Iowa the state ranks 37th in the nation for gender pay equity. The **wage by gender in common jobs** (2017):

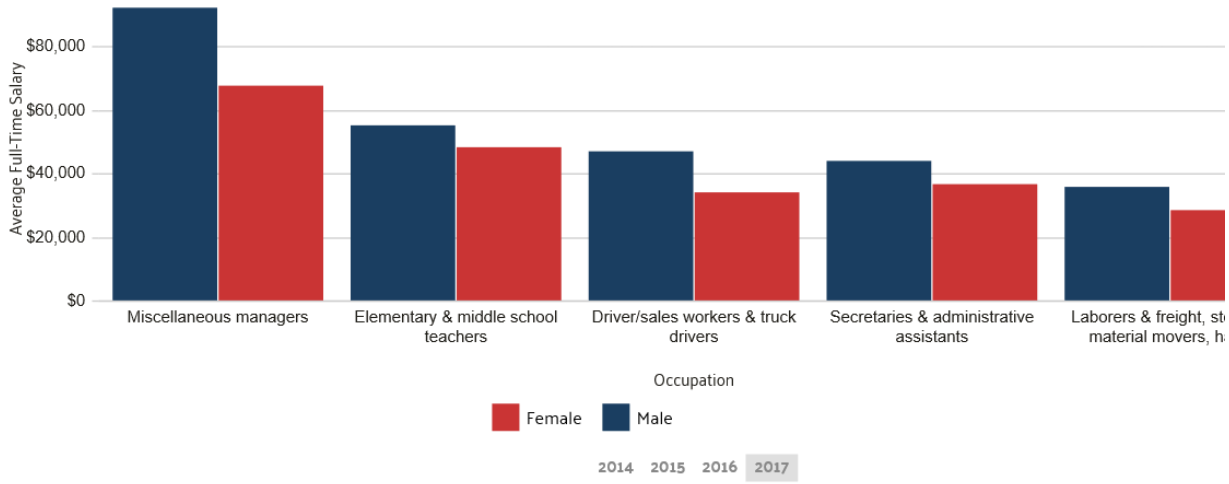


Figure 20 Source: Source: Data USA Dubuque Profile at https://datausa.io/profile/geo/dubuque-ia#housing

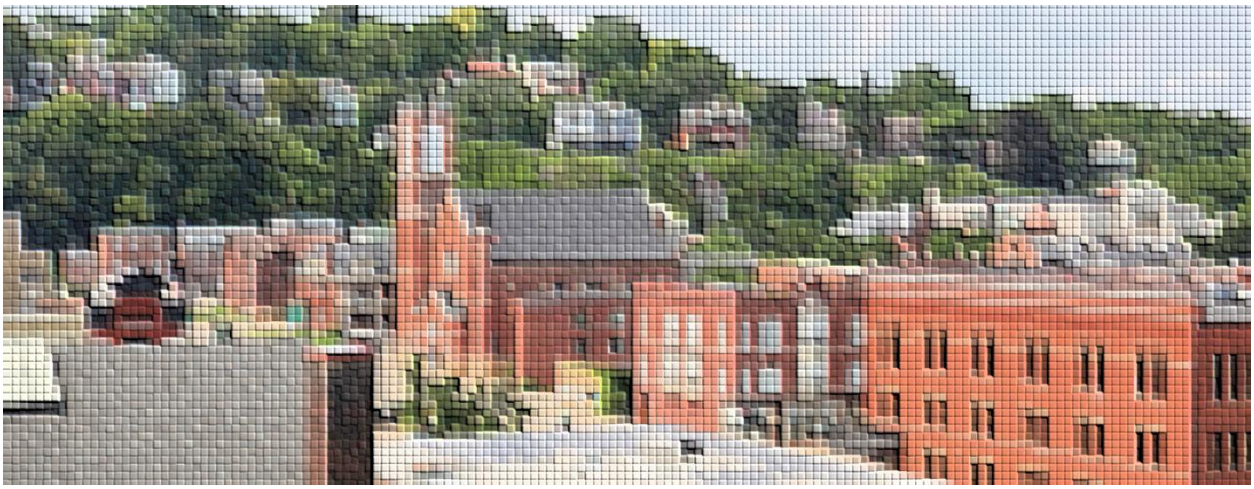
Summary

- Dubuque has seen a decline in population despite the low unemployment rate.
- Slight growth in diversity, especially among African Americans and Pacific Islanders.
- Median income is lower than the national level and poverty is high, perhaps attributable in part to Iowa's minimum wage* (lowest in nation, along with just 13 other states).
- The largest population sector, Millennials, face a rise in home values without an increase in wages/incomes. This makes homebuying a remote possibility for many.
- Females experience more poverty than males in Dubuque; senior women are hit the hardest.

*The State of Iowa's minimum wage is the federally-established rate of $7.25 per hour. Community participants emphasized that the minimum wage is the chief obstacle to fair housing choice. In the City's comprehensive plan, increasing "economic prosperity" is cited. It is crucial to educate, as the Iowa Policy Project explains, even median wage in Iowa is not enough for self-sufficiency:[xx]

- A single parent with 2 children would need to earn $22.19 per hour to live above the poverty line;
- For a married couple with 1 child and just one parent working, the self-sufficiency wage is $22.41;
- The average wage of a single Iowan is $12.99; and
- The median wage is $17.84.

The Iowa State Legislature passed House File 295 in 2017 to prohibit cities and counties from implementing policies at odds with state law, including the setting of minimum wages that exceed the state/federal rate, currently $7.25 an hour. Proponents of the bill argued that the wages should be set by employers and that permitting local control would create a patchwork of varying minimum wages across the state. Opponents of the legislation argued for local control and local values to be used to address wage issues, fair housing and civil rights issues. The wage issue and associated activities may more deeply considered through Dubuque's Equitable Poverty Prevention Plan work.



VI. HOUSING PROFILE

This section provides an overview of housing, types and locations of units. The four HUD-defined housing problems are addressed in several subsections, chief of which is the cost burden impediment.

Key Impediments

- Low number of vacant units;
- Prevalence of HUD-defined housing problems, including cost burden; and,
- Publicly supported housing concentration.
- Further, community participants report private sector financial services obstacles to homeownership.

Housing Overview

Dubuque's total housing units have increased since 2010, from 24,985 to 25,932 in 2017, **an increase of 947 units**. Nonetheless, vacancy rates are an impediment (housing scarcity) particularly impacting Dubuquers seeking affordable housing. Vacant units are spatially dispersed throughout Dubuque with the largest clusters on the east side and downtown, areas mentioned throughout this AI for density of poverty and racial/ethnic diversity.

Imagine Dubuque includes strategies for expanding land use, the preservation of historic housing stock, and developing new housing units.

Housing Types

A profile of the types of housing in Dubuque shows that single family units are most prevalent per the following chart.

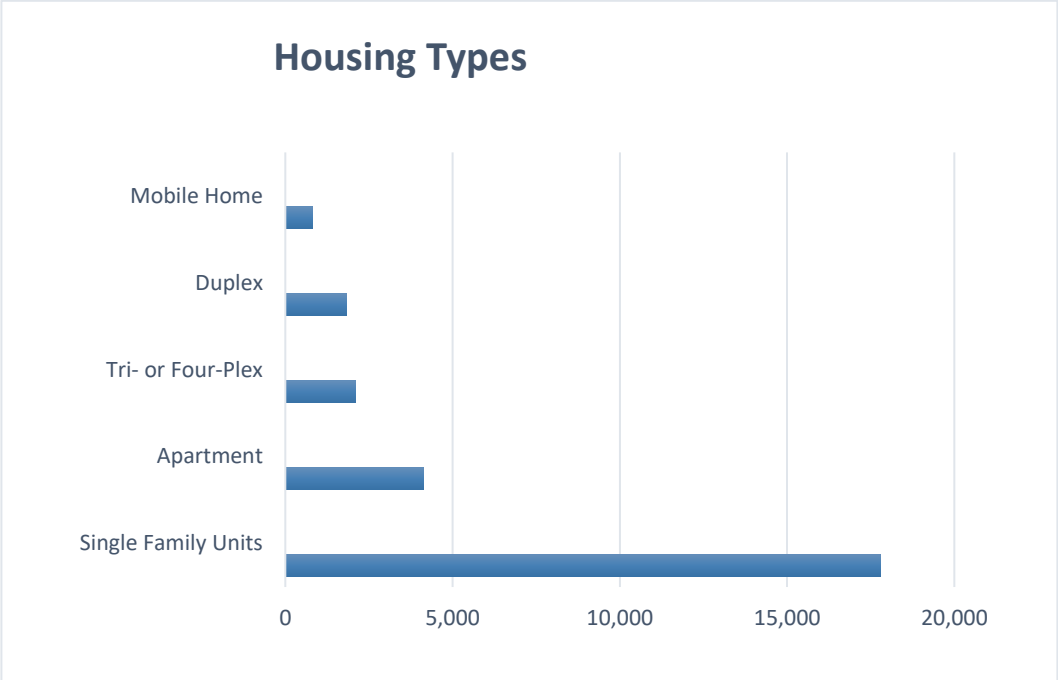


Figure 21 Chart 9 Housing by Type (count). Iowa Housing Finance Authority 2019

Because Dubuque is predominantly white, a look at housing types by race and ethnicity holds few surprises. Of note is that Pacific Islanders, while renters, are not residing in apartments. Also, mobile home residents are whites.

Housing Types by Household Race and Ethnicity

Unit Type	White	Black	American Indian	Asian	Native Hawaiian/Pacific Islanders	Other	Two or More Races
Single Family	70.4%	46.1%	0%	33.%	45%	10.3%	41.4%
Duplex	5.8%	19.2%	0%	2.7%	19.3%	43.1%	10.6%
Tri or 4-Plex	6.1%	22.4%	0%	32.9%	35.8%	34.5%	21%
Apartment	14.3%	12.2%	100%	27.3%	0%	12.1%	27%
Mobile Home	3.4%	0%	0%	3.4%	0%	0%	0%

Figure 22 Housing Types & Household Race and Ethnicity. Source: ACS 2017 5-Year Estimates

While mobile home residents make up a small percent of households in Dubuque, as Community Participants discussed, mobile home communities have been purchased and prices have been raised, making them unaffordable and putting residents at risk of homelessness.

The Dubuque City Council is aware of this crisis situation and it appears addressing this issue may be state legislative priority. This issue is included in the 2019 proposed fair housing plan.

Age When Housing Built

Dubuque's historic structures lend to the community's charm and beauty. However, aging housing stock also becomes an issue: nearly 30 percent of Dubuque's housing structures were built in 1939 or earlier.

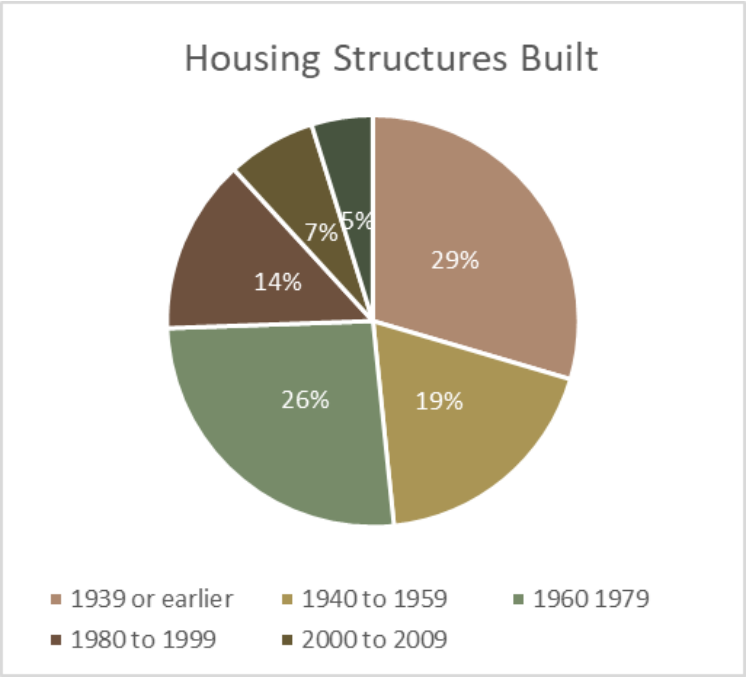


Figure 23 Housing Structures Year Built Percentages

The City has been tackling the aging stock issue using CDBG funds and partnerships with effective community organizations like the Greater Dubuque Development Corporation's True North program. Additionally, for over a decade significant investments have been made in the Washington Neighborhood. Investment and preservation strategies, including with the use of CDBG funds, Low Income Housing Tax Credit (LIHTC) and other funding is a community strength. Examples follow:

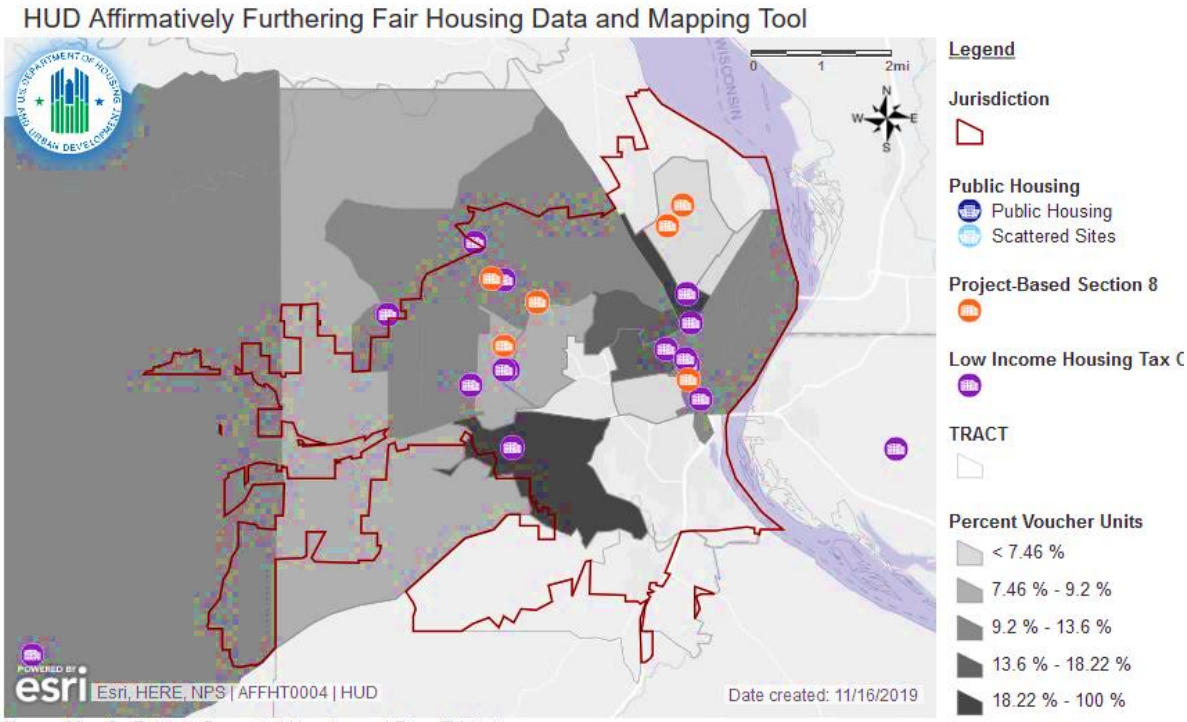
The C.H.A.N.G.E. Initiative (Comprehensive Housing Activities for Neighborhood Growth and Enrichment) identifies and rehabilitates downtown housing units. It is a $19 million plan to improve 739 homes. Key partners include Community Housing Initiatives and Greater Dubuque Development Corporation's True North initiative. It encompasses:

- Homebuyer Program
- Housing Choice Voucher Home Ownership
- Home Repair Loan
- Accessibility Rehabilitation
- Homeowner Rehabilitation Program
- Homeowner Rehabilitation Loan Program
- First-Time Homebuyer

Greater Dubuque Development Corporation's True North program is focuses on:

- Removal of blight and creation of affordable housing
- Pursuit of redevelopment, reuse and repurposing of commercial and/or industrial Infrastructure Improvements

The following map shows where Public Housing (none in Dubuque), project-based and LIHTC properties are located (in purple):



Name: Map 5 - Publicly Supported Housing and Race/Ethnicity

Description: Public Housing, Project-Based Section 8, Other Multifamily, and LIHTC locations mapped with race/ethnicity dot density map with R/ECAPs, distinguishing categories of publicly supported housing by color

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 24 Publicly Supported Housing. Source: HUD AFFHT 0004

However, mapping patterns continue to show that publicly assisted housing (particularly the Housing Choice Voucher program tenants) continues to be clustered in older housing stock.

