



CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Q Casino - 1855 Greyhound Park Rd.
Reflections B Room
September 23, 2025 at 4:00 PM

SPECIAL SESSION

- 1) **Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project - (Catfish Creek Middle Fork): Consulting Engineering Services Contract Execution**
City Manager recommending City Council execute the negotiated contract with HDR Engineering for engineering services for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).
RESOLUTION Executing Professional Design Services Consultant Contract With HDR Engineering To Complete The Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork)
Suggested Disposition: Receive and File; Adopt Resolution(s)
- 2) **Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project - (Catfish Creek South Fork): Consulting Engineering Services Contract Execution**
City Manager recommending City Council execution of the engineering services contract with Foth Infrastructure & Environment for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).
RESOLUTION Executing Professional Design Services Consultant Contract With Foth Infrastructure & Environmental, LLC To Complete The Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork)
Suggested Disposition: Receive and File; Adopt Resolution(s)
- 3) **Annual Goal Setting - Session 2 of 3**
The Dubuque City Council will hold the second of three sessions for their annual goal-setting.

ADJOURNMENT

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

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

Written comments regarding the above items may be submitted to the City Clerk's Office at cityclerk@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.

TO: The Honorable Mayor and City Council Members

FROM: Michael C. Van Milligen, City Manager

SUBJECT: Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project
(Catfish Creek Middle Fork) [CIP #5581500053]
Consulting Engineering Services Contract Execution

DATE: September 22, 2025

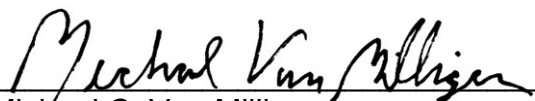
City Engineer Gus Psihoyos is recommending City Council execution the negotiated contract with HDR Engineering for engineering services for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

On August 4, 2025, The Engineering Department requested authorization to negotiate an engineering services contract with HDR Engineering to provide for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

The Engineering Department has successfully negotiated a scope of services and fees, with HDR Engineering, for engineering services that will provide for the City's overall project objectives and long-term goals of the sanitary sewer system.

The project design will be funded with revenue from a State Revolving Fund (SRF) Planning and Design (P&D) Loan in the amount of \$3,600,000 for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork) [CIP# 5581500053]. The specific design fee will be negotiated.

I concur with the recommendation and respectfully request Mayor and City Council approval.


Michael C. Van Milligen

MCVM:sv
Attachment

cc: Crenna Brumwell, City Attorney
Cori Burbach, Assistant City Manager

Gus Psihoyos, City Engineer
Jenny Larson, Chief Financial Officer
Laura Bendorf, Budget Manager
Todd Irwin, Water Resources Project Supervisor
Maxwell O'Brien, Civil Engineer

TO: Michael C. Van Milligen, City Manager

FROM: Gus Psihoyos, City Engineer

DATE: September 22, 2025

SUBJECT: Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project
(Catfish Creek Middle Fork) [CIP #5581500053]
Consulting Engineering Services Contract Execution

INTRODUCTION

The purpose of this memo is to seek execution of the negotiated design contract with HDR Engineering to provide engineering services for the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

BACKGROUND

The Fiscal Year 2026 proposed CIP Catfish Creek Sewershed Interceptor Sewer Improvements – Middle Fork (now referred to as “Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork)”) [CIP# 5581500053] budget includes a total budget \$23,800,00.00 for the project design and construction, with revenue from State Revolving Fund Loans and Sanitary Sewer Construction Funds. The initial project efforts in FY26 will be for the design and permitting of the project.

This project provides for systematic upgrades to the Catfish Creek Sanitary Interceptor Sewer system which branches out along the Middle Fork Catfish creek. The system will also be upsized along the Middle Fork Catfish Creek from Old Mill Road 9.9 miles to the Dubuque Industrial Center West. The Catfish Creek Interceptor Sewer was constructed circa 1960. Extending westward from the Water & Resource Recovery Center, it has allowed for the development of nearly 2,500 acres over the last two decades which includes residential subdivisions, the Dubuque Industrial Center West, and service to the Dubuque Metro Solid Waste Agency. The existing sanitary sewer was identified as being at or exceeding capacity. The funding request will provide for the design, permitting, and easement acquisition for sewer upsizing along the Middle Fork interceptor from Old Mill Road to Brunskill Road.

On June 6, 2025, the City advertised a Request for Qualifications (RFQ) to retain a professional service consultant to aid the to assist with the development of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

On August 4, 2025, The Engineering Department requested authorization to negotiate an engineering services contract with HDR Engineering to provide for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

DISCUSSION

The Engineering Department has successfully negotiated a scope of services and fees, with HDR Engineering, for engineering services that will provide for the City's overall project objectives and long-term goals of the sanitary sewer system.

The City has received and reviewed the attached Scope of Services from HDR Engineering. The attachments provided describe each task series below in more detail:

- Task Series 100: Project Management
- Task Series 200: SRF Program & Facility Plan
- Task Series 300: Topographic Survey
- Task Series 400: Design Phase Services
- Task Series 500: Easement & Property Acquisition
- Task Series 600: Bidding Phase Services
- (As Authorized Services) Task Series 700: Construction Phase Services

RECOMMENDATION

I recommend that the execution of this contract be placed on the soonest available City Council meeting agenda in order to support the accelerated schedule of this project.

I further recommend that the City enter into the engineering services contract with HDR Engineering for engineering services for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

BUDGET IMPACT

The project design will be funded with revenue from a State Revolving Fund (SRF) Planning and Design (P&D) Loan in the amount of \$3,600,000 for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork) [CIP# 5581500053]. The specific design fee will be negotiated.

The total SRF Planning and Design loan request that was approved by Council during the April 7, 2025 meeting is summarized as follows:

Description	Estimate
Administrative, Financial & Legal expenses	\$ 100,000
Engineering Planning & Design expenses	\$ 2,650,000
Land (only after Environmental Review Clears)	\$ 500,000
Archaeological/Environmental	\$ 300,000
Equipment	\$ 50,000
Total Planning & Design Loan Request	\$ 3,600,000

The total project funding adopted in the FY26 CIP budget is summarized as follows:

Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork) Funding					
Fund Source	FY26	FY27	FY28	FY29	TOTAL
Sanitary Sewer Construction Fund	\$ 250,000	\$ 250,000	\$ 0	\$ 0	\$ 500,000
*SRF Loan Engineering & Design	\$ 500,000	\$1,500,000	\$1,300,000	\$ 300,000	\$23,300,000
*SRF Loan Construction	\$ 500,000	\$4,650,000	\$5,950,000	\$8,200,000	
*SRF Loan Easement & Land Acquisition	\$ 0	\$ 400,000	\$ 0	\$ 0	\$ 400,000
TOTAL	\$1,250,000	\$6,550,000	\$7,500,000	\$8,500,000	\$23,800,000

**Note: The SRF Loan amount shown in the CIP budget reflects both the SRF Planning & Design Loan already acquired in April 2025 as well as the separate SRF Construction Loan to be acquired in the future through the design process, anticipated to be obtained during FY27.*

The estimated fee for each of the identified task series described in the attachments are as follows:

Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork) Estimated Fee by Task Series and Expenditures by Fiscal Year					
Task Series Description	FY26	FY27	FY28	FY29	Total Fee (Not to Exceed)
Task Series 100:	\$81,876	\$71,642	\$30,703	\$20,469	\$204,690
Task Series 200:	\$153,487	\$-	\$-	\$-	\$153,487
Task Series 300:	\$184,837	\$-	\$-	\$-	\$184,837
Task Series 400:	\$955,837	\$514,681	\$-	\$-	\$1,470,518
Task Series 500:	\$4,163	\$16,652	\$-	\$-	\$20,815
*Task Series 600:	\$-	\$45,567	\$-	\$-	\$45,567
**Task Series 700:	\$-	\$437,580	\$729,301	\$291,720	\$1,458,601
Total Expenditures (Not to Exceed)	\$1,380,200	\$1,086,122	\$760,004	\$312,189	\$3,538,515

**Note: There is a potential that the project will be split into multiple bid packages due to funding or property acquisition schedule. If this occurs, the bidding (task 600) and construction (task 700) fees would increase by ~\$50,000 and \$500,000 respectively.*

***Note: Task 700 includes on site construction inspection services by HDR Engineering totaling ~\$772,000; this fee will only be awarded as authorized by the City at the time the project is bid for construction. Costs incurred by task series 700 will be paid for under a separate SRF Construction Loan to be acquired in the future through the design process.*

BUDGET COMMITMENT

Due to the magnitude of anticipated costs for this project, and in an effort to keep sanitary sewer utility rates low, the project was funded through multiple fiscal years (FY26-29). The FY26 CIP budget was initially estimated and submitted in late 2024, well prior to the application deadline for the SRF Planning & Design Loan (P&D Loan) on April 1, 2025. The submitted FY26 CIP budget was used as support documentation for the P&D Loan, which was closed in July 2025, with the full amount currently available for the City to utilize for the design of this project. **SRF Planning & Design loans are interest free and do not require payments or repayment of the loan amount for up to three years.** At the end of the three year period, the P&D Loan must be rolled into the SRF construction loan for the project being designed, or be repaid to the SRF Program. The tables above identify the SRF P&D Loan amount of \$3,600,000, of which a portion is intended to fund the HDR design contract Tasks 100 through 600 in the amount of \$2,079,914. The remaining balance of the SRF P&D Loan will be utilized to pay for other design related services outside of the HDR Engineering contract, such as staff time and geotechnical investigations.

It is important to note that the City Council has already authorized encumbering future fiscal year budgets, for this project, (April 7, 2025 City Council meeting) by authorizing the P&D loan application submittal and closing on the SRF P&D loan. The City Council's action committed the City to encumbering the future FY26 budget amount and a portion of the future FY27 budget amount for the repayment of the P&D loan. Typically, the repayment amount, of the P&D loan, will be included as part of the SRF construction loan amount. The funding to construct this infrastructure project is currently budgeted for FY27 through FY29.

BUDGET CORRECTION

As shown in the Budget Impact portion of this memo, the anticipated yearly expenditures identified for FY26 will exceed the approved FY26 CIP funding.

- Approved FY26 SRF Funding: \$1,000,000
- Anticipated FY26 SRF Expenditures for Design: \$1,380,200

Since the initial FY26 budget submittal, staff have identified that the FY26 budget expenditure showed \$500,000 of Engineering & Design and \$500,000 of construction. Construction for this project is not anticipated to begin until at least FY27, so the full \$1,000,000 of identified SRF expenditures for this project will be identified for Engineering & Design and not for construction.

Again, it is important to note that the P&D Loan was closed in July 2025, with the full amount currently available for the City to utilize for design of this project. The fees for the HDR Engineering contract are within the total amount of the executed P&D Loan.

Engineering will be adjusting the requested CIP funding for this project through the FY27 budget request process to include all funding for construction in FY27 so that all budgeted funding is available to support the SRF Construction loan application, and to open a purchase order for the full amount of the construction contract. The table "Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork) Funding" under the Budget Impact portion of this memo summarizes the current funding allocations per fiscal year for this project.

ACTION TO BE TAKEN

I respectfully request execution the negotiated contract with HDR Engineering for engineering services for the design of the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork).

Prepared by Maxwell O'Brien, Civil Engineer

cc: Jenny Larson, Chief Financial Officer

Laura Bendorf, Budget Manager

Todd Irwin, Water Resources Project Supervisor

Maxwell O'Brien, Civil Engineer

**AGREEMENT BETWEEN OWNER AND
HDR ENGINEERING, INC. FOR PROFESSIONAL SERVICES
AGREEMENT NUMBER _____**

THIS AGREEMENT is made as of this 16th day of September, 2025, between CITY OF DUBUQUE, IOWA (“OWNER”), and HDR ENGINEERING, INC., (“ENGINEER” or “CONSULTANT”) for services in connection with the project known as OLD MILL LIFT STATION PHASE 3 (“Project”);

WHEREAS, OWNER desires to engage ENGINEER to provide professional engineering, consulting and related services (“Services”) in connection with the Project; and

WHEREAS, ENGINEER desires to render these Services as described in SECTION I, Scope of Services.

NOW, THEREFORE, OWNER and ENGINEER in consideration of the mutual covenants contained herein, agree as follows:

SECTION I. SCOPE OF SERVICES

ENGINEER will provide Services for the Project, which consist of the Scope of Services as outlined on the attached Exhibit A.

SECTION II. TERMS AND CONDITIONS OF ENGINEERING SERVICES

The City of Dubuque Contract Terms and Conditions, which are attached hereto in Exhibit C1, are incorporated into this Agreement by this reference as if fully set forth herein.

The HDR Engineering, Inc. Terms and Conditions, which are attached hereto in Exhibit C2, are incorporated into this Agreement by this reference as if fully set forth herein.

SECTION III. RESPONSIBILITIES OF OWNER

The OWNER shall provide the information set forth in paragraph 6 of the attached “HDR Engineering, Inc. Terms and Conditions for Professional Services.”

SECTION IV. COMPENSATION

Compensation for ENGINEER’S services under this Agreement shall be in accordance with paragraph 11 of the attached HDR Engineering, Inc. Terms and Conditions.

Compensation shall be in accordance with the Resource Category Bill Rates which are attached hereto in Exhibit E, Standard Fee Schedule. Labor rates in Exhibit E, Standard

Fee Schedule, to be escalated annually on January 1 for each subsequent year for duration of contract.

Compensation for the Scope of Services described in Exhibit A shall not exceed \$3,538,515. Summary of the anticipated fee is shown below:

Task #	Task Name	Total (\$)
100	Project Management	\$ 204,690
200	SRF Program & Facility Plan	\$ 153,487
300	Topographic Survey	\$ 184,837
400	Design Phase Services	\$ 1,470,518
500	Easement & Property Acquisition	\$ 20,815
600	Bidding Phase Services	\$ 45,567
700	Construction Phase Services	\$ 1,458,601
	Total:	\$ 3,538,515

SECTION V. PERIOD OF SERVICE

Upon receipt of written authorization to proceed, ENGINEER shall perform the services described in Exhibit A within the time periods described in Exhibit B, Milestone Schedule.

Period of Service: September 16, 2025 to December 31, 2028.

Unless otherwise stated in this Agreement, the rates of compensation for ENGINEER'S services have been agreed to in anticipation of the orderly and continuous progress of the project through completion. If any specified dates for the completion of ENGINEER'S services are exceeded through no fault of the ENGINEER, the time for performance of those services shall be automatically extended for a period which may be reasonably required for their completion and all rates, measures and amounts of ENGINEER'S compensation shall be equitably adjusted.

SECTION VI. SPECIAL PROVISIONS

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first written above.

City of Dubuque, Iowa

“OWNER”

BY: _____

NAME: Mike Van Milligen

TITLE: City Manager

ADDRESS: 50 West 13th Street
Dubuque, IA 52001

HDR ENGINEERING, INC.

“ENGINEER”

BY: _____

NAME: Ann Williams

TITLE: Senior Vice President

ADDRESS: 1917 South 67th Street
Omaha, NE 68106-2973

EXHIBIT A

SCOPE OF SERVICES

Version: September 4, 2025

The Scope of Services to be performed by the Consultant shall include the Services and supplies to implement the tasks defined below.

DESCRIPTION & OBJECTIVE:

This Scope of Services is for Consultant to provide engineering services to the City of Dubuque for the design of the Old Mill Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork). The scope of services is to include design survey, facility planning, design development, construction documents, bidding support, and construction phase services. EXHIBIT F provides an initial concept of the potential project alignment and the basis for this scope of services.

TASK SERIES 100 – PROJECT MANAGEMENT

ENGINEER ACTIVITIES:

101 – Monitoring Project Schedule

- Engineer shall prepare and submit monthly progress updates via email to the Owner project manager, outlining the following:
 - Activities during reporting period.
 - Activities planned for each milestone.
 - Problems encountered and recommended solutions.
 - Overall project status.
- If design work is not progressing in a manner to comply with the anticipated completion date, the Engineer will provide a summary of the actions to be taken to reduce or eliminate potential delays in completing the design in accordance with the planned schedule

102 – Monitoring Project Scope

- The Engineer shall inform the Owner of services required which may not be included in the scope of the design services contract approved by the Owner for this Project. It will be the responsibility of the Engineer to make the Owner aware of potential amendments to the contract before the services are rendered. The Owner shall issue a Contract Amendment prior to the Engineer performing out of scope work.

103 – Project Meetings

- The Engineer's Project Manager will meet with the Owner Project Manager weekly to review progress and to discuss specific coordination needs to support the timely implementation of the project.
- There will be numerous project implementation meetings as defined within the tasks below. The project meetings within the Tasks below will serve to establish design parameters, promote a dialog between the various entities, improve the decision-making process, and expedite design development. The Engineer shall keep documentation of relevant communications. Meetings will be virtual or will be held at the City's offices depending on agenda and as agreed upon. The Engineer will prepare and distribute meeting agenda prior to the respective meeting. The Engineer will provide a meeting summary to the Owner timely after the respective meeting has been completed.

104 – Invoice Processing and Review

- Engineer shall create, process, and review invoices to meet Owner standards, and necessary information is included. Engineer shall coordinate with Owner staff as necessary and answer questions, verify percent work completed on project is in line with percent billed, and includes other general project administration necessary to implement the project.

105 – Risk Management

- Engineer shall monitor, track, and document risk management throughout the project. Engineer will develop and maintain a project risk register to determine potential risk factors that the Owner will face as part of the project. The project risk register will be updated at key project milestones and reviewed with the Owner.

ASSUMPTIONS:

- Meetings:
 - Weekly City/HDR PM coordination calls.
- Owner will provide timely review and processing of monthly progress report and invoices.
- Owner will provide timely review and comment on Project deliverables.
- Owner will coordinate Owner staff participation and actively participate in Meetings and Workshops.
- Design, Bidding and Construction Phase Services duration of 40 months (Design & Bidding 16 | Construction 24).

DELIVERABLES:

- Monthly Invoices and Progress Reports.
- Maintained Project Schedule.
- Maintained Project Risk Register.

TASK SERIES 200 – SRF PROGRAM SUBMITTALS AND FACILITY PLAN PREPARATION

ENGINEER ACTIVITIES:

201 - Project Kick-off Meeting

Engineer will plan, coordinate, and lead a project kick-off meeting with the Owner. Aspects of the meeting/workshop to include (but not limited to):

- Review and establish Project goals.
- Identify Owner concerns and potential obstacles.
- Review and confirm project procedures, protocols, communication paths, and project requirements.
- Review and confirm Scope of Services and overall schedule as required.
- Obtain and compile background information.
- Discuss preliminary alignments for the sanitary sewer.
- Confirm accessibility for the proposed sanitary sewer for conducting geotechnical investigations and surveys.
- Establish key design parameters.
- Summarize and distribute meeting summary.

202 – Facility Planning

- Engineer will develop the facility plan in accordance with the Iowa Department of Natural Resources Exhibit 9B – Preliminary Review of Facility Plan Checklist.
- Engineer will develop the Work Record Request to schedule and participate in the IDNR Project Initiation Meeting. Intent is to submit this to IDNR directly upon receiving Notice To Proceed.
- The facility plan will coordinate with the SRF environmental Review Checklist documentation and identify strategies for mitigation of environmental impacts.
- The facility plan will define a pre final alignment to be used as the basis of design, consider right of way impacts and alternative construction strategies, determine mitigation strategies for limiting potential environmental impacts, consider construction staging and bypass pumping impacts, consider utility conflicts and easements and address issues presented in the project challenges map.
- The facility plan process will initiate coordination with Canadian National Railway.
- The facility plan will present the initial opinion of probable construction cost (OPCC) and initial

construction schedule. The OPCC will be updated as timely as possible to support the City's capital planning process. An associated draw schedule will also be developed.

203 – Wetland Delineation

- This Task will be completed by Terracon via a sub-agreement with Engineer.
- Investigate project areas for the presence of wetlands and water resources. Delineate and characterize the type, size, and location of identified resources.
- Perform standard wetland delineations in accordance with the latest version of the Corps of Engineers Wetlands Delineation Manual and the Regional Supplement to the Corps of Engineers Wetland Delineation Manual: Midwest Region.
- Document findings in a Wetland Delineation Technical Memorandum.

204 – SRF Environmental Review Checklist Documentation

- Engineer will obtain available data on relevant aspects of the existing physical location conditions associated with the Project in accordance with the SRF Environmental review checklist. Also, obtain Project limits of construction and determine how they relate to potential impacts to Waters of the U.S..
- Engineer will conduct a visual assessment of the project corridor and conduct a windshield survey of the properties within 1/4-mile of the project area. Engineer will visually observe the project area, and structures located therein, to the extent that they are observable, for environmental concerns. Engineer will provide photographic documentation of the assessment to document observations.
- Engineer will obtain and review ancillary local data including National Wetland Inventory (NWI) mapping, hydric soil mapping, USGS topographic mapping, and aerial photography. Engineer will coordinate the facility plan site visit with obtaining site photography.
- Engineer will prepare the exhibits for the Iowa DNR Flood Plain Management and Sovereign Lands/Environmental Review. Engineer will request Base Flood Elevation and request guidance for construction in and around flood plains. Engineer will communicate and coordinate with the IDNR Environmental Review Specialist to identify design changes that limit compensatory mitigation efforts.
- Engineer will prepare the exhibits for the US Army Corps of Engineers Regulatory Request System. Engineer will attend and participate in a pre-application consultation with the USACE if necessary.

205 – IUP Application Support

- Engineer will support the City of Dubuque in preparation of the Intended Use Plan Application and associated checklist items associated with design.

206 – City Development Review Team

- Engineer will support city staff with the City of Dubuque Review Process.

ASSUMPTIONS:

- Meetings:
 - Project Kick-off Meeting.
 - IDNR Project Initiation Meeting.
 - USACE pre-application consultation meeting.
 - Draft Facility Plan review meeting with Owner.
- Owner to provide access to the site of the Project as required for Consultant's performance of the Scope of Services.
- Owner to participate in Project Kickoff Meeting.
- Owner to provide background information including, but not limited to, the following:
 - Aerial photography and topography of the Project area available.
 - Information regarding existing horizontal and vertical control in the Project corridor.
 - Record drawings for the immediate upstream, immediate downstream and parallel sanitary sewers as available.
 - Relevant historic flow metering data.
 - Other available information as identified and/or as the need arises.

- Site specific habitat/species surveys are not included at this time.
- Wetland Delineation to be completed by Terracon via sub-agreement with Engineer.

DELIVERABLES:

- Content for SRF Environmental Review Check-list.
- Wetlands Delineation Technical Memorandum.
- Draft and Final Facility Plan

TASK SERIES 300 – TOPOGRAPHICAL SURVEY

ENGINEER ACTIVITIES:

301 - Survey kickoff meeting.

Engineer will plan, coordinate, and lead a survey coordination kick-off meeting with the Owner and Owner's survey representatives. This meeting will coincide with the Geotechnical Investigation kick-off meeting.

302 – Site Topographical Survey

- This Task will be completed by Origin Design via a sub-agreement with Engineer.
- EXHIBIT G provides an initial survey area map.
- A Topographical Survey will be performed to provide horizontal and vertical locations of the existing ground and site features along the project corridor. The corridor of the project will include existing railroad, sanitary sewer and Middle Fork Catfish Creek. Existing site features that will be located include mark underground utilities, sanitary manholes, utility poles and boxes, storm sewer, box culverts, fences, driveways, access routes, buildings and changes in grade. Project control to be provided by City and will be completed on Iowa North Zone 1401 State Plane system having a horizontal datum of NAD 83 (2011) and vertical data datum of NAVD 88 (GEOID 18). Additional project control will be set to be visible point to point for length of project. Project benchmarks to be established at intervals not to exceed 800 feet.
- Develop an as-built survey of the Phase 1 Lift Station structures and locate critical tie-in locations and elevations. Plans for Phase 1 Lift Station to be coordinated with the City.
- 7 railroad bridge structures will be scanned utilizing SX10 total station/scanner. The project corridor is in difficult terrain and completing scans will be as accurate and efficient as possible. Portions of the railroad corridor may also be scanned depending on flagger availability and existing site conditions.
- Place plastic delineators at existing sanitary manholes. Plastic delineators are to be provided by City.
- Provide layout of proposed boring locations.
- Coordinate utility locates with Iowa One Call requesting utility mapping and locates.
- Coordinate with Canadian National Railway for right of entry and flagger protection.
- Coordinate with City on site access and verify owners with site access restrictions.

ASSUMPTIONS:

- Meetings:
 - Survey & Geotechnical Investigation Joint Kick-off Meeting.
- Survey will be completed by Origin Design via sub-agreement with Engineer.

DELIVERABLES:

- ACAD drawing.
- Surface file.
- Control points and benchmarks text file.
- Copy of field notes and sketches.

ENGINEER ACTIVITIES:**401 – Public Engagement Meetings & Project Website Updates**

- Develop a Public Involvement Plan to define communications throughout the life of the project. The Plan will provide details on communication goals, key messages/FAQs, the project team and media points of contact, schedule, communications tools and tactics, and the comment response protocol.
- Meet with affected stakeholders to review project status and solicit input during design development. Three primary joint stakeholder meetings are assumed:
 - Early in the project, during facility planning.
 - At approximate 60% design development level.
 - At the end of the design development phase but before construction.
- A dry-run meeting will be conducted with the Owner core staff one to two weeks prior to public meetings. Materials will include:
 - Detailed meeting plan (agenda, staffing, location details, room layout, materials, supplies, safety plan).
 - Meeting materials: boards, handouts, scroll maps and collateral materials (sign-in sheets, nametags, comment forms).
 - Meeting summaries, including comment response matrices following each meeting.
- Create Landowner Notification Letters that will alert landowners to the approximate scope and timing of survey and geotechnical activities. This includes creating a mailing list of owners. Owner will provide addresses of owners. Owner will provide postage and mail notification letters.
- Engineer to develop content for use in updates to the Owner's Project Website. Owner will upload content, provided by the Engineer, to the Owner's Project Website. Four updates throughout the design and bidding phase assumed. This webpage will serve as an online clearinghouse for project information and materials. The project webpage will include a project description, project schedule, frequently asked questions, and details regarding in-person or virtual public meetings and materials.
- Update database of project stakeholders as needed. The database will consist of residents, property owners, organizations, agencies, and directly impacted parties as a result of the project (up to three additional impacted parties assumed).
- Owner will be responsible for deploying press releases and social media posts.
- Owner will cover expenses related to printing in-person meeting materials.
- Owner will be responsible for securing public meeting venues. Effort will be made to secure a no-cost option that is ADA accessible, has ample parking, and can accommodate an event of this type. Owner will be responsible for costs associated with in-person meeting venues if a no-cost option is not available.

402 – Railroad Coordination & Permitting

- Engineer to coordinate with the railroads throughout the design phase. Engineer will develop content needed for the Canadian National Railroad Crossing Permit which will be submitted at the approximate 60% design development milestone.

403 – Utility Coordination

- Engineer to coordinate with the Utilities located within the project area.
- Engineer to notify Utilities of the project to inform them of the project and extent of work.
- Provide plans to the utility companies and request information on existing infrastructure.

404 – Archeological Investigation (Archival Review and Phase 1 Archeological Survey)

- This task will be completed by Bear Creek Archeology (BCA) via sub-agreement with Engineer.
- Archival review. To expedite planning for this project, BCA to first conduct an archival review of the portion of the creek valley that includes the OMLS Phase 3 project area. The resulting archival review report will detail

the previous cultural resources projects and known sites in and adjacent to the review area and provide a summary of site potential within the project area.

- Phase I archeological survey. The Phase I archeological survey will be based on a 200-foot-wide corridor centered on the planned interceptor alignment. The landforms crossed by this corridor have high potential to contain buried archeological sites, and auger testing would be required to conduct the Phase I survey. There are known archeological sites in and immediately adjacent to the corridor that would need to be examined at the Phase I level. The Phase I survey and associated report will meet or exceed the current Association of Iowa Archeologists Guidelines for Archeological Investigations in Iowa. The fieldwork for the Phase I survey will begin once the relevant landowners have provided access permission. At the completion of the fieldwork, a brief letter summarizing the results, along with a shapefile showing site locations and recommendations will be provided. A full report will then be developed and submitted by BCA. This information will be provided to you by mid-December 2025, and the full report will follow sometime this winter.

405 – Construction Permits

- Coordinate and prepare permit applications for Federal, State and local permits for construction. Assume that the following permits will be required: IDNR/COE 404 two permit application, Canadian National Railroad crossing, NPDES General Permit #2, City Erosion Control Permit, and local Floodplain Construction Permit. The City will pay necessary fees. The work effort for the local floodplain permit application assumes that hydraulic stream flow analysis is not necessary to show a no rise condition within the floodplain fringe. Work to perform streamflow analysis, if needed, will be done as an additional service.
- Conduct hydraulic (HEC-RAS) modeling on the 10 creek crossings in support of no-rise determination. At the time of contracting, it was not determined if this modeling will be required. A fee allocation of \$75,000 has been included and will only be utilized upon project need determination and subsequent Owner authorization.

406 – Geotechnical Investigation

- Site geotechnical investigations will be completed by Terracon via a separate Owner/Terracon contract. Geotechnical investigation will be completed for the selected alignment to define dewatering, soil types, trench side slope requirements, stabilization of trench bottoms, pipe bedding, trenchless crossings of railroad tracks, streams, and roadways, appropriate types of trenchless crossing operations, verifying the stability of trenches that would parallel existing commercial builds, corrosivity for existing soils to concrete and steel, and proper compaction and placement of trench and pit backfill materials. The following boring, soil sampling, water sampling, laboratory testing and analysis will be provided to accomplish the above.
- A geotechnical investigation kick-off meeting will be scheduled to coincide with the topographic survey kickoff meeting described above.
- Owner will provide staking for boring locations and profile to Terracon.
- Desktop Study:
 - Engineer will prepare a desktop study based on the NRCS Soil Surveys and a review of existing geotechnical information in the project vicinity and prepare a geotechnical memorandum summarizing the findings.
 - Engineer will evaluate applicability of trenchless technologies with private landowners.
- Investigation:
 - Engineer will review and coordinate the location of borings with Terracon. The boring locations shall be located in the field by Terracon based on the generalized boring location plans implemented to date. Supplemental boring needs will be provided by Engineer.
 - Engineer will provide the laboratory testing requirements for Terracon and identify additional testing as needed.
 - Engineer will review the typed boring logs and laboratory test data from Terracon.
 - Engineer will develop soil design parameters for use in geotechnical analyses.

- Engineering:
 - Engineer will evaluate:
 - Settlement analysis at up to three (3) locations.
 - Subgrade preparation and earthwork requirements.
 - Subgrade stabilization requirements.
 - Dewatering recommendations.
 - Potential for basal heave of excavations.
 - Pipe bedding and support recommendations.
 - Jack and bore and HDD recommendations for up to three (3) crossings.
 - Hydrofracture potential of HDD for up to three (3) crossings.
- Geotechnical Report:
 - Engineer will prepare a Geotechnical Report that incorporates the Terracon reporting by appendix and will summarize results of the field exploration and laboratory testing programs, geotechnical analyses, geotechnical recommendations for the sanitary sewer installation and construction. The report will be submitted as a draft for review by the Owner. Review comments received will be addressed and a final report will be issued.

407 – 30% Design Document Development

- Finalize the sizing of the planned sanitary sewer.
- Prepare 30% design documents, including plan and profile drawings, for the various components of the Project.
- Prepare an updated opinion of probable construction cost and an updated schedule for the project based upon current state of project detail.
- Provide in-house QC review by senior interdisciplinary personnel.
- Submit 30% design documents for City review.
- Meet with the City project team to review progress, status of design, and current opinion of probable construction cost.
- Meet with the HDR project team to review Owner comments and incorporate comments into documents as appropriate.
- Prepare technical specifications table of contents.
- Conduct a Contractor Engagement Survey.

408 – 60% Design Document Development

- Incorporate Owner's 30% review comments into 60% documents as appropriate.
- Develop storm water pollution prevention plan (SWPPP).
- Define the limits of temporary and permanent easements.
- Prepare 60% design drawings for the various components of the Project.
- Prepare an updated opinion of probable construction cost and updated schedule for the Project based upon current state of Project detail.
- Provide in-house QC review by senior interdisciplinary personnel.
- Submit 60% design documents for review to the City.
- Support DRT concept review at the 60% design level. DRT meetings are Thursday's at 10:00 and the submittal to be provided a week in advance.
- Participate in Utility Coordination Meeting.
- Contractor Engagement Constructability Review.
- Meet with the City project team to review progress, status of design, and current opinion of probable construction cost.

- Meet with the HDR project team to address Project review Owner comments and incorporate comments into documents as appropriate.

409 – 90% Design Document Development

- Incorporate Owner's 60% review comments into 90% documents as appropriate.
- Prepare final design documents including drawings, non-standard details, special provisions, and an updated opinion of probable construction cost for the Project based upon current state of Project detail for the various components of the Project.
- Provide in-house QC review by senior interdisciplinary personnel.
- Submit 90% design documents for Owner review.
- Support DRT plan review. Plan submittal provided for DRT review 1 week prior to DRT meeting which occurs on Thursday's at 10:00. Includes support in addressing DRT formal review comments and documentation letter.
- Meet with the Owner Project team to review final documents.
- Facilitate field plan-in-hand review of final design with the Owner Project team.
- Conduct a Contractor Engagement Industry Day.

410 – Final Document Development

- Prepare construction documents.
- Provide three (3) sets of construction documents to IDNR for review and comment.
- Submit final design documents to Owner.
- Prepare final opinion of probable construction cost.
- Verify required permits.

ASSUMPTIONS:

- Meetings:
 - Geotechnical Investigation Kick-off Meeting (coincides with survey kick-off meeting).
 - 30% Design Submittal Review Meeting with Owner and Phase 4 Consultant.
 - 60% Design Submittal Review Meeting with Owner and Phase 4 Consultant.
 - Constructability Review.
 - 90% Design Submittal Review Meeting with Owner and Phase 4 Consultant.
 - Plan-In-Hand Site review with Owner.
 - Contractor Engagement Industry Day.
 - Adjacent property owner meetings. Owner staff will schedule and conduct adjacent property owner meetings and prepare respective agenda and meeting summary. The Engineer will provide site plan figures for adjacent property owner meetings.
 - Two Joint Utility Coordination meetings (typically held monthly on the third Thursday of each month at 1:30 pm) at the 30% and 90% design milestones. Engineer to have 1 attendee joining virtually.
 - IDNR Review Kick-off Meeting.
 - Access meetings.
- Up to 95 drawings to be developed.
- New sanitary sewer length to be approximately 13,000 feet.
- Storm sewer improvements for connection of the 1025 property location.
- Drawings will be developed using AutoCAD Civil 3D.
- Drawing scale for sanitary sewer plans will be 1" = 50'.
- Full Size Drawings size will be 22" x 34".
- Half Size Drawings size will be 11" x 17".

- Half size will be submitted as PDF's and printed and distributed throughout the project at key milestones for Owner review/use.
- Owner Standard Details and Technical Specifications will be incorporated by reference as applicable.
- Special Provisions and non-standard Technical Specifications will be prepared in Construction Specification Institute (CSI) 3-part format as modified by Engineer and will be based on Engineer Master Specifications with review for consistency with Owner Standard Specifications.
- Bidding and Contracting Documents, and General Conditions as part of the General Requirements, for the Project will be Owner standard documents.
- Owner's legal staff and purchasing will be required to review and assist in finalization of front-end documents.
- Design will utilize Iowa SUDAS Design Manual – Current Edition and the City of Dubuque City Design Standards with inclusion of the American Railway Engineering and Maintenance-of-way Association (AREMA) as required for design of railroad crossing by the Canadian National Railway. Utilize City Table of Contents with SUDAS revisions.
- Redesigns associated with Owner requested modifications of previously approved design development documents are not included in this scope of services.
- Design of dewatering installations will be the responsibility of the Contractor and will not be designed by Engineer.
- Design of temporary shoring installation will be the responsibility of the Contractor and will not be designed by Engineer. Design Engineer will coordinate with the contractor to determine cost and schedule implications of different shoring plans proposed by contractor.
- Geotechnical surveys and subsurface exploration will be contracted by the City of Dubuque directly with Terracon.
- Archeological Investigation (Phase 1) will be completed by Bear Creek Archeology via sub-agreement with Engineer.
- Owner will consolidate comments from staff on deliverables and present one unified written document of comments. Up to two (2) weeks provided for Owner review period.
- Design, Bidding, and Construction Phase services are based on the project being implemented via a single bid package. In the event that it's later determined advantageous for the Owner to implement the project via two bid packages the associated effort will be added by Amendment. The associated fee estimate footnotes provide an initial assumption of added level of effort. If the Owner adds this assumption into the original contract amount then Engineer would not utilize these funds until a project need determination and subsequent Owner authorization.

DELIVERABLES:

- Provide completed permit applications for use by Owner.
- Database of project stakeholders.
- Archeological Investigation: Archival Review Report, Field work summary memo, and Phase I Report.
- Geotechnical Report (draft and final).
- 30% design documents for Owner review.
- 60% design documents for Owner review.
- 90% design documents for Owner review.
- 90% design documents for IDNR review.
- Issue For Bid ready contract documents.
- Opinion of Probable Construction Cost based on each respective design level.

TASK SERIES 500 – EASEMENT AND PROPERTY ACQUISITION COORDINATION

ENGINEER ACTIVITIES:

- Engineer will provide linework to Owner for temporary and permanent easement needs.

ASSUMPTIONS:

- Owner will provide acquisition plats and associated negotiations.

TASK SERIES 600 – BIDDING PHASE SERVICES

ENGINEER ACTIVITIES:**601 – Document Reproduction and Distribution**

- Furnish reproducible set of electronic bidding documents to Owner.
- Owner will advertise, on Owner's selected bidding platform, for bids with assistance from the Engineer.
- Owner will maintain a Plan Holders List with assistance from the Engineer.

602 – Pre-Bid Meeting

- Prepare agenda to address pertinent items for discussion at the pre-bid meeting, including bidding requirements, regulatory requirements, and site conditions, etc.
- Owner will conduct pre-bid meeting with assistance from the Engineer and site visit to review the Project with the potential bidders.

603 – Document Clarification/Addenda

- Assist City in addressing comments and questions from bidders or plan holders.
- Prepare a Bidder's Question and Answer response from Bidder RFI's and issue as clarification only – not as a modification to the Contract Documents.
- Prepare addenda items containing clarifications and modifications to the Construction Documents.

604 – Bid Evaluation and Recommendation

- Engineer will review bids received during bid letting for inclusion of required information and correct bid price tabulation.
- Engineer will review Contractor qualifications for performing the required work. Evaluate the apparent low bidders in accordance with the Contract Documents. Make written recommendation to the Owner for the award of the contract. Recommendation will be made based on the lowest responsive and responsible bid.

ASSUMPTIONS:

- Meetings:
 - Pre-Bid Meeting.
- Owner will print bidding documents for distribution.
- Owner will distribute sets of bidding documents to contractors, suppliers, and Plan Rooms.
- Owner will maintain Plan Holder's List.
- Owner will receive bids.
- Owner will issue Contract Documents to low bidder, receive and review executed documents, and review insurance certificates.
- Owner will issue Notice of Award and Notice to Proceed.
- Engineer will make a recommendation of bid award to the Owner.

- Three (3) Addenda assumed.
- Bid phase will be a period of 4-8 weeks with the last addenda issued no less than seven (7) business days prior to bid. An extended, or extension, of the bid period is not included in this scope of services.
- Forty (40) Bidding Phase RFI's assumed.
- Up to four (4) plan sheets are assumed to be reissued and up to three (3) specifications are assumed to be reissued.
- Up to two (2) sets of clarifications assumed.

DELIVERABLES:

- Assist Owner with Advanced Notice of Hearing and Letting to prospective Bidders and Plan Houses.
- One reproducible set of electronic bidding documents.
- Assist Owner with Pre-Bid Meeting Agenda and Summary.
- Addenda.
- Recommendation of bid award memo.

TASK SERIES 700 – CONSTRUCTION PHASE SERVICES

ENGINEER ACTIVITIES:

701 – Conformed Documents

- Furnish and electronic set of Conformed Documents set from the Bidding Phase to the Contractor and Owner.

702 – Meetings Administration

- Preconstruction Conference - Lead Preconstruction Conference to address technical issues. Review and comment on Preconstruction Meeting Summary.
- Construction Meetings – Participate in biweekly construction coordination meetings.
- Site Visits (Engineers) - Provide bi-weekly Engineer site visits to observe construction.
 - Engineer shall cause its design personnel to make bi-weekly visits to the site to provide field observation to ascertain the progress and quality of the work completed and to determine if the work is being performed in accordance with the Contract Documents. However, Engineer shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the work. Construction Observation services do not include responsibility for construction schedule, means, controls, techniques, equipment selection, sequences, procedures, or safety.

703 – Submittals Administration

- Provide administrative and technical support for the administration, review, and approval of Contractor's submittals to assess Contractor's understanding of material and equipment requirements and conformance with the contract requirements. Submittal reviews beyond the first resubmittal will be tracked for reimbursement by Contractor.
- Review and Approval of Shop Drawing Submittal Schedule - Review Shop Drawing Submittal Schedule. Notify Contractor of acceptance or rejection noting observed deficiencies and requesting correction of them and resubmittal. Distribute copies of approved schedule to design team members responsible for shop drawing reviews
- General Administration of Submittals - Receive, log, distribute, and provide timely review and re-distribution of shop drawings, miscellaneous submittals, operation and maintenance manuals, and other

submittal information. Review shop drawings for compliance with technical requirements. Establish organized storage for samples and a tracking log for samples.

- Review of Shop Drawings Status, and Scheduling
 - Review monthly the approved submitted schedule and the actual shop drawing log for comparison.
 - Review shop drawing submittal log in regard to requirements that shop drawings must be submitted and approved.
 - Address general status of shop drawings at Construction Meetings.
 - Address Contractors' requests for shop drawing review of critical equipment and materials prior to having an approved submittal schedule.
- O&M Manual Review and Administration
 - Review transmittal letter for completeness and coordination with submittals.
 - Review submittals for technical requirements.
 - Return a copy of the transmittal form listing the observed deficiencies requiring correction.
 - Obtain from Contractor the specified number of approved copies of O&M manuals for distribution to Owner.
- Evaluate Requests for Substitution - If the Contractor requests a waiver of provisions of the plans and specifications, Engineer will make a recommendation on the request to the Owner for its determination. No waiver shall be granted if such waiver would serve to reduce the quality of the final product. The

Owner shall never be deemed to have authorized Engineer to consent to the use of defective workmanship or materials.

- Assist Owner in negotiating cost or time considerations, additive or deductive, associated with a product substitution.

704 – Schedule Administration

- Review Contractor's detailed construction schedule for compliance with the Contract Document requirements and functionality for monitoring construction progress throughout the Project.
- Review of Initial Construction Schedule
 - Review schedule for major elements of the Project and for conformance to specified schedule sequences and completion dates.
 - Notify Owner with comments including deficiencies.
 - Meet with Owner and Contractor to reconcile disputed schedule deficiencies and document reconciliation of disputed deficiencies.
- Review Actual Construction Against Schedule Status.
 - Identify critical path activities that have not reached scheduled milestones.
 - Identify critical path activities whose durations have not expired that are apparently realizing lower productivity rates than reflected in the schedule.
 - Identify non-critical activities whose durations are about to equal or exceed the remaining float along that path.
 - Identify critical path activities that are scheduled to start but have not been started.
 - If it becomes necessary, notify Owner in writing of observed schedule deficiencies.

705 – Contract Interpretations & Modifications Administration

- Provide timely reviews and responses to Contractor requests for interpretations or information and proposed modifications identified by the Contractor's, Owner's or Engineer's design and construction observation team.
- Coordinate Interpretations Review
 - Receive, log, and distribute Requests For Information (RFI) to appropriate design team members for response.
 - Review and respond to RFI's.
 - Receive design team responses, log, and distribute them to Contractor.
 - Prepare and issue Response Letters, Field Order (FO), or Change Order Requests (CORs) as required.
- Administration of Changed Work
 - Evaluate Project with Owner to assess when changes are required.
 - Initiate necessary changes in the form of CORs.
 - Review and negotiate costs presented on CORs by Contractor. Assist Owner with final pricing as required.
 - Review COR items and negotiated costs with Owner for Owner's approval prior to Contractor's authorization for the work under the CO.
 - Track CORs and COs through Contractor's acceptance, Owner's acceptance, Engineer's signature, and Owner executive action.
 - Maintain current status log of CORs and COs.
- Coordinate and Issue FO's
 - For minor changes involving no cost and no time changes, issue FOs.
 - Prepare technical description of the FO.
 - Track FO's through issuance and Contractor's acceptance. Obtain a copy, executed by the Contractor, and route copies to the appropriate Project files.
- Coordinate and Issue COR's
 - Collect technical information and evaluate proposed change. Prepare technical description of the COR using necessary graphic details and specifications.
 - Prepare Engineer's Opinion of Cost and evaluation of impact on Contract Time.
 - Route the COR for numbering, logging, and issuance to the Contractor for pricing.
 - Route copies to the appropriate Project files.

- Follow and report the status of COR's using logs that track the dates of 1) Return from the Contractor with pricing, 2) Engineer's review and recommendation of pricing and 3) Owner's acceptance.
 - Assist Owner with negotiations of cost and time.
- Change Orders (CO's)
 - Identify with the CITY's designated representative the strategy of combining COR's and the timing of CO's.
 - Update Change Order logs and provide status reports tracking the execution of Change Orders.

706 – Measurement & Payment Administration

- Review Contractor's distribution of costs to the various elements of the total construction in the Contractor's Schedule of Values (cost breakdown) for suitability for use as a basis for progress payments and determination of cost impact of changes.
- Assist Owner with Review and Processing of Applications for Payment - Respond to questions raised by Owner regarding applications for payment. Owner shall process applications for payment.

707 – Resident Project Representative (RPR)

- Provide a full-time on-site RPR for the duration of the Construction (24 months) to provide continuous on-site inspections to check the quality and quantity of the work and provide daily reports to Owner and Engineer. RPR will be provided by Origin Design via sub-agreement with Engineer.

708 – Project Closeout

- Review Substantial Completion Submittal
 - Review Contractor's required substantial completion submittal and assess if Project is ready for substantial completion inspection.
 - Develop substantial completion submittal checklist.
 - Work with Owner to verify submittal of required documents.
 - Review other substantial completion submittal documents for completeness and compliance with Contract provisions.
 - Work with Owner to schedule substantial completion inspection.
- Conduct Inspections for Substantial Completion
 - Notify design team members of date for substantial completion inspection and preparation of the list ("punch list") of items to be completed or corrected.
 - Prepare and distribute the punch list format to the parties conducting the inspection.
 - Compile the punch list with the Owner and transmit to the Contractor.
 - Work with Owner to review progress of corrective action on punch list items and periodically update and re-issue.
- Issue Punch List
 - Review the findings of the substantial completion site visit with the Owner and jointly assess the status of the Work.
 - Address comments from either Owner or the Contractor regarding the tentative date of substantial completion or the punch list.
- Document Project Warranties - Work with Owner to determine the start of the warranty and correction period to define for parties the ending date of the period for which the Contractor is responsible for repairing deficient Project materials.
- Review Final Completion Submittal
 - Review the Contractor's required final completion submittal.
 - Develop final completion submittal checklist.
 - Verify submittal of required documents.
 - Review for completeness and compliance with Contract provisions.
- Conduct Final Completion Inspection
 - Notify design team members of date of final inspection.
 - Work with Owner to assemble the various final completion submittal documents for the final inspection meeting and review them with the various parties.
 - Conduct the final inspection.

- Record Drawings - Perform drafting of Record Drawing revisions and updates to models based on Contractor marked-up documents and transmit to Owner.
- Final Payment - Prepare letter stating whether Engineer is aware of outstanding issues that preclude issuance of Final Payment.

ASSUMPTIONS:

- Meetings:
 - Pre-Construction Conference.
 - Bi-weekly Construction Progress Meetings (48).
 - Engineer Site Visits (48).
 - Substantial Completion Inspection.
 - Final Completion Inspection.
- Construction phase duration of 24 months.
- Engineer will develop and provide electronic format Conformed Documents from the Bidding Phase.
- One (1) Preconstruction Conference will be held.
- Construction staking to be completed by others.
- Engineer will advise and recommend action required to correct such unsatisfactory, faulty, defective or incomplete work, at the request of the Owner.
- Owner, Engineer, and Contractors will utilize Engineer's Newforma software to log and track Contractor submittals.
- It is assumed that the cost of reviewing Contractor's initial shop drawing submittals and one resubmittal are included in this scope. A total of 80 submittal reviews assumed (65 original submittals and 15 resubmittals). The review costs associated with subsequent resubmittals will be paid for by the Contractor.
- It is assumed that there will be 100 RFIs, 10 FOs, and 20 CORs, and 6 Change Orders (COs).
- Engineer is not responsible for the detailed planning, sequencing and scheduling of the construction.
- Engineer is not responsible for the Contractor's failure to execute the approved schedule, regardless of whether apparent deficiencies are observed or noted by Engineer.
- Engineer will use its standard Construction Contract Administration forms for documenting contract interpretation and modification activities.
- Distribution and numbers of various change documents will be determined at the Preconstruction Conference.
- Substantial Completion and Final Completion inspections will include up to two design representatives. One (1) Substantial and One (1) Final inspection are anticipated. Additional Substantial and/or Final Completion inspections will be at the expense of the Contractor.
- Following Project closeout, Project documentation maintained by the Engineer will be placed in Engineer's long-term storage provider's facility and maintained there for a period of fifteen (15) years.
- Limitations of Authority. Resident Project Representative shall not:
 - Authorize deviation from the construction contract documents or substitution of materials or equipment (including "or-equal" items).
 - Exceed limitations of Engineer's authority as set forth in this Agreement.
 - Undertake responsibilities of contractor, subcontractors, suppliers, or constructor.
 - Advise on, issue directions relative to, aspects of the means, methods, techniques, sequences, or procedures of the work, by contractor or other constructor.
 - Advise on, issue directions regarding, or assume control over security or safety practices, precautions, and programs in connection with the activities or operations of Agency or contractor.

- Participate in specialized field or laboratory tests or inspections conducted off-site by others except as specifically authorized by Engineer.
- Accept shop drawing or sample submittals from anyone other than Contractor.
- Authorize Agency to occupy the Project in whole or in part.
- Engineer will use its standard construction contract administration forms for documenting construction observation and inspection activities.
- RPR to provide construction observation and inspection at the site of the work during critical construction activities but will not be required to be on site at all times a contractor is working.
- Information will be provided electronically to the Agency.

DELIVERABLES:

- Conformed documents from the Bidding Phase.
- Review comments on submittals with defined action.
- Monthly summary of status for submittals, RFI's, FO's, COR's, CO's.
- Written notification of observed shop drawing schedule deficiencies.
- Written response to Contractor's special requests for submittal processing.
- Written review comments and action on O&M submittals.
- Written approval or rejection of substitution requests.
- Written responses to RFI's.
- Field Orders.
- Change Order Requests (COR).
- Substantial completion checklist.
- Two (2) hard copies (one full-size and one half-size) and one (1) electronic copy (.pdf) of Record Drawings. Provide digital copies of construction project documentation, photographs, and videos taken by Engineer's staff.
- Written notification of observed deficiencies that must be remedied before proceeding with substantial completion.
- Substantial completion punchlist.
- Final completion of submittal checklist.

EXHIBIT B

MILESTONE SCHEDULE

The Scope of Services shall be completed in accordance with the following milestone schedule unless modified by mutual agreement or by factors beyond the control of the Consultant:

Project Key Milestone Dates	Target Completion Date*
Project Administration Phase (NTP through Construction Phase Complete)	December 31, 2028
SRF Facility Plan Submittal	December 1, 2025 (~3 months from NTP)
30% Design Package Submittal	March 10, 2026 (~6 months from NTP)
60% Design Package Submittal	June 9, 2026 (~9 months from NTP)
90% Design Package Submittal	September 9, 2026 (~12 months from NTP)
Final Contract Documents Submittal Design Phase Complete	October 26, 2026 (~14 months from NTP)
Permits Acquired	October 26, 2026
Issue For Bid	November 6, 2026
Bid Opening	December 10, 2026
Council Bid Award Bidding Phase Complete	December 21, 2026
Construction Phase Complete	December 21, 2028

*Assumed Notice To Proceed: September 19, 2025 (Council Meeting September 16).

EXHIBIT B – City of Dubuque Contract Terms and Conditions

TERMS AND CONDITIONS

The following clauses shall be included in the final signed contract:

1. CONSULTANT'S ENDORSEMENT ON PLANS.

The **Consultant** shall endorse the completed computations prepared under this Agreement and shall affix thereto the seal of a licensed professional engineer, or licensed professional architect, licensed to practice in the State of Iowa, in accordance with the current Code of Iowa.

2. CHANGE IN SCOPE OF SERVICES.

No change in scope shall be permitted during this project without the prior written agreement of both parties and the WBS being updated.

3. EXTRA WORK.

The **Consultant** shall monitor the approved project budget in relation to the specific tasks included in the approved scope of work and evaluate the work effort expended as it relates to the approved budget. Should additional work be required for a task beyond the currently authorized scope and budget, the **Consultant** shall submit in writing a request for additional compensation which will be considered by the **City**. If approved by the **City**, the **Consultant** shall not commence work on the extra work until the **City** has provided written approval of the request for additional compensation.

4. SUBSTITUTION OF PROJECT TEAM MEMBERS.

The Project Manager, partners, management, other supervisory staff and technical specialists proposed for the project may be changed if those personnel leave the **Consultant**. These personnel may also be changed for other reasons however, in either case, the **City** retains the right to approve or reject the replacements and no replacements shall begin working on the project without the express, prior written permission of the City of Dubuque.

5. INSURANCE.

Consultant shall at all times during the performance of this Agreement provide insurance as required by the attached Insurance Schedule.

6. INDEMNIFICATION.

To the fullest extent permitted by law, **Consultant** shall indemnify and hold harmless the **City** its officers, agents, and employees from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the Contract, provided that such claim, damages, loss or expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of property (other than the Project itself) including loss of use resulting therefrom, but only to the extent caused in whole or in part by negligent acts or omissions of the **Consultant**, **Consultant's** subcontractor, or anyone directly or indirectly employed by **Consultant** or **Consultant's** subcontractor or anyone for whose acts **Consultant** or **Consultant's** subcontractor may be liable, regardless of whether or not such claim, damage, loss or expense is caused in part by a party indemnified hereunder.

7. TERMINATION.

City may terminate this agreement, with or without cause, upon providing 14 days written notice to the **Consultant**.

8. ERRORS & OMISSIONS.

In the event that the work product prepared by the **Consultant** is found to be in error and revision or reworking the work product is necessary, the **Consultant** agrees that it shall do such revisions without expense to the **City**, even though final payment may have been received. The **Consultant** must give immediate attention to these changes so there will be a minimum of delay during Implementation. The above and foregoing is not to be constructed as a limitation of the **City's** right to seek recovery of damages for negligence on the part of the **Consultant** herein.

9. OWNERSHIP OF ENGINEERING DOCUMENTS.

All sketches, tracings, plans, specifications, reports on special studies and other data prepared under this Agreement shall become the property of the **City** and shall be delivered to the Project Manager upon completion of the plans or termination of the services of the **Consultant**. There shall be no restriction or limitations on their future use by the **City**, except any use on extensions of the project or on any other project without written verification or adaptation by the **Consultant** for the specific purpose intended will be the **City's** sole risk and without liability or legal exposure to the **Consultant**.

The **City** acknowledges the **Consultant's** plans and specifications, including all documents on electronic media, as instruments of professional service. Nevertheless, the plans and specifications prepared under this Agreement shall become the property of the **City** upon completion of the services and payment in full of all moneys due to the **Consultant**.

The **City** and the **Consultant** agree that any electronic files prepared by either party shall conform to the specifications listed in Attachment ___ of the contract. Any change to these specifications by either the **City** or the **Consultant** is subject to review and acceptance by the other party. Additional efforts by the **Consultant** made necessary by a change to the CADD software specifications shall be compensated for as Additional Services.

The **City** is aware that significant differences may exist between the electronic files delivered and the respective Implementation documents due to addenda, change orders or other revisions. In the event of a conflict between the signed Implementation documents prepared by the **Consultant** and electronic files, the signed Implementation documents shall govern.

The **City** may reuse or make modifications to the plans and specifications, or electronic files while agreeing to take responsibility for any claims arising from any modification or unauthorized reuse of the plans and specifications.

10. SUBLETTING, ASSIGNMENT OR TRANSFER.

Subletting, assignment, or transfer of all or part of the interest of the **Consultant** in this Agreement is prohibited unless written consent is obtained from the Engineer and approved by the **City**.

HDR Engineering, Inc. Terms and Conditions for Professional Services

1. STANDARD OF PERFORMANCE

The standard of care for all professional engineering, consulting and related services performed or furnished by ENGINEER and its employees under this Agreement will be the care and skill ordinarily used by members of ENGINEER's profession practicing under the same or similar circumstances at the same time and in the same locality. ENGINEER makes no warranties, express or implied, under this Agreement or otherwise, in connection with ENGINEER's services.

2. INSURANCE/INDEMNITY

ENGINEER agrees to procure and maintain, at its expense, Workers' Compensation insurance as required by statute; Employer's Liability of \$250,000; Automobile Liability insurance of \$1,000,000 combined single limit for bodily injury and property damage covering all vehicles, including hired vehicles, owned and non-owned vehicles; Commercial General Liability insurance of \$1,000,000 combined single limit for personal injury and property damage; and Professional Liability insurance of \$1,000,000 per claim for protection against claims arising out of the performance of services under this Agreement caused by negligent acts, errors, or omissions for which ENGINEER is legally liable. If flying an Unmanned Aerial System (UAS or drone), ENGINEER will procure and maintain aircraft unmanned aerial systems insurance of \$1,000,000 per occurrence. OWNER shall be made an additional insured on Commercial General and Automobile Liability insurance policies and certificates of insurance will be furnished to the OWNER. ENGINEER agrees to indemnify OWNER for third party personal injury and property damage claims to the extent caused by ENGINEER's negligent acts, errors or omissions. However, neither Party to this Agreement shall be liable to the other Party for any special, incidental, indirect, or consequential damages (including but not limited to loss of use or opportunity; loss of good will; cost of substitute facilities, goods, or services; cost of capital; and/or fines or penalties), loss of profits or revenue arising out of, resulting from, or in any way related to the Project or the Agreement from any cause or causes, including but not limited to any such damages caused by the negligence, errors or omissions, strict liability or breach of contract. The employees of both parties are intended third party beneficiaries of this waiver of consequential damages.

3. OPINIONS OF PROBABLE COST

Any opinions of probable project cost or probable construction cost provided by ENGINEER are made on the basis of information available to ENGINEER and on the basis of ENGINEER's experience and qualifications, and represents its judgment as an experienced and qualified professional engineer. However, since ENGINEER has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor(s) methods of determining prices, or over competitive bidding or market conditions, ENGINEER does not guarantee that proposals, bids or actual project or construction cost will not vary from opinions of probable cost ENGINEER prepares.

4. CONSTRUCTION PROCEDURES

ENGINEER's observation or monitoring portions of the work performed under construction contracts shall not relieve the contractor from its responsibility for performing work in accordance with applicable contract documents. ENGINEER shall not control or have charge of, and shall not be responsible for, construction means, methods, techniques, sequences, procedures of construction, health or safety programs or precautions connected with the work and shall not manage, supervise, control or have charge of construction. ENGINEER shall not be responsible for the acts or omissions of the contractor or other parties on the project. ENGINEER shall be

entitled to review all construction contract documents and to require that no provisions extend the duties or liabilities of ENGINEER beyond those set forth in this Agreement. OWNER agrees to include ENGINEER as an indemnified party in OWNER's construction contracts for the work, which shall protect ENGINEER to the same degree as OWNER. Further, OWNER agrees that ENGINEER shall be listed as an additional insured under the construction contractor's liability insurance policies.

5. CONTROLLING LAW

This Agreement is to be governed by the law of the state where ENGINEER's services are performed.

6. SERVICES AND INFORMATION

OWNER will provide all criteria and information pertaining to OWNER's requirements for the project, including design objectives and constraints, space, capacity and performance requirements, flexibility and expandability, and any budgetary limitations. OWNER will also provide copies of any OWNER-furnished Standard Details, Standard Specifications, or Standard Bidding Documents which are to be incorporated into the project.

OWNER will furnish the services of soils/geotechnical engineers or other consultants that include reports and appropriate professional recommendations when such services are deemed necessary by ENGINEER. The OWNER agrees to bear full responsibility for the technical accuracy and content of OWNER-furnished documents and services.

In performing professional engineering and related services hereunder, it is understood by OWNER that ENGINEER is not engaged in rendering any type of legal, insurance or accounting services, opinions or advice. Further, it is the OWNER's sole responsibility to obtain the advice of an attorney, insurance counselor or accountant to protect the OWNER's legal and financial interests. To that end, the OWNER agrees that OWNER or the OWNER's representative will examine all studies, reports, sketches, drawings, specifications, proposals and other documents, opinions or advice prepared or provided by ENGINEER, and will obtain the advice of an attorney, insurance counselor or other consultant as the OWNER deems necessary to protect the OWNER's interests before OWNER takes action or forebears to take action based upon or relying upon the services provided by ENGINEER.

7. SUCCESSORS, ASSIGNS AND BENEFICIARIES

OWNER and ENGINEER, respectively, bind themselves, their partners, successors, assigns, and legal representatives to the covenants of this Agreement. Neither OWNER nor ENGINEER will assign, sublet, or transfer any interest in this Agreement or claims arising therefrom without the written consent of the other. No third party beneficiaries are intended under this Agreement.

8. RE-USE OF DOCUMENTS

All documents, including all reports, drawings, specifications, computer software or other items prepared or furnished by ENGINEER pursuant to this Agreement, are instruments of service with respect to the project. ENGINEER retains ownership of all such documents. OWNER may retain copies of the documents for its information and reference in connection with the project; however, none of the documents are intended or represented to be suitable for reuse by OWNER or others on extensions of the project or on any other project. Any reuse without written verification or adaptation by ENGINEER for the specific purpose intended will be at OWNER's sole risk and without liability or legal exposure to ENGINEER, and OWNER will defend, indemnify and hold harmless ENGINEER from all claims, damages, losses and expenses, including attorney's fees,

arising or resulting therefrom. Any such verification or adaptation will entitle ENGINEER to further compensation at rates to be agreed upon by OWNER and ENGINEER.

9. TERMINATION OF AGREEMENT

OWNER or ENGINEER may terminate the Agreement, in whole or in part, by giving seven (7) days written notice to the other party. Where the method of payment is "lump sum," or cost reimbursement, the final invoice will include all services and expenses associated with the project up to the effective date of termination. An equitable adjustment shall also be made to provide for termination settlement costs ENGINEER incurs as a result of commitments that had become firm before termination, and for a reasonable profit for services performed.

10. SEVERABILITY

If any provision of this agreement is held invalid or unenforceable, the remaining provisions shall be valid and binding upon the parties. One or more waivers by either party of any provision, term or condition shall not be construed by the other party as a waiver of any subsequent breach of the same provision, term or condition.

11. INVOICES

ENGINEER will submit monthly invoices for services rendered and OWNER will make payments to ENGINEER within thirty (30) days of OWNER's receipt of ENGINEER's invoice.

ENGINEER will retain receipts for reimbursable expenses in general accordance with Internal Revenue Service rules pertaining to the support of expenditures for income tax purposes. Receipts will be available for inspection by OWNER's auditors upon request.

If OWNER disputes any items in ENGINEER's invoice for any reason, including the lack of supporting documentation, OWNER may temporarily delete the disputed item and pay the remaining amount of the invoice. OWNER will promptly notify ENGINEER of the dispute and request clarification and/or correction. After any dispute has been settled, ENGINEER will include the disputed item on a subsequent, regularly scheduled invoice, or on a special invoice for the disputed item only.

OWNER recognizes that late payment of invoices results in extra expenses for ENGINEER. ENGINEER retains the right to assess OWNER interest at the rate of one percent (1%) per month, but not to exceed the maximum rate allowed by law, on invoices which are not paid within thirty (30) days from the date OWNER receives ENGINEER's invoice. In the event undisputed portions of ENGINEER's invoices are not paid when due, ENGINEER also reserves the right, after seven (7) days prior written notice, to suspend the performance of its services under this Agreement until all past due amounts have been paid in full.

12. CHANGES

The parties agree that no change or modification to this Agreement, or any attachments hereto, shall have any force or effect unless the change is reduced to writing, dated, and made part of this Agreement. The execution of the change shall be authorized and signed in the same manner as this Agreement. Adjustments in the period of services and in compensation shall be in accordance with applicable paragraphs and sections of this Agreement. Any proposed fees by ENGINEER are estimates to perform the services required to complete the project as ENGINEER understands it to be defined. For those projects involving conceptual or process development services, activities often are not fully definable in the initial planning. In any event, as the project progresses, the facts developed may dictate a change in the services to be performed, which may alter the scope. ENGINEER will inform OWNER of such situations so that changes in scope and adjustments to the time of performance and compensation can be made as required. If such change, additional services, or suspension of services results in an increase or decrease in the cost of or time required for performance

of the services, an equitable adjustment shall be made, and the Agreement modified accordingly.

13. CONTROLLING AGREEMENT

These Terms and Conditions shall take precedence over any inconsistent or contradictory provisions contained in any proposal, contract, purchase order, requisition, notice-to-proceed, or like document.

14. EQUAL EMPLOYMENT AND NONDISCRIMINATION

In connection with the services under this Agreement, ENGINEER agrees to comply with the applicable provisions of federal and state Equal Employment Opportunity for individuals based on color, religion, sex, or national origin, or disabled veteran, recently separated veteran, other protected veteran and armed forces service medal veteran status, disabilities under provisions of executive order 11246, and other employment, statutes and regulations, as stated in Title 41 Part 60 of the Code of Federal Regulations § 60-1.4 (a-f), § 60-300.5 (a-e), § 60-741 (a-e).

15. HAZARDOUS MATERIALS

OWNER represents to ENGINEER that, to the best of its knowledge, no hazardous materials are present at the project site. However, in the event hazardous materials are known to be present, OWNER represents that to the best of its knowledge it has disclosed to ENGINEER the existence of all such hazardous materials, including but not limited to asbestos, PCB's, petroleum, hazardous waste, or radioactive material located at or near the project site, including type, quantity and location of such hazardous materials. It is acknowledged by both parties that ENGINEER's scope of services do not include services related in any way to hazardous materials. In the event ENGINEER or any other party encounters undisclosed hazardous materials, ENGINEER shall have the obligation to notify OWNER and, to the extent required by law or regulation, the appropriate governmental officials, and ENGINEER may, at its option and without liability for delay, consequential or any other damages to OWNER, suspend performance of services on that portion of the project affected by hazardous materials until OWNER: (i) retains appropriate specialist consultant(s) or contractor(s) to identify and, as appropriate, abate, remediate, or remove the hazardous materials; and (ii) warrants that the project site is in full compliance with all applicable laws and regulations. OWNER acknowledges that ENGINEER is performing professional services for OWNER and that ENGINEER is not and shall not be required to become an "arranger," "operator," "generator," or "transporter" of hazardous materials, as defined in the Comprehensive Environmental Response, Compensation, and Liability Act of 1990 (CERCLA), which are or may be encountered at or near the project site in connection with ENGINEER's services under this Agreement. If ENGINEER's services hereunder cannot be performed because of the existence of hazardous materials, ENGINEER shall be entitled to terminate this Agreement for cause on 30 days written notice. To the fullest extent permitted by law, OWNER shall indemnify and hold harmless ENGINEER, its officers, directors, partners, employees, and subconsultants from and against all costs, losses, and damages (including but not limited to all fees and charges of engineers, architects, attorneys, and other professionals, and all court or arbitration or other dispute resolution costs) caused by, arising out of or resulting from hazardous materials, provided that (i) any such cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or injury to or destruction of tangible property (other than completed Work), including the loss of use resulting therefrom, and (ii) nothing in this paragraph shall obligate OWNER to indemnify any individual or entity from and against the consequences of that individual's or entity's sole negligence or willful misconduct.

