CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Historic Federal Building: 350 W. 6th Street - Second-Floor Council Chambers.
March 31, 2025 at 6:30 PM

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ROLL CALL ORDER FOR MEETING

Cavanagh, Resnick, Wethal, Farber, Jones, Roussell, Sprank

SPECIAL SESSION

ACTION ITEM

1. **Recommended Fiscal Year 2026 Budget Presentation**
   City Manager presenting the recommended Fiscal Year 2026 Budget.
   **Presentation will be available on March 31, 2025.*
   Suggested Disposition: Receive and File; Presentation

ADJOURNMENT

The agenda with supporting documents may be accessed at www.cityofdubuque.org or at the City Clerk's Office at ctyclerk@cityofdubuque.org or by mail to 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 at ctyclerk@cityofdubuque.org or by mail to 50 W. 13th St., Dubuque, IA 52001, before said time of meeting.

Individuals requiring special assistance should contact the City Clerk's Office as soon as feasible at (563) 589-4100, ctyclerk@cityofdubuque.org. Deaf or hard-of-hearing individuals can use Relay Iowa by dialing 711 or (800) 735-2942.

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March 31, 2025

City of Dubuque
City Council

ACTION ITEM # 1.

ITEM TITLE:	Recommended Fiscal Year 2026 Budget Presentation
SUMMARY:	City Manager presenting the recommended Fiscal Year 2026 Budget. **Presentation will be available on March 31, 2025.*
SUGGUESTED DISPOSITION:	Receive and File; Presentation

ATTACHMENTS:

1. MVM Memo
2. FY26 Recommended Budget - City Manager Presentation_Uploaded 3.31.25

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Dubuque All-America City NATIONAL CIVIC LEAGUE 2007★2012★2013 2017★2019

TO: The Honorable Mayor and City Council Members

FROM: Michael C. Van Milligen, City Manager

SUBJECT: Fiscal Year 2026 Recommended Budget

DATE: March 26, 2025

It is my goal that the Fiscal Year (FY) 2026 budget recommendation will reflect the City Vision and Mission Statements as established by the Mayor and City Council and be responsive to the goals and priorities established by the Mayor and City Council in their August 2024 annual goal setting session.

In August 2024 the Mayor and City Council met for their annual three-day strategic planning session and established the following:

2024 Vision Statement
Dubuque 2039 is a sustainable and resilient city, an inclusive and equitable community where ALL are welcome. Dubuque 2039 has preserved our Masterpiece on the Mississippi, has a strong, diverse economy and expanding connectivity. Our residents experience healthy living and active lifestyles; have choices of quality, affordable, livable neighborhoods; have an abundance of diverse, fun things to do; and are successfully and actively engaged in the community.

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

Five-Year Goals: 2024-2026

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

2024-2026 Top Priorities (in alphabetical order)

1. Air Service: Future Strategy and Action Plan: Major Airline Hub Connections
2. Central Avenue Revitalization Plan Implementation
3. Construction of 14th Street Railroad Overpass and 16th Street Corridor Complete Street Improvements: RAISE Grant and Matching Funds
4. Police Department Staffing and Hiring
5. Street Maintenance/Rehabilitation Program

2024-2026 High Priorities (in alphabetical order)

1. Catfish Creek Sanitary Sewer Project: Old Mill Road Lift Station Project
2. Chaplain Schmitt Island Development
3. City Workforce Retention and Attraction
4. Comprehensive Study of Fire Station Locations and Staffing
5. Parks Maintenance/Refresh Action Plan.

“The two most important days in a person life are they day they are born, and the day they find out why.” Mark Twain

I feel so fortunate to work with a hard working, committed group of city employees who have determined that their “why” is to lift up and serve others. Recognizing the value of our current city workforce and the need to continue to recruit talented and committed employees the City Council again chose as a priority, “City Workforce Retention and Attraction.” While this has been a consistent challenge since the pandemic across the city organization the problem has been especially acute in the Police Department with a consistent vacancy rate of about 15 police officers.

This budget recommendation includes implementation of a recently completed classification and compensation study to ensure the City is paying competitive wages, including all levels in the Police Department, and it includes implementation of a previously City Council approved Precision Policing Center that will be a force multiplier for the Police Department and is funded by eliminating six sworn positions to create five non-sworn positions and equip the Precision Policing Center.

This budget recommendation is built on:

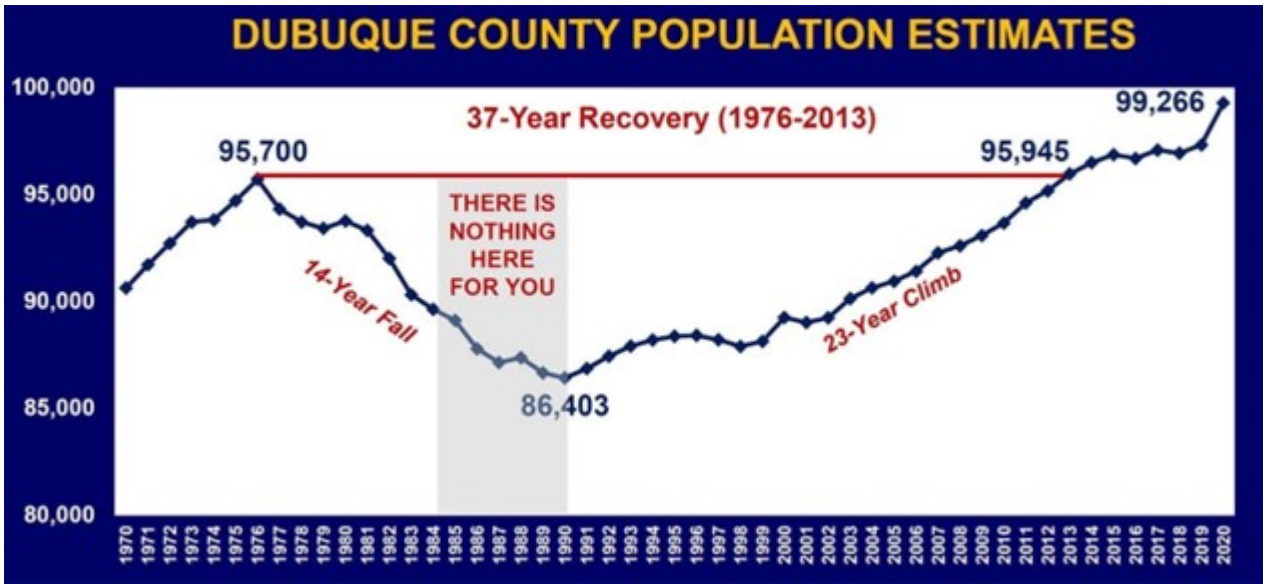
1. City Council Goals & Priorities
2. Major Capital Improvement Projects
3. Public Safety
4. Streets

In July 2023, the prudent financial management by the Mayor and City Council was being recognized. Moody's Investors Service upgraded the City of Dubuque, IA's issuer rating and outstanding general obligation bonds toAa2 fromAa3, as well as its outstanding moral obligation SalesTax Increment Revenue Bonds, Senior Bond Series 2015A toA1 from A2.

The issuer rating was upgraded toAa2 because the city has strong financial operations and ample revenue-raising flexibility, which has resulted in steadily improved available fund balance and cash. The city serves as a regional economic center and its regional economic growth rate has outpaced the nation over the past five years. The city's local economy is likely to remain strong because of its mix of commercial and industrial industries, stable population and steady tax base growth. Resident wealth and income ratios are a little below rated peers, in part because of a large student population. Leverage is elevated and could grow further because of outstanding capital needs.

In January 2025, Moody's Investor Services reaffirmed the July 2023 bond rating upgrade.

Fortunately, Dubuque is outperforming most of our peers across the state of Iowa and the Midwest. As you can see in the following chart, the city has climbed out of a decades long hole, achieving growth that few other Midwest communities have experienced. To maintain and accelerate this momentum there must be continued investment. The good news for the city is that the federal government has decided to be a financial partner with local governments to spur growth and investment and the City of Dubuque has received several very important federal grants.



THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Percent Change in Population: 2010-2020

Metropolitan Statistical Area	% Change
Des Moines-West Des Moines Metro Area	16.7%
Iowa City Metro Area	15.2%
Ames Metro Area	7.3%
Cedar Rapids Metro Area	6.2%
Dubuque Metro Area	**4.2%**
Janesville-Beloit, WI Metro Area	2.1%
Sioux City, IA-NE-SD Metro Area	1.0%
Waterloo-Cedar Falls Metro Area	0.3%
Davenport-Moline-Rock Island Metro Area	-0.5%
Rockford, IL Metro Area	-3.0%
Peoria, IL Metro Area	-3.3%
Decatur, IL Metro Area	-6.1%

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Percent Change in Population: 2010-2020

Micropolitan Statistical Area	% Change
Keokuk	-7.00%
Fort Dodge	-5.50%
Clinton	-5.50%
Burlington	-5.10%
Mason City	-4.40%
Spencer	-4.10%
Marshalltown	-2.80%
Storm Lake	-2.40%
Ottumwa	-1.80%
Boone	-1.60%
Muscatine	-0.08%
Oskaloosa	0%
Newton	3.30%
Spirit Lake	5.30%
Fairfield	8.90%

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

Percent Change in Population: 1970-2020

City	1970 Population	2020 Population	% Change
Gary, IN	175,415	69,093	-60.6%
South Bend, IN	125,580	103,453	-17.6%
Flint, MI	193,317	81,252	-58.0%
Detroit, MI	1,511,482	639,111	-57.7%
Akron, OH	275,425	190,469	-30.8%
Cincinatti, OH	452,524	309,317	-31.6%
Cleveland, OH	750,903	372,624	-50.4%
Dayton, OH	243,601	137,644	-43.4%
Toledo, OH	383,818	270,871	-29.4%
Youngstown, OH	139,788	60,068	-57.0%

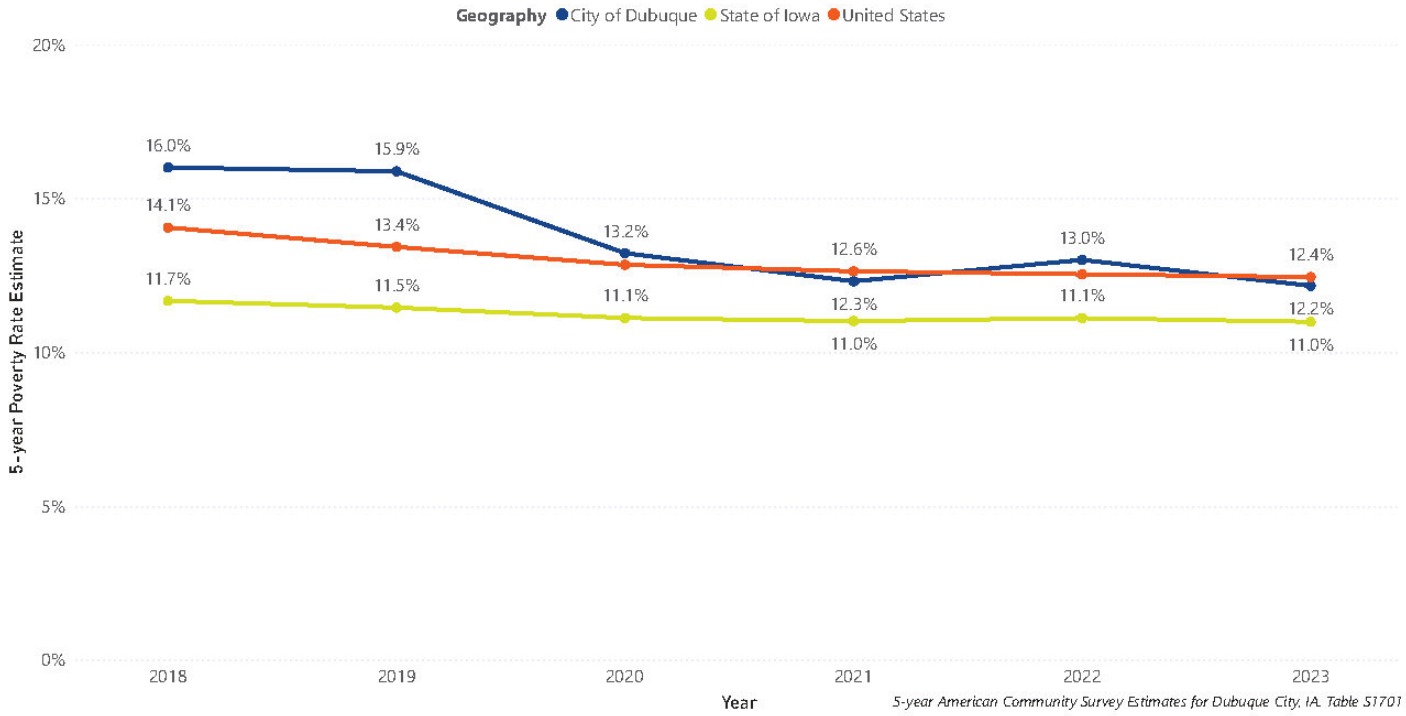
Reviewing the five-year Dubuque County goals (2022-2027) for the Greater Dubuque Development Corporation (GDDC) you can see significant progress is being made. This is especially true in the areas of increasing Median Household Income and Construction Investment.

Median Household Income has increased from $68,198 in 2021 to $75,919 as of December 2024 ($7,721, 11.3%).

The GDDC target for Construction Investment is $1 billion by 2027 and only 31 months into the five-year plan the amount of investment in Dubuque County alone is over $783,422,883. At this pace the amount of investment over 5 years could hit over $1.5 billion in Dubuque County, and far exceed that total on a regional basis.

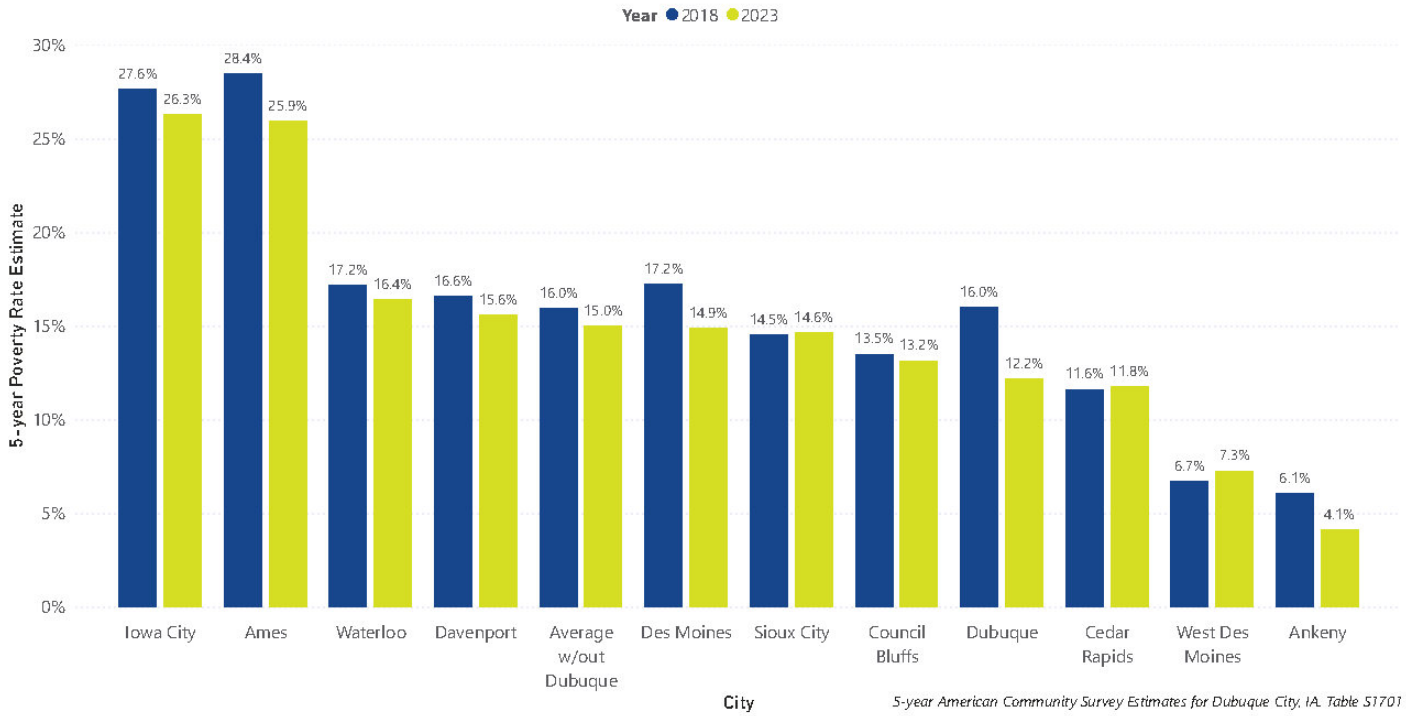
The Office of Shared Prosperity and Neighborhood Services reports that progress is being made on poverty prevention and reduction and Dubuque is again outperforming our peer cities in the State of Iowa, though the reduction of direct federal assistance to families caused a slight poverty uptick in 2022:

Dubuque, Iowa, US Poverty Rates



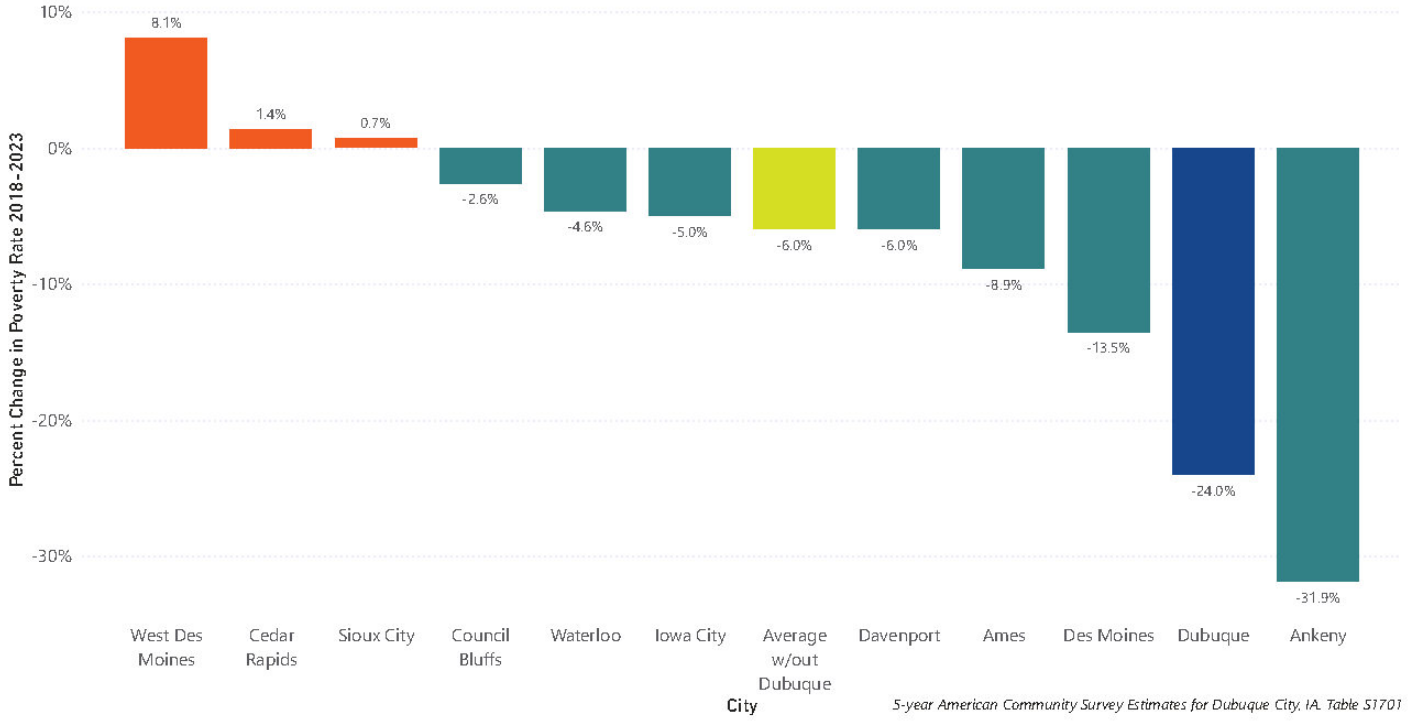
5-year American Community Survey Estimates for Dubuque City, IA. Table S1701

Poverty Rates by City



5-year American Community Survey Estimates for Dubuque City, IA. Table S1701

5-year Percent Change in Poverty City



5-year American Community Survey Estimates for Dubuque City, IA. Table S1701

Cost Increases

Supply chain issues and rising prices for fuel, vehicles, equipment, construction materials, electronics, and more are impacting the operating expenses of many City departments. Like the private sector, the City is also facing significant challenges in filling staff vacancies and new positions as Iowa's workforce crisis continues to manifest itself through record low unemployment and significant employee turnover.

To enhance the City's employee retention and recruitment efforts and to respond to core inflation, I am recommending that non-bargaining unit employees receive a 3% wage increase. The Dubuque Police Protective Association (DPPA) 5-year contract was approved last year with a 5% wage cost in FY25, and 5% in FY26, after a 6% increase in FY24. The City successfully negotiated new agreements with the Operating Engineers and the Dubuque Professional Firefighters last year with Operating Engineers wage cost of 3.25% in FY25 and 3.5% in FY26 and the Firefighters wage cost of 5% in FY25 and 3.5% in FY26. The two Teamster collective bargaining agreements are currently in negotiations.

I am recommending a 3% cost of living wage increase this year for non-bargaining employees along with implementation of the results of Carlson Dettman (Cottingham & Butler) Compensation and Classification Study results. If this is approved, non-bargaining unit employees have averaged a 2.3% annual wage increase over 11 years, including no wage increase in FY2021 at the beginning of the pandemic. The average change in the Consumer Price Index over that period was 2.7%.

Community Safety

In the area of public safety, the City has added ten positions to the Fire Department over the last few years. There will also be a replacement of 4 major pieces of equipment at a cost of over $2 million. This further enhances a Fire Department that, as an Insurance Services Office Class II Fire Department, is ranked in the top 3% of the over 48,000 Fire Departments in the United States. The Dubuque Fire Department is one of less than 300 Fire Departments internationally to receive accreditation by the Commission on Fire Accreditation International. It is no wonder that when asked to rate all of Dubuque's public services, local CEOs, business owners, and top managers rated Dubuque's fire service #1 and its ambulance service #2.

The City will also continue the aggressive deployment of security cameras, which is being made easier as ImOn Communications has committed to deploying fiber optic cable across the entire Dubuque community over the next three years with the goals of serving every home and business with fiber optics. The City Council approved in 2023 technology as police force multipliers with Automated License Plate Readers.

In 2024 the Mayor and City Council approved the request from Chief of Police Jeremy Jensen to convert 6 vacant sworn Police Officer positions to cover most of the costs to create a Precision Policing Center staffed with five civilian employees who will bring even greater technology improvements to crime prevention, criminal apprehension and Police Officer safety in our community.

I have attached the 2024 Dubuque Police Department Annual Report. You will see Dubuque has had a 44% reduction overall cases from 2015-2024. The crime clearance rate for property crimes is 91% compared to 13% nationally.

The City is committed to aggressively filling the many vacancies in the **Police Department** triggered, in part, by the hiring freeze during the economic crisis caused by the pandemic. The 6% wage increase in FY24, the 5% wage increase in FY25, and the 5% wage increase in FY26, along with the midyear pay boost for command staff will help with retention and recruitment.

The City and Dubuque County are partnering on two important projects. The first is a 50/50 split on the $5 million in costs to move the 911 Emergency Communications Center to a new facility, and a 50/50 cost split on the $3 million to replace the Police, Fire, 911, and Sheriff's Office operating software.

In Dubuque, Iowa, access to clean drinking water is crucial for public safety, preventing waterborne diseases, and promoting overall public health. **Water Department** staff work diligently to ensure that the water meets both federal and state regulatory standards. Clean, treated water is vital in reducing the risks of diseases like cholera, giardia, and E. coli—illnesses that could overwhelm healthcare systems and trigger public health emergencies. Moreover, it supports essential hygiene and sanitation practices, such as handwashing, cooking, and cleaning, helping to prevent infections and safeguard the community's well-being.

Clean drinking water supports other City Departments, including Parks & Recreation. It ensures hydration for park visitors during outdoor activities, particularly in warm weather, through fountains, water stations, pools, and splash pads, promoting health and preventing dehydration. A reliable water distribution system is crucial for Dubuque's emergency preparedness. The fire department depends on this system to fight fires. Fire hydrants provide a high-pressure water supply, enabling swift action to control fires, minimize damage, and save lives. A stable water distribution system is essential for ensuring that emergency services, especially firefighting efforts, can respond effectively and efficiently. The exceptional water system is taking into consideration as the Fire Department earns a prestigious Class II ISO rating.

The City of **Dubuque Planning Services Department** plays a vital role in ensuring the safety of the public by guiding the city's growth in accordance with the City of Dubuque Unified Development Code (UDC) and the Imagine Dubuque Comprehensive Plan. Through the UDC, the department enforces zoning regulations that prevent incompatible land uses, such as separating residential and industrial areas. Additionally, the UDC mandates important safety features in the design of buildings, such as required building setbacks, ensuring safe distances between structures to prevent overcrowding and allow for proper emergency access. It also enforces standards for light and ventilation to ensure buildings have sufficient airflow and natural light, contributing to healthier and safer living environments. The UDC includes fire separation requirements to minimize the risk of fire spreading between structures, providing vital protection for both residents and property. Furthermore, the department's oversight of site plans, subdivisions, and other developments ensures that safety considerations are central to the design and construction of all projects, creating safer communities for everyone.

The Imagine Dubuque Comprehensive Plan further complements these efforts by providing a long-term vision for the city's growth, which prioritizes the creation of safe, livable communities. This plan incorporates strategies for improving transportation networks, enhancing pedestrian and cyclist safety, and creating well-lit, accessible public spaces and to promote overall safety within neighborhoods. The Planning Services Department, working in coordination with other city departments, ensures that these safety-focused strategies are incorporated into every aspect of the city's growth, from infrastructure planning to community engagement.

In addition to the UDC and comprehensive planning, the Planning Services Department also oversees specialized functions such as floodplain management and development review facilitation. As the city's Flood Plain Manager, the department ensures that development within flood-prone areas complies with regulations that minimize flood risks, protecting both public safety and property. Furthermore, the department leads the development review team, which consists of key city staff members who evaluate projects for compliance with safety standards, zoning codes, and environmental regulations. By providing this thorough review process, the Planning Services Department ensures that developments not only meet regulatory requirements but also enhance the safety, sustainability, and resilience of the community.

The Office of Shared Prosperity and Neighborhood Support is implementing the Poverty Prevention and Reduction Plan. Poverty is defined as "an economic state in which an individual's or family's income can't cover the basic needs of everyday life." These needs typically include housing, food, child-care, clothing, health, transportation, and internet access. The impact of poverty is a safety concern to our community.

The struggles and trauma associated with poverty weakens families and individuals, some of whom struggle within poverty's grip for generations. Families are the building block of a thriving society; if those blocks are compromised or fractured, so too, is the whole of society. Poverty poses barriers to securing an education, acquiring a job with a living wage, and affording safe and affordable housing for individuals and families.

Addressing poverty in the City of Dubuque requires a collaborative, community-wide "all hands-on deck" effort. Our department partners with multiple city departments and community partners across sectors to implement the Equitable Poverty Reduction and Prevention Plan.

Dubuque 911 Emergency Communications Center acts as a central hub for receiving emergency calls, and dispatching the appropriate response (Police, Fire & EMS). Dispatchers coordinate communications with the responding agencies, doing their best to get everyone a better understanding of what is happening. Dubuque is very fortunate all the calls whether emergency and non-emergency calls come to the same location. All our staff is trained in Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD) and Emergency Police Dispatch (EPD). Dispatchers do ask a lot of questions but just know as you are answering those very important questions with information for the responders, all that information is being passed along to those coming to help you! We ask the questions to better inform our responders and to keep our callers safe.

There are many ways the Emergency Communications Department supports other departments in Public Safety.