As Dubuque's Director of the Housing and Community Development Department noted, the most vulnerable residents live in the oldest, most vulnerable housing stock. The City provided the heat map that follows shows where all rental units are located, and the left-side shows where units are available to persons receiving housing assistance: *the bulk of the assisted housing units are located in the area where there is a high concentration of poverty and oldest housing stock.*

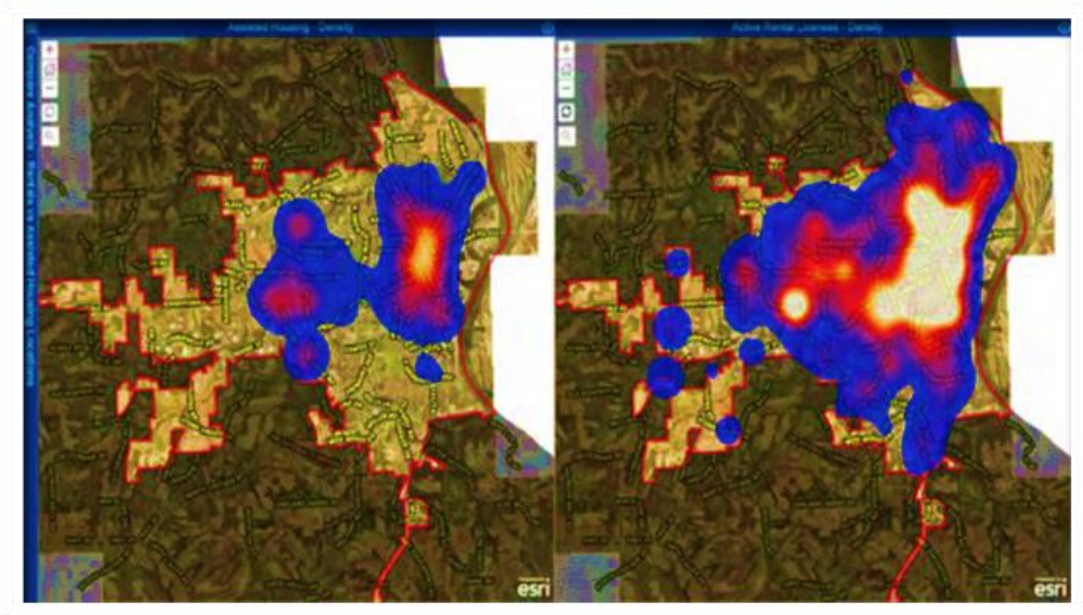


Figure 25 Heat Map of Publicly Supported Rental Housing. Source of Income Committee Report (December 2018)

Housing Problems

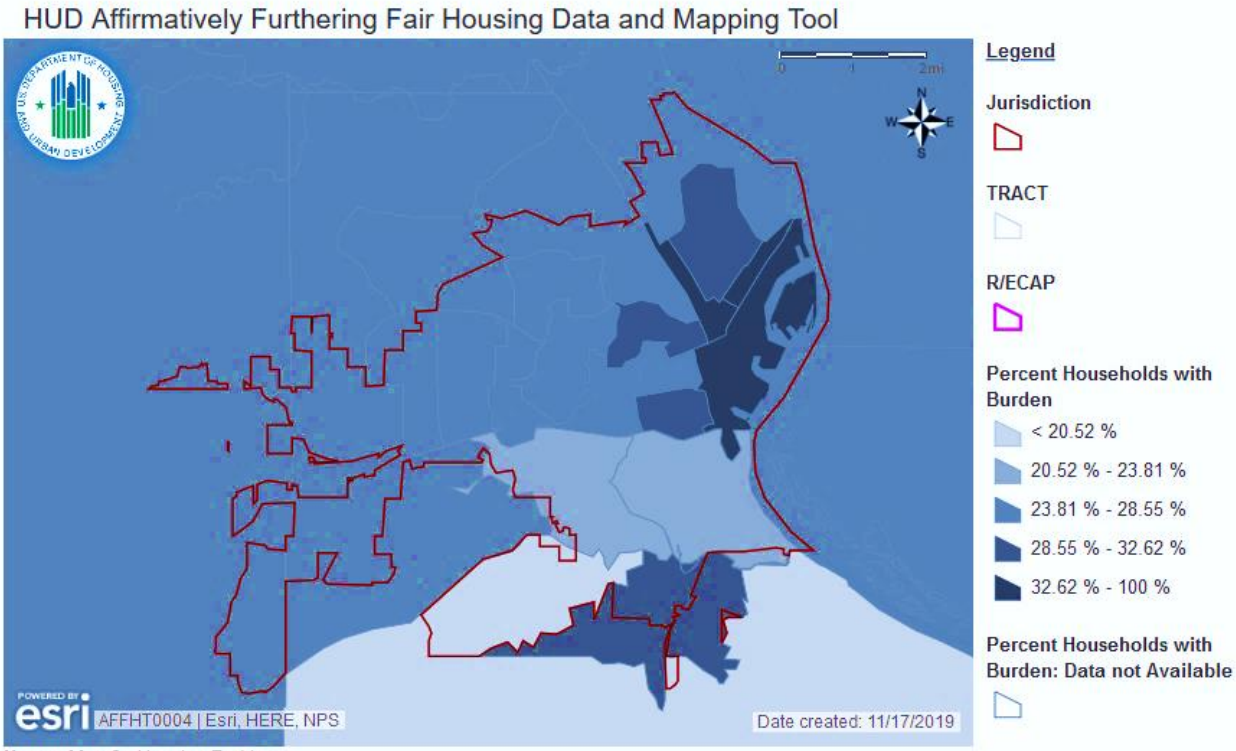
The four HUD-defined housing problems are: (1) Incomplete **kitchen** facilities, (2) Incomplete **plumbing** facilities, (3) more than 1 person per room **(overcrowding)**, and (4) **cost burden** greater than 30%. The four **severe housing problems** are: incomplete kitchen facilities, incomplete plumbing facilities, more than 1 person per room, and **cost burden greater than 50 percent.**

Cost burden is the ration of housing costs to household income. For renters, housing cost is gross rent (contract rent plus utilities). For owners, housing cost is 'select monthly owner costs' which includes mortgage payment, utilities, association fees, insurance, and real estate/property taxes.

HUD defines cost-burdened families as those who pay **more than 30 percent** of their income for housing and may have difficulty affording necessities such as food, clothing, transportation, and medical care. Severe rent burden is defined as paying **more than 50 percent** of one's income on rent.

HUD includes overcrowding as a housing problem it correlates to more health issues and accidents. In Dubuque, 99% of owner occupied units have 1 person per room and 98.2% of renter occupied units have 1 person per room.

A map view of all housing problems, including cost burden, follows.



Name: Map 6 - Housing Problems

Description: Households experiencing one or more housing burdens in Jurisdiction and Region with R/ECAPs and race/ethnicity dot density

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 26 Percent of Households with Housing Problem. Source: HUD AFFHT0004

According to the most recent Comprehensive Housing Affordability Strategy ("CHAS") data* for Dubuque (2012-2016 ACS) 27.5% of all households have at least one of 4 housing problems and nearly 15% have at least one severe housing problem. The following table provides details for the entirety of Dubuque households.

Housing Problems Overview 1	Owner	Renter	Total
Household has at least 1 of 4 Housing Problems	2,455	4,160	6,615
Household has none of 4 Housing Problems	12,685	4,480	17,165
Cost burden not available, no other problems	105	165	270
Total	15,250	8,800	24,050
Severe Housing Problems Overview 2	Owner	Renter	Total
Household has at least 1 of 4 Severe Housing Problems	955	2,600	3,555
Household has none of 4 Severe Housing Problems	14,185	6,040	20,225
Cost burden not available, no other problems	105	165	270
Total	15,250	8,800	24,050

Figure 27 Comprehensive Housing Affordability Strategy Data Report 2019

Cost Burden and Income

Nearly one-third of all Dubuque households are cost burdened:

- Renters, 21.0% of Dubuque's renter households are paying 30%-49% of their income on rent.
- A greater number of renter households 24% (2,111) spend 50% or more of the household income on rent.
- Owners without a mortgage had a cost burden rate of 6.7 percent and a severe cost burden rate of 4.3 percent.
- Owner occupied households with a mortgage had a cost burden rate of 15 percent, and severe cost burden at 5.8 percent.

HAMFI Classification

Extremely Low-Income <30%
Very Low-Income < 50%
Low-Income < 80%
Low- and Moderate Income < 100%

An owner or renter's income is closely correlated to housing problems. Inherently, cost burden is going to affect those in poverty more readily. HUD's HAMFI is the measure of *median income by household* calculated by HUD-determined housing markets, largely based on metropolitan statistical areas. While HAMFI does not provide the precision of a County Median Income or City Median Income, HAMFI offers HUD the ability to adjust median income by known household size in CHAS tabulations, providing more consistent data metrics across demographics.

In the lowest income category 0-30 percent, more that 90% of Dubuque's households have one or more of the housing problems: *technically no one group has a disproportionate share (more than 10%)*. However, poorer residents inherently experience more housing problems.

Housing Problems for Renters

Income by Housing Problems (Renters only)	Household has at least 1 of 4	Household has none of	Cost Burden not available,	Total
	Housing Problems	4 Housing Problems	no other housing problem	
Household Income less-than or= 30% HAMFI	2,050	245	165	2,460
Household Income >30% to less-than or= 50% HAMFI	1,195	575		1,775
Household Income >50% to less-than or= 80% HAMFI	750	1,245		2,000
Household Income >80% to less-than or= 100% HAMFI	95	715		810
Household Income >100% HAMFI	65	1,695		1,760
Total	4,160	4,480	165	8,800

Figure 28 Income by Housing Problems (Renters). CHAS Report 2019

For **owners,** the situation is similar. The lowest two income categories experiencing more housing problems, as seen in the following CHAS data table.

Housing Problems for Owners

Income by Housing Problems (Owners only)	Household has at least 1 of 4	Household has none of	Cost Burden not available,	Total
	Housing Problems	4 Housing Problems	no other housing problem	
Household Income less-than or= 30% HAMFI	670	65	105	845
Household Income >30% to less-than or= 50% HAMFI	650	735		1,385
Household Income >50% to less-than or= 80% HAMFI	700	2,065		2,765
Household Income >80% to less-than or= 100% HAMFI	230	1,710		1,940
Household Income >100% HAMFI	205	8,110		8,315
Total	2,455	12,685	105	15,250

Figure 29 Income by Housing Problems (Owners). CHAS Report 2019

As expected, the prevalence of housing problems is concentrated in areas where poverty is the highest. This can put place significant financial strain on residents' ability to afford basic necessities and which is then exacerbated when any large unexpected expense (such as car repairs) occur.

Location of Affordable Rental Housing to 50% AMI.

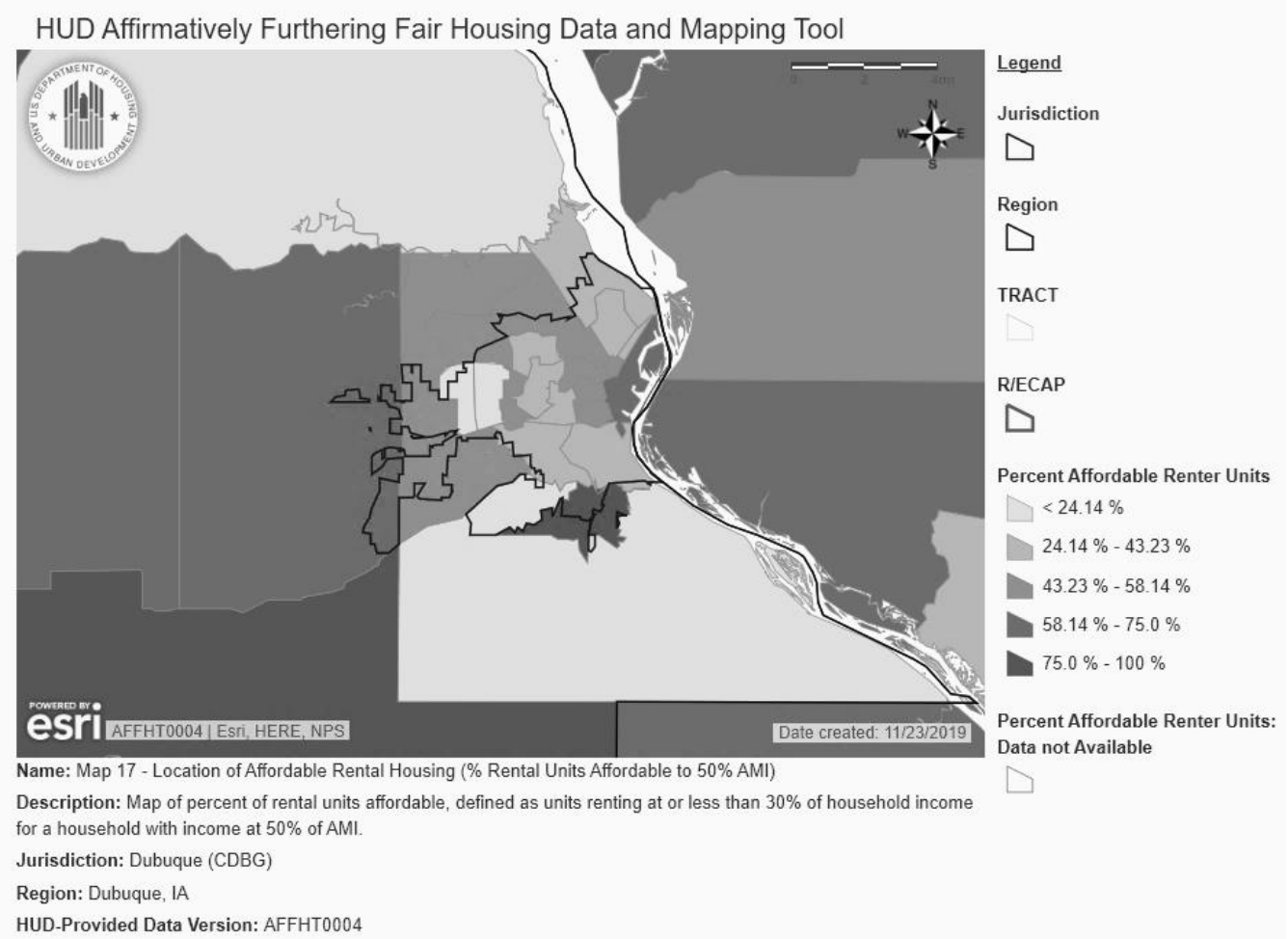


Figure 30 HUD AFFH Mapping

Housing Problems by Race & Ethnicity

The small number of minority households makes it difficult to make inferences, however it is worth noting that in several income categories, for some minority groups **more households than not** have housing problems:

- For households with 0-30% and 30-50% of Area Median Income Black/African American, Asian and Hispanic households have more housing problems than not.
- All 25 American Indian and Native Alaskan Households (100% percent in this income category) had housing problems.
- 61% of households with 30% to 50% of Area Median Income had one or more housing problems.
- Thirty-two percent of households with 50% to 80%of Area Median Income had one or more housing problems. Pacific Islanders had a disproportionate share at 100%.
- 13% of households with 80% to 100% of Area Median Income had one or more housing problems. American Indian/ Alaska natives had a disproportionate share at 71.4%, and Pacific Islanders at 100%.

- All 65 Pacific Islander households had housing problems in the income categories in which they appear.

As stated, while small numbers make it difficult to establish disproportionality and cost-burden is a prevailing issue in Dubuque, all broad strategies to increase the affordability and accessibility of housing would likely benefit these small minority groups as well as the City as a whole.

Zoning

In concert with the development of *Imagine Dubuque*, a comprehensive review of zoning and land use occurred. Within the Dubuque city limits, 2,490 acres (18%) of total land area remained vacant and developable based on 2017 zoning designation. Because there are fewer units available than households in need for those who make <30% Household Area Median Family Income, land use and development decisions will make affordable housing a priority. The following map details the City Council-approved future land use map that *Imagine Dubuque* strategies build upon.