16. EXECUTION

This Agreement, including the exhibits and schedules made part hereof, constitute the entire Agreement between ENGINEER and

OWNER, supersedes and controls over all prior written or oral understandings. This Agreement may be amended, supplemented or modified only by a written instrument duly executed by the parties.

17. ALLOCATION OF RISK

OWNER AND ENGINEER HAVE EVALUATED THE RISKS AND REWARDS ASSOCIATED WITH THIS PROJECT, INCLUDING ENGINEER'S FEE RELATIVE TO THE RISKS ASSUMED, AND AGREE TO ALLOCATE CERTAIN OF THE RISKS, SO, TO THE FULLEST EXTENT PERMITTED BY LAW, THE TOTAL AGGREGATE LIABILITY OF ENGINEER (AND ITS RELATED CORPORATIONS, SUBCONSULTANTS AND EMPLOYEES) TO OWNER AND THIRD PARTIES GRANTED RELIANCE IS LIMITED TO THE LESSER OF \$1,000,000 OR ITS FEE, FOR ANY AND ALL INJURIES, DAMAGES, CLAIMS, LOSSES, OR EXPENSES (INCLUDING ATTORNEY AND EXPERT FEES) ARISING OUT OF ENGINEER'S SERVICES OR THIS AGREEMENT REGARDLESS OF CAUSE(S) OR THE THEORY OF LIABILITY, INCLUDING NEGLIGENCE, INDEMNITY, OR OTHER RECOVERY. ENGINEER'S AND SUBCONSULTANTS' EMPLOYEES ARE INTENDED THIRD PARTY BENEFICIARIES OF THIS ALLOCATION OF RISK.

18. LITIGATION SUPPORT

In the event ENGINEER is required to respond to a subpoena, government inquiry or other legal process related to the services in connection with a legal or dispute resolution proceeding to which ENGINEER is not a party, OWNER shall reimburse ENGINEER for reasonable costs in responding and compensate ENGINEER at its then standard rates for reasonable time incurred in gathering information and documents and attending depositions, hearings, and trial.

19. NO THIRD PARTY BENEFICIARIES

Except as otherwise provided in this Agreement, no third party beneficiaries are intended under this Agreement. In the event a reliance letter or certification is required under the scope of services, the parties agree to use a form that is mutually acceptable to both parties.

20. UTILITY LOCATION

If underground sampling/testing is to be performed, a local utility locating service shall be contacted to make arrangements for all utilities to determine the location of underground utilities. In addition, OWNER shall notify ENGINEER of the presence and location of any underground utilities located on the OWNER's property which are not the responsibility of private/public utilities. ENGINEER shall take reasonable precautions to avoid damaging underground utilities that are properly marked. The OWNER agrees to waive any claim against ENGINEER and will indemnify and hold ENGINEER harmless from any claim of liability, injury or loss caused by or allegedly caused by ENGINEER's damaging of underground utilities that are not properly marked or are not called to ENGINEER's attention prior to beginning the underground sampling/testing.

21. UNMANNED AERIAL SYSTEMS

If operating UAS, ENGINEER will obtain all permits or exemptions required by law to operate any UAS included in the services. ENGINEER's operators have completed the training, certifications and licensure as required by the applicable jurisdiction in which the UAS will be operated. OWNER will obtain any necessary permissions for ENGINEER to operate over private property, and assist, as necessary, with all other necessary permissions for operations.

22. OPERATIONAL TECHNOLOGY SYSTEMS

OWNER agrees that the effectiveness of operational technology systems and features designed, recommended or assessed by ENGINEER (collectively "OT Systems") are dependent upon OWNER's continued operation and maintenance of the OT Systems

in accordance with all standards, best practices, laws, and regulations that govern the operation and maintenance of the OT Systems. OWNER shall be solely responsible for operating and maintaining the OT Systems in accordance with applicable laws, regulations, and industry standards (e.g. ISA, NIST, etc.) and best practices, which generally include but are not limited to, cyber security policies and procedures, documentation and training requirements, continuous monitoring of assets for tampering and intrusion, periodic evaluation for asset vulnerabilities, implementation and update of appropriate technical, physical, and operational standards, and offline testing of all software/firmware patches/updates prior to placing updates into production. Additionally, OWNER recognizes and agrees that OT Systems are subject to internal and external breach, compromise, and similar incidents. Security features designed, recommended or assessed by ENGINEER are intended to reduce the likelihood that OT Systems will be compromised by such incidents. However, ENGINEER does not guarantee that OWNER's OT Systems are impenetrable and OWNER agrees to waive any claims against ENGINEER resulting from any such incidents that relate to or affect OWNER's OT Systems.

23. FORCE MAJEURE

ENGINEER shall not be responsible for delays caused by factors beyond ENGINEER's reasonable control, including but not limited to delays because of strikes, lockouts, work slowdowns or stoppages, government ordered industry shutdowns, power or server outages, acts of nature, widespread infectious disease outbreaks (including, but not limited to epidemics and pandemics), failure of any governmental or other regulatory authority to act in a timely manner, failure of the OWNER to furnish timely information or approve or disapprove of ENGINEER's services or work product, or delays caused by faulty performance by the OWNER's or by contractors of any level or any other events or circumstances not within the reasonable control of the party affected, whether similar or dissimilar to any of the foregoing. When such delays beyond ENGINEER's reasonable control occur, the OWNER agrees that ENGINEER shall not be responsible for damages, nor shall ENGINEER be deemed in default of this Agreement, and the parties will negotiate an equitable adjustment to ENGINEER's schedule and/or compensation if impacted by the force majeure event or condition.

24. EMPLOYEE IMMUNITY

The parties to this Agreement acknowledge that an individual employee or agent may not be held individually liable for negligence with regard to services provided under this Agreement. To the maximum extent permitted by law, the parties intend i) that this limitation on the liability of employees and agents shall include directors, officers, employees, agents and representatives of each party and of any entity for whom a party is legally responsible, and ii) that any such employee or agent identified by name in this Agreement shall not be deemed a party. Specifically, in the event that all or a portion of the services is performed in the State of Florida, the following provision shall be applicable:

THE PARTIES ACKNOWLEDGE THAT PURSUANT TO APPLICABLE FLORIDA STATUTES AN INDIVIDUAL EMPLOYEE OR AGENT MAY NOT BE HELD INDIVIDUALLY LIABLE FOR NEGLIGENCE WITH REGARD TO SERVICES PROVIDED UNDER THIS AGREEMENT. To the maximum extent permitted by law, the Parties intend i) that this limitation on the liability of employees

and agents shall include directors, officers, employees, agents and representatives of each Party and of any entity for whom a Party is legally responsible, and ii) that any such employee or agent identified by name in this Agreement shall not be deemed a Party. The Parties further acknowledge that the Florida statutes referred to above include but are not limited to: §558.0035(1)(a)-(e); §471.023(3) (an engineer is personally liable for negligence except as provided in § 558.0035); §472.021(3) (surveyor and mapper); §481.219(11) (architect and interior designer); §481.319(6) (landscape architect); and §492.111(4) (geologist).

INSURANCE SCHEDULE J

1. HDR, Engineering Inc. shall furnish a signed certificate of insurance to the City of Dubuque, Iowa for the coverage required in Exhibit I prior to commencing work and at the end of the project if the term of work is longer than 60 days. Contractors presenting annual certificates shall present a certificate at the end of each project with the final billing. Each certificate shall be prepared on the most current ACORD form approved by the Iowa Department of Insurance or an equivalent approved by the Director of Finance and Budget. Each certificate shall include a statement under Description of Operations as to why the certificate was issued. Eg: Project # _____ or Project Location at _____ or construction of _____.
2. All policies of insurance required hereunder shall be with an insurer authorized to do business in Iowa and all insurers shall have a rating of ~~A-~~ or better in the current A.M. Best's Rating Guide.
3. Each certificate shall be furnished to the Finance Department of the City of Dubuque.
4. Failure to provide coverage required by this Insurance Schedule shall not be deemed a waiver of these requirements by the City of Dubuque. Failure to obtain or maintain the required insurance shall be considered a material breach of this agreement.
5. Contractors shall require all subconsultants and sub-subconsultants to obtain and maintain during the performance of work insurance for the coverages described in this Insurance Schedule and shall obtain certificates of insurances from all such subconsultants and sub-subconsultants. Contractors agree that they shall be liable for the failure of a subconsultant and sub-subconsultant to obtain and maintain such coverages. The City may request a copy of such certificates from the Contractor.
6. All required endorsements shall be attached to the certificate. The certificate is due before the contract/agreement can be approved.
7. Whenever a specific ISO form is listed, required the current edition of the form must be used, or an equivalent form may be substituted if approved by the Director of Finance and Budget and subject to the contractor identifying and listing in writing all deviations and exclusions from the ISO form.
8. Contractors shall be required to carry the minimum coverage/limits, or greater if required by law or other legal agreement, in Exhibit I. If the contractor's limits of liability are higher than the required minimum limits then the provider's limits shall be this agreement's required limits.
9. Contractor shall be responsible for deductibles and self-insured retention for payment of all policy premiums and other cost associated with the insurance policies required below.
10. All certificates of insurance must include agents name, phone number, and email address.
11. The City of Dubuque reserves the right to require complete, certified copies of all required insurance policies, including endorsements, required by this Schedule at any time.
12. The City of Dubuque reserves the right to modify these requirements, including limits, based on changes in the risk or other special circumstances during the term of the agreement, subject to mutual agreement of the parties.

INSURANCE SCHEDULE J (continued)

Exhibit I

A) COMMERCIAL GENERAL LIABILITY

General Aggregate Limit	\$2,000,000
Products-Completed Operations Aggregate Limit	\$1,000,000
Personal and Advertising Injury Limit	\$1,000,000
Each Occurrence	\$1,000,000
Fire Damage Limit (any one occurrence)	\$50,000
Medical Payments	\$5,000

- 1) Coverage shall be written on an occurrence, not claims made, form. The general liability coverage shall be written in accord with ISO form CG 00 01 or business owners form BP 00 02. All deviations from the standard ISO commercial general liability form CG 00 01, or business owners form BP 00 02, shall be clearly identified.
- 2) Include endorsement indicating that coverage is primary and non-contributory.
- 3) Include Preservation of Governmental Immunities Endorsement. (Sample attached).
- 4) Include additional insured endorsement for:
The City of Dubuque, including all its elected and appointed officials, all its employees and volunteers, all its boards, commissions and/or authorities and their board members, employees and volunteers. Use ISO form CG 20 26.
- 5) Policy shall include Waiver of Right to Recover from Others endorsement.
- 6) Policy shall include cancellation and material change endorsement providing thirty (30) days advance written notice of cancellation, non-renewal, reduction in insurance coverage and/or limits and ten (10) days written notice of non-payment of premium shall be sent to: City of Dubuque Finance Department, 50 West 13th Street Dubuque, Iowa 52001.

B) AUTOMOBILE LIABILITY

Combined Single Limit	\$1,000,000
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Coverage shall include all owned, non-owned, and hired vehicles. If the Contractor's business does not own any vehicles, coverage is required on non-owned and hired vehicles.

- 1) Policy shall include Waiver of Right to Recover from Others endorsement.

C) WORKERS' COMPENSATION & EMPLOYERS LIABILITY

Statutory Benefits covering all employees injured on the job by accident or disease as prescribed by Iowa Code Chapter 85.

Coverage A	Statutory—State of Iowa	
Coverage B	Employers Liability	
	Each Accident	\$100,000
	Each Employee-Disease	\$100,000
	Policy Limit-Disease	\$500,000

Policy shall include Waiver of Right to Recover from Others endorsement.

City of Dubuque Insurance Requirements for Professional Services

Coverage B limits shall be greater if required by the umbrella/excess insurer.

OR

If, by Iowa Code Section 85.1A, the Contractor is not required to purchase Workers' Compensation Insurance, the Contractor shall have a copy of the State's Nonelection of Workers' Compensation or Employers' Liability Coverage form on file with the Iowa Workers' Compensation Insurance Commissioner, as required by Iowa Code Section 87.22. Completed form must be attached.

D) UMBRELLA/EXCESS LIABILITY \$1,000,000

The General Liability, Automobile Liability and Workers Compensation Insurance requirements may be satisfied with a combination of primary and Umbrella or Excess Liability Insurance. If the Umbrella or Excess Insurance policy does not follow the form of the primary policies, it shall include the same endorsements as required of the primary policies including but not limited to Waiver of Subrogation and Primary and Non-contributory in favor of the City.

E) PROFESSIONAL LIABILITY \$2,000,000

If the required policy provides claims-made coverage:

- 1) The Retroactive Date must be shown and must be before the date of the agreement.
- 2) Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the work or services.
- 3) If coverage is canceled or non-renewed and not replaced with another claims-made policy form with a Retroactive Date prior to the date of the agreement, the contractor must provide "extended reporting" coverage for a minimum of five (5) years after completion of the work or services.

F) CYBER LIABILITY/BREACH \$1,000,000

☐ Yes ☐ No

Coverage for First and Third Party liability including but not limited to lost data and restoration, loss of income and cyber breach of information.

City of Dubuque Insurance Requirements for Professional Services

Please be aware that naming the City of Dubuque as an additional insured as is required by this Insurance Schedule may result in the waiver of the City's governmental immunities provided in Iowa Code sec. 670.4. If you would like to preserve those immunities, please use this endorsement or an equivalent form.

PRESERVATION OF GOVERNMENTAL IMMUNITIES ENDORSEMENT

1. Nonwaiver of Governmental Immunity. The insurer expressly agrees and states that the purchase of this policy and the including of the City of Dubuque, Iowa as an Additional Insured does not waive any of the defenses of governmental immunity available to the City of Dubuque, Iowa under Code of Iowa Section 670.4 as it now exists and as it may be amended from time to time.
 2. Claims Coverage. The insurer further agrees that this policy of insurance shall cover only those claims not subject to the defense of governmental immunity under the Code of Iowa Section 670.4 as it now exists and as it may be amended from time to time. Those claims not subject to Code of Iowa Section 670.4 shall be covered by the terms and conditions of this insurance policy.
 3. Assertion of Government Immunity. The City of Dubuque, Iowa shall be responsible for asserting any defense of governmental immunity, and may do so at any time and shall do so upon the timely written request of the insurer.
 4. Non-Denial of Coverage. The insurer shall not deny coverage under this policy and the insurer shall not deny any of the rights and benefits accruing to the City of Dubuque, Iowa under this policy for reasons of governmental immunity unless and until a court of competent jurisdiction has ruled in favor of the defense(s) of governmental immunity asserted by the City of Dubuque, Iowa.
- No Other Change in Policy. The above preservation of governmental immunities shall not otherwise change or alter the coverage available under the policy.

SPECIMEN

(DEPARTMENT MANAGER: FILL IN ALL BLANKS AND CHECK BOXES)

EXHIBIT E

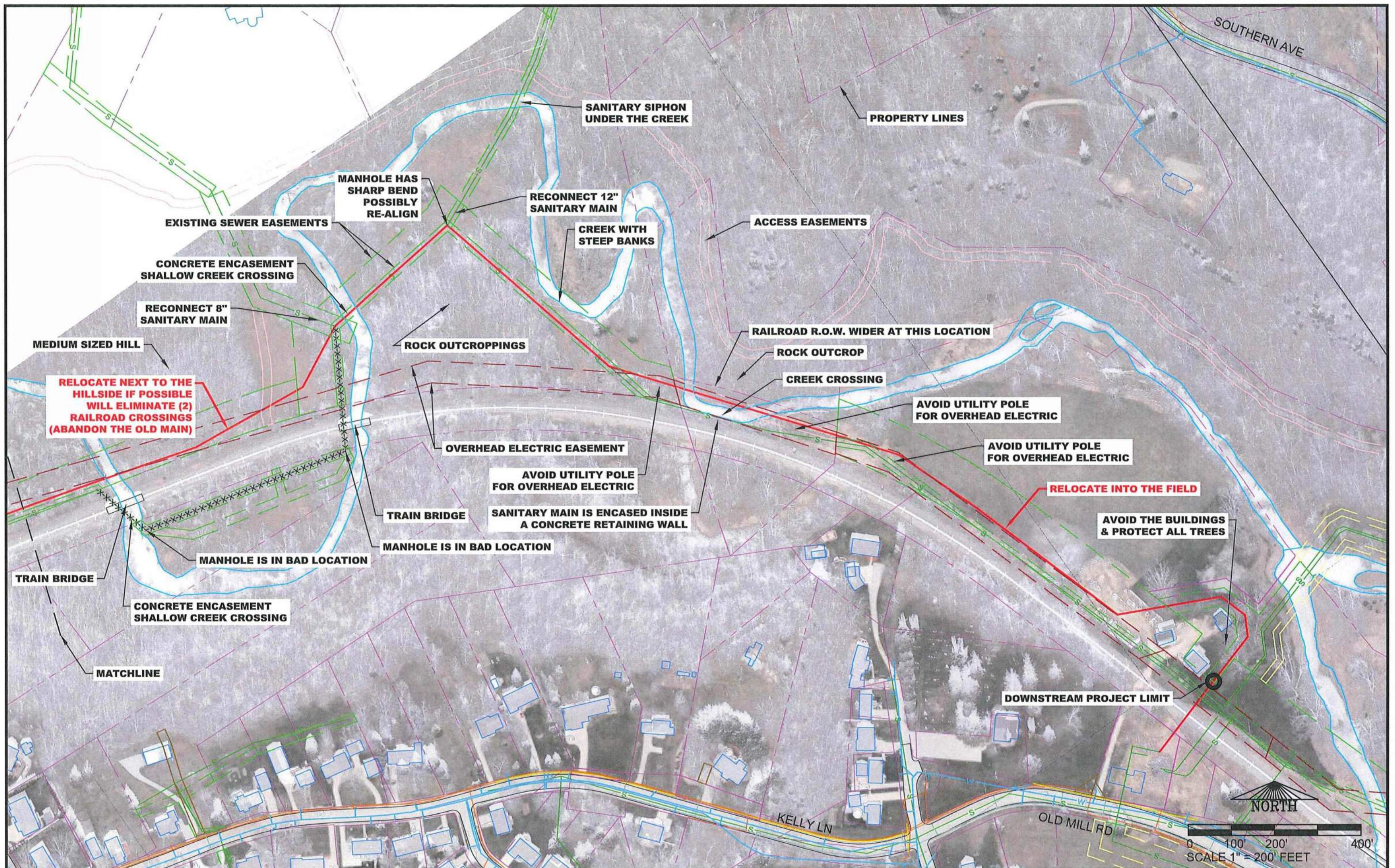
Standard Fee Schedule

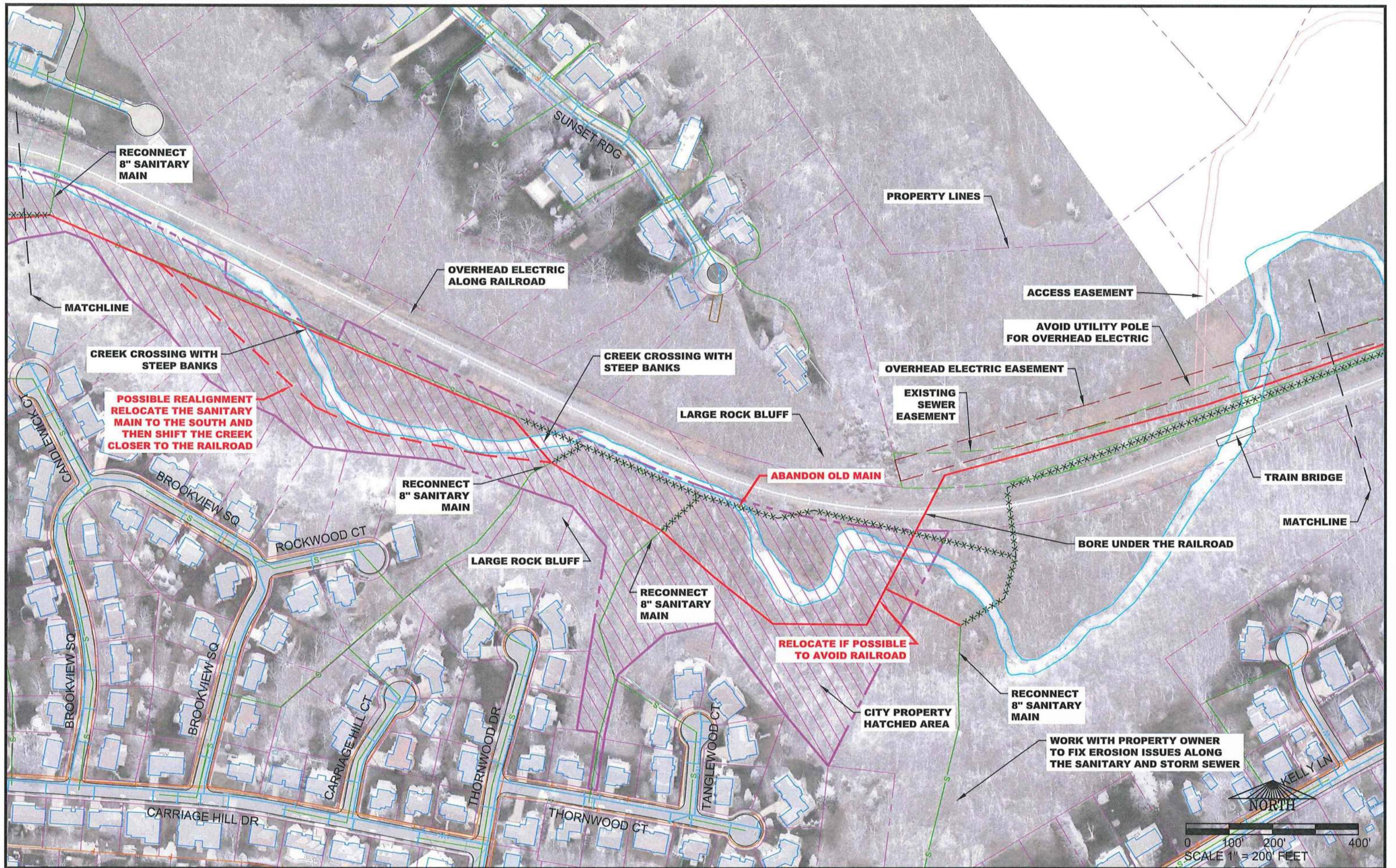
Old Mill Creek Lift Station Phase 3

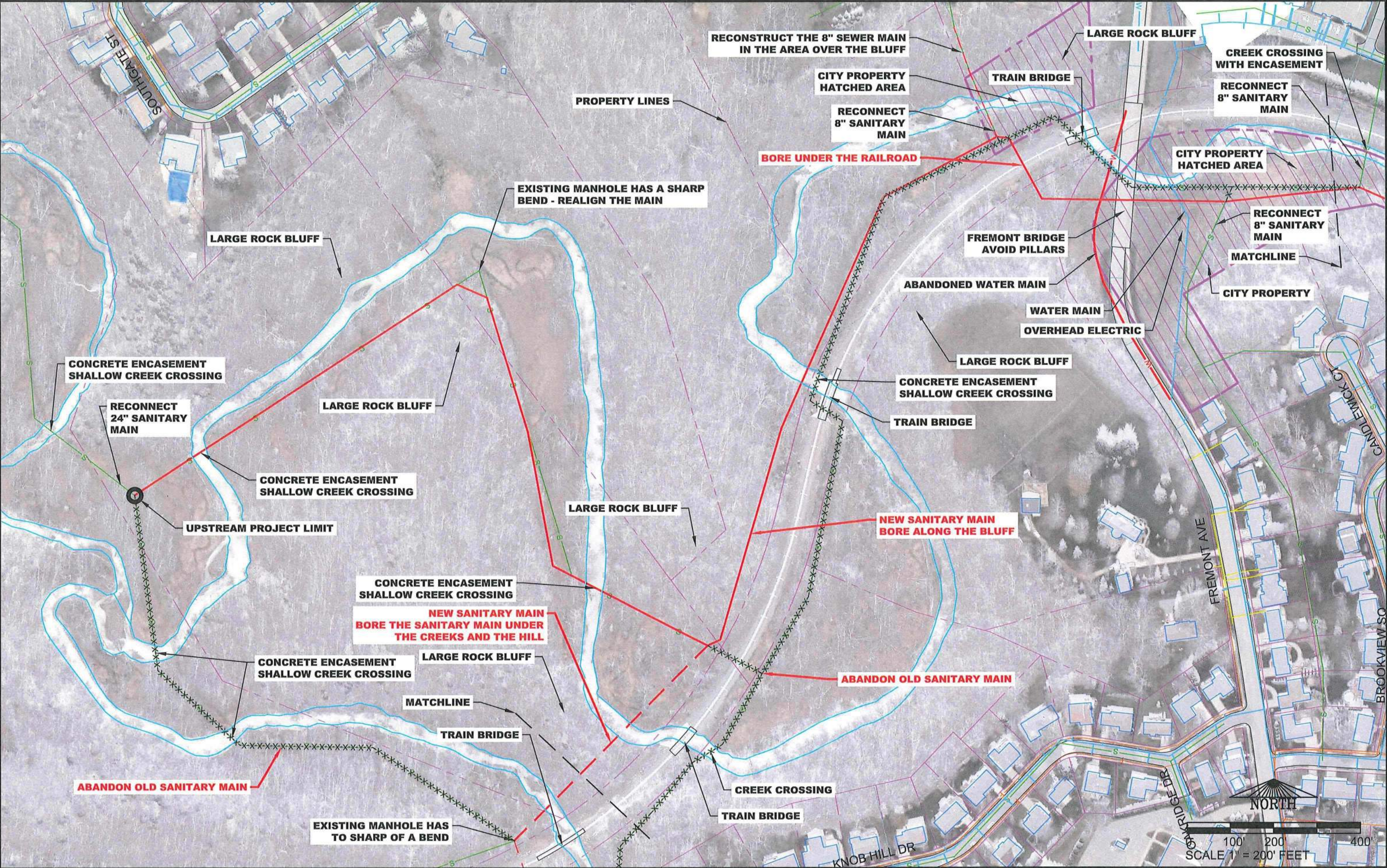
Resource Category	Bill Rate (\$/hr)
Project Principal	325
Project Manager 5	310
Project Manager 4	290
Project Manager 3	260
Project Manager 2	235
Project Manager 1	210
Engineer 1	105
Engineer 2	130
Engineer 3	160
Engineer 4	185
Engineer 5	210
Engineer 6	235
Engineer 7	265
Engineer 8	290
Engineer 9	315
Engineer 10	335
Engineer 11	350
Utility Coordination Specialist 1	160
Utility Coordination Specialist 2	225
Environmental Specialist 1	160
Environmental Specialist 2	210
Environmental Specialist 3	260
Strat Comm Specialist 1	160
Strat Comm Specialist 2	210
CAD/BIM/GIS 1	95
CAD/BIM/GIS 2	115
CAD/BIM/GIS 3	135
CAD/BIM/GIS 4	160
CAD/BIM/GIS 5	180
CAD/BIM/GIS 6	200
Project Assistant 1	95
Project Assistant 2	115
Project Accountant 1	145
Project Accountant 2	160

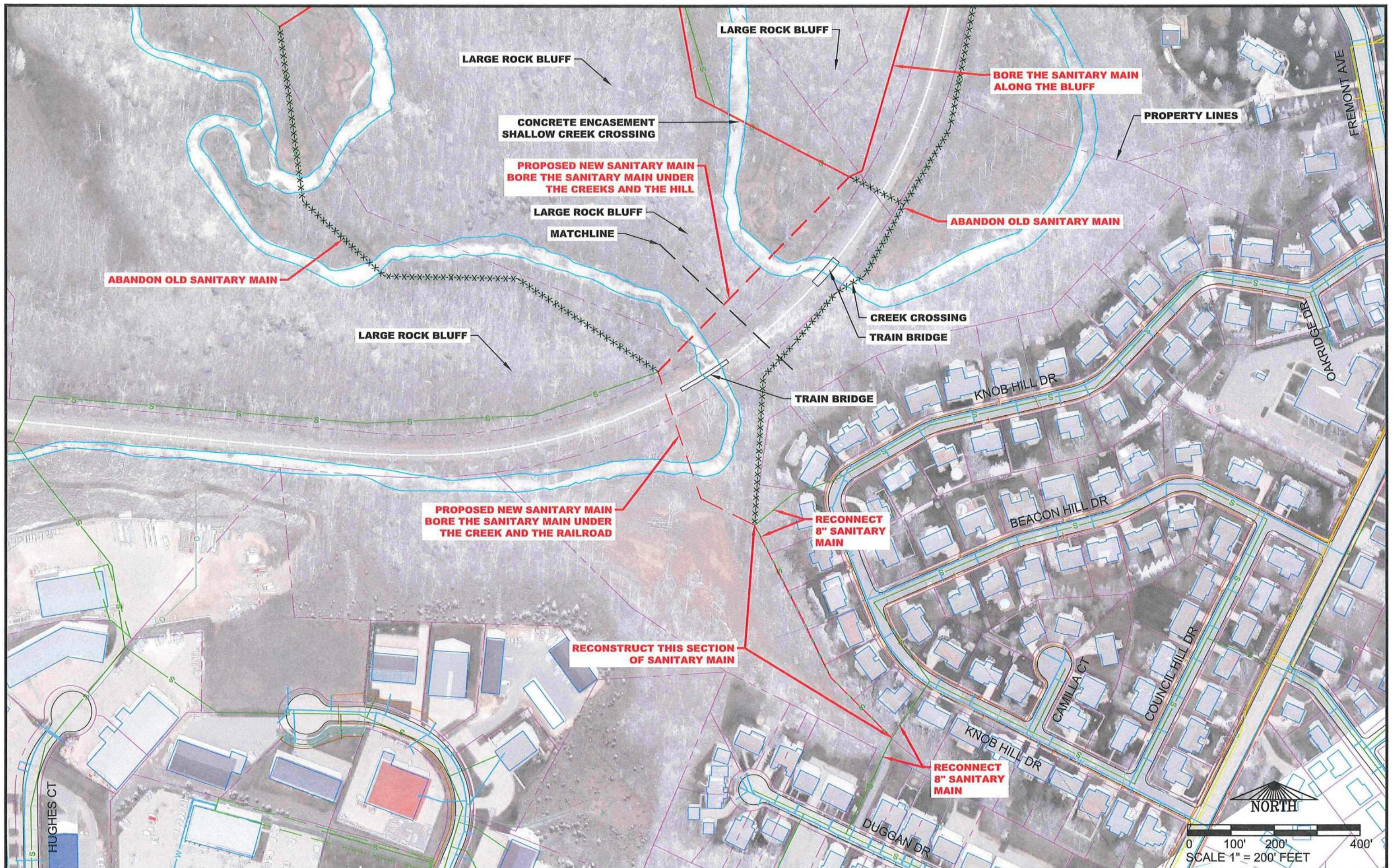
Labor Rates to be escalated annually on January 1.

Direct expenses will be invoiced and paid by Owner at cost actually incurred.









MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 1



MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 2

SEE SHEET 3

POTENTIAL
REALIGNMENT
HERE

OPPORTUNITY FOR
BORING THROUGH
THIS AREA

CITY WANTS TO
ELIMINATE THIS
SIPHON

POTENTIAL
REALIGNMENT
HERE

SEE SHEET 1

MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 3

SEE SHEET 4

CONSTRUCTION
ACCESS ROAD

SEE SHEET 2

MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 4

UPPER END OF
PROJECT LIMITS

CONSTRUCTION
ACCESS ROAD TO
BRUNSKILL RD

CONSTRUCTION
ACCESS ROAD TO
SOUTHGATE RD

POTENTIAL FOR
BORING

POTENTIAL FOR
BORING OR
SEVERAL
STRUCTURES TO
DECREASE THIS
BEND

SEE SHEET 3

THIS AREA LOOKS
VERY
INACCESSIBLE.
NOT SURE ABOUT
CONSTRUCTION
TRAFFIC. MAYBE IN
CREEKBED, UNDER
TRACKS

RESOLUTION NO. _____ - 25

RESOLUTION EXECUTING PROFESSIONAL DESIGN SERVICES CONSULTANT CONTRACT WITH HDR ENGINEERING TO COMPLETE THE OLD MILL ROAD LIFT STATION PHASE 3 SANITARY INTERCEPTOR PROJECT (CATFISH CREEK MIDDLE FORK)

WHEREAS, the City in collaboration with HDR Engineering, developed a consultant scope of work and a negotiated fee for design services in the amount of \$2,079,914 for Professional Consultant Services to complete the Old Mill Road Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork) project.

WHEREAS, The City Manager is authorized and directed to execute the Professional Design Services Consultant Contract with HDR Engineering.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DUBUQUE, IOWA, THAT:

SECTION 1. The City Manager is authorized and directed to execute the Professional Design Services Consultant Contract with HDR Engineering.

Passed, approved, and adopted this 22nd day of September 2025.

Attest:

Brad M. Cavanagh, Mayor

Adrienne N. Breitfelder, City Clerk

**AGREEMENT BETWEEN OWNER AND
HDR ENGINEERING, INC. FOR PROFESSIONAL SERVICES
AGREEMENT NUMBER _____**

THIS AGREEMENT is made as of this 16th day of September, 2025, between CITY OF DUBUQUE, IOWA (“OWNER”), and HDR ENGINEERING, INC., (“ENGINEER” or “CONSULTANT”) for services in connection with the project known as OLD MILL LIFT STATION PHASE 3 (“Project”);

WHEREAS, OWNER desires to engage ENGINEER to provide professional engineering, consulting and related services (“Services”) in connection with the Project; and

WHEREAS, ENGINEER desires to render these Services as described in SECTION I, Scope of Services.

NOW, THEREFORE, OWNER and ENGINEER in consideration of the mutual covenants contained herein, agree as follows:

SECTION I. SCOPE OF SERVICES

ENGINEER will provide Services for the Project, which consist of the Scope of Services as outlined on the attached Exhibit A.

SECTION II. TERMS AND CONDITIONS OF ENGINEERING SERVICES

The City of Dubuque Contract Terms and Conditions, which are attached hereto in Exhibit C1, are incorporated into this Agreement by this reference as if fully set forth herein.

The HDR Engineering, Inc. Terms and Conditions, which are attached hereto in Exhibit C2, are incorporated into this Agreement by this reference as if fully set forth herein.

SECTION III. RESPONSIBILITIES OF OWNER

The OWNER shall provide the information set forth in paragraph 6 of the attached “HDR Engineering, Inc. Terms and Conditions for Professional Services.”

SECTION IV. COMPENSATION

Compensation for ENGINEER’S services under this Agreement shall be in accordance with paragraph 11 of the attached HDR Engineering, Inc. Terms and Conditions.

Compensation shall be in accordance with the Resource Category Bill Rates which are attached hereto in Exhibit E, Standard Fee Schedule. Labor rates in Exhibit E, Standard

Fee Schedule, to be escalated annually on January 1 for each subsequent year for duration of contract.

Compensation for the Scope of Services described in Exhibit A shall not exceed \$3,538,515. Summary of the anticipated fee is shown below:

Task #	Task Name	Total (\$)
100	Project Management	\$ 204,690
200	SRF Program & Facility Plan	\$ 153,487
300	Topographic Survey	\$ 184,837
400	Design Phase Services	\$ 1,470,518
500	Easement & Property Acquisition	\$ 20,815
600	Bidding Phase Services	\$ 45,567
700	Construction Phase Services	\$ 1,458,601
	Total:	\$ 3,538,515

SECTION V. PERIOD OF SERVICE

Upon receipt of written authorization to proceed, ENGINEER shall perform the services described in Exhibit A within the time periods described in Exhibit B, Milestone Schedule.

Period of Service: September 16, 2025 to December 31, 2028.

Unless otherwise stated in this Agreement, the rates of compensation for ENGINEER'S services have been agreed to in anticipation of the orderly and continuous progress of the project through completion. If any specified dates for the completion of ENGINEER'S services are exceeded through no fault of the ENGINEER, the time for performance of those services shall be automatically extended for a period which may be reasonably required for their completion and all rates, measures and amounts of ENGINEER'S compensation shall be equitably adjusted.

SECTION VI. SPECIAL PROVISIONS

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first written above.

City of Dubuque, Iowa

"OWNER"

BY: _____

NAME: Mike Van Milligen

TITLE: City Manager

ADDRESS: 50 West 13th Street
Dubuque, IA 52001

HDR ENGINEERING, INC.

"ENGINEER"

BY: *Ann Williams*

NAME: Ann Williams

TITLE: Senior Vice President

ADDRESS: 1917 South 67th Street
Omaha, NE 68106-2973

EXHIBIT A

SCOPE OF SERVICES

Version: September 10, 2025

The Scope of Services to be performed by the Consultant shall include the Services and supplies to implement the tasks defined below.

DESCRIPTION & OBJECTIVE:

This Scope of Services is for Consultant to provide engineering services to the City of Dubuque for the design of the Old Mill Lift Station Phase 3 Sanitary Interceptor Project (Catfish Creek Middle Fork). The scope of services is to include design survey, facility planning, design development, construction documents, bidding support, and construction phase services. EXHIBIT F provides an initial concept of the potential project alignment and the basis for this scope of services.

TASK SERIES 100 – PROJECT MANAGEMENT

ENGINEER ACTIVITIES:

101 – Monitoring Project Schedule

- Engineer shall prepare and submit monthly progress updates via email to the Owner project manager, outlining the following:
 - Activities during reporting period.
 - Activities planned for each milestone.
 - Problems encountered and recommended solutions.
 - Overall project status.
- If design work is not progressing in a manner to comply with the anticipated completion date, the Engineer will provide a summary of the actions to be taken to reduce or eliminate potential delays in completing the design in accordance with the planned schedule

102 – Monitoring Project Scope

- The Engineer shall inform the Owner of services required which may not be included in the scope of the design services contract approved by the Owner for this Project. It will be the responsibility of the Engineer to make the Owner aware of potential amendments to the contract before the services are rendered. The Owner shall issue a Contract Amendment prior to the Engineer performing out of scope work.

103 – Project Meetings

- The Engineer's Project Manager will meet with the Owner Project Manager weekly to review progress and to discuss specific coordination needs to support the timely implementation of the project.
- There will be numerous project implementation meetings as defined within the tasks below. The project meetings within the Tasks below will serve to establish design parameters, promote a dialog between the various entities, improve the decision-making process, and expedite design development. The Engineer shall keep documentation of relevant communications. Meetings will be virtual or will be held at the City's offices depending on agenda and as agreed upon. The Engineer will prepare and distribute meeting agenda prior to the respective meeting. The Engineer will provide a meeting summary to the Owner timely after the respective meeting has been completed.

104 – Invoice Processing and Review

- Engineer shall create, process, and review invoices to meet Owner standards, and necessary information is included. Engineer shall coordinate with Owner staff as necessary and answer questions, verify percent work completed on project is in line with percent billed, and includes other general project administration necessary to implement the project.

105 – Risk Management

- Engineer shall monitor, track, and document risk management throughout the project. Engineer will develop and maintain a project risk register to determine potential risk factors that the Owner will face as part of the project. The project risk register will be updated at key project milestones and reviewed with the Owner.

ASSUMPTIONS:

- Meetings:
 - Weekly City/HDR PM coordination calls.
- Owner will provide timely review and processing of monthly progress report and invoices.
- Owner will provide timely review and comment on Project deliverables.
- Owner will coordinate Owner staff participation and actively participate in Meetings and Workshops.
- Design, Bidding and Construction Phase Services duration of 40 months (Design & Bidding 16 | Construction 24).

DELIVERABLES:

- Monthly Invoices and Progress Reports.
- Maintained Project Schedule.
- Maintained Project Risk Register.

TASK SERIES 200 – SRF PROGRAM SUBMITTALS AND FACILITY PLAN PREPARATION

ENGINEER ACTIVITIES:

201 - Project Kick-off Meeting

Engineer will plan, coordinate, and lead a project kick-off meeting with the Owner. Aspects of the meeting/workshop to include (but not limited to):

- Review and establish Project goals.
- Identify Owner concerns and potential obstacles.
- Review and confirm project procedures, protocols, communication paths, and project requirements.
- Review and confirm Scope of Services and overall schedule as required.
- Obtain and compile background information.
- Discuss preliminary alignments for the sanitary sewer.
- Confirm accessibility for the proposed sanitary sewer for conducting geotechnical investigations and surveys.
- Establish key design parameters.
- Summarize and distribute meeting summary.

202 – Facility Planning

- Engineer will develop the facility plan in accordance with the Iowa Department of Natural Resources Exhibit 9B – Preliminary Review of Facility Plan Checklist.
- Engineer will develop the Work Record Request to schedule and participate in the IDNR Project Initiation Meeting. Intent is to submit this to IDNR directly upon receiving Notice To Proceed.
- The facility plan will coordinate with the SRF environmental Review Checklist documentation and identify strategies for mitigation of environmental impacts.
- The facility plan will define a pre final alignment to be used as the basis of design, consider right of way impacts and alternative construction strategies, determine mitigation strategies for limiting potential environmental impacts, consider construction staging and bypass pumping impacts, consider utility conflicts and easements and address issues presented in the project challenges map.
- The facility plan process will initiate coordination with Canadian National Railway.
- The facility plan will present the initial opinion of probable construction cost (OPCC) and initial

construction schedule. The OPCC will be updated as timely as possible to support the City's capital planning process. An associated draw schedule will also be developed.

203 – Wetland Delineation

- This Task will be completed by Terracon via a sub-agreement with Engineer.
- Investigate project areas for the presence of wetlands and water resources. Delineate and characterize the type, size, and location of identified resources.
- Perform standard wetland delineations in accordance with the latest version of the Corps of Engineers Wetlands Delineation Manual and the Regional Supplement to the Corps of Engineers Wetland Delineation Manual: Midwest Region.
- Document findings in a Wetland Delineation Technical Memorandum.

204 – SRF Environmental Review Checklist Documentation

- Engineer will obtain available data on relevant aspects of the existing physical location conditions associated with the Project in accordance with the SRF Environmental review checklist. Also, obtain Project limits of construction and determine how they relate to potential impacts to Waters of the U.S..
- Engineer will conduct a visual assessment of the project corridor and conduct a windshield survey of the properties within 1/4-mile of the project area. Engineer will visually observe the project area, and structures located therein, to the extent that they are observable, for environmental concerns. Engineer will provide photographic documentation of the assessment to document observations.
- Engineer will obtain and review ancillary local data including National Wetland Inventory (NWI) mapping, hydric soil mapping, USGS topographic mapping, and aerial photography. Engineer will coordinate the facility plan site visit with obtaining site photography.
- Engineer will prepare the exhibits for the Iowa DNR Flood Plain Management and Sovereign Lands/Environmental Review. Engineer will request Base Flood Elevation and request guidance for construction in and around flood plains. Engineer will communicate and coordinate with the IDNR Environmental Review Specialist to identify design changes that limit compensatory mitigation efforts.
- Engineer will prepare the exhibits for the US Army Corps of Engineers Regulatory Request System. Engineer will attend and participate in a pre-application consultation with the USACE if necessary.

205 – IUP Application Support

- Engineer will support the City of Dubuque in preparation of the Intended Use Plan Application and associated checklist items associated with design.

206 – City Development Review Team

- Engineer will support city staff with the City of Dubuque Review Process.

ASSUMPTIONS:

- Meetings:
 - Project Kick-off Meeting.
 - IDNR Project Initiation Meeting.
 - USACE pre-application consultation meeting.
 - Draft Facility Plan review meeting with Owner.
- Owner to provide access to the site of the Project as required for Consultant's performance of the Scope of Services.
- Owner to participate in Project Kickoff Meeting.
- Owner to provide background information including, but not limited to, the following:
 - Aerial photography and topography of the Project area available.
 - Information regarding existing horizontal and vertical control in the Project corridor.
 - Record drawings for the immediate upstream, immediate downstream and parallel sanitary sewers as available.
 - Relevant historic flow metering data.
 - Other available information as identified and/or as the need arises.

- Site specific habitat/species surveys are not included at this time.
- Wetland Delineation to be completed by Terracon via sub-agreement with Engineer.

DELIVERABLES:

- Content for SRF Environmental Review Check-list.
- Wetlands Delineation Technical Memorandum.
- Draft and Final Facility Plan

TASK SERIES 300 – TOPOGRAPHICAL SURVEY

ENGINEER ACTIVITIES:

301 - Survey kickoff meeting.

Engineer will plan, coordinate, and lead a survey coordination kick-off meeting with the Owner and Owner's survey representatives. This meeting will coincide with the Geotechnical Investigation kick-off meeting.

302 – Site Topographical Survey

- This Task will be completed by Origin Design via a sub-agreement with Engineer.
- EXHIBIT G provides an initial survey area map.
- A Topographical Survey will be performed to provide horizontal and vertical locations of the existing ground and site features along the project corridor. The corridor of the project will include existing railroad, sanitary sewer and Middle Fork Catfish Creek. Existing site features that will be located include mark underground utilities, sanitary manholes, utility poles and boxes, storm sewer, box culverts, fences, driveways, access routes, buildings and changes in grade. Project control to be provided by City and will be completed on Iowa North Zone 1401 State Plane system having a horizontal datum of NAD 83 (2011) and vertical data datum of NAVD 88 (GEOID 18). Additional project control will be set to be visible point to point for length of project. Project benchmarks to be established at intervals not to exceed 800 feet.
- All survey work documentation becomes the property of the City. Throughout design, all survey data will be shared with City upon City's request. This includes TXT files of all topo survey shots and civil 3d topo drawings including existing surfaces. Consultant shall assemble required documentation into a single electronic package upon completion of the project and furnish to the City.
- On-site control and benchmarks will be leveled through by the consultant and leveling field notes will be provided to City.
- Project Control and benchmarks with sufficient information so that the project can be staked by others will be included in plans.
- Develop an as-built survey of the Phase 1 Lift Station structures and locate critical tie-in locations and elevations. Plans for Phase 1 Lift Station to be coordinated with the City.
- 7 railroad bridge structures will be scanned utilizing SX10 total station/scanner. The project corridor is in difficult terrain and completing scans will be as accurate and efficient as possible. Portions of the railroad corridor may also be scanned depending on flagger availability and existing site conditions.
- Place plastic delineators at existing sanitary manholes. Plastic delineators are to be provided by City.
- Provide layout of proposed boring locations.
- Coordinate utility locates with Iowa One Call requesting utility mapping and locates.
- Coordinate with Canadian National Railway for right of entry and flagger protection.
- Coordinate with City on site access and verify owners with site access restrictions.

ASSUMPTIONS:

- Meetings:

- Survey & Geotechnical Investigation Joint Kick-off Meeting.
- Survey will be completed by Origin Design via sub-agreement with Engineer.

DELIVERABLES:

- ACAD drawing.
- Surface file.
- Control points and benchmarks text file.
- Copy of field notes and sketches.

TASK SERIES 400 – DESIGN & PROJECT DOCUMENTATION PREPARATION PHASE SERVICES

ENGINEER ACTIVITIES:

401 – Public Engagement Meetings & Project Website Updates

- Develop a Public Involvement Plan to define communications throughout the life of the project. The Plan will provide details on communication goals, key messages/FAQs, the project team and media points of contact, schedule, communications tools and tactics, and the comment response protocol.
- Meet with affected stakeholders to review project status and solicit input during design development. Three primary joint stakeholder meetings are assumed:
 - Early in the project, during facility planning.
 - At approximate 60% design development level.
 - At the end of the design development phase but before construction.
- A dry-run meeting will be conducted with the Owner core staff one to two weeks prior to public meetings. Materials will include:
 - Detailed meeting plan (agenda, staffing, location details, room layout, materials, supplies, safety plan).
 - Meeting materials: boards, handouts, scroll maps and collateral materials (sign-in sheets, nametags, comment forms).
 - Meeting summaries, including comment response matrices following each meeting.
- Create Landowner Notification Letters that will alert landowners to the approximate scope and timing of survey and geotechnical activities. This includes creating a mailing list of owners. Owner will provide addresses of owners. Owner will provide postage and mail notification letters.
- Engineer to develop content for use in updates to the Owner's Project Website. Owner will upload content, provided by the Engineer, to the Owner's Project Website. Four updates throughout the design and bidding phase assumed. This webpage will serve as an online clearinghouse for project information and materials. The project webpage will include a project description, project schedule, frequently asked questions, and details regarding in-person or virtual public meetings and materials.
- Update database of project stakeholders as needed. The database will consist of residents, property owners, organizations, agencies, and directly impacted parties as a result of the project (up to three additional impacted parties assumed).
- Owner will be responsible for deploying press releases and social media posts.
- Owner will cover expenses related to printing in-person meeting materials.
- Owner will be responsible for securing public meeting venues. Effort will be made to secure a no-cost option that is ADA accessible, has ample parking, and can accommodate an event of this type. Owner will be responsible for costs associated with in-person meeting venues if a no-cost option is not available.

402 – Railroad Coordination & Permitting

- Engineer to coordinate with the railroads throughout the design phase. Engineer will develop content needed for the Canadian National Railroad Crossing Permit which will be submitted at the approximate 60% design development milestone.

403 – Utility Coordination

- Engineer to coordinate with the Utilities located within the project area.
- Engineer to notify Utilities of the project to inform them of the project and extent of work.
- Provide plans to the utility companies and request information on existing infrastructure.

404 - Archeological Investigation (Archival Review and Phase 1 Archeological Survey)

- This task will be completed by Bear Creek Archeology (BCA) via sub-agreement with Engineer.
- Archival review. To expedite planning for this project, BCA to first conduct an archival review of the portion of the creek valley that includes the OMLS Phase 3 project area. The resulting archival review report will detail the previous cultural resources projects and known sites in and adjacent to the review area and provide a summary of site potential within the project area.
- Phase I archeological survey. The Phase I archeological survey will be based on a 200-foot-wide corridor centered on the planned interceptor alignment. The landforms crossed by this corridor have high potential to contain buried archeological sites, and auger testing would be required to conduct the Phase I survey. There are known archeological sites in and immediately adjacent to the corridor that would need to be examined at the Phase I level. The Phase I survey and associated report will meet or exceed the current Association of Iowa Archeologists Guidelines for Archeological Investigations in Iowa. The fieldwork for the Phase I survey will begin once the relevant landowners have provided access permission. At the completion of the fieldwork, a brief letter summarizing the results, along with a shapefile showing site locations and recommendations will be provided. A full report will then be developed and submitted by BCA. This information will be provided to you by mid-December 2025, and the full report will follow sometime this winter.

405 – Construction Permits

- Coordinate and prepare permit applications for Federal, State and local permits for construction. Assume that the following permits will be required: IDNR/COE 404 two permit application, Canadian National Railroad crossing, NPDES General Permit #2, City Erosion Control Permit, and local Floodplain Construction Permit. The City will pay necessary fees. The work effort for the local floodplain permit application assumes that hydraulic stream flow analysis is not necessary to show a no rise condition within the floodplain fringe. Work to perform streamflow analysis, if needed, will be done as an additional service.
- Conduct hydraulic (HEC-RAS) modeling on the 10 creek crossings in support of no-rise determination. At the time of contracting, it was not determined if this modeling will be required. A fee allocation of \$75,000 has been included and will only be utilized upon project need determination and subsequent Owner authorization.

406 – Geotechnical Investigation

- Site geotechnical investigations will be completed by Terracon via a separate Owner/Terracon contract. Geotechnical investigation will be completed for the selected alignment to define dewatering, soil types, trench side slope requirements, stabilization of trench bottoms, pipe bedding, trenchless crossings of railroad tracks, streams, and roadways, appropriate types of trenchless crossing operations, verifying the stability of trenches that would parallel existing commercial builds, corrosivity for existing soils to concrete and steel, and proper compaction and placement of trench and pit backfill materials. The following boring, soil sampling, water sampling, laboratory testing and analysis will be provided to accomplish the above.
- A geotechnical investigation kick-off meeting will be scheduled to coincide with the topographic survey kickoff meeting described above.
- Owner will provide staking for boring locations and profile to Terracon.
- Desktop Study:

- Engineer will prepare a desktop study based on the NRCS Soil Surveys and a review of existing geotechnical information in the project vicinity and prepare a geotechnical memorandum summarizing the findings.
 - Engineer will evaluate applicability of trenchless technologies with private landowners.
- Investigation:
 - Engineer will review and coordinate the location of borings with Terracon. The boring locations shall be located in the field by Terracon based on the generalized boring location plans implemented to date. Supplemental boring needs will be provided by Engineer.
 - Engineer will provide the laboratory testing requirements for Terracon and identify additional testing as needed.
 - Engineer will review the typed boring logs and laboratory test data from Terracon.
 - Engineer will develop soil design parameters for use in geotechnical analyses.
- Engineering:
 - Engineer will evaluate:
 - Settlement analysis at up to three (3) locations.
 - Subgrade preparation and earthwork requirements.
 - Subgrade stabilization requirements.
 - Dewatering recommendations.
 - Potential for basal heave of excavations.
 - Pipe bedding and support recommendations.
 - Jack and bore and HDD recommendations for up to three (3) crossings.
 - Hydrofracture potential of HDD for up to three (3) crossings.
- Geotechnical Report:
 - Engineer will prepare a Geotechnical Report that incorporates the Terracon reporting by appendix and will summarize results of the field exploration and laboratory testing programs, geotechnical analyses, geotechnical recommendations for the sanitary sewer installation and construction. The report will be submitted as a draft for review by the Owner. Review comments received will be addressed and a final report will be issued.

407 – 30% Design Document Development

- Finalize the sizing of the planned sanitary sewer.
- Prepare 30% design documents, including plan and profile drawings, for the various components of the Project including project staking information.
- Prepare an updated opinion of probable construction cost and an updated schedule for the project based upon current state of project detail.
- Provide in-house QC review by senior interdisciplinary personnel.
- Submit 30% design documents for City review.
- Meet with the City project team to review progress, status of design, and current opinion of probable construction cost.
- Meet with the HDR project team to review Owner comments and incorporate comments into documents as appropriate.
- Prepare technical specifications table of contents.
- Conduct a Contractor Engagement Survey.

408 – 60% Design Document Development

- Incorporate Owner's 30% review comments into 60% documents as appropriate.
- Develop storm water pollution prevention plan (SWPPP).
- Define the limits of temporary and permanent easements.

- Prepare 60% design drawings for the various components of the Project.
- Prepare an updated opinion of probable construction cost and updated schedule for the Project based upon current state of Project detail.
- Provide in-house QC review by senior interdisciplinary personnel.
- Submit 60% design documents for review to the City.
- Support DRT concept review at the 60% design level. DRT meetings are Thursday's at 10:00 and the submittal to be provided a week in advance.
- Participate in Utility Coordination Meeting.
- Contractor Engagement Constructability Review.
- Meet with the City project team to review progress, status of design, and current opinion of probable construction cost.
- Meet with the HDR project team to address Project review Owner comments and incorporate comments into documents as appropriate.

409 – 90% Design Document Development

- Incorporate Owner's 60% review comments into 90% documents as appropriate.
- Prepare final design documents including drawings, non-standard details, special provisions, and an updated opinion of probable construction cost for the Project based upon current state of Project detail for the various components of the Project.
- Provide in-house QC review by senior interdisciplinary personnel.
- Submit 90% design documents for Owner review.
- Support DRT plan review. Plan submittal provided for DRT review 1 week prior to DRT meeting which occurs on Thursday's at 10:00. Includes support in addressing DRT formal review comments and documentation letter.
- Meet with the Owner Project team to review final documents.
- Facilitate field plan-in-hand review of final design with the Owner Project team.
- Conduct a Contractor Engagement Industry Day.

410 – Final Document Development

- Prepare construction documents.
- Provide three (3) sets of construction documents to IDNR for review and comment.
- Submit final design documents to Owner.
- Prepare final opinion of probable construction cost.
- Verify required permits.

ASSUMPTIONS:

- Meetings:
 - Geotechnical Investigation Kick-off Meeting (coincides with survey kick-off meeting).
 - 30% Design Submittal Review Meeting with Owner and Phase 4 Consultant.
 - 60% Design Submittal Review Meeting with Owner and Phase 4 Consultant.
 - Constructability Review.
 - 90% Design Submittal Review Meeting with Owner and Phase 4 Consultant.
 - Plan-In-Hand Site review with Owner.
 - Contractor Engagement Industry Day.
 - Adjacent property owner meetings. Owner staff will schedule and conduct adjacent property owner meetings and prepare respective agenda and meeting summary. The Engineer will provide site plan figures for adjacent property owner meetings.
 - Two Joint Utility Coordination meetings (typically held monthly on the third Thursday of each month)

- at 1:30 pm) at the 30% and 90% design milestones. Engineer to have 1 attendee joining virtually.
 - IDNR Review Kick-off Meeting.
 - Access meetings.
- Up to 95 drawings to be developed.
- New sanitary sewer length to be approximately 13,000 feet.
- Storm sewer improvements for connection of the 1020 property location.
- Drawings will be developed using AutoCAD Civil 3D.
- Drawing scale for sanitary sewer plans will be 1" = 50'.
- Full Size Drawings size will be 22" x 34".
- Half Size Drawings size will be 11" x 17".
- Half size will be submitted as PDF's and printed and distributed throughout the project at key milestones for Owner review/use.
- Owner Standard Details and Technical Specifications will be incorporated by reference as applicable.
- Special Provisions and non-standard Technical Specifications will be prepared in Construction Specification Institute (CSI) 3-part format as modified by Engineer and will be based on Engineer Master Specifications with review for consistency with Owner Standard Specifications.
- Bidding and Contracting Documents, and General Conditions as part of the General Requirements, for the Project will be Owner standard documents.
- Owner's legal staff and purchasing will be required to review and assist in finalization of front-end documents.
- Design will utilize Iowa SUDAS Design Manual – Current Edition and the City of Dubuque City Design Standards with inclusion of the American Railway Engineering and Maintenance-of-way Association (AREMA) as required for design of railroad crossing by the Canadian National Railway. Utilize City Table of Contents with SUDAS revisions.
- Redesigns associated with Owner requested modifications of previously approved design development documents are not included in this scope of services.
- Design of dewatering installations will be the responsibility of the Contractor and will not be designed by Engineer.
- Design of temporary shoring installation will be the responsibility of the Contractor and will not be designed by Engineer. Design Engineer will coordinate with the contractor to determine cost and schedule implications of different shoring plans proposed by contractor.
- Geotechnical surveys and subsurface exploration will be contracted by the City of Dubuque directly with Terracon.
- Archeological Investigation (Phase 1) will be completed by Bear Creek Archeology via sub-agreement with Engineer.
- Owner will consolidate comments from staff on deliverables and present one unified written document of comments. Up to two (2) weeks provided for Owner review period.
- Design, Bidding, and Construction Phase services are based on the project being implemented via a single bid package. In the event that it's later determined advantageous for the Owner to implement the project via two bid packages the associated effort will be added by Amendment. The associated fee estimate footnotes provide an initial assumption of added level of effort. If the Owner adds this assumption into the original contract amount then Engineer would not utilize these funds until a project need determination and subsequent Owner authorization.

DELIVERABLES:

- Provide completed permit applications for use by Owner.

- Database of project stakeholders.
- Archeological Investigation: Archival Review Report, Field work summary memo, and Phase I Report.
- Geotechnical Report (draft and final).
- 30% design documents for Owner review.
- 60% design documents for Owner review.
- 90% design documents for Owner review.
- 90% design documents for IDNR review.
- Issue For Bid ready contract documents.
- Opinion of Probable Construction Cost based on each respective design level.

TASK SERIES 500 – EASEMENT AND PROPERTY ACQUISITION COORDINATION

ENGINEER ACTIVITIES:

- Engineer will provide linework to Owner for temporary and permanent easement needs.

ASSUMPTIONS:

- Owner will provide acquisition plats and associated negotiations.

TASK SERIES 600 – BIDDING PHASE SERVICES

ENGINEER ACTIVITIES:

601 – Document Reproduction and Distribution

- Furnish reproducible set of electronic bidding documents to Owner.
- Owner will advertise, on Owner's selected bidding platform, for bids with assistance from the Engineer.
- Owner will maintain a Plan Holders List with assistance from the Engineer.

602 – Pre-Bid Meeting

- Prepare agenda to address pertinent items for discussion at the pre-bid meeting, including bidding requirements, regulatory requirements, and site conditions, etc.
- Owner will conduct pre-bid meeting with assistance from the Engineer and site visit to review the Project with the potential bidders.

603 – Document Clarification/Addenda

- Assist City in addressing comments and questions from bidders or plan holders.
- Prepare a Bidder's Question and Answer response from Bidder RFI's and issue as clarification only – not as a modification to the Contract Documents.
- Prepare addenda items containing clarifications and modifications to the Construction Documents.

604 – Bid Evaluation and Recommendation

- Engineer will review bids received during bid letting for inclusion of required information and correct bid price tabulation.
- Engineer will review Contractor qualifications for performing the required work. Evaluate the apparent low bidders in accordance with the Contract Documents. Make written recommendation to the Owner for the award of the contract. Recommendation will be made based on the lowest responsive and responsible bid.

ASSUMPTIONS:

- Meetings:

- Pre-Bid Meeting.
- Owner will print bidding documents for distribution.
- Owner will distribute sets of bidding documents to contractors, suppliers, and Plan Rooms.
- Owner will maintain Plan Holder's List.
- Owner will receive bids.
- Owner will issue Contract Documents to low bidder, receive and review executed documents, and review insurance certificates.
- Owner will issue Notice of Award and Notice to Proceed.
- Engineer will make a recommendation of bid award to the Owner.
- Three (3) Addenda assumed.
- Bid phase will be a period of 4-8 weeks with the last addenda issued no less than seven (7) business days prior to bid. An extended, or extension, of the bid period is not included in this scope of services.
- Forty (40) Bidding Phase RFI's assumed.
- Up to four (4) plan sheets are assumed to be reissued and up to three (3) specifications are assumed to be reissued.
- Up to two (2) sets of clarifications assumed.

DELIVERABLES:

- Assist Owner with Advanced Notice of Hearing and Letting to prospective Bidders and Plan Houses.
- One reproducible set of electronic bidding documents.
- Assist Owner with Pre-Bid Meeting Agenda and Summary.
- Addenda.
- Recommendation of bid award memo.

TASK SERIES 700 – CONSTRUCTION PHASE SERVICES

ENGINEER ACTIVITIES:

701 – Conformed Documents

- Furnish and electronic set of Conformed Documents set from the Bidding Phase to the Contractor and Owner.

702 – Meetings Administration

- Preconstruction Conference - Lead Preconstruction Conference to address technical issues. Review and comment on Preconstruction Meeting Summary.
- Construction Meetings – Participate in biweekly construction coordination meetings.
- Site Visits (Engineers) - Provide bi-weekly Engineer site visits to observe construction.
 - Engineer shall cause its design personnel to make bi-weekly visits to the site to provide field observation to ascertain the progress and quality of the work completed and to determine if the work is being performed in accordance with the Contract Documents. However, Engineer shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the work. Construction Observation services do not include responsibility for construction schedule, means, controls, techniques, equipment selection, sequences, procedures, or safety.
- It is understood that the City of Dubuque may self-perform some or all of Task Series 702 – Meetings Administration.

703 – Submittals Administration

- Provide administrative and technical support for the administration, review, and approval of Contractor's submittals to assess Contractor's understanding of material and equipment requirements and

conformance with the contract requirements. Submittal reviews beyond the first resubmittal will be tracked for reimbursement by Contractor.

- Review and Approval of Shop Drawing Submittal Schedule - Review Shop Drawing Submittal Schedule. Notify Contractor of acceptance or rejection noting observed deficiencies and requesting correction of them and resubmittal. Distribute copies of approved schedule to design team members responsible for shop drawing reviews
- General Administration of Submittals - Receive, log, distribute, and provide timely review and re-distribution of shop drawings, miscellaneous submittals, operation and maintenance manuals, and other submittal information. Review shop drawings for compliance with technical requirements. Establish organized storage for samples and a tracking log for samples.
- Review of Shop Drawings Status, and Scheduling
 - Review monthly the approved submitted schedule and the actual shop drawing log for comparison.
 - Review shop drawing submittal log in regard to requirements that shop drawings must be submitted and approved.
 - Address general status of shop drawings at Construction Meetings.
 - Address Contractors' requests for shop drawing review of critical equipment and materials prior to having an approved submittal schedule.
- O&M Manual Review and Administration
 - Review transmittal letter for completeness and coordination with submittals.
 - Review submittals for technical requirements.
 - Return a copy of the transmittal form listing the observed deficiencies requiring correction.
 - Obtain from Contractor the specified number of approved copies of O&M manuals for distribution to Owner.
- Evaluate Requests for Substitution - If the Contractor requests a waiver of provisions of the plans and specifications, Engineer will make a recommendation on the request to the Owner for its determination. No waiver shall be granted if such waiver would serve to reduce the quality of the final product. The owner shall never be deemed to have authorized Engineer to consent to the use of defective workmanship or materials. Assist Owner in negotiating cost or time considerations, additive or deductive, associated with a product substitution

704 – Schedule Administration

- Review Contractor's detailed construction schedule for compliance with the Contract Document requirements and functionality for monitoring construction progress throughout the Project.
- Review of Initial Construction Schedule
 - Review schedule for major elements of the Project and for conformance to specified schedule sequences and completion dates.
 - Notify Owner with comments including deficiencies.
 - Meet with Owner and Contractor to reconcile disputed schedule deficiencies and document reconciliation of disputed deficiencies.
- Review Actual Construction Against Schedule Status.
 - Identify critical path activities that have not reached scheduled milestones.
 - Identify critical path activities whose durations have not expired that are apparently realizing lower productivity rates than reflected in the schedule.
 - Identify non-critical activities whose durations are about to equal or exceed the remaining float along that path.
 - Identify critical path activities that are scheduled to start but have not been started.
 - If it becomes necessary, notify Owner in writing of observed schedule deficiencies.

705 – Contract Interpretations & Modifications Administration

- Provide timely reviews and responses to Contractor requests for interpretations or information and proposed modifications identified by the Contractor's, Owner's or Engineer's design and construction observation team.
- Coordinate Interpretations Review
 - Receive, log, and distribute Requests For Information (RFI) to appropriate design team members for response.