- When calling 911 you can help the dispatcher by providing detailed information about what is happening. We quickly gather information from the callers to assess what is happening and what units are needed (EMS, Fire & Police). The quicker we can get the information the better response time for responding agencies.

- Dispatchers can facilitate communications across multiple different responding agencies, making sure everyone has access to important details of the incident. These include but not limited to Iowa State Patrol, DNR, Dubuque County Sheriff, Dubuque County Conservation, Iowa DOT, County DOT, etc.

- Dispatchers have the ability to use advanced forms of technology to pinpoint exact location of emergency callers. Ensuring that responders get to the correct location. They're also able to connect 911 callers to adjacent counties communication centers both IA, WI, and IL.

- We have smart 911. Callers and businesses have ability to make personal/ business profiles that will share needed information on a 911 call. It only shares information provided in the profile; and only when you call 911 from the specific number provided in your profile. This information can gives us door codes or certain directions about how to get to the residence.

- Dispatch has on call lists for most City of Dubuque Departments. We are the answering point for all City of Dubuque departments after normal business hours. Dispatchers use numerous resources to assist our callers in eventually speaking with the department they need. We work closely with Public Works (road conditions), the Water Department (water main breaks) and Traffic Signal Technicians (traffic light issues), records and Courthouse.

- Dispatchers utilize City Cameras – to provide live, up-to-date information to the responding units, as well as play back footage to assist for a multitude of calls for service.

- Dispatchers are trained to stay on the line with callers during emergency event until responders arrive. We want the caller to feel safe and protected with us on the line talking or listening and offering whatever help we can until responders arrive.

- Dispatchers complete ongoing training and keeping up to date on all the new things in 911! We have multiple platforms of online training that they work through alongside of their regular responsibilities. We want to be as prepared as possible to respond during a crisis!

While I am now a City Manager, I was once a Police Officer. I referred to the 911 dispatchers as our "Guardian Angels" as we knew they were sitting on our shoulders ready to get us help on a moments notice.

Sustainability is playing the long game, but it impacts our lives today. If we hope for a better city and world for our children and grandchildren, and all those who come after, we must prioritize our environment. This means protecting and preserving our air quality and water, rather than continuing to degrade them. As Jayla Rousseau-Thomas, an Anishinaabe woman, mother and social worker living on the traditional territories of the Kwanlin Dun First Nation and Ta'an Kwachan Council in Whitehorse, Yukon shared, " Simply put, the Seven Generations Principle puts the onus on decision makers to consider the options and their impacts outside of just the current context when making decisions at the individual, family, and community levels. Each person is to consider the decision they are seeking to make, in addition to considering what would the seven generations before them have done, and how will this decision impact seven generations into the future."

At its core, sustainability means ensuring our ability to continue and survive. Community sustainability initiatives involve local policies that consider multiple human needs. A sustainable community is a place where people of diverse backgrounds and perspectives feel welcome and safe, where every group has a voice in decision-making, and where prosperity is shared. Through thoughtful planning and strong sustainability efforts, we can build resource-efficient, stable, and cohesive communities. These efforts not only protect us from economic shocks, but strengthen our resilience to other threats, such as severe weather. Sustainability touches nearly every aspect of our daily lives, many of which we often take for granted: the air we breathe, the food we eat, the water we drink, the clothes we wear, and the homes we live in. It influences our physical health, our modes of transportation, land use, biodiversity, and even how we handle waste. By promoting sustainability, we create safer, healthier, and more productive environments. We empower communities to focus on the well-being of all residents, fostering resilience and justice.

Our sustainability work cultivates and maintains deep relationships within the community by identifying assets, skills, knowledge, and vulnerabilities. These connections support quotidian life as well as during times of disruption. The link between poverty and environmental degradation underscores the importance of addressing poverty prevention as a part of sustainability efforts. By working on energy efficiency and conservation, we reduce the economic burden on vulnerable populations. We also work to mitigate the impacts of disasters, as extreme weather events can lead to economic crises.

Ultimately, sustainability provides a path forward, overcoming the fear, confusion, and apathy that often accompany our changing climate. It empowers individuals, neighborhoods, businesses, non-profits, and cities to take collective action. By considering our relationship to the land, our infrastructure, and one another, we can create a resilient and lasting future where all can thrive.

The **Health Services** Department is an integral component of the City's public safety, primarily through Animal Control and Environmental Health activities. Animal Control enforces the Animal Control ordinance through the prohibition and enforcement of dogs and cats running at-large within the city, inoculation of all dogs and cats against rabies, investigation of animal bites and assurance of proper rabies confinement, prohibition of harboring a vicious or potentially vicious animal or dangerous animal and prohibition of animals causing serious disturbance or nuisance. The Environmental Health activity provides public safety through the inspection of food establishments (grocery stores, restaurants, etc.) to assure food safety limit food borne illness, along with public swimming pool and spa inspection. The department also plans for and responds to public health emergencies such as disease outbreaks, epidemics and pandemics and assures children with lead poisoning receive medical case management.

There is no greater concern for residents than ensuring their safety, and the Dubuque **Fire Department** plays a crucial role in safeguarding both our community and visitors. As a nationally accredited department, part of an elite group of fewer than 300 worldwide, and holding an ISO Class 2 rating—placing Dubuque among the top 3% of over 48,000 U.S. fire departments—the department sets a high standard in emergency response. The Fire Department provides essential services, including fire suppression, advanced life support (ALS) medical care and transport, technical rescues, water rescues, and hazardous materials response. In 2024 alone, the department responded to nearly 8,000 incidents, averaging 22 incidents per day, approximately 50 vehicle responses per day, showcasing the community's reliance on swift and effective action in times of crisis. The Greater Dubuque Development Corporation has recognized the department's value, presenting fire a 6.27 rating and ambulance a 6.16 rating out of 7 in its FY2023-2024 Public Services Index, ranking them first and second in overall service satisfaction. This feedback reflects the community's trust in the department's ability to deliver top-tier emergency services that directly contribute to the safety and well-being of everyone in Dubuque.

At the heart of the Fire Department's service is a team of dedicated firefighter-paramedics, each trained to the highest fire, EMS, and special response standards and equipped to provide life-saving care during any emergency. Dubuque's fire suppression vehicles and ambulances are all fully equipped with advanced medical equipment, ensuring we can provide critical care immediately when it's needed most. In addition to emergency response, the Dubuque Fire Department is also committed to community risk reduction through public education and proactive efforts to reduce fire and injury risks. By offering educational programs, safety inspections, and fire prevention initiatives, the department works to minimize the likelihood of emergencies and help the public better protect themselves. Beyond responding to emergencies, the Fire Department collaborates closely with law enforcement, public health, and other local agencies, creating a coordinated and effective approach to public safety. The Dubuque Fire Department contributes to the safety of the public not only through emergency response efforts but also through our commitment to excellence, community education, and collaboration, ensuring that the Dubuque community remains as safe as possible at all times.

Dubuque Regional Airport's highest priority is to provide safety and security to public, tenants and staff using DBQ facilities for entering the global network of general aviation, commercial airline travel and commerce. This is achieved through physical monitoring, advancements in technology and the close adherence to Federal Laws and Regulations.

Passenger and staff safety are achieved using physical screening, baggage screening, remote monitoring, and access control. These protocols are derived through frequent training and inspections to ensure Dubuque is following regulations set forth by the Federal Aviation Administration (FAA) and the Transportation Security Administration. (TSA).

Facility safety is closely monitored by highly trained airfield operations, aircraft rescue firefighting, public safety, airfield maintenance, airfield ground handlers and administration staff and airfield tenants to mitigate areas of concern using equipment, frequent safety inspections, and building strong relationships with other City Departments directly through Dubuque Police, Fire, Health, Dispatch as well as other city departments and numerous mutual aid and outside safety organizations.

Airport safety and security is a global priority and achieved only when there is great cooperation between staff, associates, and the traveling public.

The City of Dubuque's **Public Works Department** has a critical role in public safety through disaster response, community protection, and various supporting operations.

Disaster response from Public Works ensures roads are cleared from debris, snow and ice, low hanging or downed wires for the community and Police and Fire to navigate to and from emergency situations as they arise. These operations continue as needed without regard to weekends, or holidays. Staff in Public Works also ensure traffic signs, lights, and signals are back up and running post-storms, accidents, or other incidents.

Community protection comes through operating and monitoring the flood control system that prevents the Mississippi River from inundating the community during high water events and keeps the storm water system free of debris. Part of this system includes the Bee Branch storm water system designed to prevent water from backing into community homes. Public Works oversees the maintenance of the city-wide network of storm water and sanitary sewer pipes throughout the city to make sure they are functioning properly and in compliance with the consent decree. Additionally, Public Works oversees the curbside collection of trash, recycling, and organics from residential properties to keep the community free from disease and vector control. Staff also operate the landfill to ensure proper disposal and diversion of materials collected both inside and outside the community.

Other supporting operations include maintaining Police fleet and Fire Apparatuses for operational readiness. Fleet services division within Public Works also maintains The Jule buses used to carry community members to various locations for appointments and groceries. Staff and fleet within the field operations division have also been used to barricade community events and even Presidential visits coordinated with Police and Fire for the safety of those attending.

Public Works does not undergo all these operations single-handedly, though. Public Works partners with Engineering, Housing, Police, Fire, Water Resource & Recovery Center, Water Department, Health Services, Parks Division, and others every day to accomplish these operations for public safety.

The **Transportation Services Department** plays a major role in keeping the community safe. Whether it is daily riders on The Jule or downtown shoppers utilizing the public parking system, The Transportation Services Department strives to ensure a safe and pleasant experience. The Jule has upgraded our cameras systems, increased driver training, and identified additional support during peak passenger hours. The Jule strives to be on time and accessible to the community to allow passengers to reach their final destinations, including critical medical appointments, places of employment, and grocery stores. The Transportation Services Parking Division is in the middle of a system update for off-street and on-street technology. To promote a safe experience in the parking ramps, new lighting has been installed in a majority of the ramps along with updating camera systems. The Transit and Parking teams monitor all weather conditions to allow for clear parking locations along with safe driving conditions.

Cybersecurity is the cornerstone of the city's **Information Technology** framework, safeguarding sensitive data and protecting critical systems from cyber threats. With the rise in cyberattacks, robust cybersecurity measures and incident response are essential to maintain public trust and ensure the uninterrupted operation of city services. IT utilizes advanced firewalls, encryption techniques, and intrusion detection systems to prevent unauthorized access and mitigate potential breaches. Regular monitoring, security audits and vulnerability assessments further bolster the city's defenses, ensuring that any weaknesses are promptly addressed.

Security cameras are a crucial component of the city's safety infrastructure, providing real-time surveillance and acting as a deterrent to criminal activity. IT supports the network and system used for high-definition cameras with advanced features allowing law enforcement agencies to monitor public spaces more effectively. A robust network enables seamless data sharing and analysis across departments assisting precision policing, investigations and enhancing public safety.

IT infrastructure is integral to the efficient operation of emergency management services, including the 911 dispatch center, police, sheriff, and fire/EMS departments. Advanced communication systems ensure that emergency responders can quickly and accurately coordinate their efforts, reducing response times and improving outcomes. IT support extends to the maintenance of critical databases, such as criminal records and emergency contact information, which are essential for informed decision-making during crises. Additionally, IT systems facilitate the integration of various integrated emergency management tools, such as geographic information systems (GIS), mobile in-car computers, EMS cardiac monitors, body cameras and real-time incident reporting, further enhancing the city's ability to respond to emergencies and keep personnel safe. Support is provided for all emergency operations center events.

The resilience of the city's IT infrastructure is critical in maintaining uninterrupted service delivery and ensuring the safety of residents. Fiber optic connectivity and redundancies are key components of this resiliency, providing high-speed, reliable internet and network connections and minimizing the risk of outages. By implementing redundant systems and backup protocols, IT can quickly recover from equipment failures or cyberattacks, ensuring that critical services remain operational. This resilience not only enhances the efficiency of city departments but also fosters public confidence in the city's ability to manage and respond to emergencies. The use of cloud-based solutions and virtualization technologies enables seamless scalability and flexibility, allowing city departments to adapt to changing needs, demands and priorities.

Ultimately, the primary goal of IT infrastructure in city departments is to enhance the quality of life for residents by providing reliable, efficient, and secure services. Information technology is a critical enabler of public safety and the efficient operation of city departments. Through cybersecurity measures, equipment replacements, and support for emergency management, the city's IT infrastructure enhances the overall resiliency and service delivery of the city. By maximizing uptime and operational efficiency, IT systems ensure that residents receive the highest quality of service, contributing to a safer city.

The **Parks and Recreation Department** maintains a robust park system and offers recreational program opportunities that give individuals and families access to many opportunities for their free time to enjoy life. Our parks and trails offer many benefits. They provide a place where people of all ages can be active leading to reduced stress and improved physical and brain health and well-being creating a higher quality of life and extending life. Time spent in nature positively impacts mental health by increasing cognitive performance and well-being and alleviating illnesses such as depression, attention deficit disorders, and Alzheimer's.

Parks and recreational facilities and programs provide places where neighbors, friends, and families can meet, which improves community connections. This counters social isolation by connecting people with each other through festivals, parades, fundraisers, social events, performing arts, tours, and other programming. Special places like the Miracle League facilities in Veterans Park are accessible to all ages and abilities, especially those with disabilities. These are safe places for people to play and exercise away from busy city streets.

The Parks Division is on the forefront of our communities' emergency response. One example is our forestry tree crew that keep the city's extensive tree network trimmed, removes dead trees, and clear streets of tree debris on a daily basis and in storm responses to windstorms, ice, and heavy snow weather events. Parks Division employees are called upon to serve during heavy snowfall as a secondary snow crews aiding Public Works in the clearing of streets and sidewalks. Parks also partners with Dubuque Trees Forever to replace and add trees to the urban forest reducing heat islands and adding to community beautification. Much of Dubuque's beauty is captured by its forested bluffs, tree lined streets, and colorful foliage displays in the fall.

Active recreation such as playgrounds, hiking and biking trails, sports fields and courts, splash pad, and swimming pools are places to run off steam and burn excess energy in a positive way. Access to parks and recreation opportunities has been strongly linked to reductions in crime and to reduced juvenile delinquency and vandalism. Strong community engagement and support of these parks and recreational facilities create a sense of pride in our places and spaces, places you want to share when someone comes to visit. Examples of this include the skatepark and renovated volleyball/pickleball courts at Flora Park or the recently renovated Comiskey Park. They are a tangible reflection of the quality of life of our community and provide an identity for our community. Extensive planting and maintenance of the many public flower beds and baskets and landscaped areas throughout the community such as the Riverwalk, Main Street, and Bee Branch Greenways make Dubuque a very special place to live, work, and play.

The **City Attorney's Office** facilitates the activities of other departments and supports the Mayor and City Council. Examples related to public safety include:

- Enforcement (Building codes, nuisance codes, animal control codes, zoning codes, traffic codes, simple misdemeanor codes)

- Search warrants
- Petition/Abandoned properties
- Review of contracts, specifications, and insurance which result in public improvements impacting public safety
- Training
- Consultation

One major crime prevention tool is access to a living wage job. **Economic Development** supports the creation of housing in our walkable downtown neighborhoods. Walkable neighborhoods often feature better lighting, crosswalks, and traffic-calming measures, reducing the risk of accidents and enhancing overall safety. The presence of more pedestrians can also deter crime, as streets are less likely to be desolate and more likely to have “eyes on the street.”

In addition, all of our development agreements now require the developer to install exterior security cameras on their buildings and to register for the Secure Dubuque Personal Surveillance System program. In the event a crime occurs in the area, footage from the system could be of assistance to the department, increasing the efficiency of the investigation - however, the property owner reserves the right to decline access to their system at any time.

Aside from being a welcoming place for residents that may have nowhere else to turn, **libraries** help promote psychological safety, brain health, social and emotional safety to members of our community across all demographics.

The library can be a hub for all members of our community to expand their understanding of the world around them, learn something new about an interest or community they've never experienced before, and simply be a warm, cool, or dry, place to spend a day out of the harsh Midwest swings of weather. We also can help provide economic safety and support for community members that want to stay informed and entertained by borrowing library materials and utilizing library resources.

The **Engineering Department** promotes the health, safety, and welfare of ALL through sound engineering principles, practices, and partnerships applied to the planning, design, maintenance, and preservation of the City's infrastructure and property.

The activities the department is involved include street design, stormwater management, sanitary sewer design, traffic engineering, security cameras, fiber optic design and expansion, right of way management, sidewalk and trail design, bridge design, retaining wall design and flood protection through the design of flood walls and levees that protect the city from flooding. Some of the recent efforts to improve health and safety has been construction of the Bee Branch Greenway Project to eliminate flooding in over 1300 homes, the construction of multiple roundabouts to improve traffic flow and reduce the possibility of major injuries at those intersections, ADA pedestrian ramp upgrades to allow all people access to the sidewalk network, and expansion of security cameras around the city to help in traffic safety and assist police.

Through all these activities, the department is following state and federal design standards to ensure proper design and maintenance occurs. The engineering department works with many city departments and outside agencies working in partnership to coordinate this work and ensure the public’s safety. Protection of the public is paramount to what the engineering department does.

The **Office of Community Impact** enhances the safety and well-being of Dubuque residents by fostering community engagement, providing essential support services, and addressing barriers that lead to instability.

The **Equitable Fine and Fee Program** in partnership with utility billing and other internal departments address financial hardship from escalating into crises by offering alternative payment options or community service alternatives. By ensuring that penalties do not disproportionately impact low-income or marginalized residents, we help individuals maintain housing, employment, and overall stability—reducing the risks associated with financial insecurity.

The **AmeriCorps program** strengthens safety by fostering social and emotional competencies in K-12 students. By teaching self-awareness, emotional regulation, and responsible decision-making, AmeriCorps members equip youth with the skills needed to navigate challenges constructively. This proactive approach reduces behavioral issues, prevents violence, and creates safer schools and communities.

The **Multicultural Family Center (MFC)** provides psychological safety and a deep sense of belonging for all community members. As a welcoming and inclusive space, the MFC offers culturally responsive programming, mentorship, and leadership development—helping individuals build confidence, establish meaningful connections, and feel secure in their community.

Additionally, the **Office of Community Impact volunteer initiatives mobilize residents to support projects that strengthen neighborhood resilience and public safety**. The **Adopt-A-Spot initiative** encourages individuals, businesses, and community groups to take ownership of public spaces by maintaining parks, streets, and neighborhoods. Reducing litter, improving landscaping, and creating well-kept environments, will deter crime and promote community pride. Research shows that well-maintained spaces experience lower crime rates, as visible community care signals vigilance and discourages vandalism or illegal activity.

Another key aspect of our commitment to public safety is the **collaboration with the Dubuque Police Department through the Chief's Forum**. This partnership and collaboration strengthens communication, builds trust, and ensures that community voices inform policing strategies. Fostering transparency and cooperative problem-solving contributes to safer neighborhoods and a more connected Dubuque.

The **Housing and Community Development Department** contributes to public safety through a combination of housing assistance, code enforcement, and health-focused initiatives. Assisted Housing Programs provide stable, affordable homes for low-income families, seniors, and disabled residents, reducing the risks associated with housing instability and homelessness. By administering Housing Choice Vouchers and project-based assistance, the department ensures safe living environments for vulnerable populations while promoting self-sufficiency. Additionally, rehabilitation and home purchase programs offer loans to income qualified homeowners and buyers, allowing them to maintain and improve their properties, preventing deterioration that could lead to unsafe conditions.

The department's Inspection and Construction Services division plays a key role in public safety by enforcing building codes, inspecting rental properties, and addressing nuisance violations. Through regular rental property inspections, construction permitting and inspections, and code enforcement, they mitigate risks such as structural hazards, fire dangers, and sanitation issues. These efforts extend to vacant and abandoned property licensing and inspections, ensuring that neglected structures do not become safety threats. In addition, the Lead and Healthy Homes programs proactively reduce exposure to lead-based paint and other health risks, particularly for children and older adults.

Money from the Community Development Block Grant (CDBG) program further supports public safety by funding essential housing, economic development, neighborhood improvement, and public facility projects. In housing development, CDBG funds assist in homebuyer programs, homeowner rehabilitation, and provides the grant match for lead hazard reduction efforts, ensuring that low- and moderate-income families have access to safe, well-maintained homes. Economic development initiatives, such as the Microenterprise Assistance Program, provide financial and professional support to small business owners, fostering economic stability in the community.

Neighborhood and community development programs funded by CDBG include zoning enforcement and neighborhood recreation programs designed to enhance public spaces, reduce crime, and provide safe activities for at-risk youth. Investments in public facilities, such as low- and moderate-income area park upgrades and the Lincoln Wellness Project, improve community infrastructure and create safe, accessible recreational spaces. Additionally, CDBG funding supports local nonprofit organizations through a revolving fund, helping to ensure resources are available for services that benefit vulnerable populations.

By integrating these functions, the Housing and Community Development Department ensures that residents live in secure, well-maintained homes., contributing to a healthier and more resilient community.

Human Resource Department staff conduct post offer, pre-employment background checks, including but not limited to driving record checks, criminal background check, drug screening (as required/appropriate for positions) to ensure that City staff providing services to residents have a demonstrated ability to do so safely. These checks also occur post-employment where permissible.

Human Resource Department staff in the development and learning offerings do focus on best practice processes and procedures, including safe operation of equipment and tools for the employee and the public.

The City Clerk's Office provides administrative support during the civil service hiring process for police and fire departments by coordinating exams and preparing candidate lists, playing an integral part in fulfilling positions in these critical public safety roles.

The City Clerk's Office oversees many license and permit processes that require background checks, including applicants for solicitor licenses, taxi driver permits, and retail alcohol licenses —businesses that frequently interact with the public. By coordinating background checks with the police department, our departments ensure that individuals applying for these permits have no criminal history or other issues that could pose a risk to public safety.

The City Clerk's Office oversees the special event permit process, which involves coordination with departments including the city's safety coordinator, health department, police department and fire department, to ensure that community events are executed safely.

Safety is a top priority for residents, and the City of Dubuque is dedicated to protecting the health, safety, and well-being of both employees and the public. **The Finance Department** plays a key role in fostering a strong safety culture by ensuring compliance with state and federal regulations while supporting city departments in maintaining safe operations.

Through the City's Safety Committee, we lead the development and implementation of city-wide safety policies and best practices, identifying corrective actions, preventive measures, and training needs. Our goal is to instill a culture of “If you see something, say something” in all aspects of safety.

Additionally, the Incident Review Team conducts thorough investigations of workplace incidents and near misses, identifying root causes and recommending corrective actions to prevent recurrence. Meanwhile, the Safety Audit Team proactively assesses workplace conditions, identifying potential hazards and ensuring compliance with safety protocols to protect employees, facilities, and the public.

Together, these efforts equip employees with the knowledge and resources to prevent accidents and enhance overall safety. By promoting a proactive approach to hazard identification, injury prevention, and risk management, we help create a safer work environment for all. Our collaborative commitment ensures that safety is not just a policy but a core value that protects both employees and the community we serve.

Public safety is at the core the **Water & Resource Recovery Center's (WRRC)** mission. The WRRC plays a vital role in protecting the health and well-being of the community. This is done in multiple ways.

The WRRC ensures the safe and effective treatment of wastewater. Every day, the WRRC manages and treats millions of gallons of wastewater, removing contaminants and pollutants before returning clean water to the environment. This prevents the spread of waterborne diseases, protects drinking water sources, and supports the overall health of the Mississippi River ecosystem. This essential function safeguards both public health and the region’s natural resources.

The WRRC industrial pretreatment program helps local businesses comply with environmental regulations, preventing hazardous discharges that could endanger workers, emergency responders, and the wider community.

The WRRC manages the City’s Fats, Oils, and Grease (FOG) Program designed to prevent FOG from entering the sewer system, where it can accumulate and cause blockages. When a blockage occurs, it can lead to sanitary sewer overflows, resulting in untreated wastewater spilling into streets or backing up into homes and businesses. By working with restaurants, businesses, and residents to properly dispose of FOG, we help prevent costly and hazardous sewer backups that could pose serious health and safety risks to citizens.

The WRRC Environmental Lab provides water testing services for the Water Department to help ensure that the drinking water they produce is safe for human consumption. By conducting critical water quality analyses, we help verify that the city's drinking water meets regulatory standards and is free of harmful contaminants. This collaboration plays a direct role in protecting public health and ensuring that Dubuque residents have access to clean, safe drinking water.

Ultimately, the WRRC is more than just a treatment facility—it is a public health guardian and a key partner in the City's overall safety strategy. By maintaining high standards for wastewater treatment, infrastructure resilience, and interdepartmental cooperation, we ensure that Dubuque remains a safe, healthy, and thriving community.

The City's **Communications Office** contributes to the safety of the community in a variety of ways, ranging from emergency responses to proactive safety education campaigns.

Communications staff manage the City's main communication channels to reach residents (social media, website, videos, publications, public access television, signage, and more) and coordinate media relations to amplify messaging through traditional media outlets. The Communications Office also provides communications support to the City's key public safety departments: police, fire, emergency communications, health services, housing and community development, engineering, and emergency management. Staff work with those departments to promote safety initiatives and programs, develop communications plans and campaign, and even recruit new staff to those departments. Communications staff also provide public notification support to the City water department during boil water advisories/orders and major water main breaks

Additionally, the Communications Office is involved in crisis communications for the organization and is a critical part of the City's emergency management and operations plans. Communications staff are responsible for one of the primary emergency operations center (EOC) roles: public information. The public information officer is part of the City's EOC team and all Communications staff provide support to the public information function of the EOC when it is activated by assisting with public alerts and messaging during emergencies, media relations, and outreach during recovery efforts following major incidents. The Communications Office also manages the City's use of the AlertIowa emergency notification system which is used during emergencies to reach residents by phone, text, email, and through the AlertIowa app.

The Communications Office includes the City's GIS Office, which provides overall management the City's GIS system and the hundreds of layers of data it contains. GIS is a critical tool used by all City departments, including public safety applications by police, fire, health services, housing and community development, and more. Those departments rely upon the data within the City's GIS and mapping functions it provides to respond to emergencies, develop response/patrol policies and strategies, visualize data for analysis and planning, monitor critical infrastructure and assets, track incident response efforts, and more. GIS provides the data for data-driven decision-making related to safety.

The City of Dubuque Department of **Equity and Human Rights** plays an important role in promoting public safety in the community. First, Equity and Human Rights works directly with the Dubuque Police Department to build relationships between the community and the police department and to ensure that the concerns of community members regarding the police are heard. For example, the Chief of Equity and Human Rights participates in the Chief of Police's Forum, in which City staff and residents discuss current issues of concern.

Another way the Department of Equity and Human Rights directly contributes to public safety is by assisting residents who believe they have been discriminated against or that their rights have been violated. Public safety is not limited to physical safety; it also includes feeling that your rights are protected and your dignity as a person is respected. One of the important roles of the Department of Equity and Human Rights is helping residents complete complaint intake forms and assisting them in finding the right place to file their complaints. These complaints include situations in which residents believe they have been discriminated against by an employer or a business, or when they believe their rights have been violated by a City employee other than a police officer. The Department of Equity and Human Rights also assists in facilitating mediation in conflicts between tenants and landlords, neighbors, or others who seek such assistance.

The City of Dubuque's Equity and Human Rights Commission, which is appointed by the City Council but works in collaboration with the Department of Equity and Human Rights, also contributes to public safety by investigating issues of concern in the community related to human rights and discrimination. The Commission also provides the community with public information about these issues.

Finally, the Department of Equity and Human Rights indirectly contributes to public safety by working with City staff and other City departments to ensure that all people are treated in a welcoming and respectful manner and that all residents have fair access to eligible City services. For example, the Department coordinates Intercultural Competency and other trainings for City staff that help create a welcoming and safe environment for City employees and similarly foster welcoming and safe interactions with the public. As another example, the Office of Equity and Human Rights works with the City's Communication Office and other departments to ensure that important public announcements and other public information are translated into languages such as Spanish and Marshallese. These announcements often involve public safety or public health, and providing people with access to information promotes public safety in general.