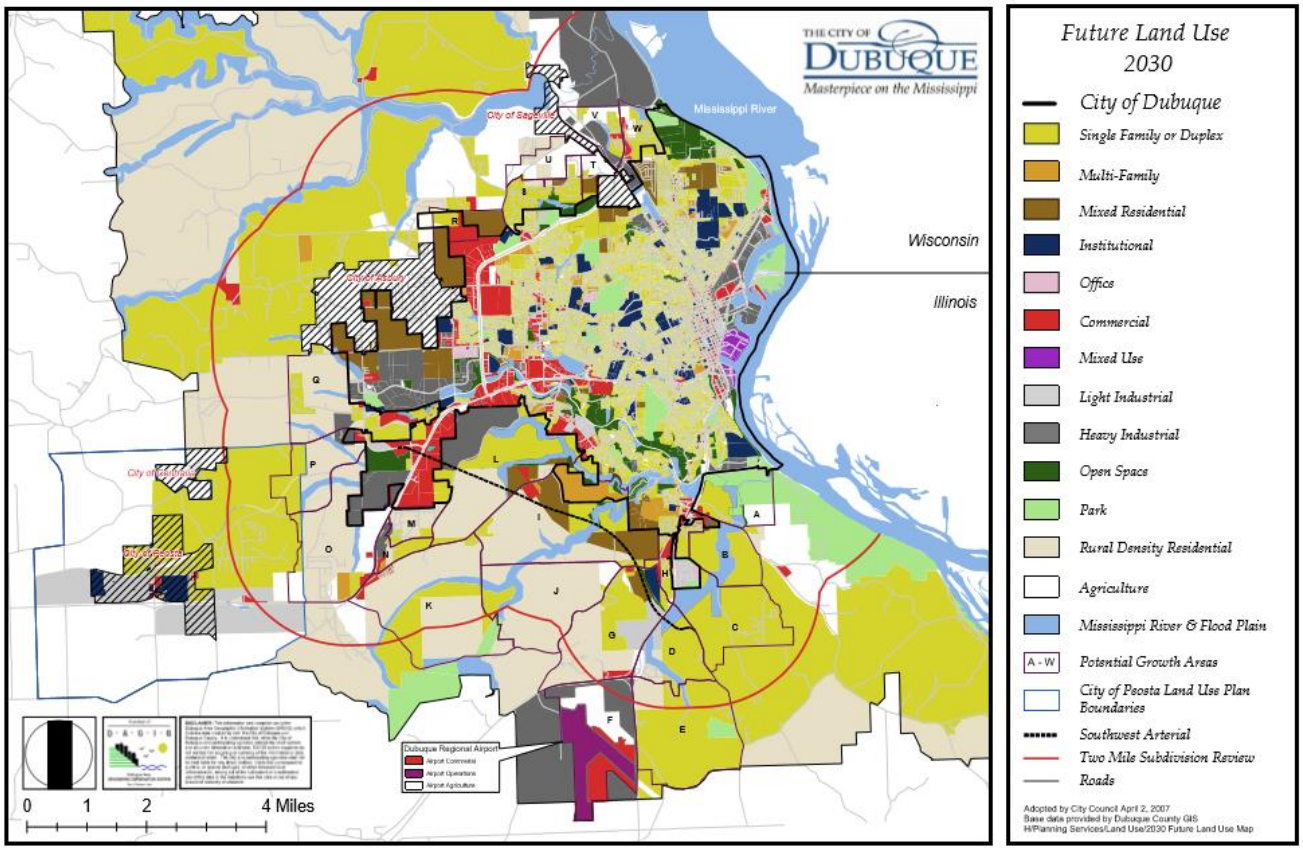


Figure 31 Future Land Use 2030 Map. Source: City of Dubuque

Imagine Dubuque Strategies for Expanding Affordable Housing

Single Family

Serve neighborhood needs such as education, housing, and recreation equitably while maintaining a viable, livable atmosphere and reducing environmental impacts. Access to trails, open space, and other

recreational and educational amenities, connections to needed goods and services, and protecting significant woodland, prairie, and wetland areas and avoid steep slopes are all strategies.

Multi Family

Encourage a mix of housing affordable for all segments of Dubuque's population throughout the community, including options for those who might be saving for their first home, taking into account proximity to jobs to minimize transportation costs, and increasing access to goods and services in a walkable environment.

Mixed-Use

Create a vibrant environment where residents can live, work, and play within walking and biking distance of their home at opportunity sites throughout the community. Integrate a variety of residential product types in mixed-use areas, including multi-family products such as townhomes and apartments, but also incorporating some single-family housing. *Imagine Dubuque*'s mixed use strategies also provides for walkable neighborhoods, with convenient access to goods, services, parks, and schools, without the need to use a car for every trip.

Potential Private Sector Discrimination

Prohibited practices include:

- Redlining, refusing to extend home loans/insurance or offering less favorable terms to someone based on the race of their neighborhood.
- Blockbusting, persuading owners to sell property cheaply based on fear that people of another race will move into the neighborhood, and thus profiting by reselling at a higher price.
- Steering, housing providers guide prospective buyers/renters towards or away from certain neighborhoods based on race.

Among home loan applicants of color, the ability to achieve homeownership is impeded by higher rates of mortgage application denials. Black and Hispanic households in Iowa were denied mortgages at higher rates than white households, even when controlling for income. And, higher cost loans were more prevalent among lower income households than upper income households.

According to Home Mortgage Disclosure Act (HDMA) nationwide data (2017), in terms of conventional loans African Americans are 2.6 times and Hispanic applicants are 2 times more likely than white applicants to be denied. Non-white buyers did a little better with FHA mortgage loans, yet African American are 1.8 times more likely and Hispanic applicants are 1.4 times more likely than white applicants to be turned down. Although a small percentage of Dubuque's population is a race/ethnicity other than white, homeownership is disproportionately low, even by national standards. The homeownership rate for Dubuque's black citizens is just 8%, down from roughly 10% in 2015."[xxi]

Dubuque Home Mortgage Disclosure Act data do not clearly signal obstacles, largely because for conventional loans race and ethnicity were not reported, Community Participants in this AI reported that redlining is occurring, indicating that an independent fair housing testing program would be helpful in terms of a deeper analysis to ascertain if prohibited discriminatory practices are occurring.

Housing Forecast

The Iowa Finance Authority forecasts that in 2030 there will be a projected 25,147 households of which 15,918 are projected to be owner occupied, and 9,230 are expected to be renter-occupied. Dubuque households are projected to reach 25,192 occupied units by 2050. The expansion of affordable housing will need to be equally strong. Implementation of *Imagine Dubuque* strategies and fair housing goals are crucial for the community to thrive.

Summary of Barriers & Potential Solutions

Key Barriers:

- Cost burden, the most prevalent impediment.
- Poorer households, particularly among person of color, also experience a greater number of HUD-defined housing problems. As noted previously, cost burden is inherently higher in low income households.
- Concentration of Housing Choice Voucher participants in older housing stock.
- No data indicates that HCV acceptance is city-wide; current locations of HCVs show high usage in concentrated areas of poverty.
- Homeownership is predominantly among Whites.

Potential Solutions:

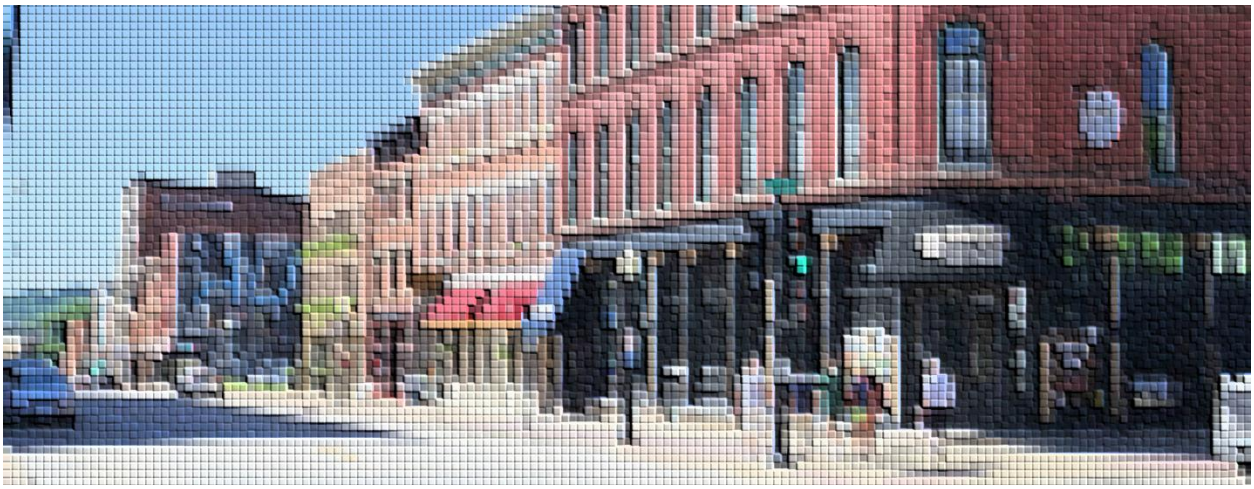
Imagine Dubuque lays out strategies for preserving and reinvesting in structures built early in the 20th Century. The community partnerships are strong and will continue the work of rehabilitating housing stock. The issue of public assisted housing, particularly the HCVs, is addressed in Assessment of Past Goals section of this AI, as well as in the 2019 fair housing actions. Finally, actions such as an independent testing and focus on public transparency for inspections decisions will strengthen fair housing in Dubuque.

Housing patterns of owner occupied versus renter occupied housing are critical as homeownership is thought to have a substantial access to opportunity impact. The HUD-defined opportunity indices are addressed in the next section of this report. As one Dubuque resident said, not being able to get a mortgage for a small house means nothing to leave one's children. This speaks to the historical lens to homeownership in the U.S.: owning a home has been thought of as integral to achieving the American Dream.

With homeownership lowest for people of color, further examination of practices and approaches in Dubuque is needed. The City of Dubuque and its community partners have solid home buying programs. Analysis of racial/ethnic disparities is advisable and improved outreach and supports for potential homebuyers could be necessitated. Outreach that is culturally competent should come in the form of greater down payment assistance, a homebuying "coach," or other promising approaches used in Iowa and across the nation. One valuable resource is HUD's randomized trial results from a multi-year demonstration project: First Time Home Buyers Education and Counseling (June 2016)

The cost burden for Dubuque residents is untenable. However, this is an issue across the nation and promising approaches are being tested; some are similar to *Imagine Dubuque* strategies. Further, the expectation is that the Equitable Poverty Prevention Plan will offer insights on best practices, specific

approach to increasing wages. This AI's fair housing goals offer a set of actions that will help ensure that discrimination and disparate impact is mitigated.



VII. ACCESS TO OPPORTUNITY

Among the many factors that drive housing choice for individuals and families are neighborhood factors. HUD refers to these factors within communities as 'areas of opportunity.' To thrive one needs living wages, good schools, affordable housing, efficient public transportation, safe streets, good services, adequate parks, and full-service grocery stores. While not mentioned by HUD, child care has increasingly become a factor that impacts one's ability to thrive.

HUD has developed a series of indices to help inform communities about segregation in their jurisdiction and region, as well as about disparities in access to opportunity. Each opportunity index is percentile ranked on a 0–100 scale, with a score closer to 100 indicating a higher level of opportunity. During AI development researchers were hampered by HUD's AFFH technology system non-functionality (extraction of data tables not possible). Thus, mapping is used throughout to capture indices ratings; in some instances older is used, including 2000 Census Data.

The HUD opportunity indices are:[xxii]

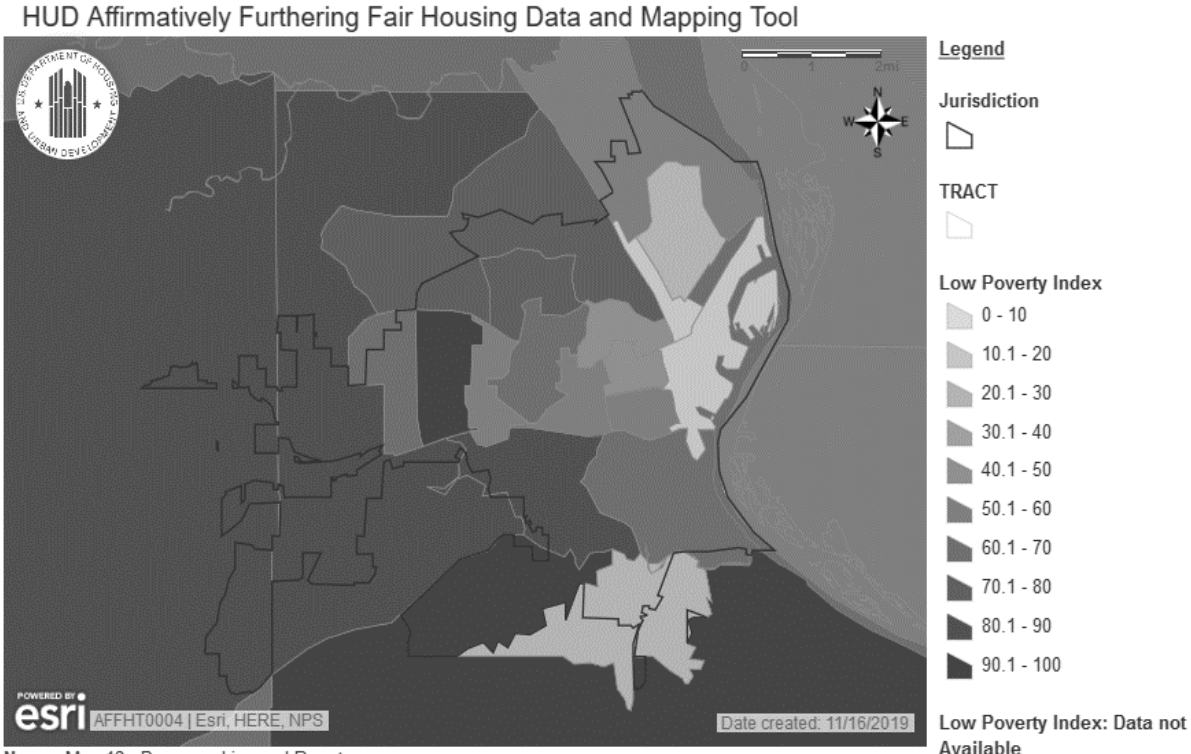
Index	Level of Geography	Description
Low Poverty Index	Tract	Captures poverty in a neighborhood using the poverty rate.
School Proficiency Index	Block Group	Uses fourth-grade performance to assess the quality of an elementary school in a neighborhood.
Jobs Proximity Index	Block Group	Quantifies the accessibility of a neighborhood to job locations within the larger region, with larger employment centers weighted accordingly.
Labor Market Engagement Index	Tract	Describes the relative intensity of labor market engagement and human capital in a neighborhood, using the unemployment rate, labor force participation rate, and educational attainment.

Low Transportation Cost Index	Tract	Estimates the transportation costs for a three-person single-parent family with income at 50 percent of the median income for renters.
Transit Trips	Tract	Quantifies the number of public transit trips taken annually by a three-person single-parent family with income at 50 percent of the median income for renters.
Environmental Health	Tract	Describes potential exposure to harmful toxins at the neighborhood level.
Dissimilarity Index	CDBG HOME CBSA	A measure of community-level segregation which represents the extent to which the distribution of any two groups differs across census tracts or block-groups.

Low Poverty Index & Income

Poverty significantly impacts access to opportunity. Dubuque's poverty rate of 16.3% is both higher than the county (11.9%) and the state (12%). One in five Iowans cannot meet basic needs and the poverty rate is higher in Dubuque. The Low Poverty Index is based on the poverty rate and captures poverty in a given neighborhood with the poverty rate is determined at the census tract level. *Poverty Index values are inverted meaning the higher the score, the less exposure to poverty in a neighborhood*.

Census tracts 5 (11 index score) and 1 (13 index score) hold the poorest neighborhoods in city of Dubuque. Conversely the neighborhoods least impacted by poverty are located in census tracts 001204 and 001205 in the Western Edge both with poverty index scores of 93.



Name: Map 12 - Demographics and Poverty

Description: Low Poverty Index with race/ethnicity, national origin, family status and R/ECAPs

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 32 Low Poverty Index Map. Source: HUD AFFHT0004

The map that follows adds further context to poverty in Dubuque by mapping the percentages of families within block groups who are living below the poverty level. At 36.7% Block Group 1 – Census Tract 1 has the highest rate of families in poverty.

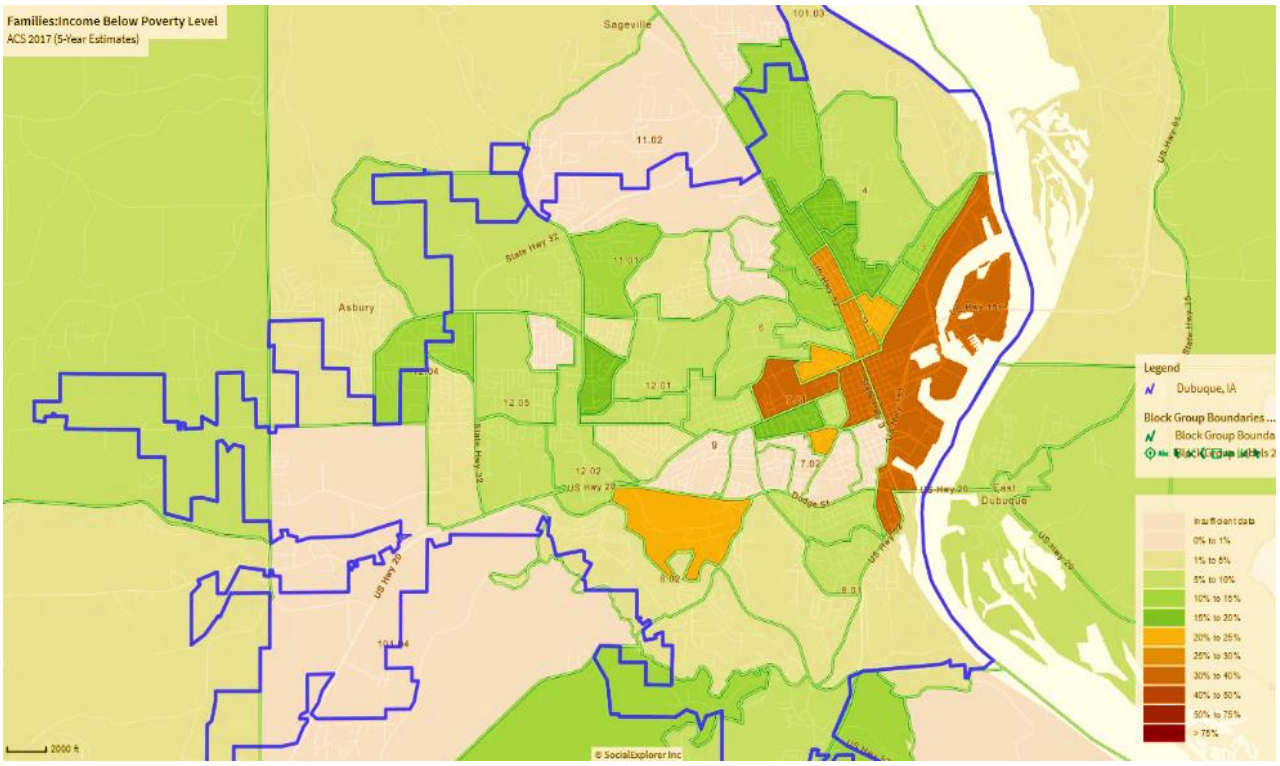


Figure 33 Percentage Families Living Below Poverty Level. Source: ACS 2017 5-Year Estimate, Social Explorer

The Poverty Thresholds for 2018* are provided below for additional real-life context. As an example, the poverty threshold for a family household with two adults and two children is $25,465 annual income or less.