- Review and respond to RFI's.
 - Receive design team responses, log, and distribute them to Contractor.
 - Prepare and issue Response Letters, Field Order (FO), or Change Order Requests (CORs) as required.
- Administration of Changed Work
 - Evaluate Project with Owner to assess when changes are required.
 - Initiate necessary changes in the form of CORs.
 - Review and negotiate costs presented on CORs by Contractor. Assist Owner with final pricing as required.
 - Review COR items and negotiated costs with Owner for Owner's approval prior to Contractor's authorization for the work under the CO.
 - Track CORs and COs through Contractor's acceptance, Owner's acceptance, Engineer's signature, and Owner executive action.
 - Maintain current status log of CORs and COs.
- Coordinate and Issue FO's
 - For minor changes involving no cost and no time changes, issue FOs.
 - Prepare technical description of the FO.
 - Track FO's through issuance and Contractor's acceptance. Obtain a copy, executed by the Contractor, and route copies to the appropriate Project files.
- Coordinate and Issue COR's
 - Collect technical information and evaluate proposed change. Prepare technical description of the COR using necessary graphic details and specifications.
 - Prepare Engineer's Opinion of Cost and evaluation of impact on Contract Time.
 - Route the COR for numbering, logging, and issuance to the Contractor for pricing.
 - Route copies to the appropriate Project files.
 - Follow and report the status of COR's using logs that track the dates of 1) Return from the Contractor with pricing, 2) Engineer's review and recommendation of pricing and 3) Owner's acceptance.
 - Assist Owner with negotiations of cost and time.
- Change Orders (CO's)
 - Identify with the CITY's designated representative the strategy of combining COR's and the timing of CO's.
 - Update Change Order logs and provide status reports tracking the execution of Change Orders.

706 – Measurement & Payment Administration

- Review Contractor's distribution of costs to the various elements of the total construction in the Contractor's Schedule of Values (cost breakdown) for suitability for use as a basis for progress payments and determination of cost impact of changes.
- Assist Owner with Review and Processing of Applications for Payment - Respond to questions raised by Owner regarding applications for payment. Owner shall process applications for payment.

707 – Resident Project Representative (RPR)

- Provide a full-time on-site RPR for the duration of the Construction (24 months) to provide continuous on-site inspections to check the quality and quantity of the work and provide daily reports to Owner and Engineer. RPR will be provided by Origin Design via sub-agreement with Engineer. It is understood that the City may perform some or all of the RPR services.

708 – Project Closeout

- Review Substantial Completion Submittal
 - Review Contractor's required substantial completion submittal and assess if Project is ready for substantial completion inspection.
 - Develop substantial completion submittal checklist.
 - Work with Owner to verify submittal of required documents.
 - Review other substantial completion submittal documents for completeness and compliance with Contract provisions.
 - Work with Owner to schedule substantial completion inspection.

- Conduct Inspections for Substantial Completion
 - Notify design team members of date for substantial completion inspection and preparation of the list ("punch list") of items to be completed or corrected.
 - Prepare and distribute the punch list format to the parties conducting the inspection.
 - Compile the punch list with the Owner and transmit to the Contractor.
 - Work with Owner to review progress of corrective action on punch list items and periodically update and re-issue.
- Issue Punch List
 - Review the findings of the substantial completion site visit with the Owner and jointly assess the status of the Work.
 - Address comments from either Owner or the Contractor regarding the tentative date of substantial completion or the punch list.
- Document Project Warranties - Work with Owner to determine the start of the warranty and correction period to define for parties the ending date of the period for which the Contractor is responsible for repairing deficient Project materials.
- Review Final Completion Submittal
 - Review the Contractor's required final completion submittal.
 - Develop final completion submittal checklist.
 - Verify submittal of required documents.
 - Review for completeness and compliance with Contract provisions.
- Conduct Final Completion Inspection
 - Notify design team members of date of final inspection.
 - Work with Owner to assemble the various final completion submittal documents for the final inspection meeting and review them with the various parties.
 - Conduct the final inspection.
- Record Drawings - Perform drafting of Record Drawing revisions and updates to models based on Contractor marked-up documents and transmit to Owner.
- Final Payment - Prepare letter stating whether Engineer is aware of outstanding issues that preclude issuance of Final Payment.

ASSUMPTIONS:

- Meetings:
 - Pre-Construction Conference.
 - Bi-weekly Construction Progress Meetings (48).
 - Engineer Site Visits (48).
 - Substantial Completion Inspection.
 - Final Completion Inspection.
- Construction phase duration of 24 months.
- Engineer will develop and provide electronic format Conformed Documents from the Bidding Phase.
- One (1) Preconstruction Conference will be held.
- Construction staking to be completed by others.
- Engineer will advise and recommend action required to correct such unsatisfactory, faulty, defective or incomplete work, at the request of the Owner.
- Owner, Engineer, and Contractors will utilize Engineer's Newforma software to log and track Contractor submittals.
- It is assumed that the cost of reviewing Contractor's initial shop drawing submittals and one resubmittal are included in this scope. A total of 80 submittal reviews assumed (65 original submittals and 15 resubmittals). The review costs associated with subsequent resubmittals will be paid for by the Contractor.
- It is assumed that there will be 100 RFIs, 10 FOs, and 20 CORs, and 6 Change Orders (COs).

- Engineer is not responsible for the detailed planning, sequencing and scheduling of the construction.
- Engineer is not responsible for the Contractor's failure to execute the approved schedule, regardless of whether apparent deficiencies are observed or noted by Engineer.
- Engineer will use its standard Construction Contract Administration forms for documenting contract interpretation and modification activities.
- Distribution and numbers of various change documents will be determined at the Preconstruction Conference.
- Substantial Completion and Final Completion inspections will include up to two design representatives. One (1) Substantial and One (1) Final inspection are anticipated. Additional Substantial and/or Final Completion inspections will be at the expense of the Contractor.
- Following Project closeout, Project documentation maintained by the Engineer will be placed in Engineer's long-term storage provider's facility and maintained there for a period of fifteen (15) years.
- Limitations of Authority. Resident Project Representative shall not:
 - Authorize deviation from the construction contract documents or substitution of materials or equipment (including "or-equal" items).
 - Exceed limitations of Engineer's authority as set forth in this Agreement.
 - Undertake responsibilities of contractor, subcontractors, suppliers, or constructor.
 - Advise on, issue directions relative to, aspects of the means, methods, techniques, sequences, or procedures of the work, by contractor or other constructor.
 - Advise on, issue directions regarding, or assume control over security or safety practices, precautions, and programs in connection with the activities or operations of Agency or contractor.
 - Participate in specialized field or laboratory tests or inspections conducted off-site by others except as specifically authorized by Engineer.
 - Accept shop drawing or sample submittals from anyone other than Contractor.
 - Authorize Agency to occupy the Project in whole or in part.
 - Engineer will use its standard construction contract administration forms for documenting construction observation and inspection activities.
 - RPR to provide construction observation and inspection at the site of the work during critical construction activities but will not be required to be on site at all times a contractor is working.
 - Information will be provided electronically to the Agency.

DELIVERABLES:

- Conformed documents from the Bidding Phase.
- Review comments on submittals with defined action.
- Monthly summary of status for submittals, RFI's, FO's, COR's, CO's.
- Written notification of observed shop drawing schedule deficiencies.
- Written response to Contractor's special requests for submittal processing.
- Written review comments and action on O&M submittals.
- Written approval or rejection of substitution requests.
- Written responses to RFI's.
- Field Orders.
- Change Order Requests (COR).
- Substantial completion checklist.

- Two (2) hard copies (one full-size and one half-size) and one (1) electronic copy (.pdf) of Record Drawings. Provide digital copies of construction project documentation, photographs, and videos taken by Engineer's staff.
- Written notification of observed deficiencies that must be remedied before proceeding with substantial completion.
- Substantial completion punchlist.
- Final completion of submittal checklist.

EXHIBIT B

MILESTONE SCHEDULE

The Scope of Services shall be completed in accordance with the following milestone schedule unless modified by mutual agreement or by factors beyond the control of the Consultant:

Project Key Milestone Dates	Target Completion Date*
Project Administration Phase (NTP through Construction Phase Complete)	December 31, 2028
SRF Facility Plan Submittal	December 1, 2025 (~3 months from NTP)
30% Design Package Submittal	March 10, 2026 (~6 months from NTP)
60% Design Package Submittal	June 9, 2026 (~9 months from NTP)
90% Design Package Submittal	September 9, 2026 (~12 months from NTP)
Final Contract Documents Submittal Design Phase Complete	October 26, 2026 (~14 months from NTP)
Permits Acquired	October 26, 2026
Issue For Bid	November 6, 2026
Bid Opening	December 10, 2026
Council Bid Award Bidding Phase Complete	December 21, 2026
Construction Phase Complete	December 21, 2028

*Assumed Notice To Proceed: September 19, 2025 (Council Meeting September 16).

EXHIBIT B – City of Dubuque Contract Terms and Conditions

TERMS AND CONDITIONS

The following clauses shall be included in the final signed contract:

1. CONSULTANT'S ENDORSEMENT ON PLANS.

The **Consultant** shall endorse the completed computations prepared under this Agreement and shall affix thereto the seal of a licensed professional engineer, or licensed professional architect, licensed to practice in the State of Iowa, in accordance with the current Code of Iowa.

2. CHANGE IN SCOPE OF SERVICES.

No change in scope shall be permitted during this project without the prior written agreement of both parties and the WBS being updated.

3. EXTRA WORK.

The **Consultant** shall monitor the approved project budget in relation to the specific tasks included in the approved scope of work and evaluate the work effort expended as it relates to the approved budget. Should additional work be required for a task beyond the currently authorized scope and budget, the **Consultant** shall submit in writing a request for additional compensation which will be considered by the **City**. If approved by the **City**, the **Consultant** shall not commence work on the extra work until the **City** has provided written approval of the request for additional compensation.

4. SUBSTITUTION OF PROJECT TEAM MEMBERS.

The Project Manager, partners, management, other supervisory staff and technical specialists proposed for the project may be changed if those personnel leave the **Consultant**. These personnel may also be changed for other reasons however, in either case, the **City** retains the right to approve or reject the replacements and no replacements shall begin working on the project without the express, prior written permission of the City of Dubuque.

5. INSURANCE.

Consultant shall at all times during the performance of this Agreement provide insurance as required by the attached Insurance Schedule.

6. INDEMNIFICATION.

To the fullest extent permitted by law, **Consultant** shall indemnify and hold harmless the **City** its officers, agents, and employees from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the Contract, provided that such claim, damages, loss or expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of property (other than the Project itself) including loss of use resulting therefrom, but only to the extent caused in whole or in part by negligent acts or omissions of the **Consultant**, **Consultant's** subcontractor, or anyone directly or indirectly employed by **Consultant** or **Consultant's** subcontractor or anyone for whose acts **Consultant** or **Consultant's** subcontractor may be liable, regardless of whether or not such claim, damage, loss or expense is caused in part by a party indemnified hereunder.

7. TERMINATION.

City may terminate this agreement, with or without cause, upon providing 14 days written notice to the **Consultant**.

8. ERRORS & OMISSIONS.

In the event that the work product prepared by the **Consultant** is found to be in error and revision or reworking the work product is necessary, the **Consultant** agrees that it shall do such revisions without expense to the **City**, even though final payment may have been received. The **Consultant** must give immediate attention to these changes so there will be a minimum of delay during Implementation. The above and foregoing is not to be constructed as a limitation of the **City's** right to seek recovery of damages for negligence on the part of the **Consultant** herein.

9. OWNERSHIP OF ENGINEERING DOCUMENTS.

All sketches, tracings, plans, specifications, reports on special studies and other data prepared under this Agreement shall become the property of the **City** and shall be delivered to the Project Manager upon completion of the plans or termination of the services of the **Consultant**. There shall be no restriction or limitations on their future use by the **City**, except any use on extensions of the project or on any other project without written verification or adaptation by the **Consultant** for the specific purpose intended will be the **City's** sole risk and without liability or legal exposure to the **Consultant**.

The **City** acknowledges the **Consultant's** plans and specifications, including all documents on electronic media, as instruments of professional service. Nevertheless, the plans and specifications prepared under this Agreement shall become the property of the **City** upon completion of the services and payment in full of all moneys due to the **Consultant**.

The **City** and the **Consultant** agree that any electronic files prepared by either party shall conform to the specifications listed in Attachment ___ of the contract. Any change to these specifications by either the **City** or the **Consultant** is subject to review and acceptance by the other party. Additional efforts by the **Consultant** made necessary by a change to the CADD software specifications shall be compensated for as Additional Services.

The **City** is aware that significant differences may exist between the electronic files delivered and the respective Implementation documents due to addenda, change orders or other revisions. In the event of a conflict between the signed Implementation documents prepared by the **Consultant** and electronic files, the signed Implementation documents shall govern.

The **City** may reuse or make modifications to the plans and specifications, or electronic files while agreeing to take responsibility for any claims arising from any modification or unauthorized reuse of the plans and specifications.

10. SUBLETTING, ASSIGNMENT OR TRANSFER.

Subletting, assignment, or transfer of all or part of the interest of the **Consultant** in this Agreement is prohibited unless written consent is obtained from the Engineer and approved by the **City**.

HDR Engineering, Inc. Terms and Conditions for Professional Services

1. STANDARD OF PERFORMANCE

The standard of care for all professional engineering, consulting and related services performed or furnished by ENGINEER and its employees under this Agreement will be the care and skill ordinarily used by members of ENGINEER's profession practicing under the same or similar circumstances at the same time and in the same locality. ENGINEER makes no warranties, express or implied, under this Agreement or otherwise, in connection with ENGINEER's services.

2. INSURANCE/INDEMNITY

ENGINEER agrees to procure and maintain, at its expense, insurance as described in the attached Insurance Schedule as such Insurance Schedule may from time to time be revised by OWNER upon notice to ENGINEER. If flying an Unmanned Aerial System (UAS or drone), ENGINEER will procure and maintain aircraft unmanned aerial systems insurance of \$1,000,000 per occurrence. ENGINEER agrees to indemnify OWNER, its officers and employees, for third party personal injury and property damage claims to the extent caused by ENGINEER's negligent acts, errors or omissions. However, neither Party to this Agreement shall be liable to the other Party for any unforeseeable, special, incidental, indirect, or consequential damages (including but not limited to loss of use or opportunity; loss of good will; cost of substitute facilities, goods, or services; cost of capital; and/or fines or penalties), loss of profits or revenue arising out of, resulting from, or in any way related to the breach of this Agreement.

3. OPINIONS OF PROBABLE COST

Any opinions of probable project cost or probable construction cost provided by ENGINEER are made on the basis of information available to ENGINEER and on the basis of ENGINEER's experience and qualifications, and represents its judgment as an experienced and qualified professional engineer. However, since ENGINEER has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor(s') methods of determining prices, or over competitive bidding or market conditions, ENGINEER does not guarantee that proposals, bids or actual project or construction cost will not vary from opinions of probable cost ENGINEER prepares.

4. CONSTRUCTION PROCEDURES

ENGINEER's observation or monitoring portions of the work performed under construction contracts shall not relieve the contractor from its responsibility for performing work in accordance with applicable contract documents. ENGINEER shall not control or have charge of, and shall not be responsible for, construction means, methods, techniques, sequences, procedures of construction, health or safety programs or precautions connected with the work and shall not manage, supervise, control or have charge of construction. ENGINEER shall not be responsible for the acts or omissions of the contractor or other parties on the project. ENGINEER shall be

entitled to review all construction contract documents and to require that no provisions extend the duties or liabilities of ENGINEER beyond those set forth in this Agreement. OWNER agrees to include ENGINEER as an indemnified party in OWNER's construction contracts for the work, which shall protect ENGINEER to the same degree as OWNER. Further, OWNER agrees that ENGINEER shall be listed as an additional insured under the construction contractor's liability insurance policies.

5. CONTROLLING LAW

This Agreement is to be governed by the law of the state of Iowa. Exclusive jurisdiction and venue for any action arising out of or related to this Agreement shall be the Iowa District Court for Dubuque County.

6. SERVICES AND INFORMATION

OWNER will provide all criteria and information pertaining to OWNER's requirements for the project, including design objectives and constraints, space, capacity and performance requirements, flexibility and expandability, and any budgetary limitations. OWNER will also provide copies of any OWNER-furnished Standard Details, Standard Specifications, or Standard Bidding Documents which are to be incorporated into the project.

OWNER will furnish the services of soils/geotechnical engineers or other consultants that include reports and appropriate professional recommendations when such services are deemed necessary by ENGINEER. The OWNER agrees to bear full responsibility for the technical accuracy and content of OWNER-furnished documents and services.

In performing professional engineering and related services hereunder, it is understood by OWNER that ENGINEER is not engaged in rendering any type of legal, insurance or accounting services, opinions or advice. Further, it is the OWNER's sole responsibility to obtain the advice of an attorney, insurance counselor or accountant to protect the OWNER's legal and financial interests. To that end, the OWNER agrees that OWNER or the OWNER's representative will examine all studies, reports, sketches, drawings, specifications, proposals and other documents, opinions or advice prepared or provided by ENGINEER, and will obtain the advice of an attorney, insurance counselor or other consultant as the OWNER deems necessary to protect the OWNER's interests before OWNER takes action or forebears to take action based upon or relying upon the services provided by ENGINEER.

7. SUCCESSORS, ASSIGNS AND BENEFICIARIES

OWNER and ENGINEER, respectively, bind themselves, their partners, successors, assigns, and legal representatives to the covenants of this Agreement. Neither OWNER nor ENGINEER will assign, sublet, or transfer any interest in this Agreement or claims arising therefrom without the written consent of the other. No third party beneficiaries are intended under this Agreement.

8. RE-USE OF DOCUMENTS

All documents, including all reports, drawings, specifications, computer software or other items prepared or furnished by ENGINEER pursuant to this Agreement, are instruments of service with respect to the project. ENGINEER retains ownership of all such documents. OWNER may retain copies of the documents for its information and reference in connection with the project; however, none of the documents are intended or represented to be suitable for reuse by OWNER or others on extensions of the project or on any other project. Any reuse without written verification or adaptation by ENGINEER for the specific purpose intended will be at OWNER's sole risk and without liability or legal exposure to ENGINEER, and OWNER will defend, indemnify and hold harmless ENGINEER from all claims, damages, losses and expenses, including attorney's fees,

arising or resulting therefrom. Any such verification or adaptation will entitle ENGINEER to further compensation at rates to be agreed upon by OWNER and ENGINEER.

9. TERMINATION OF AGREEMENT

OWNER or ENGINEER may terminate the Agreement, in whole or in part, with or without cause, by giving seven (7) days written notice to the other party.

Where the method of payment is "lump sum," or cost reimbursement, the final invoice will include all services and expenses associated with the project up to the effective date of termination. An equitable adjustment shall also be made to provide for termination settlement costs ENGINEER incurs as a result of commitments that had become firm before termination, and for a reasonable profit for services performed.

10. SEVERABILITY

If any provision of this agreement is held invalid or unenforceable, the remaining provisions shall be valid and binding upon the parties. One or more waivers by either party of any provision, term or condition shall not be construed by the other party as a waiver of any subsequent breach of the same provision, term or condition.

11. INVOICES

ENGINEER will submit monthly invoices for services rendered and OWNER will make payments to ENGINEER within thirty (30) days of OWNER's receipt of ENGINEER's invoice.

ENGINEER will retain receipts for reimbursable expenses in general accordance with Internal Revenue Service rules pertaining to the support of expenditures for income tax purposes. Receipts will be available for inspection by OWNER's auditors upon request.

If OWNER disputes any items in ENGINEER's invoice for any reason, including the lack of supporting documentation, OWNER may temporarily delete the disputed item and pay the remaining amount of the invoice. OWNER will promptly notify ENGINEER of the dispute and request clarification and/or correction. After any dispute has been settled, ENGINEER will include the disputed item on a subsequent, regularly scheduled invoice, or on a special invoice for the disputed item only.

OWNER recognizes that late payment of invoices results in extra expenses for ENGINEER. ENGINEER retains the right to assess OWNER interest at the rate of one percent (1%) per month, but not to exceed the maximum rate allowed by law, on invoices which are not paid within thirty (30) days from the date OWNER receives ENGINEER's invoice. In the event undisputed portions of ENGINEER's invoices are not paid when due, ENGINEER also reserves the right, after seven (7) days prior written notice, to suspend the performance of its services under this Agreement until all past due amounts have been paid in full.

12. CHANGES

The parties agree that no change or modification to this Agreement, or any attachments hereto, shall have any force or effect unless the change is reduced to writing, dated, and made part of this Agreement. The execution of the change shall be authorized and signed in the same manner as this Agreement. Adjustments in the period of services and in compensation shall be in accordance with applicable paragraphs and sections of this Agreement. Any proposed fees by ENGINEER are estimates to perform the services required to complete the project as ENGINEER understands it to be defined. For those projects involving conceptual or process development services, activities often are not fully definable in the initial planning. In any event, as the project progresses, the facts developed may dictate a change in the services to be performed, which may alter the scope. ENGINEER will inform OWNER of such situations so that changes in scope and adjustments to the time of performance and compensation can be made as required. If such change, additional services, or suspension of services results in an increase or decrease in the cost of or time required for performance

of the services, an equitable adjustment shall be made, and the Agreement modified accordingly.

13. CONTROLLING AGREEMENT

These Terms and Conditions shall take precedence over any inconsistent or contradictory provisions contained in any proposal, contract, purchase order, requisition, notice-to-proceed, or like document.

14. EQUAL EMPLOYMENT AND NONDISCRIMINATION

In connection with the services under this Agreement, ENGINEER agrees to comply with the applicable provisions of federal and state Equal Employment Opportunity for individuals based on color, religion, sex, or national origin, or disabled veteran, recently separated veteran, other protected veteran and armed forces service medal veteran status, disabilities under provisions of executive order 11246, and other employment, statutes and regulations, as stated in Title 41 Part 60 of the Code of Federal Regulations § 60-1.4 (a-f), § 60-300.5 (a-e), § 60-741 (a-e).

15. HAZARDOUS MATERIALS

OWNER represents to ENGINEER that, to the best of its knowledge, no hazardous materials are present at the project site. However, in the event hazardous materials are known to be present, OWNER represents that to the best of its knowledge it has disclosed to ENGINEER the existence of all such hazardous materials, including but not limited to asbestos, PCB's, petroleum, hazardous waste, or radioactive material located at or near the project site, including type, quantity and location of such hazardous materials. It is acknowledged by both parties that ENGINEER's scope of services do not include services related in any way to hazardous materials. In the event ENGINEER or any other party encounters undisclosed hazardous materials, ENGINEER shall have the obligation to notify OWNER and, to the extent required by law or regulation, the appropriate governmental officials, and ENGINEER may, at its option and without liability for delay, consequential or any other damages to OWNER, suspend performance of services on that portion of the project affected by hazardous materials until OWNER: (i) retains appropriate specialist consultant(s) or contractor(s) to identify and, as appropriate, abate, remediate, or remove the hazardous materials; and (ii) warrants that the project site is in full compliance with all applicable laws and regulations. OWNER acknowledges that ENGINEER is performing professional services for OWNER and that ENGINEER is not and shall not be required to become an "arranger," "operator," "generator," or "transporter" of hazardous materials, as defined in the Comprehensive Environmental Response, Compensation, and Liability Act of 1990 (CERCLA), which are or may be encountered at or near the project site in connection with ENGINEER's services under this Agreement. If ENGINEER's services hereunder cannot be performed because of the existence of hazardous materials, ENGINEER shall be entitled to terminate this Agreement for cause on 30 days written notice. To the fullest extent permitted by law, OWNER shall indemnify and hold harmless ENGINEER, its officers, directors, partners, employees, and subconsultants from and against all costs, losses, and damages (including but not limited to all fees and charges of engineers, architects, attorneys, and other professionals, and all court or arbitration or other dispute resolution costs) caused by, arising out of or resulting from hazardous materials, provided that (i) any such cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or injury to or destruction of tangible property (other than completed Work), including the loss of use resulting therefrom, and (ii) nothing in this paragraph shall obligate OWNER to indemnify any individual or entity from and against the consequences of that individual's or entity's sole negligence or willful misconduct.

16. EXECUTION

This Agreement, including the exhibits and schedules made part hereof, constitute the entire Agreement between ENGINEER and

OWNER, supersedes and controls over all prior written or oral understandings. This Agreement may be amended, supplemented or modified only by a written instrument duly executed by the parties.

17. LITIGATION SUPPORT

In the event ENGINEER is required to respond to a subpoena, government inquiry or other legal process related to the services in connection with a legal or dispute resolution proceeding to which ENGINEER is not a party, OWNER shall reimburse ENGINEER for reasonable costs in responding and compensate ENGINEER at its then standard rates for reasonable time incurred in gathering information and documents and attending depositions, hearings, and trial.

18. NO THIRD PARTY BENEFICIARIES

Except as otherwise provided in this Agreement, no third party beneficiaries are intended under this Agreement. In the event a reliance letter or certification is required under the scope of services, the parties agree to use a form that is mutually acceptable to both parties.

19. UTILITY LOCATION

If underground sampling/testing is to be performed, a local utility locating service shall be contacted to make arrangements for all utilities to determine the location of underground utilities. In addition, OWNER shall notify ENGINEER of the presence and location of any underground utilities located on the OWNER's property which are not the responsibility of private/public utilities. ENGINEER shall take reasonable precautions to avoid damaging underground utilities that are properly marked. The OWNER agrees to waive any claim against ENGINEER and will indemnify and hold ENGINEER harmless from any claim of liability, injury or loss caused by or allegedly caused by ENGINEER's damaging of underground utilities that are not properly marked or are not called to ENGINEER's attention prior to beginning the underground sampling/testing.

20. UNMANNED AERIAL SYSTEMS

If operating UAS, ENGINEER will obtain all permits or exemptions required by law to operate any UAS included in the services. ENGINEER's operators have completed the training, certifications and licensure as required by the applicable jurisdiction in which the UAS will be operated. OWNER will obtain any necessary permissions for ENGINEER to operate over private property, and assist, as necessary, with all other necessary permissions for operations.

21. OPERATIONAL TECHNOLOGY SYSTEMS

OWNER agrees that the effectiveness of operational technology systems and features designed, recommended or assessed by ENGINEER (collectively "OT Systems") are dependent upon OWNER's continued operation and maintenance of the OT Systems

in accordance with all standards, best practices, laws, and regulations that govern the operation and maintenance of the OT Systems. OWNER shall be solely responsible for operating and maintaining the OT Systems in accordance with applicable laws, regulations, and industry standards (e.g. ISA, NIST, etc.) and best practices, which generally include but are not limited to, cyber security policies and procedures, documentation and training requirements, continuous monitoring of assets for tampering and intrusion, periodic evaluation for asset vulnerabilities, implementation and update of appropriate technical, physical, and operational standards, and offline testing of all software/firmware patches/updates prior to placing updates into production. Additionally, OWNER recognizes and agrees that OT Systems are subject to internal and external breach, compromise, and similar incidents. Security features designed, recommended or assessed by ENGINEER are intended to reduce the likelihood that OT Systems will be compromised by such incidents. However, ENGINEER does not guarantee that OWNER's OT Systems are impenetrable and OWNER agrees to waive any claims against ENGINEER resulting from any such incidents that relate to or affect OWNER's OT Systems.

22. FORCE MAJEURE

ENGINEER shall not be responsible for delays caused by factors beyond ENGINEER's reasonable control, including but not limited to delays because of strikes, lockouts, work slowdowns or stoppages, government ordered industry shutdowns, power or server outages, acts of nature, widespread infectious disease outbreaks (including, but not limited to epidemics and pandemics), failure of any governmental or other regulatory authority to act in a timely manner, failure of the OWNER to furnish timely information or approve or disapprove of ENGINEER's services or work product, or delays caused by faulty performance by the OWNER's or by contractors of any level or any other events or circumstances not within the reasonable control of the party affected, whether similar or dissimilar to any of the foregoing. When such delays beyond ENGINEER's reasonable control occur, the OWNER agrees that ENGINEER shall not be responsible for damages, nor shall ENGINEER be deemed in default of this Agreement, and the parties will negotiate an equitable adjustment to ENGINEER's schedule and/or compensation if impacted by the force majeure event or condition.

23. EMPLOYEE IMMUNITY

The parties to this Agreement acknowledge that an individual employee may not be held individually liable for negligence with regard to services provided under this Agreement. To the maximum extent permitted by law, the parties intend i) that this limitation on the liability of employees shall include directors, officers, employees, of each party and of any entity for whom a party is legally responsible, and ii) that any such employee identified by name in this Agreement shall not be deemed a party.

INSURANCE SCHEDULE

INSURANCE SCHEDULE J

1. HDR (Contractor) shall furnish a signed certificate of insurance to the City of Dubuque, Iowa for the coverage required in Exhibit I prior to commencing work and at the end of the project if the term of work is longer than 60 days. Contractors presenting annual certificates shall present a certificate at the end of each project with the final billing. Each certificate shall be prepared on the most current ACORD form approved by the Iowa Department of Insurance or an equivalent approved by the Director of Finance and Budget. Each certificate shall include a statement under Description of Operations as to why the certificate was issued. Agreement dated September 16, 2025.
2. All policies of insurance required hereunder shall be with an insurer authorized to do business in Iowa and all insurers shall have a rating of A or better in the current A.M. Best's Rating Guide.
3. Each certificate shall be furnished to the Finance Department of the City of Dubuque.
4. Failure to provide coverage required by this Insurance Schedule shall not be deemed a waiver of these requirements by the City of Dubuque. Failure to obtain or maintain the required insurance shall be considered a material breach of this agreement.
5. Contractors shall require all subconsultants and sub-subconsultants to obtain and maintain during the performance of work insurance for the coverages described in this Insurance Schedule and shall obtain certificates of insurances from all such subconsultants and sub-subconsultants. Contractors agree that they shall be liable for the failure of a subconsultant and sub-subconsultant to obtain and maintain such coverages. The City may request a copy of such certificates from the Contractor.
6. All required endorsements shall be attached to the certificate. The certificate is due before the contract/agreement can be approved.
7. Whenever a specific ISO form is listed, required the current edition of the form must be used, or an equivalent form may be substituted if approved by the Director of Finance and Budget and subject to the contractor identifying and listing in writing all deviations and exclusions from the ISO form.
8. Contractors shall be required to carry the minimum coverage/limits, or greater if required by law or other legal agreement, in Exhibit I. If the contractor's limits of liability are higher than the required minimum limits then the provider's limits shall be this agreement's required limits.
9. Contractor shall be responsible for deductibles and self-insured retention for payment of all policy premiums and other cost associated with the insurance policies required below.
10. All certificates of insurance must include agents name, phone number, and email address.
11. The City of Dubuque reserves the right to require complete, certified copies of all required insurance policies, including endorsements, required by this Schedule at any time.
12. The City of Dubuque reserves the right to modify these requirements, including limits, based on changes in the risk or other special circumstances during the term of the agreement, subject to written mutual agreement attached hereto.

INSURANCE SCHEDULE J (continued)

Exhibit I

A) COMMERCIAL GENERAL LIABILITY

General Aggregate Limit	\$2,000,000
Products-Completed Operations Aggregate Limit	\$1,000,000
Personal and Advertising Injury Limit	\$1,000,000
Each Occurrence	\$1,000,000
Fire Damage Limit (any one occurrence)	\$50,000
Medical Payments	\$5,000

- 1) Coverage shall be written on an occurrence, not claims made, form. The general liability coverage shall be written in accord with ISO form CG 00 01 or business owners form BP 00 02. All deviations from the standard ISO commercial general liability form CG 00 01, or business owners form BP 00 02, shall be clearly identified.
- 2) Include endorsement indicating that coverage is primary and non-contributory.
- 3) Include Preservation of Governmental Immunities Endorsement. (Sample attached).
- 4) Include additional insured endorsement for:
The City of Dubuque, including all its elected and appointed officials, all its employees and volunteers, all its boards, commissions and/or authorities and their board members, employees and volunteers. Use ISO form CG 20 26.
- 5) Policy shall include Waiver of Right to Recover from Others endorsement.
- 6) Policy shall include cancellation and material change endorsement providing thirty (30) days advance written notice of cancellation, non-renewal, reduction in insurance coverage and/or limits and ten (10) days written notice of non-payment of premium shall be sent to: City of Dubuque Finance Department, 50 West 13th Street Dubuque, Iowa 52001.

B) AUTOMOBILE LIABILITY

Combined Single Limit	\$1,000,000
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Coverage shall include all owned, non-owned, and hired vehicles. If the Contractor's business does not own any vehicles, coverage is required on non-owned and hired vehicles.

- 1) Policy shall include Waiver of Right to Recover from Others endorsement.

C) WORKERS' COMPENSATION & EMPLOYERS LIABILITY

Statutory Benefits covering all employees injured on the job by accident or disease as prescribed by Iowa Code Chapter 85.

Coverage A	Statutory—State of Iowa	
Coverage B	Employers Liability	
	Each Accident	\$100,000
	Each Employee-Disease	\$100,000
	Policy Limit-Disease	\$500,000

Policy shall include Waiver of Right to Recover from Others endorsement.

City of Dubuque Insurance Requirements for Professional Services

Coverage B limits shall be greater if required by the umbrella/excess insurer.

OR

If, by Iowa Code Section 85.1A, the Contractor is not required to purchase Workers' Compensation Insurance, the Contractor shall have a copy of the State's Nonelection of Workers' Compensation or Employers' Liability Coverage form on file with the Iowa Workers' Compensation Insurance Commissioner, as required by Iowa Code Section 87.22. Completed form must be attached.

D) UMBRELLA/EXCESS LIABILITY \$5,000,000

The General Liability, Automobile Liability and Employer's Liability Insurance requirements may be satisfied with a combination of primary and Umbrella or Excess Liability Insurance. If the Umbrella or Excess Insurance policy does not follow the form of the primary policies, it shall include the same endorsements as required of the primary policies including but not limited to Waiver of Subrogation and Primary and Non-contributory in favor of the City.

E) PROFESSIONAL LIABILITY \$5,000,000

If the required policy provides claims-made coverage:

- 1) The Retroactive Date must be shown and must be before the date of the agreement.
- 2) Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the work or services.
- 3) If coverage is canceled or non-renewed and not replaced with another claims-made policy form with a Retroactive Date prior to the date of the agreement, the contractor must provide "extended reporting" coverage for a minimum of five (5) years after completion of the work or services.

F) CYBER LIABILITY/BREACH \$1,000,000

☐ * Yes ☐ No

Coverage for First and Third Party breach liability including but not limited to lost data and restoration, loss of income and cyber breach of information.

City of Dubuque Insurance Requirements for Professional Services

Please be aware that naming the City of Dubuque as an additional insured as is required by this Insurance Schedule may result in the waiver of the City's governmental immunities provided in Iowa Code sec. 670.4. If you would like to preserve those immunities, please use this endorsement or an equivalent form.

PRESERVATION OF GOVERNMENTAL IMMUNITIES ENDORSEMENT

1. Nonwaiver of Governmental Immunity. The insurer expressly agrees and states that the purchase of this policy and the including of the City of Dubuque, Iowa as an Additional Insured does not waive any of the defenses of governmental immunity available to the City of Dubuque, Iowa under Code of Iowa Section 670.4 as it now exists and as it may be amended from time to time.
 2. Claims Coverage. The insurer further agrees that this policy of insurance shall cover only those claims not subject to the defense of governmental immunity under the Code of Iowa Section 670.4 as it now exists and as it may be amended from time to time. Those claims not subject to Code of Iowa Section 670.4 shall be covered by the terms and conditions of this insurance policy.
 3. Assertion of Government Immunity. The City of Dubuque, Iowa shall be responsible for asserting any defense of governmental immunity and may do so at any time and shall do so upon the timely written request of the insurer.
 4. Non-Denial of Coverage. The insurer shall not deny coverage under this policy and the insurer shall not deny any of the rights and benefits accruing to the City of Dubuque, Iowa under this policy for reasons of governmental immunity unless and until a court of competent jurisdiction has ruled in favor of the defense(s) of governmental immunity asserted by the City of Dubuque, Iowa.
- No Other Change in Policy. The above preservation of governmental immunities shall not otherwise change or alter the coverage available under the policy.

SPECIMEN

(DEPARTMENT MANAGER: FILL IN ALL BLANKS AND CHECK BOXES)

EXHIBIT E

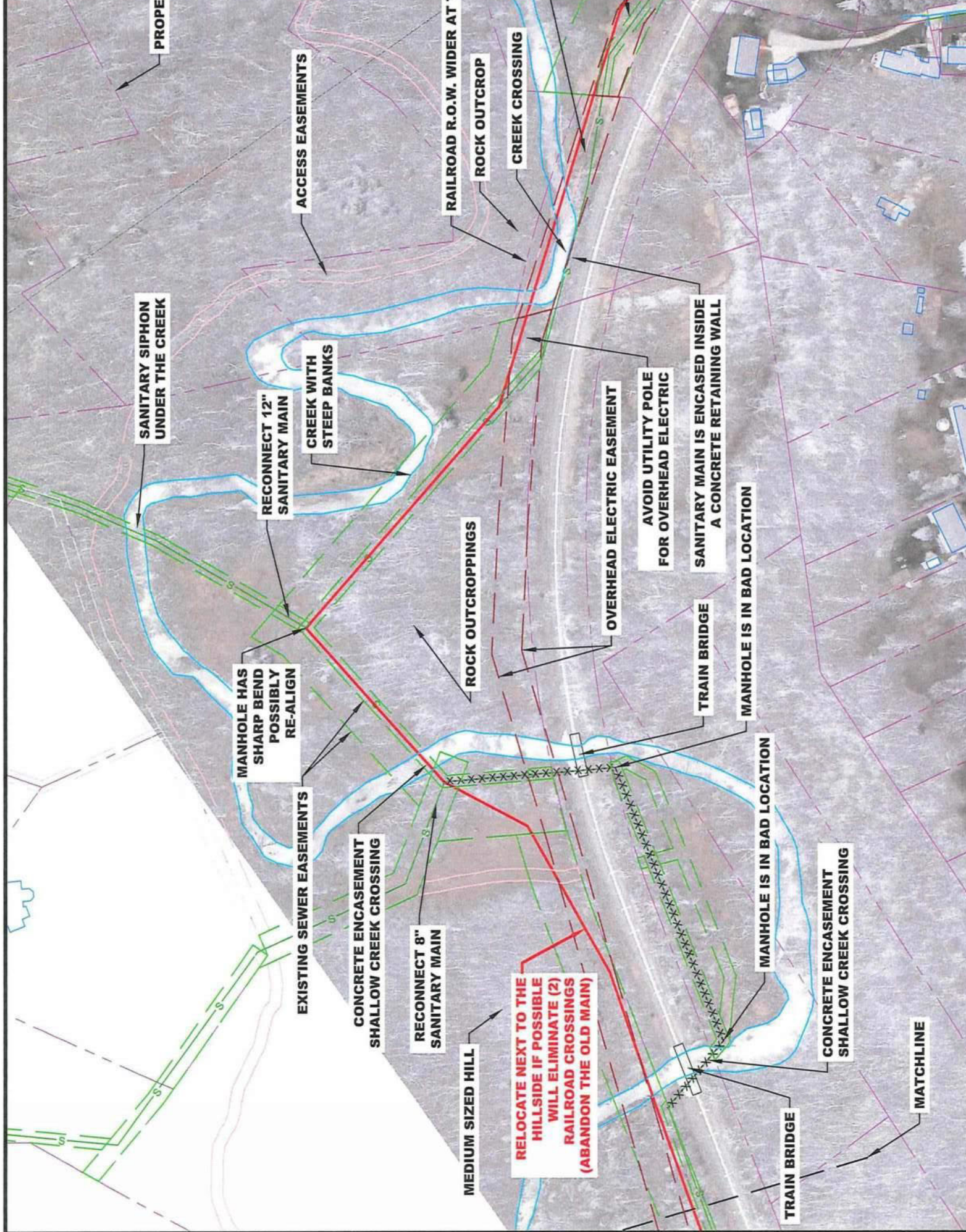
Standard Fee Schedule

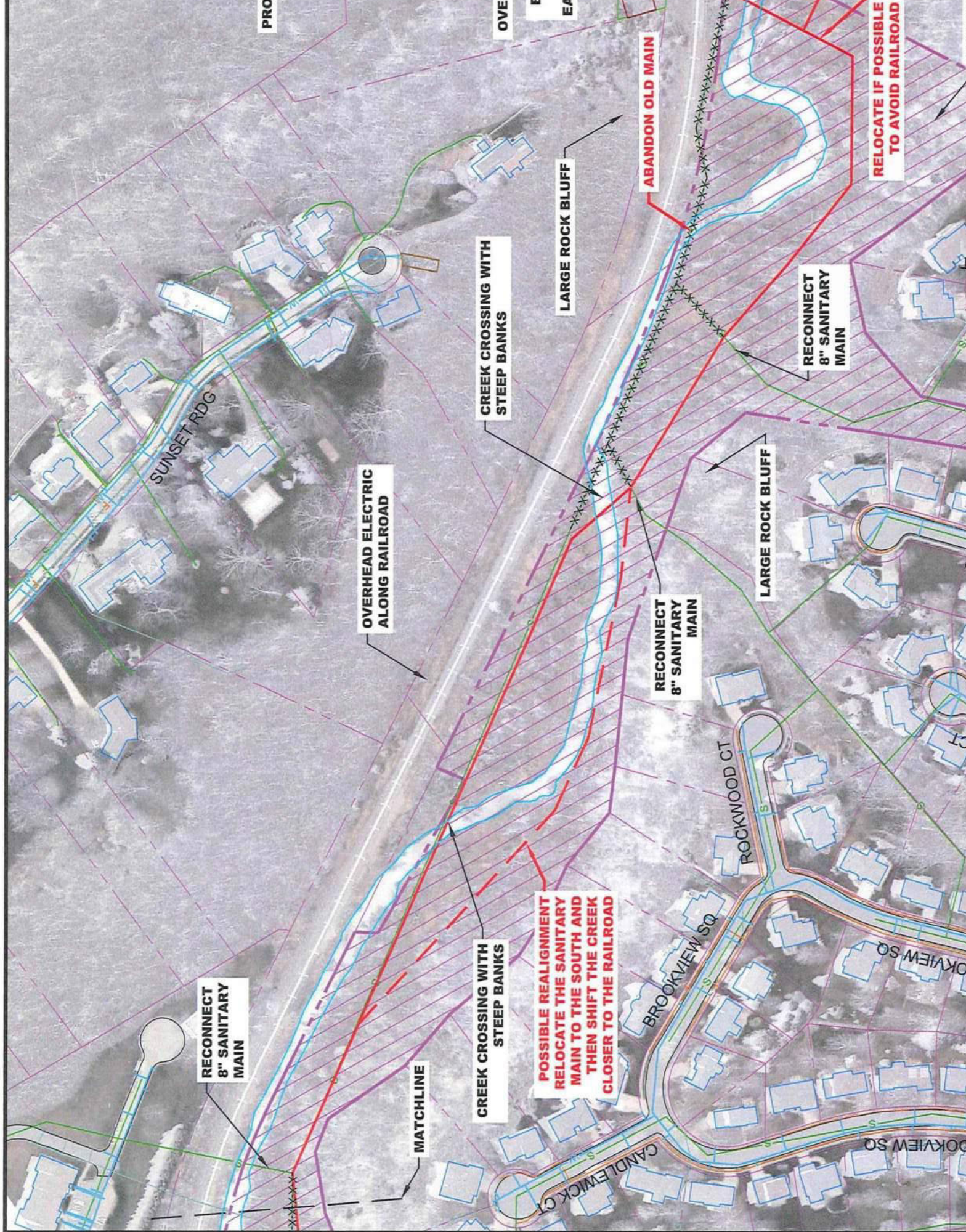
Old Mill Creek Lift Station Phase 3

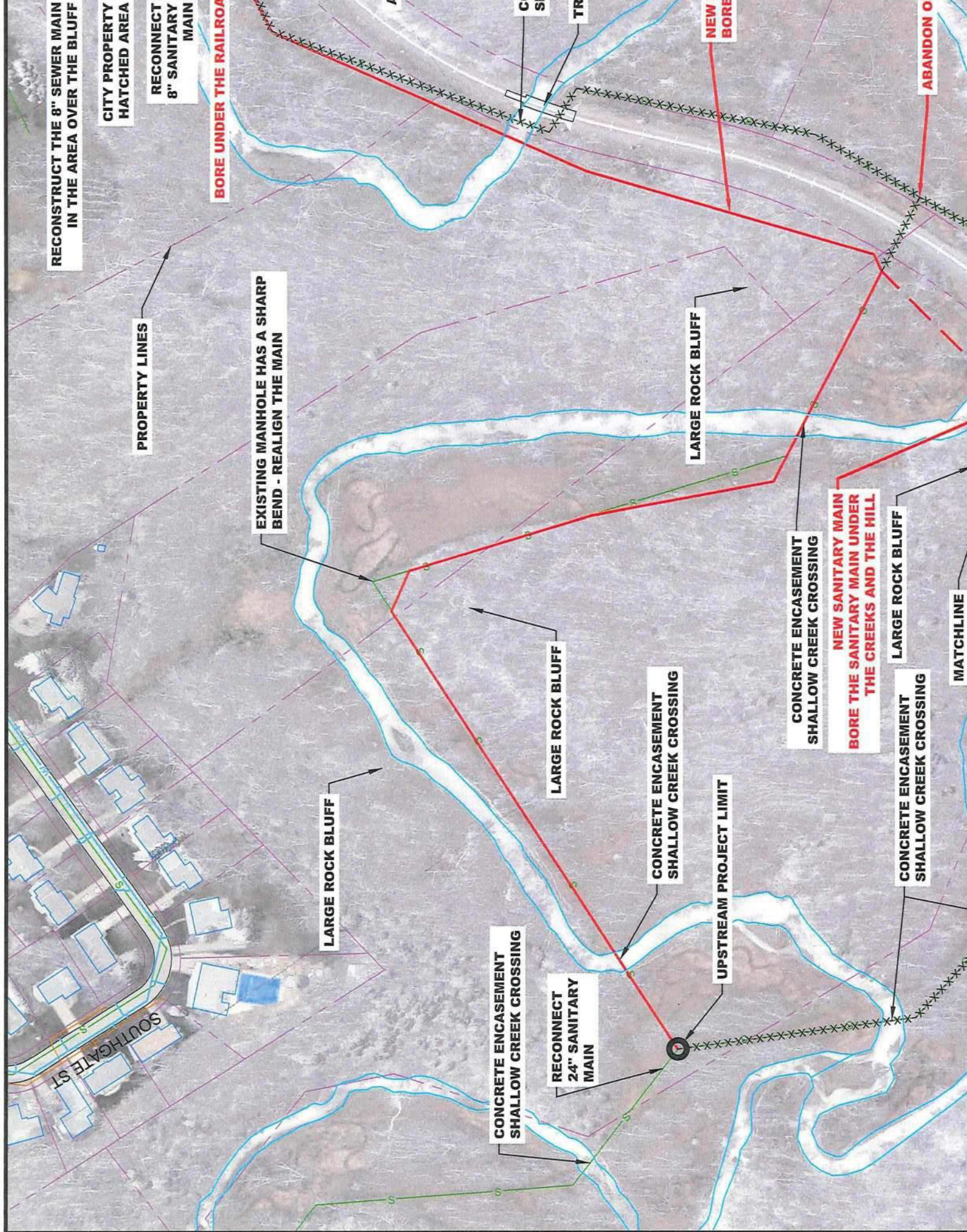
Resource Category	Bill Rate (\$/hr)
Project Principal	325
Project Manager 5	310
Project Manager 4	290
Project Manager 3	260
Project Manager 2	235
Project Manager 1	210
Engineer 1	105
Engineer 2	130
Engineer 3	160
Engineer 4	185
Engineer 5	210
Engineer 6	235
Engineer 7	265
Engineer 8	290
Engineer 9	315
Engineer 10	335
Engineer 11	350
Utility Coordination Specialist 1	160
Utility Coordination Specialist 2	225
Environmental Specialist 1	160
Environmental Specialist 2	210
Environmental Specialist 3	260
Strat Comm Specialist 1	160
Strat Comm Specialist 2	210
CAD/BIM/GIS 1	95
CAD/BIM/GIS 2	115
CAD/BIM/GIS 3	135
CAD/BIM/GIS 4	160
CAD/BIM/GIS 5	180
CAD/BIM/GIS 6	200
Project Assistant 1	95
Project Assistant 2	115
Project Accountant 1	145
Project Accountant 2	160

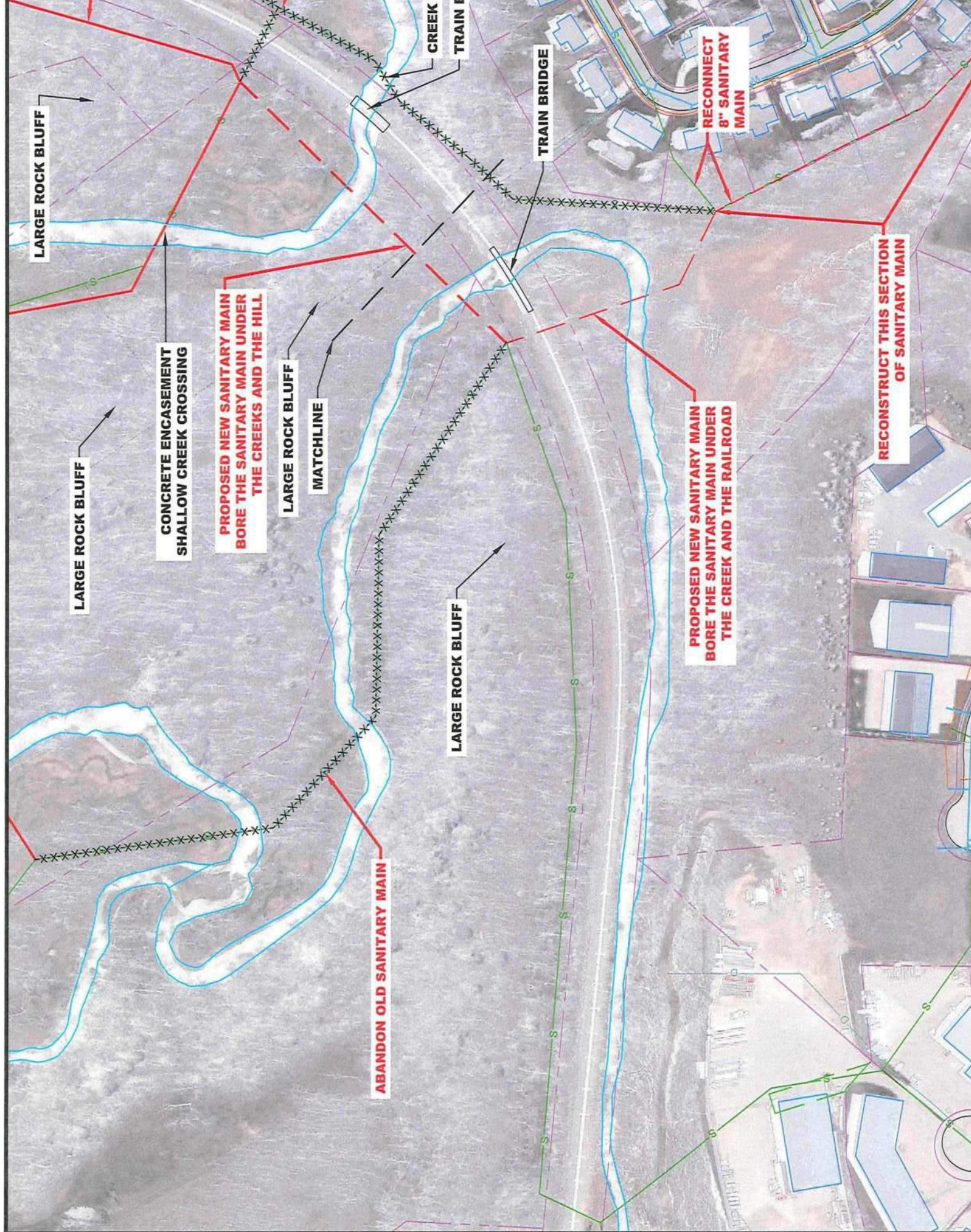
Labor Rates to be escalated annually on January 1.

Direct expenses will be invoiced and paid by Owner at cost actually incurred.





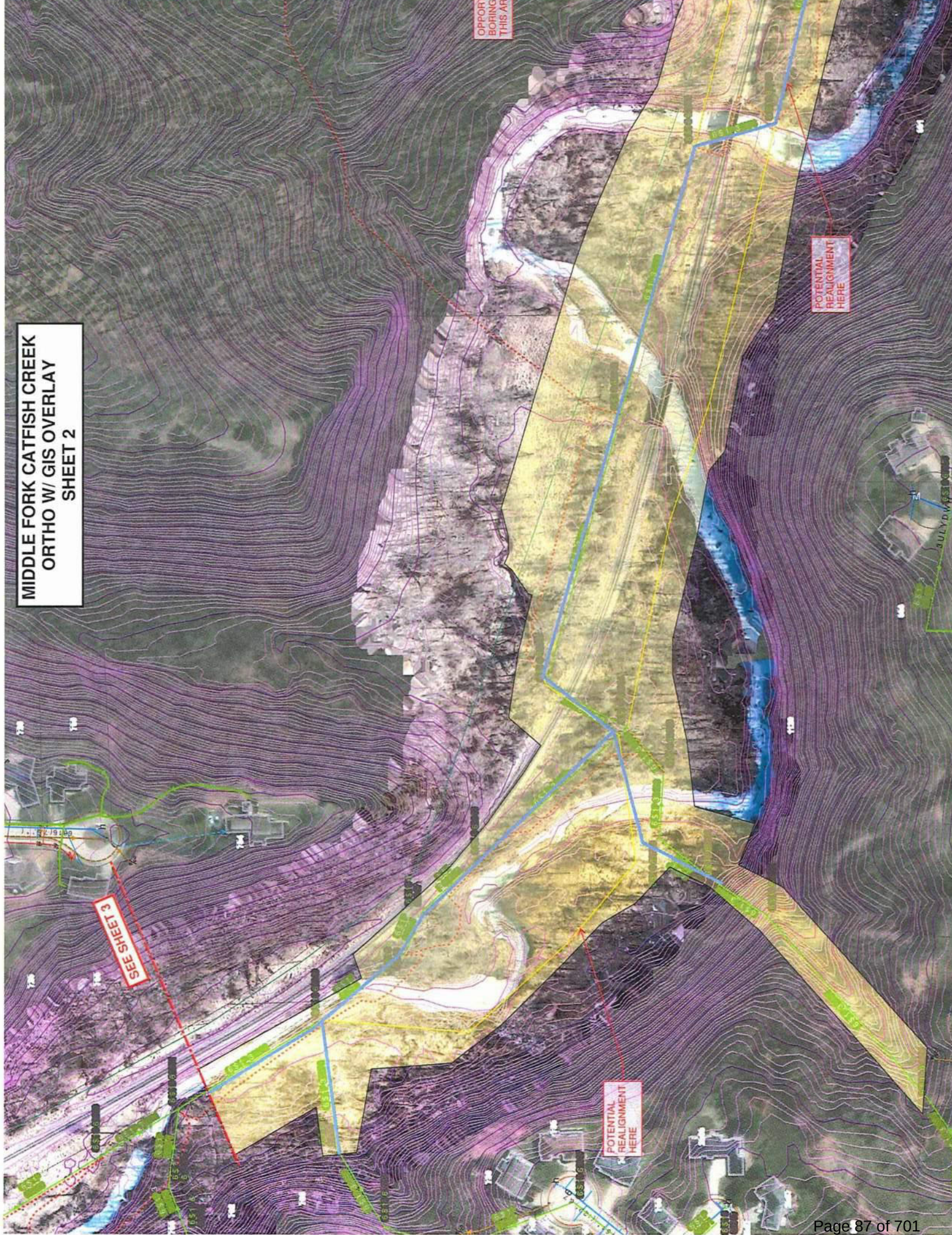




MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 1



MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 2





MIDDLE FORK CATFISH CREEK
ORTHO W/ GIS OVERLAY
SHEET 4

CONSTRUCTION
ACCESS ROAD TO
BRUNSKILL RD.

POTENTIAL FOR
BORING OR
SEVERAL
STRUCTURES TO
DECREASE THIS
BEND.

UPPER END OF
PROJECT LIMITS

TO: The Honorable Mayor and City Council Members

FROM: Michael C. Van Milligen, City Manager

SUBJECT: Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project
(Catfish Creek South Fork) [CIP #5581500052]
Consulting Engineering Services Contract Execution

DATE: September 22, 2025

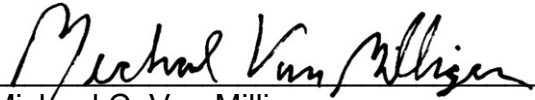
City Engineer Gus Psihoyos is recommending City Council execution of the engineering services contract with Foth Infrastructure & Environment for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

On August 4, 2025, The Engineering Department requested authorization to negotiate an engineering services contract with Foth Infrastructure & Environmental, LLC to provide for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

The Engineering Department has successfully negotiated a scope of services and fees, with Foth Infrastructure & Environment, for engineering services that will provide for the City's overall project design objectives and long-term goals of the sanitary sewer system.

The project design will be funded with revenue from a State Revolving Fund (SRF) Planning and Design (P&D) Loan in the amount of \$3,400,000 for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) [CIP# 5581500052]. The specific design fee has been negotiated.

I concur with the recommendation and respectfully request Mayor and City Council approval.


Michael C. Van Milligen

MCVM:sv
Attachment

cc: Crenna Brumwell, City Attorney
Cori Burbach, Assistant City Manager
Todd Irwin, Water Resources Project Supervisor
Jenny Larson, Chief Financial Officer
Laura Bendorf, Budget Manager
Todd Irwin, Water Resources Project Supervisor
Maxwell O'Brien, Civil Engineer

TO: Michael C. Van Milligen, City Manager

FROM: Gus Psihoyos, City Engineer

DATE: September 22, 2025

SUBJECT: Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project
(Catfish Creek South Fork) [CIP #5581500052]
Consulting Engineering Services Contract Execution

INTRODUCTION

The purpose of this memo is to seek execution of the negotiated design contract with Foth Infrastructure & Environmental, LLC to provide engineering services for the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

BACKGROUND

The Fiscal Year 2026 proposed CIP Catfish Creek Sewershed Interceptor Sewer Improvements – South Fork (now referred to as “Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork)”) [CIP# 5581500052] budget includes a total budget \$13,927,212.00 for the project design and construction, with revenue from State Revolving Fund Loans and Sanitary Sewer Construction Funds. The initial project efforts in FY26 will be for the design and permitting of the project.

This project provides for systematic upgrades to the Catfish Creek Sanitary Interceptor Sewer system which branches out along the South Fork Catfish creek. The sewer system will be upsized from Old Mill Road along the South Fork Catfish Creek 6.9 miles to the Dubuque Metropolitan Solid Waste Agency. The Catfish Creek Interceptor Sewer was constructed circa 1960. Extending westward from the Water & Resource Recovery Center, it has allowed for the development of nearly 2,500 acres over the last two decades which includes residential subdivisions, the Dubuque Industrial Center West, and service to the Dubuque Metro Solid Waste Agency. The existing sanitary sewer was identified as being at or exceeding capacity. The funding request will provide for the design, permitting, and easement acquisition for sewer upsizing along the South Fork interceptor from Old Mill Road to North Cascade Road.

On June 6, 2025, the City advertised a Request for Qualifications (RFQ) to retain a professional service consultant to aid the to assist with the development of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

On August 4, 2025, The Engineering Department requested authorization to negotiate an engineering services contract with Foth Infrastructure & Environmental, LLC to provide for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

DISCUSSION

The Engineering Department has successfully negotiated a scope of services and fees, with Foth Infrastructure & Environment, for engineering services that will provide for the City's overall project design objectives and long-term goals of the sanitary sewer system.

The City has received and reviewed the attached Scope of Services from Foth Infrastructure & Environmental, LLC Engineering. The attachments provided describe each task series below in more detail:

- Task Series 100: Design Project Management
- Task Series 200: SRF Program Submittals & Facility Plan
- Task Series 300: Design Development / Preliminary Plans (60%)
- Task Series 400: Check Plans & Specifications (90%)
- Task Series 500: Final Design & Specifications (100%)
- Task Series 600: Project Bidding

As Authorized Services (Single Construction Project)

- Task Series 700: Construction Administration Services
- Task Series 800: Construction Observation Services

As Authorized Services (Two Construction Projects)

- Task Series 650: Project Bidding
- Task Series 750: Construction Administration Services
- Task Series 850: Construction Observation Services

RECOMMENDATION

I recommend that the execution of this contract be placed on the soonest available City Council meeting agenda in order to support the accelerated schedule of this project.

I further recommend that the City enter into the engineering services contract with Foth Infrastructure & Environmental, LLC for engineering services for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

BUDGET IMPACT

The project design will be funded with revenue from a State Revolving Fund (SRF) Planning and Design (P&D) Loan in the amount of \$3,400,000 for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) [CIP# 5581500052]. The specific design fee has been negotiated.

The total SRF Planning and Design loan request, that was approved by Council during the April 7, 2025 meeting, is summarized as follows:

Table 1:

Description	Estimate
Administrative, Financial & Legal expenses	\$ 100,000
Engineering Planning & Design expenses	\$ 2,500,000
Land (only after Environmental Review Clears)	\$ 500,000
Archaeological/Environmental	\$ 300,000
Total Planning & Design Loan Request	\$ 3,400,000

The total project funding adopted in the FY26 CIP budget is summarized as follows:

Table 2:

Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) Funding					
Fund Source	FY26	FY27	FY28	FY29	TOTAL
Sanitary Sewer Construction Fund	\$ 47,027	\$ 3,005	\$ 315,410	\$ 0	\$ 365,442
*SRF Loan	\$ 702,973	\$4,934,207	\$7,924,590	\$ 0	\$13,561,770
TOTAL	\$ 750,000	\$4,937,212	\$8,240,000	\$ 0	\$13,927,212

**Note: The SRF Loan amount shown in the CIP budget reflects both the SRF Planning & Design Loan already acquired in April 2025 as well as the separate SRF Construction Loan to be acquired in the future, anticipated to be obtained during FY27.*

The estimated fee for each of the identified task series described in the attachments are as follows:

Table 3:

Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) Estimated Fee by Task Series and Expenditures by Fiscal Year					
Task Series Description	FY26	FY27	FY28	FY29	Total Fee (Not to Exceed)
Task Series 100:	\$55,987.00	\$55,987	\$-	\$-	\$111,974
Task Series 200:	\$691,885.50	\$7,671.50	\$19,943	\$22,639	\$742,139
Task Series 300:	\$761,495.00	\$	\$-	\$-	\$761,495
Task Series 400:	\$181,145.00	\$196,269	\$-	\$-	\$377,414
Task Series 500:	\$-	\$319,778	\$-	\$-	\$319,778
*Task Series 600:	\$-	\$43,560	\$-	\$-	\$43,560
Total Expenditures (Not to Exceed)	\$1,690,512.50	\$623,265.50	\$19,943	\$22,639	\$2,356,360

The estimated fee for each of the identified “As Authorized” task series described in the attachments are as follows:

Table 4:

Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) “As Authorized” Estimated Fee by Task Series and Expenditures by Fiscal Year					
Task Series Description	FY26	FY27	FY28	FY29	Total Fee (Not to Exceed)
Task Series 700:	\$-	\$96,551.25	\$193,102.50	\$96,551.25	\$386,205
Task Series 800:	\$-	\$305,477.50	\$610,955	\$305,477.50	\$1,221,910
Total Expenditures (Not to Exceed)	\$-	\$402,028.75	\$804,507.50	\$402,028.75	\$4,008,035

Costs incurred by task series 700 and 800, if authorized, will be paid for under a separate SRF Construction Loan to be acquired in the future following the design process.

There is a potential that the project will be split into two or more bid packages, due to available funding or property acquisition schedule. If this occurs, the table below identifies the additional “as Authorized” Task Orders and required funding to accommodate professional service fees to develop one additional project bid package and construction related services.

Table 5:

Task Orders to Accommodate Second Bid package	Estimate
Task Series 650: Project Bidding	\$ 83,560.00
Task Series 750: Construction Administration Services	\$ 278,839.00
Task Series 850: Construction Observation Services	\$ 814,607.00
Total Planning & Design Loan Request	\$ 1,177,006.00

BUDGET COMMITMENT

Due to the magnitude of anticipated costs for this project, and in an effort to keep sanitary sewer utility rates low, the project was funded through multiple fiscal years (FY26-28). The FY26 CIP budget was initially estimated and submitted, in late 2024, prior to the application deadline for the SRF Planning & Design Loan (P&D Loan) on April 1, 2025. The submitted FY26 CIP budget was used as support documentation for the P&D Loan, which was closed in July 2025. Currently, the full amount of the P&D loan is available for the City to utilize for the design of this project. **SRF Planning & Design loans are interest free and do not require payments or repayment of the loan amount for up to three years.** At the end of the three year period, the P&D Loan must be rolled into the SRF construction loan for the project being designed, or be repaid to the SRF Program. Table 1 identifies the SRF P&D Loan amount of \$3,400,000, of which a portion is intended to fund the Foth design contract Tasks 100 through 600 shown in table 3, in the amount of \$2,356,360. The remaining balance of the SRF P&D Loan will be utilized to pay for other design related services outside of the Foth Infrastructure & Environment contract, such as staff time and geotechnical investigations, for example.

Tables 4 and 5 identify “As Authorized” tasks, listed in the contract, that may or may not be utilized at the City’s discretion. The “As Authorized”, tasks, if selected in the future, would be added to the contract as a change order utilizing the listed fee for each task and would require additional funding in the CIP budget.

BUDGET CLARIFICATION

It is important to note that the City Council has already authorized encumbering future fiscal year budgets, for this project, (April 7, 2025 City Council meeting) by authorizing the P&D loan application submittal and closing on the SRF P&D loan. The City Council’s action committed the City to encumbering the future FY26 budget amount and a portion of the future FY27 budget amount for the repayment of the P&D loan. Typically, the repayment amount, of the P&D loan, will be included as part of the SRF construction loan amount. Table 2 reflects the full multi year project funding to design and construct this infrastructure project.

While the CIP budget in table 2 identifies a specific SRF expenditure amount for each of the three fiscal years (FY26 thru FY28), There will not be any budget expenditures associated with the P&D loan until the construction loan is closed on and the P&D loan is paid off. This is anticipated to occur around mid FY27, when the construction loan is closed. With the expense for the repayment of the P&D loan not occurring until mid FY27, the funding for FY26 will need to be carried forward, at the end of this fiscal year, into FY27, when the actual expense of the loan repayment will occur. The combination of the FY26 budget amount of \$702,973 and a portion of the FY27 Budget amount of \$4,934,207 will be utilized to pay off the balance of the SRF P&D loan with a maximum amount of \$3,400,000. The remainder of the FY27 Budget amount and the FY28 budget amount will be utilized to support the SRF construction loan.

Engineering will be adjusting the requested CIP funding for this project through the FY27 budget request process to include all funding for construction in FY27 so that all budgeted funding is available to support the SRF Construction loan application, and to open a purchase order for the full amount of the construction contract. Table 2 under the Budget Impact portion of this memo summarizes the current funding allocations per fiscal year for this project.

ACTION TO BE TAKEN

I respectfully request execution of the engineering services contract with Foth Infrastructure & Environment for the design of the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork).

Prepared by Todd Irwin, Water Resources Project Supervisor

cc: Jenny Larson, Chief Financial Officer
Laura Bendorf, Budget Manager
Todd Irwin, Water Resources Project Supervisor
Maxwell O'Brien, Civil Engineer



AGREEMENT FOR SERVICES

Project Title
(the "Project"): Old Mill Road Lift Station Phase 4 Sanitary Interceptor
(Catfish Creek South Fork)

FOTH Project Number: _____

CLIENT Project Number:
(If applicable) _____

This Agreement for Services (hereinafter "Agreement") is made and entered into this 10th day of September, 2025, by and between **FOTH INFRASTRUCTURE & ENVIRONMENT, LLC**, (hereinafter "Consultant") and City of Dubuque, Iowa, (hereinafter "Client"), for the services described under the Scope of Services (the "Services").