Road and Infrastructure

Following the opening of the Southwest Arterial in 2020, the opening of the new Highway 20 interchange at Swiss Valley Road in 2021, the reconstruction of Chavenelle Road, the reconstruction of North Cascade Road, the resurfacing and reconstruction of the Northwest Arterial, and the resurfacing of over 5 miles of streets by Public Works crews in 2023 and over 8 miles in 2024, the City will be further pursuing street improvements. The Fiscal year 2026 budget recommends that **Public Works** pave 10 miles of streets.

The Iowa Department of Transportation is beginning to study the eventual full reconstruction of the intersection of Highway 20 and the Northwest Arterial, including the closure of the southern leg of the intersection, to greatly improve traffic flow. They have submitted an over $15 million project to the IDOT commission for consideration which includes an over $5 million local match.

The City received a grant for an over $3 million planning effort followed in 2024 with award of an over $37 million federal infrastructure grant application build a railroad overpass at 14th Street and improvements to Elm Street and 16th Street, with multiple intersection improvements all in the complete streets format. In 2024, the City received a $25 million federal grant to construct the over $40 million project.

In partnership with the US Army Corps of Engineers, the City will be improving the Mississippi River floodwall in the South Port of Dubuque to better protect the sanitary sewer force main from river traffic accidents.

The five-year CIP includes $8,170,000 to begin the Central Avenue and White Street improvements project.

Phase II of Comiskey Park Development is included for $1,697,000.

The City will spend approximately $50 million to improve the Catfish Creek Sanitary Sewer Shed, replacing and upsizing much of the 70-year-old sanitary sewer system and adding a major sanitary sewer lift station. This will allow the City to further eliminate polluting sanitary sewer overflows and be prepared for future growth to the West. The goal is to be eligible for tens of millions of dollars in federal infrastructure dollars to support this project.

Between January, 2025 and December, 2029 the City has budgeted over $131 million to upgrade and maintain existing sanitary sewers and to install new sanitary sewers opening up areas of the community for development and making sure existing areas of the community continue to have high quality sanitary sewer service.

The City will also be spending almost $6 million to replace over 500 private lead service lines with a 49% Iowa Finance Authority forgivable loan program to assist low-income residents, with the 51% balance being absorbed by the City.

The City capital improvement budget includes $9.6 million to do Granular Activated Carbon Filter Rehabilitation to assist with PFAS mitigation. This is in addition to creating a new deep well at a cost of approximately $4.5 million. **The FY26-FY30 Water Department CIP is a total of approximately $27.8 million.** The City is anticipating receiving some settlement funds from the PFAS litigation the City joined, but as of the submittal of the budget we do not know the amount.

Economic Development

The City will be investing in the downtown, the Central Avenue corridor, the West End industrial parks, and improving Schmitt Island access.

The CIP includes over $23 million to complete Five Flags Building improvements.

One dramatic success story for the Mayor and City Council is addressing the need for additional housing options. In 2022, the Greater Dubuque Development Corporation conducted a study that showed the City of Dubuque was short over 1,000 housing units. At the same time population growth is a top priority with a huge demand for workforce.

The Mayor and City Council adopted financial incentives in the summer of 2022 to encourage housing development. **The City of Dubuque currently has over 2,400 developable single-family lots and multi-unit residential rental units that have either been completed, are under construction, or have been approved for development.**

Dyersville Events has acquired the Field of Dreams site and has broken ground on a new almost $40 million baseball stadium for major league baseball games, concerts, business meetings and other events. The Field of Dreams has also secured financing for a robust youth baseball and softball complex breaking ground in 2025. Opening in the 2026 baseball season this will host over 1,000 baseball and softball teams a year.

This has led to the city approving a development agreement for two new hotels in the Port of Dubuque and the city has received multiple inquiries about additional hotels.

In December 2024 the University of Dubuque announced the formation of the John and Alice Butler School of Osteopathic Medicine. This new medical school will be located in downtown Dubuque with 800 students and over 200 faculty and staff.

Improved Customer Service

A significant customer service enhancement has been the move to automated collection of refuse carts. This will not only increase customer convenience, but it will improve the appearance of neighborhoods. The City refuse collection employees are currently required to handle people's trash, exposing them to fleas, bedbugs, viruses, and germs. They are also required to exit and enter the vehicle almost 700 times each day, over 3,000 times a week, and over 170,000 times a year. This is even in the winter, risking slipping on the ice and snow and constantly battering their feet, ankles, knees, hips and back.

Identifying and Funding Important Initiatives to Support Employees

In FY24 the Mayor and City Council approved the addition of some new City positions in the organization to advance important initiatives and meet existing needs. In FY2023, the City Council approved through amendment two new positions in the Human Resources Department and a Project Manager position in Parks and Recreation.

During the FY 2023 budget process the following recurring improvement packages creating new positions was approved:

- Full-Assistant FBO Supervisor at the Airport to ensure supervisory coverage for the Fixed Base Operations (FBO).
- Full-Time Secretary in AmeriCorps to assist as part of the creation of the new division.
- Full-Time Secretary in City Clerk's Office to serve as the main point of contact for all public inquiries.
- Full-Time Climate Action Coordinator in the City Manager's Office dedicated to implementing the 50% by 2030 Community Action and Resiliency Plan.
- Full-Time Grant Analyst in the City Manager's Office to address the continued need for grant management.
- Full-Time Public Safety Dispatcher in the Emergency Communication to cover forty hours of current part-time hours.
- Full-Time Utility Locator in Engineering to address the growing demand for locating buried City utilities.

- Seasonal Business Administration Intern in Engineering to assist the administrative staff with an ever-growing workload.
- Seasonal OSHA Intern in Engineering to update and customize the current department Construction Safety Manual.
- Seasonal Broadband Intern in Engineering to assist Traffic Operations Center staff with populating a database of broadband infrastructure.
- Seasonal Finance Intern to assist with large projects and ongoing work.
- Four Full-Time Firefighters to increase the number of personnel per shift, resulting in the ability to increase minimum staffing to 24 personnel each day, thereby staffing a third full-time ambulance crew.
- Three Full-Time Firefighters in increase the available personnel to cover various leave requirements and help reduce the need for overtime.
- Full-Time Confidential Account Clerk in Housing to help with administrative duties of the department.
- Full-Time Help Desk Technical Support in Information Services to provide assistance for the implementation of e-mail for additional uses, help in implementation of MFA for all, help address the need for backlog of service request tickets, aid in monthly on-boarding for technology additional WebQA user and backend support.
- Full-Time User Technology Specialist in Information Services to provide ERP support.
- Full-Time Chief Security Officer in Information Services to help improve cybersecurity, manage the on-going complexity of threats, and manage the network infrastructure (fiber, switches, routers).
- Full-Time maker Space Assistance at the Library to provide full-time coverage for Maker's Space.
- Full-Time Patrol Officer in Police added as part of the 20 officers by 2022.
- Seasonal Community Resource Officers in Police to help continue the success the program has had in both the value to the public and as a recruiting tool for the department.
- Full-Time Sanitation Driver in Public Works added due to the increase in lane miles to plow and employee turnover rate.
- Part-Time Secretary in Public Works added to help with coverage issues during lunch, vacation, and sick leave.
- Full-Time Landfill Equipment Operator in Public Works to support operations in the Agency's Regional Collection Center.
- Four Full-Time Bus Operators in Transportation Services to minimize employee turnover, associated, cost, and offer more consistency in schedules for residents.

In the FY2024 budget, the following personnel additions were made:

- two Police Officer positions were approved as part of the crisis intervention team and enhancements to the Secondary Responder Model.
- at the Fire Department, there was addition of a Firefighter position and an additional Administrative Assistant.
- In 911 Emergency Communications, there was the addition of a full-time Dispatcher position.
- at the Airport, more Fixed Based Operator Line Service hours
- in Housing, elimination of a part-time position and creation of a full-time Combination Inspector.
- an additional 910 hours of site supervision at the Multicultural Family Center.
- a new full-time Confidential Account Clerk in Parks and Recreation s.

- upgrade of a part-time Circulation Lead Library Assistant to a full-time position at the Library.
- a Data Scientist position in Public Works.
- a part-time AmeriCorps Position in the Engineering Department.
- two intern positions in the Engineering Department,
- a full-time Water Distribution Maintenance Worker in the Water Department,
- elimination of a Water Meter Repair Worker.
- creation of a Water Meter Foreman position in the Water Department.
- the creation of the position of Assistant Water and Resource Recovery Manager position.
- creation of the Industrial Pretreatment Coordinator position at the Water and Resource Recovery Center.
- creation of a part-time intern position in the Public Works Department.

After approval of the FY24 budget there were other personnel changes as follows:

- added a civilian Fire Inspector
- Transportation added Laborer +1.0 FTE; eliminated part-time Laborers -0.55 FTE; increased Dispatcher from 0.1 FTE to 0.5 FTE; added 0.34 FTE to the Parking Meter Checker.
- Engineering added Engineering Technician +1.0 FTE; eliminated Lease Management Intern -0.25 FTE; added Confidential Account Clerk +1.0 FTE, three limited term Engineering Intern positions ended -0.32 each.
- Water & Resource Recovery Center had the addition of Maintenance Supervisor 0.25 FTE.
- Public Works eliminated Assistant Public Works Director -1.0 FTE; added Fleet Maintenance Procurement Specialist +1.0 FTE; eliminated Stock Clerk -1.0 FTE; part-time Administrative Assistant was changed to full-time +0.33 FTE; added Field Supervisor +1.0 FTE.
- Office of Prosperity and Neighborhood Support part-time Administrative Assistant was moved to full-time +0.34 FTE.
- Communications Office eliminated Communications Assistant -0.50 FTE; added Communications Assistant +1.0 FTE. Airport eliminated Marketing Coordinator -0.70 FTE.
- The Finance Department eliminated Finance Director -1.0 FTE; eliminated Budget Director -1.0 FTE; added Finance Manager +1.0 FTE; added Budget Manager +1.0 FTE; eliminated Budget/Financial Analyst -1.0 FTE; eliminated Accountant -1.0 FTE; added Payroll Systems Analyst +1.0 FTE; added Project Manager 0.50 FTE, added Finance Intern positions 1.50 FTE.

In the FY25 budget, you approved the addition of 2 full-time positions in the Fire Department. There is an additional Captain to serve as a Field Training Officer/Safety Officer and a Bureau Chief position in EMS.

After adoption of the FY2025 budget you approved the addition of a Project and Facilities Manager position in the Public Works Department.

The FY 2026 budget recommendation includes a reorganization in the Engineering Department that includes a slight increase in full-time equivalent positions, but is more an effort to reorganize the work being performed with the correct titles and compensation. This has a FY26 cost of just over $40,000. A reorganization in the City Manager's Office eliminates a full-time position and takes the currently vacant Director of Strategic Partnerships position from part-time to full-time. This change has no increase in costs. The temporary position in the Sustainability Office was set to expire in June 2025 and that position is extended through June 2026.

Opportunities for Grants and Forgivable Loans

The City of Dubuque has had tremendous success pursuing federal and state grants. To implement these grants the City has invested in making projects "shovel ready" and has budgeted for the local match required to receive the grants. While this is expensive for the city the benefits to the community by having important projects completed with mostly federal and state dollars is tremendous.

Teri Goodmann recently retired as the City of Dubuque Director of Strategic Partnerships and the city has executed a service agreement with Teri. Over the last 25 years the City has received or partnered with others to receive close to one billion dollars of Federal and State grants.

The City Manager's staff in the Office of Strategic Partnerships work to assist our city departments, community partners, and non-profits seek competitive grant funding at the state and federal levels. Other work includes advocacy for the city with county, state and federal elected officials and staff.

Staff continue to convene and engage with more than 180 individuals from more than 20 local organizations to identify, apply for, and secure grants to address local needs. As part of this process, staff continues to work with numerous community non-profit leaders to help them identify funding opportunities.

The City of Dubuque committed all of the ARPA money by December 2024 as required by law in the following projects.

Summary of Uses	Rescue Plan Amount
Police Patrol Vehicles	$224,122
Police Vehicle Accessories	$112,938
Grand River Center Equipment Acquisition	$84,740
Public Works Street Overlay – Additional 5 Miles	$850,085
Flood Control Levee Certification	$177,618
Purina Drive Floodwall	$102,888
Five Flags Spotlights	$123,186
Operating GRC Equipment	$187,235
Five Flags Sound Equipment	$69,886
GRC Chairs	$18,440
Eagle Valley Park	$290,105
Westbrook Park Development	$287,492
English Ridge Park Development	$287,345
Parks Resurface Tennis Courts	$50,000

Summary of Uses	Rescue Plan Amount
Jefferson Park Retaining Wall	$302,278
Eagle Point Park Retaining Wall	$59,195
Parks Retaining Walls	$5,800
Eagle Point Park Building and Structures Assessment	$1,301
Comprehensive Parks Master Plan	$129,977
Eagle Point Park Rest Room Renovation	$40,886
Flora Park Asphalt Paving	$9,114
Five Flags table replacement	$50,484
Five Flags Arena Pipe, Drape and Barricades	$28,869
Flora and Sutton Pool Heaters	$17,913
Parks Maintenance	$95,442
Parks Maintenance Headquarters Storage Area	$9,808
Parks Irrigation to Planters/Flower Beds	$52,280
Re-imagine Comiskey	$46,689
Parks Natural Resources Plan	$60,000
Pets in Parks Signage and Drinking Fountains	$19,820
Plan Highway 20 Roses	$6,379
Travel Dubuque 501(c)(6) Loss	$270,427
Utility Bill Assistance	$52,399
Business, Non-For-Profit, and Arts Groups Assistance	$62,774
Fiber Backbone Project	$1,078,083
Fiber East-West Redundant Loop	$216,141
Old Mill Road Lift Stations & Force Main Improvements - Design	$2,311,288
Kerper Blvd Lift Station	$1,798,266
$9.4 Green Alleys	$348,000
Schmitt Island Sanitary Improvements	$218,380
Center Place Alley Sewer Reconstruction	$21,968
PERV PAVE BB RR Sponsor	$350,032
W&RRC UV Disinfection System	$216,818
W&RRC Sludge/Grease Grinders	$18,182
W&RRC High Strength Waste Receiving and Storage	$186,750
Terminal Street Project	$670,645
Water SCADA System Upgrade	$745,893
Orchard Drive Water Main Replacement	$339,654
Chesterfield Drive Water Main	$47,331
Public Lead Water Line Replacement	$63,178
North Cascade Water Main	$23,896
Briarwood Sub Main Extension	$106,324
Fiber Purchase	$478,200
Police Patrol Vehicles	$178,060
Police Vehicle Accessories	$33,940
Fire Ambulance Replacement	$415,000
FY 2024 Fire Pumper Replacement	$450,000

Summary of Uses	Rescue Plan Amount
Field of Dreams	$1,000,000
Asset Management	$723,574
Broadway Sanitary Sewer	$103,472
Webber Property Development	$111,284
E911 Relocation	$2,500,000
Data Center	$461,747
Public Safety Software	$925,708
MFC 2nd Floor	$796,043
Bee Branch Interceptor Sanitary Sewer Project	$3,340,387
Airport Minimum Revenue Guarantee	$350,000
Conduit/Fiber Extension to Public Facilities	$1,333,635
Broadband IMON Buildout	$372,488
Total ARPA Funded Projects	**$26,522,282**

To Partners:

- Riverview Center received a Transitional Housing Assistance Grant from the Office on Violence Against Women, Dept. of Justice $575,000
- 374 local businesses received Economic Injury Disaster Loans & Grants (EIDL) from the US Small Business Administration (SBA) $19,805,500
- 30 local businesses received Restaurant Revitalization Funds (RRF) from the US Small Business Administration (SBA) $4,240,794
- PHOENIX THEATRES DUBUQUE, LLC received a Shuttered Venue Operators Grant (SVOG) from the US Small Business Administration (SBA) $989,658
- Dubuque County Historical Society received a Shuttered Venue Operators Grant (SVOG) from the US Small Business Administration (SBA) $940,247
- Legion-Aires Drum and Bugle Corps received a Shuttered Venue Operators Grant (SVOG) from the US Small Business Administration (SBA) $696,794
- The Grand Opera House received a Shuttered Venue Operators Grant (SVOG) from the US Small Business Administration (SBA) $180,492
- Bell Tower Productions received a Shuttered Venue Operators Grant (SVOG) from the US Small Business Administration (SBA) $72,335
- Dubuque Symphony Orchestra received a Shuttered Venue Operators Grant (SVOG) from the US Small Business Administration (SBA) $62,087
- Dyersville Field of Dreams received a grant from the Iowa Economic Development Authority (IEDA) | Destination Iowa for Tourism & Economic Development (Stadium) $12,500,000
- Dyersville Field of Dreams received a Tourism & Economic Development grant from Iowa's Water Infrastructure Fund (WIF) for Water Infrastructure & Connectivity $11,000,000
- Cottingham & Butler, Inc. received a grant from Future Ready Iowa | 2022 Child Care Business Incentive Infrastructure and Slots Awards for the Cottingham & Butler Project Stork (182 new slots) $3,000,000
- Dubuque Initiatives received a grant from Future Ready Iowa | 2022 Child Care Business Incentive Infrastructure and Slots Awards for the Dubuque Industrial Center West Multi-Employer Childcare Center Project (120 new slots) $2,154,800
- Hills and Dales received a grant from the Iowa Economic Development Authority's (IEDA) Nonprofit Innovation Fund for the Autism Center for Youth $1,250,000

- Dubuque/Jackson Counties Habitat for Humanity received a 2022 State HOME Grant from the Iowa Finance Authority (IFA) $1,066,895
- Holy Family Catholic Schools: Saint Joseph the Worker Early Childhood received a grant from Future Ready Iowa | Child Care Challenge for Child Care Slots (creation/opening) $850,000
- Dubuque Dream Center received a grant from Future Ready Iowa | Child Care Challenge for Child Care Slots (creation/opening) $750,000
- Holy Family Catholic Schools: Holy Ghost Early Childhood Center received a grant from Future Ready Iowa | Child Care Challenge for Child Care Slots (creation/opening) $750,000
- Hirshbach Motor Lines, Inc. received a grant from Future Ready Iowa | Child Care Challenge for Child Care Slots (creation/opening) $630,000
- Romper Room Child Care Center received a Future Ready Iowa | Child Care Challenge grant for Child Care Slots (creation/opening) $452,591
- Holy Family Catholic Schools: Our Lady of Guadalupe Early Childhood received a Future Ready Iowa | Child Care Challenge grant for Child Care Slots (creation/opening) $345,000
- The Dept. Of Economic Development was awarded a grant from the Iowa Dept. of Cultural Affairs for Community Initiatives & Creative Projects $205,000
- Voices received a grant from the Iowa Economic Development Authority (IEDA) for Accessible Restrooms $100,000
- Aspire Home Daycare LLC received a Future Ready Iowa | Child Care Challenge grant for Child Care Slots (creation/opening) $78,300
- Crescent Community Health Center received a grant from the Iowa Cancer Consortium for a Community Health Worker $75,000
- Four Mounds Foundation received a grant from the Future Ready Iowa | 2022 Employer Innovation Fund for Job & Skills Training $50,000
- Friends of St. Mary's were awarded a grant from the Future Ready Iowa | 2022 Employer Innovation Fund for Job & Skills Training $50,000
- Stonehill Franciscan Services received a grant from the Future Ready Iowa | 2022 Employer Innovation Fund for Job & Skills Training $46,000
- Mercy Health Services-Iowa, Corp. received a grant from the Future Ready Iowa | 2022 Employer Innovation Fund for Job & Skills Training $44,760
- Heritage Works received an American Rescue Plan Humanities Grant for Heritage Works Job Support $18,000
- Dubuque County Historical Society received an American Rescue Plan Humanities Grant for the Mathias Ham Historic Site Programs and Expanded Marketing Campaign $18,000
- Hills and Dales Child Development Center received a grant from the Future Ready Iowa | 2022 Employer Innovation Fund for Job & Skills Training $16,165
- Julien Dubuque International Film Festival was granted an American Rescue Plan Arts Grant – Organizations for JDIFF Contract Position Support $15,000
- Dubuque Museum of Art received an American Rescue Plan Arts Grant – Organizations to Diversify engagement, build equity, add capacity $15,000
- Heritage Center received an American Rescue Plan Arts Grant – Organizations for 2021-22 Live at Heritage Guest Artist Fee Subsidy $10,000
- Grand Opera House received an American Rescue Plan Arts Grant – Organizations for Contracted Artists $7,500
- Bell Tower Theater was awarded an American Rescue Plan Arts Grant – Organizations for Artist Stipends $7,500
- Creative Adventure Lab, Inc. received an American Rescue Plan Arts Grant - Organizations for Supporting Staff and contract artists $7,500.

- Dubuque Symphony Orchestra received an American Rescue Plan Arts Grant – Organizations for Dubuque Symphony Orchestra Holiday Concert $7,500
- Aspire Home Childcare Network received a grant from the Future Ready Iowa | 2022 Employer Innovation Fund for Job & Skills Training $5,800
- Ellyn Holzhuter Daycare received a grant from the Future Ready Iowa | Child Care Challenge for Child Care Slots (creation/opening) $5,621
- Thomasin Ringler received an American Rescue Plan Arts Grant – Artists for Mammalia Series/Public Metal Pours/Studio Exhibit $5,000
- Laura Konecne received an American Rescue Plan Arts Grant – Artists for Sculptural Pachypodium Vessels $3,500
- Northeast Iowa School of Music was awarded an American Rescue Plan Arts Grant – Organizations for Office Manager and Business Manager Support $3,500
- Gail Chavenelle received an American Rescue Plan Arts Grant – Artists for Website for the Future $2,500
- Amy Dunker received an American Rescue Plan Arts Grant – Artists for Rising Strong $2,500
- Samantha Hilby-Beck was awarded an American Rescue Plan Arts Grant – Artists for Reengagement of Emerging Artist & Arts Educator $2,500
- Dubuque Chorale received an American Rescue Plan Arts Grant – Organizations for Artistic Stipends for Two Piano Accompanists $2,500
- Rising Star Theatre Company received an American Rescue Plan Arts Grant - Organizations for Contracted Artists for 2021 Summer Programming $2,000

BIL Funding

To City of Dubuque:

- 2022 RAISE Infrastructure Planning Grant from the United States Department of Transportation (USDOT) for 14th Street Overpass & 16th Street Corridor, Elm Street Complete Streets, & Roundabouts $2,280,000
- 2024 RAISE Infrastructure Grant from US Department of Transportation to build the 14th Street Overpass Project exceeds $43,000,000
- Dubuque Regional Airport was awarded a grant from the United States Department of Transportation (USDOT – FAA) for Solar Panels & Improvements with the General Aviation Terminal $413,350
- Dubuque Metropolitan Area Transit was awarded a Safe Streets for All grant from the United States Department of Transportation (USDOT) for transportation safety planning $394,186.
- The Transit Department was awarded a Low- or No-Emissions Bus Program (Second Round) grant from the United States Department of Transportation (USDOT) for EV Buses & Charging Station & Solar Panels $2,359,072
- The Transit Department was awarded a US Dept. Of Transportation (USDOT) Areas of Persistent Poverty grant to study and analyze the Jule Services & Route Optimization $225,000
- Dubuque Regional Airport was awarded an Airport Infrastructure Grant from the US Dept. Of Transportation (USDOT – FAA) for Reconstruction of the outdated transient aircraft parking apron $2,600,000

IRA Funding

To City of Dubuque:

- The Dept. of Parks and Recreation was awarded a U.S. Dept. Of Agriculture (USDA) – Urban & Community Forestry Grant (UCF) IRA Grant to strengthen the city's tree canopy in the most vulnerable and historically disinvested census tracts. $1,499,978

Misc. Regular Appropriations

To City of Dubuque:

- The City Planning Dept. received a grant from the Iowa Dept. of Cultural Affairs - Historical Resource Development Program for Dubuque's Black Heritage Survey $30,000
- The City received a grant from the Iowa Finance Authority (IFA) Destination Iowa for the development of a Chaplain Schmitt Island Amphitheater $3,000,000
- Received a grant from the Iowa Economic Development Authority/Iowa Tourism's Travel Iowa Partnership Program for Communications Campaign/DBQ Arts & Culture Sector $10,000
- Received a grant from the United States Department of Transportation (USDOT) Via Community Project Funding (CPF) for Chaplain Schmitt Island Trail Connection $615,000
- Local Arts Agencies for Subgranting Local Arts Agencies for Subgranting National Endowment for the Arts - Regular Appropriations $500,000
- Dubuque Police received a COPS Hiring grant from the Department of Justice for Community Oriented Policing - Brain Health Trained Officers $250,000
- Received a grant for the Granger Creek Lift Station from the Federal Emergency Management Agency (FEMA) Via Community Project Funding $1,000,000
- Voices & Office of Shared Prosperity and Neighborhood Support (OSPNS) received a National Endowment for the Arts (NEA) Our Town Grant for Arts programming & placemaking $50,000.
- Received an Economic Development Administration (EDA) grant from their Economic Adjustment Assistance (EAA) Program for Bee Branch Gates & Pumps $7,700,000
- Dubuque Regional Airport received a Small Community Air Service Development Program (SCASDP) grant from the US Dept. Of Transportation (USDOT – FAA) to address solutions to renewing commercial air service $1,500,000.

Totals to Date

Grants to the City of Dubuque (Applicant):	**$33,384,233**
Grants/Funds received Community-Wide:	
ARPA Directed Allocated Funds:	**$26,522,200**
County ARPA Funds to Community Organizations:	**$15,743,338**
Total Federal, State, & Private Funds:	**$123,819,444**
Total Federal, State, County, & Private Funds:	**$141,562,782**

CITY PROPERTY TAX RATE

In the FY2022 City budget that was adopted by the Mayor and City Council in March 2021, there was a property tax rate reduction of 2.5%, which resulted in no increase in city property taxes for residential property, and a city property tax decrease for commercial property, industrial property, and multi-residential property.

In the FY2023 city budget the Mayor and City Council adopted a property tax rate reduction of 1.74% which resulted in a 2.96% increase for the average homeowner.

In the FY2024 city budget the Mayor and City Council adopted a property tax rate increase of 1.96% which resulted in 3% increase for the average homeowner.

In FY 2025, the City levied for $28,233,757 in property tax revenue to support the general fund and in FY 2026 the budget guidelines would levy for $29,861,901 in property tax revenue to support the general fund. The FY 2026 budget guidelines call for a 1.38% increase in the property tax rate, which increases the property tax rate from $9.92638 in FY 25 to $10.06372 in FY 26, which would be a 3.90% or $33.38 tax increase for the average Dubuque residential property owner, an increase in property tax for commercial (1.78%, $74.26), and an increase for industrial (1.71%, $85.68).

	% Change	$ Change
Property Tax Rate	1.38 %	$ 0.14
Property Tax Asking	5.77 %	$ 1,628,144.41
Average Residential Payment	3.90 %	$ 33.38
Average Commercial Payment	1.78 %	$ 74.26
Average Industrial Property	1.71 %	$ 85.68

Since 1989, the average homeowner has averaged an annual increase in costs in the City portion of their property taxes of +1.45%, or about +$9.28 a year. If the State had been fully funding the Homestead Tax Credit, the increase would have averaged about +$6.62 a year.

For the purpose of this budget, the City Council is only considering the FY2026 property tax rate. The FY2027 - 2030 tax rates are only projections. The future budget projections will be updated each year so that City Council will have an opportunity in the next year to change FY2027.

The City property tax rate projected in these budget guidelines and impact on the average residential property owner ($159,503 assessed value) is as follows:

Fiscal Year	City Tax Rate	% Change in Tax Rate
FY 2026	$ 10.0637	1.38%
FY 2027	$ 10.8332	7.65%
FY 2028	$ 11.3046	4.35%
FY 2029	$ 11.4164	0.99%
FY 2030	$ 11.6956	2.43%

Fiscal Year	"City" Property Tax Askings	% Change in Tax Askings	% Impact on Avg. Residential Property	$ Impact on Avg. Residential Property
FY 2025	$ 28,233,757			
FY 2026	$ 29,861,901	+5.77%	+3.90%	$ +33.38
FY 2027	$ 32,770,507	+10.89%	+7.65%	$ +67.99
FY 2028	$ 34,876,908	+6.40%	+4.35%	$ +41.64
FY 2029	$ 35,925,419	+3.00%	+0.99%	$ +9.89
FY 2030	$ 37,531,699	+4.46%	+2.45%	$ +24.67

The State's residential rollback factor will increase from 46.3428% in 2025 to 47.4316% or a 2.35% increase in FY 2026. The increase in the residential rollback factor increases the value that each residence is taxed on. This increased taxable value for the average homeowner ($91,067 taxable value in FY 2025 and $93,207 taxable value in 2026) results in more taxes to be paid per $1,000 of assessed value.