Poverty Thresholds for 2018 by Size of Family and Number of Related Children Under 18 Years

Size of family unit	Weighted average thresholds	Related children under 18 years								
		None	One	Two	Three	Four	Five	Six	Seven	Eight or more
One person (unrelated individual):	12,784									
Under age 65	13,064	13,064								
Aged 65 and older	12,043	12,043								
Two people:	16,247									
Householder under age 65	16,889	16,815	17,308							
Householder aged 65 and older	15,193	15,178	17,242							
Three people	19,985	19,642	20,212	20,231						
Four people	25,701	25,900	26,324	25,465	25,554					
Five people	30,459	31,234	31,689	30,718	29,967	29,509				
Six people	34,533	35,925	36,068	35,324	34,612	33,553	32,925			
Seven people	39,194	41,336	41,594	40,705	40,085	38,929	37,581	36,102		
Eight people	43,602	46,231	46,640	45,800	45,064	44,021	42,696	41,317	40,967	
Nine people or more	51,393	55,613	55,883	55,140	54,516	53,491	52,082	50,807	50,491	48,546

Source: U.S. Census Bureau.

Figure 34 2018 Poverty Thresholds. Source: Census Bureau

*Note: This table provides the most recent (2018) Census Bureau guidelines whereas most of this AI uses ACS Five Year 2013-2017 data.

A significant variance is reported between the Median Household income:

- The median income is $50,171 (ACS 2017)
- For White Alone householders, the median income is $52,346 (in 2017 inflation adjusted dollars) and for **African American householders** it is $14,818.
- The 22% **Gender Income Gap** (females less than males) disparately impacts all households but especially female-led households (2,617) which are nearly 19% of the percent of total family households (13,888) in Dubuque.

Median income for families highlights the differences between census tracts with median income *generally increasing as distance from the downtown area increased*. In 2017, the place with the highest Median Household Income was Census Tract 101.05 with a value of $83,050, followed by Census Tract 8.02 and Census Tract 8.01, with respective values of $72,404 and $65,114.

School Proficiency Index

School proficiency is viewed by HUD as an indication of the quality of education that is available to residents of an area. High quality education is thought to be a vital community resource that may lead to more opportunity and improved quality of life. Importantly, Dubuque uses a neighborhood schools model, meaning that schools are typically populated with the children from surrounding residences and neighborhoods.

The school proficiency index uses school-level data on the performance of 4th grade students on state exams to describe which neighborhoods have high-performing elementary schools nearby and which are near lower performing elementary schools. The index ranges in values from 0 to 100. *The higher the score, the higher the school system quality is in a neighborhood.*

The Dubuque Community School District provides K-12 education through 11 elementary schools, three junior high schools, one middle school, and three high schools. Dubuque also offers two private school systems accredited by the State of Iowa.

It should be noted that a growing body of research "debunks the idea that school quality is the main determinant of economic mobility."[xxiii] UC Berkeley economist Jesse Rothstein's research found that "differences in local labor markets—for example, how similar industries can vary across different communities—and marriage patterns, such as higher concentrations of single-parent households, seemed to make much more of a difference than school quality."[xxiv]

Rosenstein concludes that factors like higher minimum wages, the presence and strength of labor unions, and clear career pathways within local industries are likely to play more important roles in facilitating a poor child's ability to rise up the economic ladder when they reach adulthood."[xxv] Rosenstein's research, confirmed by international researchers and reinforced by the Iowa Policy Project's 2019 "State of Working Iowa" report, provides fodder for reflection as the City of Dubuque undertakes its poverty prevention planning. In short, traditional thinking and poverty programming may not advance its goal of equity and increased economic prosperity.

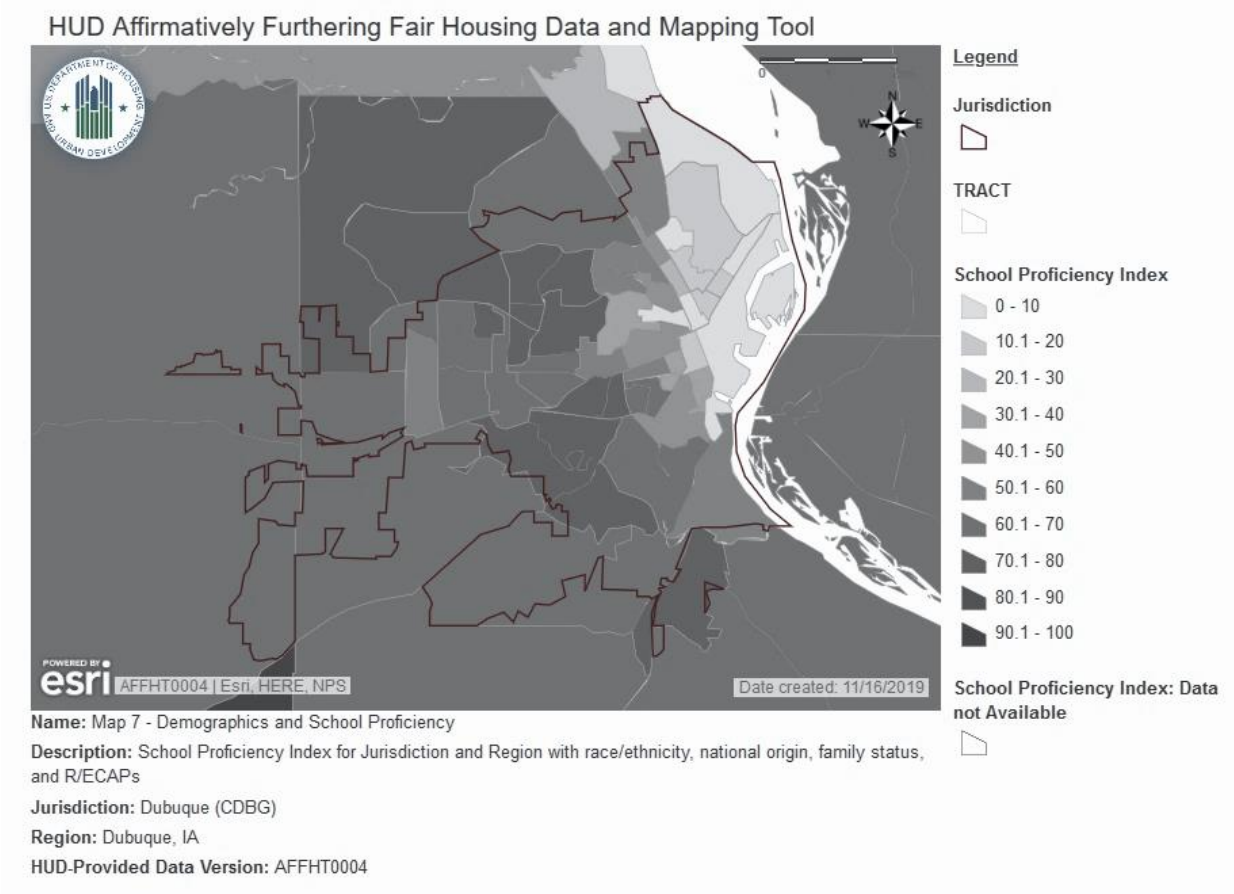


Figure 35 School Proficiency Index. Source: HUD AFFHT0004

School Proficiency Index mapping above shows large areas in and around the downtown area only have access to lower performing schools. These same areas also experience the highest levels of poverty and/or racial/ethnic diversity. Lower performing neighborhoods include Lincoln, Prescott, Audubon, Fulton and Marshall Elementary Schools and Thomas Jefferson Middle School.

One notable area is Block Group 4, Tract 5 which encompasses parts of the Washington and North End neighborhoods. It has the lowest school proficiency ranking (1 index score), reports more than a quarter (25.57%) of families live below the poverty level and where 37.32% of the population are children under 18 years (compared to the city as a whole with 20.9% under 18 years as of July 1, 2018, per U.S. Census Bureau data): Dubuque residents are struggling with multiple barriers.

For additional context the map below shows percentages of children (all residents age under 18 years) by block group as an indicator of where the concentrations of Dubuque's school attendees live (with the exception of the under 5 years population).

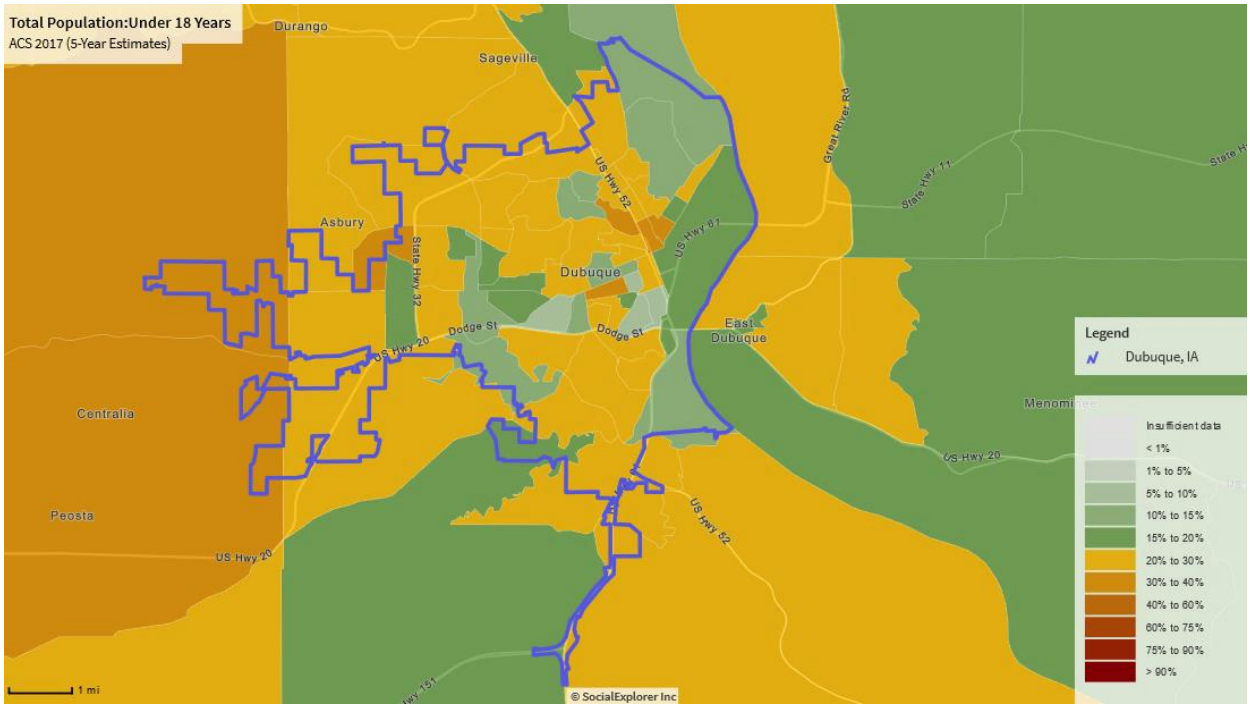


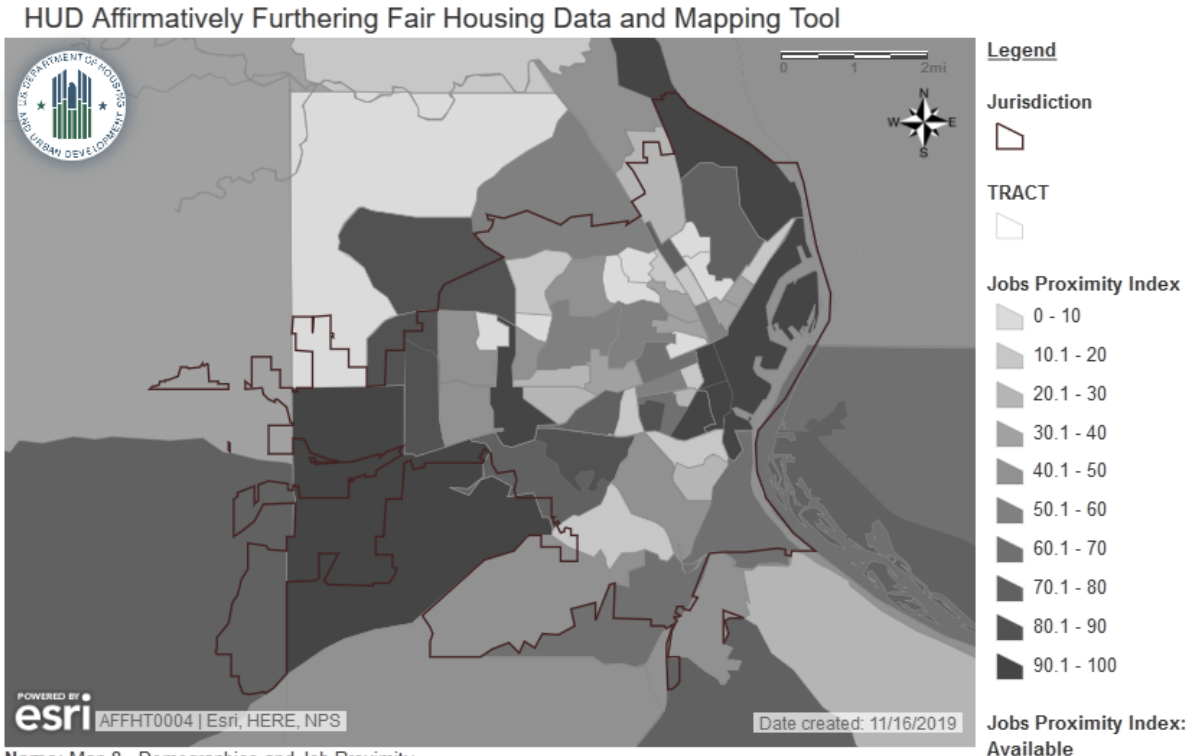
Figure 36 Percentage of Total Population Under 18 Years. Source: ACS 2017 5-Year Estimate, Social Explorer

School proficiency data from the Dubuque Community School District further highlights the challenges that poor, English language learner, disabled and/or homeless students face. Further, disparity in proficiency is seen based on race and ethnicity. An additional critical indicator, the Iowa Department of Education performance data English Language Learners dropout rate at significantly higher rates. (For complete details, please see Iowa Department of Education, Dubuque Community Schools Performance State District School Performance (Dubuque) 2018.)

Finally, during community engagement that informed this AI, a focus group of school principals noted how critical safe, stable housing is for their students. In particular, educators discussed how having to move frequently for reasons of safety or affordability negatively impacts their students' learning. The voices of Dubuque's educators confirm that housing has a profound impact on students and a forthcoming survey of Dubuque educators as part of the Equitable Poverty Prevention Plan will shed more light.