CLIENT: City of Dubuque

Address: 50 West 13th Street, Engineering Department, Dubuque, IA 52001

Phone No: 563.589.4278 **Email Address:** Tirwin@cityofdubuque.org

Scope of Services: Client hereby agrees to retain Consultant to perform the following Services:

Services provided under this Agreement shall be as further described in Exhibit A, Scope of Services.

Schedule: Services shall be performed according to the following schedule:

The schedule of the professional services to be performed shall conform to the Schedule set forth in Exhibit B. Any deviations from the Schedule shall be approved by the authorized Client representative. The Client agrees that the Consultant is not responsible for delays arising from a change in the scope of services, a change in the scale of the Project or delays resulting from causes not directly or indirectly related to the actions of the Consultant.

Compensation: In consideration of these Services, the Client agrees to pay Consultant compensation as follows:

☐ Lump-Sum in the amount of \$ _____ .00

☐ Unit Cost/Time Charges (Standard Rates)

☒ Unit Cost/Time Charges (Standard Rates) for an estimated cost of \$ 2,356,360.00 (Phases 100 – 600)

☐ Other as stated here: _____

Cost for each phase is further described in Exhibit C, Costs. Phases 650 – 850 will only commence as authorized by Client.

Special Conditions (if any): _____

Estimated cost for Phases 650-850:

Phase 650: \$83,560

Phase 700: \$386,205

Phase 750: \$278,839

Phase 800: \$1,221,910

Phase 850: \$814,607

The attached Agreement for Services Standard Terms and Conditions, along with any Exhibits, is made a part hereof and incorporated into this Agreement.

IN WITNESS WHEREOF, this Agreement is accepted on the date last written below, subject to the terms and conditions above stated and the provisions set forth herein.

CLIENT

Signed: _____
Name (printed): _____
Title: _____
Date: _____

CONSULTANT

Signed:  _____
Name (printed): Aaron Moniza, P.E.
Title: Senior Client Team Leader
Date: September 10, 2025

Signed:  _____
Name (printed): Adam Salo, P.E.
Title: Senior Project Manager
Date: September 10, 2025

AGREEMENT FOR SERVICES STANDARD TERMS AND CONDITIONS

1.0 Commencement of Services - The Services will commence consistent with the schedule referenced herein or as otherwise agreed to by the parties, upon receipt of this signed Agreement. If after commencement of the Services, the Project is delayed for any reason beyond the control of Consultant for more than sixty (60) days, the terms and conditions contained herein are subject to revision by Consultant.

1.1 Standard of Care - The standard of care for any professional Services performed or furnished by Consultant under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Consultant makes no other warranties, express or implied, under this Agreement or otherwise, in connection with any Services performed or furnished by Consultant. Subject to the standard of care, Consultant and its sub-consultants may use and rely upon data, reports, design elements and information ordinarily or customarily furnished by others, including, but not limited to Client, Client's other contractors or consultants, specialty contractors, manufacturers, suppliers, and the publishers of technical standards.

Consultant shall not be required to sign any document, no matter by whom requested, that would result in the Consultant having to certify, guarantee, or warrant the existence of conditions whose existence the Consultant cannot ascertain.

2.0 Client Responsibilities - Client shall provide, at Client's expense, all criteria, design, and construction standards including full information as to Client's requirements for the Project, including all document specifications. The provision or production of such data or information is not included in the Services, except where explicitly referenced in the Scope of Services. As stated in Section 1.1, Consultant shall be entitled to rely upon such data and information in the performance of the Services and shall not be liable for any incorrect advice, judgment or decision based on any inaccurate information furnished by Client, Client's agents or Client's other consultants. Such data and information shall include but not be limited to the following:

- a. If not included in the Scope of Services, a complete survey of the Project site which shall include but not be limited to easements, right-of-way, encroachments, zoning and deed restrictions, subterranean structures or utilities, existing buildings and improvements.
- b. If not included in the Scope of Services, soils data, laboratory tests, reports and inspections of samples, materials or other items, with appropriate professional interpretations.
- c. Legal counseling services necessary for the Project including legal review of the construction contract documents.
- d. Accounting, bond and financial advisory (including, if applicable, "municipal advisor" services as described in Section 975 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (2010) and the municipal advisor registration rules issued by the Securities and Exchange Commission), independent cost estimating, and insurance counseling services.
- e. If not included in the Scope of Services, permits and approvals from any authorities having jurisdiction over the Project.

2.1 Right of Entry - Client shall provide for entry for the employees, agents and subcontractors of Consultant and for all necessary equipment.

2.2 Client Authorized Representative - Client shall designate a person authorized to act as Client's representative. Client or his representative shall receive and examine documents submitted by Consultant and shall be empowered to interpret and define Client's policies and render decisions and authorizations in writing promptly to prevent unreasonable delay in the progress of Consultant's Services. Client shall give prompt written notice to Consultant whenever Client observes or otherwise becomes aware of any defect in the Project, Services or other event which may substantially affect Consultant's performance of Services under this Agreement.

3.0 Fees and Payment

3.1 Invoice Payment Due - Client shall compensate Consultant for Services and expenses rendered under this Agreement. Consultant's fee for Services will be based on Consultant's rates currently in effect at the time the Services are done; lump sum or other schedules as identified under the Compensation section. Rates of

Consultant are subject to annual revision. Payment shall be due within thirty (30) days after the date of invoice describing the Services performed and expenses incurred during the preceding invoice period.

3.2 Failure to Pay. Client agrees that timely payment is a material term of this Agreement and that failure to make timely payment as agreed constitutes a breach hereof. In the event payment for Services rendered has not been made within thirty (30) days from the date of invoice, Consultant may, after giving seven (7) days' written notice to Client and without penalty or liability of any nature, and without waiving any claim against Client, suspend all work on all Services as set forth herein. Upon receipt of payment in full for Services rendered, plus interest charges, Consultant will continue with Services. Payment of all compensation due Consultant pursuant to this Agreement shall be a condition precedent to Client using any of Consultant's work product and/or deliverables under this Agreement.

3.3 Interest on Late Payments - In order to defray carrying charges resulting from delayed payments, simple interest at the maximum rate allowed by law will be added to the unpaid balance of each invoice. The interest period shall commence thirty (30) days after the date of the original invoice and shall terminate upon date of payment. Payments will be first credited to interest and then to principal.

4.0 Insurance/Limitation of Consultant's Liability - Consultant will maintain the following insurance coverages:

- a. Worker's compensation insurance pursuant to state law.
- b. Comprehensive automobile and vehicle liability insurance covering claims for injuries to members of the public and/or damages to property of others arising from use of motor vehicles, including onsite and offsite operations, and owned, non-owned, or hired vehicles, with \$1,000,000 combined single limits.
- c. Commercial general liability insurance covering claims for injuries to members of the public or damage to property of others arising out of any covered negligent act or omission of Consultant or of any of its employees, agents, or subcontractors, with \$1,000,000 per occurrence and \$2,000,000 in the aggregate.
- d. Professional liability insurance, if applicable, of \$1,000,000 per claim and in the aggregate.

4.1 Liability Limits - Notwithstanding any provision in this Agreement to the contrary, Client and Consultant each agree not to assert against the other any claim, demand or suit for consequential, incidental, indirect or special damages arising from any aspect of the performance or nonperformance of the other party or any third-party engaged by such other party under this Agreement, and each party hereto waives any such claim, demand or suit against the other in connection with this Agreement. Notwithstanding any language to the contrary, the total aggregate liability of Consultant, its employees, officers, directors, shareholders, agents, or sub-consultants, to all parties related to this agreement shall not exceed the greater of: (1) \$50,000.00, or (2) the amount of Consultant's fee for the Services on any individual work order issued under this Agreement that gives rise to a claim.

4.2 Waiver of Subrogation - Both parties hereby waive, and shall cause their respective insurers to waive, all rights of subrogation against the other party, their employees, officers, directors, shareholders, agents, or sub-consultants for damages caused by risks covered by insurance, except such rights as they may have to the proceeds of the insurance.

5.0 Indemnification - Consultant, to the fullest extent permitted by law, shall indemnify and hold harmless Client and any of Client officers, directors, employees and agents from and against claims, losses, damages, liabilities, including attorney's fees and expenses, for third-party claims of bodily injury, sickness or death, and property damage or destruction to the extent caused by the negligent acts or omissions of Consultant or Consultant's separate contractors or anyone for whose acts any of them may be liable, but only to the extent of the negligence. Nothing in this Section shall obligate Consultant to indemnify any individual or entity from and against the consequences of that individual's or entity's own negligence or willful misconduct. Notwithstanding the forgoing, Consultant has no obligation to defend or pay indemnitee defense costs incurred prior to a final determination of liability or to pay any amount that exceeds the proportionate share of Consultant's finally determined percentage of liability as determined by a court of competent jurisdiction.

6.0 Hazardous Materials - Client hereby understands and agrees that Consultant has not created nor contributed to the creation or existence of any types of hazardous or toxic wastes, materials, chemical compounds, or substances, or any other type of environmental hazard or pollution ("Hazardous Materials"), whether latent or

patent, at Client's premises, or in connection with or related to the Project with respect to which Consultant has been retained to provide Services. Therefore, to the fullest extent permitted by law, except for Hazardous Materials introduced onto the site by Consultant and not required or permitted in the performance of Consultant's Services, Client agrees to indemnify, and hold Consultant, its officers, directors, shareholders, employees, and Consultants, harmless from and against any and all claims, damages, and expenses, whether direct, indirect, consequential or otherwise, including, but not limited to, attorney fees and court costs, arising out of, or resulting from the discharge, escape or release, of Hazardous Materials. Nothing contained within this Agreement shall be construed or interpreted as requiring Consultant to assume the status of a generator, transporter, or owner or operator of a treatment, storage or disposal facility, as those terms appear within the Resource Conservation and Recovery Act, 42 U.S.C.A., §6901 et seq., as amended, or within any State statute governing the generation, treatment, storage, and disposal of waste.

7.0 Design Without Construction Phase Services - Notwithstanding any provisions in this Agreement to the contrary, if this Project involves construction and Consultant is not retained to provide construction phase services including, but not limited to, observation, site visits, shop drawing review, and design clarifications, Client agrees that Consultant shall be responsible only for those construction phase services expressly required in Consultants Scope of Services. With the exception of such expressly required Services, Consultant shall have no design, shop drawing review, or other obligations during construction, and Client assumes all responsibility for construction phase services. Client waives all claims against the Consultant that may be connected in any way to construction phase services except for those Services that are expressly required in Consultants Scope of Services.

8.0 Documents- Ownership of Work Product and Proprietary Information - The deliverables prepared under this Agreement shall become the property of the Client only upon completion of the Services and payment in full of all monies due to Consultant. In the event Client reuses or makes any modifications to the deliverables without prior written authorization of Consultant, the Client agrees, to the fullest extent permitted by law, to indemnify and hold Consultant, its consultants, agents, officers, directors, shareholders and employees harmless from any claim, liability or cost (including reasonable attorneys' fees and defense costs) arising or allegedly arising out of any unauthorized reuse or modifications of Consultant's Services, work product, and/or deliverables by the Client or any person or entity that acquires or obtains the such work product and/or deliverables from or through the Client without the written authorization of Consultant.

Notwithstanding the foregoing Consultant's liability to Client for any computer programs, software products, or related data furnished hereunder is limited solely to the correction of residual errors, minor maintenance, or update(s) as agreed. CONSULTANT MAKES NO WARRANTIES OF ANY KIND, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR OF FITNESS FOR ANY PARTICULAR PURPOSE, or against infringement, with respect to computer programs, software products, related data, technical information, or technical assistance provided by Consultant under this agreement. The Consultant will take reasonable precautions to prevent the transmission of any electronic virus, or other contamination with the exchange of electronic media, but Consultant makes no assurances that those precautions are adequate to assure a contamination free transmission. Consultant retains title and interest in all of its standard details, plans, specifications, methodologies, tools, and computation documents, whether in written or electronic form, which have been incorporated into the documents and instruments of service, but which were developed by Consultant independent of this Agreement.

9.0 Injury to Workers on Project Consultant has no responsibility for site safety or for the means and methods employed by Client's construction contractor(s). Client agrees that Consultant will be named as an additional insured on construction contractor's insurance policy for Commercial General Liability and Builders All Risk Liability, and Client agrees to insert into all contracts for construction between Client and construction contractor(s) arising out of these Services a provision requiring the construction contractor(s) to defend, indemnify, and hold harmless both Client and Consultant from any and all actions arising out of the construction Project, including, but not limited to, injury to or death of any worker on the job site, not caused by the sole negligence of Client or Consultant,. Client will be responsible for any damages caused by Client's failure to comply with the above requirements.

10.0 Probable Construction Costs Opinions - Any opinion of the construction cost prepared by Consultant represents his judgment and is supplied for the general guidance of the Client. Since Consultant has no control over the cost of labor and material, or over competitive bidding or market conditions, Consultant does not guarantee that bids or actual construction costs to the Client will not vary from Consultant's opinions of probable

cost. If the Client desires greater assurance as to construction costs, Client shall employ an independent cost estimator.

11.0 Site Visits - Visits to the construction site and observations made by Consultant as part of Services during construction under this Agreement shall not make Consultant responsible for the obligation to conduct, comprehensive monitoring of the work of the contractor(s) sufficient to ensure conformance with the intent of the construction contract documents, and shall not make Consultant responsible for, nor relieve the construction contractor(s) of the full responsibility for, constructions means, methods, techniques, sequences, and procedures necessary for coordinating and completing portions of the contractor(s) work under the construction contract documents, and for all safety precautions incidental thereto. Such visits by Consultant are not to be construed as part of the observation duties of the on-site observation personnel defined below.

12.0 On-Site Observation - When Consultant provides on-site observation personnel as part of Services during construction under this Agreement, the on-site observation personnel will make reasonable efforts to advise Client of observed defects and deficiencies in the work of the contractor(s), and to help determine if the provisions of the construction contract documents are being fulfilled. Consultant shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of any construction work and Consultant's obligations are limited to becoming generally familiar with the progress of the construction. Consultant's observation will not cause Consultant to be responsible for those duties and responsibilities which belong to the construction contractor(s), including, but not limited to, full responsibility for the means, methods, techniques, sequences, and progress of construction, and the safety precautions incidental thereto, and for performing the construction work in accordance with the construction contract documents.

13.0 Termination or Abandonment - If any portion of the Services or Project is terminated or abandoned by Client, the provisions of these Terms and Conditions in regard to compensation and payment shall apply insofar as possible to that portion of the work not terminated or abandoned. If said termination occurs prior to completion of any phase of the Project, the fee for Services performed during such phase shall be based on Consultant's reasonable estimate of the portion of such phase completed prior to said termination, plus a reasonable amount to reimburse Consultant for termination costs.

This Agreement may be terminated by either party if the other party fails to fulfill its obligations under this Agreement through no fault of the terminating party. No such termination may be effected unless the other party is given not less than ten calendar days written notice of intent to terminate and an opportunity for correcting the default (plus such additional time as is reasonably necessary to correct the default, other than any payment default) and for consultation with the terminating party before termination. Consultant shall be paid for Services performed to the termination date including reimbursable expenses due plus termination expenses.

14.0 Jurisdiction - This Agreement shall be governed by the laws of the State of the Project.

15.0 Dispute Resolution - The parties will use good faith efforts to resolve any dispute, controversy or claim arising out of or relating to this Agreement or the relationship between the parties (a "Dispute") through negotiation. To invoke the dispute resolution procedures in this section, one party must give the other party a written notice of its intent to negotiate. The notice will include a detailed description of the Dispute and a proposed resolution. Within five (5) business days after delivery of the notice, each party will designate a senior executive with authority to resolve the Dispute. The designated executives will engage in discussions in an effort to resolve the Dispute. If the designated executives do not agree on a resolution within twenty (20) days after the dispute notice has been delivered, the parties may agree to submit the Dispute to non-binding mediation by any mutually agreed-upon mediator, rules and location. Any mediation fees and expenses will be allocated and paid by the parties equally. If the parties do not reach a resolution through negotiation or mediation, either party may pursue all remedies available under this Agreement, at law or in equity in a court of competent jurisdiction. Each party hereby irrevocably waives its rights to trial by jury in any Dispute or proceeding arising out of this agreement or the transactions relating to its subject matter.

16.0 Waiver - Consultant's waiver of any term, condition, or covenant or breach of any term, condition, or covenant, shall not constitute a waiver of any other term, condition, or covenant, or the breach thereof.

17.0 Successors and Assigns - All of the terms, conditions, and provisions hereof shall inure to the benefit of and be binding upon the parties hereto, and their respective successors and assigns, provided, however, that no assignment of this Agreement shall be made without written consent of the parties to this Agreement.

18.0 Severability - If any provision of this Agreement is declared invalid, illegal, or incapable of being enforced by any Court of competent jurisdiction, all of the remaining provisions of this Agreement shall nevertheless continue in full force and effect, and no provision shall be deemed dependent upon any other provision unless so expressed herein.

19.0 Force Majeure - Neither party to this Agreement will be liable to the other party for delays in performing the Services, or for the direct or indirect cost resulting from such delays, that may result from a Force Majeure condition. Each party will take reasonable steps to mitigate the impact of any force majeure. If Consultant is delayed in the performance of the Work due to acts, omissions, conditions, events, or circumstances beyond its control and due to no fault of its own or those for whom Consultant is responsible, the Contract Time(s) for performance as well as the Contract Price shall be reasonably extended by Change Order. By way of example, events that will entitle Consultant to an extension of the Contract Time(s) include acts or omissions of Client or anyone under Client's control (including separate contractors), changes in the Work, Differing Site Conditions, Hazardous Conditions, wars, floods, labor disputes, unusual delay in transportation, epidemics, earthquakes, adverse weather conditions not reasonably anticipated, and other acts of God (Force Majeure Condition). For clarity purposes, labor shortages or supply chain disruptions resultant from epidemic or pandemic events are specifically to be considered grounds constituting a Force Majeure Condition. Labor shortages and inefficiencies, delays, escalation, or cost impacts resulting from labor shortages or supply chain disruptions associated with such an event shall be considered grounds for a Force Majeure Condition event and shall afford Consultant the opportunity for schedule and cost relief associated with such an event.

20.0 Customs, Duties, Tariffs – Consultant's prices herein do not include customs, duties, tariffs and other importation or exportation fees. In the event that, after the date of Consultant's proposal and related pricing:

- a. any new tariffs, duties, or other import/export fees or governmental charges ("Tariffs"), or modifications of existing Tariffs are imposed on materials or goods;
- b. any changes in applicable laws impact the price and/or availability of labor, materials, or goods; or
- c. any occurrence(s) of regional labor escalations or shortages (that could not be reasonably foreseen) that result from changes to (or changes in the enforcement of) applicable laws,

that are required for the performance of this contract, Consultant shall pass through any additional costs/changes to Client. Consultant will provide reasonable notice to Client of the imposition of such Tariffs and/or the impact of such changes, including notice of any cost impacts at the time of levy, any schedule adjustments or impacts (price included) to the overall project sequencing, and, if available, potential substitutions/alternatives. As its sole remedy, Client can reject the cost/changes proposed by Consultant and terminate the associated Work Order or scope of work. Such partial termination shall include payment to Consultant for any costs associated with rejection of the costs/changes (including but not limited to cancellation of third-party contracts/orders). Client maintains full responsibility, and Consultant assumes no liability, (direct or indirect) resulting from any delay in the Client providing Client its decision(s) on acceptance and/or rejection of the offer provided to Client as communicated from Consultant.

21.0 Entire Agreement - This Agreement, and its attachments, constitutes the entire understanding between Client and Consultant relating to Services to be provided by Consultant and, excepting only confidentiality agreements between the parties pertaining to the Project, supersede any prior or contemporaneous agreements, promises, negotiations, or representations not expressly set forth herein. Subsequent modifications or amendments to this Agreement must be in writing and signed by the parties to this Agreement. The foregoing notwithstanding, if the Client, its officers, agents, or employees request Consultant to perform extra work or Services pursuant to this Agreement, Client will pay for the additional Services even though an additional written Agreement is not issued or signed. The obligations of Consultant under this Agreement shall survive in accordance with applicable State statutes.

Exhibit A

Scope of Services

The work to be performed by the **Consultant** under this agreement shall encompass and include detailed work, services, materials, equipment and supplies necessary to complete analysis and design for the project.

The project consists of designing sanitary sewer improvements for the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) in Dubuque, Iowa (Project). The Consultant will complete preliminary and final design and construction period services for sanitary sewer improvements for Phase 4 to provide service for the future flows in the area. This scope of services is based on the following project assumptions:

- Facility Plan will be completed using information from the Phase 1 Facility Plan and other information gathered as part of this work. The Facility Plan for Phase 4 will be submitted to the Iowa DNR in a timely manner by December 1, 2025 so the Client can secure SRF funding.
- Design shall consist of replacing the existing gravity sewer interceptor from the connection with Phase 1 near the Old Mill Lift Station (near Old Mill Rd. and Catfish Creek) for approximately 12,000 feet to the west and north along the South Fork Catfish Creek. Approximately 2,200 feet of the east end of the sewer will be 54" and the remaining interceptor will be 36". The proposed interceptor will be approximately 10 feet deeper than the existing interceptor. Sizing is based on the March 2021 Collection System Analysis by Strand Associates.
- Foth shall provide project bidding support services.
- Foth shall provide construction administration and construction observation services.

The scope of services to be performed by the Consultant shall be completed in accordance with generally accepted standards of practice and shall include the services to complete the following tasks:

I. BASIC SERVICES OF THE CONSULTANT.

The Consultant shall consult on a regular basis with the Client to clarify and define the requirements for the Project and review available data. The Client agrees to furnish to the Consultant full information with respect to the Client's requirements, including any special or extraordinary considerations for the Project or special services needed, and also to make available pertinent existing data. The Consultant shall provide the following basic services in regard to the Project:

PHASE 100 – DESIGN PROJECT MANAGEMENT

The project manager will be responsible for the development and tracking of the project plan for the project development. This includes subtasks:

- 101** – Monitoring of project scope
- 102** – Monitoring of project schedule
- 103** – Risk management
- 104** – Staffing scheduling/coordination
- 105** – Sub-Consultant scheduling/coordination
- 106** – Project communications
- 107** – Coordination with other Client consultants (Terracon and HDR)

The Client is providing all geotechnical services from Terracon. The Consultant will coordinate with the Client and Terracon to interpret field data and reports.

The Consultant will coordinate with the Client's Phase 3 Consultant (HDR) on design decisions applicable to both the Phase 4 and Phase 3 projects.

108 – Coordination with Client's Bond Counsel

109 – Project permitting (coordination, application submittals)

The Consultant will assist the Client in project clearance with governmental authorities that have jurisdiction to approve the design of the project and participate in consultations with such authorities, as necessary. The Consultant shall provide coordination with the following agencies:

- US Army Corps of Engineers
- Iowa Department of Natural Resources
- Dubuque County
- Rabbit Hollow Conservation

The Consultant will attend up to the following assumed meetings to assist in the coordination of the project development activities. For budget purposes, it is assumed that the meetings will be attended by two (2) staff members of the Consultant.

- Facility Plan: Five (5) meetings via Teams.
- Design: Five (5) meetings via Teams.

Any fees for construction permits, licenses or other costs associated with permits and approvals shall be the responsibility of the Client. The Consultant shall provide technical criteria, written descriptions and design data for the Client's use in filing the applications for permits. The Consultant shall prepare the permit applications and other documentation.

110 – Weekly project review meetings

Maintain communications with the project development team and various other designated representatives. The project development team will include City of Dubuque, the Phase 3 Consultant and Foth. Meet to review progress and to discuss specific elements of the facility plan and project design. The meetings will also serve to establish schedules, develop project goals, establish initial design parameters, promote a dialog between the various entities, improve the decision-making process, and expedite design development.

For budget purposes, the following assumed meetings will be attended by one (1) design staff members of the Consultant for the Facility Plan and Design.

- Weekly PM touchpoint: Sixty (60) meetings via Teams

111 – Public meetings

Public Informational Meetings will be attended by the Consultant in Dubuque during the Facility Plan and Design process. The presentations will be facilitated by Client staff with content provided by the Consultant. The Client will provide the branding guidelines. Content may include the following.

- Press release
- Postcards
- Project graphics
- Presentation slides
- Timeline graphic

Coordination with the Phase 3 Consultant will be required. For estimating purposes, the following meetings are assumed that the Consultant will attend.

- Public Information Meeting 1: One (1) Consultant staff attending.
- Public Information Meeting 2: Three (3) Consultant staff attending.
- Public Information Meeting 3: Three (3) Consultant staff attending.
- SRF Public Hearing: Zero (0) meetings.
- City Council Meetings: Zero (0) meetings.

112 – Monthly progress reporting

113 – Monthly invoice processing and review

- The project duration (Facility Plan) is assumed to be four (4) months.

- The project duration (Design) is assumed to be twelve (12) months.

PHASE 200 – SRF PROGRAM SUBMITTALS & FACILITY PLAN

The Consultant will complete the following SRF program services and submittals for Phase 4 as detailed in the following subtasks.

201 – Work record request submittal. For estimating purposes, it is assumed the Consultant will require 40 total hours.

202 – Pre-application initiation meeting. For estimating purposes, it is assumed the Consultant will attend the following meeting:

- DNR Meeting in Des Moines: Two (2) Consultant staff attending.

203 – IUP Application Assistance. For estimating purposes, it is assumed the Consultant will require 40 total hours.

204 – Facility Plan Development/Submittal. The Consultant will develop a Preliminary Engineering Report for Phase 4 based on the existing Phase 1 report for submittal to the Iowa Department of Natural Resources as part of the SRF requirements. The work to be performed by the Consultant under report update shall consist of the following subtasks:

204.1 – Data Collection

The Consultant will collect available data and maps of the existing collection system. The sewer maps, previous studies and available construction plans provide the basis for facilities plan and estimation of theoretical pipe conveyance capacity.

204.2 – Service Area Identification

The Consultant will identify the sanitary sewer basins and develop an estimated wastewater flow for the sewer service areas based on previously completed work. This task will be based on the March 2021 Collection System Analysis by Strand Associates and recent temporary flow metering conducted by the Client.

204.3 – Sewer System Sizing

The Consultant will complete the sewer systems sizing in accordance with the delineated sanitary service basins and preferred functional design alignment using the current Iowa Department of Natural Resources – Iowa Wastewater Facilities Design Standards for Sewer Systems (Chapter 12). This task will be based on the March 2021 Collection System Analysis by Strand Associates and recent temporary flow metering conducted by the Client.

204.4 – Preliminary Engineering Report

The Consultant will prepare a report to summarize the evaluation and recommendations for overall sanitary sewer extension improvements. The report will document the service area evaluation, alternative solutions and recommended solution for future improvements. The report shall include:

- Executive Summary
- Purpose and background of study
- Scope of study and study area delineation
- Service Area Evaluation
- Discussion of Alternative Solutions (alignment, construction method, materials)
- Findings/results of assessments and evaluations
- Recommended improvements (projects)
- Conceptual diagrams of recommended improvements
- Estimated costs of improvements
- Appendices containing supporting data and information

204.5 – Design Development Exhibit Preparation

Exhibit for the design development will consist of a full-size strip plot with the major project features shown on the aerial photograph. Includes coloring, lettering, and other techniques to delineate the proposed design concepts and easement needs, including typical section elements of the excavation and tunneling. The figure will indicate easement needs; property

lines; property ownership; access control lines; structure limits; and stream restoration improvements.

204.6 – Opinion of Probable Construction Costs

The Consultant will prepare a preliminary opinion of probable construction cost for the project. The Opinion of Probable Construction Cost is intended for the use of the Client in capital improvement planning and financing the Project. Conceptual cost estimates will be based on representative major project elements and recent bid information. Detailed quantity takeoffs will not be developed for the conceptual cost estimate.

204.7 – Project Review Meetings

Maintain communications with the project development team and various other designated representatives. The project development team will include Client of Dubuque, the Phase 3 Consultant and Foth. Meet to review progress and to discuss specific elements of the facility plan. The meetings will also serve to establish schedules, develop project goals, establish initial design parameters, promote a dialog between the various entities, improve the decision-making process, and expedite design development.

For budget purposes, the following assumed monthly meetings will be attended by four (4) staff members of the Consultant.

- Facility Plan: Two (2) in Dubuque, Two (2) via Teams

205 – IDNR Environmental Review Communication, Coordination & Submittals. The Phase 4 study areas will be located west of the Phase 1 Old Mill Lift Station, in areas along the South Fork Catfish Creek. The Consultant will complete the following environmental services for portions of Phase 4. In addition, the Consultant will complete the following stream bank stabilization and flood plain services for portions of Phase 4. The Phase 4 stabilization areas are assumed to be at sewer crossings of the South Fork Catfish Creek or immediately adjacent to the South Fork Catfish Creek. Work will include the following subtasks:

205.1 – Wetland and Waters of the U.S. Delineation

The Consultant will perform a wetland and Waters of the United States (WUS) delineation of the project area. The delineation will use mandatory technical criteria, field indicators, and other sources of information to assess whether the project area has jurisdictional wetlands or WUS. The classification will be performed by an experienced biologist, environmental scientist, or engineer. If wetlands are present, the upper boundaries within the project area will be identified. WUS will also be identified and mapped during the delineation.

The methods the Consultant will use in the delineation generally follow the Regional Supplement to the Corps of Engineers Wetland Delineation Manual: Midwest Region (2010) and the Federal Manual for Identifying and Delineating Jurisdictional Wetlands (1987). Under normal circumstances, wetlands generally have three essential characteristics: hydrophytic vegetation, hydric soils, and wetland hydrology.

- Assemble application information (i.e., aerial maps, soil classifications, site hydrology, vegetation type, etc.).
- Perform on-site visit to gather data pertaining to the hydrophytic vegetation community, surface hydrology, and hydric soil characteristics. The following items will be performed at discrete data point locations within suspect wetland areas on-site.
 - o Assess each stratum of vegetation (i.e., trees, saplings/shrubs, herbs, and woody vines). Vegetation will be classified by Genus species and dominance will be assessed.
 - o Classify soil types and evaluate hydric soil indicators using shallow soil probes or spade holes.
 - o Observe site characteristics for wetland hydrology indicators.
- Utilize a hand-held GPS unit (sub-meter accuracy) to map the location and boundaries of delineated wetlands and WUS. If heavy tree cover is present, a non-GPS survey may be needed to identify wetland boundaries. Fees for standard surveying have not been included in this proposal.
- Prepare maps showing the delineated wetland and WUS area(s).
- Submit a Wetland and Waters of the U.S. Delineation Report containing the applicable data, wetland jurisdictional rationale, and proposed project information.

The scope of this proposal includes one site visit to conduct a baseline delineation.

205.2 – Stream Assessment

The Consultant will perform a stream assessment based on the Fundamentals of Rosgen Stream Classification System. Our proposed Scope of Work will be performed at each location where the sewer line crosses Catfish Creek (estimated 8 crossings):

- Bank Erosion Hazard Index (BEHI)
- Riffle complex survey
- Cross section analysis of Catfish Creek that flows through the center of the property.

205.3 – Permit Applications

Foth will prepare and submit a Section 404 Permit Application through the USACE's Regulatory Request System (RRS).

- The proposed sewer line project would likely be covered under Nationwide Permit (NWP) 58 for Utility Line Activities for Water and Other Substances. Under NWP 28, mitigation is generally not required for temporary WUS or emergent wetland impacts if the ground surface is restored to pre-construction elevations upon completion of the project. If forested impacts occur, the pre-construction notification will document the quantity of forested wetland credits that will be purchased to mitigate the proposed impacts.
- The proposed bank stabilization activities may be covered under the USACE NWP 13 or Regional Permit 40 for Bank Stabilization and permanent access roads would be covered under NWP 14 or Regional Permit 7. These permits allow up to 2.0 acres of wetland impact and 2,000 feet of WUS impact.

Foth will also submit an IDNR Floodplain Permit application through the Permit and Environmental Review Management Tool (PERMT). The application will contain applicable data and proposed project information for the IDNR Flood Plain Section and the IDNR Sovereign Lands Section. Fees assume that modeling data and other information pertinent to the floodplain permit will be provided by the civil engineer consultant for the project.

205.4 – Mitigation Plan

If permanent wetland or WUS impacts are proposed for bank stabilization and/or permanent access roads, the Consultant will prepare a Mitigation Plan for the project to address Section 404 permitting requirements. The Mitigation Plan will summarize each wetland and WUS area that will be permanently impacted by the project based on the findings in the Delineation Report and the proposed construction plan for the project.

The project site is located within the Driftless Mitigation Bank Service Area, which has a limited amount to forested wetland mitigation credits and stream mitigation credits. We will contact the bank within this service area regarding the purchase of credits for wetland and WUS impacts. We will utilize the State of Iowa Stream Mitigation Method as a guideline for determining the quantity of WUS credits needed for the project and wetland credits will be based on USACE regulatory guidance.

Permittee Responsible Mitigation is not included in scope if sufficient credits aren't available to meet the needs of the project.

205.5 – Threatened & Endangered Species Habitat Assessment

The Consultant will perform a Threatened & Endangered (T&E) Species Habitat Assessment for federally-listed T&E species. The assessment will include a review of the FWS Planning and Consultation System (IPaC) database to identify federally-listed species of concern and records of known occurrences. The anticipated species of concern include the following based on a preliminary IPaC review:

- Indiana bat (*Myotis sodalis*)
- Northern long-eared Bat (*Myotis septentrionalis*)
- Whooping Crane (*Grus americana*)
- Higgins eye (pearlymussel) (*Lampsilis higginsii*)
- Monarch butterfly (*Danaus plexippus*)
- Western Regal Fritillary (*Argynnis idalia occidentalis*)

- Rusty patched bumble bee (*Bombus affinis*)
- Eastern prairie fringed orchid (*Platanthera leucophaea*)

The Consultant will also contact the IDNR to request a review regarding potential impacts to state-listed T&E species in the project area. A walking survey of the project area will be conducted by a project biologist or environmental scientist to assess the potential for T&E species. A report will be prepared to document the findings of the database search and field survey.

205.6 – Phase I Cultural Resource Survey

The Consultant will retain a subcontractor to perform a limited/cursory archeological survey for review by the State Historical Preservation Office (SHPO) during the permitting process. The cultural resource investigation will be performed in two stages. Bear Creek Archeology (BCA) will conduct an archival review of the entire work limits. The resulting report will detail the previous cultural resources projects and known sites in and adjacent to the review area as well as provide a summary of site potential within the area.

Following the establishment of the sewer alignment, the Phase I archeological survey will be performed on a 200-foot-wide corridor centered on the alignment. The project area has landforms with high potential to contain buried archeological sites; auger testing will be required to conduct the Phase I survey. Several known archeological sites in and immediately adjacent to the corridor will be examined at the Phase I level. This Phase I survey and the resulting report will meet or exceed the current Association of Iowa Archeologists Guidelines for Archeological Investigations in Iowa.

205.7 – Functional Bank Stabilization Development

A functional design will be completed using available mapping and data to define the bank geometry, and investigate property and grading impacts. This task also includes the preparation of display materials, cost estimates and hand out information for an informational/coordination meeting. The purpose of this phase is to determine the preferred bank stabilization alternative. For estimating purposes it is assumed that a maximum of three (3) conceptual alternatives will be developed at twelve (12) locations.

205.8 – South Fork Catfish Creek Hydraulics (Limited)

The proposed bank stabilization falls within a FEMA detailed study area for the South Fork Catfish Creek. Likewise, the contributing drainage area at the proposed bank stabilization location is greater than 2.0 square miles and will require an Iowa DNR Flood Plain Permit. It is assumed based on age of study that the channel width at these locations exceeds the width as shown in the detailed Flood Insurance Study (FIS). It is assumed that minimal fill material may be placed inside the existing channel to reconstruct a flatter slope to allow more stable placement of reinforcement without increasing the published South Fork Catfish Creek flood profiles. It is assumed that a No Rise Certification will be obtained for this project. Therefore, hydraulic modeling to document proposed banks will be provided as part of this project to document the No Rise certification.

205.9 – Letter of Map Revision (LOMR) – Task not Used

Should it be found that the proposed channel stabilization will result in a rise in the base flood elevation, the consultant shall submit an amendment for additional services.

206 – CWSRF Public Hearing/Coordination. For estimating purposes, it is assumed the Consultant will attend the following meeting:

- DNR Meeting in Des Moines: Two (2) Consultant staff attending

207 – SRF Loan Application Assistance.

208 – Preliminary plan review submittals: 60%, 90%, 100% (Bid Set).

209 – Design Conference. For estimating purposes, it is assumed the Consultant will attend the following meeting:

- DNR Meeting in Des Moines: Two (2) Consultant staff attending

- 210** – Submit Construction Permit Application. For estimating purposes, it is assumed the Consultant will require 8 total hours.
- 211** – Loan Close Out Assistance – Bond Counsel. For estimating purposes, it is assumed the Consultant will require 8 total hours.
- 212** – City Development Review Team. For estimating purposes, it is assumed the Consultant will attend the following meeting:
- Meeting in Dubuque: Two (2) Consultant staff attending
- 213** – AIS/BABA submittal requirements.
- 214** – Wage Determinations and Wage Report Reviews. For estimating purposes, it is assumed the Consultant will require 1 additional hour per week during construction (104 weeks).
- 215** – Change Order Submittals. For estimating purposes, it is assumed the Consultant will require 40 total hours to coordinate with SRF funding.
- 216** – Attend IDNR Site Inspections. For estimating purposes, it is assumed the Consultant will attend the following meetings:
- Four (4) Meetings in Dubuque: One (1) Consultant staff attending
- 217** – Assist with SRF Closeout. For estimating purposes, it is assumed the Consultant will attend the following meeting:
- Meeting in Dubuque: Two (2) Consultant staff attending
- 218** – Survey. The Consultant will perform field and office tasks required to collect topographic and utility information deemed necessary to complete the project. The specific supplemental survey tasks to be performed include the following subtasks:

218.1 – Control Survey

The Consultant will establish horizontal and vertical control for the Project area. Each permanent control point or benchmark will have horizontal coordinates or elevation, recovery information and monument description. Accurate descriptions of the horizontal control points and benchmarks will be created and recorded on the plan sheets. The Client shall supply information on any datums, benchmarks, or control points they want to see utilized in design and plans.

All survey efforts shall be based on the established City of Dubuque Control system which is based on "Iowa North Zone 1401, NAD83 (2011), and GEOID 18." Vertical datum for this survey is relative to NAVD88.

218.2 – Topographic Survey

The Consultant will perform topographic surveys required for the development of the Project. Horizontal and vertical accuracies shall be adequate to produce a map that is compatible with the topographic data for incorporation into the digital terrain model. The consultant shall comply with all relevant laws and regulations when performing UAS surveys. All aircraft, equipment, and survey personnel provided by the consultant shall be the consultant's responsibility at all times.

- Create project control throughout the design area which will include control points of stable quality and permanent benchmarks that will be shown on plans and will be of good enough quality to be used by the construction staking surveyor. Control points will be set with visible clear line of sight to the nearest control point in either direction. Benchmarks are to be established at sufficient intervals (800' maximum).
- On-site control and benchmarks will be leveled through by the consultant and will be shown on "G Sheets" which will be included in the construction plan set.
- UAS LiDAR

Utilizing the Riegl VUX-120 unmanned LiDAR system, mounted on a Harris Carrier H6 drone, the Consultant will make passes along the corridor in each direction acquiring LiDAR data and high-resolution digital imagery within the limits described below.

- Traditional Field Survey
This task includes field survey to supplement the UAS LiDAR Survey as necessary for the project design. The task will include surveying features not included in the LiDAR Survey. Horizontal and vertical accuracies shall be adequate to produce a map that is compatible with the topographic data for incorporation in the digital terrain model, as necessary.

218.3 – Utility Survey

The Consultant will perform utility surveys required for the development of the project. Utilize the Iowa One-Call Design Request System to identify utility owners of record, obtain existing utility mapping information, and request that buried utilities be marked in the field. Field survey marked utilities, incorporate into project base map, and document utility name and contact information on the utility legend. Establish coordinates and elevations (if possible) for utilities that fall within the limits of the project and are visible or have been marked on the ground by the utility owner. Utilities will be collected according to ASCE SUE quality levels (Level B-D) and will be shown and described on the plans.

Anticipated utilities to be surveyed include phone, gas, fiber optic, water main, overhead/underground electrical (including power poles, pedestals, valves, and manholes), sanitary sewer, and storm sewer. This includes establishing manhole and intake elevations for existing sanitary sewers, storm sewers, and roadway culverts.

PHASE 300 –DESIGN DEVELOPMENT/PRELIMINARY PLANS (60%)

The Consultant will complete the preparation of check plans for the sanitary sewer improvements. The primary focus will be on utility improvements, including development of typical trench sections, tunneling locations, identification of related street/utility improvements, and other necessary construction elements. The preliminary plans will also incorporate potential elements that may affect the corridor including property impacts. The plans will show existing topographic features, utility improvements and easement requirements. The work to be performed by the Consultant under Design Development shall consist of the following subtasks:

301 – Data Collection & Review (limited task)

The Consultant will collect available data and maps from Client files in order to gain an understanding of the existing collection system. The sanitary sewer maps, previous studies and available construction plans provide the basis for an initial understanding of the Client's facilities and estimation of theoretical pipe conveyance capacity. In addition, discussions with Client operations staff can provide insight into problem areas and specific field conditions that may be an indicator of an existing or pending problem situation. This information in conjunction with other data collection and analysis will be used to jointly develop a sanitary sewer system report with Client staff.

301.1 – City of Dubuque data, maps, GIS

301.2 – Terracon preliminary and final geotechnical data

301.3 – HDR sanitary sewer asset management program data & modeling

301.4 – Identify and review of existing public utilities

This task includes review of existing public utilities, including electric, gas, telephone and cable. Also includes analyzing the effects of the proposed improvements will have on the existing utilities and identifying potential public utility corridors

302 – Develop Design Criteria

The Consultant will develop project design criteria to be used in developing utility improvements. Criteria will conform to the Statewide Urban Design Standards and City of Dubuque Standards. The criteria to be addressed include:

- Typical utility improvement details.
- Maintenance of traffic/property access during construction, including access requirements, allowable street closures, and other issues (i.e. emergency vehicles, property owners, pedestrians and/or bicycles).
- Provisions for resolution of utility conflicts, including necessary relocations.

The Consultant will distribute conceptual plans to utility companies for their review, including Client utilities for information within the project corridor regarding transmission, distribution and service laterals. This includes information related to existing facilities and facilities planned for construction during the proposed improvements.

303 – Develop Trench Sections

The Consultant will develop typical trench sections for the utility improvements. This task consists of preparation of typical trench sections, including permanent sanitary sewer easement widths, tunnel pits and locations, and utility locations.

304 – Preparation of Preliminary Design Plans

The Consultant will prepare Preliminary design plans, which will be approximately 60 percent complete and shall consist of the following tasks:

Plan Preparation – Title Sheet and Typical Sections (A and B Sheets)

Prepare title and typical section sheets for each of the proposed project segments.

Plan Preparation – Estimate of Quantities (C Sheets)

This task consists of a preliminary determination of the bid items to be included in the project, along with their appropriate tabulations.

Plan Preparation - Plan and Profile (MSA Sheets)

Prepare preliminary plan and profile drawings at a scale of 1"=50' horizontal and 1"=5' vertical. These drawings will show base mapping and proposed sanitary sewer alignments. Include sanitary sewer, storm sewer, water main and other existing utility information, existing and proposed temporary and permanent easements, and sewer profiles. These drawings will also show existing topographic information and proposed grading utility improvements along the project corridor.

Plan Preparation – Erosion Control and Stream Restoration (R Sheets)

This task consists of the design and drafting associated with the preliminary assembly of stream restoration, erosion control, and seeding drawings and details.

Plan Preparation - Special Construction Details (U Sheets)

This task consists of the design and drafting associated with the preliminary assembly of modified standards and special details.

305 – Quality Control

Involve ongoing quality control input from the Project Team and the design engineer's senior technical staff throughout the development of conceptual plans and documents for each project segment. The design engineer is responsible for making specific recommendations and ensuring that critical issues are discussed and resolved prior to submittal of the conceptual plan set to the Project Team.

Review the conceptual engineering plan set for technical accuracy, as well as for general constructability and conformance with the project design criteria.

306 – Project Review Meetings.

Maintain communications with the project development team and various other designated representatives. The project development team will include City of Dubuque staff, the Phase 3 project team, and Foth. Meet to review progress and to discuss specific elements of the project design. The meetings will also serve to establish schedules, develop project goals, establish initial design parameters, promote a dialog between the various entities, improve the decision-making process, and expedite design development.

For budget purposes, the following assumed monthly meetings will be attended by four (4) staff members of the Consultant.

- Design: Four (4) meetings in Dubuque, Four (4) meetings via Teams

307 – Coordination with other Client consultants (meetings, contract documents, unit prices, etc.)

308 – Field Exam

This task includes a Field Exam with the project development team to discuss key issues and design concepts, including drainage, access control, traffic control/stage construction and easements. The review will determine the completion of the plan design, identify needed adjustments to minimize potential property impact and confirm the proposed staging plans. Revisions will be noted for preparation of the final design. Completion of the Field Exam will allow preparation for Final Plans.

For budget purposes, assumed meeting will be attended by four (4) staff members of the Consultant.

309 – Client review (DRT) and IDNR progress review submittals. For estimating purposes, it is assumed the Consultant will require 40 total hours to coordinate with SRF funding.

PHASE 400 – CHECK PLANS AND SPECIFICATIONS (90%)

Based upon approved preliminary plan design, the Consultant shall subsequently proceed with check plan design, contract drawings, specifications for the award of a single Contract for the construction of the proposed improvements. Comments received from the Design Development Phase plans will be implemented in the Check Plans. The work tasks to be performed include the following subtasks:

401 – Preparation of Check Plans

The Consultant will prepare Preliminary design plans, which will be approximately 90 percent complete and shall consist of the following tasks:

Plan Preparation - Title Sheet and Typical Sections (A and B Sheets)

Prepare title and typical section sheets for each of the proposed project segments.

Plan Preparation – Estimate of Quantities (C Sheets)

This task consists of a preliminary determination of the bid items to be included in the project, along with their appropriate tabulations.

Plan Preparation - Plan and Profile (MSA Sheets)

Prepare preliminary plan and profile drawings at a scale of 1"=50' horizontal and 1"=5' vertical. These drawings will show base mapping and proposed sanitary sewer alignments. Include sanitary sewer, storm sewer, water main and other existing utility information, existing and proposed temporary and permanent easements, and sewer profiles. These drawings will also show existing topographic information and proposed grading utility improvements along the project corridor.

Plan Preparation - Reference Ties, Bench Marks and Alignment Information (G Sheets)

Prepare preliminary plan control points and the benchmark data used to develop the plans and to be preserved throughout construction of the project. Provide the centerline alignment tangent and curve data.

Plan Preparation - Traffic Control, Staging and Trail Signing (J Sheets) – This item consists of preliminary planning and drafting of the traffic control, staging, and haul road information.

Plan Preparation – Erosion Control and Stream Restoration (R Sheets)

This task consists of the design and drafting associated with the preliminary assembly of stream restoration, erosion control, and seeding drawings and details.

Plan Preparation - Special Construction Details (U Sheets)

This task consists of the design and drafting associated with the preliminary assembly of modified standards and special details.

Check Project Manual

The task consists of preparation of a Check Set Project Manual utilizing the standard Client front-end documents, including Notice of Hearing and Letting, Instruction to Bidders, Bid forms, Bond Forms, Agreement Forms, General Conditions of Construction Contract, Supplementary General Conditions, and Detailed Construction Specifications. The Statewide Urban Design and Specifications (SUDAS) manuals shall be utilized for this project.

402 – Quality Control – Plan Set

Involve ongoing quality control input from the Project Team and the design engineer's senior technical staff throughout the development of conceptual plans and documents for each project segment. The design engineer is responsible for making specific recommendations and ensuring that critical issues are discussed and resolved prior to submittal of the conceptual plan set to the Project Team.

Review the conceptual engineering plan set for technical accuracy, as well as for general constructability and conformance with the project design criteria.

403 – Quality Control – Project Manual

404 – Project Permitting Follow-up

The Consultant will assist the Client in preparing applications for permits from governmental authorities that have jurisdiction to approve the design of the project and participate in consultations with such authorities, as necessary. The Consultant shall prepare the following documents for the project:

- Iowa DNR Wastewater Construction Permit
- Notice of Publication
- Pollution Prevention Plan

Any fees for construction permits, licenses or other costs associated with permits and approvals shall be the responsibility of the Client. The Consultant shall provide technical criteria, written descriptions and design data for the Client's use in filing the applications for permits. The Consultant shall prepare the permit applications and other documentation.

PHASE 500 - FINAL DESIGN AND SPECIFICATIONS (100%)

Based upon approved check plan design, the Consultant shall subsequently proceed with final design, contract drawings, specifications and opinion of probable construction costs for the award of a single Contract for the construction of the proposed improvements. Comments received from the Design Development Phase plans will be implemented in the Final Design Phase plans. The work tasks to be performed include the following:

501 – Final Construction Plans

The Consultant shall provide the Client with the following deliverables:

Final Title Sheets (A Sheets) - Finalize title sheet. The title sheets will include the Index of Sheets, Legend, Location Map and Project Number.

Final Typical Sections and Final Details (B Sheets) - This item consists of final design and drafting of typical cross sections and standard details to be utilized for the improvements.

Final Quantities and Final Estimate of Miscellaneous Quantities (C Sheets) - This item consists of final bid items to be included in the Project, as well as final quantity tabulations, the development of the general notes and estimate reference information. This item also includes the final design and drafting of erosion control measures to be provided on the project.

Final Plan and Profiles (MSA Sheets) - This item consists of the final design and drafting of sanitary sewer plan and profile sheets, including the detail information required for plan approvals, permitting, and construction of the proposed improvements.

Reference Ties, Bench Marks and Alignment Information (G Sheets)

Finalize the plan control points and the benchmark data used to develop the plans and to be preserved throughout construction of the project. Provide the centerline alignment tangent and curve data.

Traffic Control, Staging and Trail Signing (J Sheets) – This item consists of final design and drafting of the traffic control, staging, and haul road information.

Final Erosion Control and Stream Restoration (R Sheets)

This task consists of the final design and drafting associated with the assembly of stream restoration, erosion control, and seeding drawings and details.

Final Construction Details (U Sheets) - This item consists of the final design and drafting of special project details not covered in other items. Included are such items as special grading details, bank grading, special stabilization details, and other required miscellaneous details found to be required for completion of the project.

Final Project Manual

The task consists of preparation of a Final Set Project Manual utilizing the standard Client front-end documents, including Notice of Hearing and Letting, Instruction to Bidders, Bid forms, Bond Forms, Agreement Forms, General Conditions of Construction Contract, Supplementary General Conditions, and Detailed Construction Specifications. The Statewide Urban Design and Specifications (SUDAS) manuals shall be utilized for this project.

502 – Quality Control – Plan Set

Involve ongoing quality control input from the Project Team and the Consultant's senior technical staff throughout the development of final plans. The design engineer is responsible for making specific recommendations and ensuring that critical issues are discussed and resolved prior to submittal of the Final Plan set.

503 – Quality Control – Project Manual

504 – Opinion of Probable Construction Cost

The Consultant shall prepare a Final Opinion of Probable Construction Cost for the project at the time of completion of the plans and specifications. The Opinion of Probable Construction Cost is intended for the use of the Client in financing the Project.

PHASE 600 - PROJECT BIDDING

The Consultant will coordinate and manage the letting process for the project. For estimating purposes, one (1) letting has been included as part of this Agreement. The work tasks to be performed or coordinated by the Consultant shall include the following:

601 – Bidding of Plans and Specifications

The Consultant will uploading contract documents and receive bids using an electronic bidding platform such as QuestCDN. No paper copies of plans and specifications will be provided.

602 – Notice of Project

The Consultant will complete the Client's standard notice to bidders form to be included in the project manual and share with the Client's Bond Counsel. Bond Counsel will develop the Notice of public hearing and council resolutions.

603 – Plan Clarification and Addenda

The Consultant shall be available to answer questions from contractors prior to the letting and shall issue addenda as appropriate to interpret, clarify or expend the bidding documents. Prebid meeting shall be conducted at a time and location determined by Client.

604 – Letting, Bid Tabs, and Award Recommendation

The Consultant shall make tabulations of bid for the Owner, shall advise the Owner on the responsiveness of the bidders and assist the Owner in making the award of contract, including preparation of necessary contract documents.

For budget purposes, assume letting will be attended by One (1) staff member of the Consultant

605 – Conformed Documents

The Consultant shall produce conformed plans and specifications incorporating any addenda modifications.

PHASE 650 - PROJECT BIDDING (Project 2) – AS AUTHORIZED

If the Client elects to split this project into Two (2) bid packages, the Consultant will update the plans and specifications, then coordinate and manage the letting process for the project. For estimating purposes, one (1) additional letting has been included as part of this Phase of the Agreement. The work tasks to be performed or coordinated by the Consultant shall include the following:

651 – Bidding of Plans and Specifications

The Consultant will update plans and specifications for Two (2) separate bid packages.

652 – Bidding of Plans and Specifications

The Consultant will upload contract documents and receive bids using an electronic bidding platform such as QuestCDN. No paper copies of plans and specifications will be provided.

653 – Notice of Project

The Consultant will complete the Client's standard notice to bidders form to be included in the project manual and share with the Client's Bond Counsel. Bond Counsel will develop the Notice of public hearing and council resolutions.

654 – Plan Clarification and Addenda

The Consultant shall be available to answer questions from contractors prior to the letting and shall issue addenda as appropriate to interpret, clarify or expand the bidding documents. Prebid meeting shall be conducted at a time and location determined by Client.

655 – Letting, Bid Tabs, and Award Recommendation

The Consultant shall make tabulations of bid for the Owner, shall advise the Owner on the responsiveness of the bidders and assist the Owner in making the award of contract, including preparation of necessary contract documents.

For budget purposes, assume letting will be attended by One (1) staff member of the Consultant

656 – Conformed Documents

The Consultant shall produce conformed plans and specifications incorporating any addenda modifications.

PHASE 700 – CONSTRUCTION ADMINISTRATION SERVICES – AS AUTHORIZED

The Consultant will provide construction support to the Client. The work tasks to be performed or coordinated by the Consultant shall include the following.

701 – Project Management

The project manager will be responsible for the development and tracking of the project plan for the project development. This includes task identification, staff scheduling and coordination, project communications, monthly progress reporting and invoicing and other important elements of the project.

- The project duration (Construction) is assumed to be twenty-five (25) months.

702 – Meetings

Attend meetings and conduct site visits. Assume construction meetings will be held monthly. For budget purposes, the following assumed meetings will be attended by the Consultant.

- Pre-Construction Meeting: Three (3) Consultant staff attending in person
- Monthly Construction Meeting: Two (2) Consultant staff attending in person (12 meetings)
- Monthly Construction Meeting: Two (2) Consultant staff attending on Teams (12 meetings)
- Additional site visits: One (1) Consultant staff attending in person (6 meetings)

703 – Submittal Review

Perform reviews of contractor submittals. Up to 50 submittals or resubmittals are included.

704 – RFIs, PCM, Field Orders, Change Orders

Consultant will respond to Contractor RFIs, develop PCMs, develop Field Orders, develop Change Orders. Preparation of up to twenty (20) RFIs, PCMs, FOs or COs are included.

705 – Record Drawings

Consultant will develop record drawings based on contractor redlines.

706 – Brierley

Brierley will have tunneling expert on site during active tunneling operations to observe Contractor 20 total days (assume 4 tunnels, 5 days each).

707 – Permitting Follow-up

The project will include interaction with several agencies. A total of 20 hours for meetings and submittals are included for coordination with agencies.

PHASE 750 – CONSTRUCTION ADMINISTRATION SERVICES (Project 2) – AS AUTHORIZED

If the Client elects to split this project into Two (2) bid packages, the Consultant will provide construction support to the Client for a second project. The work tasks to be performed or coordinated by the Consultant shall include the following.

751 – Project Management

The project manager will be responsible for the development and tracking of the project plan for the project development. This includes task identification, staff scheduling and coordination, project communications, monthly progress reporting and invoicing and other important elements of the project.

- The project duration (Construction) is assumed to be twenty-five (25) months.

752 – Meetings

Attend meetings and conduct site visits. Assume construction meetings will be held monthly. For budget purposes, the following assumed meetings will be attended by the Consultant.

- Pre-Construction Meeting: Two (2) Consultant staff attending in person
- Monthly Construction Meeting: Two (2) Consultant staff attending in person (8 meetings)
- Monthly Construction Meeting: Two (2) Consultant staff attending on Teams (8 meetings)
- Additional site visits: One (1) Consultant staff attending in person (4 meetings)

753 – Submittal Review

Perform reviews of contractor submittals. Up to 33 submittals or resubmittals are included.

754 – RFIs, PCM, Field Orders, Change Orders

Consultant will respond to Contractor RFIs, develop PCMs, develop Field Orders, develop Change Orders. Preparation of up to twenty (13) RFIs, PCMs, FOs or COs are included.

755 – Record Drawings

Consultant will develop record drawings based on contractor redlines.

756 – Brierley

Brierley will have tunneling expert on site during active tunneling operations to observe Contractor 12 total days (assume 3 tunnels, 4 days each).

757 – Permitting Follow-up

The project will include interaction with several agencies. A total of 13 hours for meetings and submittals are included for coordination with agencies.

PHASE 800 – CONSTRUCTION OBSERVATION SERVICES – AS AUTHORIZED

The Consultant will provide construction observation services to the Client.

801 – Inspection and Support

The work tasks to be performed or coordinated by the Consultant shall include the following subtasks.

- 801.1** – Witness pre and post construction CCTV footage
- 801.2** – Documentation of any unsafe construction activities
- 801.3** – Update drawings to reflect as-built conditions
- 801.4** – Observe the work for compliance with the contract requirements including
 - Modifications due to Field Orders and Change Orders
 - Clarifications due to RFI responses
 - Use of approved shop drawings for inspecting work
- 801.5** – Documentation of construction activity using inspection forms and digital photographs
- 801.6** – Coordination of Client testing laboratory when required by specifications
- 801.7** – Participation in weekly progress meetings
- 801.8** – Review contractor pay claims for conformance with recorded quantities
 - Tracking quantities paid by unit price
 - Participation in substantial completion inspections

For budget purposes, it is assumed the Consultant's construction observer will work 50 hours per week for 104 weeks.

PHASE 850 – CONSTRUCTION OBSERVATION SERVICES (Project 2) – AS AUTHORIZED

If the Client elects to split this project into Two (2) bid packages, the Consultant will provide construction observation services to the Client.

851 – Inspection and Support

The work tasks to be performed or coordinated by the Consultant shall include the following subtasks.

- 851.1** – Witness pre and post construction CCTV footage
- 851.2** – Documentation of any unsafe construction activities
- 851.3** – Update drawings to reflect as-built conditions
- 851.4** – Observe the work for compliance with the contract requirements including
 - Modifications due to Field Orders and Change Orders
 - Clarifications due to RFI responses
 - Use of approved shop drawings for inspecting work
- 851.5** – Documentation of construction activity using inspection forms and digital photographs
- 851.6** – Coordination of Client testing laboratory when required by specifications
- 851.7** – Participation in weekly progress meetings
- 851.8** – Review contractor pay claims for conformance with recorded quantities
 - Tracking quantities paid by unit price
 - Participation in substantial completion inspections

For budget purposes, it is assumed the Consultant's construction observer will work 50 hours per week for 69 weeks.

PROJECT DELIVERABLES

The scope of services shall be considered complete upon completion and delivery of the following items to the satisfaction of the Client:

- Sanitary Sewer Design Report (State Revolving Fund Facility Plan)
- Wetland & WUS Delineation Report
- T&E Habitat Assessment
- Phase I Cultural Resource Survey
- Section 404 Permit Application
- Two (2) set of the original Final Construction Drawings (half-size 11"x17") and final Project Manual.
- PDF files for Final Construction Drawings and Project Manual.
- Two (2) set of the original Record Drawings (half-size 11"x17").
- AutoCAD and Civil3D design files of the Record Drawings.
- PDF files for Record Drawings.

- Digital survey control coordinate files.
- Survey control and leveling field notes.

ADDITIONAL SERVICES:

Additional Services are **not** included in this Agreement. If authorized under a Supplemental Agreement the Consultant shall furnish or obtain from others the following services:

- 1.) Right of Way acquisition services
- 2.) Easement and plat preparation
- 3.) Landowner meetings and negotiations
- 4.) Monument preservation
- 5.) Review property appraisals
- 6.) Eminent domain proceedings
- 7.) Mitigation plan
- 8.) USACE meetings or additional data collection (other than called out in scope)
- 9.) Floodplain permit modeling such as HEC-RAS (other than called out in scope)
- 10.) Design of a Permittee-Responsible wetland and/or WUS mitigation area
- 11.) Alternative analysis for Individual Permit
- 12.) NEPA Evaluation or preparation of Environmental NEPA Documentation (CE/EA/EIS)
- 13.) T&E species studies, such as mussel, bat acoustic, avian, insect or botanical surveys (other than called out in scope)
- 14.) Tree inventory and valuation
- 15.) Phase II archeological investigations
- 16.) As-Constructed Documentation for the Section 404 Permit
- 17.) Contaminated soils investigations (other than called out in scope)
- 18.) Special geotechnical considerations other than tunneling and rock excavation
- 19.) Subsurface utility investigations and excavations or CCTV
- 20.) Storm Water Pollution Prevention monitoring
- 21.) Construction period testing services
- 22.) Fiber optic communications design connections
- 23.) Permit fees
- 24.) Letter of Map Revision submittal

CLIENT RESPONSIBILITIES:

The Client shall provide the following:

1. Provide existing utility plans and studies.
2. Provide existing street and utility plans/record drawings and utility maps for the project area.
3. Provide existing topographic base mapping, aerial photo images and other available electronic files pertinent to the Project.
4. Provide established survey control point data.
5. Provide acquisition plats and easement staking.
6. Provide permanent monuments.
7. Provide all property owner communication.
8. Provide all geotechnical investigation, reporting, and testing services.
9. Provide the project hydraulic modeling data via consultant, HDR.
10. Complete preliminary project meeting with the Iowa DNR.
11. Provide Client front end documents for bidding documents.

Exhibit B Schedule

The Consultant shall complete the following phases of the Project in accordance with the schedule shown; assuming notice to process is issued by the Client on or before September 15, 2025. If notice to proceed is given at a later date, time of completion shall be extended accordingly.

Consultant Contract Approval	September 15, 2025
SRF Facility Plan Delivered	December 1, 2025
Design Development (60% set)	April 2026
Design Development (90% set)	August 2026
Final Bidding Documents Complete	October 26, 2026
Bidding Start	November 2026
Construction Start	January 2, 2027
Construction End	December 31, 2028

Exhibit C Costs

100 - Design Project Management	\$ 111,974.00
200 - SRF Program Submittals & Facility Plan	\$ 742,139.00
300 - Design Development/Preliminary Plans (60%)	\$ 761,495.00
400 - Check Plans & Specifications (90%)	\$ 377,414.00
500 - Final Design & Specifications (100%)	\$ 319,778.00
600 - Project Bidding	\$ 43,560.00
subtotal for planning & design	\$ 2,356,360.00

All services below (Phases 650 – 850) will only commence as authorized by Client.

700 - Construction Administration Services	\$ 386,205.00
800 - Construction Observation Services	\$ 1,221,910.00
subtotal for construction	\$ 1,608,115.00

650 - Project Bidding (Project 2)	\$ 83,560.00
750 - Construction Administration Services (Project 2)	\$ 278,839.00
850 - Construction Observation Services (Project 2)	\$ 814,607.00
ESTIMATED subtotal for additional cost of 2 projects	\$ 1,177,006.00

TOTAL	\$ 5,141,481.00
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RESOLUTION NO. _____ - 25

RESOLUTION EXECUTING PROFESSIONAL DESIGN SERVICES CONSULTANT CONTRACT WITH FOTH INFRASTRUCTURE & ENVIRONMENTAL, LLC TO COMPLETE THE OLD MILL ROAD LIFT STATION PHASE 4 SANITARY INTERCEPTOR PROJECT (CATFISH CREEK SOUTH FORK)

WHEREAS, the City in collaboration with Foth Infrastructure & Environmental, LLC, developed a consultant scope of work and a negotiated fee for design services in the amount of \$2,356,360 for Professional Consultant Services to complete the Old Mill Road Lift Station Phase 4 Sanitary Interceptor Project (Catfish Creek South Fork) project.

WHEREAS, The City Manager is authorized and directed to execute the Professional Design Services Consultant Contract with Foth Infrastructure & Environmental, LLC.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DUBUQUE, IOWA, THAT:

SECTION 1. The City Manager is authorized and directed to execute the Professional Design Services Consultant Contract with Foth Infrastructure & Environmental, LLC.

Passed, approved, and adopted this 22nd day of September 2025.

Attest:

Brad M. Cavanagh, Mayor

Adrienne N. Breitsfelder, City Clerk

LEADER'S GUIDE

2025

WORKING DOCUMENT

Mayor and City Council



Dubuque, Iowa
August 2025



Lyle Sumek Associates, Inc.
411 N New River Drive, E502
Fort Lauderdale, Florida 33301

Phone: (386) 246-6250
E-mail: sumekassoc@gmail.com

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SECTION 1

CITY AS A TEAM SHARED LEADERSHIP – A KEY TO SUCCESS

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

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

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

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

Governance is taking responsibility;
Politics is making promises.