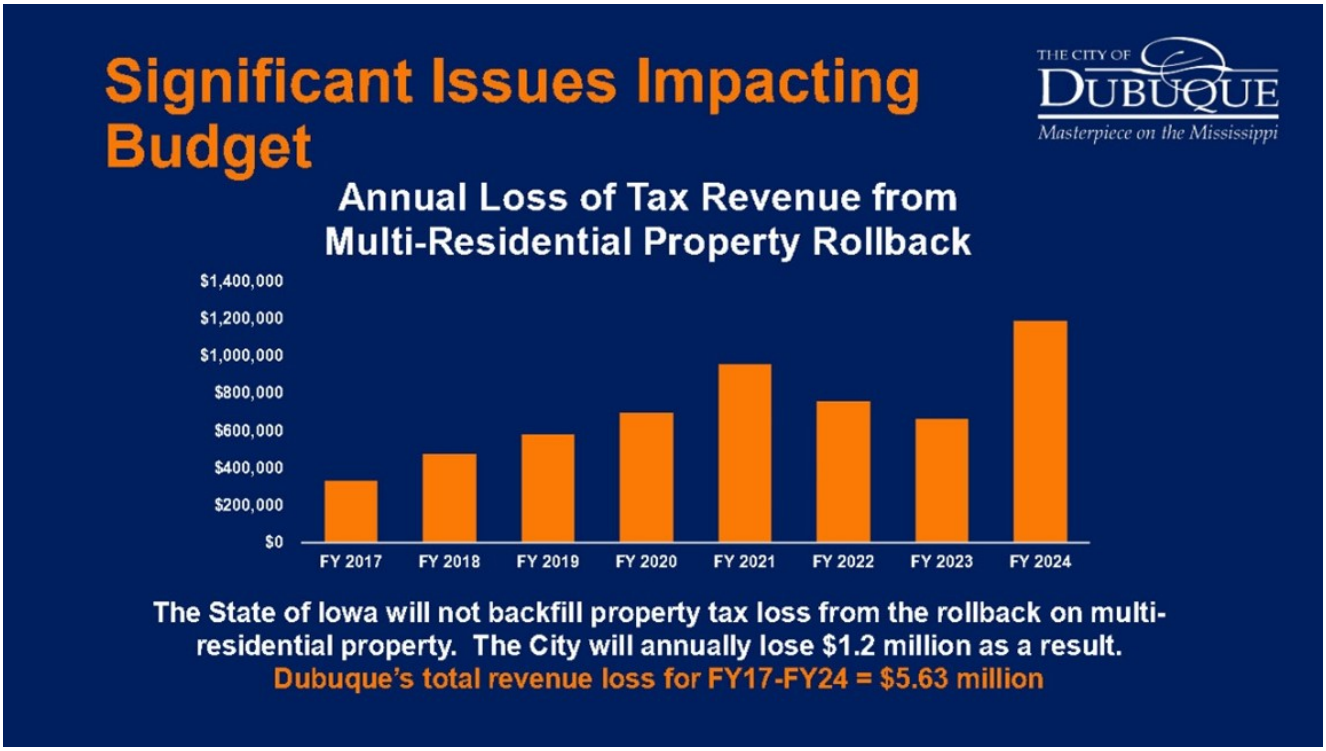
For the proposed Fiscal Year 2026, Dubuque has the LOWEST property tax rate as compared to the eleven largest cities in the state. The highest rate (Waterloo (FY25)) is 119.35% higher than Dubuque's rate, and the average is 55.48% higher than Dubuque. Dubuque's recommended FY 2026 property tax rate is $10.06 (increase of 1.38% from FY 2025).

Fiscal Year 2026 City Property Tax Rate Comparison for Eleven Largest Iowa Cities

Rank	City	Tax Rate
11	Waterloo (FY25)	$22.07
10	Council Bluffs (FY26)	$17.69
9	Sioux City (FY26)	$17.66
8	Des Moines (FY26)*	$17.56
7	Cedar Rapids (FY26)	$16.66
6	Davenport (FY26)	$16.61
5	Iowa City (FY26)	$15.63
4	West Des Moines (FY25)*	$11.80
3	Ankeny (FY25)*	$10.53
2	Ames (FY26)	$10.25
1	**Dubuque (FY26)**	**$10.06**
	AVERAGE w/o Dubuque	$15.65

Includes Des Moines Area Transit Levy

Significant issues impacting the FY 2026 budget:



1. Multi-Residential Property was combined with Residential Property in FY 2025.

2. Homestead Exemption 65+
    a. HF718 created new exemption
    b. 3,427 Homeowners filed for exemption
    c. FY25 $3,250 in taxable value
    d. FY26 $6,500 in taxable value
    e. FY2026 revenue reduction to City of $224,174

3. Military Exemption
    a. HF718 changed Military Credit to Exemption
    b. Increased from $1,852 to $4,000
    c. 1,937 Homeowners receive Military Exemption
    d. FY2026 revenue reduction to City of $68,016

4. Residential Rollback
    a. Residential Rollback factor increases from 46.3428% in 2025 to 47.4316%.
    b. Impacts taxable value of residential and commercial/industrial impacted due to two-tier assessment limitation on first $150,000

5. Riverfront Property Lease Revenue
    a. Riverfront Property Lease revenue increased $162,758 in FY 2026 to $4,273,045 due to the estimated consumer price index increase and inclusion of property tax reimbursement from leaseholders.

6. Local Option Sales Tax
    a. Decreased from $12,927,516 in FY2025 to $12,905,936 in FY2026. The FY2026 budget is based on FY 2025 actual plus 2.00%.

b. 50% to property tax relief, 50% to capital improvements (20% for maintenance of City buildings and 30% for street maintenance)

7. Hotel Motel Tax
   a. Increased from $3,376,382.62 in FY2025 to $3,910,460.00 in FY2026. The FY2026 budget is based on FY2025 actual plus 3%.

8. January 2025: Moody's Affirmed City's Bond Rating
   a. Moody's Affirmed the Aa2 credit rating on general obligation bonds.
   b. Moody's credit analysis states, "the City of Dubuque's local economy benefits from its role as a regional economic center, with solid resident income and full value per capita. Financial operations are strong and will remain so despite declines in fund balance over the next few years, as it expends funds from the pandemic. Long-term liabilities and fixed cost ratios are moderate and will remain so despite future borrowing needs." According to Moody's, the Aa2 issuer rating for the City of Dubuque's bonds reflects the city's healthy economic base, which serves as a regional economic center. Other rationale stated for the rating include full value per capita and adjusted resident income are solid at around $109,000 and 98% respectively, though weaker than Aa peers, in part because of a large student population, available fund balance was strong at around 60% of revenue at the close of fiscal 2023 (year-end June 30), and cash was stronger at 85% of revenue. The City's available fund balance will likely remain well over 45%, despite some planned draws in fiscal 2024 and fiscal 2025 to spend down federal funds from the pandemic. Despite the state adopting new property tax restrictions, revenue raising flexibility remains strong because the City maintains significant margin in its employee benefits fund and is not utilizing its emergency levy. The long-term liabilities ratio will likely remain well under 300% inclusive of the current issuances and future borrowing plans, and fixed-costs ratio will remain well below 20%.

9. The already approved collective bargaining agreements for Dubuque Professional Fire Fighters Association and International Union of Operating Engineers is 3.5%.

10. The already approved collective bargaining agreement Dubuque Police Protective Association is 5%.

11. The Teamsters Local Union No. 120 Bus Operators and Teamsters Local Union No. 120 are in contract negotiations.

12. Non-represented employees include a 3.00% wage increase.

13. Fiscal Year 2026 includes the cost of the implementation of the classification and compensation study. A classification and compensation study analyzes the job positions (not individuals) in an organization. The purpose of a classification and compensation study is to ensure jobs with comparable minimum qualifications, job responsibilities, supervisory expectations, working conditions and environments are grouped closely in a compensation plan. Salary ranges are competitive within the identified market, and to equip the human resources team to consistently administer classification and compensation programs on an ongoing basis. The City's strategy through this study has been to recommend a new compensation strategy in which the City is competitive at the 50% percentile of employers.

14. Estimated cost to General Fund = $2,026,133

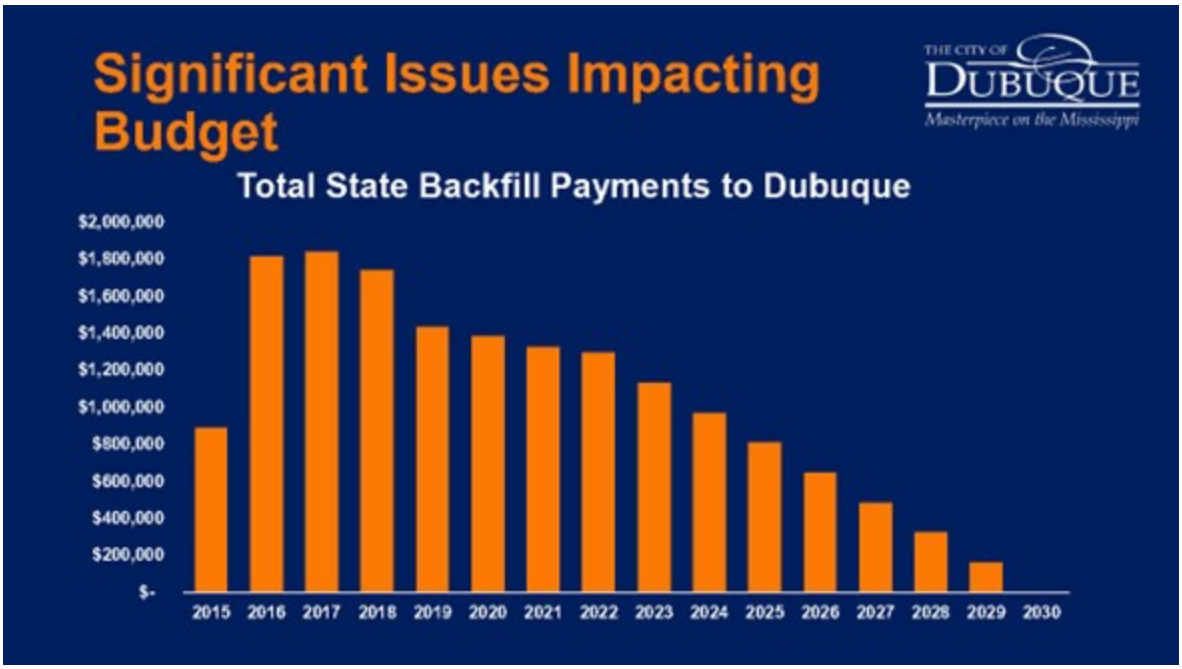
15. The Municipal Fire and Police Retirement System of Iowa Board of Trustees City contribution for Police and Fire retirement increased from 22.66% percent in FY 2025 to 22.68% percent in FY 2026 (general fund cost of $2,177 for Police and $1,881 for Fire or a total of $4,058)

16. The City portion of health insurance expense is projected to remain unchanged from $1,119 per month per contract to $1,119 per month per contract (based on 648 contracts) in FY 2026 (no general fund impact). The City of Dubuque is self-insured, and actual expenses are paid each year with the City only having stop-loss coverage for major claims. In FY 2017, The City went out for bid for third party administrator and the estimated savings has resulted from the new contract and actual claims paid with there being actual reductions in cost in FY 2018 (19.42%) and FY 2019 (0.35%). In addition, firefighters began paying an increased employee health care premium sharing from 10% to 15% and there was a 7% increase in the premium on July 1, 2018. During FY 2019, the City went out for bid for third party administrator for the prescription drug plan and Fiscal Year 2022 included additional prescription drug plan savings.There was a decrease of $639,758 in prescription drug cost in FY 2022. Based on FY 2024 actual experience, Fiscal Year 2026 is projected to have a 4.61% increase in health insurance costs. Estimates for FY 2027 were increased 4.62%; FY 2028 were increased 4.63%; FY 2029 were increased 4.64%; and FY 2030 were increased 4.65%.

17. The decrease in property tax support for Transit from FY 2025 to FY 2026 is $60,902, which reflects an increase in Federal Transportation Administration Operating revenue ($40,167); an increase in Federal Transportation Administration Capital ($9,474), an increase in employee expense ($111,326); decrease in supplies and services ($41,013); a reduction in equipment replacements ($18,576), an increase in passenger fare revenue ($20,693).

18. Electrical energy expense is estimated to increase 16% over FY 2024 actual expense based on approved rate increases.

19. State Funded Backfill on Commercial and Industrial Property Tax
    a. Iowa Senate File 619 was signed into law by Governor Reynolds on June 16, 2021. The Bill provides that, beginning with the FY 2023 payment, the General Fund standing appropriation for commercial and industrial property tax replacement for cities and counties will be phased out in four or seven years, depending on how the tax base of the city or county grew relative to the rest of the state since FY 2014. Cities and counties where the tax base grew at a faster rate than the statewide average from FY 2014 through FY 2021 will have the backfill phased out over a four-year period from FY 2023 to FY 2026, while those that grew at a rate less than the statewide average will have the backfill phased out over an eight-year period from FY 2023 to FY 2030. The City of Dubuque's tax base grew at a rate less than the statewide average and will have a backfill phase out over an eight-year period from FY 2023 to FY 2030. **The FY 2026 State backfill for property tax loss is estimated to be $646,603 for all funds (General Fund, Tort Liability Fund, Trust and Agency Fund, Debt Service Fund, and Tax Increment Financing Funds).**



b. House File 2552, Division 11, passed in the 2022 legislative session and signed by the Governor on May 2, 2022, repeals the Business Property Tax Credit (BPTC). In lieu of the BPTC, beginning with assessment year 2022, all commercial, industrial, and railroad properties will receive a property assessment limitation on the first $150,000 of value of the property unit equal to the assessment limitation for residential property. The value of the property unit that exceeds $150,000 receives the same ninety percent assessment limitation it has in the past.

c. The $125 million fund will continue to be appropriated each year for reimbursements to counties. County auditors will file a claim for the first tier of the assessment limitations in September. Assessors will continue to provide the unit configuration for auditors as these definitions remain the same. Taxpayers are not required to file an application to receive the first $150,000 of assessed value at the residential assessment limitation rate. If the total for all claims is more than the appropriated amounts, the claims will be prorated, and the Iowa Department of Revenue will notify the county auditors of prorated percentage by September 30th. Lawmakers believe the new standing general fund will exceed the projected level of claims for fiscal years 2024 through 2029. Then in fiscal year 2030, the local government reimbursement claims will begin being prorated.

d. **The projected backfill for Dubuque for the two-tier assessment limitation in Fiscal Year 2025 is estimated to be $387,318.**

20. Gaming Revenue.

a Gaming revenues generated from lease payments from the Dubuque Racing Association (DRA) are estimated to decrease $192,217 from $7,405,579 in FY 2025 to $7,213,362 in FY 2026 based on revised projections from the DRA. This follows a $2,283,319 increase from budget in FY 2025 and a $43,621 increase from budget in FY 2024.

b February 2026 DRA distributions ($1,267,993) will be used used to fund FY2026 non-recurring improvement packages and implementation of the classification and compensation study. This is a change from past use of DRA distributions because all funds will be used for Fiscal Year 2026 operations. All of DRA distributions were used in operations in Fiscal Years 2025 and 2024.

21. Interest Revenue
    a Interest revenue increased from $1,718,055 in FY 2025 to $2,300,097 in FY 2026. The FY 2026 budget is based on projected general fund cash balance, projected interest rates, and the new banking services agreement tied to a thirteen week T-bill plus five basis points.

22. Franchise Fee Revenue
    a Natural Gas franchise fees have been projected to increase 11.7 percent over FY 2024 actual of $923,628. Also, Electric franchise fees are based on FY 2024 Actual of $4,924,839 plus rate increases of 20.0 percent.

23. Fiscal Year 2026 Debt
a With the pledge of the $1.1 trillion dollar federal infrastructure package and other opportunities to compete for grants, the City was successful in obtaining several large grants an now will be implementing those projects, especially the Bee Branch Flood Mitigation Project, 16th Street Pumping Station, and the 14th Street Overpass project.

A particular emphasis in this five-year CIP is modernization, maintenance, and extension of the City sanitary sewer system to accommodate the growth the City is currently experiencing, and anticipating in the next few years and beyond. In the current fiscal year (FY 2025), the City will have allocated $40,809,198 and in this new five-year CIP, the City will have allocated an additional $90,406,304 for a total of $131,215,502 over a six-year period.

The Fiscal Year 2026 CIP budget recommendation of $91,803,749 is a 3.44% increase from the Fiscal Year 2025 CIP budget of $88,753,825.

The City will issue $152,147,710 in new debt in the recommended five-year CIP, mostly for fire equipment replacement, fire station improvements, fire station expansion, airport improvements, Chaplain Schmitt Island Iowa Amphitheater, reimagine Comiskey park development, neighborhood park developments, Federal Building renovations, solid waste collection vehicles, sanitary sewer improvements, water improvements, stormwater improvements, parking improvements, and renovation of Five Flags, for a total of $152,147,710 of debt in FY 2026-2030. The City will retire $139,519,604 of existing debt, increasing the amount of City debt by $12,628,106. By far the greatest use of debt over the next five years is for sanitary sewer maintenance and improvements ($78,399,027).

For Fiscal Year 2026, the use of the statutory debt limit would be 33.50%, and by the end of the Recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2030, the City of Dubuque would be at 32.90% of the statutory debt limit.

In this budget recommendation, the Mayor and City Council are currently reviewing, projections out 10 years to Fiscal Year 2035 show the City of Dubuque at 19.66% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.

In the extremely low interest rate environment prior to 2015, the City had been increasing the use of debt to accomplish the projects that need to be done. To have any success, a community must have a sound infrastructure. The Mayor and City Council has recognized the infrastructure issues Dubuque faces and has been responsive. While there was some criticism of City use of debt to deal with those infrastructure challenges, that criticism fails to recognize that not financing the needed infrastructure maintenance and improvements is also a form of debt that is passed down to future generations. This was a strategic decision by the City Council realizing that infrastructure investment just gets more expensive over time for these reasons: a) the older a piece of infrastructure gets and the more it is allowed to deteriorate increases costs; b) the longer the wait to invest in infrastructure the costs are increased by inflation; and c) If the investment in infrastructure is not made in this low interest rate environment this investment will eventually need to be made when interest rates are higher, thereby increasing costs. However, beginning in FY 2016 the City Council at their 2015 Goal Setting Session debt reduction was adopted as a High Priority. So the amount of outstanding debt began to decrease and in Fiscal Year 2026 the City will be issuing slightly more debt ($4,698,236) than is retired and many projects will become pay-as-you-go. However, in 2022 a fourth reason was created for considering using debt for infrastructure projects and that is the massive amount of federal grant money that was being made available.Most of these grants require matching dollars and most require that the engineering work already be financed and completed to make the projects shovel ready.

The debt principal outstanding projected as of June 30, 2025, is currently $281,085,184. The breakdown of the debt principle outstanding as of June 30, 2025, is as follows:

Debt Obligation	6/30/2025 Principle Outstanding
General Obligation Essential Corporate Purpose	$100,598,999
Less General Obligation Debt Subject to Annual Appropriation	($14,625,570)
Tax Increment Notes and Bonds	$15,565,000
Economic Development TIF Rebate Agreements	$5,561,674
Other Revenue-Backed Loans	$2,664,171
Total Indebtedness Subject to Statutory Debt Limit of	$109,764,274
Percent of Statutory Debt Limit Used as of June 30, 2025	34.10%
Revenue Bonds	$156,695,340
Less Revenue Bonds Subject to Annual Appropriation	($11,803,968)
Add Debt Subject to Annual Appropriation	$26,429,538
Total City Indebtedness as of June 30, 2025	$281,085,184

The City will issue $152,147,710 in new debt in the Recommended 5-year CIP, mostly for fire equipment replacement ($4,163,408), fire station improvements, fire station expansion, airport improvements, reimagine Comiskey Park ($1,697,000), neighborhood park developments, Federal Building renovations ($5,640,600), solid waste collection vehicles, sanitary sewer improvements ($90,406,304), water system projects ($15,956,673), stormwater improvements, parking maintenance ($5,240,000), renovation of Five Flags ($22,890,869), and Central Avenue improvements ($6,440,000).

Project	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total
Fire Equipment Replacement (LOST)	$401,060	$544,000	$—	$—	$—	$945,060
Fire Station Expansion/ Relocation (LOST)	$—	$—	$—	$—	$500,900	$500,900
Fire Station Improvements (LOST)	$100,000	$900,000	$500,000	$—	$50,000	$1,550,000
Fire Truck/Ambulance Replacements (LOST)	$—	$1,350,000	$950,000	$—	$1,863,408	$4,163,408
Airport Improvements (LOST)	$1,000,500	$804,999	$192,000	$294,000	$—	$2,291,499
Park Development (LOST)	$505,000	$—	$—	$—	$—	$505,000
14th Street Overpass (GDTIF)	$—	$—	$—	$1,341,131	$—	$1,341,131
Reimagine Comiskey Park (GDTIF)	$1,697,000	$—	$—	$—	$—	$1,697,000
Central Avenue Corridor (GDTIF)	$—	$—	$1,760,000	$1,780,000	$2,900,000	$6,440,000
Federal Building Renovation (GDTIF)	$945,600	$—	$—	$—	$4,695,000	$5,640,600
Five Flags Renovation (GDTIF)	$—	$2,750,000	$3,040,000	$8,128,869	$8,972,000	$22,890,869
Parking Ramp Major Maintenance (GDTIF)	$2,857,400	$350,000	$—	$—	$2,033,000	$5,240,400
Solid Waste Collection Vehicles - Refuse	$220,000	$375,000	$595,000	$375,000	$845,000	$2,410,000
Sanitary Sewer Projects	$20,079,873	$17,796,826	$19,938,126	$12,413,852	$8,170,350	$78,399,027
Stormwater Projects	$632,643	$820,000	$723,500			$2,176,143
Water Projects	$750,000	$1,524,715	$9,158,146	$4,523,812	$—	$15,956,673
Total New Debt	$29,189,076	$27,215,540	$36,856,772	$28,856,664	$30,029,658	$152,147,710

The City will retire $139,519,604 of existing debt over the next five-years (FY26-FY30).

The following chart shows the net reduction of debt from Fiscal Year 2026 - Fiscal Year 2030:

Project	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total
New Debt	$29,189,076	$27,215,540	$36,856,772	$28,856,664	$30,029,658	$152,147,710
Retired Debt	-$24,490,840	-$26,781,297	-$28,355,118	-$29,751,697	-$30,140,652	-$139,519,604
Net Debt Increase (Reduction)	$4,698,236	$434,243	$8,501,654	-$895,033	-$110,994	$12,628,106

There was a 0.53% increase in assessed value effective January 1, 2024, which is the assessment the Fiscal Year 2026 statutory debt limit is based on. The statutory debt limit effective June 30, 2026 is $323,629,585. The City will be at 33.50% of statutory debt limit by June 30, 2026. In FY 16 the City was at 86.13% of statutory debt limit, so 33.50% in Fiscal Year 2026 is a 53.04% decrease in use of the statutory debt limit.

The ten year history of the City's use of the statutory debt limit is as follows:

FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY24	FY25
90.00%	86.54%	66.06%	59.79%	52.90%	46.91%	43.51%	43.33%	39.36%	40.07%	34.85%

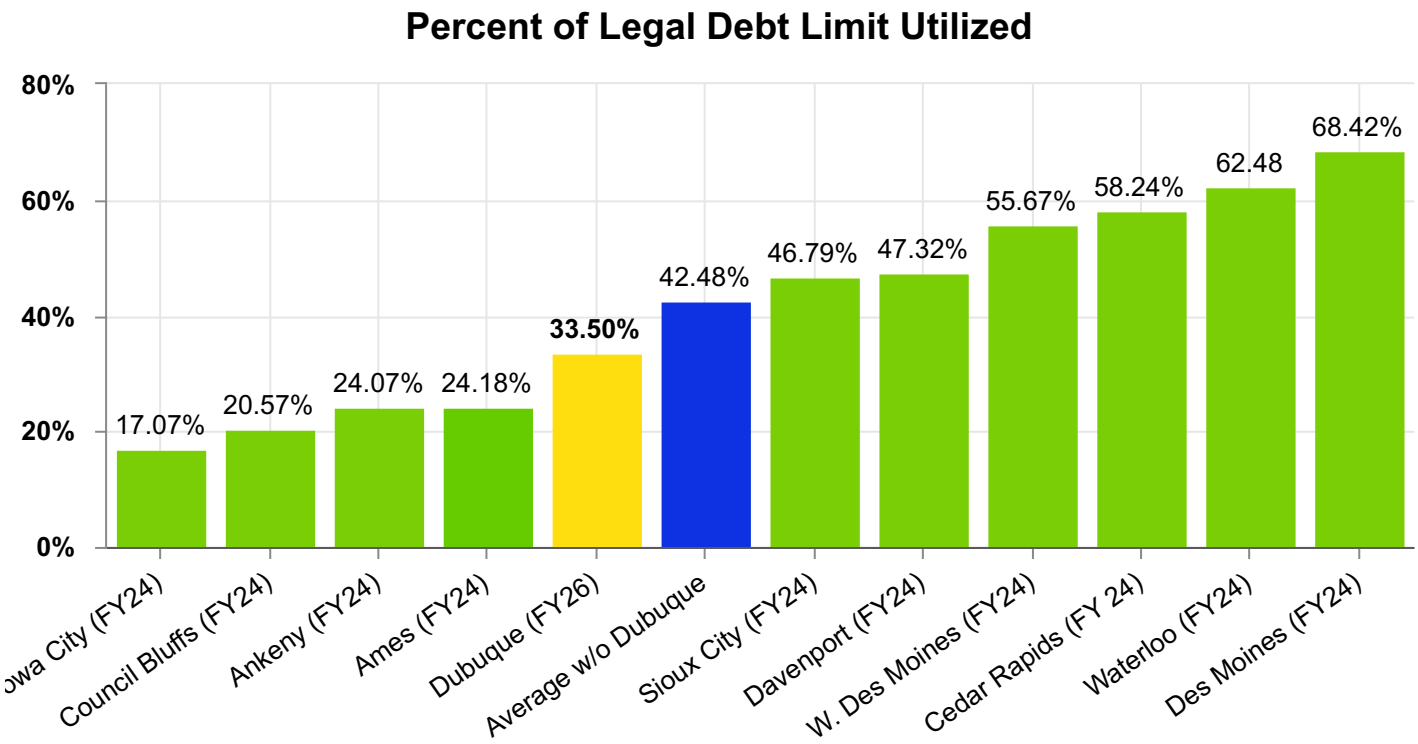
The five year projection of the City's use of the statutory debt limit from Fiscal Year 2026–2030 including all planned debt issuances subject to the statutory limit and assuming a 2% growth in the City's assessed valuation beginning in Fiscal Year 2026 is as follows:

FY 26	FY 27	FY 28	FY 29	FY 30
33.50%	32.13%	30.65%	30.58%	32.90%

The following chart shows Dubuque's relative position pertaining to use of the statutory debt limit for Fiscal Year 2026 compared to the other cities in Iowa for Fiscal Year 2024 with a population over 50,000:

Fiscal Year 2024 Legal Debt Limit Comparison for Eleven Largest Iowa Cities

Rank	City	Legal Debt Limit (5%)	Statutory Debt Outstanding	Percentage of Legal Debt Limit Utilized
11	Des Moines (FY24)	$803,564,354	$549,760,000	68.42%
10	(FY24)	$551,635,692	$307,090,000	55.67%
9	24)	$681,383,619	$396,830,000	58.24%
8	Waterloo (FY24)	$221,546,701	$138,428,824	62.48%
7	Davenport (FY24)	$423,816,425	$200,540,000	47.32%
6	Sioux City (FY24)	$309,734,920	$144,929,999	46.79%
5	Dubuque (FY26)	$323,629,585	$108,410,164	33.50%
4	Ankeny (FY24)	$416,454,919	$100,260,000	24.07%
3	Ames (FY24)	$277,278,426	$67,035,000	24.18%
2	Iowa City (FY24)	$368,416,450	$62,905,000	17.07%
1	Council Bluffs (FY24)	$365,780,288	$75,240,467	20.57%
	Average w/o Dubuque			42.48%



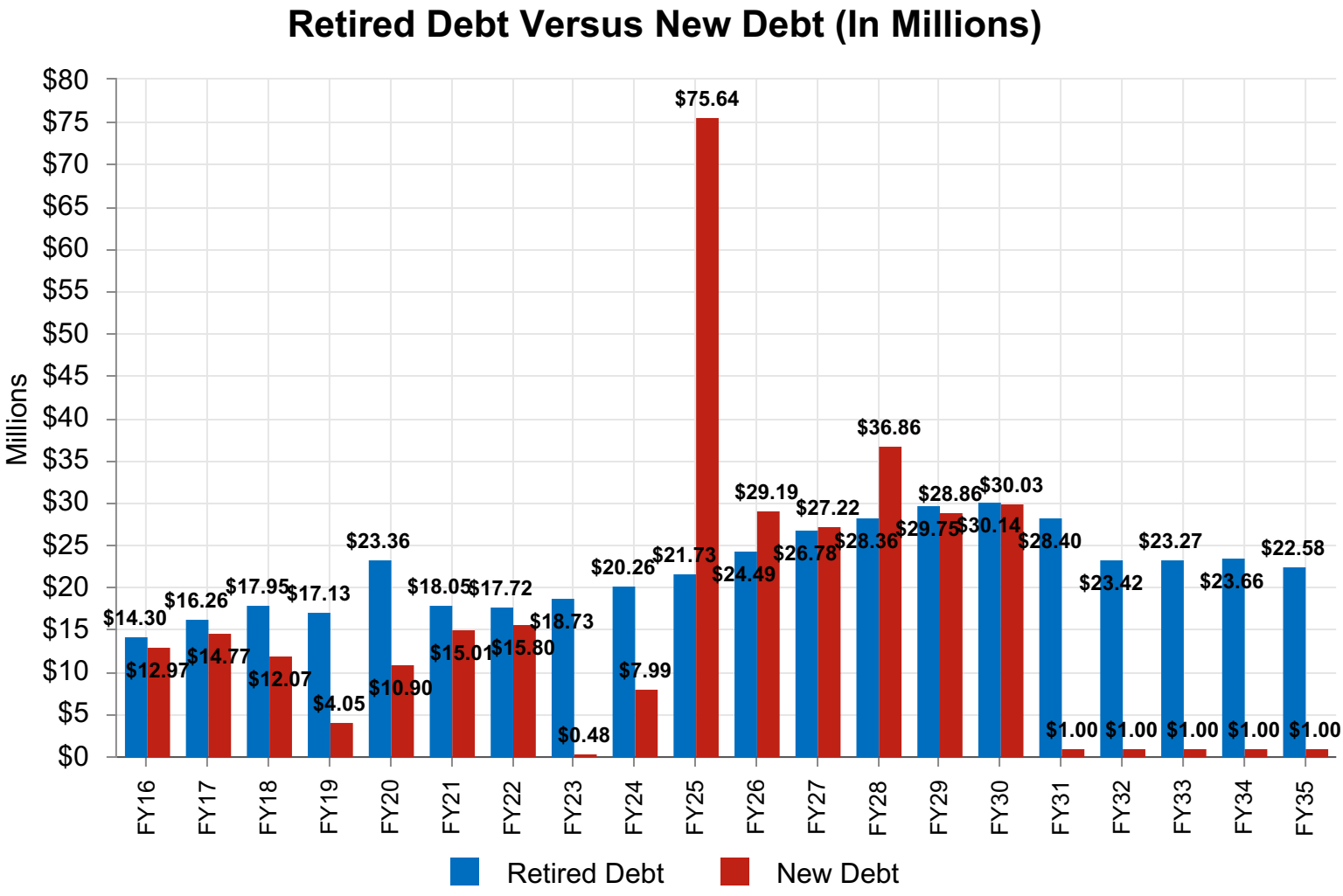
Dubuque ranks as the fifth lowest of the use of statutory debt limit of the 11 cities in Iowa with a population over 50,000 and Dubuque is below the average of the other Cities. The average (42.48%) is 26.82% higher than Dubuque (33.50%).

Retired Debt Versus New Debt

The total City indebtedness as of June 30, 2026, is projected to be $167,789,201 (33.50% of statutory debt limit). The total City indebtedness as of June 30, 2015, was $295,561,181 (90% of statutory debt limit). The City is projected to have $8,483,725 more in debt as of June 30, 2026.

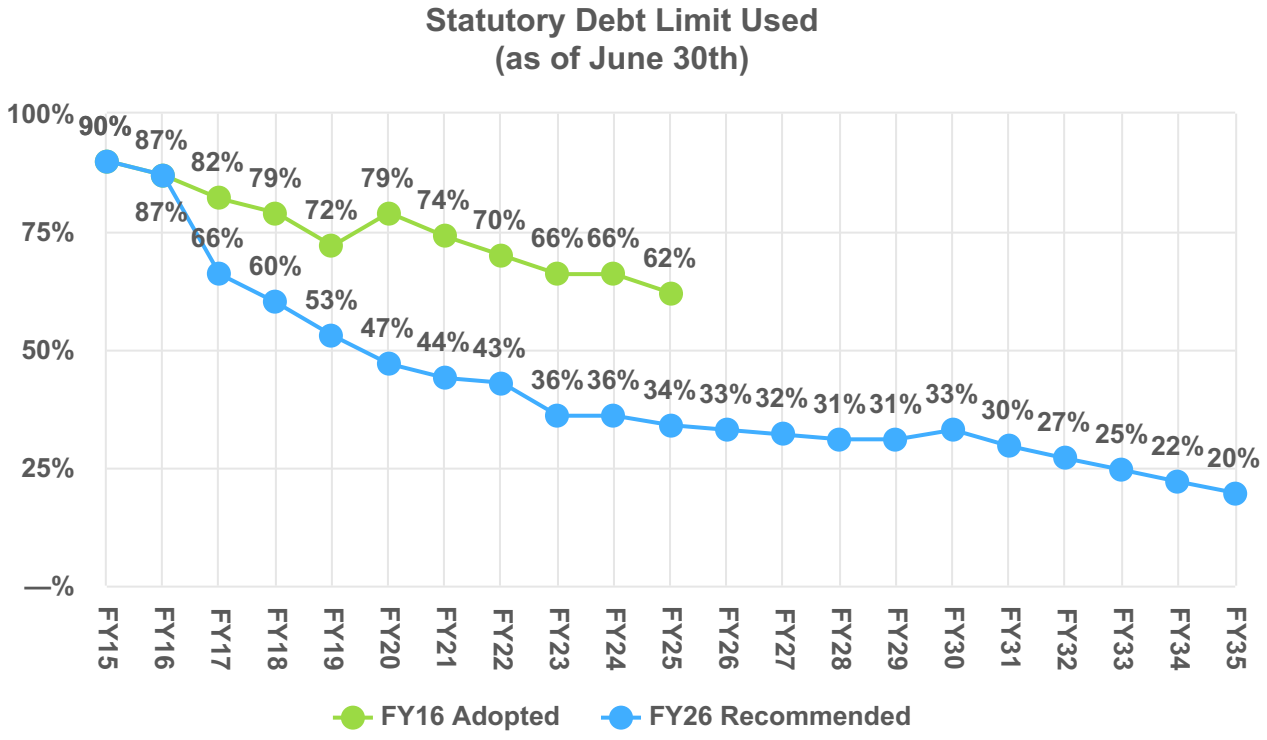
The combination of reduced debt and increased utility rates partially reflects the movement to a more "pay as you go" strategy, which could lead to larger tax and fee increases than with the use of debt. In Fiscal Year 2020, the City had $5,908,200 forgiven of the Bee Branch Upper Bee Branch Loan on June 30, 2020 which increased principal payments reflected.

Based on the timing of projects, the City issued very little debt in FY23 ($0.48 million) and FY24 **($7.99 million), so the FY25 debt issuance was a combination of three years of debt funding for projects. In that three-year period, the City retired $60.72 million in debt and issued $84.11 million in debt.** The following chart shows the amount of retired debt as compared to new debt. The new debt includes new debt issuances as well as draw downs on existing state revolving fund loans:

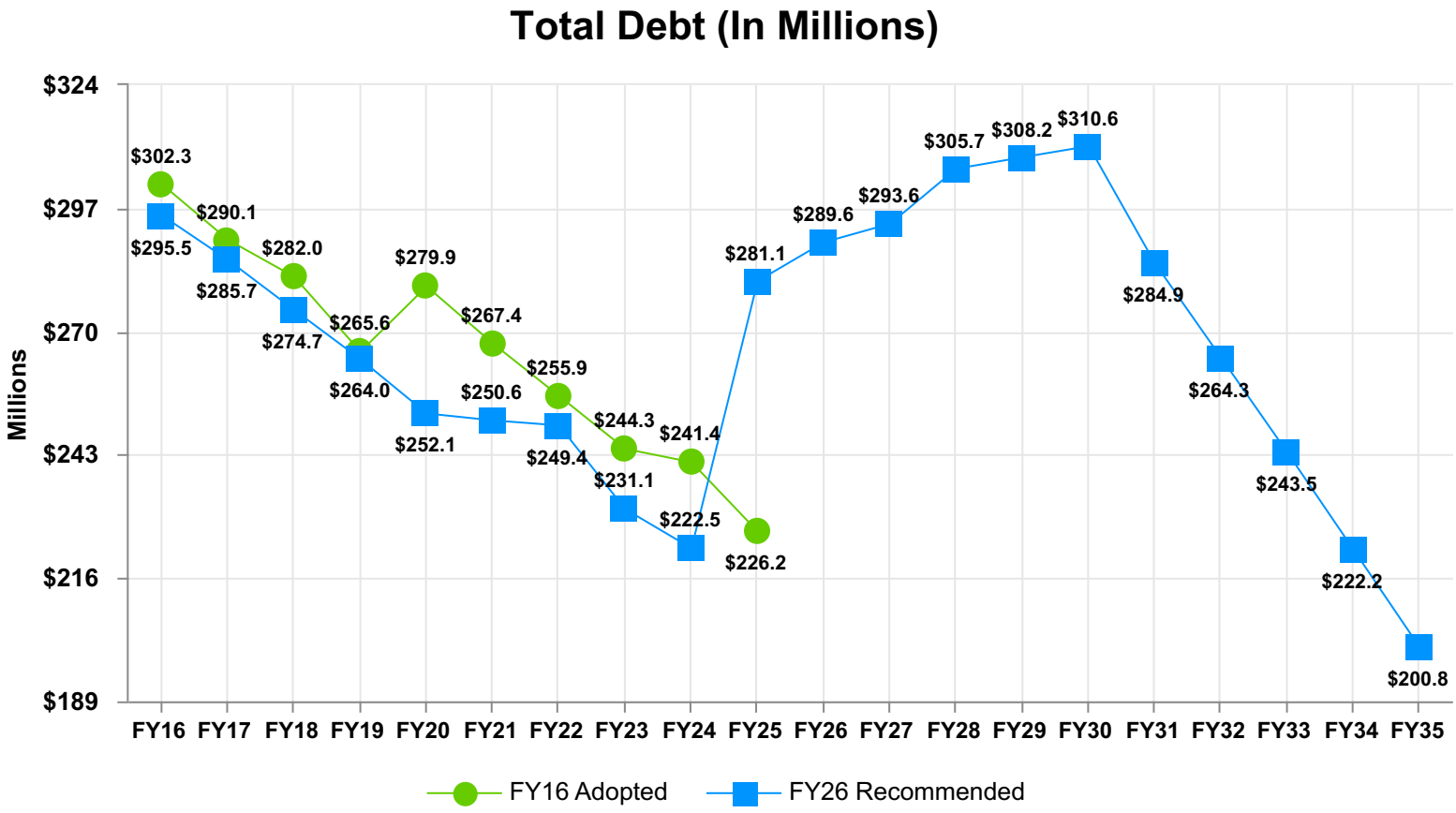


Statutory Debt and Total Debt

In August 2015, the Mayor and City Council adopted a debt reduction strategy which targeted retiring more debt each year than was issued by the City. The recommended FY 2026 budget will exceed that target in FY 2026, FY 2027, and FY 2028 due to issuing necessary debt for Five Flags, Fire Equipment and Station Improvements, Central Avenue Corridor Improvements, Water Lead Lines, PFAS, Old Mill Road Lift Station and Force Main, Catfish Creek Sewershed Interceptor Sewer Improvements, Track Line Sanitary Sewer Reconstruction, Force Main Stabilization, and Park Improvements.However, Fiscal Year 2029 and Fiscal Year 2030 will meet the target. You can see that the Mayor and City Council have significantly impacted the City's use of the statutory debt limit established by the State of Iowa. In Fiscal Year 2015, the City of Dubuque used 90% of the statutory debt limit. In this budget recommendation, the Mayor and City Council are currently reviewing for Fiscal Year 2026, the use of the statutory debt limit would be 33.50%, and by the end of the recommended 5-Year Capital Improvement Program (CIP) budget in Fiscal Year 2030, the City of Dubuque would be at 32.90% of the statutory debt limit. Projections out 10 years to Fiscal Year 2035 show the City of Dubuque at 19.66% of the statutory debt limit. This is an improvement on the debt reduction plan adopted in August 2015, that first began implementation in Fiscal Year 2016.



By the end of the Recommended 5-Year Capital Improvement Program (CIP) budget, the total amount of debt for the City of Dubuque would be $310.62 million (32.90% of the statutory debt limit). Projections out 10 years to Fiscal Year 2035 show the City of Dubuque at 19.66% of the statutory debt limit, and the projection is to be at $200.79 million (19.66% of statutory debt limit) within 10 years.



General Fund Reserves

The City maintains a general fund reserve, or working balance, to allow for unforeseen expenses that may occur. Moody's Investor Service recommends a 35% General Fund Operating Reserve for “AA” rated cities.

In January 2025, Moody’s Investor Services affirmed the Aa2 credit rating on general obligation bonds. Moody’s credit analysis states, “the City of Dubuque’s local economy benefits from its role as a regional economic center, with solid resident income and full value per capita. Financial operations are strong and will remain so despite declines in fund balance over the next few years, as it expends funds from the pandemic. Long-term liabilities and fixed cost ratios are moderate and will remain so despite future borrowing needs.” According to Moody’s, the Aa2 issuer rating for the City of Dubuque’s bonds reflects the city’s healthy economic base, which serves as a regional economic center. Other rationale stated for the rating include full value per capita and adjusted resident income are solid at around $109,000 and 98% respectively, though weaker than Aa peers, in part because of a large student population, available fund balance was strong at around 60% of revenue at the close of fiscal 2023 (year-end June 30), and cash was stronger at 85% of revenue. The City’s available fund balance will likely remain well over 45%, despite some planned draws in fiscal 2024 and fiscal 2025 to spend down federal funds from the pandemic. Despite the state adopting new property tax restrictions, revenue raising flexibility remains strong because the City maintains significant margin in its employee benefits fund and is not utilizing its emergency levy. The long-term liabilities ratio will likely remain well under 300% inclusive of the current issuances and future borrowing plans, and fixed-costs ratio will remain well below 20%.

In July 2023, Moody’s Investor Service upgraded the City’s outstanding general obligation bonds from Aa3 to Aa2, as well as the outstanding Sales Tax Increment Revenue bonds from A2 to A1. Notable credit factors include strong financial operations and ample revenue-raising flexibility, which has resulted in steadily improved available fund balance and cash. The City serves as a regional economic center and its regional economic growth rate has outpaced the nation over the past five years.

In November of 2022, Moody’s Investors Service (“Moodys”) released a new rating methodology for cities and counties. Two significant changes result from the new methodology; cities are now assigned an issuer rating meant to convey the creditworthiness of the issuer as a whole without regard to a specific borrowing, and business-type enterprise funds are now being considered together with general fund revenues and balances in the determination of financial performance.

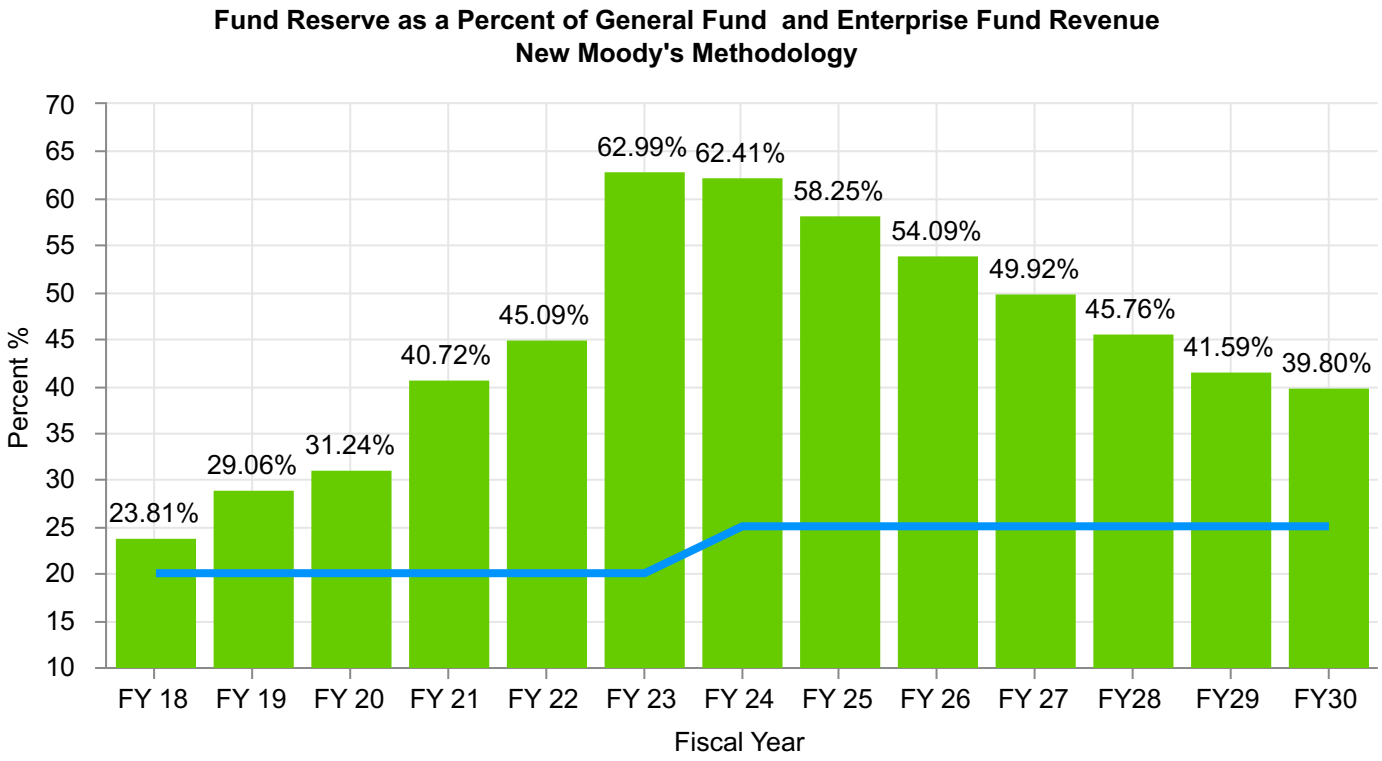
Under the new methodology, there are two metrics that contribute to financial performance. Available Fund Balance Ratio (“AFBR”) = (Available Fund Balance + Net Current Assets/ Revenue) and Liquidity Ratio (“LR”) = (Unrestricted Cash/Revenue). For Aa credits, AFBR ranges from 25-35, and LR ranges from 30-40%.

The City was evaluated by Moody's under the old methodology in May of 2022 in connection to its annual issuance of bonds. At that time, Moody's calculated the City's AFBR to be 45.2%, and its LR to be 59.8%. The balances used in these calculations were likely elevated due to unspent ARPA funds. The change in methodology will now consider revenues and net assets from business-type activities in these calculations. As such, the City's general obligation rating will now be directly impacted by the financial performance of enterprise funds. Establishing rates and charges adequate to provide both debt service coverage and significant liquidity will be necessary to maintain the City's ratings.

In May 2021, Moody's Investor Service upgraded the City's Water Enterprise's outstanding revenue bonds from A1 to A2 and affirmed the Aa3 credit rating on general obligation bonds. Notable credit factors include a sizable tax base, a wealth and income profile that is slightly below similarly rated peers, and increased financial position that will decline in fiscal years 2021 and 2022 and somewhat elevated debt and pension liabilities.

These credit ratings are affirmation of the sound fiscal management of the mayor and city council, put Dubuque in a strong position to capitalize on favorable financial markets, borrow at low interest rate when necessary, and make critical investments in the community.

Fiscal Year	Fund Reserve (As percent of General Fund revenues)	New Moody's Methodology	Reason for change from previous Fiscal Year
FY 2019	29.06%		Increase due to capital projects not expended before the end of the FY.
FY 2020	31.24%		Increase due to freezing vacant positions and most capital projects due to the pandemic.
FY 2021	40.72%		Increase due to American Rescue Plan Act funds received ($13.2 million), frozen positions and capital projects through Feb 2021.
FY 2022	49.16%	45.09%	Increase due to American Rescue Plan Act funds received ($13.2 million), capital projects not expended before the end of the FY, and vacant positions.
FY 2023	55.82%	62.99%	Increase due to American Rescue Plan Act funds not spent ($26.4 million), capital projects not expended before the end of the FY, and vacant positions.
FY 2024	51.19%	62.41%	Decrease due to spend down of American Rescue Plan Act funds.



The City of Dubuque has historically adopted a general fund reserve policy as part of the Fiscal and Budget Policy Guidelines which is adopted each year as part of the budget process. During Fiscal Year 2013, the City adopted a formal Fund Reserve Policy which states the City may continue to add to the General Fund minimum balance of 10% when additional funds are available until 20% of Net General Fund Operating Cost is reached. During Fiscal Year 2024, the General Fund minimum balance was increased to 25%.

After all planned expenditures in FY 2025, the City of Dubuque will have a general fund reserve of 44.41% of general fund revenues as a percent of general fund revenues computed by the accrual basis or 58.25% of general fund, debt service, and enterprise fund revenues as computed by the accrual basis methodology now used by Moody's Investors Service. The general fund reserve cash balance is projected to be $81,140,352 on June 30, 2025 as compared to the general fund reserve balance on an accrual basis of $38,026,193. The general fund reserve balance on an accrual basis exceeds 27% in FY 2025, which is the margin of error used to ensure the City always has a general fund reserve of at least 25% as computed by Moody's Investors Service.

In Fiscal Year 2017, the City had projected reaching this consistent and sustainable 20% reserve level in Fiscal Year 2022. In fact, the City met the 20% reserve requirement in FY 2017, five years ahead of schedule and has sustained a greater than 20% reserve.

	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Contribution	$2,717,339	$4,419,668	$—	$—	$—	$—	$—	$—
City's Spendable General Fund Cash Reserve Fund Balance	$48,403,917	$43,826,193	$38,026,193	$32,226,193	$32,226,193	$32,226,193	$32,226,193	$32,226,193
% of Projected Revenue (Moody's)	55.82%	51.19%	44.41%	37.64%	37.64%	37.64%	37.64%	37.64%

State Revolving Fund Sponsorship Projects and Green Project Loans

The City uses State Revolving Fund (SRF) loans for water and sanitary sewer projects whenever possible because of the very low annual interest rate of 1.75% with an annual servicing fee of 0.25%.

In 2009, legislation was passed in Iowa that allows water utilities that issue debt through the Clean Water State Revolving Fund Program to sponsor and help finance other water quality improvement (CWSRF) projects within or outside its service limits. This new funding mechanism, called Water Resource Restoration Sponsored Projects, will provide cities, counties, local watershed organizations, watershed management authorities, county conservation boards, and soil and water conservation districts a funding source to construct improvements throughout a watershed that keep sediment, nutrients, chemicals and other pollutants out of streams and lakes.

Repayment of a standard Clean Water SRF (CWSRF) loan includes the repayment of the original loan amount, the principal, and the cost to finance the loan, interest, and fees. On a CWSRF loan with a sponsored project, the financing costs are reduced by the amount of the cost of the sponsored project improvements. Figure 1 shows a comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project. As shown, the total cost to the utility (the total of loan repayments) remains unchanged as the cost of funding for the sponsorship project is offset by a reduction in loan financing costs. In essence, two water quality projects are completed for the price of one.

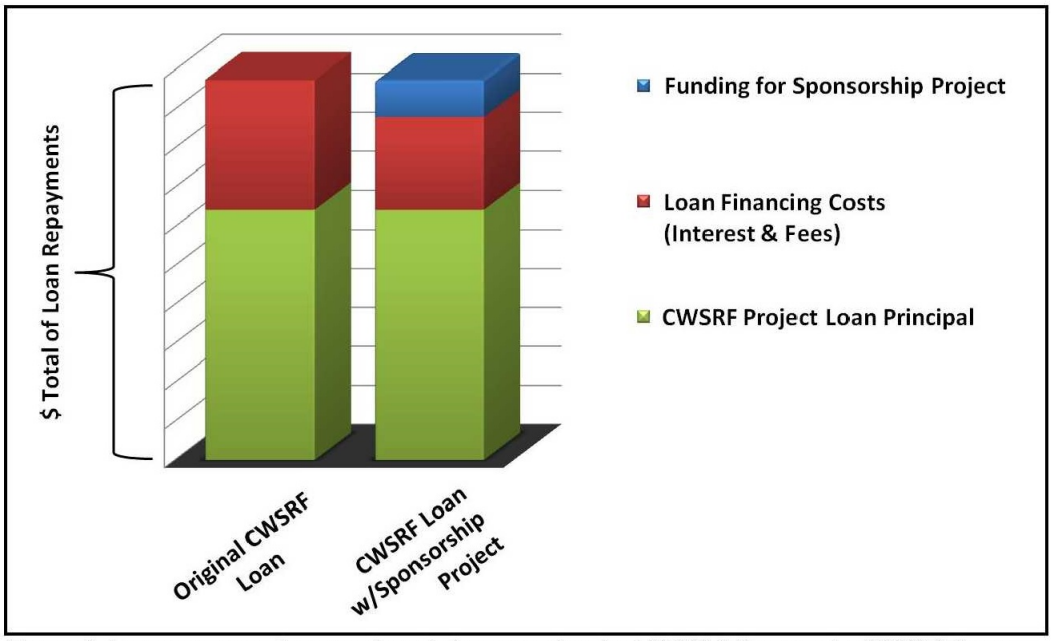


Figure 1. Loan repayment comparison between a standard CWSRF loan and a CWSRF loan with a sponsorship project.

After three years of the State of Iowa being unsuccessful in completing one of these modified loans, the City of Dubuque had the first successful application for the state when, in April 2013, the City was awarded $9.4 million of the interest paid on the Water and Resource Recovery Center to be used to reconstruct over 70 Green Alleys in the Bee Branch Watershed. The principal for the Water & Resource Recovery Center Upgrade was increased from $64,885,000 to $75,145,579 and the interest rate plus annual servicing fee was decreased from 3.25% to 2.00% to add the Green Alley sponsorship project. This reduction allowed for increased proceeds and resulted in a true interest cost of 1.96% and gross borrowing savings of $11.4 million. The State of Iowa has discontinued the sponsored project optin for future debt issuances.