Jobs Proximity Index & Labor Market Index

The Jobs Proximity Index quantifies the accessibility of a given residential neighborhood as a function of its distance to all job locations within a specific proximity. Values are percentile ranked with values ranging from 0 to 100. *The higher the index value, the better the access to employment opportunities for residents in a neighborhood.*



Name: Map 8 - Demographics and Job Proximity

Description: Jobs Proximity Index for Jurisdiction and Region with race/ethnicity, national origin, family status and R/ECAPs

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 37 Jobs Proximity Index. Source: HUD AFFHT0004

The Labor Market Engagement Index provides a summary description of the relative intensity of labor market engagement and human capital in a neighborhood. This is based upon the level of employment, labor force participation, and educational attainment in a census tract. Values are percentile ranked nationally and range from 0 to 100. *The higher the score, the higher the labor force participation and human capital in a neighborhood.*

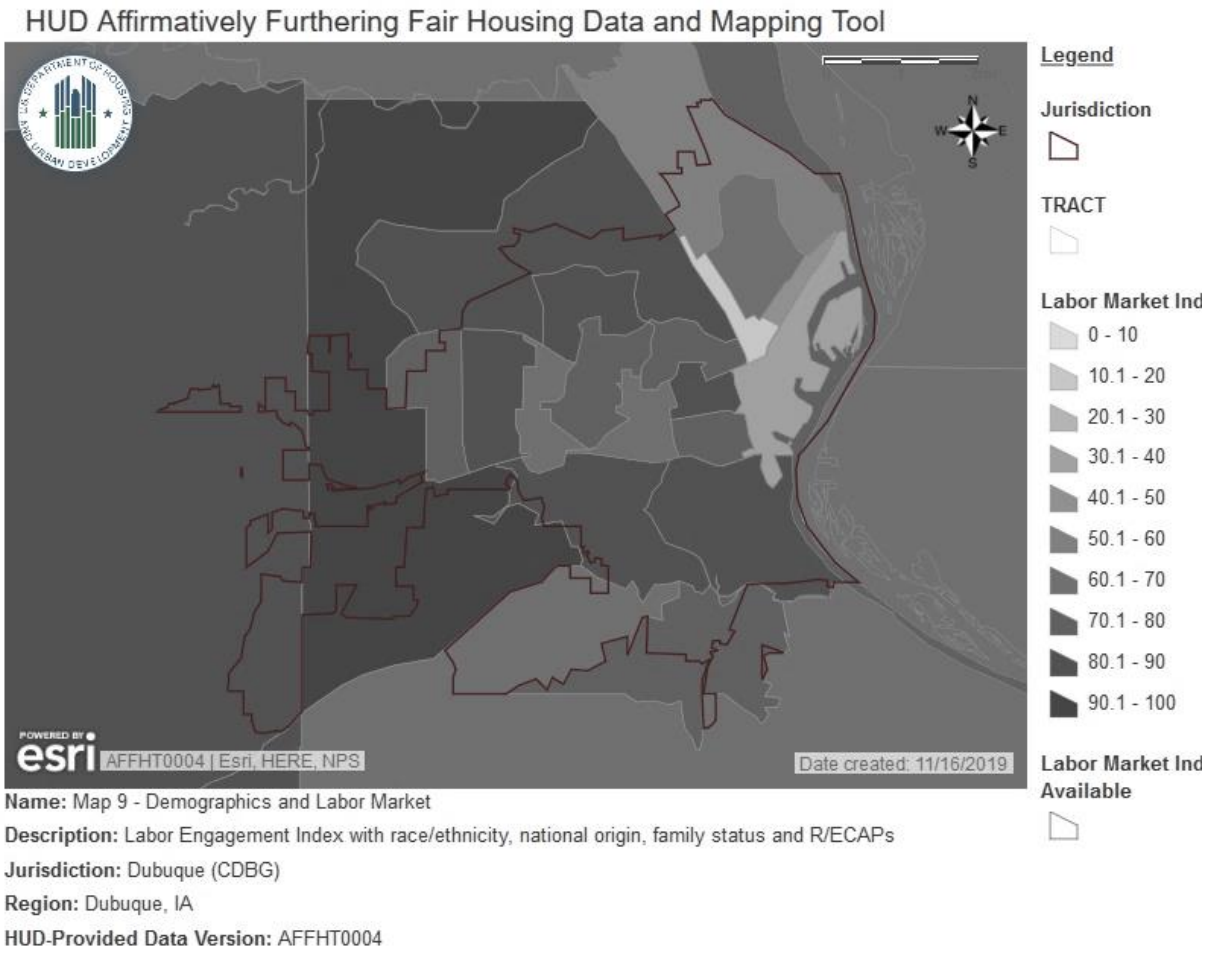


Figure 38 Labor Engagement Index. Source: HUD AFFHT0004

In 2017, 31,687 residents or 66.6% of Dubuque's population aged 16 Years and Over were employed. The unemployment rate was 3.2% in 2017 but has subsequently decreased to roughly 2.3% (reported August 2019) which is lower than the national average of 3.5 percent and just below the Iowa unemployment rate of 2.5%. The unemployment rate for African Americans in Dubuque hovers around 15%.[xxvi]

In the recent study commissioned by the Community Foundation of Greater Dubuque around workforce issues, human resources and business leaders stated that the most common barriers to unemployment or under employment were for people of color and other Dubuque residents "soft skills."[xxvii] City leaders and residents should be aware that there is ample research on soft skills coaching and training, as well as research that examines how racial discrimination and/or bias affects to employers naming "soft skills" as the reason for not hiring or terminating employees. Scientific American's November 2019 edition provides a simple roadmap for helping *employers* improve how they define and look at "soft skills."[xxviii]

Importantly, community perceptions of poverty and people in poverty illustrate a negative orientation that may have an equally detrimental and disparate impact on labor market engagement. The Equitable Poverty Prevention Plan will provide evidence-based and promising approaches to creating greater

economic prosperity that will have a positive impact on poverty in Dubuque, thus labor market engagement is not fully examined here.

Neighborhoods with jobs in close proximity are often assumed to have good access to jobs. However, distance alone does not capture any other factor such as transportation options, the type of jobs available in the area, or the education and training necessary to obtain them. There may be concentrations of jobs and low-income neighborhoods in urban centers, but many of the jobs are unattainable for residents of low-income neighborhoods. For example, Teska Associates, Inc.'s 2019 market analysis shows that unemployment is higher in the Washington Neighborhood, ranging from 4.1% to 6.24% based on the Census Tract compared with 2.3% citywide. Unemployment in surrounding Census Tracts in the Washington Trade Area range from 2.7% to 10.3%.

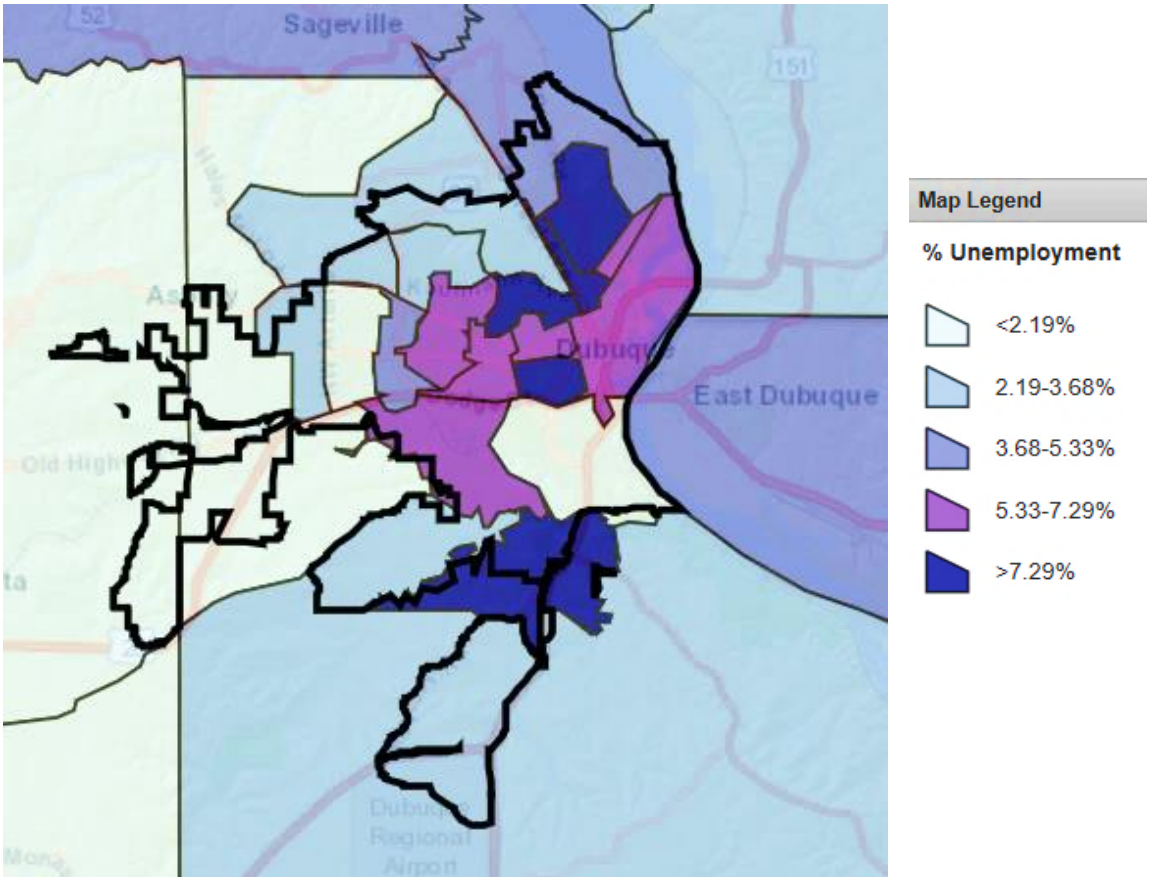


Figure 39 Unemployment Rate. Source: HUD CPD Mapping Tool

None of these data will be surprises to Dubuque leaders who have carefully studied the issues of poverty for over a decade. Further, Inclusive Dubuque's Equity Profile has already provided the community with critical information about the impact of race/ethnicity on opportunities. Nevertheless, the fair housing plan includes key actions that, in concert with other community plans and actions, can advance equity.

Low Transportation Cost Index & Transit Trips Index

The Low Transportation Cost Index estimates transportation costs for a family that meets the following description: a 3-person single-parent family with income at 50% of the median income for renters for the region. Values are inverted and percentile ranked nationally, with values ranging from 0 to 100. The Transit Trip Index considers trips taken by a family that meet the following description: a 3-person single-parent family with income at 50% of the median income for renters. Values are percentile ranked nationally, with values ranging from 0 to 100. *The higher the transit trips index, the more likely residents in that neighborhood utilize public transit.*

Community participants in the development of this AI commented that transportation can still be an issue. Several women in the Gaining Opportunities workshop mentioned that they need a reliable vehicle to access the Peosta branch of Northeast Iowa Community Colleges in order to take advantage of Opportunity Dubuque courses.

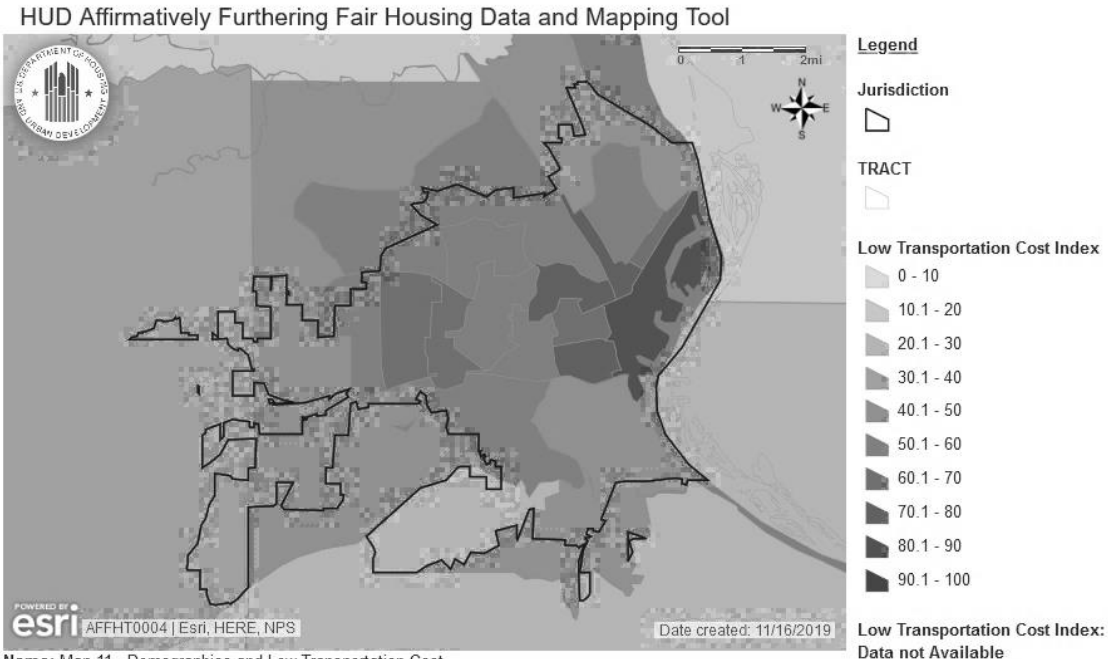
Imagine Dubuque incorporates some strategies for more transportation options and City staff need to be cognizant that something other than single-occupancy vehicles are needed for those who cannot drive or afford to maintain a reliable vehicle. Multimodal projects should be prioritized in Dubuque's transportation improvement plan. For transit services, Dubuque may wish to consider community mobility hubs, which incorporates features to facilitate several modes of a trip. Mobility hubs would include transit service, bike storage, bikeshare stations, parking for car sharing services, parking for taxis, parking for private vans or shuttles, and electric car charging stations.

Per HUD, the average auto ownership costs per year are between approximately $4,500 and $9,500 per year depending on household type and assumptions.

Household Profile	Income Level Assumption	Household Size	Number of Commuters	Average Auto Owner Costs	Average Transit Costs
1. Median-Income Family	MHHI	4	2	$ 8,746	$ 120
2. Very Low-Income Individual	Nat'l poverty line	1	1	$ 4,451	$ 44
3. Working Individual	50% of MHHI	1	1	$ 5,556	$ 31
4. Single Professional	135% of MHHI	1	1	$ 7,035	$ 20
5. Retired Couple	80% of MHHI	2	0	$ 5,283	$ -
6. Single-Parent Family	50% of MHHI	3	1	$ 6,184	$ 68
7. Moderate-Income Family	80% of MHHI	3	1	$ 6,920	$ 61
8. Dual-Professional Family	150% of MHHI	4	2	$ 9,541	$ 109
Source: Location Affordability Index (LAI) data (v.3), 2012-2016					

Figure 40 Average Auto and Transit Costs by Household Profile. Source: HUD

Transportation and Transit maps that follow show households more likely to take public transit.



Name: Map 11 - Demographics and Low Transportation Cost

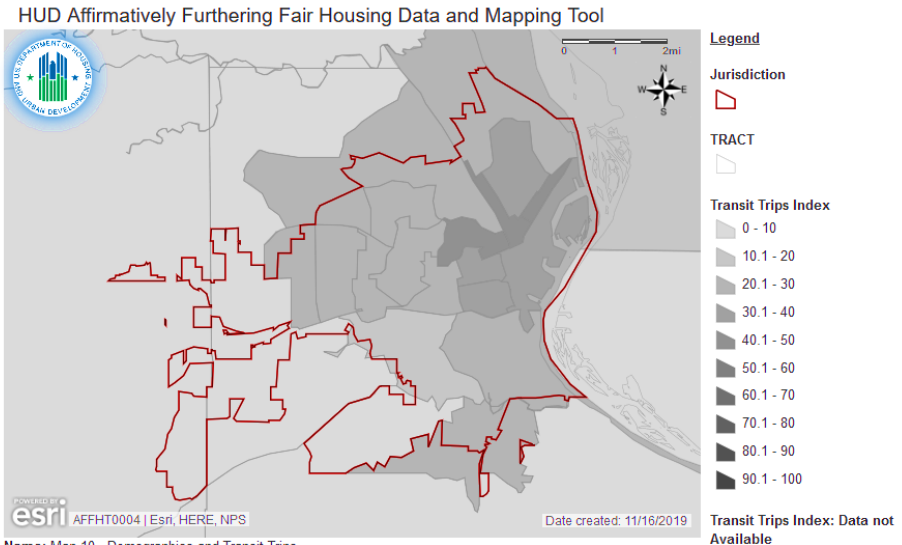
Description: Low Transportation Cost Index with race/ethnicity, national origin, family status and R/ECAPs

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 41 Low Transportation Cost Index. Source: HUD AFFHT0004



Name: Map 10 - Demographics and Transit Trips

Description: Transit Trips Index for Jurisdiction and Region with race/ethnicity, national origin, family status and R/ECAPs

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 42 Transit Trips Index. Source: HUD AFFHT0004

According to the Center for Neighborhood Technology's Housing + Transportation Affordability Index, Dubuque housing and transportation combined costs consume 44% of the families' total incomes. Single-occupancy driving of car, truck or van is the most common form of commuting (80.3 percent) and the average work commute for City residents is 14.5 minutes. Compared to the rest of the country, Dubuquers spend much less time in their cars going to and from work.

Transit services and public transportation have been significantly improved since the 2015 Analysis of Impediments. The City reports that over the past 5 years, the public transportation system has been expanded to increase accessibility for individuals with disabilities and low income populations. Routes have also been changed. The Jule now offers fixed route bus and door-to-door paratransit mini-bus service throughout the City:

- Rack & Ride. All Jule buses are equipped with bike racks for passengers to use free of charge with the purchase of a regular bus fare ticket.
- Nightrider. During the college school year fixed route and minibus weekend evening service is available 9 p.m. to 2:40 a.m.
- Accessibility. All Jule buses are equipped with ramps and/or lifts to accommodate mobility devices. All Jule facilities and bus stops are accessible in compliance with the Americans with Disabilities Act (ADA).