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

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

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

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

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

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

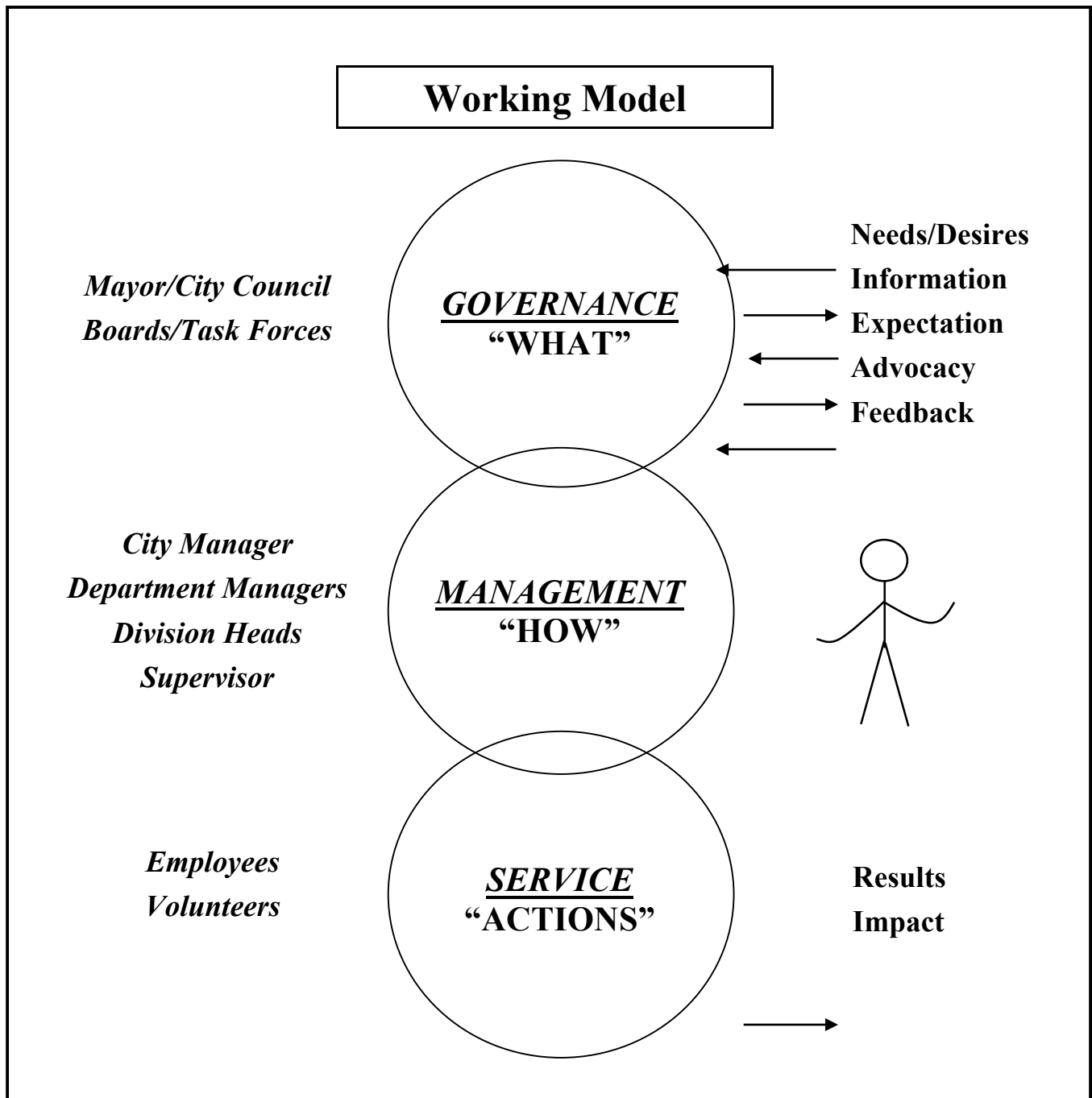
TODAY'S CRISIS: Politics dominating Governance

Council – Manager Form of City Government

BASIC PREMISES

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

Council – Manager Model



The City

GOVERNANCE means . . .

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

MANAGEMENT means . . .

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

SERVICE DELIVERY means . . .

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

Board of Directors Responsibilities

OVERVIEW

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

Effective Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

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

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

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

Attitude

“Willingness to Work Together”

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

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams

LOSER

Conflict Turmoil
No Hope for Future
Internal Fighting
Personal

COMPETITIVE

Okay
Short Term
Compete, but Do Not Win

→
SUSTAINING

WINNER

Achieve a Goal
Claim Success
A Leader
Game Plan
Guided by Achievement

CHAMPION

Refocus Direction and Goals
Share Successes
Many Leaders
Strategy
Guided by Outcomes

Winners Versus True Champions *Comparison*

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

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

12 Points of an Effective Mayor and City Council

1. Focus on and Use Vision, Goals and Priority

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

2. Make Timely and Courageous Decisions

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

3. Provide Clear Direction and Expectations

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

4. Negotiate

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

5. Treat Others with Respect

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

6. Have Open Communications

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

7. Monitor Performance

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

8. Have a Community Presence

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

9. Act as a Board of Directors

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

10. Think Strategically

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

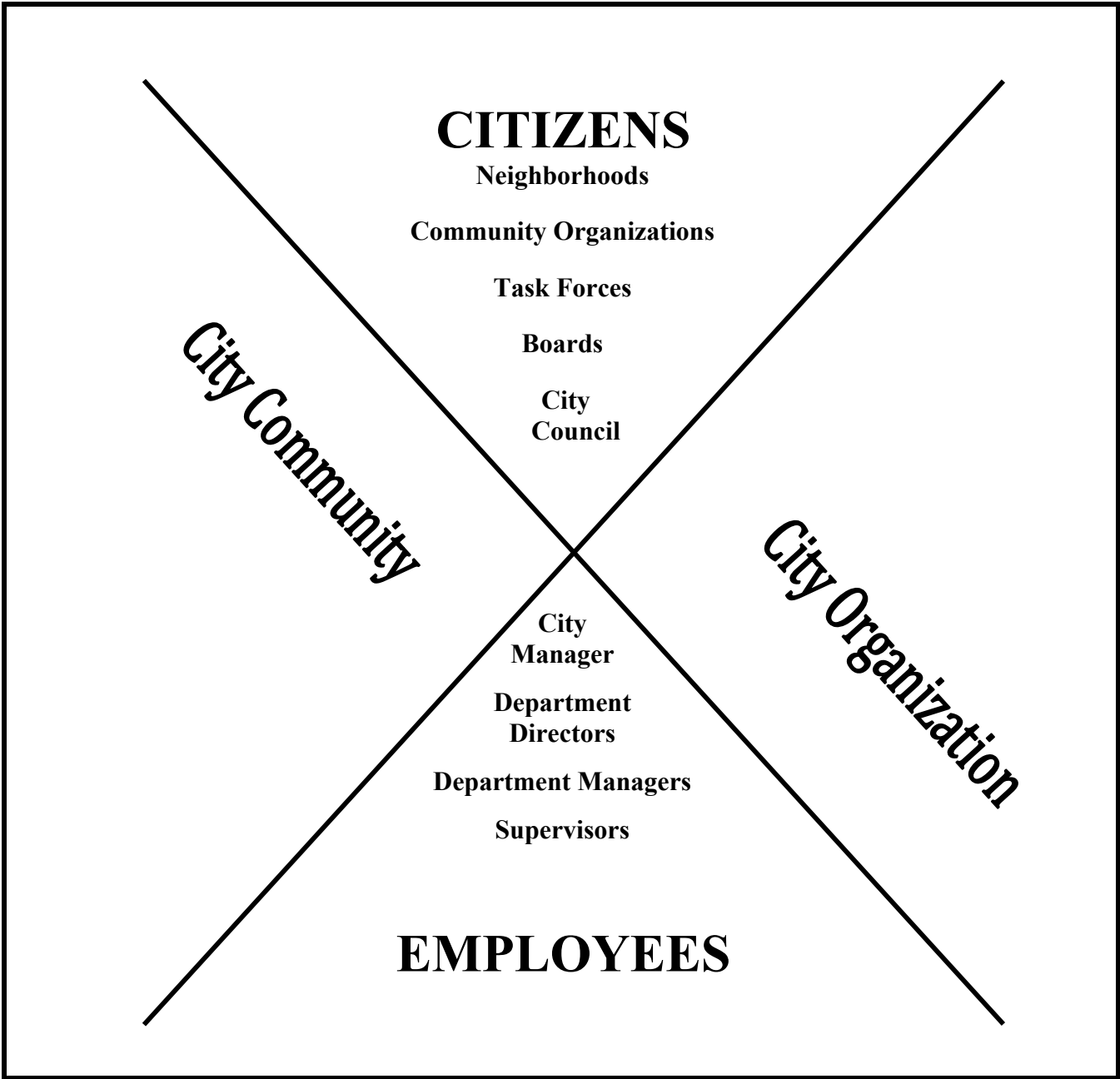
11. Align the City Organization

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

12. Share Success and Celebrate

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

Community-Based City Government



SHARED LEADERSHIP – A MAJOR INGREDIENT TO EFFECTIVE GOVERNANCE, TO ENHANCED CITY PERFORMANCE AND TO BUILDING THEIR COMMUNITIES FOR THE FUTURE

Over the years I have come to the realization that shared leadership between the Mayor & City Council and City Manager & Management Team is critical for long-term success, for creating a sustainable organization culture and for delivering results that benefit the community. For cities, 2025 is looking as a year of great turbulence for cities and a time for effective shared leadership. When the governance process and the management process are effective and working, there is an overlap requiring a partnership between the processes. The Mayor is the governance leader; the City Manager is the management leader. Shared leadership has Mayor & City Council and the City Manager & Management Team all acting as leaders based upon their defined roles and responsibilities.

A. TURBULENT FORCES CHALLENGING LEADERS AND COMMUNITIES

For shared leadership of the Mayor & City Council and City Manager & Management Team to work in today's complex and turbulent world, it is important for them to understand, to discuss and to develop realistic approaches to address these forces that are affecting every city and community.

1. POLITICAL PARTIES AND PARTISANISM

A basic underlining pillar of the “good government” movement that lead to create the Council-Manager form of government was nonpartisan elections removing political parties from the electoral process. During the late 1800's and early 1900's, many local governments operated under the political party. They experienced political graft and corruption, hiring based upon party affiliation not competency or merit, and focused on political agendas over community benefits. In nonpartisan elections, residents were running to serve the community, to be stewards of community resources and to guide the community to the future. Today, both political parties are applying pressure on state legislatures to abandon nonpartisan elections by requiring candidates to identify a party affiliation on the ballot or have full-blown partisan elections with party primaries. Both political parties are also pressuring local candidates to accept their endorsement and donations, to focus on national and societal issues over serving the community and to endorse political party position on issues. When unsuccessful, the political parties seek out candidates to support their agendas. An unintended consequence is that the costs of elections and running for office have increased significantly. In addition, state-wide PACs are investing money in local elections and attempting to link national issues to local elections. Another facet of these partisan efforts is the abandonment of the Council-Manager form of government to the strong mayor-weak Council form.

2. EXPANDING VOCAL NEGATIVE 20% - NEVER SATISFIED

In every community we can divide the residents into four groups: 20% positive, engaged and supportive of the city government; 20% negative who are against everything and will be never satisfied, 20% that can lean either to the positive or negative; and 40% who are satisfied with city services and programs, have other priorities in life than to become engaged in city government or

civic affairs. Within the negative 20%, there are a hard core 5% who are extremely vocal, are anti-government, who use social media to intentionally share disinformation, who make personal attacks and accusation about the city leaders, managers, employees and their families/relatives; who have no vision, no goals, and do not accept the mission of city government; and who will never be satisfied with city services, projects, programs or performance. The negative 20% are craving and enjoying their attention and personal recognition. Their presence is magnified through social media. Many local leaders are fearful that if they confront or stand up to these individuals there will be negative personal consequences.

3. SOCIETAL LOSS OF CONFIDENCE IN GOVERNMENT AND DEMOCRACY

Today, residents see chaos in the federal government with an inability of Congress to govern, to make decisions and to work together across party lines. In a recent Gallup Poll, 83% did not believe that the current Congress had the ability to govern. Increasing attention focuses on the upcoming Presidential Election in that our democracy is under attack and that the future of the country is in doubt. The nightly news gives us daily examples of the undermining the confidence in democratic institutions. Surveys indicate a growing loss of confidence of all level of governments – the leaders, the officials, the institutions; 60% desire to seek compromise during governance. This perspective is creeping down to local governments. Residents are making the choice to become less engaged and are reluctant to run for elected office. Mayors and Council Members are questioned by family members and friends: “why are you running, why are you involved, and are you crazy.” However, when community surveys are taken, the result reinforce the belief that local government can be trusted and a high satisfaction level with city services.

4. RESIDENT’S LACK OF CIVIC EDUCATION AND UNDERSTANDING

Since the 1970’s, local school systems have greatly reduced or no longer offer basic civic education nor teach responsibilities of citizenship in a democratic society. As a result, a generation of residents have no idea that we live in a republic in which we elect representatives to represent us in a legislative body which has the responsibility to define the direction, to enact legislation, to set tax rates and determine the allocation of resources. Residents do not understand county and city governments, the relationship to city-county governments, the tax structure and fees and who provide what services. They do not understand the Council-Manager form of city government – the underlying principles, how it operates, the roles and

responsibilities of Mayor-City Council and City Manager. They pressure cities to address school issues and problems, to provide services that are the responsibility of other governments and to resolve societal issues. In fact, it is not uncommon for a City Manager to be asked by residents, when are you going to run for mayor and get a salary increase. When they run and get elected, they have no experience serving on a board of directors and have a tendency to micro-manage the city operations. Increasingly, cities are seeing the need to becoming proactive civic educators through citizen academies, greater involvement in schools, work study programs. Unfortunately, they are only able to reach a small number of residents.

5. SOCIAL MEDIA AND OUR WORLD OF DISINFORMATION

Today, we live in a world dominated by social media. The world attention lives here since that is where many residents, particularly younger ones, get their information. Many residents assume if the information is on social media the information is true. Our attention span has shortened with information shared in an easy to understand and brief snippets with no background, little supporting evidence and no in-depth analysis. There are few venues for public dialog or debate, or presentation of complex reports for review and refinement. On NEXT DOOR and similar social media forums, one finds residents have opportunities to complain about the city, to share misinformation based upon falsehoods, to generate momentum and mobilize support and to have “public dialog” on community issues based on myths while excluding local government presence. Misinformation and disinformation is quickly spread throughout the community and the world on social media. Today, there is minimal local media coverage of the city. City governments have been slow in taking responsibility to share information on local projects and issues, and in defining their role and actions in this social media realm.

In the past, local government have not valued or funded proactive strategic communications and made the choice not to correct or respond to misinformation/disinformation.

6. DESIRE FOR LOWEST TAXES AND FEES/NO DEBT OVER FISCAL RESPONSIBILITY

Residents in most communities want lower taxes and fees while having the expectation of superb municipal services, outstanding facilities and great customer service. They do not think about how services are paid for and the relationship between taxes and services. Many local leaders have a “goal” of having the lowest taxes in their area and take pride in saying “we are the lowest.” In addition, residents saying that the local government should have no debt or reduce the current debt level – minimal borrowing for current and future capital needs. Today cities struggle with increasing costs of projects, increasing cost of equipment, increasing costs of service delivery and increasing employee compensation and benefits. Cheap, no debt government is not effective government or leaders acting in a fiscally responsible manner. Fiscally responsible leaders may increase taxes supporting defined services and service levels, use debt to fund major capital projects that respond to the communities needs today and prepare the community for the future. A reality is that if residents believe that they are receiving valued services from the local government they will support a tax increase and vote for major bond issues.

7. FINDING THE NEXT GENERATION: LEADERS, MANAGERS AND EMPLOYEES

A major question today is where are the next generation of public servants – where are leaders, managers and employees going to come from. In today's governmental turbulence, it is hard to find a person to run for elected office, to serve on a city board, council or task force, to manage a city or department or to work in local government. Schools are not educating their students about career opportunities in government. Cities are struggling to retain and hire employees. The City's workforce is getting older. For example, many cities have utility plant operators who are in their 60's, retiring or ready to retire and are struggling to find replacements. Cities find it difficult to find a police officer, firefighter, engineer, IT staff in very competitive markets. Some cities are now offering bonuses, relocation allowances and other incentives to attract quality candidates, which is resulting in significant salary compression. Cities are developing succession programs and plans to address this issue. The question remains: where are leaders, managers and employee going to come from and how we develop them.

8. "FLAME THROWERS" – ELECTED OFFICIALS WHO'S GOAL IS TO BRING CHAOS TO GOVERNANCE

In the past, there has been a tradition that residents running for office have learned about the local government and the governance process by serving on a board or council. Many share the local government's vision, understand the government mission and have a desire to serve the community. They have taken pride in serving the city, served as cheerleaders for the city and the community, valued governance based on civility and adopted protocols, and have seen the importance of teamwork and collaboration. Here is an emerging group of elected officials who are running from a different mindset based upon bringing chaos to the local government and to the governance process. They will not agree to or follow a code of conduct-based civility or protocols which provide a framework for how the Council-Manager government should operate, or the defined roles and responsibilities under the Council-Manager form of government. They react to or create short-term issues and reject ongoing strategic planning and master planning. Their behaviors are disruptive, they personally attack their colleagues, staff and family members, they question and reject data-driven reports presented by staffs and consultants and intentionally spread disinformation about the government and local officials. Their behaviors and actions drive people away from becoming involved or becoming a positive force in the community. In reality, the "flame thrower" will not change – you can only minimize the damage. The support of a unified voice to the community to support major projects, significant actions on issues and ballot measures for community consideration.

9. POLITICS OVER GOVERNANCE

Politics focuses on getting elected; governance is the responsibility of determining the direction of the government. More and more today, politics is dominating the governance process. We have done a poor job preparing elected officials to govern. Newly elected officials today arrive with little orientation and training or experiences of participating in the governance process.

Many newly elected officials think that their job is a few hours per week – regular formal meetings each month, may be a work session. They are caught off guard when they come to realize that the job is 24/7 with responsibilities to represent the local government to regional/state bodies, to have a community presence and attend events, to listen and handle residents' complaints any day and any time of day, to prepare and study for meetings including regular meetings and special meetings, individual meetings with the City Manager and the list can go on. For the politically inclined, they focus more on personal agenda, personal power and making decisions that support them to run for another political office. They are not driven by what is best for community. Their desire is to please others to gain their political support or survive the moment, and not to serve the community.

10. LOSS OF FOCUS ON THE CITY GOVERNMENT'S PRIMARY MISSION

The charters and state law outline the general mission of city governments. The mission of county governments is more clearly defined as agents of state government. On the other hand, cities have much looser defined responsibilities based on the community that they serve. For each city government, the mission responsibilities should be conceptualized as a house. The first floor are services that are required by law (you go to jail if not provided); the second floor are core basic services for necessary for daily life (public safety, utilities); the third floor are services that define the quality of life in the community (land use planning, park & recreation, library) and the roof are community add-ons that enrich the lives in the community (community events). The foundation of the house are basic elements needed to provide the services (facilities, infrastructure, human resources, financial resources and information technology). If the roof gets too large the city will collapse; if the foundation crumbles, the house collapses. Elected leaders have the responsibility to continually evaluate and redefine the mission, especially through a balanced budget and policy deliberation. Today, local governments are facing significant pressure to address societal issues (acceptable books, gender issues, world peace and global issues) which they have no ability to influence, expand community events and festivals going beyond the direct benefit to the community, and to add community services that go beyond the true mission. Mayor and City Councils have the ultimate responsibility to define the city's mission.

11. STATE GOVERNMENTS FORCING CITIES TO “FEND” FOR THEMSELVES

During the past several years, state governors and legislatures have had a full-blown attack on home rule and the ability of city governments to determine their direction and destiny. They have enacted laws that have reduced revenue options and imposed restrictions on taxes and fees, reduced the local government's ability to regulate for community benefit, reduced funding for major projects, imposed additional regulations and mandates without providing funding options and have proposed legislation that threatens the future of the Council-Manager form of local government. The bottom-line reality is that city governments are on their own. City governments have hired lobbyists as frontline defenders with the purposes to monitor proposed legislation, to propose alternative legislative proposals, to be an advocate on issues to protect the interests of the community and city government. Mayor and Council Members

have been asked to build relations with their state representative, to develop and adopt a legislative agenda, to maintain ongoing communications with other governmental leaders, to educate other elected officials about local issues, challenges and responsibilities. While the legislature is in session, there is a significant time requirement. This hyper-attentiveness dilutes the city's focus on strategic initiatives and the delivery of core services.

12. CRUMBLING CITY FACILITIES AND INFRASTRUCTURE

Cities are faced with aging city facilities and infrastructure needing upgrades or replacement. Many city facilities are beyond their life cycle and are still being used by residents. Many cities have been slow to invest in upgrading their facilities and infrastructure. An example is aging municipal pools requiring significant annual investment and maintenance while a new aquatic complex is cost prohibitive. An option is the creation of multiple splash pad which provide interactive aquatic experience. In addition, cities have underground pipes from the 1990's that are at the end of their life years before the advertised life cycle and have deteriorated more rapidly than older infrastructure. Cities are also struggling with securing future water supply. For cities that are faced with growth, the challenge is balancing by taking care of and maintaining the current city facilities and infrastructure while building new city facilities and infrastructure to support growth and development. In addition, cities are having difficulty in hiring certified plant operators. Mayors and City Councils have the responsibility to determine the balance by determining project priorities and to determine funding mechanisms.

BOTTOM LINE: SHARED LEADERSHIP REQUIRES TO EFFECTIVELY RESPOND TO THESE FORCES OF TURBULENCE AND TO CREATE THE BEST POSSIBLE FUTURE FOR THE RESIDENTS, THE COMMUNITY AND THE CITY.

B. KEYS TO SHARED LEADERSHIP SUCCESS

Effective shared leadership requires all leaders to understand, to practice and live by these ten keys of leadership success.

1. CHARACTER COUNTS – City leaders demonstrate their true character by:

- Being truthful and honest
- Consistency of words and actions
- Acting in an ethical manner – above question or beyond reproach
- Defining and knowing your personal core values
- Practicing their core values every day
- Having high moral standards without hypocrisy
- Keeping/delivering on their commitments/promises
- Acting with integrity
- Acting in an equitable manner
- Having open minds
- Communicating in an honest manner
- Acting in trustworthy manner
- Leading by example
- Relying on data and fact – avoid creating a reality based upon misinformation, disinformation or fabricated reality – “be careful of believing in your own ‘bs’”
- Acting with a sense of purpose
- Being personally vulnerable and “real” in the appropriate circumstances

2. PUTTING COMMUNITY FIRST – City leaders place the community and public service above self by:

- Acting with a public purpose in mind
- Demonstrating a genuine love for the community – a true passion for the community
- Caring about the community
- Knowing and understanding our community – our history and traditions, our community demographics, our strengths and areas for improvement, our challenges and opportunities, what makes our community special
- Having a community presence – visible to our residents
- Being a community “cheerleader”
- Making decisions that benefit the entire community
- Focusing on adding value to the lives of your residents
- Listening to and striving to understand the whole community – “not just the vocal”
- Knowing and partnering with businesses, community institutions and organizations
- Participating and enhancing community events – big and little that bring our residents together

- Giving to the community
- Guiding the community to a better future
- Responding to community needs
- Helping the community to define the future
- Working with other governments to benefit the community

3. PLAYING MUSIC AS AN “ORCHESTRA” – City leaders build the capacity of the Mayor and City Council to perform as a highly effective Governing Team by:

- Mutually defining the roles and responsibilities under Council-Manager form of government and the City Charter
- Developing the musical score with the City Council to establish the framework for effective governance by defining success and effectiveness for the Mayor-City Council, by establishing house rules – a code of conduct and establishing operating protocols for daily activities
- Knowing and facilitating the “musical scores
- Helping the City Council to learn how to work together, to negotiate and resolve conflicts and communicate in an open manner
- Recognizing the importance of practice –the practice of working together
- Maximizing the skillset and potential of each orchestra member/City Council
- Putting others where they will succeed
- Letting the orchestra play the music
- Coaching and advising other team members
- Understanding the roles and contributions of others
- Inspiring others to achieve more
- Keeping open lines of communication with others
- Changing the tempo when necessary
- Determining who needs to be on the Stage – in the Workshop
- Calling on the right people at the right time
- Awakening and expanding the best in others
- Inspiring others to positive outcomes for the community and for future generations
- Being a motivator
- Developing the next generation of community leaders – the next Mayor, the next Council members and the next City Manager – leadership succession preparation
- Determining how the Council will spend its time and process to govern... different Council have different operating styles
- Structured meeting focusing on attention on short term actions...leaving little time for strategic discussions and responsible decision making

4. PERSONAL CONNECTION WITH OTHERS – City leaders establish effective personal and working relationships by:

- Reaching out on a personal level with City Council members
- Getting to know others – their goals, their values, their issues, their opportunities, their concerns, their personal agendas, their operating styles and the issues, their priorities or actions that “set them off”
- Finding a personal connection – common interest, common issues, common values
- Taking time for others
- Listening to and striving to truly understand others
- Listening to the entire community
- Building and working to sustain an effective work relationship
- Seeking input from others
- Respecting diverse opinions and ideas
- Acting with civility
- Reaching out to partners, community organizations
- Finding something in common with other persons
- Responding to requests for help or assistance
- Helping Council members with their issues in context of the City mission and work program
- Being a “therapist” for Council Members or each other
- Providing advice when asked
- Recognizing that at times it is necessary to agree to disagree respectfully
- Reaching out to diverse elements of the community

5. STRATEGIC THINKING AND TACTICAL ACTIONS THAT PRODUCE A BETTER COMMUNITY – City leaders develop and facilitate strategic process that transform ideas and dreams into actions by:

- Understanding the governmental institution responsibilities and processes
- Making things happen that might not otherwise happen, and preventing things from happening that ordinarily might happen.
- Establishing and institutionalizing a well-defined and ongoing strategic planning processes with regular updates
- Recognizing the importance/valuing an ongoing and consistent strategic planning process
- Defining the vision – the preferred future for our community
- Defining the City government’s mission – the responsibilities for city government
- Defining the City government’s core values – the performance expectations and standards for every City employee
- Establishing outcome-based five-year goals
- Linking strategic plan to budget and capital planning
- Eliminating unnecessary services, programs, projects and processes
- Having a fiscally responsible tax rate driven by services and service levels

- Investing in the community's future
- Having an ongoing capital planning and funding process – facilities and infrastructure
- Focusing on defined services – core for daily life and quality of life
- Developing an annual action agenda with defined priorities – a work program for policy and management
- Developing tactical and action plans – who is responsible; what is going to be done – activities and milestones, when will things be completed
- Monitoring and reporting on action progress
- Focusing on future outcomes for the community
- Developing tactical plans and responses to emerging issues and challenges
- Being nimble and agile and adapting to an ever-changing operating context/environment
- Taking time to evaluate results and outcomes
- Seeking feedback from the community – service satisfaction and adding value
- Preparing data-based reports, evaluating community options and outlining policy options
- Avoiding pressure to let short-term issues derail the long-term strategic process or projects

6. COLLABORATION FOR RESULTS: City leaders frame issues and facilitate the negotiating process by:

- Recognizing that no closure – decision or plan is perfect – it may be adjusted or modified over time
- Determining the appropriate/best time to address the issues
- Identifying what will happen if no action is taken
- Defining the sources and types of conflicts
- Preparing for negotiation
- Negotiating with others who have differing opinions or ideas
- Listening to and striving to understand each individual Council Member – their goals, their views on critical issues, their legacy, their views on the community, their operating style
- Facilitating the negotiating process
- Striving for win-win resolutions owned by all
- Looking for compromises – acceptable middle grounds
- Representing the interests of the community
- Evaluating, learning and making timing adjustments
- Working with community partners
- Bringing up difficult issues
- Avoiding hyperbole and “strawman” arguments
- Testing the resolution
- Avoid denying or giving in to order to avoid addressing the issue
- Supporting creative thinking
- Supporting innovative actions and taking calculated risks
- Willing to take time for the process, but must get to a result
- Encouraging winning with grace and losing with grace

7. COURAGE TO DECIDE – City leaders have the backbone to make difficult decisions for the City government and community by:

- Knowing when the time is right to address the issue and make the decision
- Having the courage and supporting City Council to address issues no matter how controversial in the community
- Focusing on critical issues and what is important
- Taking time upfront to define the underlying issue(s) or problem(s) and to establish parameters to guide research and investigation
- Using data and input from others to make decisions
- Understanding the risk and potential consequences
- Finding a personal balance among City staff input, community input and personal beliefs and preference
- Knowing the initial position of each Council member
- Linking decisions to strategic framework, community outcomes and benefit
- Involving others, particularly critical partners and managers/staff, who have responsibility for implementation
- Going into the field to experience this issue or problem first hand
- Recognizing that there are no perfect decisions – best decision based upon currently available data and research
- Allowing each Council member an opportunity to speak, to ask questions and to state opinions
- Understanding best practices used by others to address similar issue/problems and evaluate the potential application to your government
- Using Workshops for detailed discussions and negotiations
- Suggesting alternatives – that may lead to a consensus or viable compromise
- Seeking timely closure on issues
- Recognizing that every – decision, re-decision and non-decision is a decision and a building block for the community's future
- Making the tough call
- Before the final decision is made, summarizing and testing decisions
- Addressing value-based issues once –avoiding the recycling of issues
- Standing up to the negative forces in the community
- Rallying the community and City Council behind the decisions
- Representing the decisions to others
- Use pilots to test decisions before full implementation when possible
- Allow staff to take calculated risks
- Council majority decides
- Supporting the decision of the majority

8. CLARITY OF DIRECTION AND OUTCOMES – City leaders strive to have everyone on the “same page” – a common understanding that empowers staff to implement by:

- Understanding the expectations of others
- Working with others to define the community’s future – desired outcomes
- Working with others to establishing goals – five years
- Having a clear vision –long-term community outcomes
- Having everyone with the same understanding
- Summarizing and testing City Council directions and expectations
- Rallying the community behind the goals, actions and direction
- Seeking community partners to work on the goals
- Monitoring and reporting on progress
- Ongoing report to and marketing to the community – we are taking actions and are producing results that add value to residents and our community
- Communicating in a succinct, clear and creative manner with the community
- Building momentum through small and incremental successes
- Translating dreams into realistic outcome-based goals
- Having goals that inspire others
- Looking for partners to achieve goals
- Keeping the focus on outcomes for the community
- Mobilizing the resources to achieve goals
- Integrating goals into budget, CIP
- Evaluating the results of the actions – are we achieving or moving closer to outcomes
- Having a “can do” attitude
- Building and sustaining momentum
- Achieving community’s potential
- Providing the necessary resources to provide defined services and service levels and to complete a capital project
- Avoiding micro-managing service delivery and project management
- Trusting staff to provide the defined service
- Respecting roles and responsibilities

9. CULTIVATING OPTIMISM – City leaders project a positive, can do attitude by:

- Having a positive outlook
- Having a sense of positive realism
- Encouraging others
- Supporting others
- Helping others to achieve their goals
- Celebrating community successes
- Building positive momentum through early successes
- Recognizing the importance of realistic positive mindsets even in light of crisis – the power of positive thinking

- Sending the positive message: “things are working in the city”
- Providing hope for a better future
- Providing support during difficult times
- Looking for ways to get to “yes”
- Recognizing realities of the situation
- Conquering setback, obstacles and difficulties
- Exploring options
- Having patience
- Avoid focusing on blaming who is responsible for setbacks
- Keeping a cool head
- Avoiding defensiveness
- Encouraging the City Manager to bring “bad news” to the City Council
- Encouraging the City Manager to bring “new ideas” to the City Council

10. CREATIVE THINKING AND INNOVATIVE ACTIONS – City leaders encourage out-of-the-box thinking by:

- Develop processes for creative thinking – expect it and institutionalize it
- Analyzing the difficulty, setback and obstacles
- Learning from others – what worked and what was tried and did not work
- Learning from the situation and apply to similar situations
- Addressing the difficulty long term
- Supporting creative thinking
- Supporting innovative actions and taking calculated risks
- Encouraging and supporting others
- Learning from setbacks
- Applying best practices to your city when appropriate
- Creating an organizational culture that supports creativity
- Identifying and evaluating options

These Ten Keys to Leadership are the foundation to developing and sustaining an effective governance process and to developing and sustaining a city that delivers value to the community today and creates a better for all in the future. In addition, these Ten Keys to Leadership can also help Mayors & City Councils and City Managers & Management Team lead and guide their cities in the today’s turbulent world.

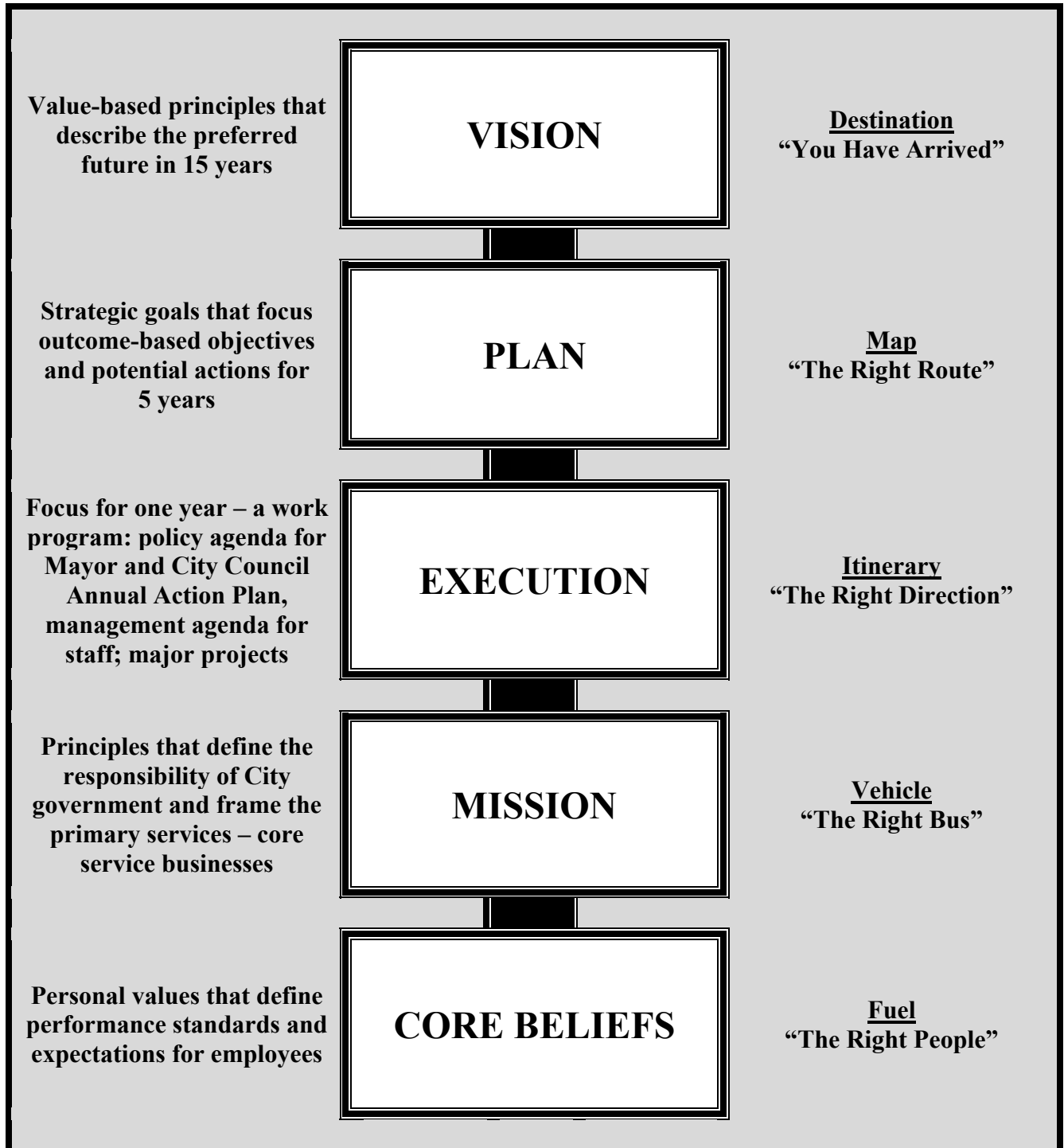
Effective shared leadership has delivered results. Their cities were guided by a long-term vision – a preferred future for the community; followed their city’s defined mission; developed and implemented 5-year outcome-based strategies, developed and regularly monitored an annual action agenda (a work program with policy actions for Mayor-City Council and management actions for the City Manager and Management Team); were nimble and agile with the ability to take advantage of opportunities and respond to challenges and setbacks, made courageous decisions; acted as financial stewards and made fiscally responsible decisions; invested consistently in the community’s future; developed and institutionalized an ongoing strategic planning process; and developed the capacity of the entire city team to produce results. The community, both residents and businesses, were able to see and experience the benefits from this shared leadership.

In conclusion, Shared Leadership makes a difference in re-imagining the communities that results in adding value to the lives of residents and guests.

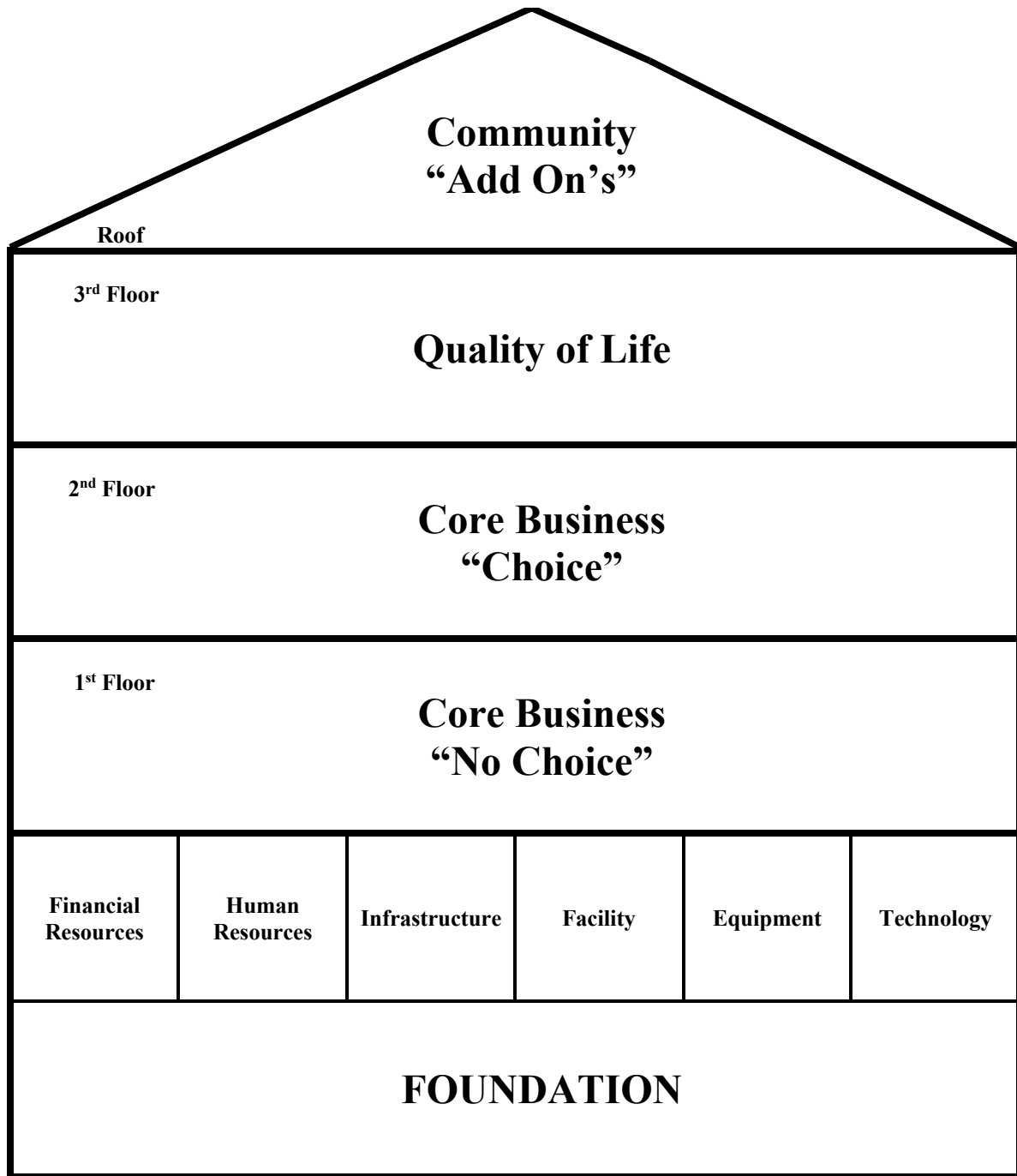
SECTION 2

STRATEGIC PLANNING MODEL FOR DUBUQUE

STRATEGIC PLANNING MODEL



City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR – NO CHOICE

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

2nd FLOOR – CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

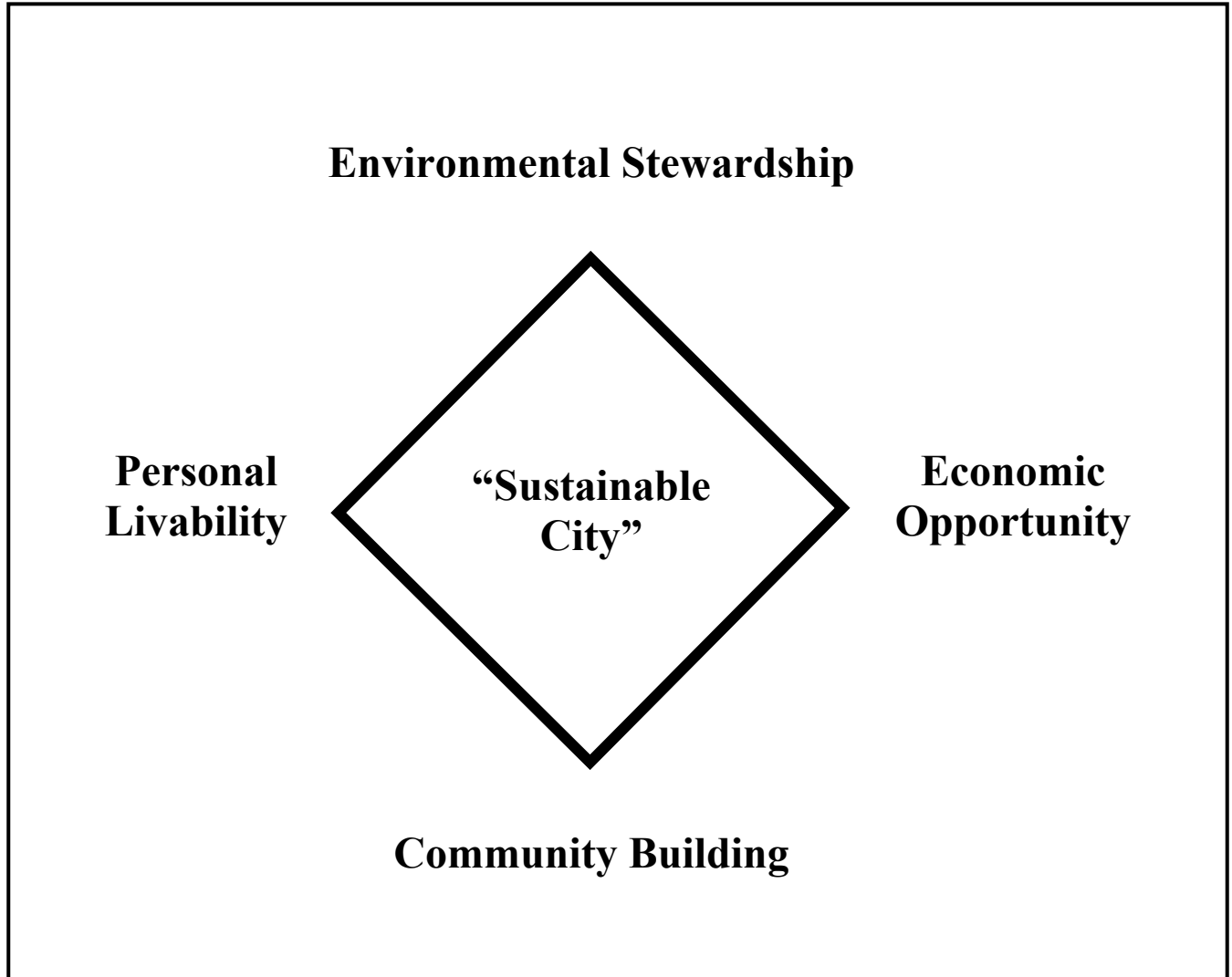
3rd FLOOR v QUALITY OF LIVING

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

ROOF – COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 3



DUBUQUE STRATEGIC PLAN AND ACTION AGENDA 2025 – 2027

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STRATEGIC PLANNING FOR THE CITY OF DUBUQUE

Strategic Planning Model for the City of Dubuque

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

VISION

Destination
“You Have Arrived”

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

PLAN

Map
“The Right Route”

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

EXECUTION

Itinerary
“The Right Direction”

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

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

DUBUQUE VISION 2039

Dubuque *Vision 2039*

**DUBUQUE 2039 is a *SUSTAINABLE AND RESILIENT CITY* ^(A),
an *INCLUSIVE AND EQUITABLE COMMUNITY* ^(B)
where *ALL* are welcome.**

**DUBUQUE 2039 has preserved our
MASTERPIECE ON THE MISSISSIPPI ^(C),
has a *STRONG DIVERSE ECONOMY* ^(D)
and *EXPANDING CONNECTIVITY* ^(E).**

**DUBUQUE 2039 – Our residents
EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE ^(F),
have choice of
QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS ^(G),
have an
ABUNDANCE OF DIVERSE FUN THINGS TO DO ^(H)
and are
SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY ^(I).**

Dubuque Vision 2039

PRINCIPLE A

SUSTAINABLE AND RESILIENT CITY

► Means

1. Policies and practices that support Environmental/Ecological Integrity, Social/Cultural Vibrancy and Economic Prosperity to create a viable, livable and equitable community
2. Achieved 50% Goal in Greenhouse Gas Reduction through energy conservation and active use of alternative energy solutions, including use of hydropower, waste to energy, use of methane gas and use of solar
3. Resilient city of choice to work, live, and play
4. New construction encouraged to be designed with green principles and national certifications
5. Resilient housing and neighborhoods
6. Giving personal information on what they use, what they need, what they want, what they need to do to save resources
7. Having and using data and other tools to make data-driven decisions the support community sustainability and resiliency

PRINCIPLE B

INCLUSIVE AND EQUITABLE COMMUNITY

► Means

1. Recognized as an inclusive and equitable community
2. Successfully overcoming racial biases and have become a truly equitable and welcoming community of choice
3. Human and civil rights as a cornerstone for actions in the Dubuque community
4. Community support and engaged actively for culture, arts and museums
5. Ongoing conversations with diverse groups of residents to understand needs and take active responses
6. Increasingly diverse and welcoming community
7. Equitable access to community assets and human services programs

PRINCIPLE C

MASTERPIECE ON THE MISSISSIPPI

► Means

1. Downtown and Riverfront – a destination and source of pride for residents and tourists
2. Redevelopment of Chaplain Schmitt Island following the currently adopted Master Plan, including the approved docking facilities, kayaking opportunities, amphitheater/indoor facility with a variety of programs and activities, boardwalk around the island for walking and biking, restaurants, etc.
3. Revitalized, vibrant and preserved historic buildings and neighborhoods, including Historic Millwork District
4. Trail connectivity along the entire Riverfront, including a bridge over the flood wall gate
5. Beautiful gateways, entrances and streetscapes, especially the north entrances
6. Natural resources preserved and the environment protected
7. Redevelopment of South Port as an exciting community destination following the currently adopted Master Plan, including the buried easy access, condos, restaurants and entertainment venues, dog park, flood wall, opportunities to experience a "working port", etc.
8. Recognized as a “designated port” including capacity for containers

PRINCIPLE D

STRONG DIVERSE ECONOMY

► Means

1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.
2. Retaining and growing current businesses and industries
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community
4. Close the income and unemployment gaps for black residents
5. Workforce for 21st century jobs including skill development opportunities for the underemployed and unemployed
6. Land available for future industrial and commercial expansion
7. Support local Black-owned businesses
8. Strong partnership with GDDC aligned with City vision and goals and economic recovery from COVID-19 pandemic job loss and business challenges

PRINCIPLE E

EXPANDING CONNECTIVITY

► Means

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

PRINCIPLE F

EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

► Means

1. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque
2. Affordable, quality housing options for all stages of life, including green, sustainable homes
3. Residents walking, biking and using public transportation to work
4. Residents having access to and taking advantage of opportunities for a healthy life style
5. Attraction and retention of young adults
6. Equitable access to healthy, affordable foods – a community without food deserts
7. People making Dubuque a community of choice and their home

PRINCIPLE G

QUALITY LIVABLE NEIGHBORHOODS

► Means

1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment
2. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas
4. Residents and visitors safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents
5. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible
6. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety
7. Housing opportunities that meet market demand and create balance of home ownership and rental properties
8. Expanded affordable, quality housing options through infill and annexations

PRINCIPLE H

ABUNDANCE OF DIVERSE FUN THINGS TO DO

► Means

1. Multi-use trails and pathways throughout the city
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan
3. Variety of restaurants and food service options that meet market demands and emphasize local food products
4. A variety of entertainment and performing arts venues and programs
5. Community events and festivals for all seasons and a wide range of cultural options
6. Regional center for museums, culture and arts activities that are supported by the community
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community

PRINCIPLE I

SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY

► Means

1. Promoted outreach to engage our diverse community
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns
4. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, Imagine Dubuque, etc.
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents
6. Residents having confidence and trust in City government

DUBUQUE: CREATING AN EQUITABLE COMMUNITY (and ORGANIZATION) OF CHOICE

A High-Performance Organization (and Community) with
Engaged Employees and Residents that is Data-Driven and
Outcome-Focused Built on Five Pillars of:

Resiliency Sustainability Equity Transparency Compassion

Through Partnerships, Planning and People

FIVE PILLARS

EQUITY: a condition which deliberately creates choices and opportunities for all people to fulfill their basic needs, advance wellbeing and achieve their full potential

SUSTAINABILITY: a community's ability to meet the environmental, economic, and social equity needs of today without reducing the ability of future generations to meet their needs

RESILIENCY: the ability of individuals and systems to prevent, prepare for and recover from adverse vulnerabilities while adapting to long-term changes

TRANSPARENCY: open, honest, accountable and accessible government

COMPASSION: consciousness of and empathy for other's distress together with a desire to help

DUBUQUE CITY GOVERNMENT: MISSION

Dubuque City Government Our Mission

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

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

Dubuque City Government

Our Mission Principles

PRINCIPLE A

PROGRESSIVE CITY GOVERNMENT

► Means

1. Taking reasonable strategic risks to create a better future for Dubuque.
2. Planning and managing growth and development consistent with the adopted City Vision, Strategic Plan, Imagine Dubuque, Master Plans and other policy documents.
3. Adapting and responsive to changing economic and community needs.
4. Identifying opportunities to create more equitable city and taking timely actions.
5. Supporting people faced with special circumstances and needs.
6. Investing in Dubuque's future.

PRINCIPLE B

FINANCIALLY SOUND CITY GOVERNMENT

► Means

1. Having a diverse and expanding tax base and revenues.
2. Investing in the maintenance and upgrade of City assets: infrastructure and facilities.
3. Having fiscally responsible reserves, debt, and investments.
4. Providing competitive compensation and professional development opportunities for City employees.
5. Leveraging City resources through grants, partnerships and other outside funding sources.
6. Having competitive tax rate and fees to provide the necessary resources to support the defined City services and levels of service.

PRINCIPLE C
RESIDENTS RECEIVING VALUE
FOR THEIR TAX DOLLARS

► **Means**

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

PRINCIPLE D
ACHIEVING GOALS
THROUGH PARTNERSHIPS

► **Means**

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

PRINCIPLE E

EXCELLENT MUNICIPAL SERVICES

► Means

1. Making the City of Dubuque an equitable employer of choice
2. Being responsive to residents' needs and calls for City services in a timely manner
3. Having highly productive, well-trained workforce that takes pride in service and develops innovations.
4. Having adequate staffing level to support defined service levels.
5. Seeking information, listening and learning from the community
6. Developing and using data-metrics to enhance municipal services

PRINCIPLE F

SUPPORT URBAN LIVING

► Means

1. Safe community and sense for personal security
2. Providing emergency response.
3. Having safe drinking water.
4. Disposing of wastewater in a safe manner
5. Facilitating safe, quality affordable housing
6. Preventing problems affecting community safety and health.

PRINCIPLE G

CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY

► Means

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

PRINCIPLE H

PLAN FOR THE COMMUNITY'S FUTURE

► Means

1. Planning to create an environmentally sustainable and livable community for future generations.
2. Supporting strategic annexations and pre-annexations opportunities.
3. Planning for redevelopment and revitalizations.
4. Promoting economic expansion.
5. Supporting a high quality of life.
6. Regulating land uses.

PRINCIPLE I

FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

► Means

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

CITY OF DUBUQUE PLAN 2024 – 2029

City of Dubuque

Goals 2029

VIBRANT COMMUNITY: HEALTHY AND SAFE

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

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

**LIVABLE NEIGHBORHOODS AND 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 AND ACTIVITIES**

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

Goal 1

Vibrant Community: Healthy and Safe

OUTCOMES

1. Be inclusive and equitable community in which all feel welcome, included and belonging
2. Have Police Department, Fire Department and Dispatch at full budget authorized staffing with diverse workforces
3. Provide high-quality emergency services that are accredited and uses best practices 4
4. Leverage technology to create a safe community including cybersecurity
5. Have a walkable and bikeable community that supports a healthy life style

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Recruitment and retention of Police, Fire and Dispatchers
2. Addressing issues and concerns regarding unhoused populations, including living in the lobby of City facilities
3. Federal government and State of Iowa politics and polarization
4. Aging City Public Safety facilities needing significant maintenance and major repairs
5. Police facility inadequate for current and future staffing in a County-owned facility
6. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings
7. Changing state laws and regulations impacting community safety restrictions
8. Addressing community health needs and defining the City's role

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. New public safety workforce that their expectations: work, overtime, time-off, etc.
2. Juvenile violent crime and gun-related crime remain a concern for Dubuque
3. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring
4. Defining City's role in addressing brain health challenges
5. Lack of civility – people have forgotten how to relate to each other
6. Having and funding a Fire Vehicle, Equipment and Facilities Replacement Plan
7. Transitioning dispatch/communications to Dubuque County
8. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters
9. Chronic nuisance violations for those with brain health issues
10. Limited treatment facilities for juvenile offenders (high-risk juvenile offenders require transport to facilities that are hours away and it may also take hours to arrange a means of transport to available facilities.)

ACTIONS 2024 – 2026

1. Police Department Staffing and Hiring: *Top Priority*
Assessment Best Practices, Report with Options, Direction, Advocacy and Funding
2. Comprehensive Study of Fire Stations *High Priority*
Locations and Staffing: Workshop Presentation, Direction on Implementation and Funding
3. Crescent Community Health Center
Expansion of Population Health Program: Funding, Board Leadership Facility and Advocacy

MANAGEMENT IN PROGRESS 2024 – 2026

1. 911 Center Relocation and Staffing: Construction
 - a. Funding
 - b. Completion
2. SRO Program Expansion: Report
3. Public Safety Workforce Diversification: Update Report
4. Fire Protective Gear Replacement Year 3 (Frontline Gear): Funding and Acquisition
5. Equitable Fines and Fees Reform: Pilot Program Implementation
6. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)
 - a. Contract for Fiber
 - b. Construction
 - c. SCADA
7. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans

MANAGEMENT IN PROGRESS 2024 – 2026 (continued)

8. LPR Cameras: Installation
9. New CAD Computer System: Implementation
 - a. Contract\Completion
10. Prepared Live – Paid Version: Funding,(Budget Decision FY 26)
11. Fire Equipment: Acquisition
 - a. Medic Vehicles/Ambulances (2)/Fire Boat
12. Public Safety Radios Upgrade: Completion
13. Community Risk Reduction (AED Program (Slips and Falls, Mental Health Response, Elderly Resources) Strategic Plan: Completion
14. Opioid Misuse Planning and Response in Conjunction with Dubuque County: Completion
15. Animal Control Ordinance Update: Adoption
16. Public Safety Answer Point Back-Up
 - a. Funding: (Budget Decision FY 26)
 - b. New Equipment
17. Veterinarian Services Contract: Completion (Budget Decision FY 26)
18. Pet Licensing Systems (Including In-House or Outsourcing): Implementation
19. Public Health Preparedness Emergency Response Plan Update: Completion
20. Law Enforcement Mental Health and Wellness Check-Ins
 - a. Grant Notification
 - b. Implementation

MAJOR PROJECTS 2024 – 2026

1. Fire Headquarters Bunk Room Remodel, HVAC, and Fire Administration Office Update: Engineering Design
2. Burn Tower Improvement Project: Construction

ON THE HORIZON 2025 – 2029

1. 9-1-1 Center Accreditation: Completion
2. Mine Shafts: Problem Analysis, Report, Direction and City Actions
3. Community-Based Health Promotion: Capacity and Funding
4. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions
5. County Management of the 9-1-1 Center
6. Unhoused Residents Strategy: Needs/Issues Assessment, Partners, Outcomes, Report with Options, Policy Direction, City Actions and Funding
7. Community Cameras Program: Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions (Including Traffic and Community)
8. Public Safety Campus: Concept Definition, Best Practices, Report with Options, Direction, Location and Funding Mechanism
9. Neighborhood Speeding: Problem Assessment, Best Practices, Report with Options/Potential Tools, Direction, Funding and City Actions
10. Park Ranger Program Enhancement: Review, Report, Direction and Funding
11. Mental Health/Brain Health Strategy/Action Plan: Update Report, Next Steps and Actions
 - a. City Organization
 - b. Community

Goal 2

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

OUTCOMES

1. Maintain/improve the City bond rating
2. Have residents and businesses receiving service value for their taxes and fees by providing services in a cost-effective and financially responsible manner
3. Recruit, hire and retain a diverse, top-quality City workforce dedicated to City goals and mission
4. Maintain all reserve funds to 25%
5. Keep pace and leverage information technology and artificial intelligence to enhance City service delivery, City processes and project planning and to enhance cybersecurity – “Zero Trust Security Policy”

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Aging City facilities, infrastructure and equipment needing maintenance, major maintenance or replacement
2. State of Iowa legislative actions and administrative rules impacting City finances and service, threatening home rule and local control
3. Recruiting, developing and retaining a diverse City workforce
4. Extremely competitive employment marketplace
5. Improving equity, inclusion and belonging outcomes for ALL of City employees
6. Under-resourced City services and programs resulting in stress for City employees
7. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives
8. Supporting City employee work-life balance and employee morale

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Community disinformation and misinformation about City government – policies, processes, services and finances
2. Climate of distrust in all governments, including City government
3. Antiquated Civil Service System with discriminatory practices
4. Tapping subject matter experts with the City and working in other departments
5. Concern about having low taxes over investing in the future and value for City services
6. Upcoming retirements
7. Providing a secure workplace balanced with customer service
8. Funding for ADA compliance for City facilities, infrastructure and service delivery
9. Due to limited City staff capacity, hiring outside resources at a significantly higher cost
10. Enhancing a City organizational culture that values learning, creative thinking and innovative actions
11. Need for more and diverse pipelines and recruitment of underrepresented groups

ACTIONS 2024 – 2026

1. City Workforce Retention and Attraction: *High Priority*
Direction and Funding (Including
Management/Employee Succession
Planning and Program)

MANAGEMENT IN PROGRESS 2024 – 2026

1. Organizational Culture Continuous Improvement
 - a. Implementation of ViDL Organization in Change Contract: Completion
 - b. Exit Interviews: Brain Health Needs of Employees
 - c. Report
2. Rightsizing Departments – Services and Staffing: Services Identification and Prioritization, Staffing Needs Linked to Services, Report, Direction and Funding
3. Future City Employee Career Development Program(s); Report
4. City Legislative Advocacy Agenda and Action Plan 2025
5. Enterprise Asset Management System and Work Order System
 - a. Funding
 - b. RFQ
6. ERP Software Implementation
 - a. Employee Expense
 - b. Financial Asset Management
 - c. Employee Self-Service
7. HRIS Implementation
 - a. Selection
 - b. Implementation

MANAGEMENT IN PROGRESS 2024 – 2026

8. CRM Service Model: Implementation
9. Data Governance: Direction and Funding
10. City Bond Rating: Updated Credit Rating Fall 2024 and Bond Sale
11. Citywide Safety Program: Review, Upgrade and Training
12. Debt and Investment Management Software
 - a. RFP
 - b. Installation
13. Banking Services
 - a. Implementation
 - b. Award
14. Cyber Security Enhancements: Training and Tool
15. Leisure Services Director Replacement: Completion
16. Adopt-A-Spot/Volunteer Management Hub Site GIS Application

MAJOR PROJECTS 2024 – 2026

1. City Hall and Annex Project: Completion
2. Federal Building Upgrade Project: Completion
3. Multicultural Family Center Project: Completions
4. City Data Center Project– Phase 1: Completion
5. City Facility Integrated Access Control
6. Federal Building HVAC System Condition Assessment and Long-Term Replacement Plan: Completion

ON THE HORIZON 2025 – 2029

1. City Employee/Contractor Living Wage Policy: Development and Funding
2. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
3. City Data Center Projection – Phase 2: Direction and Funding (Including Redundancy)
4. City Workforce Retention and Attraction: Direction and Funding (Including Management/Employee Succession Planning and Program)
5. City Employee Compensation Next Step: Direction and Funding
6. IT Staffing: Direction and Funding
7. Human Resource Staffing: Direction and Funding
1. City Employee/Contractor Living Wage Policy: Development and Funding

**ON THE HORIZON 2025 – 2029
(continued)**

8. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations – Staffing, Direction, Funding and City Actions
9. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
10. City Data Center Projection – Phase 2: Direction and Funding (Including Redundancy)
11. City Employee Compensation Next Step: Direction and Funding
12. IT Staffing: Direction and Funding
13. Human Resource Staffing: Direction and Funding
14. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations – Staffing, Direction, Funding and City Actions

Goal 3

Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

OUTCOMES

1. Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental
2. Attract a commercial airline(s) connecting to multiple major hubs
3. Expand the infrastructure and facilities capacity to support economic development and growth
4. Support Dubuque higher education institutions and retain graduates in the Dubuque community
5. Expand sports tourism in Dubuque
6. Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Lack of quality, affordable rental housing [30% – 80%] community-wide
2. Actions by the State of Iowa that impact the local economy and economic development policies, processes and programs –TIF, Historic Tax Credits, grants and others
3. Addressing lack of air service
4. Retaining college graduates from Dubuque local colleges and universities
5. Having quality, affordable childcare/elder care
6. Tapping the potential for tourism especially sports tourism
7. Supporting working from home with high speed, reliable and affordable broadband service and lack of technical support
8. Workforce skill gaps and shortages and the retaining/retooling workforce with an aging community curtailing the outflow of workforce and families

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End
2. Availability of local quality workforce and matching educational programs with needs of employers
3. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition
4. Lack of wage growth
5. Economic forces beyond the City's control: inflation, recession, supply chain issues and interest rate increases
6. Supporting a multi-cultural workforce
7. Tapping the tourism potential of river cruises and Field of Dreams expansion
8. Impacts of artificial intelligence on the business community and local economy

ACTIONS 2024 – 2026

1. Air Service Future Strategy and Action Plan: *Top Priority*
Major Airline Hub Connections
2. Industrial Park Infrastructure: Update Report to Mayor and City Council, Direction and Funding (\$100 Million): BUDGET DECISION FY 26 FOR CITY INFRASTRUCTURE (INTERNAL)
 - a. West McFadden
 - b. Graff
 - c. Crossroads
3. South Port Redevelopment Area-Wide Concept Plan, Implementation, and Direction

MANAGEMENT IN PROGRESS 2024 – 2026

1. Business Incentives Policy/Processes: Review and Refinement
2. Office of Shared Prosperity/Poverty Reduction Plan: Update Report/Data
3. Flexi-Steel Site for Redevelopment: Pump Agreement
4. Field of Dreams: Next Steps for City
 - a. Hotel Development Agreement(s)
 - b. Support Travel Dubuque – Activities/Experiences and Marketing Dubuque as a Great Place to Live and Visit
 - c. Update Report
5. MWBE Procurement Policy, Process Revision and Recruitment: Completion and Report
6. Port New Hotel Development: City Actions
7. Comprehensive Hotel Attractive/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation
8. Grand Harbor Hotel Transition to New Ownership: City Actions

MAJOR PROJECTS 2024 – 2026

1. Dubuque Brewing & Malting Building Project: De-Construction Completion and Site Remediation Completion
2. River Boat Docking Project: Environmental Study and Temporary Dock Installation

ON THE HORIZON 2025 – 2029

1. JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions
2. Port of Dubuque Refresh: Direction and City Actions
3. Downtown Commercial Business Building Assessment Implementation: Policy Direction and Funding
4. South Port Redevelopment Area-Wide Concept Plan: Implementation, Direction and Funding
5. Northend Revitalization Action Plan: Outcomes, Direction, Plan Development, Funding and City Actions
6. Business Support for Minority-Owned Businesses Enhancements: Expanded Participation, Financial Institutions Participation and Funding
7. New/Refreshed Dubuque Brand and Marketing Program: Concept, Brand Definition, Direction and Marketing Program Development

**ON THE HORIZON 2025 – 2029
(continued)**

8. Childcare Next Steps: Update Report, City Role, Direction on Next Steps and City Actions
9. Kerper Boulevard Business Development: Update Report and Next Steps
10. Retail Attraction Strategy/Action Plan: Report with Opportunities, Direction and Action (with GDDC)
11. Small Business Grant Program Expansion: Direction and Funding
12. Comprehensive Sports Tourism Strategy: Development
13. Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding
14. Brownfield Remediation Projects: Direction and Funding
15. Entertainment Business Development

Goal 4

Livable Neighborhoods and Housing: Great Place to Live

OUTCOMES

1. Revitalize the Central Avenue corridor
2. Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods
3. Grow the population within the City of Dubuque
4. Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable
5. Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping
6. Have adaptive reuse of Downtown vacant offices, commercial and residential spaces

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. State of Iowa laws regulating housing and the City's role, including short-term rentals, mobile homes, etc.
2. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront, Central Avenue, historic areas/corridor area and Chaplain Schmitt Island
3. Aging City neighborhood infrastructure and facilities needing replacement or major repairs
4. Expanding housing opportunities to support economic growth and increases in community population
5. Lack of Police staffing for community policing and traffic unit
6. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa
7. Annexing and expanding the City boundaries with the capacity to fund and maintain City services and infrastructure
8. Continuing demand for additional childcare facilities and programs

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Reducing slum and blight through effective enforcement and incentives
2. Improving mobility options
3. Lack of affordable access to fiber
4. Addressing the increasing number of unhoused residents with limited shelter opportunities and other tools
5. Addressing problems and issues with housing voucher programs
6. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community to address the lack of quality, affordable housing units
7. Expanding residential opportunities in Downtown, including the use of the second floors
8. Low vacancy rate in rental housing units
9. Affordable access to quality, healthy foods in north Dubuque
10. Language barriers to accessing City services and to neighborhood engagement
11. Using artificial intelligence in housing inspections and construction
12. Turning buildings and housing owned by religious orders/institutions into a community asset
13. Access opportunities for disabled and handicapped residents

ACTIONS 2024 – 2026

1. Central Avenue Revitalization Plan *Top Priority*
Implementation: Adoption, Direction, City
Actions and Funding (Including Direction
on One Way/Two Way)
2. Infill Development Strategy and Policy:
Research, Best Practices, Report, Direction,
City Role and Actions
3. Historic Preservation Policy and Action
Plan: Review, Best Practices, Report with
Enhancements, Direction and
Implementation

MANAGEMENT IN PROGRESS 2024 – 2026

1. Unified Development Code: Completion
2. Neighborhood Associations Development: Public Awareness
3. NSPIRE Implementation from HQS for the HCV Program
4. HOTMA Implementation for HCV Program
5. Terminus for All Permits, Data Governance and Storage:
Completion
6. Permitting and Inspection Software Implementation:
Completion
7. New Housing Development Support: Report (Starts and
Additional Permits)
8. Code Compliance/Enforcement Enhancements:
 - a. Analysis with Report with Recommendations
 - b. Implementation Actions

ON THE HORIZON 2025 – 2029

1. Annexation Policy: Review and Direction
2. Cable Car Area Beautification Action Plan: Direction and
City Actions
3. Hendrick’s Feed Site Parking Ramp:
 - a. Design
 - b. Construction
4. Downtown Housing Action Plan: Goals/Outcomes,
Opportunities, Best Practices, Report with Options and
Recommendations, Direction and City Actions
5. Citywide Beautification Policy/Plan/Actions:
Goals/Outcomes, Report with Options and Funding
Mechanism, Direction and Next Steps
6. Southwest Arterial Development Plan: Update/Review,
Direction and City Next Steps
7. Southwest Arterial Annexation Policy/Plan: Review,
Direction and City Actions
8. Cedar Cross Corridor Revitalization Plan/Vision
9. First Impression/North-South Entrance Beautification
Project: Report with Options, Direction and Funding
Mechanism
10. Downtown Beautification Program: Goals/Outcomes,
Report with Options, Direction and City Actions
11. Grandview Corridor Beautification Plan: Goals, Report with
Options, Direction, City Actions and Funding
12. Community Land Trust: Grant Notification, Direction and
City Role, Monitoring Des Moines Experiences
13. Abandoned Buildings: Inventory, Best Practices, Report
with Options, Direction and City Actions