The Federal Fiscal Years 2010, 2011, and 2012 State Revolving Fund capitalization grants included requirements for certain percentages of the funds to be allocated for green projects. Each green infrastructure project receives a portion of loan forgiveness not to exceed 30%. In June 2015, the City of Dubuque Upper Bee Branch Creek Restoration Project (Upper Bee Branch Project) qualified for a Green Project Loan from the CWSRF Program in the amount of $29,541,000. The loan includes a principal forgiveness provision. The amount of the loan to be forgiven is 20% of the total loan disbursements made under the loan agreement. The amount of the loan that was forgiven in June 2020 was $5,908,200. The actual true interest cost for total funds received was not the 2.00% borrowing rate (1.75% interest and 0.25% administrative fee), but just 0.07% after reflecting the receipt of interest free funds (forgiven portion).

Then, in August 2017, the City was awarded $1.4 million in funding for improvements with the Catfish Creek Watershed through the State of Iowa Water Resource Restoration Sponsored Project program as part of the City State Revolving Fund loan for the Upper Bee Branch Creek Restoration Project. The funding for the $1.4 million in improvements will come from the interest payments on the City's Upper Bee Branch SRF loan. The Upper Bee Branch Creek SRF loan principal was increased to $30,941,000 and the interest rate plus the annual servicing fee was reduced from 2.00% to 1.43%. On a gross basis, the borrowing costs for the new loan were $1.38 million less than the original loan.

In May 2018, the City was awarded $1.0 million in funding for pervious green alley improvements with the Bee Branch Creek and Catfish Creek Watersheds through the State of Iowa Water Resource Restoration Sponsored Project program as part of the City State Revolving Fund loan for the Upper Bee Branch Creek Railroad Culverts Project. The funding for the $1.0 million in improvements will come from the interest payments on the City's Upper Bee Branch Railroad Culvert SRF loan. The Upper Bee Branch Creek Railroad Culvert SRF loan principal was increased to $17,387,000 and the interest rate plus the annual servicing fee was reduced from 2.00% to 1.43%. On a gross basis, the borrowing costs for the new loan were $1.05 million less than the original loan.

In February 2019, the City was awarded $276,300 in funding for Eagle Point Park Environmental Restoration through the State of Iowa Water Resource Restoration Sponsored Project program as part of the City State Revolving Fund loan for the Kerper Boulevard Sanitary Sewer Project. The funding for the $276,300 in improvements will come from the interest payments on the City's Kerper Boulevard Sanitary Sewer SRF loan. The Iowa Finance Authority now requires that sponsorship projects are included in the initial loan amount so that the repayment schedule does not have to be adjusted. On a gross basis, the borrowing costs for the new loan were $278,000 less than if there was not a sponsorship project included.

Capital Improvement Projects

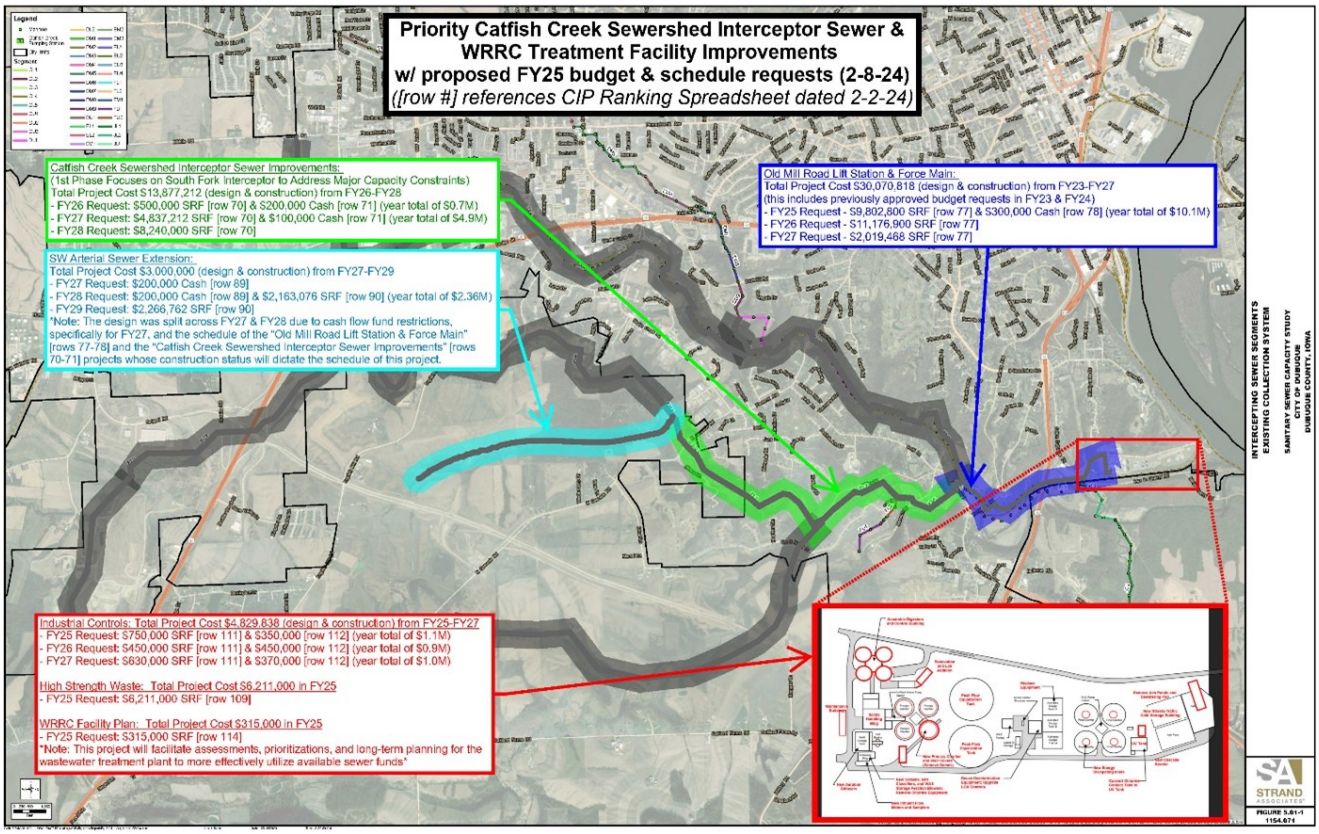
The City is a partner with the Dubuque Racing Association (DRA) on redevelopment of Chaplain Schmitt Island. The DRA is doing over $80 million in improvements to the Q Casino, including building a new Hilton hotel and adding a family entertainment zone. The City is building an over $15 million outdoor amphitheater on Chaplain Schmitt Island, millions of dollars of trails and investing over $2.5 million in replacement of sanitary sewer and an addition of a new sanitary sewer lift station.

Complimentary to the Chaplain Schmitt Island project the city is planning an over $40 million project to build a railroad overpass on 14th Street, which would include a complete street design on Elm Street and 16th Street, an added hike bike lane to the 16th Street bridge over Peosta Channel and roundabout on 16th Street at Sycamore Street and Admiral Sheehy Drive

The 5-year Capital Improvement Program (CIP) includes several major projects:

1. Catfish Creek Sewershed Interceptor Sanitary Sewer Improvements $47 million total.

2. Water & Resource Recovery Center High Strength Waste $6.2 million total



3. Water & Resource Recovery Center Industrial Controls Update $3 million total

4. Water & Resource Recovery Center BOD Capacity Upgrades $1.1 million total

5. Southwest Arterial Water Main Extension $1.7 million total

6. Private Lead Water Service Line Replacement Project $5.7 million total

    i. Construction costs are 49% forgivable, whereas non-construction costs such as engineering services are non-forgivable per BIL Funds.

7. Source Water PFAS Reduction Project $9.5 million total

8. Water Third Pressure Zone Connection (from Tanzanite Drive to Olympic Heights) $2.0 million total

9. Kerper Blvd. Sanitary Sewer Lift Station Replacement $1.5 million ARPA Grant (Total project cost = $1.5 million)

10. Bee Branch Gate & Pump Replacement $28.2 million total ($8 million US EDA Grant)

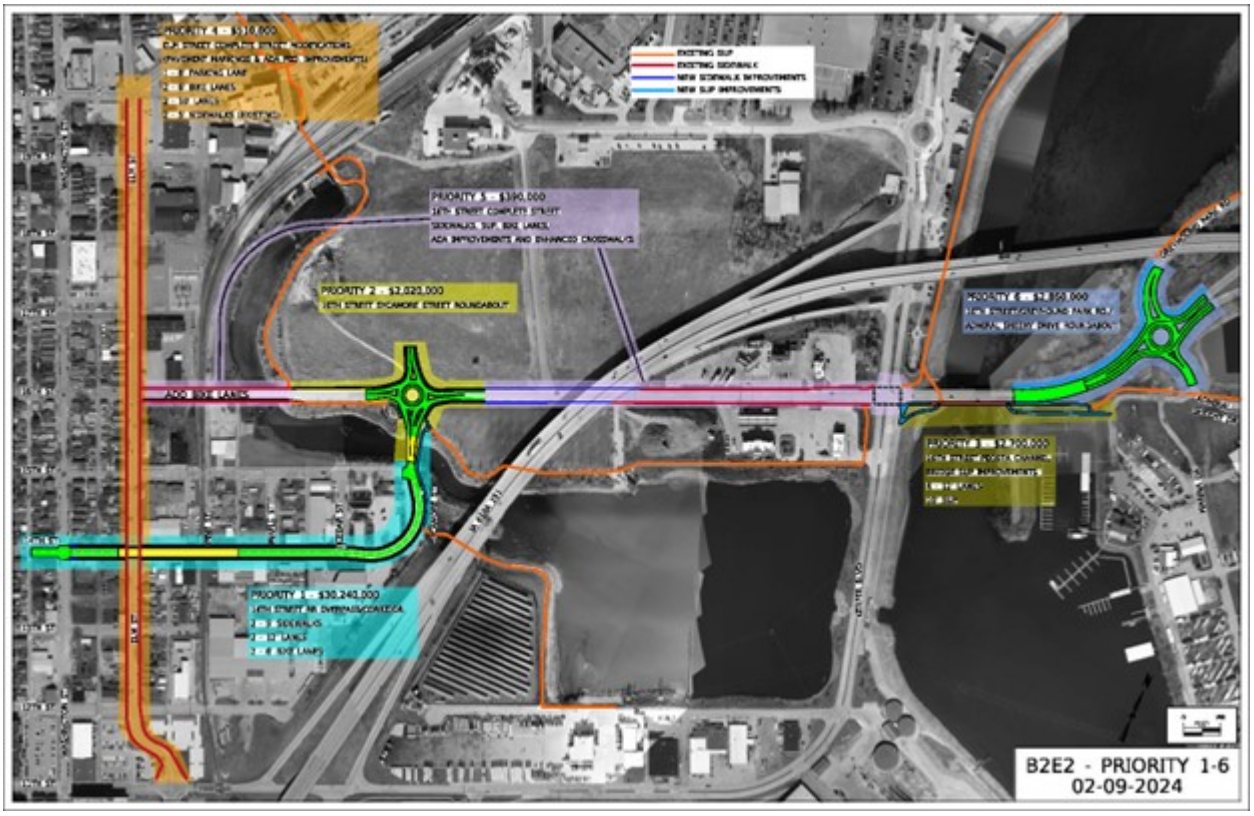
11. 14th Street Overpass

    i. $25 million RAISE Grant

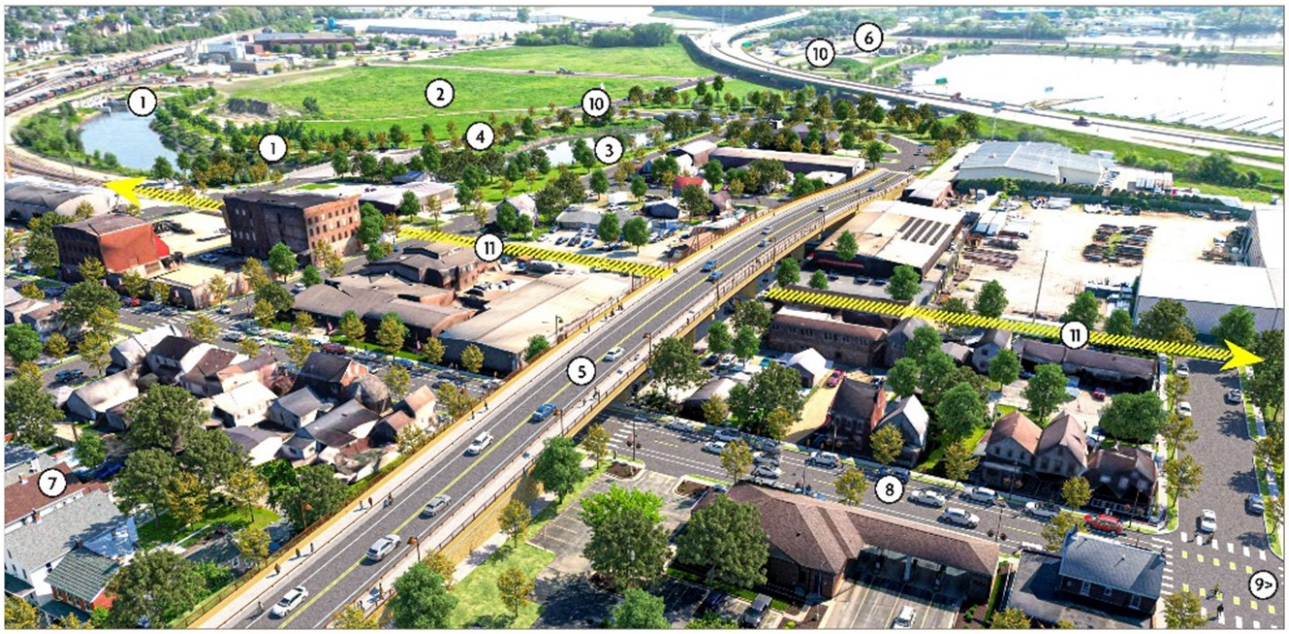
    ii. $9.2 million DMATS

    iii. Support from Dubuque Racing Association

iv. Total project cost = $43 million)



BUILDING BRIDGES TO EMPLOYMENT AND EQUITY



LEGEND

1. Bee Branch Bicycle & Pedestrian Trail
2. Future Redevelopment
3. Bee Branch Creek
4. 16th Street Complete Street
5. 14th Street CPKC Railroad Overpass
6. Connectivity to Chaplain Schmitt Island & Kerper Boulevard
7. Washington Street Neighborhood Revitalization
   Dubuque's 2 lowest income census tracts
8. Elm Street Complete Street
   Connecting to Intermodal Transportation Center
9. To the Intermodal Transportation Center
10. Roundabouts
11. CPKC Railroad

CITY OF DUBUQUE RAISE GRANT - 14TH STREET OVERPASS

U.S. Department of Transportation Federal Highway Administration | RAISE Grants | DUBUQUE

12. Northwest Arterial & US20/Dodge Street Intersection Improvements
    i. $17.5 million total cost
    ii. $12 million Iowa DOT allocation
    iii. $5.5 million City Contribution
13. Streets
    i. 8 miles of asphalt overlay projects by Public Works Department
    ii. 14th Street Overpass, Roundabouts, & Related Improvements
    iii. Northwest Arterial & US20/Dodge Street Intersection Improvements
    iv. Central Avenue Corridor Streetscape Improvements

Timeline of Public Input Opportunities

The Budget Office conducted community outreach using print and digital marketing and presentations.

- July: City staff presented on the budget process to all Neighborhood Associations at the Multicultural Family Center and attendees had the opportunity to prioritize real City projects.

- November: The City Manager hosted an evening public budget input meeting.

Open Budget

https://dollarsandcents.cityofdubuque.org/

During Fiscal Year 2016, the City launched a web based open data platform. The City of Dubuque's Open Budget application provides an opportunity for the public to explore and visually interact with Dubuque's operating and capital budgets. This application is in support of the five-year organizational goal of a financially responsible city government and high-performance organization and allows users with and without budget data experience, to better understand expenditures in these categories.

Open Expenses
http://expenses.cityofdubuque.org/

During Fiscal Year 2017, an additional module was added to the open data platform which included an interactive checkbook which will allow residents to view the City's payments to vendors. The final step will be adding performance measures to the open data platform to allow residents to view outcomes of the services provided by the City.

Balancing Act

During Fiscal Year 2019, the City of Dubuque launched a new interactive budget simulation tool called Balancing Act. The online simulation invites community members to learn about the City's budget process and submit their own version of a balanced budget under the same constraints faced by City Council, respond to high-priority budget input questions, and leave comments.

Taxpayer Receipt

During Fiscal Year 2019, the City launched an online application which allows users to generate an estimate of how their tax dollars are spent. The tool uses data inputted by the user such as income, age, taxable value of home, and percentage of goods purchased within City limits. The resulting customized receipt demonstrates an estimate of how much in City taxes the user contributes to Police, Fire, Library, Parks, and other city services. This tool is in support of the City Council goal of a financially responsible and high-performance organization and addresses a Council-identified outcome of providing opportunities for residents to engage in City governance and enhance transparency of City decision-making.

Enterprise Fund Utility Rates

	FY 2025 Rate	Recommended FY 2026 Rate	% Change
Water	$40.14	$43.74	9 %
Sanitary Sewer	$54.78	$59.70	9 %
Curbside Collection	$17.25	$18.11	5 %
Stormwater	$10.50	$11.03	5 %

Conclusion

If the City Council approves the budget recommendation, it will support continued investment in people, businesses, and organizations that are making a difference in our community, and continued investment in the infrastructure that must exist for Dubuque to continue to thrive.

This budget recommendation fits the original tax levy recommendation that was submitted. However, I respect the Mayor and City Council's establishment of a higher property tax rate creating more flexibility as you go through the budget process.

There will be seven City Council special meetings prior to the adoption of the FY 2026 budget before the state-mandated deadline of April 30, 2025. I want to thank Chief Financial Officer Jennifer Larson, Assistant City Manager Cori Burbach, Public Information Officer Randy Gehl, Budget Manager Laura Bendorf, Budget/Financial Analyst Nathan Kelleher, Budget/Financial Analyst Joe Link, and Executive Assistant Stephanie Valentine for all their hard work and dedication in preparation of this budget recommendation.

Michael C. Van Milligen
City Manager

MCVM:sv
Attachment
cc: Crenna Brumwell, City Attorney
Cori Burbach, Assistant City Manager
Jennifer Larson, Chief Financial Officer
Laura Bendorf, Budget Manager

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2024 DUBUQUE POLICE DEPARTMENT ANNUAL REPORT

Mission Statement

Enhancing community livability by providing equitable community service and protection through integrity, compassion, and competence.

*Dubuque has had a **44% reduction in overall crime** from 2015-2024*

Crime Clearance Rate

for Crimes Against Property

91% Dubuque

NATIONAL **13%**

GUIDING PRINCIPLES

ACT WITH **INTEGRITY**

ACT WITH **COMPASSION**

ACT WITH **COMPETENCE**

ACT WITH **OPEN MINDS**

Police Chief Jeremy Jensen

CHIEF'S MESSAGE

The Dubuque Police Department is dedicated to delivering exceptional police services, a commitment realized through robust community partnerships. Our annual report serves as a tool for both the department and the community, offering valuable insights into trends, informing resource allocation decisions, and highlighting opportunities for supporting our community.

What insights does the report offer? It underscores Dubuque as a safe community...one of the safest in Iowa, which continues to rank as one of the safest states in the country. This report also showcases our department's dedication to transparency and excellence, and reaffirms our unwavering commitment to serving the people with integrity and care.

Dubuque CITY COUNCIL

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Dubuque's Approach to PUBLIC SAFETY

The goal of the City's approach to public safety is to make Dubuque the safest community possible with the understanding that community safety is not just about injury prevention and crime prevention; it is about increasing well-being and building a vibrant, engaged, and equitable community.

The Dubuque Police Department has an authorized staff of **109 sworn officers** and **12 civilian positions** across six divisions:

- Administration & Staff Services
- Community-Oriented Policing
- Criminal Investigations
- Emergency Operations
- Patrol
- Records

Working to ensure residents experience an increased sense of well-being, a sustainable quality of life, a reduction in the numbers and cost of injuries, the preservation of income and assets, and improved perceptions of safety is a top priority for Dubuque city government.

Accredited For Over 30 Years

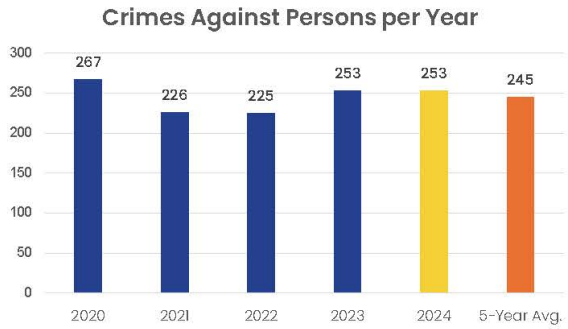
The Dubuque Police Department has been accredited by the **Commission on Accreditation of Law Enforcement Agencies (CALEA)** since 1993. The department has to demonstrate compliance with 459 standards to retain accredited status. Accreditation is an important achievement as it tells the citizens and persons dealing with the department that it is operating consistent with best practice professional standards.

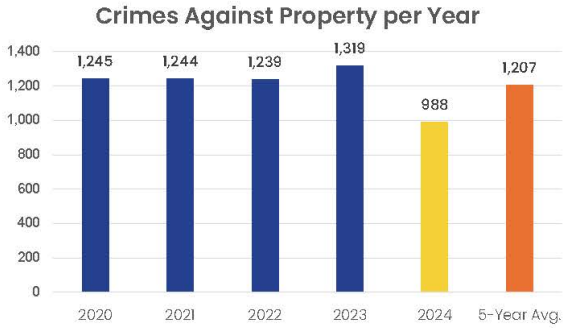
Responding to COMMUNITY NEEDS

Dubuque Police Department: There When You Need Them

Part I Crimes

The U.S. Federal Bureau of Investigation's Uniform Crime Reporting (UCR) Program collects data about Part I offenses in order to measure the level and scope of crime occurring throughout the nation. The program collects data on these offenses because they are serious crimes, they occur with regularity in all areas of the country, and they are likely to be reported to police.

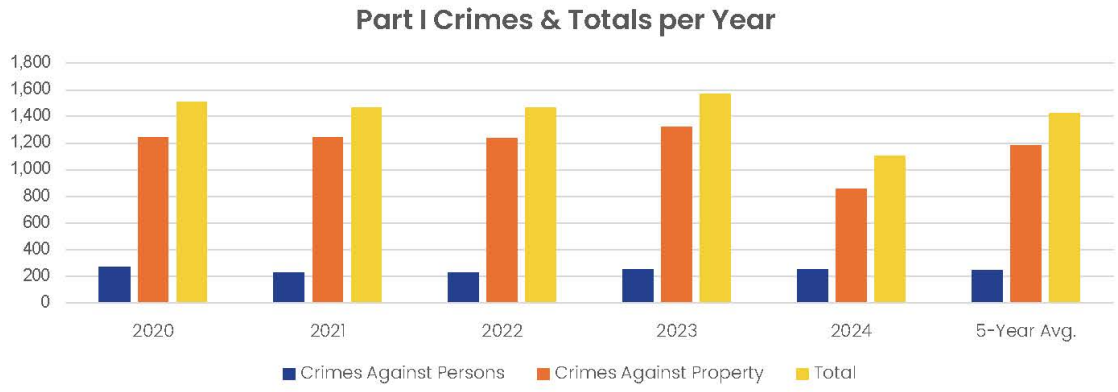




	2023	2024
Aggravated Assault	171	159
Sexual Assault	73	79
Robbery	7	14
Murder	2	1
Total	253	253

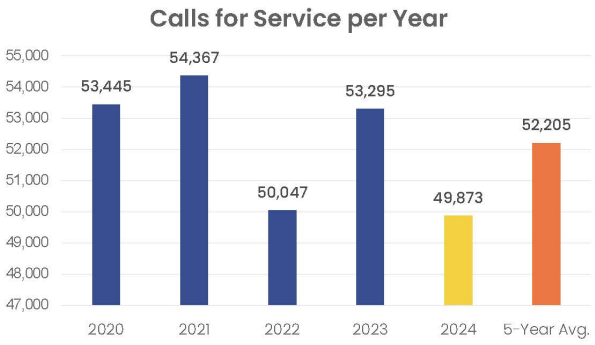
	2023	2024
Theft of Motor Vehicle	46	55
Arson	8	6
Burglary	237	270
Theft	1,028	657
Total	1,319	988

A robbery happens to a person and a burglary happens to a place (home, garage, car, etc.). **From 2020 to 2024, reported sexual assaults in Dubuque decreased by approximately 25%.**



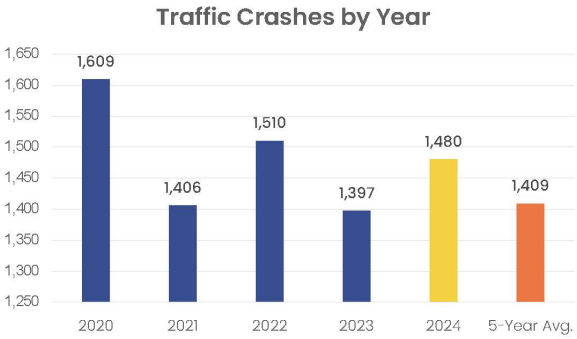
Calls for Service

Calls for service fell by 6.4% from 2023 to 2024. Because of the 24/7 nature of law enforcement, the Dubuque Police Department continues to respond to calls for service ranging from nuisance calls to the Part I crimes listed in the chart on page 3.



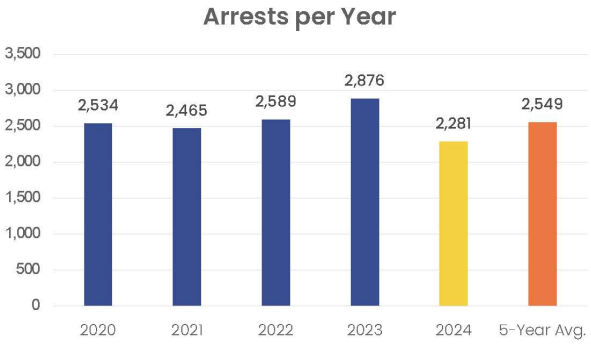
Traffic Crashes

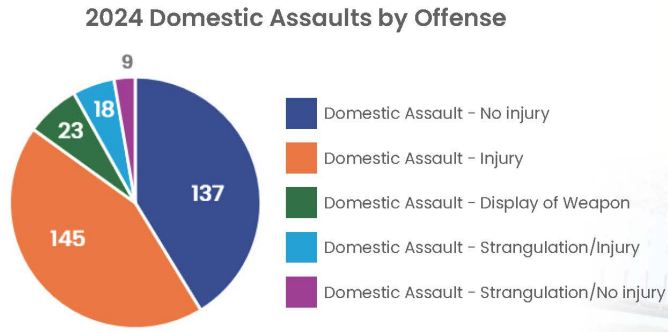
Traffic crashes consist of property damage, personal injury, and fatality crashes. **In 2024, there were seven fatality crashes, representing a significant increase from 2023 (one).** Sixteen other crashes resulted in serious injuries. Overall, 239 injuries were reported. Speed and distracted driving were factors in many of these incidents. Rear-end crashes were the most common type of collision in 2024.



Arrests

Data includes custodial arrests as well as arrests when suspects were cited and released. This does not include simple misdemeanor traffic violations. Arrests range from simple misdemeanors such as public intoxication to Class A felonies such as murder.





Secure Dubuque

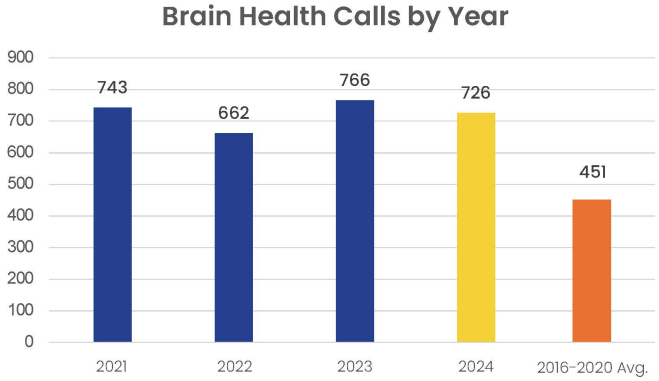
Secure Dubuque is a community partnership program that gives residents the option to register their home surveillance system with the Dubuque Police Department. In the event a crime occurs in the area, footage from the system could be of assistance to the department, increasing the efficiency of the investigation. Personal surveillance systems can include security cameras and doorbell cameras. Visit www.cityofdubuque.org/securedubuque to learn more.