Additionally, a door-to-door service for seniors is provided by a local nonprofit: DuRide. DuRide offers private car service 365 days a year and all DuRide volunteers complete a background check, hold a valid driver's license, and proof of insurance.

However, as mentioned above, community participants in this AI reported that transportation is more difficult for households who are unable to utilize an individual automobile to get to a full service grocery store for instance, or to Peosta (where a branch of Northeast Iowa Community College is located).

Food Access

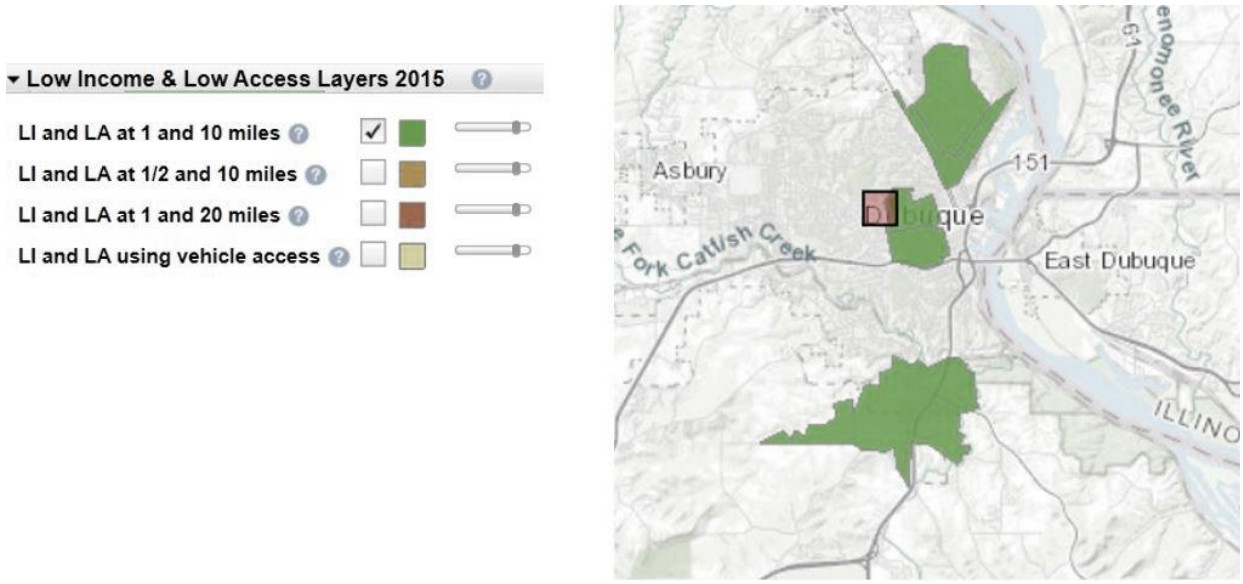


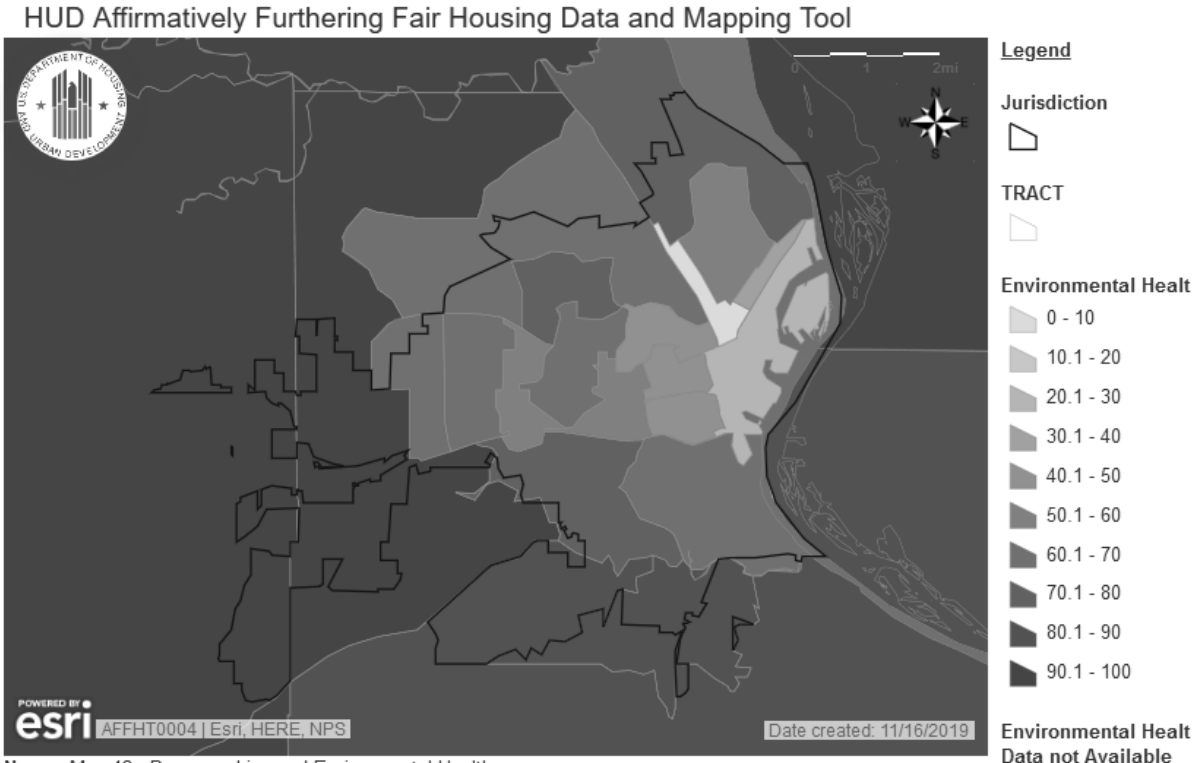
Figure 43 USDA Food Access Research Atlas

While slightly older data, the U.S. Department of Agriculture's Food Access Research Atlas map above gives a spatial overview of food access indicators for low-income and other census tracts using different measures of supermarket accessibility. The map shows food access by census tract based on 2015 data and distance one would need to travel to reach a full service grocery store – the same areas within Dubuque where residents are more likely to live in poverty and rely upon public transit.

Environmental Health Index

The Environmental Health Index measures exposure based on EPA estimates of air quality carcinogenic, respiratory and neurological toxins by neighborhood. Values are inverted and then percentile ranked nationally. Values range from 0 to 100*. The higher the index value, the less exposure to toxins harmful to human health.* Therefore, the higher the value, the better the environmental quality of a neighborhood, where a neighborhood is a census block-group.

Unfortunately, large parts of Iowa do not have any data, and there is little to no variance among the areas that do have data available. For Dubuque, there are variances again in the tracts where poverty is most concentrated.



Name: Map 13 - Demographics and Environmental Health

Description: Environmental Health Index with race/ethnicity, national origin, family status and R/ECAPs

Jurisdiction: Dubuque (CDBG)

Region: Dubuque, IA

HUD-Provided Data Version: AFFHT0004

Figure 44 Environmental Health Index. Source: HUD AFFHT0004

Racially or Ethnically Concentrated Areas of Poverty

HUD's Racially or Ethnically Concentrated Areas of Poverty (HUD R/E-CAP) indicator requires identification of any geographical area that exceeds concentrated areas with residents who are not non-Hispanic Whites. Analyzed at the block group level, the HUD R/E-CAP benchmark for Dubuque is a concentration of residents of color greater than 50% because Dubuque is considered a micropolitan area. No block group or tract in Dubuque reaches the R/E-CAP criteria.

Dissimilarity Index

The dissimilarity index is a commonly used measure of community-level segregation. The dissimilarity index represents the extent to which the distribution of any two groups (frequently racial or ethnic groups) differs across census tracts or block-groups. Index values range from 0 to 100. *A high value indicates that the two groups tend to live in different tracts.* A value of 60 (or above) is considered very high. It means that 60% (or more) of the members of one group would need to move to a different tract in order for the two groups to be equally distributed. Values of 40 or 50 are usually considered a moderate level of segregation, and values of 30 or below are considered to be fairly low.

Due to HUD's technology system's data tables and some maps (AFFH) being nonfunctional during this AI report development, alternative and older data sources for Dubuque are used below. What is crucial to note is that some indices become unreliable or have little meaning where a specific racial/ethnic group is very small in Dubuque.

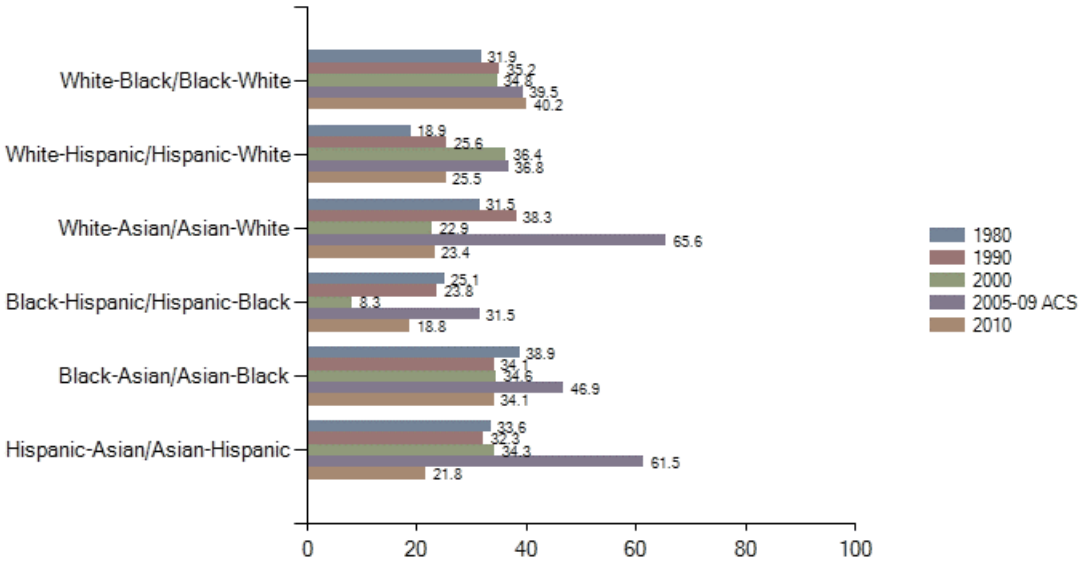


Figure 45 Dissimilarity Index. Source: https://s4.ad.brown.edu/projects/diversity/index.htm

Isolation Index

The isolation index is the percentage of same-group population in the census tract where the average member of a racial/ethnic group lives. It has a lower bound of zero (for a very small group that is quite dispersed) to 100 (meaning that group members are entirely isolated from other groups). It should be kept in mind that this index is affected by the size of the group -- it is almost inevitably smaller for

smaller groups, and it is likely to rise over time if the group becomes larger. With Dubuque's overwhelming white population, the isolation index provides minimal value.

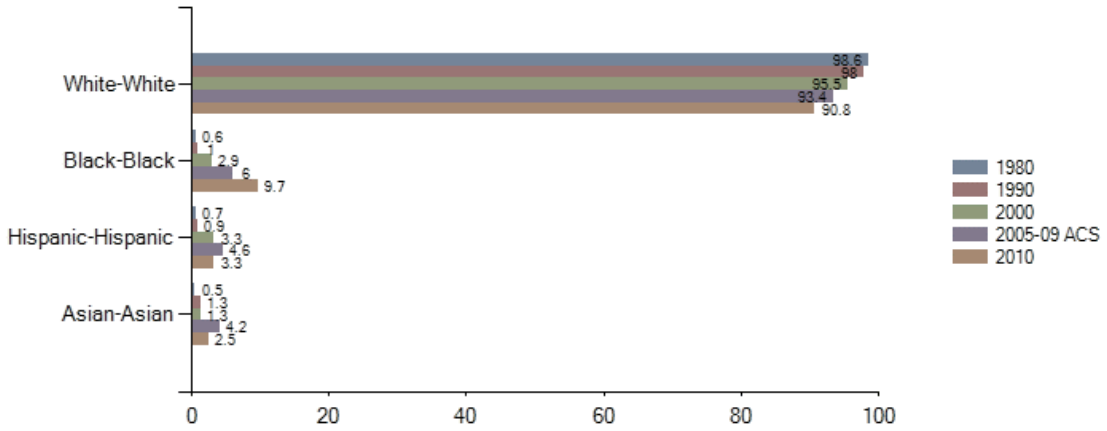


Figure 46 Isolation Index. Source: https://s4.ad.brown.edu/projects/diversity/index.htm

Non-HUD Factor: Child Care

While HUD does not include child care within its indices, it arguably has a greater impact than transportation and transit. Of Dubuque households that have children under 6 Years, 81.3 percent report that All Parents from that household are in the labor force, presumably creating a demand for child care. According to the Iowa Child Care Resource and Referral, the number of child care programs have declined across Iowa by 42% from 2013 to 2018. *In Dubuque, an estimated **37 percent** of child care facilities have closed over the past 5 years.*

The community is well aware of child care scarcity and its impact on employment opportunities. The 2016 Child Care Needs Assessment, commissioned by the Community Foundation of Greater Dubuque, included a survey of residents and found that:

- Almost half (48.8%) of respondents reported that child care responsibilities had caused them to turn down a job or work fewer hours;
- Over a quarter (25.2%) reported doing so as a result of not being able to afford child care; and,
- A little more than one in five (21.7%) turned down a job or worked fewer hours when they could not find child care. Survey results also show that low-income families have turned down jobs at significantly higher rates than middle- to high-income families.

Finally, the Iowa Policy Project reports that for a single parent, child care makes up 18 to 19% of the family budget expenditures.[xxix]

Opportunity Zones

Established by Congress in the Tax Cuts and Jobs Act of 2017, the Opportunity Zones initiative is a community development tool that provides investors with tax benefits for making long-term investments in economically-distressed communities nationwide. The census tracts designated as

Opportunity Zones include some of the most impoverished neighborhoods in both urban and rural areas, containing roughly 10 percent of the nation's population.

Dubuque has two tracts designated at Opportunity Zones with the Washington Neighborhood spanning these. Not surprisingly much of this AI report focuses on these areas of need.

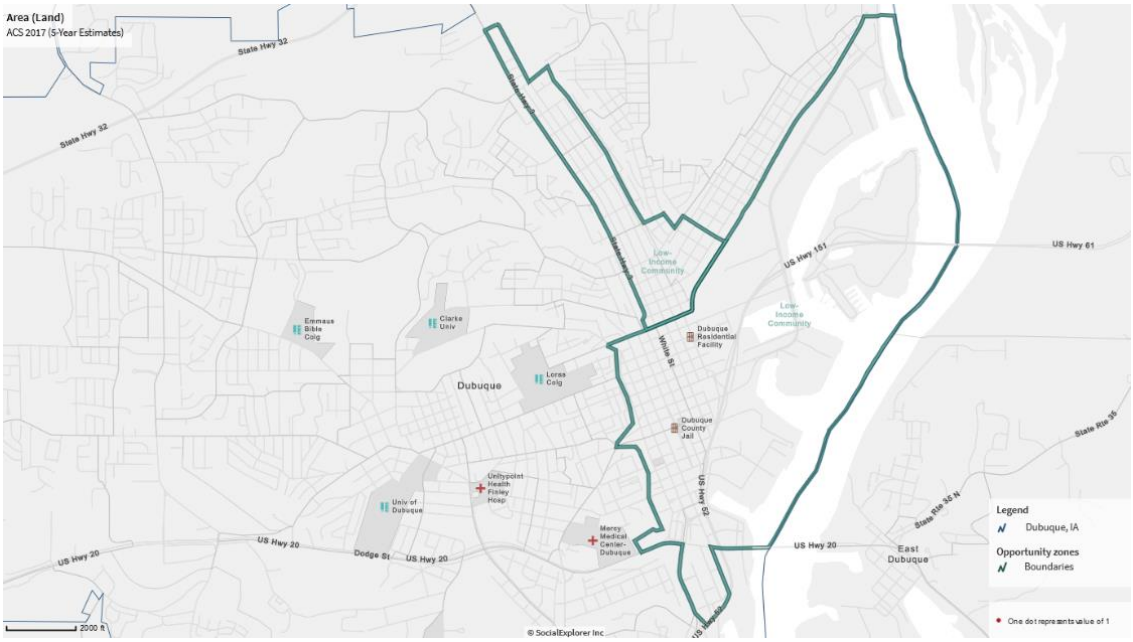
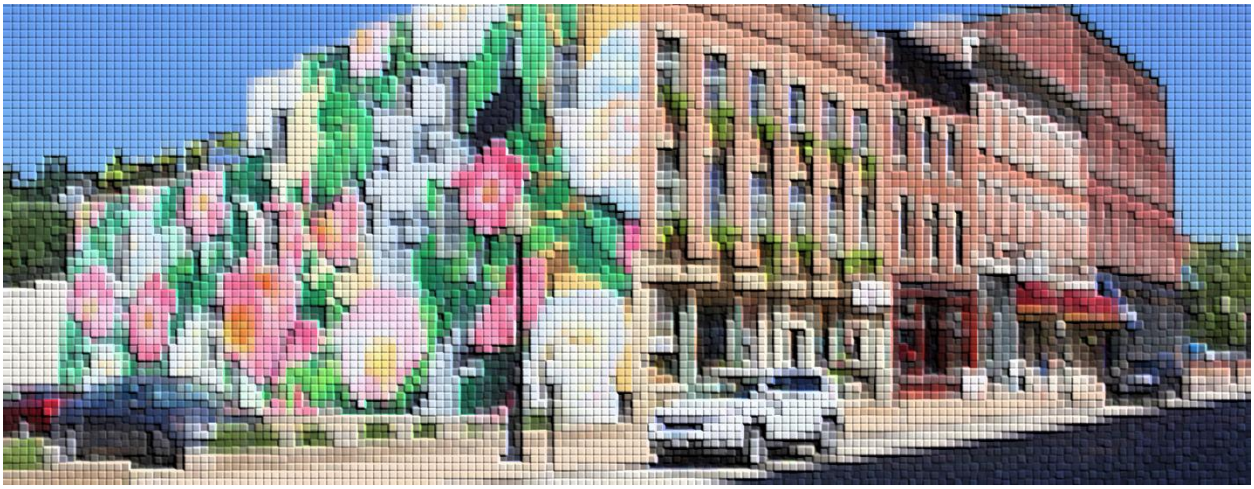


Figure 47 Opportunity Zones. Source: Social Explorer

Summary

Access to opportunity will be a key component of poverty prevention planning and thus is not detailed fully here. The City has long been aware of the concentration of poverty and its impact on the community. With respect to students, some successful action has been taken through the grade-level reading initiative. Dubuque will collaboratively tackle poverty and race through the Equitable Poverty Prevention Plan in the coming year. Meanwhile, it is suggested that the City begin taking steps to incent a full service grocery store into the downtown core.