Goal 5

Sustainable Environment: Preserving and Enhancing Natural Resources

OUTCOMES

1. Have healthy urban tree canopy and preserve current trees
2. Continue to provide safe, affordable and dependable drinking water for all residents through a high performing water treatment plant
3. Reduce potential flooding through flood plain management, mitigation and protection through a well-maintained, operational stormwater system
4. Reduce waste and increase diversion, recycling and composting opportunities
5. Clean-up and reuse brownfield sites in Dubuque
6. Reduce the community's carbon footprint (50% by 2030) and explore science-based outcomes in the future

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Workload and limited City staff capacity for additional projects or work assignments
2. Reducing odor at the Water Resource Recovery Plant
3. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system
4. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands
5. Need to address Bee Branch Pumping Station
6. Funding of match dollars for grants
7. Protecting the Dubuque community from flooding through storm water management
8. Lack of preventative and proactive City infrastructure maintenance (currently 90% routine maintenance and 10% preventative)

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Enhancing the flood wall
2. Defining the City's role, defining private responsibilities, funding and procuring for the emerging electric vehicles (EV) infrastructure
3. Educating our City employees, our residents and our businesses to increase their understanding the benefits of their habits and their impacts on "sustainability" and recognizing the impact of their actions on community resiliency
4. Cleaning up and reuse of "Brownfields" sites
5. State of Iowa decisions and regulations limiting City of Dubuque actions
6. Limited funding for water infrastructure and treatment plant upgrades/replacement
7. Looking beyond electric vehicles – the next generation (e.g. hydrogen power vehicles)
8. Increasing project and operational costs and supply chain issues, including energy costs increases
9. Updating the Unified Development Code with sustainable environment requirements and regulations
10. Federal and State of Iowa regulation changes impacting Dubuque's environmental sustainability
11. Integrating climate adaptation into City operations
12. Optimizing the City fleet
13. Developing future utility workforce including expanding the use of technology and matching skillsets
14. Air quality impacted by Canadian wildfires and trucks on Central Avenue

ACTIONS 2024 – 2026

6

1. Catfish Creek Sanitary Sewer Project: Old Mill Road Lift Station Project *High Priority*
2. Bee Branch Watershed Project: Kaufman Storm Sewer Infrastructure Project: Direction and Funding/17th/West Locust Project Funding
3. Climate Action Plan: Update Target, Best Practices, City Actions and Next Steps

MANAGEMENT IN PROGRESS 2024 – 2026

1. Water Distribution and Treatment System Master Plan: Development
2. Trees Planting Program Enhancement: Report with Options, Direction and City Actions (Planting: 5,280 trees)
3. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report and Direction on Next steps
4. Sewer System Infrastructure Asset Master Plan: Development and Adoption
5. Pollinator Habitat in Park System Implementation: Complete Natural Resources Plan and Implementation Actions
6. Electric Bus Implementation: Acquisition (1)
7. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement Budget Decision FY 26
8. Air Quality EPA Path Forward: Update Reports
9. Consumer Confidence Report 2024: Creation and Publication

MANAGEMENT IN PROGRESS 2024 – 2026 (continued)

10. Waste Temporarily Stored in the Open-Air Excess Flow Tank: Removal and Disposal
11. Vacant Maintenance Supervisor Position: Evaluation and Direction
12. HVAC Mini-Split System Installation: Completion
13. Fats, Oils, and Grease Program: Review
14. WRRC State Certified Lab Expanding the Testing Capability: Completion

MAJOR PROJECTS 2024 – 2026

1. Bee Branch Stormwater Pumping Station Project (16th Street/Kerper Pumping Station)
2. SCADA Overhaul: Water
3. Lead Water Lines Replacement (Grant Dependent)
4. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction
5. Green Alley Project: Construction
 - a. 15th street to 17th Street Between Iowa Street and Central Avenue
 - b. 7th Street to 18th Street between Central Avenue and White Street
6. 42-Inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership): Completion
7. Cedar and Terminal Street Lift Station and Force Main
8. Tamarack Sanitary Sewer Extension Project: Construction
9. Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment Project: Construction
10. Granger Creek Lift Station Improvements: Construction

**MAJOR PORJECTS 2024 – 2026
(continued)**

11. Old Mill Road Lift Station & Force Main: Construction
12. Grove Terrace Sanitary Sewer Reconstruction: Construction
13. Advancing New Deep Well No. 11 (as Part of PFAS Remediation Plan)
14. North Cascade/SW Arterial Water Main Extension from Edval Lane to North. English Mill Road: Construction
15. Citywide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion
16. Tamarack Park/HWY 61 Water Main Extension Project (Per Development Agreement.): Construction
17. Deep Well No. 7 Rehabilitation: Completion
18. Creek Crossing Restoration Project: Construction
19. High Strength Waste Receiving & Storage Project: Funding and Construction

ON THE HORIZON 2025 – 2029

1. South Flood Wall Buried: Funding
2. Recycling Automated Collection: Direction and Funding Mechanism
3. City Energy Policy – Buildings and Equipment: Report, Direction, Funding and City Actions
4. Bee Branch Operations and Maintenance: Funding
5. South Plant Magnetic Flow Meters Replacement: Funding

**ON THE HORIZON 2025 – 2029
(continued)**

6. Filter Rehabilitation at Eagle Point Water Treatment Plant: Funding
7. Althausen Street and Eagle Street Water Main Replacement Project: Funding
8. Nutrient Reduction Strategy: Update (2027)
9. Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions
10. Climate Action Plan Staffing: Review, Plans after Three Years, Direction and Position Funding
11. Water Supply for Four Mounds: Direction, City Actions and Funding
12. Community Electric Vehicle Preparation: Policy Framework, Regulations and Code Revisions, Charging Stations Development and Funding
13. City Government eVehicle Policies/Programs: Fleet Assessment/Utilization Study, Staffing and Training Needs, Update Report, Direction and Funding
14. Solar Policies/Program/ Strategy: Goals/Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions
 - a. City Government
 - b. Community
15. Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding

Goal 6

Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

OUTCOMES

1. Have daily scheduled commercial air service to hub(s)
2. Have well-designed, well maintained Complete Streets (including streets, sidewalks and bike lanes) throughout our Dubuque community
3. Increase availability, accessible and affordable broadband and redundancy through public-private partnerships
4. Have safe, available, equitable and accessible daily travel through multiple mobility mode for all Dubuque residents
5. Have safe, healthy, accessible, well-maintained, and connected trails for mobility and recreation

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Equity in broadband affordability, availability and accessibility
2. Old parking equipment needing constant repairs to keep operational
3. Competition for commercial air service with five airports within two hours
4. Recurring funding for adequate street maintenance
5. Funding for “Complete Streets” implementation
6. Aging and deteriorating underground infrastructure (oldest in Iowa) with expensive immediate needs and few grant opportunities
7. Funding for local match for grants (e.g., airport grant \$30 million needs \$3 million match from the City of Dubuque)
8. Addressing parking and parking ramps concerns, perceptions and issues and funding for maintenance
9. Funding for connecting and maintaining bike trails/lanes and related bike infrastructure with increasing demands from the community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Rehabilitating concrete streets especially streets built in the 1990’s which now need reconstruction
2. Replacement of gas tax funding controlled by the State of Iowa
3. Transit service by choice and to area destination serving the needs of all residents, including shift workers
4. Funding mechanism/source for public/private broadband infrastructure – the City’s 4th utility
5. Upcoming retirements and succession planning in departments related to this goal of “Connected Community”
6. Lack of funding for Green Alley program for both construction and maintenance
7. Funding for increased maintenance of streets and sidewalks
8. Lack of reliable transportation services to and from the airport
9. Developing and maintaining the ADA infrastructure and facilities

ACTIONS 2024 – 2026

1. Street Maintenance/Rehabilitation Program: *Top Priority*
Direction and Funding
2. Construction of 14th St Railroad Overpass and 16th St Corridor Complete Streets Improvements; RAISE Grant and Matching Funds: Direction and Funding *Top Priority*
3. Quiet Zones: Direction and Funding Mechanism

MANAGEMENT IN PROGRESS 2024 – 2026

1. Traffic on Central Avenue/White Corridor Short-Term Action: Report
2. Parking System and Technology Master Plan
3. STREETS Program: Phase 1 – Arterials Design
4. Community Broadband Project – Fiber-to-the-Home: Phase 2 Funding Sources
 - a. IMON Completion
 - a. Phase 2 Work Session
5. Smart Parking and Mobility Study: Parking Implementation
6. Jule Services Study Planning Grant: Selection of Consultant and Completion

MAJOR PROJECTS 2024 – 2026

1. East-West Corridor/Roundabout Policy/Projects: Preliminary Design
2. Highway 20/Northwest Arterial Intersection Project: (IDOT Funding FY 26)
3. SW Arterial ITS Project: Construction Completion
4. Connection to Data Center Project: Phase 2 Construction Completion
5. Building Connection to Additional City Locations Project: Completion
6. Taxiway Alpha Construction Project – Phase 2: Completion
7. Terminal Solar Photovoltaic Project: Completion
8. General Aviation Apron Reconstruction Project: Construction
9. Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out
10. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit
11. Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)
12. 2024 Pavement Marking Project: Completion
13. Wildwood Drive Bridge Replacement: Design
14. Relocation of Fiber Optics on Bridge (Highway 20)

ON THE HORIZON 2025 – 2029

1. East-West Corridor/Roundabout Policy/Projects: Direction and Funding Mechanism
2. New Bridge to East Dubuque: Assessment, Direction and City Actions
3. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension Project: Phase 2
4. Radford/Pennsylvania Roundabout Project: Direction and Funding
5. Downtown Parking Ordinance: Major Revision
6. Expanded Bus Service: Report, Direction and Funding (Including Additional Routes and Service for 2nd/3rd Shifts)
7. The Jule New Electric Vehicles: Direction and Funding
8. Bike Trail Connectivity Southwest Arterial: Direction
9. Micro-Mobility Options: Goals/Outcomes, Best Practices, Report with Options and Direction
10. FAA Aircraft Contract Tower Modernization/Replacement: Funding
11. West 32nd Street Plan/Project: Goals/Outcomes, Report with Options, Direction and Funding
12. Traffic on Central Avenue/White Short-Term Actions: Funding for Implementation
13. Highway 20/Northwest Arterial Intersection Project: Matching Funding (30%) and ROW Acquisition

**ON THE HORIZON 2025 – 2029
(continued)**

14. Citywide Complete Streets Policy and Action Plan: Update and Direction (Including Pedestrians and Bikes)
15. Urban Bike Lane Plan: Best Practices, Plan Development, Direction, Funding and City Actions
16. Bike Racks Policy and Plan: Report with Options, Direction and Funding
17. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism
18. Fiber Optics Utility: Study, Policy Direction, Funding and City Actions
19. Citywide Fiber Cable Backbone Master Plan: Scope, Direction and Funding
20. Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism
21. ADA Sidewalk Inspection Program/Policy: Report with Options, Policy Direction and Funding Mechanism
22. Traffic Operations Center Staffing: Direction and Funding
23. East-West Corridor/Roundabout Policy/Project: Direction and Funding Mechanism

Goal 7

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

OUTCOMES

1. Establish Chaplain Schmitt Island as a community and tourism destination with a variety of activity venues and experiences for residents and guests
2. Have appropriate staffing and sustainable resources to support defined recreational and park, library, culture and arts services/programs and levels of services
3. Provide accessible recreational, library, culture and arts programs/activities and parks amenities that are responsive to the emerging workforce/community expectations
4. Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities
5. Have well-built, well-maintained, upgraded and expanded Library

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Current parks infrastructure needs maintenance, upgrades and replacement
2. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities
3. Completing Five Flags Project within budget
4. Understanding, responding and funding to respond to workforce expectations of quality of life/leisure/arts and cultural facilities and experiences
5. Attracting seasonal/part-time employees and adjusting wage levels and scheduling
6. Lack of indoor programming spaces
7. Responding to and funding projects to meet the high demand for dog park(s)
8. Funding for the upgrades/renovations of the Library

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Lack of pet-friendly public spaces and amenities
2. Funding and developing new parks in newer five subdivisions
3. Responding to the increasing demands for current and emerging sports programs and activities, including lack of space
4. Engaging and marketing to the Dubuque community opportunities for arts, culture, park, recreation and library
5. Lack of accessible and free parking at the Library
6. Sustainable and additional funding for leisure services facilities and programs
7. Growing capital items backlog with projects pushed beyond 2029
8. Increasing demands for cultural events and the limited staffing
9. Funding and staffing for Leisure Services inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District
10. Developing and enhancing access to facility/venues for community, families, particularly with young children and teens
11. Lack of field space – tournaments, leagues and practice
12. Concerns about pedestrian safety around the Library
13. Hiring, training, processing and retaining a temporary workforce and a lack of a living wage
14. Increasing demands for recreational programs and activities

ACTIONS 2024 – 2026

1. Chaplain Schmitt Island Development – *High Priority*
Next Phase: Next Steps (beyond Amphitheater)
2. Parks Maintenance/Refresh Action Plan: *High Priority*
Condition Assessment, Needs, Plan Development, Direction and Funding
3. Outdoor Pools (Flora and Sutton): Repairs and Renovations: Report with Options, Direction and Funding

MANAGEMENT IN PROGRESS 2024 – 2026

1. Chaplain Schmitt Island Amphitheater Development: Implementation Direction and Funding
2. Comiskey Park Upgrades – Phase 2 Parking and Amenities; Grant Funding and Preparation of Specs for Bidding
3. Eagle Point Park Enhancements/Reinvestment: Challenge Funding Application and Historic Structures Assessment
4. Comprehensive Parks Master Plan: Completion and Implementation Direction
5. 5-Flags Facility Project: Update Report
6. Arts and Culture Master Plan: Revised Community Engagement Strategy Adoption; Work Session Update Report
7. Five Flags Civic Center Management: RFP and Selection
8. Historic Millwork District Park Plan
9. Culture Definition
10. Cultural Experiences and Programming

MAJOR PROJECTS 2024 – 2026

1. Eagle Valley Subdivision Park: Construction
2. English Ridge Subdivision Park: Construction
3. West Brook Park: Completion
4. Jackson Park Restrooms: Completion
5. ImOn Ice Arena – Dehumidification, HVAC, Generator Set System Project: Design, Bid, and Construction

ON THE HORIZON 2025 – 2029

1. Comiskey Park Upgrades – Phase 2 Restrooms: Direction and Funding
2. Quality of Life Bond Package: Concept, Scope, Report with Options and Direction
3. FDR Park Development: Direction and Funding
4. Public Art Northend/Bee Branch: Definition and Direction
5. Community Impact Department: Future Direction and Funding
6. Pool/Aquatic Facility Strategy/Action Plan – Long Term: Update Report, Direction and Funding
7. Ice 2nd Sheet: Report with Options, Direction, City Role and Funding
8. Parks and Recreation Service/Staffing Level: Review, Direction and Funding
9. Historic Millwork District Recreational Space: Direction, Funding and Partnerships
10. Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions
11. Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism

ON THE HORIZON 2025 – 2029 (continued)

12. Flag Set for Eagle Point Park Entrance: Direction and Funding
13. Trail Master Plan: Direction
14. Multicultural Festivals/Celebrations Expansion: Outcomes, Report, Direction, City Role, Funding and City Actions
15. Comprehensive Parks Quality of Life Amenities Plan: Needs, Plan Development, Direction and Funding
16. Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding
17. Splash Pads Plan: Best Practices, Plan Development, Direction and Funding Mechanism
18. Indoor Community/Recreation Center/Space: Feasibility, Purposes, Best Practices, Report with Options, Direction, Funding Mechanism and City Actions
19. Library Upgrade/Expansion: Direction and Funding
20. Gender Neutral Restrooms at Pools: Report with Options, Direction and Funding
21. Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding
22. Park Development: Direction and Funding (Pebble Cove, North Fork, South Point, Rustic Point, Mozena Farm, and Silver Oaks)

Goal 8

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

OUTCOMES

1. Partner with public/private community organizations to provide opportunities for residents for upward mobility and empowerment across all demographics
2. Be an advocate for the Dubuque community and City of Dubuque at federal and state government levels
3. Secure grants and other funding sources for City projects to achieve City goals and community
4. Become an inclusive and welcoming community for all
5. Partner with local universities, colleges and institutions of higher education
6. Listen to community input, engagement and feedback and use (incorporating the information to policy development and decision making)

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Recruiting, developing and retaining diverse City and community leadership for the long term
2. Competition among community organizations for limited funds
3. Determining how to serve vulnerable populations – people of color; elderly and families with children in poverty
4. Tapping the potential of the Multicultural Family Center
5. Actions by the State of Iowa impacting community partnerships
6. Supporting “self-sufficiency” for community partners
7. Defining the City role and level of funding for community partners
8. Duplication of efforts and programs among community organizations and city departments
9. Vulnerability of local colleges and universities

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Funding for matching dollars requirement by grants
2. Changing funding and partnerships among local, State of Iowa and federal governments
3. Creating outcomes that are equitable for all
4. Equity becoming ingrained in City workforce recruitment and retention
5. Marketing, outreach, lack of knowledge about cultures and equity
6. Residents questioning the role of government affecting the City’s ability to engage, interact and deliver services
7. Community attitude: City solve the problem and do not raise taxes

ACTIONS 2024 – 2026

1. Multicultural Family Center Management and Staffing: Review, Update Report, Management Full-Time Positions, Direction and Funding

MANAGEMENT IN PROGRESS 2024 – 2026

1. Succession Plan for Intergovernmental Relations Position: Development
2. Community Impact Department: Mission/Vision
3. City Life in Marshallese or Other Language: Implementation
4. Equitable Fine and Fee Work Plan

ON THE HORIZON 2025 – 2029

1. Youth Employment, Workforce and Leadership Development: Purposes, Direction and City Actions
2. Equitable Distribution of City Resources to Partners: Evaluation, Measure for Contracted Services, Framework, Policy Direction, Revised Process and Funding
3. Dubuque Forward: City Role and City Actions

CITY OF DUBUQUE ACTION AGENDA 2024 – 2026

City of Dubuque

Action Agenda 2024 – 2026

TOP PRIORITY

**Street Maintenance/Rehabilitation Program:
Direction and Funding**

**Air Service Future Strategy and Action Plan:
Major Airline Hub Connections**

**Central Avenue Revitalization Plan Implementation:
Adoption, Direction, City Actions and Funding
(Including Direction on One Way/Two Way)**

**Construction of 14th St Railroad Overpass and 16th St Corridor Complete Streets Improvements:
RAISE Grant and Matching Funds; Direction and Funding**

**Police Department Full Staffing and Hiring:
Assessment Best Practices, Report with Options, Direction, Advocacy and Funding**

HIGH PRIORITY

**Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

Catfish Creek Sanitary Sewer Project: Old Mill Road Lift Station Project

**Parks Maintenance/Refresh Action Plan:
Condition Assessment, Needs, Plan Development, Direction and Funding**

**Comprehensive Study of Fire Stations Locations and Staffing:
Workshop Presentation, Direction on Implementation and Funding**

**City Workforce Retention and Attraction:
Direction and Funding
(Including Management/Employee Succession Planning and Program)**

City of Dubuque

Management in Progress 2024 – 2025

911 Center Relocation and Staffing: Construction – Funding; Completion

SRO Program Expansion: Report

Public Safety Workforce Diversification: Update Report

Fire Protective Gear Replacement Year 3 (Frontline Gear): Funding and Acquisition

Equitable Fines and Fees Reform: Pilot Program Implementation

Traffic and Security Cameras Deployment:
Implementation and Upgrade, Fiber Project (APRA Funding) – Contract for Fiber; Construction; SCADA

Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans

LPR Cameras: Installation

New CAD Computer System: Implementation; Contract; Completion

Prepared Live – Paid Version: Funding,(Budget Decision FY 26)

Fire Equipment: Acquisition – Medic Vehicles/Ambulances (2); Fire Boat

Public Safety Radios Upgrade: Completion

Community Risk Reduction (AED Program (Slips and Falls, Mental Health Response, Elderly Resources) Strategic Plan: Completion

Opioid Misuse Planning and Response in Conjunction with Dubuque County: Completion

Animal Control Ordinance Update: Adoption

Public Safety Answer Point Back-Up: Funding: (Budget Decision FY 26); New Equipment

Veterinarian Services Contract: Completion (Budget Decision FY 26)

Pet Licensing Systems (Including In-House or Outsourcing): Implementation

Public Health Preparedness Emergency Response Plan Update: Completion

Law Enforcement Mental Health and Wellness Check-Ins: Grant Notification; Implementation

Organizational Culture Continuous Improvement:

Implementation of ViDL Organization in Change Contract: Completion; Exit Interviews: Brain Health Needs of Employees; Report

Rightsizing Departments – Services and Staffing: Services Identification and Prioritization,
Staffing Needs Linked to Services, Report, Direction and Funding

Future City Employee Career Development Program(s); Report

City Legislative Advocacy Agenda and Action Plan 2025

Enterprise Asset Management System and Work Order System: Funding Budget Decision FY 26; RFQ

ERP Software Implementation: Employee Expense; Financial Asset Management; Employee Self-Service

HRIS Implementation: Selection; Implementation

CRM Service Model: Implementation

Data Governance: Direction and Funding

City Bond Rating: Updated Credit Rating Fall 2024 and Bond Sale

Citywide Safety Program: Review; Update Program; Training

Debt and Investment Management Software: RFP; Installation

Banking Services: Implementation; Award

Cyber Security Enhancements: Training and Tool Budget Decision FY 26

Leisure Services Director Replacement: Completion

Adopt-A-Spot/Volunteer Management Hub Site GIS Application

Business Incentives Policy/Processes: Review and Refinement

Office of Shared Prosperity/Poverty Reduction Plan: Update Report (Work Session)

Flexi-Steel Site for Redevelopment: Pump Agreement

Field of Dreams: Next Steps for City –
Support Travel Dubuque – Activities/Experiences and Marketing Dubuque as a Great Place to Live and Visit;
Update Report

MWBE Procurement Policy: Revision; Public Awareness Report

Port New Hotel Development: Closing

Comprehensive Hotel Attractive/Incentive Policy and Strategy –Port and Rehabilitation: Implementation; Construction

Grand Harbor Hotel Transition to New Ownership: City Actions – Decision: Development Agreement; Rental Payment

Unified Development Code: Completion (Work Session)

Neighborhood Associations Development: Public Awareness

NSPIRE Implementation from HQS for the HCV Program

HOTMA Implementation for HCV Program

Terminus for All Permits, Data Governance and Storage: Completion

Permitting and Inspection Software Implementation: Completion

New Housing Development Support: Report (Starts and Additional Permits)

Code Compliance/Enforcement Enhancements:
Analysis with Report with Recommendations; Implementation Actions (Budget Decision FY 27)

Water Distribution and Treatment System Master Plan: Budget Decision FY 25

Trees Planting Program Enhancement: Report Options, Direction and City Actions (Planting: 5,280 trees)

Water Resource Recovery Plant – Odor Abatement Implementation: Update Report

Sewer System Infrastructure Asset Master Plan: Analysis Completion and Update Report

Pollinator Habitat in Park System Implementation:
Complete Natural Resources Plan Actions – Completion; Budget Decision FY 27

Electric Bus Implementation: Acquisition (1)

Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement Budget Decision FY 26

Air Quality EPA Path Forward: Update Reports

Consumer Confidence Report 2024: Creation and Publication

Waste Temporarily Stored in the Open-Air Excess Flow Tank: Removal and Disposal

Vacant Maintenance Supervisor Position: Evaluation and Direction

HVAC Mini-Split System Installation: Completion

Fats, Oils, and Grease Program: Software Update

WRRC State Certified Lab Expanding the Testing Capability: Completion

Traffic on Central Avenue/White Corridor Short-Term Action: Report

Parking System and Technology Master Plan: Work Session

STREETS Program: Phase 1 – Arterials Design

Community Broadband Project – Fiber-to-the-Home: Phase 2 Funding Sources – IMON Completion; Phase 2 Work Session

Smart Parking and Mobility Study: Parking Implementation

Jule Services Study Planning Grant: Selection of Consultant and Completion

Chaplain Schmitt Island Amphitheater Development:
Implementation Direction and Funding – Construction Contract; Construction Complete

Comiskey Park Upgrades – Phase 2 Parking and Amenities: Award; Bid; Open

Eagle Point Park Enhancements/Reinvestment: Challenge – Historic Structures Assessment; Funding Application

Comprehensive Parks Master Plan: Consultant; Design; Work Session; Adoption

5-Flags Facility Project: Update Report

Arts and Culture Master Plan: Revised Community – Report; Engagement Strategy

Five Flags Civic Center Management: Selection

Historic Millwork District Park Plan: Environmental Assessment; Consultant; Plan Adoption

Culture Definition: Report

Cultural Experiences and Programming: Report

Succession Plan for Intergovernmental Relations Position: Development

Community Impact Department: Mission/Vision

City Life in Marshallese or Other Language: Implementation

Equitable Fine and Fee Work Plan

City of Dubuque

Major Projects 2024 – 2025

Fire Headquarters Bunk Room Remodel, HVAC, and Fire Administration Office Update: Engineering Design

Burn Tower Improvement Project: Construction

City Hall and Annex Project: Design

Federal Building Upgrade Project: Completion

Multicultural Family Center Project: Completions

City Data Center Project– Phase 1: Completion

City Facility Integrated Access Control (Budget FY 26)

Federal Building HVAC System Condition Assessment and Long-Term Replacement Plan: Completion

Dubuque Brewing & Malting Building Project: De-Construction Completion and Site Remediation Enforcement Action

River Boat Docking Project: Environmental Study and Temporary Dock Installation

Bee Branch Stormwater Pumping Station Project (16th Street/Kerper Pumping Station): Bid; Construction

SCADA Overhaul: Water

Lead Water Lines Replacement (Grant Dependent)

Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction

Green Alley Project:

Construction – 15th street to 17th Street Between Iowa Street and Central Avenue;
7th Street to 18th Street between Central Avenue and White Street

42-Inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership): Completion

Cedar and Terminal Street Lift Station and Force Main: Bid

Tamarack Sanitary Sewer Extension Project: Construction

Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment Project: Construction

Granger Creek Lift Station Improvements: Construction

Old Mill Road Lift Station & Force Main: Construction

Grove Terrace Sanitary Sewer Reconstruction: Construction

Advancing New Deep Well No. 11 (as Part of PFAS Remediation Plan)

North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North English Mill Road:
Construction – Water; Sewer

Citywide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion

Tamarack Park/HWY 61 Water Main Extension Project (Per Development Agreement.): Construction

Deep Well No. 7 Rehabilitation: Completion

Creek Crossing Restoration Project: Construction

High Strength Waste Receiving & Storage Project: Bid; Construction

East-West Corridor/Roundabout Policy/Projects: Preliminary Design

Highway 20/Northwest Arterial Intersection Project: (IDOT Funding FY 26)

SW Arterial ITS Project: Construction Completion

Connection to Data Center Project: Phase 2 Construction Completion

Building Connection to Additional City Locations Project: Completion

Taxiway Alpha Construction Project – Phase 2: Completion

Terminal Solar Photovoltaic Project: Completion

General Aviation Apron Reconstruction Project: Construction

Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out

Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit

Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)

2024 Pavement Marking Project: Completion

Wildwood Drive Bridge Replacement: Design

Relocation of Fiber Optics on Bridge (Highway 20)

Eagle Valley Subdivision Park: Construction

English Ridge Subdivision Park: Construction

West Brook Park: Completion

Jackson Park Restrooms/Amenities: Consultant; Design

ImOn Ice Arena – Dehumidification, HVAC, Generator Set System Project:
Design; Bid and Construction; Generator (Budget Decision FY 26)

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (City government, other City governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g., phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g., upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g., Road project, City facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward – it depends on them.

Dubuque Action Outlines 2024 – 2026

GOAL 1	VIBRANT COMMUNITY: HEALTHY AND SAFE
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**ACTION: Police Department Staffing and Hiring:
Assessment Best Practices, Report with Options,
Direction, Advocacy and Funding**

PRIORITY
Top

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Academy Timing (Legislative) • Retirements – Succession Plan (Completed) • Competitive Compensation (Completed) • Small Recruitment Pool • Jobs Not Careers • Lengthy Training Process (Legislative with Academy) Had to Project Full Staffing • 30/30 Initiative • Facility Impact on Morale • Leveraging Technology as Force Multiplier • Retention of Police • Quality of Police Facilities • Number of Vacancies – More than Last Year • Amount of Police Officer Overtime	A. Positions Review Filling Specific Technical Positions 1. Precision Policing Center 2. Shared services (Park Rangers and Animal Control) 3. Community Service Officers B. Leveraging Technology to Be More Efficient and Effective (Force Multiplier) 1. ALPR 2. Drones	12/24 12/24 5/25 10/2024 FY 26 (Improvement Package)

Responsibility: Police

ACTION: Comprehensive Study of Fire Stations Locations and Staffing: Workshop Presentation, Direction on Implementation and Funding

PRIORITY

High

Key Issues

- Fire Station Number
- Fire Station Locations
- Deployment and Staffing Needs: Industry Best Practices
- Implement Fire Response Time Improvements
- Response Time
- Technical Issue with Dispatching and Turnout Times
- Response Plan
- Public Safety Campus
- Comprehensive Fire Station Replacement Document

Activities/Milestones

1. Complete data collection on Fire Station with Location and Deployment
2. City Manager review
3. **WORK SESSION: Fire Station with Location and Deployment Study with Station Number, Station Locations and Staffing Needs Discussion and Direction**
4. Identify properties
5. Procure properties (Budget FY 27)
6. Complete engineering and design
7. Construction

Time

Completed
10/24
11/24

7/25
4/26
2026
2027

Responsibility: Fire

ACTION: Crescent Community Health Center Expansion of Population Health Program: Funding, Board Leadership Facility and Advocacy

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Population Health Activities Are Not Billable/Do Not Generate Revenue • Social Determinants of Health Are Barriers for Racial/Ethnic Minorities • Advocacy for Community Health Workers to Reduce Health Disparities • Board Member Leadership and Diversity Link MFC Activities • Health Disparities • PT Engagement and Recruitment – How Do We Get Racial/Ethnic Populations • Advocacy for Population Health • Question: facility needs	A. Performance and Services 1. Establish Key Performance Indicators (KPI) 2. FY 25 Contracted Service which incorporates equity outcomes 3. Track preventative screenings and KPI's for chronic disease 4. Partner with MFC to increase civic awareness and board participation	9/24 10/24 12/24 4/25

Responsibility: Health

Management in Progress 2024 – 2026			DATE
1	1. 911 Center Relocation and Staffing: Construction	Emergency Communications	9/24
	a. Funding		1/26
	b. Completion		
1	2. SRO Program Expansion: Report	Police	12/24
1	3. Public Safety Workforce Diversification: Update Report	Police	4/25
		Fire	
1	4. Fire Protective Gear Replacement Year 3 (Frontline Gear): Funding and Acquisition	Emergency Communications	7/25
1	5. Equitable Fines and Fees Reform: Pilot Program Implementation	Office of Equity & Human Rights	5/25
		IT	
1	6. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)		
	a. Contract for Fiber		12/24
	b. Construction		3/25
	c. SCADA		3/25
1	7. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans	Office of Equity & Human Rights	5/25
1	8. LPR Cameras: Installation	Police	12/24
1	9. New CAD Computer System: Implementation	IT	
	a. Contract		9/24
	b. Completion		9/24
1	10. Prepared Live – Paid Version: Funding,(Budget Decision FY 26)	Emergency Communications	4/25
1	11. Fire Equipment: Acquisition	Fire	
	a. Medic Vehicles/Ambulances (2)		10/24
	b. Fire Boat		7/25
1	12. Public Safety Radios Upgrade: Completion	Fire	6/26
1	13. Community Risk Reduction (AED Program (Slips and Falls, Mental Health Response, Elderly Resources) Strategic Plan: Completion	Fire	6/26
1	14. Opioid Misuse Planning and Response in Conjunction with Dubuque County: Completion	Health	5/26
1	15. Animal Control Ordinance Update: Adoption	Health	4/25
1	16. Public Safety Answer Point Back-Up	IT	
	a. Funding: (Budget Decision FY 26)		4/25
	b. New Equipment		9/25
1	17. Veterinarian Services Contract: Completion (Budget Decision FY 26)	Health	12/25

☐ Management in Progress 2024 – 2026			DATE
1	18. Pet Licensing Systems (Including In-House or Outsourcing): Implementation	Health	3/26
1	19. Public Health Preparedness Emergency Response Plan Update: Completion	Health	3/25
1	20. Law Enforcement Mental Health and Wellness Check-Ins	Police	10/24
	a. Grant Notification		7/25
	b. Implementation		

☐ Major Projects 2024 – 2025			DATE
2	1. Fire Headquarters Bunk Room Remodel, HVAC, and Fire Administration Office Update: Engineering Design	Fire	6/25
2	2. Burn Tower Improvement Project: Construction	Fire	3/25

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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ACTION: City Workforce Retention and Attraction: Direction and Funding (Including Management/Employee Succession Planning and Program)

PRIORITY

High

Key Issues

- Certain % of current City EE's Are Likely to Retire from the City within Next 3 – 10 Years – Many Are in Manager or Division Manager Leadership Roles
- Salaries
- Competitive Marketplace
- Rightsizing Benefits
- Reducing Redundancies and Increasing Efficiencies
- Nimble Response by City Adjusting Services to the Community Needs
- Succession Plan
- Growing Future Employees
- Retaining a Diverse Workforce
- Recruitment
- Bargaining Agreements

Activities/Milestones

1. Departmental Succession Plans and Procedures with Greatest Impact Implementation
 - a. Talent Acquisition Diversity Coordinator (TADC) will compile report with data regarding EE's likely to retire within defined, best practices parameters
 - b. Based on reports, will meet with impacted Departments to provide resources for and/or assistance with succession plan and processes for implementation
2. **REPORT: Implementation Plan for Recommendations made by Carlson Dettman Consultant (CDC)**
Compensation and classification
3. Develop Department Manager Role Guide – Template Development

Time

Annually in October

Annually in October

5/25

6/25

Responsibility: Human Resources

Management in Progress 2024 – 2026			TIME
2.	1. Organizational Culture Continuous Improvement	ACM	
	a. Implementation of ViDL Organization in Change Contract: Completion		12/25
	b. Exit Interviews: Brain Health Needs of Employees		9/24
	c. Report		4/25
2	2. Rightsizing Departments – Services and Staffing: Services Identification and Prioritization, Staffing Needs Linked to Services, Report, Direction and Funding	CMO	4/25
2	3. Future City Employee Career Development Program(s); Report	HR	12/26
2	4. City Legislative Advocacy Agenda and Action Plan 2025	CMO	12/24
2	5. Enterprise Asset Management System and Work Order System	IT	
	a. Funding Budget Decision FY 26		4/25
	b. RFQ		6/25
2	6. ERP Software Implementation	Finance	
	a. Employee Expense		6/25
	b. Financial Asset Management		6/25
	c. Employee Self-Service		6/25
2.	7. HRIS Implementation	HR	
	a. Selection		5/25
	b. Implementation		4/26
2.	8. CRM Service Model: Implementation	IT	12/24
2.	9. Data Governance: Direction and Funding	IT	3/25
2.	10. City Bond Rating: Updated Credit Rating Fall 2024 and Bond Sale	Finance	11/24
2.	11. Citywide Safety Program	Finance	
	a. Review		10/24
	b. Update Program		11/24
	c. Training		9/25
2.	12. Debt and Investment Management Software	Finance	
	a. RFP		8/24
	b. Installation		5/25
2.	13. Banking Services	Finance	
	a. Implementation		10/24
	b. Award		1/25
2.	14. Cyber Security Enhancements: Training and Tool Budget Decision FY 26	Information Technology	4/25

□ **Management in Progress 2024 – 2026**

			TIME
2.	15.	Leisure Services Director Replacement: Completion	7/25
2.	16.	Adopt-A-Spot/Volunteer Management Hub Site GIS Application	10/24

Leisure
Services
Public
Information

□ **Major Projects 2024 – 2025**

			TIME
2	1.	City Hall and Annex Project: Design	4/25
2	2.	Federal Building Upgrade Project: Completion	7/26
2	3.	Multicultural Family Center Project: Completions	7/25
2	4.	City Data Center Project– Phase 1: Completion	10/24
2	5.	City Facility Integrated Access Control (Budget FY 26)	12/26
2	6.	Federal Building HVAC System Condition Assessment and Long-Term Replacement Plan: Completion	7/26

Engineering
Engineering
Engineering
IT
Engineering
Engineering

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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ACTION: Air Service Future Strategy and Action Plan: Major Airline Hub Connections

PRIORITY
Top

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Community Partner • Partners Commitment • Connection: East and West • Major Hub • Link to Multiple Airlines	1. MAYOR REPORT 2. Continue participation with DBQ Air 3. REPORT: DBQ Report	9/24 Ongoing 11/24

Responsibility: Mayor/Airport

ACTION: Industrial Park Infrastructure: Update Report to Mayor and City Council, Direction and Funding (\$100 Million): BUDGET DECISION FY 26 FOR CITY INFRASTRUCTURE (INTERNAL)

PRIORITY

- a. West McFadden**
- b. Graff**
- c. Crossroads**

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Priority – Capacity to Address Projects • Demands by Businesses • Timing • Funding • Link to Catfish Creek • Debt Policy Limitations • Link to Economic Expansion • Readiness for Businesses – Grading, Utility Extensions and Roads • Broadband Access • Downstream Infrastructure Limitation • Link to Kerper Boulevard Business Development – Ready to Go Land and Utilities	A. West McFadden 1. Prepare budget proposal 2. BUDGET WORKSHOP: Budget FY 26 Discussion and Grading and Utilities 3. BUDGET DECISION: Budget FY 26 Decision for Grading and Phase 3 – Water 4. Complete Grading 5. Complete Water Main Extension Phase 1 and Phase 2 B. Graf 1. Prepare budget proposal 2. BUDGET WORKSHOP: Budget FY 26 Discussion and Grading and Utilities 3. BUDGET DECISION: Budget FY 26 Decision on Funding and Project C. Crossroads 1. Prepare budget proposal 2. BUDGET WORKSHOP: Budget FY 26 Discussion and Grading and Utilities 3. BUDGET DECISION: Budget FY 26 Decision on Funding and Project	11/24 2/25 4/25 11/25 2026 11/24 2/25 4/25 11/24 2/25 4/25

Responsibility: Engineering

ACTION: South Port Redevelopment Area-Wide Concept Plan, Implementation, and Direction

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Contamination Sites	1. Prepare draft Master Plan	12/24
• Old Infrastructure	2. WORK SESSION: South Port Master Plan	12/24
• Access	3. Finalize Plan	1/25
• Flood Wall	4. DECISION: South Port Master Plan Adoption	1/25
• Railroad Tracks – Active and Inactive	5. Prepare Amended PUD	4/25
• Potential Development	6. ZAC: Public Hearing and Recommendation on PUD Amendments	5/25
• Developer	7. DECISION: PUD Amendment for South Port	6/25
• Brownfield		
• Remediation		
• Willing Land Owners		

Responsibility: Economic Development

Management in Progress 2024 – 2026			TIME
3	1. Business Incentives Policy/Processes: Review and Refinement	Economic Development	12/24
3	2. Office of Shared Prosperity/Poverty Reduction Plan: Update Report (Work Session)	Office of Shared Property	6/25
3	3. Flexi-Steel Site for Redevelopment: Pump Agreement	City Attorney	12/24
3	4. Field of Dreams: Next Steps for City	CMO	Ongoing
	a. Support Travel Dubuque – Activities/Experiences and Marketing Dubuque as a Great Place to Live and Visit		
	b. Update Report		5/25
3	5. MWBE Procurement Policy	Finance	
	a. Revision		12/24
	b. Public Awareness Report		5/25
3	6. Port New Hotel Development: Closing	Economic Development	3/25
3	7. Comprehensive Hotel Attractive/Incentive Policy and Strategy –Port and Rehabilitation	Economic Development	
	a. Implementation		12/24
	b. Construction		12/26
3	8. Grand Harbor Hotel Transition to New Ownership: City Actions	Economic Development	
	a. Decision: Development Agreement		12/24
	b. Rental Payment		11/26

Major Projects 2024 – 2026			TIME
3	1. Dubuque Brewing & Malting Building Project: De-Construction Completion and Site Remediation Enforcement Action	Housing and CD	8/24
3	2. River Boat Docking Project: Environmental Study and Temporary Dock Installation	Engineering	12/25

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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ACTION: Central Avenue Revitalization Plan Implementation: Adoption, Direction, City Actions and Funding

PRIORITY

Top

Key Issues

Activities/Milestones

Time

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Truck Route: Central and White • One Way – Two Way • Funding • Project Priority • Project Phasing • Streetscape Furniture • Managing Neighborhood Expectations • Informing the Neighborhood • Potential Partner • Traffic Safety • Support Building Rehabilitation • Support Filling Storefronts • Support Residential Unit • Parking Challenges • Activate Space – Attracting People • Grant Applications and Notification | <ul style="list-style-type: none"> A. Construction/Traffic <ul style="list-style-type: none"> 1. WORK SESSION #1 2. Complete Plan 3. WORK SESSION #2 4. Adopt Plan 5. Prepare budget proposal 6. BUDGET WORKSHOP: Budget FY 27 Discussion and Direction 7. DECISION: Budget FY 27 Adoption – Funding B. Corridor Events and Information Campaign <ul style="list-style-type: none"> 1. City Focus 2. Explore community partnership to host community events 3. PRESENTATION; Update Report C. Corridor Safety <ul style="list-style-type: none"> 1. Collect data and analyze speeding and crash data 2. REPORT: Corridor Safety | <ul style="list-style-type: none"> 10/24 4/25 5/25 9/25 11/25 2/26 4/26 11/24 12/24 12/24 1/25 1/25 |
|--|--|---|

Responsibility: Engineering (A)/Economic Development (B)/Police (C)

ACTION: Infill Development Strategy and Policy: Research, Best Practices, Report, Direction, City Role and Actions

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Defining Focus – Downtown or Citywide • Increasing Demands/ Incentives • Unwilling Property Owners • Lack of Funding Housing Incentive • Infrastructure condition/ capacity • Connectivity – Road Capacity • Topography • Vacant Building Space – Conversion to Residential Units	1. Market Housing Incentive 2. Complete Asset Management Assessment and Plan – Condition and Capacity 3. Prepare Land Use Analysis 4. Complete UDO Amendment 5. DECISION: Unified Development Ordinance Amendments Approval	Ongoing 6/25 6/25 3/26 5/26

Responsibility: Planning

ACTION: Historic Preservation Policy and Action Plan: Review, Best Practices, Report with Enhancements, Direction and Implementation

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Vacant Buildings • Condition of Historic Properties • City Roles • Developers • Funding • Demolition by Neglect • Property Owners • Economic Drivers • Lack of Qualified Contractor • Partnership Direction • Other Policy Changes • Concerns with Demolition	A. Historic Preservation Framework 1. Prepare report on reinstatement incentive: Historic Home/Owner Program (Grant) 2. Prepare Budget proposal 3. DECISION: Grant Program/Forgivable Loan 4. Implement Citizen Serve Software 5. Initiate Grant Program 6. Complete SHIPO Agreement 7. DECISION: SHIPO Agreement 8. Update Historic Preservation Ordinance (UDO) including Demolition Ordinance 9. WORK SESSION: UDO 10. ZAC: UDO Amendments Review 11. DECISION: UDO Amendment B. Historic Preservation Incremental Development 1. Issue RFP for Consultant – Training Development 2. Select consultant 3. Market Program 4. Initiate Training Program	11/24 11/24 4/25 5/25 7/25 8/25 9/25 3/26 3/26 4/26 4/26 12/24 3/25 5/25 6/25

Responsibility: Economic Development

Management in Progress 2024 – 2026			TIME
4	1. Unified Development Code: Completion (Work Session)	Planning	3/26
4	2. Neighborhood Associations Development: Public Awareness	Office of Shared Property	Ongoing
4	3. NSPIRE Implementation from HQS for the HCV Program	Housing & CD	12/24
4	4. HOTMA Implementation for HCV Program	Housing & CD	1/25
4	5. Terminus for All Permits, Data Governance and Storage: Completion	Housing & CD	12/25
4	6. Permitting and Inspection Software Implementation: Completion	Housing & CD	6/25
4	7. New Housing Development Support: Report (Starts and Additional Permits)	Housing & CD	6/25
4	8. Code Compliance/Enforcement Enhancements:	Housing & CD	3/25
	a. Analysis with Report with Recommendations		4/26
	b. Implementation Actions (Budget Decision FY 27)		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NTURAL RESOURCES
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ACTION: Catfish Creek Sanitary Sewer Project: Old Mill Road Lift Station Project

PRIORITY
High

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Lift Station Project Was Split into 2 Phases Due to Funding • Budgeted Phase 2 Improvements only Cover Downstream Portion of South Fork from Old Mill Road to North Cascade Road • Existing System Is in Poor Condition and Does Not have Adequate Capacity to Meet IDNR • Compliance Standards • Non-Budgeted Phases Must Be Completed Prior to Sewer Extensions in South/Western Areas of City (i.e., West McFadden, Graff)	A. Old Mill Road – Lift Station Construction (Old Mill Road) Completion – Estimated Calendar (End) 2026 – Phase 1 1. Bid opening 2. DECISION: Award Phase 2 of LS Project 3. Construction Phase 1 4. Bid 5. DECISION: Award – Split Due to Funding 6. Construction Phase 2	7/24 10/24 11/24-10/26 6/25 8/25 10/26

Responsibility: Engineering

**ACTION: Bee Branch Watershed Project: Kaufman Storm
Sewer Infrastructure Project/ 17th/West Locust
Project: Funding**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Unfunded Project \$30 Million	1. Prepare budget proposal – match funding/design completion	11/24
• Match Funding \$6 Million	2. BUDGET WORKSHOP: Budget FY 26	2/25
• Outside Fund	3. Identify grant funding sources	4/25
• Design: \$3 Million (50%/60% Complete)	4. DECISION: Budget FY 26 Funding for Project	4/25
• Utility Rates		
• Adjacent Utilities – condition, capacity and relocation		
• Flooding on West Locust		
• Consent Decree Complete 9/27 or Extension		

Responsibility: Engineering

ACTION: Climate Action Plan: Update Target, Best Practices, City Actions and Next Steps

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Staff Capacity • Funding • Sense of Urgency • Bad City Practices – Energy Use • City Role • Community Engagement • Science-Based Target • Community Awareness of the Roles and Responsibility	A. Target Update	
	1. WORK SESSION: Sector Specific Actions to bolster current action plan	3/25
	2. Finalize science-based targets	4/25
	3. Prepare Goal: 100% Reduction 2050	4/25
	4. DECISION: Science-Based Target	5/25
	5. DECISION: 100% Reduction by 2050	5/25
	B. Energy Savings: City	
	1. Collect Data – Energy Use by All City Buildings	3/25
	2. Analyze data	6/25
	3. Prepare Report with recommendation	7/25
	4. WORK SESSION: Energy Saving Report	7/25
	5. Re-boot energy program for low/moderate income	9/25
	6. Prepare budget	11/25
	7. BUDGET WORKSHOP: Budget FY 27	2/26
	8. DECISION: Budget FY 27 Funding for Energy Saving Projects	4/26
	C. Increase Use of Alternative Transportation Options	3/25
	1. Address non-motorized vehicles – safety concerns	5/25
	2. Prepare report with recommendation	6/25
	3. PRESENTATION/DECISION: Direction/Actions for Alternative Transportation Modes	11/25
	4. Prepare budget proposal	11/25
	5. BUDGET WORKSHOP: Budget FY 27	2/26
	6. DECISION: Budget FY 27 Funding Actions	4/26

Responsibility: Sustainability

Management in Progress 2024 – 2026			TIME
5	1. Water Distribution and Treatment System Master Plan: Budget Decision FY 25	Water	4/25
5	2. Trees Planting Program Enhancement: Report Options, Direction and City Actions (Planting: 5,280 trees)	Leisure Service	5/25
5	3. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report	WRCC	1/25
5	4. Sewer System Infrastructure Asset Master Plan: Analysis Completion and Update Report	Engineering	7/25
5	5. Pollinator Habitat in Park System Implementation: Complete Natural Resources Plan Actions	Leisure Services	
	a. Completion		12/25
	b. Budget Decision FY 27		4/26
5	6. Electric Bus Implementation: Acquisition (1)	Transportation Services	12/25
5	7. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement Budget Decision FY 26	Leisure Service	4/25
5	8. Air Quality EPA Path Forward: Update Reports	Health	12/24
5	9. Consumer Confidence Report 2024: Creation and Publication	Water	7/25
5	10. Waste Temporarily Stored in the Open-Air Excess Flow Tank: Removal and Disposal	WRRC	12/24
5	11. Vacant Maintenance Supervisor Position: Evaluation and Direction	WRRC	10/24
5	12. HVAC Mini-Split System Installation: Completion	WRRC	11/24
5	13. Fats, Oils, and Grease Program: Software Update	WRRC	11/24
5	14. WRRC State Certified Lab Expanding the Testing Capability: Completion	WRRC	12/24

□ Major Projects 2024 – 2026			TIME
5	1. Bee Branch Stormwater Pumping Station Project (16 th Street/Kerper Pumping Station)	Engineering	
	a. Bid		12/24
	b. Construction		3/25-9/27
5	2. SCADA Overhaul: Water	Engineering	9/26
5	3. Lead Water Lines Replacement (Grant Dependent)	Engineering	12/26
5	4. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction	Engineering	11/25
5	5. Green Alley Project: Construction	Engineering	
	a. 15th street to 17 th Street Between Iowa Street and Central Avenue		11/25
	b. 7th Street to 18th Street between Central Avenue and White Street		11/25
5	6. 42-Inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership): Completion	Engineering	11/25
5	7. Cedar and Terminal Street Lift Station and Force Main: Bid	Engineering	3/25
5	8. Tamarack Sanitary Sewer Extension Project: Construction	Engineering	3/25
5	9. Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment Project: Construction	Engineering	3/25
5	10. Granger Creek Lift Station Improvements: Construction	Engineering	12/3/25
5	11. Old Mill Road Lift Station & Force Main: Construction	Engineering	12/26
5	12. Grove Terrace Sanitary Sewer Reconstruction: Construction	Engineering	2027
5	13. Advancing New Deep Well No. 11 (as Part of PFAS Remediation Plan)	Water	8/27
5	14. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road: Construction	Water	
	a. Water		9/25
	b. Sewer		12/29
5	15. Citywide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion	Water	9/26
5	16. Tamarack Park/HWY 61 Water Main Extension Project (Per Development Agreement.): Construction	Water	12/25
5	17. Deep Well No. 7 Rehabilitation: Completion	Water	7/25
5	18. Creek Crossing Restoration Project: Construction	Water	11/24
5	19. High Strength Waste Receiving & Storage Project	WRRC	
	a. Bid		3/25
	b. Construction		12/27

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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ACTION: Street Maintenance/Rehabilitation Program: Direction and Funding

PRIORITY

Top

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Project Alignment • Underground Utilities Conditions • Rehab vs Maintenance Policy • Funding • Predictive Modeling of Assessment • Silo'd Planning, Budgeting, and Implementation • Staff Capacity • Cross Department Collaboration	1. Compete Public Works Organization review, collaboration, and documented procedure 2. Complete street assessment 3. Complete sign assessment 4. Complete light assessment 5. DECISION: Budget FY 26 Funding of Fiber Assessment, Sewer Assessment, Water Assessment, Pavement Sealing, Sidewalk Assessment and Staffing, Tree Canopy Assessment 6. Prepare report on pavement type: rehabilitative vs. preventive maintenance policy 7. DECISION: Pavement Policy 8. Prepare budget proposal for modeling software and implementation of machine learning within Census data 9. BUDGET WORKSHOP: Budget FY 27 10. DECISION: Budget FY 27 Funding Street Maintenance	12/24 2/25 3/25 3/25 4/25 6/25 7/25 11/25 2/26 4/26

Responsibility: Public Works

ACTION: Construction of 14th St Railroad Overpass and 16th St Corridor Complete Streets Improvements; RAISE Grant and Matching Funds; Direction and Funding

PRIORITY
Top

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- NEPA Review - Property Impacts	1. Public Hearing: Environment Assessment (NEPA)	5/25
	2. Prepare environment review	9/25
	3. Complete preliminary design	9/25
	4. Property acquisition	2026-2027
	5. Final Design	6/27
	6. Construction	2028-2030

Responsibility: Engineering

ACTION: Quiet Zones: Direction and Funding Mechanism

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• CRISI Grant	1. CRISI Grant Award notification	10/24
• Local Match	2. Prepare budget on local match: \$700,000	11/24
• Funding	3. BUDGET WORKSHOP: Budget FY 26	2/25
	4. DECISION: Budget FY 26 for Local Match	4/25

Responsibility: Engineering

Management in Progress 2024 – 2026			TIME
6	1. Traffic on Central Avenue/White Corridor Short-Term Action: Report	Engineering	12/24
6	2. Parking System and Technology Master Plan: Work Session	Transportation Services	10/24
6	3. STREETS Program: Phase 1 – Arterials Design	Engineering	11/25
6	4. Community Broadband Project – Fiber-to-the-Home: Phase 2 Funding Sources	IT	
	a. IMON Completion		12/24
	b. Phase 2 Work Session		12/24
6	5. Smart Parking and Mobility Study: Parking Implementation	Transportation Services	3/25-8/25
6	6. Jule Services Study Planning Grant: Selection of Consultant and Completion	Transportation Services	8/26

□ Major Projects 2024 – 2026			TIME
6	1. East-West Corridor/Roundabout Policy/Projects: Preliminary Design	Engineering	11/25
6	2. Highway 20/Northwest Arterial Intersection Project: (IDOT Funding FY 26)	Engineering	6/25
6	3. SW Arterial ITS Project: Construction Completion	Engineering	11/25
6	4. Connection to Data Center Project: Phase 2 Construction Completion	IT	3/25
6	5. Building Connection to Additional City Locations Project: Completion	IT	11/25
6	6. Taxiway Alpha Construction Project – Phase 2: Completion	Airport	11/25
6	7. Terminal Solar Photovoltaic Project: Completion	Airport	9/24
6	8. General Aviation Apron Reconstruction Project: Construction	Airport	12/24
6	9. Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out	Engineering	5/25
6	10. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering	5/25
6	11. Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)	Engineering	11/25
6	12. 2024 Pavement Marking Project: Completion	Engineering	10/24
6	13. Wildwood Drive Bridge Replacement: Design	Engineering	6/25
6	14. Relocation of Fiber Optics on Bridge (Highway 20)	Engineering	11/26

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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**ACTION: Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

PRIORITY

High

Key Issues

- RAISE Grant
- Amphitheater Timing
- Sewer Capacity
- Marina
- Funding Sources
- Project Priority
- Lessee's Future
- Access to Island
- Flood Plan/Floodway
- Regulatory Agencies

Activities/Milestones

1. **DECISION: Chaplain Schmitt Island Development Plan**
2. Complete Marina Appraisal
3. Prepare budget request – water, fiber and stormwater
4. **DECISION: PUD/Zoning**
5. Complete Sanitary Sewer Master Plan for Chaplain Schmitt Island
6. Initiate detailed design for Sanitary Sewer System
7. **BUDGET WORKSHOP: Budget FY 26**
8. **DECISION: Budget FY 26**
9. **DECISION: Design Guidelines Updated**
10. Complete LWCF Conversion
11. Complete Sanitary Sewer System

Time

10/24
11/24
11/24
12/24
12/24
1/25
2/25
4/25
12/25
3/26
6/26

Responsibility: Leisure Services

ACTION: Parks Maintenance/Refresh Action Plan: Condition Assessment, Needs, Plan Development, Direction and Funding

PRIORITY

High

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Accessibility in Parks and to Amenities and Facilities • Aging Infrastructure • Upgrading Restrooms (Family and Gender Neutral) • Long List of Deferred Maintenance • Outdated Play Equipment • Staff Levels or Contractors to Maintain Adequately • Invasives in Parks and Right of Way • Active Community Engagement in Plan • Citizen Request for New and/or Additional Amenities	1. Prepare budget proposal – additional funding \$100,000 2. Consultant selection 3. DECISION: Budget FY 26 Funding 4. Prepare draft Plan 5. P&R Commission: Review and Implementation Strategy 6. DECISION: Comprehensive Parks Maintenance/Refresh Plan	11/24 3/25 4/25 9/25 10/25 12/25

Responsibility: Leisure Services

ACTION: Outdoor Pools (Flora and Sutton): Repairs and Renovations: Report with Options, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Renovations vs. Replacement	1. Initial staff report of current status	10/24
• Operational Status of Infrastructure	2. Prepare budget proposal	11/24
• Water Loss	3. BUDGET WORKSHOP: Budget FY 26	2/25
• Failing Systems	4. DECISION: Budget FY 26 Funding for Assessment and Community Engagement	4/25
• Sutton – Due to Water Table Pool Tank Floating	5. Issue RFO	5/25
• Tank Wall Issues	6. Select consultant	6/25
• Accessibility Issues	7. Complete Study	7/26
• Out of Date Design Lock Rooms and Restrooms	8. Finalize Study	7/26
• Outdated Amenities	9. DECISION: Direction on Pools and Referendum	8/26
• High Operational Cost	10. Information Campaign	9/26
• Staff and Operational Safety	11. Election (if needed)	11/26
• Splash Pad		
• Location(s)		
• Maintenance (Short-Term) Improvement		

Responsibility: Leisure Services

Management in Progress 2024 – 2026			TIME
7	1. Chaplain Schmitt Island Amphitheater Development: Implementation Direction and Funding	Leisure Services	12/24
	a. Construction Contract		3/26
	b. Construction Complete		
7	2. Comiskey Park Upgrades – Phase 2 Parking and Amenities	Leisure Services	11/24
	a. Award		3/26
	b. Bid		2027
	c. Open		
7	3. Eagle Point Park Enhancements/Reinvestment: Challenge	Leisure Services	5/25
	a. Historic Structures Assessment		7/25
	b. Funding Application		
7	4. Comprehensive Parks Master Plan	Leisure Services	3/25
	a. Consultant		6/26
	b. Design		11/25
	c. Work Session		5/27
	d. Adoption		
7	5. 5-Flags Facility Project: Update Report	Leisure Services	12/24
7	6. Arts and Culture Master Plan: Revised Community	Economic Development	12/24
	a. Report		3/25
	b. Engagement Strategy		
7	7. Five Flags Civic Center Management: Selection	Leisure Services	6/26
7	8. Historic Millwork District Park Plan	Leisure Services	5/25
	a. Environmental Assessment		9/25
	b. Consultant		4/26
	c. Plan Adoption		
7	9. Culture Definition: Report	Office of Equity and Human Rights	5/25
7	10. Cultural Experiences and Programming: Report	Community Impact	2/25

☐Major Projects 2024 – 2026			TIME
7	1. Eagle Valley Subdivision Park: Construction	Leisure Services	12/24
7	2. English Ridge Subdivision Park: Construction	Leisure Services	12/24
7	3. West Brook Park: Completion	Leisure Services	12/24
7	4. Jackson Park Restrooms/Amenities	Leisure Services	5/25
	a. Consultant		12/25
	b. Design		
7	5. ImOn Ice Arena – Dehumidification, HVAC, Generator Set System Project	Leisure Services	
	a. Design		12/24
	b. Bid and Construction		10/25
	c. Generator (Budget Decision FY 26)		4/25

GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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ACTION: Multicultural Family Center Management and Staffing:
Review, Update Report, Management Full-Time
Positions, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• MFC Directory/Assistant Director	1. Hire/onboard Director	10/24
• Historic – Retention Site Supervisors (Part-Time)	2. Prepare budget proposal for Teen Programs and Cultural Events/Program	11/24
• Staffing Retention	3. Hire/onboard Assistant	12/24
	4. BUDGET WORKSHOP: Budget FY 26	2/25
	5. DECISION: Budget FY 26 for Funding	4/25

Responsibility: Community Impact

Management in Progress 2024 – 2026			TIME
8	1. Succession Plan for Intergovernmental Relations Position: Development	CMO	10/24
8	2. Community Impact Department: Mission/Vision	Community Impact	12/24
8	3. City Life in Marshallese or Other Language: Implementation	Office of Shared Properties	10/24
8	4. Equitable Fine and Fee Work Plan	Community Impact	12/24

Policy Calendar 2024 – 2025

MONTH

September 2024

1. **MAYOR REPORT: Air Service**

2.

3.

4.

5.

MONTH

October 2024

1. **WORK SESSION #1: Central Avenue Traffic**
2. **DECISION: Award Phase 2 of Lift Station Catfish Creek Sanitary Sewer Project**
3. **DECISION: Chaplain Schmitt Island Next Steps**
- 4.
- 5.

MONTH

November 2024

1. **WORK SESSION: Fire Station with Location and Deployment Study with Station Number, Station Locations and Staffing Needs Discussion and Direction**
- 2.
- 3.
- 4.
- 5.

MONTH

December 2024

1. **REPORT: SRO Program Expansion**
2. **WORK SESSION: South Port Master Plan**
3. **DECISION: Development Agreement on Grand Harbor Hotel**
4. **PRESENTATION; Update Report on Central Avenue Events and Information Campaign**
5. **REPORT: Air Quality EPA Path Forward**
6. **WORK SESSION: Community Broadband Project – Fiber-to-the-Home: Phase 2**
7. **DECISION: PUD/Zoning for Chaplain Schmitt Island**

MONTH

January 2025

1. **WORK SESSION: Report on AI**
2. **DECISION: South Port Master Plan Adoption**
3. **REPORT: Central Avenue Corridor Safety**
- 4.
- 5.

MONTH

February 2025

1. **BUDGET WORKSHOP: Budget FY 26** U
 - a. **Prepared Live – Paid Version**
 - b. **Public Safety Answer Point Back-Up**
 - c. **Veterinarian Services Contract**
 - d. **Enterprise Asset Management System and Work Order System**
 - e. **Cyber Security Enhancements: Training and Tool**
 - f. **West McFadden Grading and Utilities**
 - g. **Graf Grading an Utilities**
 - h. **Crossroads Grading and Utilities**
 - i. **Bee Branch: Kaufman Sewer Infrastructure Project/17th and West Locust Project**
 - j. **Water Distribution and Treatment System Master Plan**
 - k. **Pollinator Habitat in Park System Implementation**
 - l. **Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement**
 - m. **Fiber Assessment, Sewer Assessment, Water Assessment, Pavement Sealing, Sidewalk Assessment and Staffing, Tree Canopy Assessment**
 - n. **Quiet Zones – Local Match**
 - o. **Chaplain Schmitt Island Sanitary Sewer**
 - p. **Comprehensive Parks Maintenance Refresh Plan**
 - q. **Outdoor Pool Assessment and Community Engagement**
 - r. **Generator at ImOn Ice Arena**
 - s. **MFC Staffing and Programs**

2. **REPORT: Cultural Experiences and Programming**

- 3.

MONTH

March 2025

1. **WORK SESSION: Climate Action Plan Sector Specific Actions to bolster current action plan**
- 2.
- 3.
- 4.
- 5.

MONTH

April 2025

1. **DECISION: Grant Program/Forgivable Loan for Historic Preservation**
2. **DECISION: Budget FY 26 Adoption**
- 3.
- 4.
- 5.

MONTH

May 2025

1. **REPORT: Implementation Plan for Recommendations made by Carlson Dettman Consultant (CDC)**
2. **REPORT: Field of Dreams**
3. **WORK SESSION #2: Central Avenue Traffic**
4. **DECISION: Science-Based Target for Climate Action Plan**
5. **DECISION: 100% Reduction by 2050**
6. **REPORT: Culture Definition**

MONTH

June 2025

1. **DECISION: PUD Amendment for South Port**

2. **DECISION: Direction on Pools and Referendum**

- 3.

- 4.

- 5.

MONTH

July 2025

1. **WORK SESSION: Energy Saving Report**
2. **PRESENTATION/DECISION: Direction/Actions for Alternative Transportation Modes**
3. **DECISION: Pavement Policy**
- 4.
- 5.

MONTH

August 2025

1. **DECISION: Award – Split Due to Funding Catfish Creek Sewer Project**
- 2.
- 3.
- 4.
- 5.