Submit a Tip

If you would like to report criminal or suspicious activity to police, or have information about a crime that police are investigating, submit a tip at www.cityofdubuque.org/police. In a non-emergency situation, call 563-589-4415. As always, if the situation is an emergency, call 911.

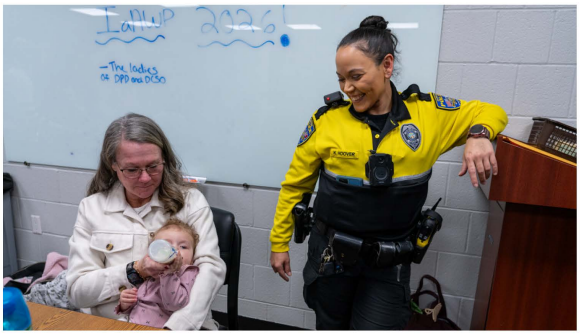
Crisis Intervention Team

The Dubuque Police Department's Crisis Intervention Team (CIT) aims to use the Secondary Responder model to assist individuals who may be experiencing a brain health or substance abuse crisis. In situations where first responders identify the subject is dealing with these issues, a secondary responder trained to specifically deal with mental health, substance abuse, and homelessness provides assistance and follow-up.



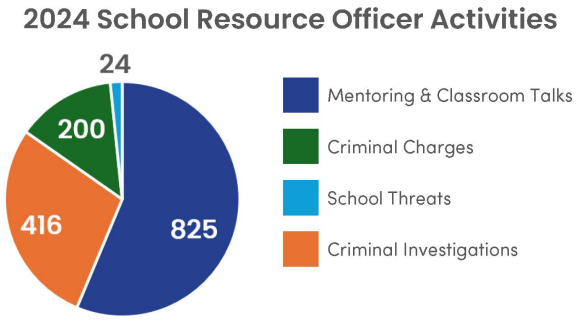
Community-Oriented Policing

The Dubuque Police Department subscribes to the Community Oriented Policing strategy of working directly with residents to address crime, perceptions of police, and overall community quality of life through positive police interactions and relationship building in the community. DPD's Community Policing Division includes three bicycle patrol unit officers, six School Resource Officers, and a crime prevention and public information unit.



School Resource Officers

Six School Resource Officers (SROs) serve within all public schools within the Dubuque city limits, as well as Holy Family Catholic Schools on a limited basis, providing support ranging from counseling and mentoring to addressing crimes committed on campus. SROs are paid 50% by Dubuque Community Schools and are vital members of their school's administrative team, helping to solve problems in the school community, while being an educational resource and positive role model for students.



Professional Standards

All allegations of employee misconduct or complaints made against the Department, including anonymous complaints, are appropriately received, recorded, and investigated.

Complaints which are less serious in nature, such as alleged rudeness, tardiness, etc. are referred to and investigated by the employee's immediate supervisor.

Complaints of a serious nature, such as, allegations of criminal misconduct, corruption, excessive force, breach of civil rights, or ongoing negative behavior are referred to the Police Chief, Assistant Chief, or Professional Standards Supervisor for formal investigation. Thirty-nine complaint cases were completed in 2024:

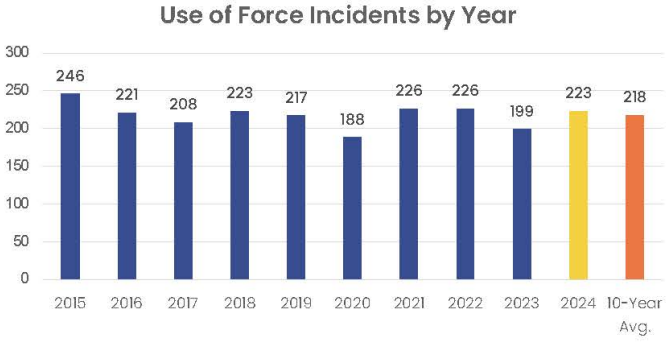
- 38 cases were initiated by citizens, one was initiated by a DPD employee. Three cases rose to the level of a Formal Investigation.
- 36 cases remained at the Inquiry or Informal Complaint level. Five of these cases were founded.
- 32 complaints were for poor job performance. Only one complaint of excessive force was submitted, which was deemed unfounded.
- 31 of 39 complaints were deemed unfounded once the investigation had concluded.

Due to the use of body worn cameras and in-car camera systems, Professional Standards investigators are able to accurately review most officer/citizen interactions.

Use of Force

Dubuque Police Department policy states a Use of Force Report is to be applied under the following circumstances:

> *All incidents requiring the application of force involving lethal or less-lethal weapons will be reported in writing to the chief of police. A Reportable Use of Force report will be submitted in all cases where an injury or death results from, or is alleged to have resulted from, actions by an employee of the department whether through the use of lethal, less-lethal, or weaponless physical force; or when physical force is used at a level greater than soft hand techniques or simple handcuffing.*
>
> *Officers will file a use of force report through their immediate commanding officer, detailing any incident in which the officer draws and displays a departmental firearm. A use of force report will generally not be required in instances where an officer draws a weapon as a safety precaution, such as during a building search.*



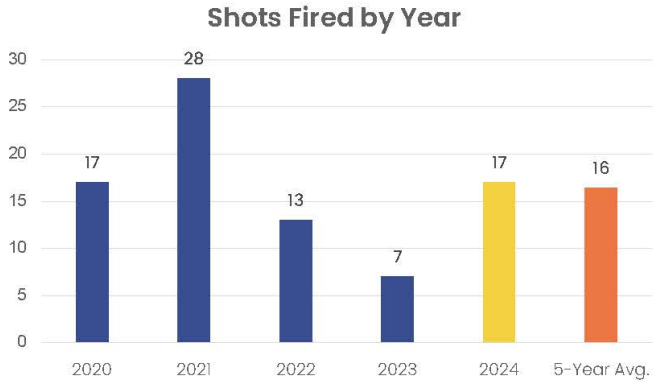
2024 Percentage of Arrests Involving Use of Force	
Arrests without Use of Force	91.3%
Arrests with Use of Force	8.7%

2024 Taser Deployment & Voluntary Compliance	
Voluntary Compliance Obtained	61%
Voluntary Compliance Not Attained	39%

Incidents of Shots Fired

In 2024, the Dubuque Police Department responded to 17 incidents of shots fired. While there was an increase from 2023, the number of incidents in 2024 is in line with the five-year average. Maintaining a low number of shots fired incidents is a result of several factors, including an extensive public safety camera network and diligent police work. This is far below other similar-sized cities in the Midwest.

Additionally, a Dubuque police officer is assigned as a Task Force Officer (TFO) to the Bureau of Alcohol, Tobacco, and Firearms. In 2024, this officer investigated 35 Federal firearms violations.



Dubuque Drug Task Force (DDTF)

The Dubuque Police Department is in a joint drug task force with the Dubuque County Sheriff's Department. While marijuana accounts for the majority of drug investigations, opioids and drug overdoses constitute additional issues of concern.

The most concerning drug currently is Fentanyl, which is being found in all types of drugs and is being made to look like common over-the-counter drugs or even candy. Fentanyl was a contributing factor in all of the opioid death cases in 2024. However, the continued investigative focus on Fentanyl contributed to a 31% decrease in overdoses and a 57% reduction in opioid deaths from 2023.

Drug Investigations - 2024

General Investigations	323
Overdose Investigations	20
Opioid Death Investigations	3

In addition to investigations, DDTF made **20 educational presentations** to the public.

PRECISION POLICING CENTER ESTABLISHED

New Initiative Leverages Advanced Technology and Real-Time Data

As police departments around the country continue to address staff recruitment and retention challenges, many are seeking new solutions to continue to maintain public safety and respond to service requests. The Dubuque Police Department is no different and has identified "leveraging technology" as a partial solution and departmental priority in response to these challenges.

To better leverage new technology and utilize real-time data, the mayor and city council recently approved the creation of a Precision Policing Center (PPC). It is expected to serve as a critical "force multiplier" for the department, supporting rapid police response, informed decision-making, and proactive crime prevention. This is also supporting officer safety.

The PPC was established in late 2024 and staff have begun implementing total system integration software, which links several existing technologies, including the City's traffic and security camera system. This robust camera network is being enhanced by the addition of authorized private security cameras, live feeds from police body-worn cameras, and the department's automated license plate reader cameras.

These tools, while all force multipliers which have been shown to improve crime response and resolution on their own, they are much more effective and efficient when integrated through this more comprehensive system.

The police department's drones can also be deployed by staff in coordination with the PPC. In many situations, a drone can be activated and flown to the location of an incident prior to officer response, allowing police to have "eyes" on the situation. Video relayed by the drones can assist command staff in their decision-making, allowing for a more efficient and effective use of staff resources. This is also a tool that can be used to support the fire department and emergency management.

The integration of all of these tools and technology is providing officers with a more comprehensive view of ongoing incidents, as well as real-time intelligence to better prepare for and respond to potential threats.

To pursue the objectives of the PPC and support the work of the entire police department, the PPC is staffed by five non-sworn (civilian) employees in three roles: three Precision Policing Center Technicians, one Crime Analyst, and one Criminal Computer Forensics.

PPC Technicians

- Data monitoring and analysis, technology management, and incident documentation.
- Monitor live feeds from security cameras, license plate readers, and other surveillance systems.
- Identify signs of criminal activity or emerging threats.
- Serve as a communication hub between field officers and the PPC, relaying real-time information and updates during ongoing incidents.
- Log actions taken and data reviewed to support after-action reviews and legal proceedings.

- Coordination of activities with the City traffic and security camera system.

Crime Analyst

- Data-driven position focused on data analysis, reporting, pattern recognition, and intelligence gathering.
- Review crime data to identify trends, patterns, and potential hot spots, using statistical and geographic analysis tools to support decision-making.
- Gather, evaluate, and analyze intelligence from various sources, including public tips, social media, and law enforcement databases, to support ongoing investigations and proactive crime prevention.
- Work closely with all members of the police department, PPC Technicians, and other stakeholders to ensure that analytical insights are integrated into daily operations.

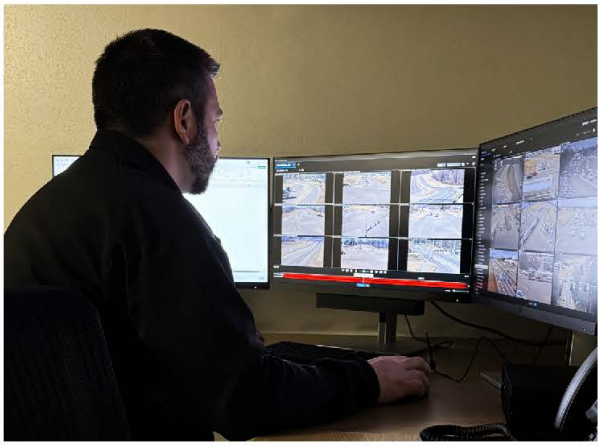
Criminal Computer Forensics

- Process computer forensics, including both mobile devices and desktop/laptop computers.
- Position created to provide more timely support of efforts previously outsourced to other agencies, leading to faster response times.
- Report operationally to the police department with some technical aspects involving the City's information technology (IT) department.

Benefits of the non-sworn positions are that they can be very specialized, do not need an extensive field training program and are more suited to on- the-job training, and do not have state-mandated academy requirements. To fund these positions and related software and hardware purchases for the PPC, the department shifted funding from six unfilled/vacant sworn officer positions. The police department has also received a scholarship from the Crime Analyst in Residence (CAR) program which provides free training, support and technical assistance in building a crime analyst position and program.

"The department's overall goal is to create a safe and secure environment for the residents we serve," said Dubuque Police Chief Jeremy Jensen. "The addition of the Precision Policing Center provides critical support to our efforts and is an example of the City's commitment to modern policing and adapting to the changing needs of our profession."

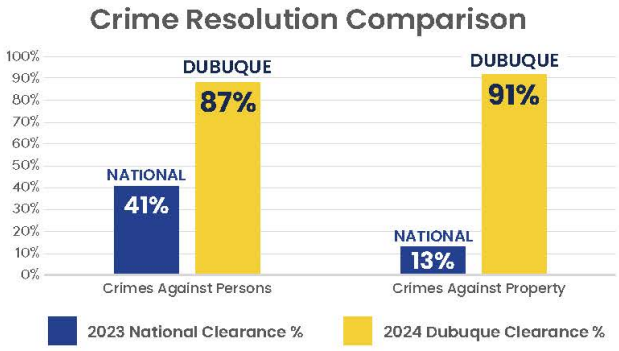
The PPC is located within the Dubuque Law Enforcement Center and it is expected to be fully staffed and operational by the end of April 2025.



Dubuque PPC Objectives:

- Improve Response Times
- Enhance Situational Awareness
- Proactive Crime Prevention
- Police Force Multiplier
- Enhanced Officer Safety
- Increased Efficiency
- Proactive Policing
- Improved Resource Allocation
- Enhanced Public Trust
- Support for Investiations

The Dubuque Police Department excels in solving crimes.



The calculation of the resolution rate of the Dubuque Police Department encompasses cases which have been suspended due to exhausted leads, thus halting further investigation. It is important to note that the methodology of calculating the national resolution data may differ from Dubuque's.

LEVERAGING TECHNOLOGY

Traffic Cameras & License Plate Readers

Dubuque continues to boast one of the most robust municipally-owned camera systems in the country. Dubuque's system, utilizing Milestone System technology, has significantly contributed to Dubuque's high crime resolution rate.

In 2024, the Dubuque City Council approved the Police Department's request to implement a license plate reader (LPR) camera system, utilizing the Flock Corporation's national network.

The system uses 22 cameras installed at Dubuque's major intersections and entry points to record vehicle license plate data. The technology serves as a force multiplier for the department, helping authorities identify and track wanted vehicles and aiding in criminal investigations.

Dubuque's LPRs are set up to only capture license plate numbers and vehicle information, such as vehicle make, model, and color. They do not have facial recognition technology and cannot identify drivers based on gender, age, or race.

License plate numbers captured by the system are cross referenced with the National Crime Information Center database of missing persons and criminal

information. They can also be checked for any active Amber Alerts.

In December 2024, LPRs were used in the arrest of an out-of-state murder suspect traveling in Dubuque. Police were notified that 30-year-old Steven Burrell could be in the city the day after a warrant was issued for his arrest on a North Dakota charge of Conspiracy to Commit Murder. An LPR identified a vehicle tied to Burrell, who was arrested that day at a local gas station.

Through their first few months of implementation, the LPRs have recognized an average of roughly 250,000 vehicles each month.

Real-Time Intelligence Gathering

The police department also utilizes Axon Fusus, a "real-time crime center" platform designed to help agencies respond to critical incidents more efficiently and effectively. The software accesses real-time intelligence through video and data feeds from a variety of sources and applications.

This intelligence is primarily developed using the City of Dubuque's existing camera network. It can then be expanded and enhanced by citizens and organizations who are given to the opportunity to become part of the network by simply installing a low-cost device within their security camera system.

The software can integrate camera systems from full or selective access to their camera feeds, expanding the existing network exponentially.

Axon Fusus also allows for enhanced mutual aid through collaboration with neighboring agencies during events, natural disasters, and critical incidents which cross jurisdictional borders. Community members can also share live video streams, and submit multimedia text tips through the platform.

Other notable capabilities include the ability to issue mass notifications and alerts, crime analysis through the use of heat mapping, vehicle tracking from camera to camera, and a live 911 feed which can be accessed by officers within their patrol vehicles and by personnel working in the Precision Policing Center. citizens, businesses, schools, hospitals, and more. These entities are given the option to allow police personnel working in the Precision Policing Center.

CELEBRATING POLICE WOMEN

The Dubuque Police Department will join its colleagues from the Dubuque County Sheriff's Office to host the Iowa Association of Women Police's (IaAWP) annual conference in March of 2026 at Q Casino + Resort's new conference center. This will be the first time Dubuque has hosted the conference since 2008.

Local organizers have compiled a schedule of sessions and speakers to cover topics including case studies, officer wellness and resiliency, and brain health. Dubuque officers will lead some of the sessions, though other speakers will be coming from agencies across the country, including the Federal Bureau of Investigation.

The Iowa Association of Women Police was created in 1982 and serves as the state's affiliate of the International Association of Women Police. IaAWP's stated goals include:

- Promoting professionalism through excellence and training,
- Serving as a network for learning and mentorship,
- Creating a pool of knowledge for every member,
- Increasing the number of qualified women hired for law enforcement positions,
- Training members for promotions to leadership roles in their departments.

30x30 Women in Policing Initiative

The 30×30 initiative is a national coalition of police leaders, researchers, and professional organizations formed to support and advance the representation, experiences, and well-being of women in policing agencies across the U.S. and beyond. The Dubuque Police Department is participating in the initiative and its goal to increase the number of female police officers to represent 30% of the department's sworn officers by 2030.

Dubuque is already ahead of the curve. Women currently make up 21% of DPD's officers compared to the nationwide average of 14%.

Research has shown that female police officers are less likely to use excessive force, be named in complaints or lawsuits, and are perceived by the public as more honest and compassionate.

THE CITY OF DUBUQUE
Masterpiece on the Mississippi

50 W. 13th Street
Dubuque, IA 52001

DUBUQUE POLICE
Serving Since 1837

Incredible benefits package plus salary range of:

$64,979 - $78,852

Benefits and opportunities include:

- Four 10-hour work schedules
- Fully paid academy training
- Comprehensive health insurance
- 10 days paid vacation in first year
- 12 days paid sick time
- 12 paid holidays
- 12 weeks paid parental leave
- Initial uniform & equipment plus annual uniform allowance
- Longevity bonuses
- Specialty units
- 50-mile residency allowance
- 5% education bonus
- Overtime
- $5,000 bonus for Certified Officers
- Tuition Assistance Program
- Deferred Compensation Program
- Full pension at age 55 with 30 years of service

Join the **Dubuque Police Department!**

Applications are now accepted year-round with testing opportunities multiple times per year.

cityofdubuque.org/JoinDPD

PD008-030525

THE CITY OF DUBUQUE

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Recommended Fiscal Year 2026 Budget

March 31, 2025

Five-Year Goals: 2023-2025

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- ***Vibrant Community: Healthy and Safe***
- ***Financially Responsible, High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery***
- ***Robust Local Economy: Diverse Business and Jobs with Economic Prosperity***
- ***Livable Neighborhoods & Housing: Great Place to Live***
- ***Sustainable Environment: Preserving and Enhancing Natural Resources***
- ***Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility***
- ***Diverse Arts, Culture, Parks, and Recreation Experiences & Activities***
- ***Partnerships for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable***

2024-2026 Top Priorities *(in alphabetical order)*

- Air Service: Future Strategy & Action Plan – Major Airline Hub Connections
- Central Avenue Revitalization Plan Implementation
- Construction of 14th St. Railroad Overpass & 16th St. Corridor Complete Street
- Improvements: RAISE Grant and Matching Funds
- Police Department Staffing and Hiring
- Street Maintenance/Rehabilitation Program

2024-2026 High Priorities *(in alphabetical order)*

- Catfish Creek Sanitary Sewer Project: Old Mill Road Lift Station Project
- Chaplain Schmitt Island Development
- City Workforce Retention and Attraction
- Comprehensive Study of Fire Station Locations and Staffing
- Parks Maintenance/Refresh Action Plan.

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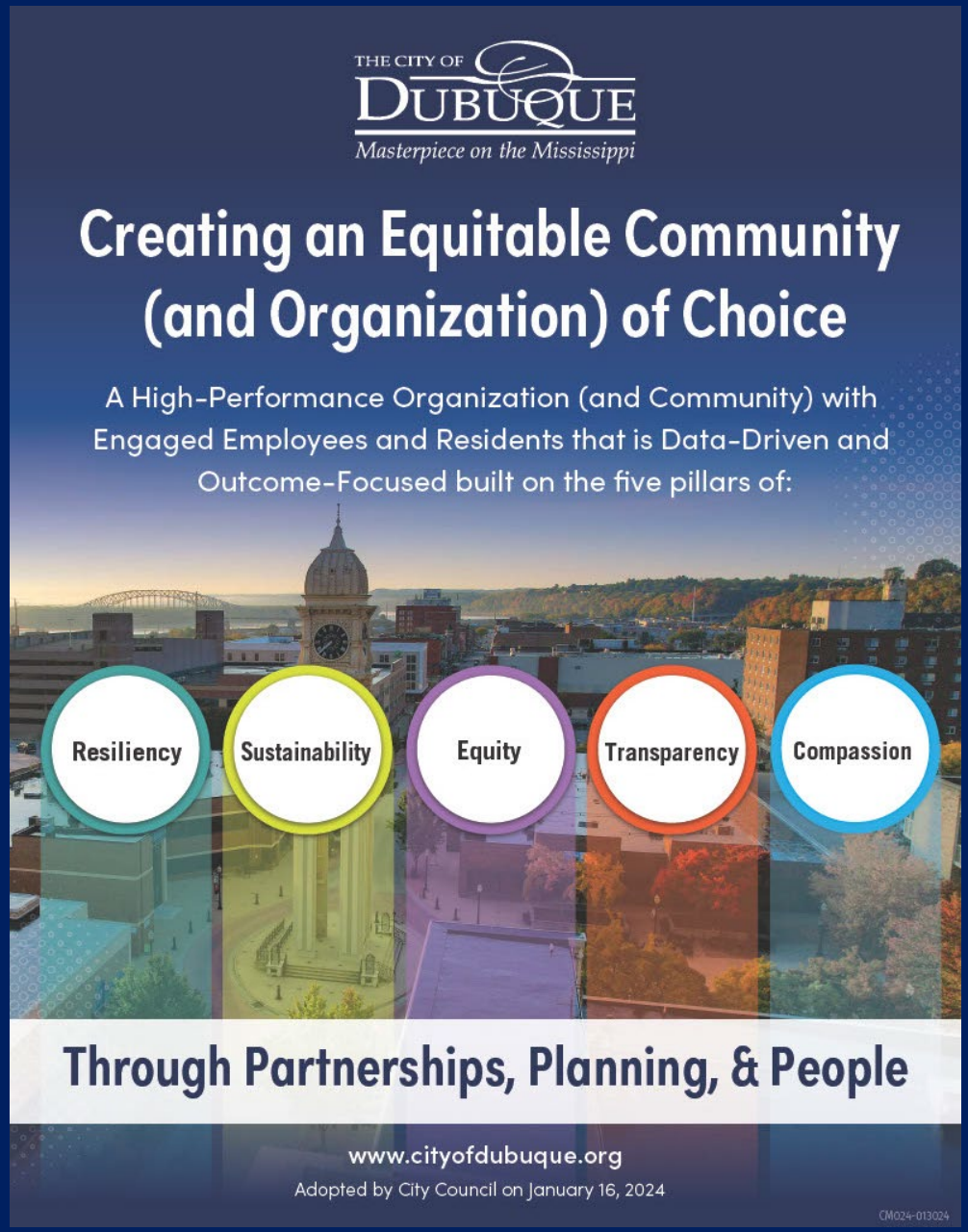

Budget Recommendation Built On City Council Goals & Priorities:

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- Major CIP Projects
- Public Safety
- Streets

Outperforming Most of Our Peers

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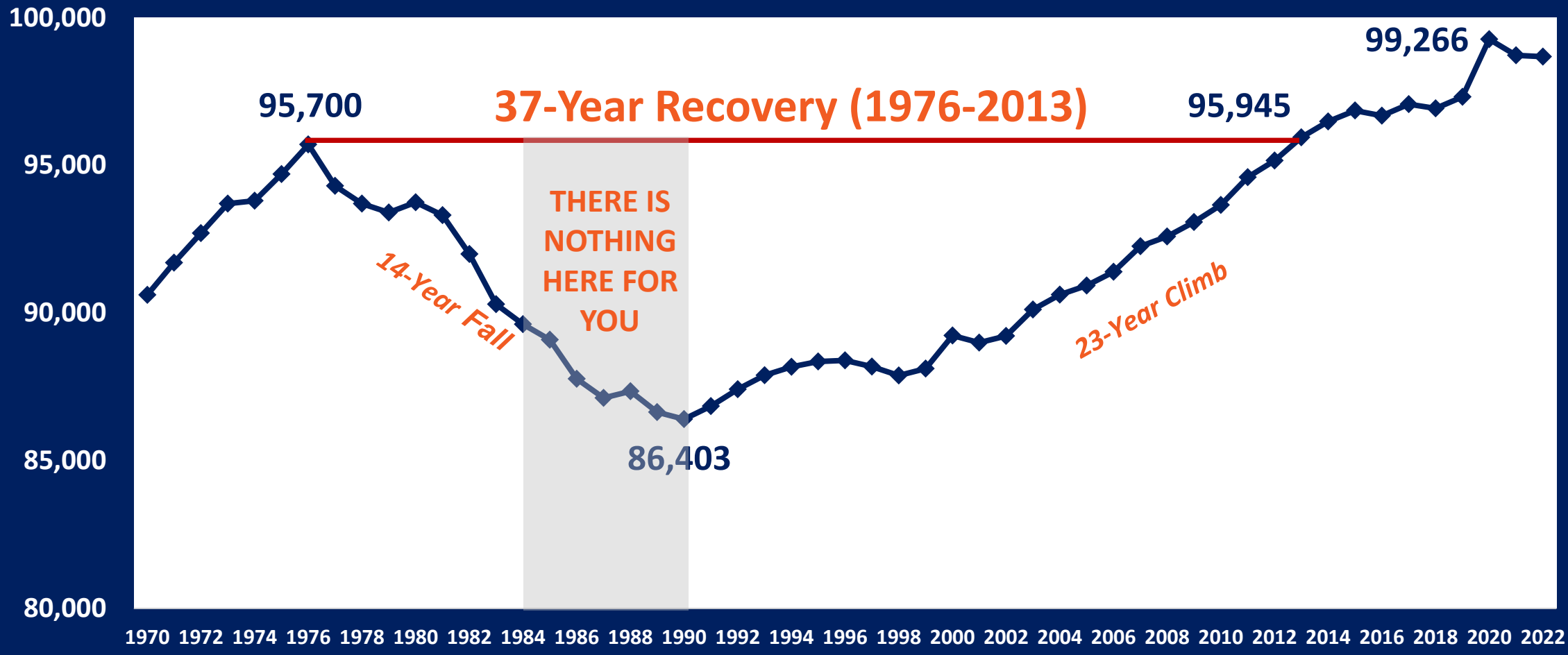
DUBUQUE COUNTY POPULATION ESTIMATES



Outperforming Most of Our Peers

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Percent Change in Population: 2010-2020

Metropolitan Statistical Area	% Change
Des Moines-West Des Moines Metro Area	16.7%
Iowa City Metro Area	15.2%
Ames Metro Area	7.3%
Cedar Rapids Metro Area	6.2%
Dubuque Metro Area	**4.2%**
Janesville-Beloit, WI Metro Area	2.1%
Sioux City, IA-NE-SD Metro Area	1.0%
Waterloo-Cedar Falls Metro Area	0.3%
Davenport-Moline-Rock Island Metro Area	-0.5%
Rockford, IL Metro Area	-3.0%
Peoria, IL Metro Area	-3.3%
Decatur, IL Metro Area	-6.1%

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Context for FY2026 Recommended Budget

Cost Increases

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Supply chain issues and rising prices for fuel, vehicles, equipment, construction materials, electronics, etc. impacting operating expenses

Recommended wage increases:

- **Police = 5%**
- **Fire = 3.5%**
- **Operating engineers = 3.5%**
- **2 Teamsters agreements still in negotiations**
- **Recommended 3% cost of living wage increase for non-bargaining unit employees and implementation of Compensation & Classification Study**

Community Safety

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- Recent addition of 10 Firefighter positions
- 4 major pieces of Fire Department equipment
- Continued aggressive deployment of security cameras
- Police Department's Precision Policing Center implementation
- New facility for 911 Emergency Communications Center