VIII. 2019 FORWARD: DUBUQUE FAIR HOUSING

The fair housing barriers identified through AI research are provided in the table below. A priority ranking of actions, per HUD's AFH tool, are assigned based on:

- The significance of the barrier in limiting housing choice,
- The significance of the barrier in contributing to segregation, and
- Ease of implementation (12-24 months).

Generally speaking, medium priorities are equally vital but cannot be implemented with the timeframe of High Priorities. This plan and its activities span a five year period.

Key themes that serve as the foundation for 2019 plan include:

- Potential Bias & Discrimination
- Available, Affordable Housing
- Cost Burden & Living Wage
- Substandard Housing
- Access to Opportunity

The 2019 proposed fair housing plan embodies fewer goals than the City of Dubuque's last plan but includes a greater number of action items. Some goals and actions are carried forward from the last plan. Other action items are already underway, such as assessing the service array and considering better coordination and thus are assumed to be achievable in the near-term. Last, making fair housing progress will strengthen the city and accelerate it toward reaching the vision of a more viable, livable and equitable community.

Importantly, the City should establish a clear structure and process for overseeing the implementation of actions to overcome the impediments identified. This can involve two things: (1) creating a SMART plan (specific, measurable, agreed upon and time-bound); and (2) creating a new accountability group responsible for oversight of progress under the fair housing plan.

Given the number of housing recommendations generated by the community for *Imagine Dubuque*, and the robust interest of residents who participated in this AI, it appears that the community is compelled by housing needs and fair housing choice issues. If the City chooses to create a new group or sub-commission to oversee the fair housing SMART plan, the group's composition should be diverse in terms of age, sex, race and ethnicity. It should include residents that have been advocates for fair housing in the past and engage other individuals not be currently involved in committees and commissions. Benefits of this approach include advancing a new civic leadership opportunity, increasing City transparency, and building greater trust.

2019 Proposed Fair Housing Plan

BARRIER	PRIORITY	ACTIONS
Goal One: Advance equity with fair housing advocacy, education and enforcement.		
Housing Choice Vouchers are not accepted as source of income for rental units.	High	Continue obtaining accurate Housing Choice Voucher data from landlords as to the number of units, location of units, vacancies, and denials of rental applications; identify landlords unwilling to accept HCVs and conduct targeted outreach and education.
Lack of communication and relationships between HCV tenants/applicants and landlords.	Medium	Implement communication and trust-building activities for landlords and HCV program participants such as "Meet and Lease" events or other national promising approaches.
Human Rights Commission effectiveness.	High	Conduct an assessment of HRC and support capacity building efforts, including publication of a strategic plan.
Fair housing materials not available in languages spoken in the community.	High	Review the inventory of fair housing education materials (e.g. fact sheets) and update to reflect the languages spoken in the community and what community members say they most want and need.
Residents report they perceive bias and discrimination in public assisted and private housing practices.	High	Establish an external, independent fair housing testing program for residential, accessibility, sales and lending, or insurance discrimination to identify the problems members of protected classes face when seeking housing in Dubuque.

Goal Two: Increase and promote safe, affordable housing.		
Lack of affordable, safe housing.	High	Continue implementation of the Imagine Dubuque strategies, and the City Housing and Community Development Department's efforts to affirmatively further fair housing through licensing and tiered inspections, making decisions more transparent.
Lack of confidence that the City is focused on equitable housing choice for all residents.	Medium	To build community trust, publish short (e.g. one pager and/or data dashboard if possible) updates regarding the increase in safe, affordable housing.

Recent predatory pricing practices by Mobile Home community owners are pricing people out of their residences.	High	City Council should take any and all appropriate action to protect the residents in mobile home communities. This protection may come in the form of an ordinance or other action that promotes safe, affordable housing for the over 800 Dubuque residents who live in mobile homes.

Goal Three: Implement local government policies that encourage equity and decrease disparate impacts.		
Arrest records used as a barrier to acceptance of HCVs and background check process is confusing to residents.	High	Audit the background check process for disparate impact.
Lack of eviction data and analysis to assess discrimination and disparities and provide support to residents facing evictions.	High	Implement quarterly review of eviction data to evaluate for disparities/discriminatory impact.
Lack of living wage that empowers self-sufficiency; state law prohibits local control over minimum wage setting.	Medium	Educate regarding the impact of the state's current minimum wage and conduct activities to increase wages.
Lack of a Source of Income Ordinance and/or state legislation creates disparate impact on protected classes.	High	Continue exploring a Source of Income Ordinance.
Lack of access to child care is a barrier to opportunity such as employment.	Medium	Evaluate the potential for including child care proximity into housing development proposals and assess the feasibility of a local subsidy to support child care and/or preschool accessibility, affordability and quality.

Goal Four: Increase access to opportunity and the building of social capital.		
Lower median earnings and wages for women.	High	Assess, develop and implement metrics and strategies to reduce the Gender Wage Gap.
Negative perceptions about poverty impact fair housing and access to opportunity.	High	Increase community awareness about the impact of poverty and toxic stress on the brain; develop measurable equity and inclusion metrics.
Law enforcement actions disproportionately impact people of color.	High	Evaluate disparities in arrest rates by race and detail metrics and actions to decrease racially disproportionate arrest rates.
The nonprofit service array is confusing to consumers.	Medium	Use assessments currently underway (Equitable Poverty Prevention Plan process and another group's review) regarding the nonprofit services array and gaps

		to make necessary improvements that increase access to opportunity.
Lack of public transit may negatively impact access to educational opportunity.	Low	Assess the need for public transit to Northeast Iowa Community College programs in Peosta and make improvements as indicated.

Figure 48 2019 Impediments, Goals and Actions

CONCLUSION

Housing is a community's greatest asset and arguably the key indicator of a community's health. The City of Dubuque is an award-winning community that has earned positive recognition to be proud of:

- All-America City - 2019, 2017, 2013, 2012, 2007
- LEED-Certified City - 2018
- Driftless North End Designated as Iowa Great Place - 2018
- Leading Environmentalism and Forwarding Sustainability (LEAFS) Award - 2018
- Livability Award for Bee Branch Project - 2017
- Ranked #12 of "30 Best Small Cities in the United States" - 2017
- Bee Branch Project Recognized for Excellence and Innovation in Clean Water Infrastructure - 2017
- National Diversity Award - March 2016

Despite these honors, one in six Dubuque residents lives in poverty (16.3%). With poverty and housing inextricably linked, impediments to fair housing choice include the lack of affordable housing, substandard housing and excessive cost burden of housing. A chief concern is landlords' reluctance to accept housing vouchers as the source of income for renters. Residents' housing choices are also restricted by poverty and the low State minimum wage that have not kept pace with the cost of housing and cost of living.

The City wishes to attract new businesses and ensure that current residents have the opportunity to thrive. It's comprehensive plan, *Imagine Dubuque*, provides strategies to improve housing choice and the livability of neighborhoods. A forthcoming Equitable Poverty Prevention Plan will provide additional strategies for increasing equity within the jurisdiction.

This analysis notes that progress was not made on some past fair housing goals. Consequently, actions toward those goals are included in this proposed five-year fair housing plan. In particular, fair housing enforcement and source of income protections will be important building blocks to making the community more equitable for all residents. It almost goes without saying that the expansion of safe, affordable housing units is key to the future of Dubuque. Together with *Imagine Dubuque* and the forthcoming Equitable Poverty Prevention Plan, addressing fair housing impediments and related contributing factors can result in community transformation and ultimately, the achievement of Dubuque's vision for a viable, livable and equitable community.

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APPENDIX

A. Definitions and Key Data Sources

Affordable Housing

Affordability of housing is relative to income generated per household. The most commonly used statistic for gauging affordability is 30% of a household's income, meaning that a household spending up to 30% of their income towards housing related expenses equates to affordability. Renters housing costs, for example, may include utilities. Homeowner costs may include things like insurance, mortgage payment and anticipated costs of repair, taxes and also utilities.

American Community Survey (ACS)

ACS is an ongoing survey conducted by the US Census Bureau that provides data estimates every year. ACS data is used to show characteristics and trends in populations, not hard counts. In this AI, five-year data is used when available to increase the accuracy and readers' understanding of trends; ACS five-year estimates 2013-2017 are the primary data source in the City's 2019 Analysis of Impediments.

Community Development Block Grant (CDBG)

CDBG is a federal grant program administered by the US Department of Housing and Urban Development (HUD) that provides funding for community development opportunities. For municipalities with populations over 50,000 are called entitlement communities. The goal of the CDBG program is to provide benefit to low- and medium income households to ensure affordable housing opportunity, provide services to vulnerable populations, and support economic development opportunities.

Comprehensive Housing Affordability Strategy (CHAS)

CHAS data is a US Department of Housing and Urban Development (HUD) custom tabulation of ACS data from the US Census Bureau that are not available through standard Census products. Datasets are typically released a year behind ACS tabulations, but have increased precision of tabulations, especially among housing-related data. These data are meant to demonstrate the extent of housing problems and housing needs, particularly for low-income renter households.

Fair Housing Act (FHA)

The FHA is a broad statute that prohibits discrimination based upon race, color, religion, sex, national origin, disability, or familial status in the majority of housing transactions. Everyone is covered by the FHA.

Home Mortgage Disclosure Act (HMDA)

The HMDA is a data source supplied in part by mandatory reporting of loan applications within metropolitan statistical areas. HMDA data is used in this report to show loan originations and denials only, by race, for first-liens on owner-occupied housing.

Housing Choice Voucher (HCV)

HCV is a major program by the federal government to assist the very low income families, the disabled and the elderly to access safe, sanitary and decent **housing** available in the private market. Often referred to as "Section 8."

Housing Cost Burden

When a household spends more than 30% of adjusted gross household income on housing, they are considered cost burdened. Households that spend more than 50% of their household income on housing are considered severely cost burdened.

HUD Area Median Family Income (HAMFI)

HAMFI is a measure of median income by household calculated by HUD determined housing markets, largely based on metropolitan statistical areas. While HAMFI does not provide the precision of a County Median Income or City Median Income, HAMFI offers HUD the ability to adjust median income by known household size in CHAS tabulations, providing more consistent data metrics across demographics.

CDBG programs define "low-income" households as earning below 50% of the Area Median Income, while under Section 8 Housing Assistance Payments a household earning 50% of the Area Median Income or under would be considered "very low-income". These income definitions vary by program across all income levels. For the purposes of this report, a variation of the most common definitions is used to describe the income levels of households of various sizes. These income categories are:

EXTREMELY LOW-INCOME (ELI) ELI households earn less than or equal to 30% of the HUD Area Family Median Income as measured by MSA, adjusted for family size. Per HUD 2018 FY Income Limits, a household of four (4) in Dubuque, IA MSA earning less than or equal to $27,500 annually would be considered an extremely low-income household. These households fall into the broader low-income classification.

VERY LOW-INCOME (VLI) VLI households earn greater than 30% but less than or equal to 50% of the HUD Area Family Median Income as measured by MSA, adjusted for family size. Per HUD 2018 FY Income Limits, a household of four (4) in Dubuque, IA MSA earning greater than $27,500 but less than or equal to $45,850 annually would be considered a very low-income household. These households fall into the broader low income classification.

LOW-INCOME (LI) LI households earn greater than 50% but less than or equal to 80% of the HUD Area Median Family Income as measured by MSA, adjusted for family size. Per HUD 2018 FY Income Limits, a household of four (4) earning greater than $45,800 but less than or equal to $71,900 annually would be considered a low-income household. These households fall into the broader low-income classification.

MODERATE-INCOME (MI) MI households earn greater than 80% but less than or equal to 100% of the HUD Area Median Family Income as measured by MSA, adjusted for family size. Per HUD 2018 FY Income Limits, a household of four (4) earning greater than $71,900 but less than or equal to $91,700 annually would be considered a moderate income household.

MODERATE TO HIGH-INCOME (MHI) MHI households earn greater than 100% but less than or equal to 140% of the HUD Area Family Median Income as measured by MSA, adjusted for family size. Per HUD 2018 FY Income Limits, a household of four (4) earning greater than $91,700 but less than or equal to $128,400 annually would be considered a moderate to high-income household.

VERY HIGH-INCOME (VHI) VHI households earn greater than 140% of the HUD Area Family Median Income as measured by MSA, adjusted for family size. Per HUD 2018 FY Income Limits, a household of four (4) earning greater than $128,400 annually would be considered a very high-income household.

Iowa Finance Authority (IHFA)

IFA administers statewide affordable housing programs including mortgage and down payment assistance, as well as programs that assist in the development and preservation of affordable rental properties. IFA also offers programs to assist in community development and maintains a searchable database—Iowa Interactive Dashboard—a key data source for this AI.

U.S. Department of Housing and Urban Development (HUD)

The federal government agency that implements law, policies and programs related to housing and community development. HUD was created to strengthen the housing market and fair access to it.

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C. Community Participation Tools

Focus Groups and Stakeholder Interviews Guide

Introduction

We're here today to gather your insights on the state and nature of poverty in Dubuque and your thoughts on ways to address it, so that those living in poverty can move forward and enjoy financially secure lives and well-being such security yields.

COMMUNITY PARTNER PROVIDERS & PUBLIC SERVICE SECTOR QUESTIONS

1. According to most recent data from the City, the poverty rate in Dubuque is 16.3% (2019). [60% poor among Blacks (4% population)] 26% poor among (non-white) Hispanics (2% population).

   What would you say are the three leading causes of poverty in Dubuque? (Write down their three answers and then go around the room with each person citing what's on their list, omitting duplicates as you go).

   Background for Facilitator: Explore for common causes cited by past surveys and reports.

   A. Policies that create barriers or block access
   B. Lack of Education | Poor performing schools
   C. Lack of workforce training
   D. Lack of childcare and/or cost of childcare
   E. Transportation (can't afford car, poor public transportation to job)
   F. Health Issues and conditions (drug addiction, substance abuse, chronic illness, physical needs), disabilities, high medical bills.
   G. Mental Health Needs
   H. Low wages
   I. Unemployment/Underemployment/Limited employment opportunities
   J. Lack of services to raise out of poverty
   K. Substandard Housing
   L. Racial and/or gender bias and discrimination
   M. Language Skills (ELL)
   N. Inability to Pay Utility Bills

   [Poverty house of 4 is annual income of $25,750. Individual is $12,490.]

2. According to the annual Loras College's "Community Perception Survey" between 2017/2018 one out of four respondents agreed that poverty is the "biggest challenge for the Dubuque community."

Do you agree with this assessment? Is there something else that's a bigger challenge for the Dubuque community? (Explore for what it is).

On a scale from 1 to 5 – with one being Poor and five as Outstanding how would you rank the Dubuque community's performance in addressing poverty issues.

3. What community services or programs do you believe are exceptionally successful in raising people out of poverty?
   Explore for how any of these relate back to (A-N) from Question 1

   Hand-Out of Flyer with potential strategies for alleviating poverty:

   A. Increase the minimum wage
   B. Increase tax credits for low-income workers
   C. Increase cash assistance for families
   D. Expand subsidized daycare
   E. Spend more for medical benefits
   F. Spend more for affordable housing
   G. Make food stamps more available
   H. Guarantee everyone a minimum income

4. Are there any services or programs that are **missing** in Dubuque that could help eradicate poverty? Are there any services needed that are simply beyond your current capacity to provide?
   Explore for how any of these relate back to (A-N) from Question 1

5. Do you think there is a **connection between poverty and race**? If so, how? If not, could you tell us why you believe there is no relationship between them?