SECTION 4

DUBUQUE PERFORMANCE REPORT 2024 – 2025

**CREATING A BETTER
DUBUQUE COMMUNITY,
ADDING VALUE
TO THE LIVES OF OUR RESIDENTS
AND STRIVING FOR EXCELLENCE**

[Updated: 9/16/25]

A

Performance Report 2024 – 2025

Importance of the Performance Report

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

1. LEADERSHIP WITH INTENTIONS

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

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE – CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

Dubuque Vision 2039

DUBUQUE 2039

**DUBUQUE 2039 is a *SUSTAINABLE AND RESILIENT CITY*,
an *INCLUSIVE AND EQUITABLE COMMUNITY*^(B)
where *ALL* are welcome.**

DUBUQUE 2039

**DUBUQUE 2039 has preserved our
MASTERPIECE ON THE MISSISSIPPI,
has a *STRONG DIVERSE ECONOMY*
and *EXPANDING CONNECTIVITY*.**

DUBUQUE 2039

**DUBUQUE 2039 – Our residents
EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE,
have choice of
QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS,
have an
ABUNDANCE OF DIVERSE FUN THINGS TO DO
and are
*SUCCESSFULLY AND ACTIVELY ENGAGED IN THE
COMMUNITY*.**

Dubuque City Government: Our Mission

**DUBUQUE CITY GOVERNMENT is a *PROGRESSIVE*
and *FINANCIALLY SOUND CITY*
with *RESIDENTS RECEIVING*
VALUE FOR THEIR TAX DOLLARS
and *ACHIEVING GOALS THROUGH PARTNERSHIPS***

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

City of Dubuque Goals 2029

VIBRANT COMMUNITY: HEALTHY AND SAFE

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

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

**LIVABLE NEIGHBORHOODS AND 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 AND ACTIVITIES**

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

Action Agenda 2024 – 2026

Targets for Action

City of Dubuque

TOP PRIORITY

**Street Maintenance/Rehabilitation Program:
Direction and Funding**

**Air Service Future Strategy and Action Plan:
Major Airline Hub Connections**

**Central Avenue Revitalization Plan Implementation:
Adoption, Direction, City Actions and Funding
(Including Direction on One Way/Two Way)**

**Construction of 14th St Railroad Overpass
and 16th St Corridor Complete Streets Improvements:
RAISE Grant and Matching Funds;
Direction and Funding**

**Police Department Full Staffing and Hiring:
Assessment Best Practices, Report with Options,
Direction, Advocacy and Funding**

HIGH PRIORITY

**Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

**Catfish Creek Sanitary Sewer Project:
Old Mill Road Lift Station Project**

**Parks Maintenance/Refresh Action Plan:
Condition Assessment, Needs, Plan Development,
Direction and Funding**

**Comprehensive Study of Fire Stations Locations and Staffing:
Workshop Presentation, Direction on Implementation and Funding**

**City Workforce Retention and Attraction:
Direction and Funding (Including Management/Employee
Succession Planning and Program)**

Management in Progress 2024 – 2026

City of Dubuque

► Management in Progress 2024 – 2026

- 1 1. 911 Center Relocation and Staffing: Construction – Funding; Completion
- 1 3. SRO Program Expansion: Report
- 1 2. Public Safety Workforce Diversification: Update Report
- 1 4. Fire Protective Gear Replacement Year 3 (Frontline Gear): Funding and Acquisition
- 1 5. Equitable Fines and Fees Reform: Pilot Program Implementation
- 1 6. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding) – Contract for Fiber; Construction; SCADA
- 1 7. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans
- 1 8. LPR Cameras: Installation
- 1 9. New CAD Computer System: Implementation; Contract; Completion
- 1 10. Prepared Live – Paid Version: Funding,(Budget Decision FY 26)
- 1 11. Fire Equipment: Acquisition – Medic Vehicles/Ambulances (2); Fire Boat
- 1 12. Public Safety Radios Upgrade: Completion
- 1 13. Community Risk Reduction (AED Program (Slips and Falls, Mental Health Response, Elderly Resources) Strategic Plan: Completion
- 1 14. Opioid Misuse Planning and Response in Conjunction with Dubuque County: Completion
- 1 15. Animal Control Ordinance Update: Adoption
- 1 16. Public Safety Answer Point Back-Up: Funding: (Budget Decision FY 26); New Equipment
- 1 17. Veterinarian Services Contract: Completion (Budget Decision FY 26)
- 1 18. Pet Licensing Systems (Including In-House or Outsourcing): Implementation
- 1 19. Public Health Preparedness Emergency Response Plan Update: Completion
- 1 20. Law Enforcement Mental Health and Wellness Check-Ins: Grant Notification; Implementation
- 2 21. Organizational Culture Continuous Improvement: Implementation of ViDL Organization in Change Contract: Completion; Exit Interviews: Brain Health Needs of Employees; Report

► **Management in Progress 2024 – 2026 (continued)**

- 2 22. Rightsizing Departments – Services and Staffing: Services Identification and Prioritization, Staffing Needs Linked to Services, Report, Direction and Funding
- 2 23. Future City Employee Career Development Program(s); Report
- 2 24. City Legislative Advocacy Agenda and Action Plan 2025
- 2 25. Enterprise Asset Management System and Work Order System: Funding Budget Decision FY 26; RFQ
- 2 26. ERP Software Implementation: Employee Expense; Financial Asset Management; Employee Self-Service
- 2 27. HRIS Implementation: Selection; Implementation
- 2 28. CRM Service Model: Implementation
- 2 29. Data Governance: Direction and Funding
- 2 30. City Bond Rating: Updated Credit Rating Fall 2024 and Bond Sale
- 2 31. Citywide Safety Program: Review; Update Program; Training
- 2 32. Debt and Investment Management Software: RFP; Installation
- 2 33. Banking Services: Implementation; Award
- 2 34. Cyber Security Enhancements: Training and Tool Budget Decision FY 26
- 2 35. Leisure Services Director Replacement: Completion
- 2 36. Adopt-A-Spot/Volunteer Management Hub Site GIS Application
- 3 37. Business Incentives Policy/Processes: Review and Refinement
- 3 38. Office of Shared Prosperity/Poverty Reduction Plan: Update Report (Work Session)
- 3 39. Flexi-Steel Site for Redevelopment: Pump Agreement
- 3 40. Field of Dreams: Next Steps for City –Support Travel Dubuque – Activities/Experiences and Marketing Dubuque as a Great Place to Live and Visit; Update Report
- 3 41. MWBE Procurement Policy: Revision; Public Awareness Report
- 3 42. Port New Hotel Development: Closing
- 3 43. Comprehensive Hotel Attractive/Incentive Policy and Strategy –Port and Rehabilitation: Implementation; Construction
- 3 44. Grand Harbor Hotel Transition to New Ownership: City Actions – Decision: Development Agreement; Rental Payment
- 4 45. Unified Development Code: Completion (Work Session)
- 4 46. Neighborhood Associations Development: Public Awareness
- 4 47. NSPIRE Implementation from HQS for the HCV Program
- 4 48. HOTMA Implementation for HCV Program
- 4 49. Terminus for All Permits, Data Governance and Storage: Completion
- 4 50. Permitting and Inspection Software Implementation: Completion
- 4 51. New Housing Development Support: Report (Starts and Additional Permits)

► **Management in Progress 2024 – 2026 (continued)**

- 4 52. Code Compliance/Enforcement Enhancements: Analysis with Report with Recommendations; Implementation Actions (Budget Decision FY 27)
- 5 53. Water Distribution and Treatment System Master Plan: Budget Decision FY 25
- 5 54. Trees Planting Program Enhancement: Report Options, Direction and City Actions (Planting: 5,280 trees)
- 5 55. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report
- 5 56. Sewer System Infrastructure Asset Master Plan: Analysis Completion and Update Report
- 5 57. Pollinator Habitat in Park System Implementation: Complete Natural Resources Plan Actions – Completion; Budget Decision FY 27
- 5 58. Electric Bus Implementation: Acquisition (1)
- 5 59. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement Budget Decision FY 26
- 5 60. Air Quality EPA Path Forward: Update Reports
- 5 61. Consumer Confidence Report 2024: Creation and Publication
- 5 62. Waste Temporarily Stored in the Open-Air Excess Flow Tank: Removal and Disposal
- 5 63. Vacant Maintenance Supervisor Position: Evaluation and Direction
- 5 64. HVAC Mini-Split System Installation: Completion
- 5 65. Fats, Oils, and Grease Program: Software Update
- 5 66. WRRRC State Certified Lab Expanding the Testing Capability: Completion
- 6 67. Traffic on Central Avenue/White Corridor Short-Term Action: Report
- 6 68. Parking System and Technology Master Plan: Work Session
- 6 69. STREETS Program: Phase 1 – Arterials Design
- 6 70. Community Broadband Project – Fiber-to-the-Home: Phase 2 Funding Sources – IMON Completion; Phase 2 Work Session
- 6 71. Smart Parking and Mobility Study: Parking Implementation
- 6 72. Jule Services Study Planning Grant: Selection of Consultant and Completion
- 7 73. Chaplain Schmitt Island Amphitheater Development: Implementation Direction and Funding – Construction Contract; Construction Complete
- 7 74. Comiskey Park Upgrades – Phase 2 Parking and Amenities: Award; Bid; Open
- 7 75. Eagle Point Park Enhancements/Reinvestment: Challenge – Historic Structures Assessment; Funding Application
- 7 76. Comprehensive Parks Master Plan: Consultant; Design; Work Session; Adoption
- 7 77. 5-Flags Facility Project: Update Report
- 7 78. Arts and Culture Master Plan: Revised Community – Report; Engagement Strategy

► **Management in Progress 2024 – 2026 (continued)**

- 7 79. Equitable Fine and Fee Work Plan
- 7 80. Five Flags Civic Center Management: Selection
- 7 81. Historic Millwork District Park Plan: Environmental Assessment; Consultant; Plan Adoption
- 7 82. Culture Definition: Report
- 7 83. Cultural Experiences and Programming: Report
- 8 84. Succession Plan for Intergovernmental Relations Position: Development
- 8 85. Community Impact Department: Mission/Vision
- 8 86. City Life in Marshallese or Other Language: Implementation
- 8 87. Equitable Fine and Fee Work Plan

Major Projects 2024 – 2026

City of Dubuque

► Major Projects 2024 – 2026

- 1 1. Fire Headquarters Bunk Room Remodel, HVAC, and Fire Administration Office Update: Engineering Design
- 1 2. Burn Tower Improvement Project: Construction
- 2 3. City Hall and Annex Project: Design
- 2 4. Federal Building Upgrade Project: Completion
- 2 5. Multicultural Family Center Project: Completions
- 2 6. City Data Center Project– Phase 1: Completion
- 2 7. City Facility Integrated Access Control (Budget FY 26)
- 2 8. Federal Building HVAC System Condition Assessment and Long-Term Replacement Plan: Completion
- 3 9. Dubuque Brewing & Malting Building Project: De-Construction Completion and Site Remediation Enforcement Action
- 3 10. River Boat Docking Project: Environmental Study and Temporary Dock Installation
- 5 11. Bee Branch Stormwater Pumping Station Project (16th Street/Kerper Pumping Station): Bid; Construction
- 5 12. SCADA Overhaul: Water
- 5 13. Lead Water Lines Replacement (Grant Dependent)
- 5 14. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction
- 5 15. Green Alley Project: Construction – 15th street to 17th Street Between Iowa Street and Central Avenue; 7th Street to 18th Street between Central Avenue and White Street
- 5 16. 42-Inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership): Completion
- 5 17. Cedar and Terminal Street Lift Station and Force Main: Bid
- 5 18. Tamarack Sanitary Sewer Extension Project: Construction
- 5 19. Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment Project: Construction
- 5 20. Granger Creek Lift Station Improvements: Construction
- 5 21. Old Mill Road Lift Station & Force Main: Construction

► **Major Projects 2024 – 2026 (continued)**

- 5 22. Grove Terrace Sanitary Sewer Reconstruction: Construction
- 5 23. Advancing New Deep Well No. 11 (as Part of PFAS Remediation Plan)
- 5 24. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North English Mill Road: Construction – Water; Sewer
- 5 25. Citywide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion
- 5 26. Tamarack Park/HWY 61 Water Main Extension Project (Per Development Agreement.): Construction
- 5 27. Deep Well No. 7 Rehabilitation: Completion
- 5 28. Creek Crossing Restoration Project: Construction
- 5 29. High Strength Waste Receiving & Storage Project: Bid; Construction
- 6 30. East-West Corridor/Roundabout Policy/Projects: Preliminary Design
- 6 31. Highway 20/Northwest Arterial Intersection Project: (IDOT Funding FY 26)
- 6 32. SW Arterial ITS Project: Construction Completion
- 6 33. Connection to Data Center Project: Phase 2 Construction Completion
- 6 34. Building Connection to Additional City Locations Project: Completion
- 6 35. Taxiway Alpha Construction Project – Phase 2: Completion
- 6 36. Terminal Solar Photovoltaic Project: Completion
- 6 37. General Aviation Apron Reconstruction Project: Construction
- 8 38. Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out
- 6 39. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit
- 6 40. Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)
- 6 41. 2024 Pavement Marking Project: Completion
- 6 42. Wildwood Drive Bridge Replacement: Design
- 6 43. Relocation of Fiber Optics on Bridge (Highway 20)
- 7 44. Eagle Valley Subdivision Park: Construction
- 7 45. English Ridge Subdivision Park: Construction
- 7 46. West Brook Park: Completion
- 7 47. Jackson Park Restrooms/Amenities: Consultant; Design
- 7 48. ImOn Ice Arena – Dehumidification, HVAC, Generator Set System Project: Design; Bid and Construction; Generator (Budget Decision FY 26)

City Successes for 2024 – 2025

Mayor and City Council

City of Dubuque

1. Denver Air Connect: Re-establishment of Air Service with an AM Flight, More Convenient Air Connections for Residents, Needing 80% Ridership
2. Classification and Compensation Study Completed and Salary Increases for City Employees – Valuing our City Employees
3. Parks Master Plan: Process Initiated, Foundation for Upgrading and Enhancing Parks and Park Amenities
4. Precision Policing Team: Open and Working, Contributing to a Safer Dubuque Community
5. Field of Dreams: Major League Baseball Stadium under Construction, Youth Baseball Tournaments – 600 teams coming to Dubuque, Dubuque Becoming a True Destination for Sport Tourism
6. New Housing Projects Initiatives: Diverse Housing Opportunities, New Residential Developments – Downtown and Greenfields, Five Projects Submitted to the State for Tax Credits, Code Changes and Incentives for Housing; 2000 in progress
7. Bee Branch Project Next Steps: Gate Redesign and Bidding and Pumps, Flood Mitigation to Protect our Neighborhood
8. Financially Responsible Budget with Low Tax Rate: Maintaining or Enhancing City Services and Supporting the City’s Workforce
9. Bond Rating AA2 Retained: Recognition of the City’s Financial Health; Reflects Financial Institutions Confidence in City Leadership and Management
10. New Data Center: Relocation from 1880 Building, Tier 3 State of the Art, Future Phase II Expansion; City Positioned for Changes in Information Technology,
11. Central Avenue Corridor: Businesses Investing, Direction for the Future, Potential for Mixed Use Developments

12. Bright Minds Child Care Center (In coordination with Dubuque Initiatives and Dubuque Public Schools): Open, Responding to and Meeting the Needs of our Dubuque Community
 13. Police and Fire Fleets Updated: Funding and New Vehicles Supporting Better Services for our Dubuque Community
 14. Water Resources Recovery Center: Overcame Poor Quality Work, Improved Processes and Reduced Odor to Neighborhoods
-
15. University of Dubuque Medical School: Commitment, Moving Forward, Construction underway in Downtown, A Cornerstone for the Future of Dubuque Downtown
 16. Police Staffing: Difficulty in Hiring Police Officers, Sworn Positions Replaced by Non-sworn Positions Aimed at Supporting Police Officers in Field, Increased Number of Police Officers in the Community, Increased Number of Women Police Officers
 17. License Plate Readers: Installation, Working to Make a Safer Dubuque Community,
 18. Chaplain Schmitt Island/DRA Moving Forward with a New Hotel Development, Island Social, Amphitheater Project underway, Clear Direction, Enhanced leisure Options for Residents, and Focusing for the Future – Creating a Tourist and Community Destination
 19. City Recognition as a “Community of Character” by The Ray Center at Drake University
 20. Police’s Calm and Effective Response to an Armed Man Arrested outside Council Meeting Room, Confidence in Safe Public Buildings
 21. Dubuque Art Museum Major Expansion Project: Agreement Completed, Change the Character of 6th Street and Link to Washington Park – Demonstrating Dubuque’s Commitment to Arts and Culture and Adding Amenities to Enhance the Quality of Life for our Residents
 22. Fire Department Leadership: Command Staff Reorganization, Achieved Fire Department Accreditation, Enhanced Services to our Dubuque Community
 23. New Landfill: Underway, Positioning Dubuque for the Future – Creating 200 years of life
 24. Summer Temp Staffing: Successfully Filling Positions for the Summer Allowing for Pools to Open and Supporting Summer Programs
 25. Fines and Fines Program for Individuals Who Do Not Have the Financial Means: Residents Paying off through Volunteering Hours for Community Service

26. H & W Brewing and Malting Building: Addressing an Unsafe Building, Partial Demolition of Building, Potential Future Redevelopment Opportunities
27. Aging in Place Program: Physical Therapists Assessment of Home, Small Grants for Rehabbing Home, More Livable homes for Seniors
28. 911 PSAP Improvements: Better Work Environment for Dispatchers, More Effective Dispatch Communications and Public Safety Response
29. New Bank Agreement: Better Return to the City Government
30. New Small Businesses: New Food Trucks,
31. IMON Buildout: Increased Fiber to Dubuque Homes, Reliable and Fast Internet Connectivity
32. Parking System Improvements: Replacement of Parking Meters, New Equipment in Parking Garage Installation, Greater Ease for Residents and Guests Parking
33. Drone Use to Create Safer Community: Police and Fire Use
34. SMART Water System: Continued Progress
35. STREET Program: Continued Progress, Linked to Artificial Intelligence, Real Time Adjusting Traffic Signals Based upon Demand
36. GIS Mapping: Continued Progress
37. SCADA and Engineering Models: Continued Progress
38. ERP System: Continued Progress
39. Public Information with 300 Department Applications: Continued Progress
40. Routine Email Responses
41. SMART Street: Real Time Adjusting Traffic Signals Based upon Demand
41. Street Upgrade: 10 miles of progress during the past year
42. University of Dubuque Aviation Program: Doubling the Number of Students
43. Fire Staffing: Increased the Number of Firefighters, Enhanced Safety for our Residents

44. City Investment in Wastewater: \$131 million for Sewer System Upgrade and Expansion and Water & Resource Recovery Center
45. Collaboration with Dubuque County for the Benefit of our Dubuque Community and Our Residents: 911 Center, Catfish Water Authority, \$500,000 for Air Service Guarantee; Hendrick's Building and Parking Lot Swap
46. Safer Community: 75% Clearance Rate on Property Crimes
47. 1 of 8 Growing Counties in State of Iowa: Only County Outside the Des Moines- Ames Metro Area

B

Department Performance 2024 – 2025

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Airport

Please list your department's most important achievements that were completed during 2023 – 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Resume daily commercial air service – Denver Air Connection dba Key Lime Air service start Nov 4 2024, afternoon turn. May 2025 schedule change to AM departure PM arrival remain overnight (RON)

Impacts: Provide business and leisure daily scheduled air service for tri states.

Success: DBQ Air (501(c)6 non-profit) with representatives from City of Dubuque, Dubuque County, DRA, Travel Dubuque, Greater Dubuque Development, Chamber of Commerce and Dubuque Airport Commission

Impacts: Continue to work with travel partners to provide options to retain and improve commercial air service to/from DBQ.

Success: Utilized DOT Small Community Air Service Development (SCASD) Grant to attract and resume daily air service

Impacts: Provide funds for recruiting new daily commercial air service to/from DBQ to ORD on Denver Air Connection.

Success: Received State of Iowa Aviation Air Service Development Grant funds.

Impacts: These funds will be used to market and inform the public of air service options at DBQ.

Success: Taxiway Alpha Construction:

Phase 1 completed and grant closed spring 2025.

Phase 2 construction began spring 2025.

Phase 3 Release plans and specs, awarded project, apply for FAA grant 2025 for spring 2026 construction.

Impacts: This is multi-year Federally funded airfield infrastructure improvement project programmed to be completed during six construction phases.

Success: Constructed and closed out additional large corporate aircraft hangar with State of Iowa funds.

Impacts: Additional location for storing University of Dubuque aircraft. Increased Airport revenues.

Success: Reconstruct general aviation apron project grant closeout spring 2025.

Impacts: Replace existing deteriorated pavement adjacent to large corporate aircraft hangars.

Success: Terminal solar photovoltaic system project grant closeout spring 2025

Impacts: Reduce Airport's carbon footprint and terminal electricity costs.

Success: DBQ airport aircraft operations.

Impacts: Second busiest commercial airport in the state of Iowa. 80,000+ 2024

Success: Held annual tri annual drill exercise with area emergency partners april 2025

Impacts: FAA requirement and best practice for disaster planning.

Success: Air show and fireworks event held July 1-4 2024. 2025 scheduled

Impacts: Viewed by upwards of 250,000 over four days of events. Creates fuel sale revenue for the Airport and economic impact for the city of Dubuque.

Success: Hosted two Honor Flights for veterans to Washington, DC 2024, scheduled for 2025

Impacts: Partnership with Honor Flight of Dubuque and area emergency personnel, Transportation Services, etc. to transport area veterans to Washington DC for day of recognition.

Success: Provided facilities for North American Trainers Association (NATA) formation clinic prior to Air Venture event in Oshkosh 2024, returning 2025

Impacts: Fuel sale revenue for the Airport and economic impact for the local hotels, restaurants, car rentals.

Success: University of Dubuque airfield campus construction project.

Impacts: 2024 = 350 students, 2025 = 490 students, Future = 700 students. Increase in land, hangar and fuel sales revenues. Economic impact to community. Increased airfield aircraft operations.

Success: 2024 hosted quarterly TSA Precheck events. Continuing in 2025

Impacts: Provide facility for TSA pre check event.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Arts & Cultural Affairs

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Conducted a robust review of City of Dubuque Arts & Culture grant programs.

Impacts: Reviewed and updated the Special Projects grant process and documents to ensure alignment with current organizational goals and priorities. This included streamlining application materials, clarifying eligibility criteria, and enhancing reporting requirements. We also established a timeline for regular reviews of the grant process to ensure it remains responsive to evolving organizational needs and external trends.

Streamlining the materials and eligibility criteria allowed for more organizations to be considered eligible, which in turn fostered a more diverse pool of applicants. This inclusivity not only enriched the selection process but also ensured that a wider range of perspectives and innovations were represented.

Success: Developed Strategic Plan initiative to review and revise Commission Ordinances.

Impacts:

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: City Clerk's Office

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Transitioned City Council Agenda Software from NovusAGENDA to CivicPlus

Impacts: Transitioning our agenda management software has resulted in a more user-friendly interface and increased collaboration across departments, streamlining the overall workflow.

Success: Transitioned Special Event Permit Application to Citizenserve

Impacts: Transitioning our special event permit application to Citizenserve has streamlined the notification process for applicants and provided them with a convenient payment option.

Success: Boards and Commissions Ordinance Amendments

Impacts: Amending our board and commission ordinances established consistency and set clear expectations for city staff in supporting these bodies.

Success: Reorganized decades of City Council legislation

Impacts: Reorganizing council legislation created a more efficient filing system, freeing up office space for staff use.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: City Manager's Office

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Council priority: City workforce retention & attraction. Successfully negotiated two remaining union contracts completed first compensation & classification study in 30 years, with more work to be completed. Robust employee education and engagement around both, framed in EQ, delivered news to employees in transparent and compassionate way.

Impacts: Made progress towards our goals to become a more equitable, high-performing, resilient, innovative, data-driven and compassionate organization, an "organization of choice".

Success: Leveraging federal and state infrastructure grant programs: Adjusting strategies to meet new administration's priorities, protecting at-risk funds, and nimbly reacting to new opportunities to ensure grant funds continue to support Dubuque projects.

Impacts: Use of local public and private dollars to leverage state and federal investment in the Dubuque community.

Success: Organizational culture improvement: Expansion of Vidl "foundations of culture" work to all leadership team and supervisors, including team work sessions and individual coaching. Signed contract to expand this work to all City staff in summer 2025. Aligned SPIRIT statement (organization's values), Management Philosophy, and universal competencies to ensure that our measurement tools reflect the values we say we hold. "State of the City" employee luncheon and HuddleUp Hours were chances to engage employees in new ways around these values.

Impacts: Made progress towards our goals to become a more equitable, high-performing, resilient, innovative, data-driven and compassionate organization, an "organization of choice". Established new expectations for what cultural leadership looks like in the City of Dubuque, a skillset necessary for our leaders to foster inclusive, innovative, and adaptive work environments.

Success: Core Team successes: approval of five new Employee Resource groups, mentoring and job shadow programs. Launched new annual performance evaluation with 360 review component for department managers.

Impacts: Made progress towards our goals to become a more equitable, high-performing, resilient, innovative, data-driven and compassionate organization, an “organization of choice”.

Success: Launched Catalis software, a new resident request management system.

Impacts: Provides improved tool for responding to resident requests more efficiently and effectively. Tool provides better data allowing us to mine for root issues and proactively address issues.

Success: Hosted Congressional Staff Visit, attended the annual Dubuque Chamber DC Fly-in, and advocated for Dubuque priorities through in-person and virtual meetings during the State of Iowa legislative season.

Impacts: Enhanced community relationships with Congressional staff members. Protected local funding sources including property taxes and TIF that finance essential services and development opportunities.

Success: Directly hired two three new department managers, established one contract for ongoing Strategic Partnerships work, and supported several departments in operations during critical capacity needs.

Impacts: Have residents and businesses receiving service value for their taxes and fees by providing services in a cost-effective and financially responsible manner
Recruit, hire and retain a diverse, top-quality City workforce dedicated to City goals and mission

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Communications Office

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Launch of Report2DBQ (GIS & Comms)

Impacts Residents and stakeholders can more easily report concerns and issues to the City thanks
: to the implementation of a new citizen response management (CRM) system available on the City website and through an app.

Success: Adopt-a-Spot Application (GIS)

Impacts Residents can sign up to adopt a spot for clean up in the community through an online
: form and can manage their spot and others through a GIS-based website application developed for the Community Impact Office.

Success: Comprehensive, Multimedia Marketing Campaign for New Commercial Air Service

Impacts Business and leisure travelers from throughout the Tri-State region are aware of this new
: service and the benefits of flying through the Dubuque Regional Airport.

Success: Public, Education, Government (PEG) Equipment Grant Program Redesign

Impacts A new grant application and awarded process improved the process for residents to apply
: for and receive grant funds to produce video programming for local public access channels.

Success: 2025 Parks & Recreation Temporary Employee Recruitment Campaign

Impacts Parks and Recreation is able to fully staff summer programs and other seasonal activities,
: increasing recreational opportunities for residents.

Success: Transitioned City’s Livestreaming/Video-on-Demand Services and Broadcast Graphics Server to a Single Platform

Impacts: This change eliminates multiple recurring technology fees and significantly reduces yearly service costs from over \$20,000 annually to under \$5,000. Additionally, streamlining the systems has improved staff efficiency by consolidating operations.

Success: City of Dubuque Awarded Two Savvy Awards from the City-County Communications and Marketing Association (3CMA)

Impacts: The “Delivering Dubuque: City Services” video and the Parks and Recreation Seasonal Employee Recruitment campaign were selected as the best programs in their category in this national competition, demonstrating the quality of work of City staff.

Success: City Focus: Rooted in Partnerships Magazine – February 2025

Impacts: This 28-page magazine highlighting how collaboration is cultivating community growth in Dubuque was published and mailed to all postal addresses within the city limits.

Success: Support of Central & White Corridor Study Community Engagement

Impacts: Significant feedback and input on this major project was received from a wide variety of residents and stakeholders.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Community Impact

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Increased the number of registered users on Volunteer DBQ

Impact: There is more access to the platform that allows residents to find volunteer opportunities in our community

Success: Increased the number of volunteer opportunities available on Volunteer DBQ

Impact: There are more opportunities available for residents to get involved with

Success: Increased the number of opportunities that residents sign up for on Volunteer DBQ

Impact: Residents are getting more involved with the opportunities that are available on the website, which helps out our community organizations that provide services to the Dubuque community.

Success: With the Spartans Make a Difference Day event in October 2024, there were 513 volunteers and 1,812 total volunteer hours for that day (according to Volunteer DBQ data).

Impact: The University of Dubuque is intentional about engaging their student athletes in service around the Dubuque Community. This event allows students to volunteer together and get involved with community organizations. The total economic impact for this event was \$52,330.56.

Success: With the Dubuque Days of Caring event in April 2025, there were 989 volunteers and 4243.5 total volunteer hours.

Impact: This event gathers volunteers around the community to participate in service with community organizations, completing projects that the organization may not be able to complete on their own. The total economic impact for this event was \$122,552.28.

Success: AmeriCorps program has served over 500 youth through mentoring to develop their social emotional skills.

Impact: Students and families have more tools to deal with emotions and their reaction to life events. Students who meet with mentors are less likely to be engaged with risky behaviors and more likely to feel inclusion and belonging.

Success: AmeriCorps members have completed internships through their college coursework that enables them to finalize their degrees in education and social work.

Impact: Member gain valuable experience in their field of study, internship credit through their school, professional development from host site staff, program staff, and collegial oversight.

Success: AmeriCorps Program Staff handled with fidelity federal resources, program development, community partnerships, member development, and financial organization for the grant year with many of these being new additions to workload.

Impact: 24-25 grant leveraged over \$81k in local resources and over \$130k in federal resources. These resources supplied the community with hours of service impacting students and youth to strengthen families. Hours served + professional development over \$200k as of March 2025. (April values not yet reported.)

Success: Students being assessed for social-emotional growth have shown growth from participation in the AmeriCorps SEL Program.

Impact: These skills are transferable to any environment whether it be families, school, workplace, or relationships. While these skills are a part of a lifelong practice and are hard to measure impact, they are sharpened by attention and care. The impact of mentors in these programs are proven in youth surveys administered through community schools.

Success: Equitable Fine and Fee Reform Initiative – Community Impact Service Pilot Program Implementation. Program launched January 1st, 2025. Residents who are income eligible with delinquent City of Dubuque Utility Bills have the option to serve off their Utility Bill Balance through Community Service, Personal Empowerment, and Professional Development Opportunities.

Impact: From January 1st – May 16th, the program received 60 applications from residents. Program approved 44 of those applications. There are currently 13 active households in the program, 13 completed households, and 4 pending new active households. 110 Household members have been impacted by this program. Residents have served a total of 258 hours. 100% of active and completed households have applied for the City of Dubuque Discounted Utility Bill Program. Residents get their Utility Bill taken care of and gets discounted Utilities for the rest of the year, and will renew each year.

Success: Equitable Fine and Fee Reform Initiative – Community Impact Service Pilot Program Marketing Strategy. In collaborating with the Utility Billing Department, they have added the program information onto Residents Utility Billing Discount Notices. Utility Billing also sends our team a list of all delinquent account information. Our team has met our residents where they are at, by canvassing neighborhoods and residents at risk of disconnection. Pilot program relied heavily on referrals and word of mouth on getting the program out. We will be advertising on Social Media and City of Dubuque Website within the next couple of months.

Impact: Residents are given more options on how to pay off their City of Dubuque Utility Bill with this program. Residents are directly informed of the program when they first receive their disconnection notice and are referred to our program through the previous Utility Billing Resources: St. Vincent de Paul, HACAP, United Way, Community Solutions of Eastern Iowa, General Assistance – Dubuque County Veteran Affairs, and numerous local nonprofits.

Success: Equitable Fine and Fee Reform Initiative – Community Impact Service Pilot Program – Partnerships and Collaboration. Our program utilizes the VolunteerDBQ platform that allows non-profits to post their volunteer needs and information. Residents are able to see all service opportunities available within the community and decide which opportunities they would like to get involved in, and track their hours. We also bring in different community partners to the Multicultural Family Center, to create more access and education for residents. Programming has consisted of Money Management (Budgeting, Savings, Credit Repair) and Home Ownership.

Impact: Residents are given ample opportunities to decide how they want to spend their time in the program, while we ensure opportunities are helping address resident barriers in the community. The City is building and strengthening community partnerships and collaboration through this program to ensure we are all reaching out and educating our residents. Residents are getting more involved within the Dubuque community with our program. 90% of our residents in our program, were not involved with the community prior to our program. Many have voiced they want to continue service after they have completed the program.

Success: Before closure of AmeriCorps grant, we had secured a new host site.

Impact: Built a new partnership with local organization serving youth. Would have been able to serve youth in a new capacity.

Success: Hired a new MFC Director

Impact: Provided leadership and guidance for MFC operations

Success: Hired a new MFC Assistant Director

Impact: Point person for all MFC programs and events

Success: Increased overall attendance daily use of MFC facility

Impact: Impacting more people in our community and connecting more individuals to resources and opportunities.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Economic Development

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Entered into **9** development agreements to support the creation of **208** units of housing with an anticipated total private investment of **\$39.5 million**.

Impacts: The current homeowner vacancy rate is 0.5% and the apartment vacancy rate is 1.3%. However, job growth by 2030 is estimated at 7.6%. We also expect to see the addition of at least 800 residents due to the anticipated opening of the osteopathic college in 2028. With an increase in housing inventory, Dubuque residents will have more opportunities to find affordable options. It will also attract an additional workforce from outside the city.

Success: Assumed the lead on the EPA Brownfields Multi-Purpose Grant; spent down the required minimum by the September 30, 2024 deadline in order to apply for additional EPA grants.

Impacts: Assessing and cleaning up brownfields encourages redevelopment of those sites which in turn can provide space for commercial and residential development, as well as for desired amenities for our residents and visitors to enjoy. It also removes blight.

Success: Entered into development agreement for two hotels in the Port of Dubuque and one on Chaplain Schmitt Island.

Impacts: Dubuque County is anticipating a need for thousands of additional room nights in order to support the Field of Dreams activities. Having enough hotel rooms to welcome these visitors means additional revenue streams for local businesses and taxing bodies – sales, sales tax, hotel/motel tax...

Success: Assumed lead on internal and external communication related to Central Avenue redevelopment.

Impacts: Streamlines investment for redevelopment in this area, supporting both housing and small business owners. Reduces blight, creating an area that attracts residents, shoppers, and visitors. The increased foot traffic increases safety in the area, which helps dispel the perception that this is a dangerous neighborhood.

Success: Creation of **30** new jobs and retention of **81** current jobs based on **3** development agreements.

Impacts: Supports the health of our local businesses which adds to the tax base for the City and supports local families with more opportunities quality wages.

Success: Staff support for Dubuque Initiatives, including its childcare creation and retention efforts.

Impacts: Supports local families, allowing parents to work, which addresses businesses' needs for an available workforce. Quality childcare also results in the creation of a quality future workforce.

Success: Chaplain Schmitt Island coordination efforts.

Impacts: Redevelopment of the Island means attracting more visitors (increasing hotel/motel tax and sales tax revenue), as well as providing amenities and activities desired by residents.

Success: Supported sports complex development through meetings with developers and other interested parties.

Impacts: Supports the growth of the community as families are able to stay in town for their children's traveling sports events. Also attracts visitors, increasing hotel/motel tax and sales tax revenue.

Success: Farmers market support through contracts with Dubuque Main Street (summer) and Four Mounds (winter).

Impacts: Provides access to local foods for our residents and supports local small businesses.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Emergency Communications

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation & use of Tyler Time & Attendance

Impacts: New procedure for staff having to learn punching a time clock. Big difference from what we have done in the past

Success: Launched Prepared Live software

Impacts: The launch of Prepared Live has been a great resource for us to help communicate with our residents in a non-traditional way that is more accessible for some. Another tool that helps us gain important information from video, text and pictures to share with responders. Offers translation for several languages.

Success: New procedure: Pre-Alert for City Fire

Impacts: Dispatch is pre-alerting DBQ Fire on every medical call in the City. We have seen response times improve greatly and getting responders to the patients quicker.

Success: Installation and use of Flock Cameras

Impacts: Dispatchers took the needed Flock training, and all have access to view the cameras – as Flock hits come in, Dispatch can share out to patrol units in the area – including State Troopers and County Deputies.

Success: Re-numbered all of City DBQ Fire Units

Impacts: City Fire units are growing. DBQ Fire has completely re-numbered all units. Dispatch has adapted well to the change. Change is never easy!

Success: Moe911 Training Portal

Impacts: State of Iowa is paying for a new online training portal for Dispatchers. Variety of training topics and allows Dispatchers to do while working and get training hours for recertifications.

Success: Full for Full Time Staff (2 in training)

Impacts: For first time in a very long time, we are currently full staffed giving each shift sufficient coverage. More staff on duty is getting calls answered quicker. Allows one person off per shift that we do not need to fill shift. Leads are more available to assist with admin duties. We have reduced overtime hours. Ripple effect on the community when their assisted by dispatchers who aren't as physically and mentally over-worked and stressed.

Success: Quality Assurance improvements – EMD, EPD and EFD

Impacts: Leads have started to learn the process of QA EMD, EFD and EPD calls with me. Each month they have assigned number of staff that pull calls for and review.

Success: Fully implemented Employee Performance Reviews

Impacts: Completed a full year of employee performance reviews. Learning as I go but this year redoing the process to make it simpler for all involved.

Success: New Communication Center @ 7880 Chavenelle Rd---middle stages

Impacts: Bi-weekly meetings, making decisions and seeing improvement each visit!

Success: New CAD System – building stages

Impacts: Weekly meetings working on assignments of what needs to be done. Coordinating with police, Sheriff and fire on all aspects from response times, call natures and response plans.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: **Engineering**

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Northwest Arterial - State of Good Repair Project

Impacts: The \$9M project is 100% complete. Staff has successfully completed the federal aid audit and close out process.

Success: Central Ave & White Street Corridor Traffic Study

Impacts: This study offers strategic recommendations for a selected multi-modal alternative aimed at enhancing traffic flow and safety along the Central Avenue and White Street one-way pair corridor. It incorporates community input and supports long-term planning for a more accessible, efficient, and inclusive transportation network.

Success: STREETS Project – On-Going Project Development Continues

Impacts: STREETS is progressing with Parson's INET software controlling 24 of the 43 intersections. A bid for the dynamic message boards should be completed by the end of the month with the contractor selection starting at the beginning of June. City Traffic Engineers will be gaining experience with the software over the summer as more intersections are added. Analytics related to modifying Signal timings are still being worked on.

Success: Keymont Paver Project

Impacts: Replacement of existing brick pavers along Keymont Drive, extending from Key Way Drive to the terminus of the cul-de-sac.

Success: Pickett Street Reconstruction

Impacts: Reconstruction of Pickett Street, including asphalt resurfacing and installation of new curb and gutter systems.

Success: 2024 Maintenance Dredging Project

Impacts: \$311,300 project – This project removed silt from Dubuque Marina and Yacht Basin areas along the Mississippi River. This allows boat traffic to access the marina areas without dragging bottom. This helps with economic vitality to Dubuque and the businesses that depend on the water traffic.

Success: JFK - 32nd Street Intersection Improvements

Impacts: This project provides for traffic signals and turn lanes at JFK Road and 32nd Street. This project provides traffic signalization to allow the new retail development on the west side of the intersection-controlled access. The traffic signals will also control traffic on JFK Road to allow traffic on 32nd Street to access JFK Road during peak times with soccer events.

Success: Bike Lane Pilot Project Advancement

Impacts: A robust urban core bike lane network is an important part creating more livable neighborhoods, reducing poverty, and helping to boost travel and tourism. In support of the Smart Parking & Mobility Management Plan implementation, our department collaborated with the PIO & Planning lead a robust public engagement process that solicited input on the preferred route. We then designed the route by following national best practice standards and are in the process of implementing it through the annual city-wide line striping project. The pilot will directly connect the soon to be expanded Dubuque Museum of Art with the Historic Millwork District. On-street bike lanes are also the precursor to implementing a scooter and bike share program. This project is ongoing and still being piloted.

Success: ADA Curb Ramp Replacement Program

Impacts: 43 ramps replaced during 2024 construction season in coordination with Public Works Annual Street Overlay Program

Success: 2024 Pavement Marking Project

Impacts: This project is a maintenance project that provides for re-striping of all pavement markings on streets in the city, including the Bike Lane Pilot. This is an annual project.

Success: LED Fixture Conversion for City Facilities – On-Going

Impacts: Project to systematically convert City facilities from fluorescent and incandescent fixtures to Light Emitting Diode (LED) technologies. This greatly reduces energy consumption and help prevent addition of hazardous materials contained in fluorescent lamps into landfills. It also has the added benefit of creating better lighting conditions for city staff and visitors. Over 300 fixtures were either retrofitted or replaced to utilize LED technology in the last 18 months. This is an on-going project using operating funds to gradually switch facilities to more sustainable technologies and reduce waste.

Success: N. Grandview Avenue Pavement Rehabilitation

Impacts: Pavement rehabilitation on concrete streets that were in a deteriorating condition. The identified streets were originally constructed in the early 1990's and are exhibiting significant slab and joint deterioration. Public Works staff has performed street patching maintenance; however, the pavements require major rehabilitation to extend the service life and reduce annual maintenance. The pavement rehabilitation method removed the concrete pavement and repaved the street with asphalt pavement. The project addressed North Grandview Avenue (Loras to Audubon) which has been determined to be in the worst condition.

Success: Tamarack Sanitary Sewer Extension Project

Impacts: \$827,972 for the Tamarack Sanitary Sewer Extension. The project extended sanitary sewer service to the existing unsewered commercial development, Tamarack Business Park, and provide future sanitary sewer services opportunities for the Crossroads Industrial Park area along with adjacent developed and undeveloped areas to the west.

Success: Granger Creek Lift Station Improvements

Impacts: \$1,190,000 for the Granger Creek Lift Station Improvements. The Granger Creek Lift Station Improvements Project will increase the firm pumping capacity of the existing Granger Creek Lift Station from 0.5 MGD to 2.9 MGD which will provide the needed capacity to serve existing and proposed developments within sewer shed 4.

Success: Twin Ridge Sanitary Sewer Extension Project

Impacts: \$955,932 for the Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment. The Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment Project extended the sanitary sewer gravity system and connected into the existing Twin Ridge Subdivision gravity sewer system along with abandoning the existing lagoon system. With the completion of this project the City no longer needs to permit, operate and maintain the lagoon system and the parcel, which was occupied by the lagoon system, and is now available for redevelopment.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Equity & Human Rights

Please list your department's most important achievements that were completed during 2023 – 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Six presentations have been made to different organizations and groups regarding culture, equity, inclusion, diversity, and belonging issues.

Impacts: Educating the community on issues related to diversity, equity, inclusion, and belonging (DEIB) fulfills major goals for the Equity and Human Rights department. These presentations also build relationships with community partners and encourage a more equitable community.

Success: Supported marketing and other internal departments with translations of documents.

Impacts: The translation of documents helps improve access to information among minority language populations which ensures an inclusive and equitable community in which all feel welcome and included.

Success: Assisted the police department and fire department with hiring interviews.

Impacts: Participating in the interview process for hirings in other departments helps ensure we are recruiting, hiring, developing, and retaining a diverse, top-quality City workforce dedicated to City goals and mission.

Success: Received submissions for the Equitable Community Grant and selected Afriwell Hub and the Visiting Nurses Association (VNA) to each receive a \$5,000 grant.

Impacts: The Equitable Community Grant creates excitement about equity and human rights in the community and inspires community members to become involved in promoting equity. Afriwell Hub celebrated African culture through music, storytelling, dance, and food, which fostered inclusivity and cultural exchange while engaging the Dubuque community in a meaningful cultural experience. The VNA worked with a diverse population of Marshallese and Hispanic families to improve safe sleep and play for infants with the intention of reducing the risk of SIDS by providing portable Pack 'n Play cribs and sleep sacks to these vulnerable populations.

Success: Attended twelve outreach events in the community.

Impacts: Attending community events promotes the Equity & Human Rights department and informs and encourages residents to file discrimination complaints with us. Also, our presence at these events is a visual representation that the City of Dubuque values diversity and equity. Our attendance aims to increase community understanding of Dubuque City government – policies, processes, services, programs and activities, facilities and delivery mechanisms.

Success: Monthly Culture Creator training for existing employees, bi-annual New Supervisor training, and bi-annual training for new employees covering diversity, equity, inclusion, and belonging (DEIB) topics as well as intercultural communication skills with Intercultural Competency Training (ICC).

Impacts: Educating employees on DEIB and intercultural communication informs employees on the topics, why they are important, and how to develop these skills for themselves in order to improve collaboration and success for all within the organization and the community.

Success: Updated Language Access Plan developed and adopted by City Council.

Impacts: Opens up opportunities for City employees to better serve underrepresented non-English speakers in their primary language as well as aiding those with hearing or speech difficulties.

Success: Created an annual calendar of cultural dates in 2025. Also, created and disseminated for all City staff and provided to community partners and residents with a monthly Diversity in Dubuque newsletter which includes articles on the celebration month, and cultural events happening that month in the tri-state area.

Impacts: Creates awareness of DEIB cultural opportunities and events while addressing topics of cultural organization and development that affect both the community and City employees.

Success: Increased departmental awareness in the community through a billboard display on White Street, posters displayed in City buses, and the creation of a department logo.

Impacts: This allowed community members the opportunity to reengage with the department after COVID, and to become more aware of the department which led to an increase in interactions with residents and an increase in the amount of assistance provided to the community. The logo creates a visual impact and reminder of the Equity & Human Rights Department.

Success: Assisted 131 residents with educating and informing residents on discrimination, filing discrimination complaints, neighborhood disputes, and/or referral to community resources and partners.

Impacts: Assisting with filing discrimination complaints and educating residents on discrimination gives them the sense that their voice matters and that the City takes discrimination seriously. It also gives them a sense of empowerment. Aiding residents with neighborhood disputes and community referrals provides outlets and opportunities for residents to problem-solve and find alternative solutions with guidance and support from the City.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Government Finance Officers Association Certificate of Achievement for the Fiscal Year 2024 Annual Comprehensive Financial Report – 37 Consecutive Years

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2025 Budget – 19th Consecutive Year

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Completed setup, testing, and training of automated paperless vendor setup process. Vendors utilize paperless process through a secure link or QR code. All steps are workflow driven. Enhances security in a high-risk area.

Impacts: Secure City information and data using the "Best Practices" for the Dubuque community

Success: Comprehensive review of the City's 40 + Safety Policies and Procedures to ensure compliance with current regulations.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Implemented a paperless, electronic safety audit reporting process to facilitate corrective actions and ensure timely follow-up and completion.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Integrated Safety Presentations into New Employee Orientation and New Supervisor Training.

Impacts: Recruit, hire, develop, and retain a diverse, top-quality City workforce dedicated to City goals and mission

Success: Successfully completed the Request for Proposal (RFP) process and negotiated a new agreement for banking services and negotiated and received interest payment. Enhanced oversight of city investments, resulting in earnings of over \$4.8 million to date.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Achieved successful implementation of the city-wide payroll and electronic time and attendance system in its first year, resulting in streamlined operations and improved data visibility.

Impacts: Secure City information and data using the “Best Practices” for the Dubuque community

Success: Conducted a comprehensive review of city leases, including a detailed billing analysis and ongoing revenue evaluation.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Unmodified audit opinion for the June 30, 2024 Annual Comprehensive Financial Report. Successful RFP and selection of new auditors for FY2024. Finalized the Fiscal Year 2024 audit in April 2025.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Implemented new billing software for the Landfill, known as CompuWeigh.

Impacts: Secure City information and data using the “Best Practices” for the Dubuque community

Success: Revamped the internal process for property tax allocation and billing related to city facilities and leases.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Department-wide 7-week Dale Carnegie customized training course focused on addressing conflict openly, minimizing trustbusters, world class customer service, communication, and teamwork.

Impacts: Recruit, hire, develop, and retain a diverse, top-quality City workforce dedicated to City goals and mission

Success: January 2025, Moody’s Investor Services affirmed the Aa2 credit rating on general obligation bonds. The rating reflects the city’s healthy economic base, which serves as a regional economic center and the 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. 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. 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.

Impacts: Maintain/improve the City bond rating

Success: Achieved successful implementation of the Utility Billing Tyler Munis Enterprise Resource Planning (ERP). Billing continued as schedules. Water disconnections and charging late fees were put on hold from July 2023 – January 2024 to allow customers time to become acquainted with new bills and payment options and then were reinstated. Delinquent utility balances have declined to a normal level.

Impacts: Secure City information and data using the “Best Practices” for the Dubuque community

Success: Increased the number of autopay customers, through the citizen portal and directly on utility accounts. Ensures customer payments are made on time, and late fees are not charged.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Increased the number of paperless bill customers. Customers receive their bills sooner than those who have bills mailed and have more time to review and pay bills. A copy of the bill is attached to emails customers receive allowing them to immediately see their monthly activity.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

	Success: New Utility Bill Format. Added the reduced free program information to the front of the bill.
	Impacts: Increase community understanding of Dubuque City government – policies, processes, services, programs and activities, facilities and delivery mechanisms
	Success: Revised Utility Billing online application – added autopay and if customers are currently enrolled in the reduced fee program.
	Impacts: Increase community understanding of Dubuque City government – policies, processes, services, programs and activities, facilities and delivery mechanisms
	Success: Maintained a strong financial position. Fiscal Year 2024 General Fund Balance as a percentage of revenue was 51.19%.
	Impacts: Maintain enterprise/general fund reserve funds to 25%
	Success: Leveraged the Tyler Payroll System to import real time salary data to budget
	Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community
	Success: Successful implementation of the Classification and Compensation Study to all non-represented employees in the FY26 budget
	Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community
	Success: Successful budget document data re-linking and form automation project – June-August 2024
	Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community
	Success: Promotions of existing internal Finance staff. Finance Intern to Payable Accountant (July 2024). Utility Billing Cashier to Utility Billing Supervisor (August 2024). Accounts Payable Accountant to Budget/Financial Analyst (March 2025). Finance Intern to Accounts Payable Accountant (April 2025).
	Impacts: Recruit, hire, develop, and retain a diverse, top-quality City workforce dedicated to City goals and mission

Success: Implementation of a tablet in Utility Billing at the customer windows to assist customers with online application submissions. The tablet allows staff to help customers fill out online applications when they may not have a computer or may not feel comfortable using technology.

Impacts: Increase community understanding of Dubuque City government – policies, processes, services, programs and activities, facilities and delivery mechanisms

Success: Fully committed 100% of the American Rescue Plan Act Funds by the 12/31/2024 deadline received by the City.

Impacts: Provide responsive City services in a financially responsible manner to the Dubuque community

Success: Partnered with the Community Impact Department to align Utility Billing customers with the Community Impact Service Program. The program offers individuals a chance to address fines and fees through service opportunities and professional development. The pilot program began 1/1/25, serves Census Tract 5 - Central Ave from 17th St to Aquin Avenue. The length of program service varies by Utility Billing Balance, not longer than 6 months. As of 4/1/25: 17 active residents in the program & 5 residents completed the program and \$4,586 has been applied to city utility accounts using this program.

Impacts: Increase community understanding of Dubuque City government – policies, processes, services, programs and activities, facilities and delivery mechanisms

Success: Increased the number of active payment plans issued to customers. Customers can more easily manage account balances and can do so without risk of water disconnection or added late fees.

Impacts: Increase community understanding of Dubuque City government – policies, processes, services, programs and activities, facilities and delivery mechanisms

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Fire

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Fleet Stabilization (Engine 6 and Truck 1 replacement)

Impacts: Lower maintenance costs, increased reliability, stabilization of fleet for increased predictability and extension of future large purchases, improved ergonomics and safety/ improved response and performance (movement in and around city/ tight spaces, ability to perform in challenging topography/ ladder set up on hills, pump/ tank capabilities for increased fire flow, friction loss).

Success: Cardiac Monitor Updates

Impacts: Increased capabilities, efficiencies in operations, improvements to technology, increased performance.

Success: Training Division Safety Position

Impacts: Improved safety oversight at incidents, increased hands-on training, focused on the reduction of injuries, increase supervision in a learning environment of increased expectations of safety, accountability, documentation, and performance.

Success: EMS Bureau Position

Impacts: Improved division oversight on EMS operations, focus on transparency in data and improvements in performance.

Success: Enhanced ALS Capabilities on Suppression vehicles

Impacts: Drastic improvements to suppression vehicle capabilities in ALS care, treatment, stabilization. Improvements to department resiliency and capabilities.

Success: Fire station improvements (aesthetics/ upgrades) Impacts: Improved neighborhood and company pride, improvements in building aesthetics, stabilize major repairs and costs through maintenance alignment across multiple buildings.
Success: Upgrades to water rescue capabilities (purchase of fire boat) Impacts: Improve confidence in operations on the Mississippi, improve safety to citizens, commercial and recreational boat operations, improve visibility of FD/ City rescue services, increased operational capacity on the Mississippi, increased collaboration with local water response partners.
Success: Identified and implementing pre-plan software Impacts: Provides immediate (at time of dispatch) information on a building (fire alarm location, occupancy type/ construction/ occupancy, hazardous materials, fire prevention systems)
Success: Fire department members attended various conferences throughout the year. Presented at seminars/ conferences and participated in professional advisory groups. Impacts: Continue to increase leadership and professional development knowledge and skills, continue to represent the City of Dubuque at the national level, continue to learn new processes and identify opportunities that align with strategic plan or accreditation recommendations.
Success: Onboarded 2 fire academy groups Impacts: Maintained staffing, reduced minimum staffing overtime, continue to “move” individuals from civil service list to hire/ prior to alignment with another competitive department.
Success: Year 1 of a new labor contract Impacts: Removed outdated language, improved organization and flow for reference and included safety provisions, annual performance reviews, joint labor and management health, safety, and wellness initiatives/ team, updated education pay, included bilingual pay, and included CPSE designation pay.
Success: Updated promotional process to include fundamental documents for the written testing portion Impacts: Promotional candidates tested on city policy documents, department policy documents, and CBA information including updated leadership books identified for each rank. Ensure employees in promoted positions have an excellent working knowledge of policy and CBA. Will also identify misalignments of policy to current procedures.

Success: Completed the department's internal and external strategic planning process

Impacts: Identification of goals and objectives for the department for the next 3-5 years. Will focus budget requests and future initiatives on community driven expectations.

Success: County burn tower modifications

Impacts: Complete upgrade to county burner system, allows live fire simulation in controlled building for city and county firefighters, improves safety, situational awareness and efficiencies on strategy and tactics.

Success: Provided active shooter/ rescue task force training to county in collaboration with DPD

Impacts: Building confidence and standardization in protocols across entire county, builds resiliency in response pulling in resources that are similarly trained and prepared to respond.

Success: Updated vehicle identifiers to common terminology

Impacts: Provide room for growth, standard terminology, reduce confusion, prepare for potential future expansion based upon community needs.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Health Services

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Filled Animal Control Officer and orientation complete

Impacts: More Animal Control coverage and responsiveness.

Success: Emergency Operations Center Activation (EOC) Administrative Policy (AP) revision

Impacts: Clear process and method for initial emergency response

Success: National Environmental Health Association (NEHA) US Food & Drug Administration (FDA) Retail Flexible Funding Model Grant

Impacts: Education, training and staff time monies for completing FDA retail standards

Success: Extreme temperature plan updated and made consistent with National Weather Service

Impacts: More cooling and warming centers are available when needed

Success: Tim Link elected as President of Iowa Environment Health Association

Impacts: Leadership opportunity and growth for staff

Success: Sydney Pregler awarded Galen P. Thomas Award by Iowa Public Health Association

Impacts: Recognition for excellence in food safety inspection

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Housing & Community Development

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Secured a total of \$8,628,796.84 over three separate grants from HUD.

Impacts: All three grants are three year grants, part of HUD's overall Healthy Homes Initiative launched in 1999. These grants take a comprehensive approach to addressing childhood diseases and injuries/illnesses of residents. This work will be completed in approximately 355 homes.

Success: Implemented new rental licensing and inspections policies which effectively reduced the City's rental inspection cycle to two-years while allowing properties in good standing to self-inspect every other cycle.

Impacts: Met community and council goal of more frequent rental inspections without increasing the cost-of-service delivery. More frequent inspections also help to ensure that they City's rental housing stock is being maintained, which improves resident safety and quality of life.

Success: Implemented the licensing module of Citizenserve software which is being used by the Housing Department for rental licensing and inspections.

Impacts: Since "go live" property owners and managers have access to information including inspections, fees and payments online. They also have the ability to request an inspection date/time that is convenient for them and to submit self-certification documentation.

Success: Completed construction on budget of Pilot Model Home to be replicated on City-owned infill lots.

Impacts: The Pilot Model Home (aka The Dubuque House) was approved by the Local Housing Trust Fund Advisory Committee to be a proof-of-concept design to scale and replicate on City-owned residential infill lots. Its intentional design mirrors the neighborhood profile in which it was constructed, features energy-efficiency measures that are approximately 20% above current code requirements, and will provide an affordable, sustainable home for a low-to-moderate income family home. In addition to being scalable, this design can be adapted for accessible housing and altered to fit the profile of Dubuque's diverse neighborhoods.

Total Construction Investment from LHTF Program Income: \$290,000

Projected Sale Price: \$190,000

Estimated Project Loss: \$100,000

Annual Maintenance Savings: \$5,000/year

Projected Annual Property Taxes Back Online: \$2,500/year

By eliminating City-funded maintenance costs on this vacant lot and adding it back to the property tax rolls, it will take less than 14 years to make up for the loss of funds on this project.

Success: Transformed an outdated school playground to a family-friendly, attractive neighborhood wellness asset by completing the Lincoln Outdoor Wellness Project in partnership with the Dubuque Community School District, utilizing CDBG funding.

Impacts: This nearly \$630,000 investment of Federal funds leveraged another \$255,000 of local funding to completely renovate the playground at Lincoln Elementary School, which serves the highest percentage of renters, and has the most racial diversity of all elementary schools in Dubuque. Additionally, this playground serves as a public park during non-school hours. Notable improvements include the installation of a walking track, new playground equipment, improved flow of play, elimination of traffic access, increased number of trees and shade structures, fitness equipment installation, and rubber mulch to reduce the instance of woodchips being tangled in students' hair. Qualitative anecdotal improvements include a reduction in student conflict and increased use by families during non-school hours.

Success: Supported 42 households, over half of which identified as homeless or at-risk of homelessness, with Security Deposit Assistance.

Impacts: Invested over \$43,000 to assist homeless or households at-risk of homelessness to secure affordable rental housing. All units passed IPMC inspection prior to occupation; leases were required to be a minimum of 12 months.

Success: Meet need for quality, affordable rental homes.

Impacts: Increased HCV Voucher Payment Standards (VPS) to 120% of Fair Market Rent (FMR).

Success: Landlord education initiatives.

Impacts: PHA also refined the Successful Property Maintenance Course that all property owners are required to attend, enhancing education and training for them.

Success: Enhanced communication efforts with the public regarding Housing programs.

Impacts: Program documents have been translated into Spanish and Marshallese, and the readability of documents was also assessed and revised so that all documents were adapted to a 6-7th grade reading level.

Success: Fostering a healthy work culture

Impacts: Through the efforts of the Recruitment and Retention team, worked to strengthen workplace culture and morale while offering fun and connection opportunities as well as gestures of appreciation.

Success: Internal Working Group meets biweekly to address challenging properties collaboratively.

Impacts: Ensures that front line enforcement staff are looped in and aware of problem properties, dangerous situations and are aligned with their efforts

Success: Excellent staff participation at the local, state and national levels for relevant organizations

Impacts: Increased exposure and access to other cities enforcement policies and procedures. Peer network growth. influence over code development.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Classification and Compensation Study/Review Completed and Implementation of Selected Recommendations In-Progress

Impact: Updated, competitive classification and compensation structure for the recruitment and retention of quality staff.

Success: Performance appraisal Universal Competencies and consistent employee evaluation process rolled out

Impact: Retention, engagement, and development of quality staff along with continuous skill improvement.

Success: Initial and on-going Fall and Spring Learning Challenges Conducted

Impact: Retention, engagement, and development of quality staff along with continuous skill improvement.

Success: Crucial Conversations Training for Supervisors Initiated and Completed

Impact: Increased supervisory skill sets and higher quality work communication that also positively impacts the retention, engagement, and development of quality staff along with continuous skill improvement.

Success: Five Employee Resources Groups formed

Impact: Retention, engagement, and development of quality staff and increased sense of belonging in the City's workplace.

Success: Bargained two Teamsters CBA's implementing updated wage/compensation structures per review/study recommendations.

Impact: Consistent, non-arbitrary terms and conditions of employment to assist with recruitment, and retention of quality staff.

Success: Formal Job Shadowing and Mentoring Programs implemented for City employees

Impact: Retention, engagement, and development of quality staff.

Success: Advanced Employee and Retiree Benefits Education

Impact: Retention and engagement of quality staff and City is seen as an Employer of Choice.

Success: Collaboration with Risk Management (Finance) to assess and implement initial improvements to the City's risk management and safety policies and procedures.

Impact: Reduction in risks to health, safety, and well-being of City's workforce and creation/sustaining a safety culture in the City's workplaces.

Success: Continuous refinement of Payroll System implementation work in collaboration with IT Finance (Budget)

Impact: Legally compliant Payroll and Time and Attendance system with opportunities for data pulls to assist in decision making and reporting requirements or needs.

Success: New Employee Orientation Updated/Revised and New Supervisor Orientation implemented

Impact: Retention, engagement, and development of high performing, quality staff.

Success: Sexual Harassment Prevention Training for Non-Supervisors implemented

Impact: Retention, engagement, and development of high performing, quality staff in positive, productive work environments.

Success: Continued Weekly All Employee Webinar (changed time to 10AM per feedback)

Impact: Transparency and consistent communication assist with the retention, engagement, and development of high performing, quality staff in positive, productive work environments.

Success: Universal (City-wide) Competency assessment incorporated into interviews for all City positions

Impact: Recruitment and hiring of highly qualified staff

Success: Redaction of potentially protected class identifiers in forwarded job applicants

Impact: Non-discriminatory hiring of the most qualified staff for positions based on what they know as it relates to the position/role.

Success: Required diversity as to subject matter expertise and demographics for Interview Panels

Impact: Non-discriminatory hiring of the most qualified staff for positions based on what they know as it relates to the position/role.

Success: Completed Analysis of Parks and Rec Dept temporary employee hiring process to improve efficiencies

Impact: Non-discriminatory hiring of the most qualified staff for positions based on what they know as it relates to the position/role and all temporary staff positions filled to adequately staff programs, pools, and facilities.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Data Center and Department Relocation. Data Center and IT Offices have now completed work at 7850 Chavenelle Rd. The solution is a highly available production site, and an "air-gapped" cloud-based copy of data and servers should ransomware or data corruption happen on both the production and disaster recovery sites. We have deployed new servers, storage and backup for all city servers and the sites are operational at DLEC and the new Data Center. The new Data Center can house quite a bit equipment and additional tenants in future years.

Impacts The data center provides a scalable, resilient, high availability and physically secure
: location for the city's data and technology assets should data loss and/or corruption occur due to natural and/or cyber intrusion. With our new DR model and cloud backup, we will be able to withstand any possible issues and outages that may occur. New offices will provide needed space for staff that is currently not available at the Annex.

Success: Consistently Addressing Cybersecurity Awareness and Intrusion Prevention. This included:

- Using tools such as Ransomware Defender from Superna for prevention of ransomware, Sophos Intercept X Endpoint Detection for web and e-mail filtering, PathSolutions for event log monitoring/alerts across the entire network, and Sophos Firewall for prevention of external intrusion
- Implementing Required Training of end users on latest cybersecurity threat landscape
- Conducted on-going Phishing test campaigns
- Conducted Cyber-incident drills with Leadership Team
- Regular backup and replication
- Monthly server maintenance with regular server and desktop patching
- Maintenance of a Cyber-Incident Response plan
- Dept of Homeland Security Free Vulnerability Scanning

Impacts:

- Maintained public confidence in keeping the data safe
- Maintained business and operational continuity for all users
- ROI is a cost saving per breach of approximately 100K – 200K
- End-users receiving a regular education of cyber-security risk are much less likely to respond to a phish and/or give up credentials
- Ability to get Cyber Security Insurance at a fair cost

Success: Information technology is part of a multi-departmental team leveraging Broadband Public Private Partnerships. This is a partnership with GDDC, Engineering, IT and Legal. To date have resulted in:

- Over 65 Agreements with 18 Providers and Partners
- A leverageable network investment of over \$10 Million
- ImOn Fiber to the Home (FTTH) initiatives will complete by the end of 2024 bringing internet, telephone, and television to 24,000 homes.
- To date over 236,733 Lineal Ft Aerial Fiber and 307,572 Lineal Ft Underground Fiber have been deployed for the ImOn FTTH project
- Leveraging partnerships and ARPA funding for a design and implementation of a redundant ring, expansion of fiber connections to 7850 Chavenelle and connectivity to water SCADA locations throughout the city

Impacts: A leverageable network investment of over \$10 Million and FTTH attracts new residents, anchor institutions, remote workers, and business, adds to ability of the community build and partner with network partners faster and at a more reasonable cost. Specifically:

- Allow telecommunications providers to significantly accelerate consideration of and investment in Dubuque.
- Creation of multiple, multi-carrier redundant broadband paths into and out of Dubuque
- Provide more cost effective, fast and scalable broadband resources for business
- Provide an affordable data center and co-location site
- Expand internet services, conduit and fiber optic capacity for the City organization
- Provide opportunities for broadband equity leveraging funding and partnerships for serving under and un-served populations

Success: On-Going Enterprise Application Support amidst exponential growth. Enterprise Applications are all software used by our users including ERP, (Finance, Utility Billing, Accounts Payable/Receivable, Budget, Time and Attendance, Payroll) Microsoft 365 (including e-mail, Teams, SharePoint, Word, Excel, PowerPoint, Power Applications) computer installations, and mobile and desktop support. In 2024-25 the IT Department supports 1200 users including all full-time, part-time, and seasonal staff as well as 911, Dubuque County Sheriff, Dubuque County Jail and small law enforcement and volunteer fire departments in the county. Counting desktop, mobile and hybrid solutions along with body cameras, access control and in-car public safety devices, the number of supported devices is close to 2000.

Impacts: Among the impacts of Enterprise Application Support include:

- Resolving over 10,000 technical issues from the Enterprise Applications team over the last year (Public safety / City)
- Deployment of over 250 computers (City, DLEC, County and Fire.) The deployment of new computers/laptops through our life cycle plan, creates improved performance, enhanced reliability, increased security, support for modern applications, energy efficiency and better overall user experience.
- Tyler HRM / Payroll / Time and Attendance implementation creates efficiency gains by automating manual processes, improving accuracy, ensuring compliance, and providing insights for better workforce management.
- Timely support for public safety applications assists police, fire, 911, and sheriff personnel to do their work in the most safe, efficient and effective way

Success: Continued deployment of FirstNet, the AT&T priority first responder cell network.

Impacts: Better connectivity for public safety devices, which helps response time and efficiency.

Success: CentralSquare Public Safety Software Project RFP selection and kickoff. Purchase of new backup software and storage in preparation for the implementation.

Impacts: When the CentralSquare project is finished and implemented, it will create efficiencies across public safety.

Success: Increase of use of Laserfiche forms across various departments.

Impacts: Laserfiche forms and the associated workflows provide departments with the ability to collect and store information on a very efficient scale. Departments such as Human Resources, Finance and Parks and Recreation implemented new forms.

Success: Catalis Citizen portal (WebQA) replacement and rollout

Impacts: Catalis allows citizens to submit requests to city staff for timely resolution. The old system was very inefficient and completely out of date. The new system has better efficiencies for both staff and citizens, allows for better reporting, and overall, a better citizen experience to report issues to city staff.

Success: Implemented an IT Asset Management program

Impacts: The City of Dubuque and the IT department have a substantial amount of IT assets throughout the city. It is crucial to track all of these assets for inventory, purchasing, security, budgeting and disposal purposes.

Success: Ongoing Software audits for savings.

Impacts: The City of Dubuque purchases and renews numerous software packages each year. The IT department has started reviewing those purchases more closely and looking for multi-year discounts, unused or higher than necessary user counts, consolidation and comparable less expensive replacement software that would save the city budget dollars.

Success: Smooth transition from the retiring CIO to the new CIO

Impacts: After 42 years at the City, Chris Kohlman retired in May. Joe Pregler, who has been at the city for over 24 years, was selected as the next CIO. This promotion of an existing employee provided a smooth transition.

Success: Initial rollout of Microsoft CoPilot (AI) for pilot users

Impacts: The pilot users have already seen some efficiencies gained by using Microsoft CoPilot and that should continue as training is obtained and use increases.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Library

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Dubuque County Reads: Carnegie-Stout collaborated with nine other Dubuque County libraries to facilitate the discussion of a single book. This year's title is "What My Bones Know" which included a visit by the author and a mental health panel.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: The seed library has continued to grow and add partners. Partnering with Nine Square Feet, a Des Moines area nonprofit, thousands of seeds have been retrieved by the residents of Dubuque to grow their own food. The kick-off party held on National Seed Swap Day (Jan. 25, 2025) included Convivium Urban Farmstead, ISU Extension, Wild Ones, Herb Society, and the Dubuque County Master Gardeners.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: Continued several partnerships with local organizations including but not limited to Hills & Dales, Julien Dubuque International Film Festival, Dubuque Metropolitan Area Solid Waste Agency, Iowa State Extension, Dubuque Community School District, and IowaWORKS

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: Introduced more Stay Sharp Kits for patrons experiencing memory loss, and added games for visually impaired patrons.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: Created and maintained partnerships with Empowerment to provide self-defense classes for older adults, and adults with physical disabilities.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: Introduced “Author Talks” through the Library Speakers Consortium, which provides multiple virtual author discussions to library users monthly. Very popular.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: Implemented a new fax software offering free faxing services to the public, replacing the previous paid-access model.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

Success: Redesigned library card for kids offering three different card options.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Parks and Recreation

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Achieved adequate temporary parks and recreation staffing levels to provide a full complement of programs and services

Impacts: Have appropriate staffing and sustainable resources to support defined recreational and park, library, culture and arts services/programs and levels of service.