ALL CITY DEPARTMENTS SUPPORT PUBLIC SAFETY

Roads & Infrastructure

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- 10 miles of city streets repaved by Public Works
- Iowa DOT Studying US20 & Northwest Arterial intersection for full reconstruction ($5 million local match)
- 14th St. Overpass, improvements to Elm St. and 16th St., and other improvements in area: $43 million total ($3 million planning grant & $25 million implementation grant)
- South Port Mississippi River Floodwall improvements (partnering with USACE)

Roads & Infrastructure *(continued)*

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- Central Ave. & White St. corridor improvements ($8.1 million in CIP)
- Reimagine Comiskey Park Phase II ($1.7 million)
- Catfish Creek Sanitary Sewershed:
  Sewer and lift station = $50 million (seeking grants)
- $131 million in CIP for sanitary sewer expansion, upgrades and maintenance
- Replacement of 500 lead water service lines ($6 million)
- Water PFAS mitigation ($9.6 million) and new deep well ($4.5 million) part of Water Department's $27.8 million CIP

Economic Development

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- Investments in downtown, Central Avenue corridor, West End industrial parks, and Chaplain Schmitt Island access.
- CIP includes $23 million for Five Flags Center improvements
- Continued support of housing creation efforts
- Field of Dreams Project
- Development agreements for new hotels and inquiries about additional hotels
- University of Dubuque's John & Alice Butler School of Osteopathic Medicine

Improved Customer Service

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- Reorganization of Engineering Department to align work being performed with correct titles and compensation with a slight increase in FTE at a cost of just over $40,000.
- Reorganization of City Manager's Office eliminates a full-time position and converts currently vacant Director of Strategic Partnerships position from part-time to full-time at no increase in costs.
- Temporary position in the Sustainability Office set to expire in June 2025 is extended through June 2026

Opportunities for Grants & Forgivable Loans

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Totals to Date:

Grants to the City of Dubuque (Applicant): $33,384,233

Grants/Funds received Community-Wide:

- **ARPA Directed Allocated Funds: $26,522,200**
- **County ARPA Funds to Community Organizations: $15,743,338**
- **Total Federal, State, & Private Funds: $123,819,444**
- **Total Federal, State, County, & Private Funds: $141,562,782**

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Recommended FY2026 City Property Tax Rate

FY2022 – FY2025

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	Tax Rate Change	Cost Change for Avg. Homeowner
FY2022	-2.5%	0%
FY2023	-1.74%	+3%
FY2024	+1.96%	+3%
FY2025	+0.25%	+5%

Proposed City Property Tax Levy

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	FY2025	Proposed FY2026	% Change
Total Tax Levy	$28,233,757	$29,861,901	5.77%
Tax Rate	$9.92638	$10.06372	1.38%

Proposed Property Tax Levy

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	% Change from FY25	$ Change from FY25
Property Tax Rate	1.38%	$0.14
Property Tax Asking	5.77%	$1,628,144
Avg. Residential Property	3.90%	$33.38
Avg. Commercial Property	1.78%	$74.26
Avg. Industrial Property	1.71%	$85.68

City Property Tax Rate Comparison

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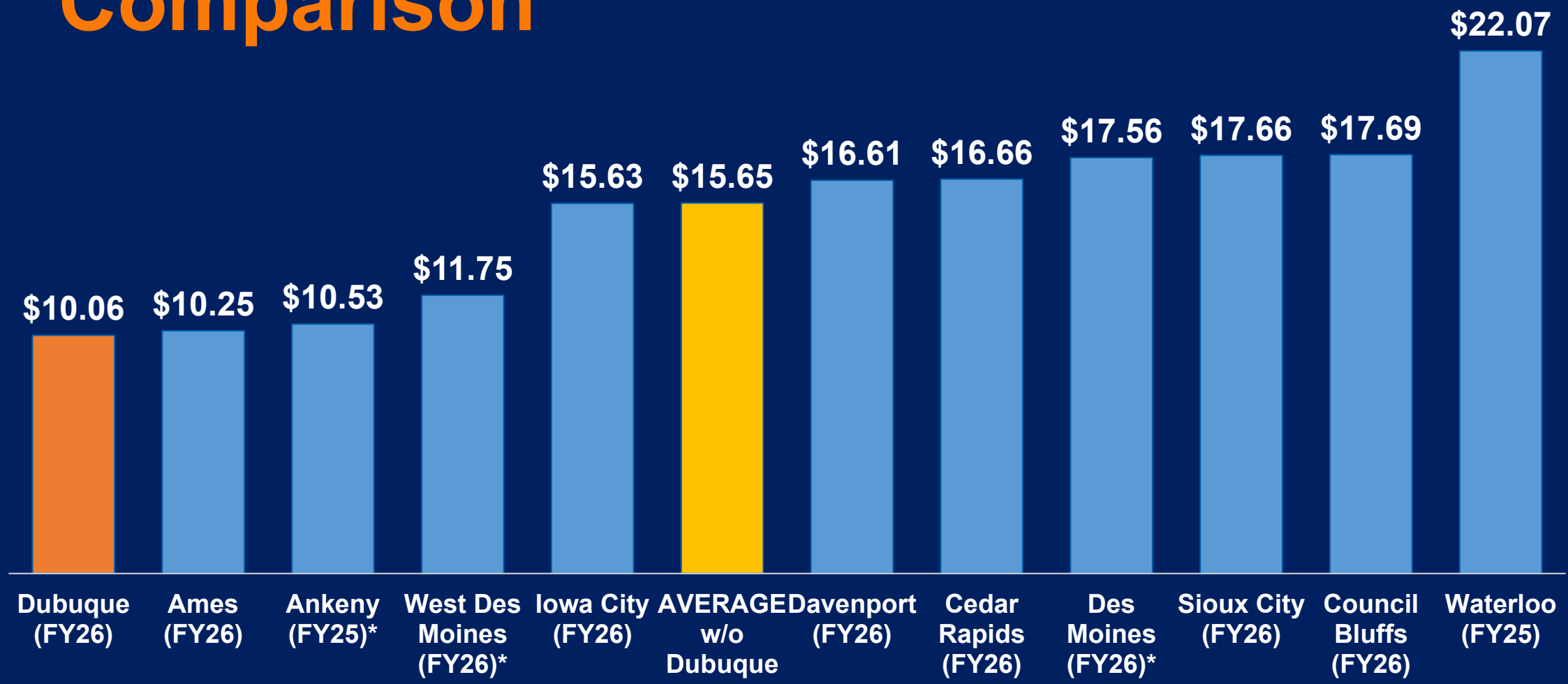

Waterloo = 119% higher than Dubuque

Average = 55% higher than Dubuque

Average Annual Increase: 1989-2026

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- Since 1989, the average homeowner has averaged an annual increase in costs in the City portion of their property taxes of +1.45%, or about +$9.28 a year.
- If the State had been fully funding the Homestead Tax Credit, the increase would have averaged about +$6.62 a year.

State's Residential Rollback

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- The State of Iowa's residential rollback factor will decrease from 46.3428% in 2025 to 47.4316% or a 2.35% increase in FY2026.
- This increase in the residential rollback factor increases the value that each property is taxed on.
- The increased taxable value for the average homeowner ($91,067 taxable value in FY2025 and $93,207 taxable value in FY2026) results in more taxes to be paid per $1,000 of assessed value.

State's Residential Rollback

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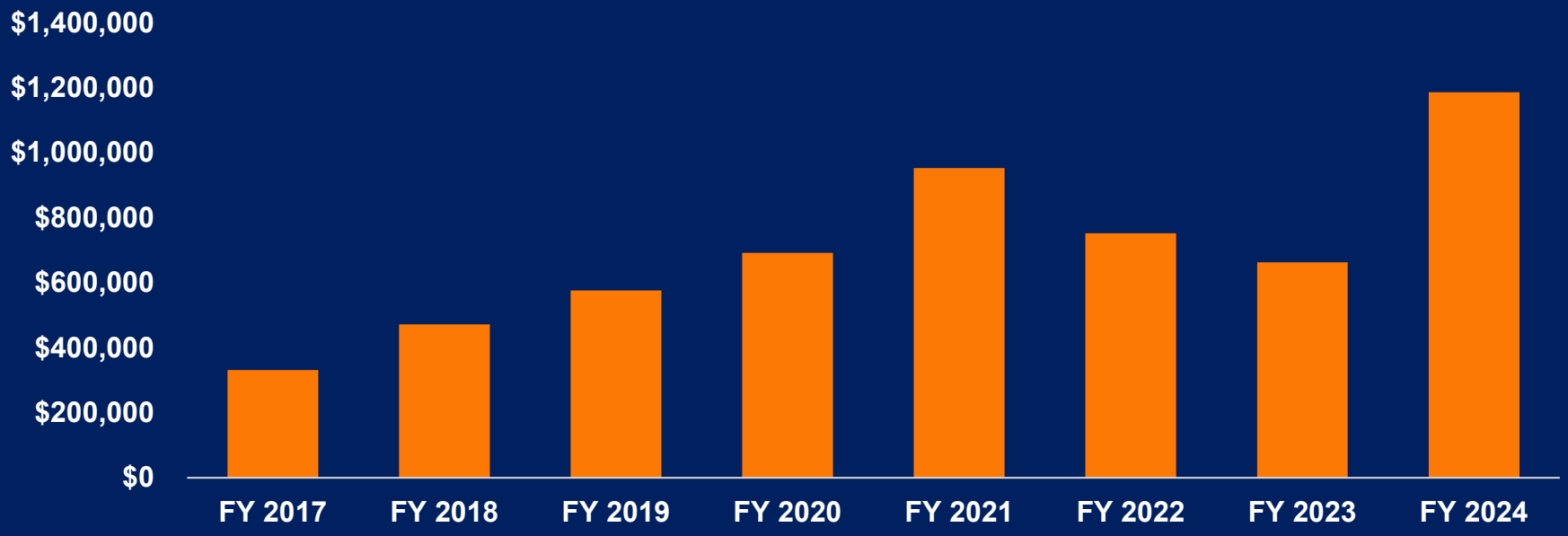
Annual Loss of Tax Revenue from Multi-Residential Property Rollback



The State of Iowa will not backfill property tax loss from the rollback on multi-residential property. The City will annually lose $1.2 million as a result.

Dubuque's total revenue loss for FY17-FY24 = $5.63 million

Significant Issues Impacting the FY2026 Budget

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- Multiresidential combined with Residential in FY2025
- Homestead Exemption for 65+ ($224,174 revenue reduction)
- Military Exemption ($68,016 revenue reduction)
- Riverfront Property Lease Revenue ($162,758 revenue increase)
- Local Option Sales Tax ($21,580 revenue reduction)
- Hotel/Motel Tax ($534,077 revenue increase)
- Moody's Upgrade of City Bond Rating (July 2023)

Significant Issues Impacting the FY2026 Budget

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- Decrease in gaming revenue -$192,217
- Increase in interest revenue +$582,042
- Decrease in gas and electric franchise fee revenue -$797,236
- Slight increase in City contribution to Municipal Fire and Police Retirement System (.09%)
- No change to City portion of health insurance expense
- Increase in electrical energy expense (20%)
- FY2026 debt for large infrastructure projects

Significant Issues Impacting the FY2026 Budget

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- 3.5% increase for Dubuque Professional Firefighters and International Union of Operating Engineers
- 5% increase for Dubuque Police Protective Association
- 3% for non-represented employees & implementation of Compensation & Classification Study
- Teamsters Local Union No. 120 Bus Operators and Teamsters Local Union No. 120 in negotiations

Estimated cost to General Fund = $2,026,133

Significant Issues Impacting the FY2026 Budget

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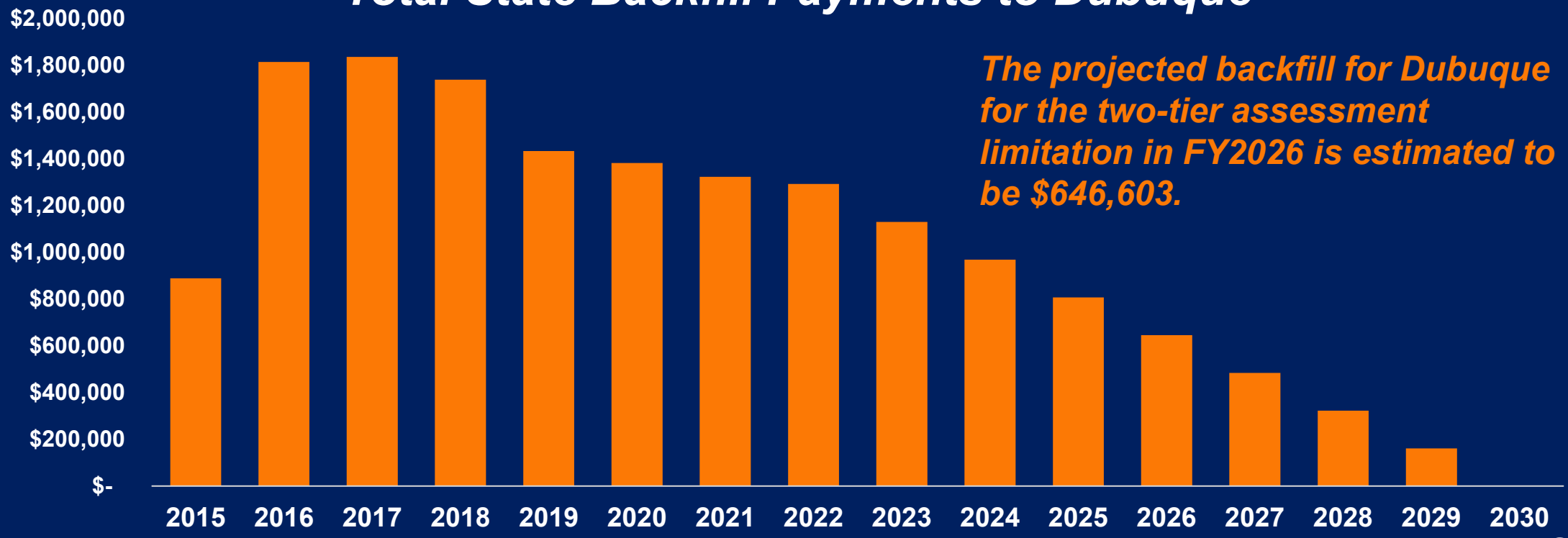
State-Funded Backfill on Commercial & Industrial Property Tax

Total State Backfill Payments to Dubuque



The projected backfill for Dubuque for the two-tier assessment limitation in FY2026 is estimated to be $646,603.

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Recommended 5-Year Capital Improvement Program

Recommended 5-Year CIP

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Emphasis is modernization, maintenance, and extension of sanitary sewer system to accommodate growth the City is currently experiencing and anticipating

CIP Budget:

From Jan. 2025 – Dec. 2029, the City will spend over $131 million on sanitary sewer and wastewater treatment plant improvements.

Recommended 5-Year CIP

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- City will issue $152,147,710 in new debt in the recommended 5-year CIP.
- City will retire $139,519,604 of existing debt
- Increase of City debt by $12,628,106

Recommended 5-Year CIP

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For FY2026, the City's use of the statutory debt limit would be 33.50%.

By the end of the recommended 5-Year CIP budget in FY2030, the City would be at 32.90% of the statutory debt limit.

Recommended 5-Year CIP

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Strategic Use of Debt for Infrastructure Projects:

1. The older a piece of infrastructure gets and the more it is allowed to deteriorate, the more costs increase
2. The longer the wait to invest in infrastructure, the more costs are increased by inflation
3. If the investment in infrastructure is not made in this interest rate environment, it will eventually need to be made when interest rates could be potentially higher, thereby increasing costs
4. The massive amount of federal grant money that is being made available

Recommended 5-Year CIP

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The City will issue $152,147,710 in new debt in the Recommended 5-year CIP, mostly for:

- **Sanitary Sewer Projects $78,399,027**
- **Five Flags Renovation $22,890,869**
- **Water Projects $15,956,673**
- **Fire Equipment & Improvements $7,159,368**
- **Central Ave Corridor $6,440,000**
- **Federal Building Renovation $5,640,000**
- **Parking Ramp Maintenance $5,240,000**
- **Airport Improvements $2,291,499**
- **Park Development $2,202,000**

Major Projects Included in 5-Year CIP

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- Catfish Creek Sewershed Interceptor Sanitary Sewer Improvements: $47 million total
- Water & Resource Recovery Center High Strength Waste: $6.2 million total
- Water & Resource Recovery Center Industrial Controls Update: $3 million total
- Water & Resource Recovery Center BOD Capacity Upgrades: $1.1 million total

Major Projects Included in 5-Year CIP

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- Southwest Arterial Water Main Extension: $1.7 million total
- Private Lead Water Service Line Replacement Project: $5.7 million total
- Source Water PFAS Reduction Project: $9.5 million total
- Water Third Pressure Zone Connection (from Tanzanite Drive to Olympic Heights): $2 million total

Major Projects Included in 5-Year CIP

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- Kerper Blvd. Sanitary Sewer Lift Station Replacement: $1.5 million ARPA Grant (Total project cost = $1.5 million)
- Bee Branch Gate & Pump Replacement: $28.2 million total ($8 million US EDA Grant)
- 14th Street Overpass: $43 million total
  - $25 million RAISE Grant
  - $9.2 million DMATS
  - Support from Dubuque Racing Association

Major Projects Included in 5-Year CIP

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Northwest Arterial & US20/Dodge Street Intersection Improvements: $17.5 million total

- **$12 million Iowa DOT allocation, $5.5 million City contribution**

Streets

- **10 miles of asphalt overlay projects by Public Works**
- **14th Street Overpass, Roundabouts, & Related Improvements**
- **Central Avenue Corridor Improvements**

Percentage of Legal Debt Limit Utilized

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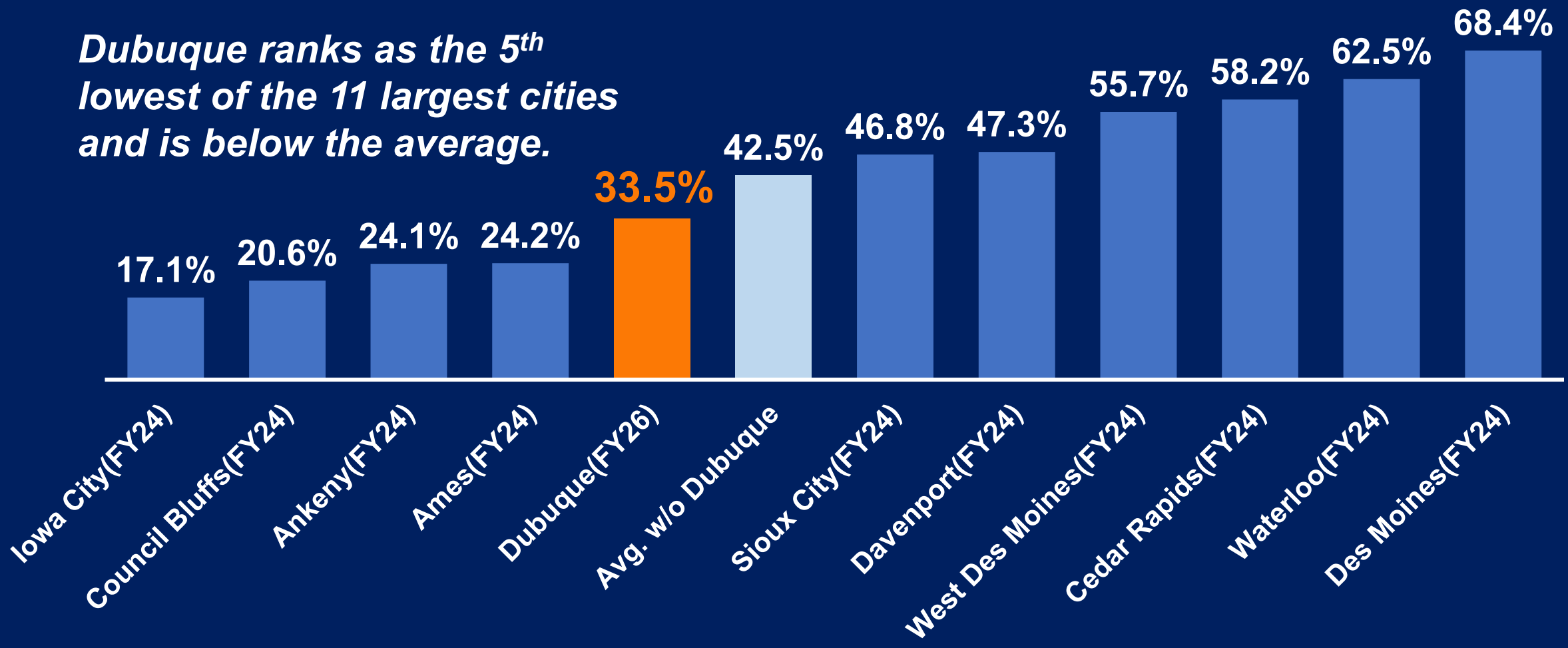
Dubuque ranks as the 5th lowest of the 11 largest cities and is below the average.



Des Moines is 104% higher and the average is 27% higher than Dubuque

Retired Debt vs. New Debt

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- **The total City indebtedness as of June 30, 2026, is projected to be $167,789,201 (33.50% of statutory debt limit).**
- **The total City indebtedness as of June 30, 2015, was $295,561,181 (90% of statutory debt limit).**
- **The City is projected to have $8,483,725 more in debt as of June 30, 2026.**

The combination of reduced debt and increased utility rates partially reflects the movement to a more "pay as you go" strategy, which could lead to larger tax and fee increases than with the use of debt.

Retired Debt vs. New Debt *(in millions)*

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The FY25 debt issuance was a combination of three years of debt funding for projects. In that three-year period, the City retired $60.72 million in debt and issued $84.11 million in debt.

Statutory Debt & Total Debt

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FY2015: Dubuque used 90% of statutory debt limit

FY2026 Budget Recommendation: use of statutory debt limit is 33.50%

By the end of the recommended 5-Year CIP budget in FY2030, the Dubuque would be at 32.90% of statutory debt limit.

Projections out 10 years to FY2035 show Dubuque at 19.66% of statutory debt limit

Reduction of Statutory Debt Limit Used *(FY26 Recommended)*

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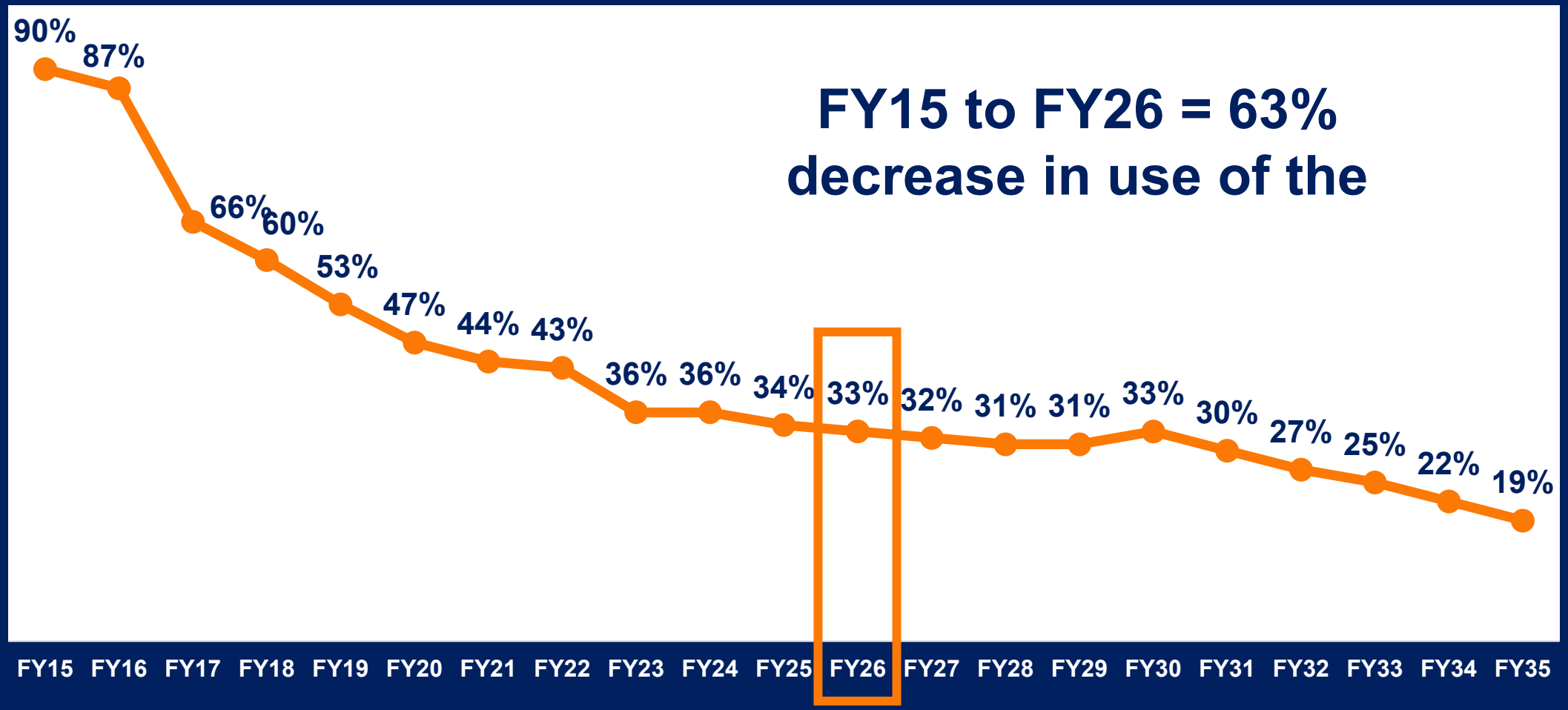

General Fund Reserves

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- Moody's Investor Service recommends a 35% General Fund Operating Reserve for "AA" rated cities.
- In July 2023, Moody's Investor Service upgraded the City's outstanding general obligation bonds from Aa3 to Aa2, as well as the outstanding Sales Tax Increment Revenue bonds from A2 to A1.
- In January 2025, Moody's Investor Services affirmed Dubuque's Aa2 credit rating

"…the City of Dubuque's local economy benefits from its role as a regional economic center, with solid resident income and full value per capita. Financial operations are strong and will remain so despite declines in fund balance over the next few years, as it expends funds from the pandemic. Long-term liabilities and fixed cost ratios are moderate and will remain so despite future borrowing needs."

General Fund Reserve Projections

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	City's Spendable General Fund Cash Reserve	% of Projected Revenue	Moody's New Methodology
FY2025	$38,026,193	44.41%	58.25%
FY2026	$32,226,193	37.64%	54.09%
FY2027	$32,226,193	37.64%	49.92%
FY2028	$32,226,193	37.64%	45.76%
FY2029	$26,388,917	37.64%	41.59%
FY2030	$32,226,193	37.64%	39.80%

Recommended Rates & Fees

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	FY2025 Rate	Recommended FY2026 Rate	% Change	Avg. Monthly Cost Change
Water	$40.14	$43.74	9%	+$3.60
Sanitary Sewer	$54.78	$59.70	9%	+$4.92
Curbside Collection	$17.25	$18.11	5%	+$0.86
Stormwater	$10.50	$11.03	5%	$0.53

Average monthly cost for City utilities would increase by $9.91.

The City offers income-qualified residential customers a base fee reduction for all four utilities of up to 50%.

Improvement Packages

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For FY2026 there are $2,309,628 in general fund improvement requests, of which $1,714,247 are recurring and $595,380 are non-recurring.

There is $261,720 recommended in non-recurring and $608,385 in recurring improvements.

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If the City Council approves the budget recommendation, it will support continued investment in the people, businesses, and organizations that are making a difference in our community, and continued investment in the infrastructure that must exist for Dubuque to continue to thrive.

FY2026 Budget Public Input Opportunities

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- **Public Meetings: April 2, 3, 8, 9, 10, 22, 24**
- **Public Hearing to Adopt: April 28**
- **Budget Comment Form at www.cityofdubuque.org/FY2026budget**
- **Contact City Council: www.cityofdubuque.org/councilcontacts**