   Black respondents in the Community Perception Survey saw Race Issues as the "Biggest

   Challenge for the Dubuque Community significantly more than others (68% vs. 36%) – do

   you have any insights for the difference in this point of view?

6. How can **diversity** strengthen the Dubuque community's capacity to address issues of poverty? Please describe the kind of diversity you're speaking of. (e.g. Gender, race, religion, cultural). How can diverse groups contribute to the problem-solving of poverty in Dubuque?

CONSUMER VERSION OF QUESTIONS

1. What do you think are the three major causes that lead people into poverty and keep them there?

   Explore for:

   A. Policies that create barriers or block access
   B. Lack of Education | Poor performing schools
   C. Lack of workforce training
   D. Lack of childcare and/or cost of childcare

E. Transportation (can't afford car, poor public transportation to job)
F. Health Issues and conditions (drug addiction, substance abuse, chronic illness, physical needs), disabilities, high medical bills.
G. Mental Health Needs
H. Low wages
I. Unemployment/Underemployment/Limited employment opportunities
J. Lack of services to raise out of poverty
K. Substandard Housing
L. Racial and/or gender bias and discrimination
M. Language Skills (ELL)
N. Inability to Pay Utility Bills

2. What programs or services do you think are most helpful to people living in poverty?
   Are there any programs or agencies that are known as the "go to" place to get help?

   Do you have any experience with these services or know others who have – what's been their experience?

3. What barriers get in the way of people accessing services to address issues of living in poverty?
   Explore for obstacles related to Question One (A-N)

4. Are there any services or programs that are **missing** in Dubuque that could help eradicate poverty?
   Are there any services needed that are simply beyond your current capacity to provide?
   Explore for how any of these relate back to (A-N) from Question 1

5. What could **government** provide, facilitate or regulate that could help those living in poverty?
   Please look at the list and choose the three that you think are the most impactful to raise people out of poverty. Is there anything on the list that Dubuque could do **more** of?

   Explore for:

   A. Increase the minimum wage
   B. Increase tax credits for low-income workers
   C. Increase cash assistance for families
   D. Expand subsidized daycare
   E. Spend more for medical benefits
   F. Spend more for affordable housing
   G. Make food stamps more available
   H. Guarantee everyone a minimum income

6. Do you think there is a **connection between poverty and race**? If so, how? If not, could you tell us why you believe there is no relationship between them?

   Black respondents in the Community Perception Survey saw Race Issues as the "Biggest

Challenge for the Dubuque Community significantly more than others (68% vs. 36%) – do you have any insights to explain the difference in this point of view?

7. How can **diversity** strengthen the Dubuque community's capacity to address issues of poverty? Please describe the kind of diversity you're speaking of. (e.g. Gender, race, religion, cultural).

   How can people with the lived experience of living in poverty contribute to the problem-solving of poverty in Dubuque? How can their voices be heard?

Poverty Survey

publicworks
making good ideas work for the better

Dubuque Insights On Poverty Survey

1. When it comes to poverty in Dubuque, would you say it's:

- ◯ A Very Large Problem
- ◯ A Problem
- ◯ Unsure
- ◯ Somewhat of a Problem
- ◯ Not a Problem

2. To what degree does each of the following lead to poverty?

	Very High Degree	High Degree	Unsure	Moderate Degree	Minimum Degree
Lack of Education	◯	◯	◯	◯	◯
Poor Health	◯	◯	◯	◯	◯
Poor Mental Health	◯	◯	◯	◯	◯
Lack of Job Training	◯	◯	◯	◯	◯
Lack of Transportation	◯	◯	◯	◯	◯
Non English Speaking	◯	◯	◯	◯	◯
Substance Abuse/Addiction	◯	◯	◯	◯	◯

3. To what degree do each of the following lead to poverty?

	Very High Degree	High Degree	Unsure	Moderate Degree	Minimum Degree
Racial and/or gender bias	◯	◯	◯	◯	◯
Unaffordable or lack of child care	◯	◯	◯	◯	◯
Low wages	◯	◯	◯	◯	◯
Lack of services to raise people out of poverty	◯	◯	◯	◯	◯
Lack of Jobs	◯	◯	◯	◯	◯
Substance abuse and/or addiction	◯	◯	◯	◯	◯

Other (please specify)

4. Do you think there's a connection between poverty and race? (Move the slider)

No Connection | Somewhat Connected | Absolutely Connected

5. Choose the top three strategies that you think reduce poverty the most. (Only check three)

- [ ] Increase the minimum wage
- [ ] Guarantee everyone a basic income
- [ ] Improve race relations
- [ ] More affordable housing
- [ ] Increase cash assistance for families
- [ ] Increase tax credits for low-income workers
- [ ] Expand subsidized day care
- [ ] Better public transportation
- [ ] Better access to health care (physical & mental)
- [ ] More workforce training programs
- [ ] Make food stamps more available
- [ ] Other (please specify)

ABOUT YOU

6. Please share your gender?

- ( ) Female
- ( ) Male
- ( ) Other (please specify)

7. Please share your age:

- ( ) 18-34 years
- ( ) 56-69 years
- ( ) 35 - 45 years
- ( ) 70-plus years
- ( ) 46- 55 years

D. Focus Group Notes

Affordable Housing/Cost Burden/Living Wage

- There's a gap between wages and housing costs; a living wage is needed.
- We need safe and affordable housing (safe meaning pest-free, lead-free, etc.)
- Middle-class people who look better on paper are moving their way into affordable housing that low-income people need, leaving us with even fewer options.
- Most of the less expensive housing is downtown, concentrating poverty and fueling a culture of generational poverty.
- The Housing Authority switched from waitlist prioritization to lottery (not needs-based). Why?
- There are years-long waiting lists for housing.
- Quality housing is very hard to come by.
- Landlords do not maintain properties well and it is difficult for tenants to know how to go after them through the right channels/to afford to.

Impacts

- Only a few landlords currently accept residents on public assistance. The two landlords in town that do accept it are "the biggest slumlords in town" and if they are kicked out of the system, no one will accept it.
- Moving between rentals is very expensive. It's hard to come up with money required for deposit and first month; old landlord may keep last deposit.
- A lack of stability and good conditions in housing negatively contributes to students' mental health and ability to learn.
- Properties are being left in such poor condition that it causes hopelessness.
- Financial institution was not willing to loan us money to get a small house, so we have to keep paying money for rent (which often increases); we have no house to pass down to our children.
- The families of the most at-risk learners are not connected to a mortgage and many students' families move around to several apartments. This means they may often hop between schools, impacting their learning.

Protected Classes/Other Vulnerable Populations

- There's a huge need for affordable disability housing because so many people in the Marshallese community have health problems – very high rates of diabetes, high rates of cancer, others (result of U.S. testing nuclear bombs on the islands, causing illnesses from radiation and devastating the food supply, replacing with highly processed food).
- Undocumented people are afraid to speak up about bad landlords because their options for housing are limited and they worry landlords will take advantage of their status.
- Affording housing is a big issue for seniors, too (rent around $1,000 a month). Elderly can't afford to move into assisted living or pay for nursing home care. There have been increases in elderly people—especially elderly women—at shelters.
- Lots of income-based housing is specialized for seniors, people with disabilities, etc. It's hard to find affordable housing if outside of these categories.
- The Marshall Islander population "doubles up" with family members.

- There were recently some changes allowing Marshallese to qualify for some housing assistance, the only type of government assistance that they are allowed to receive (no citizenship, no healthcare, no childcare, can't vote.)

Law/Ordinances

- Dubuque has a "nuisance ordinance" and a landlord can get fined if the cops have been called to an apartment a certain number of times; there is a stereotype that Section 8 residents are the ones for/on whom the police are called.
- Mobile Homes: lot rent prices have increased significantly across the state (48% in two years) with residents having only *three days* to pay before receiving an eviction notice. Rents raised from $400 to $900 with utilities no longer included. I've heard a state legislator is looking into this. Corporations come in with "rent to own" deals and people get loans, but not mortgages. If you are evicted and have to abandon it, you get in trouble/are held accountable for it. The profiting landlord takes the trailer (which has been classified as "abandoned") and resells it. Not illegal, but it seems to require changes in state law and local ordinance.

Arrests & Convictions: Checking the Box

- It is very difficult to get housing as a formerly incarcerated person because you have to wait 7 years to get record expunged; arrests for marijuana for Black men seem high in Dubuque.
- The extremely high rates that Dubuque, and Iowa overall, incarcerates black men for marijuana severely affect the ability of this population to get housing.
- It's confusing, the background checks. Landlords are asking for arrest records—not even convictions—to deny rental applications.
- Can't get housing (mostly due to "checking the box") and it leads to mental health problems.

Suggestions

- Landlords lack empathy/understanding for us (low-income people); they need mandatory training.
- An anonymous donor from Re-Engage focused primarily on supporting single mothers pays for fully furnished apartments for these students, which makes a significant difference for them
- A new complex opening soon (15th Street Apartments) with low-income housing that doesn't have a checklist for formerly incarcerated, people with substance use histories, people with an eviction on their record; welcomes all.
- The Washington Neighborhood Project is a successful initiative where money was fronted the cost of renovating some homes (lead regulations, electrical) and then sold them for reasonable prices, filling the area with more single-family units; "slumlords" had been using the houses in this neighborhood.
- Housing with childcare built-into the building(s) would be extremely helpful.

E. Survey: Open-Ended Comments

These are verbatim comments to 'Other' solutions to poverty survey question.

Solution-Focused

All of the above.
Allow people to work and receive assistance. Often it is a choice of one or the other.
None of the above reduces poverty. It is a mindset that needs to change and take responsibility to improve your life and the life of your family.
Make the billionaires redistribute their wealth.
Increase all wages across the board, Iowa and Dubuque have depressed wages that are not competitive with other states.
Develop perseverance in young adults.
Also encourage other companies to come to Dubuque with tax breaks to create more/better paying jobs.
More mentoring/job shadowing so when get a job keep it.
Educate on how to work your way up from a low paying job to a higher paying one. What may a career path look like? Increased income means increased work and increased responsibility.
Totally de-commodify health care (or at least health insurance).
Create safe, beautiful, enviable public housing, which will decrease the demand for for-profit housing.
Public transportation needs to go where the jobs are. Like Peosta and the big factories that are hiring.
Access to education.
Education on money management, cycle of poverty.
Better balance between assistance and work income (cliff effect) to allow people to move out of poverty and away from assistance.
Education.
Comprehensive Immigration Reform.
Train workplaces to be trauma informed.
Having the city council adopt the source of income; and ban the Box, which is clearly a way to help reduce the systemic racism.
Some can't afford upkeep on home.
Promote trades education.
Basic Life Skills.
Financial management.
There are three factors will keep you from poverty: 1) Graduate High School 2) get a job any job and 3) don't have kids until you're married.

Problem-Focused

None of those would fix it.
Personal Responsibility.
Training with money management and strategies to get off of welfare/food stamps.
Get and keep a job.
If you have to work 3 jobs to get by then do it and don't expect other people to pay your way through life.
Some people have to want to get out of poverty rather than being content to rely on assistance.
Accept personal responsibility and not rely on assistance.

Many employers cannot find employees, lack of motivation is a large problem.

Negative Perceptions

Remove public housing and food stamps and poverty in Dubuque goes down. This will encourage people to get jobs. Employers all over Dubuque are already looking for workers.
Send them back to Chicago.
Have more checks and balances on the government programs that subsidize assistance to recipients. Drug testing, wellness checks, etc. Opportunities are available.
Teach parents to teach their kids how to achieve a middle-class lifestyle.
Until parents/guardians step up and instill work ethic in their children, poverty will persist.
Give more to the working poor and less to those who do not want to work.
Lack of personal accountability.
Cut welfare. Stop making it easy!!!
Eliminate entitlements and get to work.
Cut assistance if they cannot pass a drug test
Reduce the incentive to be nonproductive slugs.
Reduce greed.
Keep your pants on, both male and female.
Teach people to live within their means.
Make a job (they are out there), a requirement after so long on welfare. Still get assistance but they need to put in sweat equity like the rest of us.
Take drug tests to get anything free.
Get a job...or two. Make ends meet and become a contributing member of society instead of a drain on it.
Crack down on the drug problem that is engulfing the US. It is the worst problem we as a nation face!
Change the mentality of those already in poverty.
Build a program that enables poverty-stricken people to learn how to better themselves, and move forward in life. Giving people more things doesn't do them any good, or the rest of society.

Kevin Firnstahl

From: Citizen Support Center <dubuqueia@mycusthelp.net>
Sent: Friday, August 7, 2020 11:17 AM
To: Kevin Firnstahl
Subject: "Contact Us" inquiry from City of Dubuque website
Attachments: George_Davis_Dubuque_Goal_Setting_Ideas.pdf

Contact Us

Name: George Davis

Address: 120 South Grandview Avenue

Ward:

Phone: 563-543-3639

Email: gdavis@locherlaw.com

City Department: City Council

Message: Please see my attached ideas for the City of Dubuque Goal Setting Process. George Davis. Thank you for your consideration.

Click here to report this email as spam.

City of Dubuque Goal Setting Ideas
August 2020

My name is George Davis. I have lived at 120 South Grandview Avenue, Dubuque for 25 years. The following are my thoughts for projects I believe in for the Dubuque Goal Setting Process:

1) South Grandview Avenue Urban Walking Trail and area Improvements

   I live along South Grandview. I believe in the creation of an "urban walking trail" system with 6 feet wide sidewalks from Finley Hospital to Murphy Park on the east side of the street and Washington Middle School to the walking trail entrance to the Mine of Spain trail on the west side of the street. Area improvements could made consisting of burying utilities, updating median street lamps, added maintenance to median areas, improved handicapped accessibility along walking trail and trail amenities such as benches, landscaping, and water stations and perhaps a public bathroom midway at the Grandview Avenue fire station.

2) City Support to Become a Midwestern center for Youth Activity Tourism

   I have long believed that Dubuque is geographically located and possesses a strong inventory of available community assets to become a Midwest regional destination for "youth activity tourism." I use the term youth activity tourism to include individuals and families that travel for youth activities such as dance/cheer, baseball, softball, basketball, volleyball, tennis, swimming, and all types of youth activities. With existing college, K-12, city and private activity resources Dubuque could become a Midwest destination leader for these types of activities. Dubuque also has many recreational amenities that traveling adults and families are looking for in youth activity destinations including outdoor trails, the Mississippi river, Museums, restaurants, and the Casinos.

3) Competition Baseball & Softball Field; Youth Baseball Fields

I served on the Dubuque School Board for seven years. I believe in the confidence developing value of youth activities. Dubuque is severely deficient in terms of the inventory of youth baseball fields. A youth baseball field complex is needed in Dubuque.

Further, the Dubuque competition fields for high school baseball and softball are among the worst of any 4A schools in Iowa. I believe a city/school district/private entity solution to create one high quality competition baseball field and one high quality competition softball field would be the most cost effective and community beneficial solution to address the local deficiency in these competition venues. Additionally, these new venues could be used for a variety of non baseball/softball events.

Thank you for your consideration. I would appreciate the opportunity to briefly present these thoughts to the City Council.

Sincerely,

George Davis
563-543-3639
gdavis@locherlaw.com

To: Michael C. Van Milligen, City Manager

From: Kelly Larson, Human Rights Director

Date: August 10, 2020

Subject: City Council Goal Setting August 10-12: Forwarding Human Rights Commission Recommendations

The purpose of this memo is to forward recommendations from the Human Rights Commission (HRC) for City Council consideration as they establish their goals for FY21-22.

At the regularly scheduled meeting on August 10, 2020, HRC discussed the information presented at the July 27-28, 2020, Black Lives Matter: Diversity, Equity, and Inclusion City Council Work Session. As a result of this discussion, the Commission asked that I convey a general statement from them and two specific goals to the City Council for consideration at the Council's August 10-12 goal setting.

First, the Commission asked that I convey to the City Council that the HRC is available to serve as a resource to the City Council for any goals related to diversity, equity, and inclusion that the Council might set for the coming year. They stated that, as a commission that is advisory to Council, they look forward to remaining in communication with Council members, providing input and support, and receiving updates on progress on any established diversity, equity, and inclusion goals.

Second, the Commission asked that I convey to the City Council that they recommend that the Council adopt the two following goals:

1) To establish a quarterly review process for examining eviction data as set forth in the Analysis of Impediments to Fair Housing; and
2) To expand education to landlords and tenants on the advantages of renting to Housing Choice Voucher recipients. With respect to this goal, the HRC offers to work with the City on this education.

Action Requested

The action requested is that you provide this information to the City Council in time for their consideration as part of their August 10-12, 2020 goal setting sessions

cc: Kevin Firnstahl, City Clerk
Cori Burbach, Assistant City Manager
Anthony Allen, Human Rights Commission Chairperson
Adrienne Breitfelder, Human Rights Commission Vice Chairperson