Success: 67% retention rate in Recreation Division temporary employees from summer 2024 to summer 2025 (as of when document completed)

Impacts: Have appropriate staffing and sustainable resources to support defined recreational and park, library, culture and arts services/programs and levels of service.

Success: Selected consultant and kicked off community engagement in April 2025 for the department's first Comprehensive Parks and Recreation Master Plan

Impacts: Provide accessible recreational, library, culture and arts programs/activities and parks amenities that are responsive to the emerging workforce/community expectations. Listen to community input, engagement and feedback and use (incorporating the information to policy development and decision making).

Success: Continued increase in adult sport participation including a 15% combined fiscal year increase in softball and volleyball above the increase of 20% the previous fiscal year. Additionally, 2024 calendar year increases in golf participation by women of 13% (11% increase in 2023) and couples of 25% in 2024 (21% increase in 2023).

Impacts: Provide accessible recreational, library, culture and arts programs/activities and parks amenities that are responsive to the emerging workforce/community expectations.

Success: Flora Park volleyball/pickleball courts renovation was completed. Usage of current city pickleball courts continues to rise. Five Flags provided pickleball opportunities in the winter when available.

Impacts: Have well-built, well-maintained and upgraded parks, park amenities and recreational/park facilities. Safe play on six volleyball courts can easily transition to pickleball courts, increasing the number of playable pickleball courts in the community.

Success: Renovation of the Bunker Hill Clubhouse Pro Shop by Park Division staff

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

Success: US Forest Service Urban and Community Forestry Grant implementation including Environmental Justice Tree Coordinator managing the program and implementing the first planting of 48 trees in 2024 and spring plantings in 2025. Plantings involved community volunteers as well as partner Dubuque Trees Forever.

Impacts: Have healthy urban tree canopy and preserve current trees.

Success: Parking lot resurfacing project at Flora Park, failing retaining wall at Cancer Survivor Park replaced, Eagle Point Park restroom near bioretention cells renovation complete, Jefferson Park retaining wall replaced, Bunker Hill Golf/Administrative Office basement remediation project ongoing, Central Avenue streetscape amenities installed, Welu Park playground replacement ongoing, Highway 20 former rose bed reduction project ongoing, Park Maintenance Headquarter boiler replacement project complete, ImOn Arena concessions updates, and major kitchen equipment upgrades for Grand River Center.

Impacts: Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities.

Success: Eagle Point Park Historic Structures Assessment complete and adopted by Council.

Impacts: Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities.

Success: English Ridge, Eagle Valley, and Westbook Park developed based on community engagement and input will be open in June.

Impacts: Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities. Listen to community input, engagement and feedback and use (incorporating the information to policy development and decision making). Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods.

Success: Schmitt Island Development Plan adopted, Schmitt Island Development and Sport Complex Feasibility Study received by the Council, community projects trail from 16th Street bridge to Veterans Memorial ribbon cutting, amphitheater project ongoing, parade route on the Island was established, Schmitt Island Development fundraising and naming bench program approved by Council, and increased programming and tournaments at ImOn Arena.

Impacts: Listen to community input, engagement and feedback and use (incorporating the information to policy development and decision making). Expand sports tourism in Dubuque. Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities.

Success: 897 Central Park sublease approved by Council opening a new green space in downtown Dubuque that was privately developed and now cared for by City with Dubuque Forward paying maintenance expenses.

Impacts: Clean-up and reuse brownfield sites in Dubuque. Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities.

Success: New management contract for Five Flags Civic Center near complete and set to begin July 1, 2025.

Impacts: Have residents and businesses receiving service value for their taxes and fees by providing services in a cost-effective and financially responsible manner. Provide accessible recreational, library, culture and arts programs/activities and parks amenities that are responsive to the emerging workforce/community expectations.

Success: Growth in programming at Grand River Center (under management of OVG) and ImOn Arena (under management of Schmitt Island Development) in sports tourism and growth in programming at EB Lyons (under management of Dubuque County Conservation in partnership with Friends of Mines of Spain) in environmental and nature programming.

Impacts: Expand sports tourism in Dubuque. Have residents and businesses receiving service value for their taxes and fees by providing services in a cost-effective and financially responsible manner.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Planning Services

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Historic Preservation Investment: Investment in historic districts and downtown neighborhoods was over \$10.4 million in FY24

Impacts: Livable Neighborhoods and Housing: Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses.

Success: Historic Preservation Month: Proclamation; Media release about events; present Ken Kringle Awards at City Council meeting. Held Awards Ceremony jointly with City and County Historic Preservation Commission at the St. Raphael's Cathedral.

Impacts: Partnership for a Better Dubuque: Partner for historic preservation.

Success: Black Heritage Survey – Held 18 outreach events engaging 957 individuals, presentations at local and two national conferences, enriched Juneteenth celebrations and Continue to outreach and model this work, on local and national stages.

Impacts: Partnership for a better Dubuque: Partnership across City Departments, Loras College and University of Dubuque, and with a diverse talent Consultant Team to engage community during process. In addition, it helps move forward goals in the Imagine Dubuque Comp Plan and the Equitable Poverty Reduction and Prevention Plan.

Success: Customer Service Survey: Planning Services Staff conducts an ongoing customer service survey of applicants to the Zoning Board of Adjustment, Zoning Advisory Commission, and Historic Preservation Commission. The survey asks customers about their experiences and the quality of services provided by staff. *In FY2024, staff rated 100% in Staff Friendliness and Adequately Inform Applicants of Process.*

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

Success: **Imagine Dubuque Comprehensive Plan:** Continue to implement Acheiveit software
Allows connectors and coordinators to upload status via website. Imagine Dubuque serves as a model prior to other plans being uploaded.

Allows tracking and reporting of recommendations of the comp plan.

Allows multiple plans to be cross referenced.

Impacts: **Impacts all City Council Goals and Priorities**

Success: **Provided staff support to the Zoning Advisory Commission, Zoning Board of Adjustment, Historic Preservation Commission and Long-Range Planning Advisory Commission**

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

Success: **Provided staff support to the Port of Dubuque and Chaplain Schmitt Island Design Review Committees.**

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

Success: **Conducted 98 Section 106 Reviews for federally funded rehabilitation of homes.**

Impacts: **Livable Neighborhoods and Housing:** Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses.

Success: **Facilitated 43 meetings of the Development Review Team involving review of 69 concept plans, site plans and subdivision plats.**

Impacts: **Livable Neighborhoods and Housing: Great Place to Live**

Success: **A total of 2,406 Residential Lots/Units that are Approved, Under Review, Under Construction or Completed**

Impacts: **Livable Neighborhoods and Housing: Great Place to Live**

Success: **State Historic Preservation Office Programmatic Agreement: Planning Staff working with the SHPO to develop a PA between HUD, SHPO and the City to facilitate federally mandated Section 106 Reviews.**

Impacts: **Livable Neighborhoods and Housing: Great Place to Live**

Success: Finalizing two Certified Local Government grant projects involving an Intensive Architectural and Historical Surveys for the Deereville and Voelker Highlands neighborhoods, Both are unique in that they are the first 20th Century neighborhoods surveyed and they are beyond the downtown and hill neighborhoods of traditional surveys.

Impacts: Livable Neighborhoods and Housing: Great Place to Live

Success: Reviewed and approved 298,207 sq ft of commercial and industrial development

Impacts: Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

Success: Chaplain Schmitt Island Development Plan: Assisted in development of the Chaplain Schmitt Island Development Plan to help guide development of the island.

Impacts: Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable and Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

Success: Expansion of the Safe Routes to School Committee. Planning Staff, in addition to other city staff, were able to partner with the Dubuque Community Schools, Holy Family Catholic Schools, the Iowa Bicycle Coalition to create the safe routes to school committee

Impacts: Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility and Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable

Success: Eagle Point Park Historic Structures Report: Planning Staff assisted the Parks and Recreation Staff in obtaining a Jeffris Grant to supplement funding to conduct a historic structure report on the iconic Eagle Point Park buildings.

Impacts: Livable Neighborhoods and Housing: Great Place to Live

Success: Mobility Team: Planning staff facilitates a monthly interdepartmental meeting dealing with biking, walking, and trails. Infrastructure, planning, budgeting, and grants are discussed with staff from Engineering, Leisure Services, Strategic Partnerships, Sustainability, Economic Development, Equity and Human Rights, and the Office of Shared Prosperity and Neighborhood Support.

Impacts: Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Police

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Employee Wellbeing: In the past physical year we trained our peer support and chaplains. Additionally, we started our individual officer check ins with the psychologist. Another success is that we re-introduced our voluntary physical fitness assessments. EQ still is at the core of our training and is the foundation of all we do with wellness.

Impacts: Using the trifecta of Physical, Mental, and Emotional wellbeing, officers are healthier and more grounded.

Success: Collective Bargaining Agreement: We were able to successfully negotiate and re-evaluate our collective bargaining agreement to make it one of the most successful contract negotiations in our history.

Impacts: By providing a competitive collective bargaining agreement we are making it harder for officers to leave for other departments.

Success: Automated License Plate Readers: The Flock license plate readers became fully functional at the end of 2024. Officers have shown successes in apprehension as well as efficiencies in searching the system.

Impacts: Allows for efficient and quick access to locate vehicles involved in criminal activity, as well as, criminals associated with those vehicles.

Success: Crime Analyst: The Crime Analyst was hired and began training in early 2025. The analyst has already started using her skills and training to come up with comprehensive reports and reports on very specific information.

Impacts: We have a lot of data, but never had a good way to pull the data and analyze the data. The Crime Analyst is collecting data and connecting dots with the data so that officers have a more accurate picture and the department can more effectively utilize it's resources.

Success: Department Training: The Department has been in a training cycle for 18 months. The experience level is lower than it has been, so to make up for experience we need to do training, especially in high risk, low frequency tasks such as use of force, emergency driving, rapid deployment, and case law.

Impacts: A highly trained department is a highly competent and effective department.

Success: CALEA re-accreditation: The Department was re-accredited for the 10th time in July 2024. At that time all 484 standards were reviewed and the department passed unanimously. Each year, CALEA assesses approximately ¼ of all standards with a full assessment in year 4.

Impacts: Third party review of our policies and procedures holding us to the best practices of the industry. Additionally, a robust policy, allows officers and the City to have robust liability protection.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Office of Shared Prosperity & Neighborhood Support

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Designed and Implemented City Life in Marshallese

Impacts: Increased understanding of how residents can participate in their local government including serving on City boards/commissions and/or task force by a diverse group of residents

Success: Established a Data Governance Policy

Impacts: Provides the city with a standardized structure for collecting, storing, protecting and using data effectively

Success: Developed an automated system for tracking and reporting poverty metrics

Impacts: Improve data accuracy and accessibility.

Success: Increase the maximum neighborhood grant funding from \$750 to up to \$2,500 to better support community neighborhood projects

Impacts: Empowers residents with the tools and resources needed to build or strengthen neighborhood pride and community identity.

Success: Supported the launch of one new neighborhood association, demonstrating our commitment to actively engage residents in taking responsibility for enhancing neighborhoods

Impacts: Empowers residents with the tools and resources needed to build or strengthen neighborhood pride and community identity.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Automated trash routes (5)

Impacts: Safer work environments for staff, and more efficient operations to build capacity for community expansion.

Success: Asphalt Overlay Program (8-miles)

Impacts: Better conditions of streets and sidewalks with eliminated obstructions and improved visibility

Success: ADA Curb Ramp Replacements

Impacts: Better conditions of streets and sidewalks with eliminated obstructions and improved visibility

Success: Administrative Support fully staffed

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

Success: Public Works' staff onboarding alignment process implementation

Impacts: Recruit, hire, develop, and retain a diverse, top-quality City workforce dedicated to City goals and mission

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Sustainability

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 2025 Growing Sustainable Communities Conference

Impacts: The conference brought together 305 participants from 21 states. Introduced new features to the conference, well rounded programming and learning sessions.

Meets City goals of Sustainable Environment

Meets outcome to be an advocate for the Dubuque community and City of Dubuque at federal and state levels and build partnerships.

Success: Sustainable Dubuque Community Grant Program

Impacts: Awarded \$25,000 to non-profits and passionate residents to implement projects related to the 12 principles of sustainability.

Outcomes met: Reduce the community's carbon footprint (50% by 2030)

Success: Youth Climate Action Fund Grant Program

Impacts: Disbursed \$50K, applied for and awarded \$100K, disbursed \$85K + admin cost

Meets outcome to reduce community's carbon footprint, helped with workforce retention through additional administrative funding.

Success: Energy Star Portfolio

Impacts: Implementing the climate action plan: specifically, actions related to buildings energy efficiency and City leading by example. Data will inform City budget process and identify ways to save City operating dollars. 66 buildings are tracking their energy use.
Meets goals of Sustainable Environment and is part of the 50% by 2030 Climate Action Plan

Meets outcome: Have well-designed and well-maintained public infrastructure and facilities; Reduce the community's carbon footprint (50% by 2030); Reduce energy consumption and increase the use of renewable energy sources by City government; City government using sustainable practices in daily operations

Success: Branching Out Dubuque Initiative

Impacts: Access to green space increases people's mental health, physical well-being, sense of community and belonging, and pro social behavior. Tree canopy and green space are strongly correlated with a reduction in violent crime including gun crime all across the US. Tree canopy reduces overall neighborhood temperature and green space increases people's feelings of connection, community and belonging which literally improves people's ability to self regulate

Meets City goals of Partnership for a Better Dubuque, Diverse Arts, Culture, Parks and Recreation Experiences and Activities and Sustainable Environment.

Outcomes: Protecting Natural resources and environment of Dubuque.

Have a healthy urban tree canopy and preserve current trees.

Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping neighborhoods, homes and businesses.

Reduce the community's carbon footprint (50% by 2030);

Secure grants and other funding sources for City projects to achieve City goals

Success: Cities Forward Initiative

Impacts: Subnational diplomacy, city partner in Hermosillo, Mexico with joint support efforts related to renewable energy, community engagement, brownfield redevelopment and fleet electrification. Additionally, built relationships with State Department and ICLEI representatives.

Outcomes: Be an advocate for the Dubuque community and City of Dubuque at federal and state government levels

Secure grants and other funding sources for City projects to achieve City goals; Become an inclusive and welcoming community for all

Success: Energy Audits (11, more scheduled for late June)

Impacts: Saved energy for LMI households, reduced GHG emissions, money savings for vulnerable residents.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Transportation Services

Please list your department's most important achievements that were completed during 2023 – 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Smart Parking Mobility Management Plan Ramp Installation Started.

Impacts: Ramp equipment is being installed. The estimated completion date for 5 of the 6 ramps is July. The Iowa Street Ramp will be completed in the fall due to potential construction. The On-street technology will be in a separate RFP being distributed Summer of 2025.

Success: Dubuque Community School District (Prescott school support)

Impacts: The Jule and Prescott set up a program to assist getting younger students to school in a safe manner. Multiple adjustments were made to this program and the program keeps improving with small changes as needed.

Success: Electric Buses

Impacts: The Jule has selected an electric bus. Currently working on an electric charging system for the JOTC. (Ongoing Project)

Success: AM/PM Commuter Routes

Impacts: Continue to see steady ridership on the AM/PM commuter routes to get residents to and from work.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Water

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 100% Compliance with Public Water Supply Operations Permit

Impacts: As a financially responsible, high-performance city organization, the City of Dubuque operates and maintains a Grade 4 lime softening water treatment plant, permitted by the Iowa Department of Natural Resources (DNR). This permit establishes specific operational parameters that require continuous monitoring, including routine and specialized sampling and up to 200 daily tests to ensure regulatory compliance. The Water Department works in close coordination with the DNR to ensure the City remains in full compliance with all permit requirements.

Success: Sustainable Environment: Preserving and Enhancing Natural Resources - Implementation of Annual Hydrant Flushing/Valve Turning Program

Impacts: The City's annual hydrant flushing program plays a vital role in maintaining water quality by minimizing bacteriological growth, restoring disinfection residuals, and improving water clarity and turbidity. It also helps control corrosion and supports adequate fire flow and pressure throughout the distribution system. Complementing this effort, the annual valve turning program ensures main line valves are regularly exercised to maintain reliable operation and further protect water quality. Both programs are consistent with recommendations provided by the Iowa DNR following the 2022 sanitary survey.

Success: Regulatory Compliance - Lead Service Line Inventory and Public Notification

Impacts: In Fiscal Year 2025, the department successfully met a key regulatory milestone under the Lead and Copper Rule Revisions (LCRR), which required all water systems to develop and maintain an inventory of service line materials by October 16, 2024.

In compliance with the LCRR, the Water Department issued notifications to all customers whose service lines were identified as containing lead, galvanized requiring replacement (GRR), or were classified as "lead status unknown." These notifications were sent within 30 days of completing the initial inventory and will continue to be issued annually until the affected service lines are confirmed to no longer contain lead.

Success: LSL Pilot Program – Phase 1 Planning/Award of Construction Contract

Impacts: Phase 1 of the Private Lead Service Line Replacement Pilot Program includes the replacement of 196 lead service lines identified throughout the City's water distribution service area. The scope of work will vary by location and may involve either full replacements—from the public water main to the interior plumbing—or partial replacements, involving only a section of the service line. Engineering and design for Phase 1 were completed by Origin Design of Dubuque, IA. In May 2025, the construction contract was awarded to JQ Construction, LLC of Waterloo, IA. Construction is scheduled to begin in Summer 2025.

Success: Well No. 2 Repair & Rehabilitation

Impacts: The City completed critical repairs to Well No. 2 after the pump began experiencing performance issues. The project included well televising, brushing and bailing, air shock treatment, acidizing, and reinstallation of the pump.

DEPARTMENTAL SUCCESSES 2024 – 2025

Dubuque, Iowa

June 2025

DEPARTMENT: Water & Resource Recovery Center (WRRC)

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Recovery from contractor-caused boiler inspection failure, restoring digester performance and eliminating odor impacts.

Impacts: The contractor's failure to properly reassemble the boiler during a routine inspection in Fall 2023 forced the WRRC to operate without a functioning boiler for three weeks. As a result, anaerobic digester temperatures dropped, reducing solids treatment capacity and requiring the City to store hauled high-strength waste in the excess flow tank. This temporary measure led to persistent, highly noticeable odors that affected the city throughout the summer of 2024. The WRRC's successful removal and proper disposal of the stored waste eliminated the odor issue entirely, restoring quality of life for residents and reaffirming the City's commitment to environmental responsibility.

Success: Evaluated and restructured the vacant Maintenance Supervisor position, creating a new Maintenance Lead role to better align with WRRC's operational needs.

Impacts: This past year, WRRC staff conducted a thorough analysis of departmental maintenance needs and determined that replacing the Maintenance Supervisor position with a hands-on Maintenance Lead role would better serve the facility and the City. In coordination with Human Resources and the Operating Engineers union, staff developed a new job description and wage scale tailored to the position's technical demands and field responsibilities. The new role has been approved and is now ready to be filled.

This restructuring will strengthen WRRC's ability to maintain critical treatment infrastructure and the City's 21 lift stations. It ensures that the maintenance team is equipped with both leadership and technical expertise, positioning the department to respond more effectively to system needs and extend the lifespan of vital assets.

Success: Upgraded the WRRC Environmental Lab’s ammonia testing method, reducing daily analysis time.

Impacts: This upgrade modernized a core analytical process by replacing the labor-intensive Standard Methods 4500-NH₃ C titrimetric method with the more efficient 4500-NH₃ D selective electrode method using a new KIMBLE Midivap system. The change significantly improved lab efficiency, freeing up staff time for other critical work while increasing accuracy, consistency, and throughput. It also reduced the potential for operator error and sample contamination.

These improvements enhance the WRRC’s ability to deliver timely and reliable ammonia data for process control and compliance—not only for its own operations but also for partner facilities and agencies that rely on the lab’s services. In addition, the time savings and reliability improvements allow staff to better serve individual citizens who submit samples for testing, such as those seeking information on private well water quality. This ensures the WRRC continues to support public health, environmental protection, and high-quality customer service across the community.

Success: Implemented major enhancements to the WRRC’s hauled waste program as part of the City’s industrial pretreatment program, improving oversight, security, and regulatory compliance.

Impacts: In 2024, WRRC staff strengthened the hauled waste program through a series of targeted improvements directly tied to the goals of the City’s industrial pretreatment program. A key operational change was closing the access gates and requiring all haulers to check in prior to entering the facility, ensuring every load is reviewed, logged, and, when appropriate, sampled before discharge. This significantly reduced the risk of unauthorized or high-strength waste entering the treatment process, which could otherwise cause operational upsets or permit violations.

To support this change, WRRC developed formal sample handling procedures, implemented consistent labeling and storage protocols, and trained staff across departments to ensure clarity and consistency. Oversight was further enhanced by integrating these activities under the Industrial Pretreatment Coordinator’s responsibilities, aligning the program with federal pretreatment standards and local enforcement authority.

For citizens, these improvements translate to stronger protections for water quality and public health, a reduced risk of odor or treatment issues caused by non-compliant waste, and more reliable performance of the WRRC and the 21 lift stations throughout the City. By holding industrial and commercial waste generators to consistent standards, the WRRC safeguards community infrastructure, ensures fair and transparent treatment practices, and reinforces the City’s commitment to environmental responsibility.

Success: Improved the WRRC drying pad by removing outdated infrastructure, acquiring new equipment, and enhancing solids management practices to reduce odors and increase operational efficiency.

Impacts: In 2024, the WRRC implemented a series of improvements to the eastern drying pad to address long-standing odor issues and improve the management of sewer debris and residuals. A major step was the removal of the deteriorated hoop building, which created additional space for better material handling and routine cleaning. As part of the FY25 improvement package, the City also approved the purchase of a compact track loader, giving WRRC staff the appropriate equipment to maintain the pad effectively and reduce the accumulation of odorous materials. Coordination with haulers further improved operations by minimizing how long solids remain onsite.

These changes had a direct and positive impact on the nearby Girls Independent Softball facility, which had been affected by odors from the drying pad—particularly during the summer season when games and practices are most frequent. By reducing odors at their source, the WRRC improved the experience for athletes, families, and spectators who use the facility. Internally, the improvements also enhanced staff safety, increased operational efficiency, and demonstrated the WRRC’s responsiveness to community concerns.

C

**Boards and Commissions
Performance
2024 – 2025**

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Arts & Cultural Affairs

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Conducted a robust review of City of Dubuque Arts & Culture grant programs. Reviewed and updated the Special Projects grant process and documents to ensure alignment with current organizational goals and priorities. This included streamlining application materials, clarifying eligibility criteria, and enhancing reporting requirements. We also established a timeline for regular reviews of the grant process to ensure it remains responsive to evolving organizational needs and external trends.

Impacts: Streamlining the materials and eligibility criteria allowed for more organizations to be considered eligible, which in turn fostered a more diverse pool of applicants. This inclusivity not only enriched the selection process but also ensured that a wider range of perspectives and innovations were represented.

Success: Developed Strategic Plan initiative to revise Commission ordinance 2-8-5: Membership.

Impacts: Simplifying language and removing overly stringent requirements will accommodate membership levels that possess varying degrees of expertise.

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Civic Center Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Incorporated self-service kiosks for concession stands. Continued the initiative to promote 'grab and go' stations during events.

Impacts: Increased patron satisfaction, faster customer service, and enhanced efficiency for staff.

Success: Bookings are strong for the fall of 2025.

Impacts: More entertainment opportunities for the residents and visitors as well as a diverse offering of events.

Success: Improvements made to the artist's greenroom.

Impacts: Provide a more inviting and relaxing space for artists to unwind before and after their performances, while reinforcing the city's reputation as a hospitable and artist-friendly destination.

Success: Installation of promenade located throughout the building for advertng/sponsorship on television screens.

Impacts: Provides advertising opportunities for current sponsors and encourage new sponsorships and promote upcoming shows and announcements.

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Civil Service Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Approved advanced interview process for selecting the Deputy Fire Chief, a newly created position

Impacts: The advanced interview process accurately and fairly identified the essential qualities and character traits required for the position, such as emotional intelligence, management skills, and leadership style

Success: Scheduled and proctored 3 exams for Police Officer Entry positions and 3 exams for Firefighter positions.

Impacts: Furthers the City Council's priorities of police and fire staffing

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION:	Community Commission	Development	Advisory
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Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Completed a comprehensive *Analysis of Impediments to Fair Housing Choice*, identifying structural barriers and opportunities to advance equitable housing access in Dubuque.

Impacts: This analysis provides a foundation for data-driven policy changes and targeted initiatives. For residents, it helps ensure that housing opportunities are accessible to all, regardless of race, income, or backgrounds, supporting a more equitable and vibrant community.

Success: Developed and submitted the 5-Year Community Development Block Grant (CDBG) Consolidated Plan, outlining strategic priorities for housing, neighborhood development, and public facilities for FY26-FY30.

Impacts: This plan guides the investment of federal CDBG resources into programs that improve safe and affordable housing stock, our ageing infrastructure, and public services—especially for low- to moderate-income residents.

Success: Recruited and onboarded new members to the Community Development Advisory Commission (CDAC) while continuing to support and engage active commissioners in meaningful, community-driven work.

Impacts: Bringing fresh perspectives and maintaining strong engagement among existing members strengthens the commission’s ability to represent diverse community voices. This ensures more inclusive decision-making, better alignment with resident needs, and increased trust in the City’s community development efforts.

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Housing Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Attending Neighborhood Association Events & Community Outreach

Impacts: Be the voice of the community, creating connections and relationships to build trust and transparency.

Success: Continued attendance with sub-committees

Impacts: The Housing Commission engaged with sub-committees within the City. Commitment to be present, informed and represent.

Success: Involvement with city goal setting and being able to be the voice of the public.

Impacts: Input from constituents relayed through commission members as to what is important and how to focus on the well-being of the community.

Success: Held all scheduled Housing Commission meetings.

Impacts: Attendance was a priority, and the work produced from it benefits all.

Success: Getting answers for constituents by consulting with the subject matter experts and relaying information.

Impacts: Education in topics surrounding housing has been helpful for Housing Commission members as they are a great resource to funnel information to the public. They have connections with people in the community and when they can give educated answers to community members everyone wins!

Success: Input on the creation of PHA 5-Year Plan.

Impacts: Housing Commission members were able to convey the real needs of those in need of housing assistance and helped to focus on the goals for the next 5 years.

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Human Rights Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Updating the city ordinance for the commission

Impacts:

Success: Supporting City Department Staff at Community Engagement Events

Impacts:

Success: Working to align internal commission handbook rules/regulations given updated ordinance

Impacts:

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Long Range Planning Advisory Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: **Implementation of the 2017 *Imagine Dubuque* Comprehensive Plan through a collective impact model.** Long Range Planning Advisory Commission and Planning Staff following the collective impact model with community stakeholders, businesses, organizations, City staff, and residents.

Impacts: **Partnership for a Better Dubuque:** Building Our Community that is Viable, Livable, and Equitable

Success: Reviewed new urban renewal areas and urban revitalization areas for the incentivization of residential development.

Impacts: **Livable Neighborhoods and Housing:** Great Place to Live

Success: Use of technology at commission meetings to present PowerPoints, GIS maps, Pictometry and Google Maps & Street view. Virtual meeting attendance is available.

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

Success: Adoption and use of AchieveIt software for tracking progress on *Imagine Dubuque* recommendations and presentation to LRPAC and City Council.

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

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Parks and Recreation Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Approval of leases and contracts.

Impacts: Partnerships with local clubs and organizations allows and expands quality of life opportunities beyond the City's capacity.

Success: Community engagement for new developments, such as neighborhood parks.

Impacts: Expanded and accessible recreational opportunities within a 10-minute walk.

Success: Phase 2 Comiskey Park - Planning

Impacts: Makes a vibrant community, livable neighborhood and connects the community.

Success: Department Marketing

Impacts: More participants, expanded programing, expanding programing to low-income patrons

Success: 60% retention of past temporary employees.

Impacts: Consistent service provided to the community.

Success: Created a closer relationship with Chaplain Schmitt Island Committee/DRA on the Master Plan.

Impacts: Approval of the current Chaplain Schmitt Island plan and provided an opportunity for larger community engagement.

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Resilient Community Advisory Commission (RCAC)

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Supported permanent funding for the Climate Action Coordinator position.

Impacts: Fulfillment of 24/25 Initiative #1; extension of position for another year.

Success: Supported, reviewed and informed the consultant team working to update the Unified Development Code as it relates to Sustainability and Resiliency efforts.

Impacts: Fulfillment of 24/25 Initiative #2; UDC which builds in additional sustainability and resiliency measures.

Success: Reviewed Greenhouse Gas Inventory & advised City Council on consideration of a science-based target.

Impacts: Fulfillment of 24/25 Initiative #3

Success: Fostered meetings with City staff to facilitate communication and action with planning community projects (bike lanes, tree canopy, urban agriculture, land use, etc.)

Impacts: Deepened knowledge and understanding of processes, policies and ways to inform and shape city operations as they relate to the 50% by 2030 Climate Action Plan. Fulfillment of 24/25 Initiatives #4,5,6,7

Success: Awarded \$25,000 in Sustainable Dubuque Grants to community members to advance sustainability and resiliency

Impacts: Reviewed and awarded grants, assured projects address 12 principles of sustainability and engage or educate community. Increased community resiliency through variety of projects (gardens, greenspace, native plantings, landfill diversion, etc.) Fulfillment of 24/25 Initiative #4

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Transit Board

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Areas of Persistent Poverty Grant to be started

Impacts: This Grant will review the complete transit system including routes, equipment and hours of service.

Success: Electric bus to be delivered in December 2025

Impacts: New technology to be used in the bus services. This will have a great impact on the city's climate/emissions.

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Zoning Advisory Commission

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The Zoning Advisory Commission has reviewed 14 rezonings, 5 site plan waivers, 4 planned unit developments, 13 plats, and 1 text amendments in Fiscal Year 2025 to-date.

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

Success: Use of Technology in the City Council Chambers to present PowerPoints, GIS maps, Pictometry, and Google Maps & Street View.

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

Success: Conducted hybrid meetings to allow the public and commissioners to attend virtually and in-person.

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

BOARD AND COMMISSION SUCCESSES

2024 – 2025

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Zoning Board of Adjustment

Please list your department's most important achievements that were completed during 2024 – 2025 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The Zoning Board of Adjustment held public hearing on 20 special exceptions, 11 variances, and 2 conditional use permits for a total of 33 cases (as of April 24, 2025) in Fiscal Year 2025.

Impacts: **Financially Responsible, High-Performance City Organization:** Sustainable, Equitable, and Effective Service Delivery.

Success: Conducted hybrid meetings to allow the public and board members to attend virtually and in-person. Increased use of technology including GIS, imagery, and PowerPoint presentations to provide more clarity for applicants and the public.

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

Success: Conducted business in accordance with the state and local laws, the Zoning Board of Adjustment by-laws, and the Unified Development Code requirements.

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

Success: Successful communication with citizens and applicants to aid in the review process, specifically during meetings. Foster a good-will policy with applicants so they do not incur additional fees and or costs unnecessarily as a result of multiple reviews or having to submit new applications.

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

Success: Evaluation and update of the Unified Development Code. The consultant, Camiros, was selected and the update of the 2009 Unified Development Code has commenced. To date, a public survey, technical survey, stakeholder interviews, and developer's roundtable stakeholders meeting have taken place. Camiros has taken the feedback from the initial outreach and reviewed the existing code to evaluate and draft a Technical Report which will be presented to the Zoning Advisory Commission and City Council.

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

C

Partners Performance 2024 – 2025

PARTNER, NEIGHBORHOOD ASSOCIATION SUCSESSES 2024 – 2025 Dubuque, Iowa June 2025

Neighborhood Association: POINT NEIGHBORHOOD ASSOCIATION

Under “Success”, please explain what you believe has been the greatest achievements in the last year either within your neighborhood or in the broader community

Under “Impacts”, please explain what the benefits is to your neighborhood or broader community for each achievement.

Success: “Bringing people together thru community events. "We have brought together people from different cultures and ages. “

Impacts: "We meet people we might not have known. As our motto says "Together we are better""

Success: Getting more people from our area involved and interested.

Impacts: “Make people. More known in the area”

Success: We have had many successes with more people attending our fun bingo nights, hotdog night and national night out, Christmas social. we have had a blast and thank the City for all the grant funding, it builds a community and very valued to all of us

Impacts: “It makes other people understand who we are, what we do and how much fun we have”

Success: Speed reduction on Peru Rd.

Impacts: “It made traveling on Peru safer”

PARTNER, NEIGHBORHOOD ASSOCIATION SUCSESSES 2024 – 2025 Dubuque, Iowa June 2025

Neighborhood Association: St. Joseph, Langworthy, Downtown, Fenelon

Under “Success”, please explain what you believe has been the greatest achievements in the last year either within your neighborhood or in the broader community

Under “Impacts”, please explain what the benefits is to your neighborhood or broader community for each achievement.

Success: St. Joseph- continued development of the governmental 'infrastructure' to develop NAs

Impacts: SO FAR it hasn't benefitted our neighborhood, but more and more means are coming to light which may help, as long as the higher governmental structures (state and federal) don't starve the work of our county and city.

Success: Langworthy- Available Grant monies, Fall Street Picnic

Impacts: Planning events and getting to know neighbors! Getting to know the neighbors!

Success: Downtown NA- The efforts implemented to keeping the streets and alleys cleaned up and looking good.

Impacts: Has Helped make the neighborhood feel more desirable and has helped attract a large pool of prospective tenants who rent

Success: Fenelon NA- Social gatherings have really helped us come together socially as a neighborhood, Our Neighborhood Party

Impacts: People are more acquainted, say hi, smile, wave. Building community

PARTNER, NEIGHBORHOOD ASSOCIATION SUCCESSES 2024 – 2025 Dubuque, Iowa June 2025

CARICH Properties Multicultural Family Civic Groups/ Partners: Center, John Deere, Community Foundation of Greater Dubuque

Under “Success”, please explain what you believe has been the greatest achievements in the last year either within your neighborhood or in the broader community

Under “Impacts”, please explain what the benefits is to your neighborhood or broader community for each achievement.

Success: CARICH Properties - Development of 1734 and 1706 Central.

Impacts: Continuing to improve the affordable housing stock, while keeping the quality at a high level. 1706 has been vacant for many years and will be a great improvement to the neighborhood.

Success: Multicultural Family Center, John Deere, Community Foundation of Greater Dubuque - A few more biking trails, development in the Millwork district

Impacts: More restaurants in the Millwork district and potential to attract younger new employees.

SECTION 5



LOOKING TO DUBUQUE'S FUTURE [Updated: 9/16/25]

Dubuque Success in 2030

WHAT I WANT TO ACCOMPLISH IN 5 YEARS – OUTCOMES FOR WAUKEE

My Actions Ideas for 2025 – 2026

City of Dubuque

MY MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

Messages from Our Community

City of Dubuque

RESIDENTS

1. Concerns about park condition and lack of maintenance, especially at Eagle Point Park – parks not a priority for City government
2. Odor is still there – what is the City doing to address this problems, why is this a lingering problem?
3. Dubuque needs to become a sport destination and needs a major sports complex to support sports tourism, beyond the Field of Dreams...we are tired of travel to other cities
4. Question: why is Dubuque allowing more apartments to be built and not emphasizing single-family homes
5. Dubuque is not a bike or pedestrian friendly community – gaps in and deteriorating sidewalks and lack of bike lanes
6. Concerns about the distressed appearance of Grandview corridor
7. Dubuque needs a second sheet of ice
8. Concerns about neighborhood speeding
9. Upgrade Cedar Cross Road
10. Please address a east-west corridor – a long time problem and priority
11. Put sidewalks on the West 2nd Street corridor
12. Keep City taxes low or even lower taxes without reducing services or level of service
13. Dubuque needs more experience-based businesses, high quality retail and more restaurants
14. Upgrade City streets

RESIDENTS (continued)

15. Concerns about bad behaviors by youth
16. Personal concerns about social security, Medicare, actions against diverse populations and LGBTQ
17. Dubuque needs more hotels... Grand Harbor Hotel needs an upgrade
18. Overall, the City of Dubuque is more forward and providing quality services to residents

Messages from Our Community

City of Dubuque

BUSINESSES

1. Concerns about the impacts of tariffs and uncertain economy, including rising interest rates – will my small business survive
2. Concerns about the City government's financial condition
3. Developers and builders concerns about lack of sewer capacity
4. Expand air service beyond today's flight
5. Difficult in finding a quality workforce
6. Developers and builders stay out of the way; give me incentives and more

City of Dubuque

Strengths – Weaknesses

Threats – Opportunities

»» Strengths

1. Mayor and City Council acts with civility and respect
2. Mayor and City Council's leadership for a better Dubuque future, collaboration and teamwork
3. City Manager's leadership and commitment to the Dubuque community; his willing to learn and personal development
4. Department Directors commitment to the Dubuque community and leading their departments
5. City's financial strength, managed and responsible debt level and bond rating
6. Transparent City government – City information easily available to all
7. Community engagement in policy development and planning – City government listens to the Dubuque community
8. Dubuque –an equitable and welcoming community for all
9. Dubuque becoming a tourist destination for cruise passage, sports and history
10. Field of Dreams momentum
11. Chaplain Schmitt Island momentum
12. Historic Downtown on the Mississippi River
13. City sustainability and resiliency
14. Safe community and quality public safety services

»» **Strengths (continued)**

15. City employees enthusiastically serving our Dubuque community
16. Location on the Mississippi River
17. Natural resources and beauty
18. Strong partnerships with Federal and State of Iowa delegations
19. Community events and festivals
20. Dubuque Art Museum expansion
21. Growing arts and culture community
22. Growing community
23. More leisure options for residents at Chaplain Schmitt Island and throughout our Dubuque community
24. Using AI to enhance traffic flow
25. City investment in Wastewater collection and enhanced treatment processes
26. Recognition a great tourist destination in the Midwest
27. Universities and colleges in Dubuque –expanding educational programs like Medical School and Aviation

»» **Areas for Improvement**

1. Poor quality parks and park amenities, including the “crown jewel” Eagle Point Park
2. Water Resources and Recovery Center improved processes and reduced odor
3. Expanding bikes throughout our Dubuque community
4. Aging City infrastructure needing maintenance, upgrade or replacement
5. Attracting and retaining young professional and young families
6. Making Dubuque a more beautiful community
7. Developing additional housing opportunities for all income levels
8. Funding for City capital investment
9. Preserving historic Downtown
10. Expanding air service
11. Developing hotels in a difficult leaning environment
12. Expanding sewer infrastructure
13. Limited land for future development
14. Developing east-west connectivity
15. Attracting retail and restaurant businesses to Dubuque
16. Expanding programs and activities for youth
17. Addressing racial disparity within the Dubuque community
18. Services and facilities maintenance limited by limited City staffing levels
19. Too many convenience stores in north Dubuque
20. Addressing Linwood Cemetery related issues
21. Upgrading Grand Harbor Hotel

► **Areas for Improvement (continued)**

22. Addressing Five Flags facility future – sale or improvement
23. Revitalizing Central Avenue corridor
24. Addressing issues associated with mobile homes
25. Loss of AmeriCorps
- 26.
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- 30.

»» Threats to Dubuque's Future

1. Actions by the State of Iowa: future of property tax, future of TIF, partisan elections for local governments
2. Actions by Federal Government: grants and uncertain funding, tariff impacts, programs and services reduction and elimination, attacks on equity
3. Disinformation – Moving away from data-based decision making
4. Politics based uncivil behavior and personal attacks
5. Railroad
6. All lead pipe replacement by 2035-2036
7. Major pool failures
8. Lack of adequate Fire staffing – staffing to four
9. Future of H & W Brewing and Malting Building
10. Vacancies on City boards and commissions
11. Limited land for industrial development
12. Bank financing tightening up
13. Culture wars impacting the City government and Dubuque community
14. Actions by ICE and other Federal agencies
15. Pressure on the City to take potential unethical actions
16. Need for greater population growth within the City of Dubuque
17. Not addressing or adapting to climate changes
18. Jefferson School closing
- 19.
- 20.

»» Opportunities for Dubuque's Future

1. Future growth
2. Air service expansion
3. Housing incentive policies and future housing development
4. Bee Branch Project completion
5. Tourism in General
6. Sports Tourism and potential youth sports complex – indoor and outdoor developed by the private sector
7. University of Dubuque Medical School creation
8. Downtown revitalization
9. Becoming a bike friendly community with bike lanes throughout the community
10. Chaplain Schmitt Island becoming a major Dubuque destination – major destination venues for our residents and our guest
11. Welcoming community to all
12. Infill housing development
13. Dubuque Art Museum expansion
14. Field of Dreams development
15. Dock development
16. South Port revitalization
17. Central Avenue corridor
18. Five Flags facility
19. Southwest Arterial development – business and residential development
20. Artificial Intelligence policy and use by the City

»» **Opportunities for Dubuque’s Future (continued)**

21. Envision 2030
22. Partnership with the private sector on projects
23. Enhancing mobility within the Dubuque community
- 24.
- 25.
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- 27.
- 28.

Actions for 2025 – 2026

Mayor and City Councils' Interviews

City of Dubuque

1. Parks Master Plan Development and Implementation: Completion, Implementation Plan – Short Term and Long Term, Direction and Funding
2. Fire Stations Plan: Report with Options and Recommendations, Direction, Funding and City Actions
3. Water Resource Recovery Center Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Reduce Odor
4. Five Flags Facilities Direction: Upgrade Plans Review, Sale Proposal Review, Direction and City Actions
5. Air Service Expansion: Monitoring Denver Air Service Performance, Update Report, Direction, City Actions
6. Dubuque Law Enforcement Center (DELIC) Upgrade: Updated Report, Direction, Funding and City Actions
7. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
8. IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
9. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding
10. 14th Street Bridge: Securing Federal Funding, Direction, Bid Project and Construction
11. Railroad Quiet Zone: Update Report, Direction and City Actions

Actions 2025-2026 (continued)

12. Eagle Point Park Upgrade: Historic Assessment, Report with Options and Recommendations, Direction and Funding – Maintenance Staffing and Improvement Projects
13. Chaplain Schmitt Island Development: Project Development
 - a. Hotel Development
 - b. Amphitheater Project
14. Central Avenue Corridor Revitalization Plan Implementation: Direction, Funding, Project Priorities and City Actions
15. Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)
16. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)
17. Bee Branch Project Completion: Gate and Pump Project Completion, Next Steps Direction and Funding
18. Sewer System Expansion: Report with Options, Direction and Funding Mechanism
19. Field of Dreams Development: Update Report, Direction and City Actions
20. Youth Sports Complex: Definition, Goals/Desired Outcomes, Market Analysis, Report with Findings and Options, City Role, Potential Private Partner, Direction, Funding Mechanism and City Actions
21. University of Dubuque Medical School Establishment: Update Report, City Actions to Support Development and Funding (if Needed)
22. Fiber to Community Project Completion: Update Report and City Actions
23. East-West Corridor Project: Update Report, Projects Update, Direction, Funding and City Actions
24. Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions
25. Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding

Actions 2025-2026 (continued)

26. Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding
27. EV Infrastructure Development: Status Report, Potential Projects, Funding Sources/Grants, Direction and Next Steps
28. Comisky Park Development – Phase 2: Update Report, Phasing Project and Timing, Direction and Funding
29. Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment, Report with Findings and Options, Direction, Funding and City Actions
30. Viking Docking Facility Project: Status Update Report, Direction and City Actions
31. 911 PSAP Center – Relocation, Staffing and Accreditation: Update Report, Direction, Funding, and City Actions
32. Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding
33. Data Center Relocation: Completion
34. Tourism Strategy/Action Plan: Goals, City Role, Partners, Report with Options, Direction and Funding Mechanism
35. Parking System Upgrade Projects: Update Report, City Action and Projects Completion
36. STREET Program Full Implementation: Update Report, Direction, Funding and City Actions
37. Large Complexes Recycling Encouragement: Direction and City Actions
38. South Port Revitalization: Update Report, Direction and City Actions
39. Hotel Development at Port: Completion
40. Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding
41. Eagle Point Park Fee: Report with Options, Direction and City Actions

Actions 2025-2026 (continued)

42. Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions
43. Catfish Sewer Project: Completion
44. Flags at Eagle Point Park: Direction and Funding
45. Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions
46. Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions
47. H & W Brewing and Malting Building Next Steps: Update Report, Direction and City Actions
48. City Pools: Independent Condition Assessment, Report with Findings and Options, Direction, Funding and City Actions
49. Linwood Cemetery: City Role/Responsibilities, Operation and Maintenance Assessment, Fee Evaluation, Potential Alternative Uses, Report with Options, Direction, City Action and Funding
50. Fireworks: Review, Alternative Locations, Direction, City Role and City Actions
51. Green Alley Program Re-establishment: Report with Options, Funding, Direction and City Actions
52. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction
53. Artificial Intelligence Policy and City Actions: Direction, Funding and Actions
54. Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction
55. City Financial Plan and Policies: Review, Update and Direction
56. Bike Lanes Policy/Program: Goals, Report with Options, Project Priority, Direction, Funding and City Actions

Actions 2025-2026 (continued)

57. Speeding – Slow Down Program: Goals, Research, Report with Options, Direction and City Actions
58. Grandview Corridor Beautification Plan: Goals, Report with Options, Direction, City Funding and City Actions
59. Street Upgrade Program: Service Level, Report with Options, Direction and Funding Mechanism
60. City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding
61. Smart City Operations: Report with Options and Recommendations, Direction on Projects and Funding
62. Southwest Arterial Development – Residential and Business Development: Update Report, Direction, Project Priority and City Actions
63. Budget Detailed Review: Direction and Actions
64. Flex-Steel and Pack Buildings Redevelopment: Update Report, Goals, City Role, Direction and City Actions
65. Bluff Street Development: Goals, Plan, Direction and City Actions
66. Cedar Cross Sidewalk Development: Report with Options and Costs, Direction and Funding Mechanism
67. City Forester/Arborist: Position, Direction and Funding
68. Tree Grant Program Development: Report with Options, Direction and Funding
69. ERP Project: Completion
70. SMART Water System: Continued Progress
71. GIS Mapping: Continued Progress
72. SCADA and Engineering Models: Continued Progress
73. Micro-Mobility Policy/Program: Goals, Best Practices, Report with Findings and Options, Direction and City Actions

Actions 2025-2026 (continued)

74. Kerper Boulevard Business Development: Update Report, Direction and City Actions
75. Highway 20/Northwest Arterial Intersection Improvement: Update Report, Direction and City Actions
76. Bike Path Connectivity Plan: Goals, Plan Development, Direction, City Projects and Actions and Funding Mechanism
77. 2nd Ice Sheet: Goals, Community Needs, Report with Options, Direction and Funding Mechanism
78. Historic Millworks District Development: Update Report, Direction and City Actions
79. Housing Development Projects Completion: Monitoring, Update Reports and City Actions to Support Projects
80. Housing Project Tax Credit: Securing
81. Wanderwood Gardens Development: Construction and Opening
82. Bridge to Illinois Initial Planning: Concept, Location and Funding Mechanism including Federal Funding Approach
83. Highway Illinois Four-Laning: Update Report, Direction and City Advocacy
84. State Legislative Agenda and Advocacy: Critical Issues, Work with Delegation and Lobbying Activities
85. Federal Agenda and Advocacy: Critical Issues, Work with Delegation and Lobbying Activities
86. Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)
87. City-wide, Comprehensive Beautification Strategy/Action Plan: Goals/Desired Outcomes, Research Best Practices, Strategy Development, Direction and Funding Mechanism
88. City Economic Development Policies and Toolkit Review and Expansion: Complete Review, Partnership Review, Update Report, State Potential Actions on TIF Monitoring, Direction and Funding Mechanism

89. Dubuque as an Equitable Community of Choice Reaffirmation: Update Report and Direction
90. Leisure Services Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding
91. West 2nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design
92. Downtown Master Plan Revisit: Vision, Plan Development and Actions for the Future
93. Street Maintenance and Upgrade Program: Service Level, Direction and Funding
94. Collaboration with Dubuque County: Next Steps
- 95.
- 96.
- 97.
- 98.

Top “10” Strategic Priorities for 2025 – 2026

EXECUTIVE PERSPECTIVE

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Looking to Dubuque's Future Departmental View

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Airport

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Retain and expand daily scheduled commercial air service at DBQ to hub(s)
- ☐ Expand nonscheduled commercial air service to destination. Currently Sun Country to Biloxi and Laughlin.
- ☐ Reduction of tax funds due to State of Iowa changes
- ☐ Ability to recruit and retain employees at part time levels.

MANAGEMENT IN PROGRESS

Dubuque, Iowa

June 2025

DEPARTMENT: Airport

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

1. Retain and expand of daily commercial air service to DBQ. Weekly meetings with DBQ Air and monthly with Dubuque Chamber Air Service Task Force.
2. Taxiway Alpha Construction project - Phases 2 & 3. This is multi-year infrastructure project estimated at nearly \$30 million.
3. University of Dubuque airfield campus construction project
4. Reconstruct General Aviation Apron phase 2 scheduled for 2026.
5. Implementation of State funded AIP and CSVI projects.
6. Airfield Economic Development – Business and airfield.

INITIATIVES 2024 – 2025: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2025

DEPARTMENT: Airport

Please list issues or projects that you would like for the city to address this 2024 – 2025

1. Continue lobbying Federal Congress for an increase in PFC level, AIP funds, and aviation workforce shortage challenges,
2. Continue marketing commercial airline service to business and leisure community
3. Replacement or modernization of FAA aircraft contract tower
4. Airfield economic development

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Arts & Cultural Affairs

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Arts organizations struggle to find funding, particularly in an increasingly competitive landscape where many potential donors and sponsors are drawn to causes that promise immediate social impact or financial returns. This challenge is exacerbated by economic downturns, shifting cultural priorities, and the rise of digital entertainment options that divert audiences away from traditional art forms.
- ☐ The community reflects a changing diversity in its artist population, showcasing a rich tapestry of voices and perspectives that enrich the cultural landscape. As the artist population continues to evolve, it becomes essential for local government to adapt programming to support these changing needs.
- ☐ The community lacks venues to support growing artist needs, which stifles creativity and limits opportunities for exposure. Without accessible spaces for performances, exhibitions, and collaborations, emerging artists struggle to connect with audiences and fellow creatives. This gap not only hinders individual artistic development but also affects the cultural vibrancy of the community as a whole
- ☐ Inconsistent policies allow some groups to use City property for free while others are asked to pay, leading to a sense of unfairness and inequality within the community. This disparity can foster resentment among those who are required to pay, as they may feel that their contributions are not being valued or recognized.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Arts & Cultural Affairs

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

1. Developing Strategic Plan initiative to revise Commission ordinance 2-8-5: Membership. Simplifying language and removing overly stringent requirements will accommodate membership levels that possess varying degrees of expertise.
2. Arts & Culture is currently working to develop a temporary public art policy. By developing a comprehensive public art policy, Arts & Culture aims to enhance the cultural vibrancy of our city and create opportunities for artists to showcase their work in public spaces. This policy will help ensure that public art projects are thoughtfully planned, executed, and enjoyed by residents and visitors alike.
3. Organized a team and work is in progress to begin work on the Master Plan Initiative to create a Temporary Public Art Policy.
4. Creative's Cafes
5. Arts & Culture is working to make the Art on the River exhibition more welcoming and inclusive by featuring a diverse range of artists and artwork that represent different cultures, backgrounds, and perspectives. Showcasing a variety of artistic styles and themes, allows the exhibition to appeal to a broader audience and create a more inclusive space for all visitors to enjoy and appreciate art. Additionally, Arts & Culture is actively engaging with local community groups and organizations to ensure that the exhibition reflects the diversity of the surrounding area and provides opportunities for underrepresented artists to showcase their work.

6. Arts & Culture is working to research new funding opportunities. By staying informed about new grant and funding opportunities, the City of Dubuque Arts & Culture can increase their chances of receiving the necessary resources to make a positive impact in their communities. It is also a way to diversify funding sources and ensure sustainability in the long term.
7. Forging new relationships to better understand the needs of the community. By actively listening and empathizing with others, we can create a positive impact in their lives and foster long-lasting connections based on mutual respect and understanding. Ultimately, forging relationships based on meeting the needs of others can lead to personal growth, fulfillment, and a sense of community.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Arts & Cultural Affairs

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Annual revisions to current grant programs
2. Establish Temporary Public Art Policy
3. Create inclusive and diverse programming
4. Locate additional funding sources for grants. The number of eligible organizations eligible for grant funding has increased but the amount of funding has remained the same, therefore the competition for those funds has intensified. This increase in competition can lead to a dilution of resources, making it more challenging for individual organizations to secure the necessary financial support.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: City Clerk's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Complexity of open records requests.
- ☐ The expanding influence of AI and the importance of keeping guidelines and procedures up to date amid continuous technological advancement.
- ☐ Unclear guidance from state agencies regarding the licenses and procedures we coordinate with them on.
- ☐ Resident expectations that conflict with regulations within the city's jurisdiction.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: City Clerk's Office

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

1. None

**INITIATIVES 2025 – 2026:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2025**

DEPARTMENT: City Clerk's Office

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. None

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: City Manager's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Evolution of organization in change: continuing to increase employee satisfaction in work, leading to positive recruitment and retention outcomes; diversifying our applicant and employee demographics to better reflect the community; increasing trust, appetite for innovation and flexibility to create a more-high performing organization; need for succession planning and employee pipeline development; and improve emotional intelligence and wellbeing of our employees.
- ☐ Improving inclusion and belonging outcomes for ALL of our employees while responding to changing federal and state mandates
- ☐ Capacity of an already lean organization with burned out staff: Focus on core service delivery with available resources, while not "kicking cans down the road" when feasible. Maintenance of service delivery to all citizens that meets community expectations and balances available resources, while also taking on new initiatives. While there is much work to be done, we need to truly prioritize for the coming year in order to make actual progress or priorities with finite human and financial capital. Potential changes in access to funding sources may further burden limited staff capacity and ability to finance necessary services and infrastructure.
- ☐ Continuing to find tangible ways to implement our internal and community-facing vision, including serving our most vulnerable residents and non-profit partners who may be losing funding, while building internal capacity to measure outcomes of work (not input our output), leading to actual change.
- ☐ High performing government and internal city initiatives will need increased resources from current human capital (e.g. new ERP system affecting almost all areas of operations, working on process improvements for the system and looking at how we do business internally, internal safety initiatives and training, increased training of supervisory employees, department equity plan work) limiting time or competing for time available for external initiatives or additional or new priorities. Development of our human capital must be seen as a priority in terms of time allocated for this work and cannot be seen as an "extra" put on top of a full workplan if true organizational change is desired.

- ☐ The State legislature's attacks on local control and decisions impacting local revenue sources and cities' ability to manage affairs independently.
- ☐ Maintenance of existing built infrastructure while also developing new facilities and projects
- ☐ Availability of a variety of quality, affordable housing options (rental + owner-occupied) for all residents and assistance to help unhoused/under-housed residents secure housing
- ☐ Keeping pace with and finding ways to effectively and ethically utilize artificial intelligence and other fast-moving technology changes

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: City Manager's Office

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

1. Expansion of ViDL organization culture work to include all City employees
2. Compensation & classification study: now that initial “big lift” is done, establish sustainable workflows to ensure this work is kept up to date and integrated into all City functions (e.g. payroll, updating job descriptions, performance reviews)
3. Fully engage Data Governance Committee and utilize AchieveIt software to create year-round focus on community-level outcomes, measuring impact of our work and investment
4. Development of Artificial Intelligence policy, work group, and strategy
5. City Hall, City Hall Annex, and Multicultural Family Center renovation

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: City Manager's Office

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. City Workforce Recruitment & Retention Strategy:
 - Integrating results of comp & class plan into all facets of HR and Payroll systems; establish sustainable workflows to ensure regular upkeep of data
 - Succession planning, mentoring/job shadowing, and internal “pipeline development”
2. Organizational Culture Continuous Improvement
 - Implementation of ViDL Organization in Change contract for all employees
 - Execute performance reviews with 360 evals for department managers
 - Supporting the brain health needs of employees including addressing work environment concerns and development of internal supports (e.g. EQVille, Peer Support Team)
3. Artificial Intelligence policy & strategy
4. Legislative response and grant competitiveness: Actively pursuing funding opportunities. Informing legislators about local impact of proposed legislation.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Communications Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ City Staff Recruitment and Retention
- ☐ City Revenue Threats/Challenges
- ☐ Communications and GIS support of growing departments while our staff level does not increase
- ☐ Website and Communications ADA Compliance
- ☐ Fractionalization of Social Media
- ☐ State and Federal Legislation Uncertainty
- ☐ Deferred Maintenance of Infrastructure
- ☐ Divisive Politics, Mistrust of Government, and Public Hostility
- ☐ Misinformation & Disinformation: Truth Doesn't Matter, Only Perception
- ☐ Public Accessibility of City Facilities & Services
- ☐ Maintaining and expanding Commercial Air Service

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Communications Office

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

1. ArcGIS Server tuning and maintenance (GIS)
2. Downtown Land Use Analysis (GIS)
3. Healthy Homes Initiative (GIS)
4. Aerial Photography Project Spring 2026 (GIS)
5. Central/White Corridor Project Updates/Outreach
6. Groundbreakings & Ribbon-Cuttings
7. Communications Office Reorganization
8. Parks & Recreation Master Plan Community Engagement Support
9. City of Dubuque Annual Report
10. MoveDBQ & ParkDBQ Transition/Launch
11. Website ADA Compliance Review
12. City Council Chambers Broadcast System Evaluation
13. B2E2 Project Community Engagement

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Communications Office

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. City Office Space Study Implementation
2. City Facility Security Improvements (Staff IDs/badges, building access system, etc.)
3. Consideration of a True Intranet
4. Prioritization of Succession Planning within Organization

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Community Impact

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ With the loss of the AmeriCorps 24-25 AmeriCorps grant there will be gaps in summer programming for youth in our community. If we do not receive funding for 25-26 program year, programming with our partners at the MFC, library, and engineering department and other organizations in our community will struggle to have resources for the youth they serve. + Dubuque Community Schools, Centrally Rooted, Hillcrest Family Services, and potential future host sites. Developing a plan to hold programming with volunteers or paid through National Service Corps Members.
- ☐ AmeriCorps Alumni Association volunteer organization development. This group of people are very service minded and would be a great resource to the community and the participants. With some leadership, these individuals can bring attention to service already being done and continue to strengthen community service. This could be something that supports both the EFR as well as other programs internally like Shovel Crew/Adopt A Spot, etc.
- ☐ There are some community organizations that are resistant to utilizing the Volunteer DBQ website and posting their volunteer opportunities.
- ☐ The Equitable Fine and Fee Reform Initiative – Community Impact Service Pilot Program currently addresses City of Dubuque Utility Billing and accounts of residents who are going to have their services disconnected. Our program is unable to help residents who already have their services shut off. We have connected with many residents who were not eligible for our program because they were already on the shut off list. We do provide those residents with additional resources to contact to see if they can get into their programs. However, there is never a guarantee.

- Residents in the Dubuque Community experience disconnections from external Utility Services, such as Alliant & Black Hills. All program residents have voiced their concern around how expensive those Utility Bills are, we have had numerous calls from residents seeking help with those external Utilities and we currently are unable to provide financial help with those as we are focused on internal organization fines and fees currently. We have had to turn over 20 residents away due to looking for help with those bills and not needing help with their Water Bill.
- Opportunities for Advancement – We hear many of our residents express that when they are looking for work, they get connected with the manufacturing companies, or part time customer service positions, or they have their CNA certificate, but hours are limited. There is a need for childcare within our community, but many do not offer hours for employees who do not work the traditional 9 – 5pm hours. Large demographic of our program residents are single females with children, and many do not have a support system to rely on for transportation or child care. Many have to choose to be stay at home moms in order to take care of their younger children. Some residents are in the ‘Catch 22’ threshold for income. They make too much to qualify for benefits, but cannot afford to pay all their bills. Some residents choose to be unemployed because they then qualify for federal benefits to help them get by.
- Income qualification – Many of our residents have children who are 18 years and older. Their children may or may not work. Those that do, most likely do not contribute to helping pay the household bills. However, many federal and local programs request to see their children's income, which can put the family over the income guidelines resulting in them being denied. However, parents do not ask their children to contribute to household bills. Unfortunately, we have seen this impact a couple of our program residents with SNAP and Health Insurances.
- Individuals needed with grant experience to help support sustainability of community programs. This can be supported with grant review committee as well as training for employees.
- Continued advocacy for the AmeriCorps program will be pivotal to re-engaging for community resources and remaining resilient during this administration “restructure”. Knowledge of the 25 years of program history and current objectives is paramount to continued application for these federal resources. Champion to take up this workload?

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Community Impact

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

1. AmeriCorps Program closure (financial and organizational close out items).
Items left on the table prior to closure:
Increased training support for members – Iowa Workforce Development
Funding for Mental Health Professional Certification Pathways
Inclusion of Centrally Rooted as new host site – music therapy/mental health
Reorganization of the SEL program to encompass Second Step
Engagement for an Alumni Member Mentor Program
Developing a robust welcome guide for member supports like SNAP, Childcare, Housing, etc.
2. Adopt a Spot launch
3. Volunteer DBQ enhancement and promotion
4. Equitable Fine and Fee Reform Initiative – Community Impact Service Program Expansion
5. Community Impact Service Program – Professional & Personal Empowerment Opportunities – Increasing programming with the Multicultural Family Center to educate our residents on different resources, services, programs, and opportunities within our community.
6. Increase marketing of department to ensure more residents are aware of our programs and services. Utility billing refers residents to us. A goal would be to have more city departments to refer residents in need. If we receive AmeriCorps grant again, it could be helpful to work more closely with Communications Department or Human Resources to increase awareness in community.
7. Getting fully staffed at the MFC

8. Finalizing SOP's for entire building with second floor bring built
9. Establishing a COOP plan for department
10. Redefine Mission of the MFC as it relates to updates to executive orders.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Community Impact

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Iowa National Service Corps agreements for community partnerships that would like to potentially get funding with AmeriCorps grants in future. Any new potential host sites could also utilize this distinction.
2. City of Dubuque – Utility Billing Shut Off Ordinance. Adding into the ordinance, residents who remain active and engaged within the Community Impact Service Program will have their water remain on. If not, services will be disconnected.
3. Income eligibility requirements – Not Including 18-year-old and older information, when they do not contribute to overall household bills.
4. Not being counteractive within our own organization ordinances and policies. We create a program to help reduce fines and fees for our residents, while we approve the increase of fines and fees for residents. We increase it, the more residents will struggle, especially when we know fines and fees impact our low-income residents the most and majority of those residents are Black and Brown. Feels like departments are not always on the same team when this happens. Need to determine how to balance the need to serve our vulnerable residents while also recognizing the demands and limitations of operating enterprise funds.
5. Transportation – We see many residents who complain about the Jule system and decide to simply walk or bike everywhere they go. We have heard that if they take the bus, they have to get up earlier in the morning and it can take anywhere from 1 – 3 different buses to get them to work. Others – the bus does not go near their workplace. Many rely on carpooling with coworkers, friends, or having to find another job.

6. Lack of Child Care Options that are affordable. Many program residents are single moms who have younger children who are not in public schools. They have part time jobs, but childcare availability is a struggle to meet hours needed. Many of our residents have children diagnosed with Autism, and many have been turned down because centers are unable to provide the support needed for them. Again, residents have to make the touch decision of staying home with their children.
7. In waiting period to see if we get AmeriCorps grant for 25-26. If so, we will need to begin recruiting efforts with members and host sites while there may be uncertainty with funding.
8. Hire new MFC Site Supervises
9. Onboard new MFC Assistant Director

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Economic Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Lack of housing
- ☐ Lack of hotel rooms
- ☐ Lack of amenities expected by a young workforce as well as aging residents
- ☐ Lack of funding streams based on state legislative changes to tax policy
- ☐ Lack of trust from the public
- ☐ Lack of local control: State and federal mandates that limit our ability to serve all residents in a meaningful way
- ☐ Stagnant/very little population growth
- ☐ Sanitary and water infrastructure limitations

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Economic Development

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

1. Housing creation
2. Central Avenue redevelopment
3. Downtown redevelopment
4. Sports complex investigation/support
5. Hotel development support
6. Job creation

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Economic Development

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Housing creation
2. Hotel development
3. Focus on amenities to increase population
4. Increase sanitary and water infrastructure capacity
5. Central Avenue redevelopment
6. South Port redevelopment
7. Blum site redevelopment

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Emergency Communications

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Moving into our New Communication Center – 7880 Chavenelle Dr We are moving from bldg. with everyone close by to a solo bldg. by ourselves.
- ☐ Writing Policy and Procedures book for Dispatch Center
- ☐ Working with a new training program for new hires
- ☐ Shortening our training program
- ☐ Transitioning to New CAD software
- ☐ Funding – Landline services are decreasing, and state funding could change

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Emergency Communications

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

1. New Communication Center
2. Prepared Live (Currently have free version) moving to paid version
3. New CAD System with Central Square – long process
4. Fill our 4th Lead Position with a member from current staff & get individual trained

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Emergency Communications

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Proper QA training for leads to do QA on EMD, EPD and EFD on their own
2. AI & 911 – how the two can work together (lots of new training using AI to train staff)
3. How we are handling calls involving subjects struggling with mental health issues
4. County Management of the 911 Center

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Engineering

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Retention and recruitment. With the large number of tasks (stated in the first bullet) that are given to others and there is less time for employee's main duties, burn out and mental health issues will climb. Recruiting full-time or even part-time employees has been a struggle with the current HR timelines and coordination.
- ☐ Every year equipment systems & data sets that staff are asked to deploy/install/manage/maintain become more technically complex. To manage technically complex systems smart people are required. The city has been understaffed; thus, departments need to get the most production possible out of each authorized position. These types of individuals trying to operate in fast pace, technically complex environments create significant risks of doing work incorrectly which results in damaged equipment costs, violation of regulations, risk of injuring fellow coworkers, and lawsuits. A high-performing government needs high performance employees. The City needs to either adopt a strategic policy of deploying more simple technology or start doing what needs to be done to get high performance talent on the payroll.
- ☐ **Street Improvement Funding:** Condition of older concrete streets are continuing to deteriorate. We have streets that were installed in the 1990's that are at end of life. The cost to rehabilitate these streets is significant. There is a need for significantly more pavement rehabilitation funding so major collector streets can be rehabilitated.
- ☐ **Aging Infrastructure:** The age of underground sanitary sewers, storm sewer and water mains is very old. There is concern about the failing infrastructure and the inability to keep up with adequate funding to address this. Many of these are in alleys where replacement will be very expensive.
- ☐ Adequately responding to the demand for better pedestrian and bicycle infrastructure in Dubuque. There are multiple stakeholder groups asking for better pedestrian and bicycle infrastructure (bike lanes, signage, bike racks, wayfinding, trails) in the community. The tri-state area pedestrian and bicycle plan were completed in 2023. This plan is now being used as a guideline for connectivity. Various projects have been started/piloted, and the network continues to grow as there is still a need for more funding to help implement the plan.

- **Aging City Facilities/Buildings; Deferred Maintenance:** Many City buildings are old and have not had the adequate maintenance necessary to ensure they are optimized to fit the needs of today's employee and public needs. Lack of coordinated facility management has left us with inadequate data to strategically plan for preventative maintenance. Maintenance often falls "below the line" when prioritizing limited funding during the budget process and instead, we end up spending unbudgeted funds on emergency/reactive repairs.

MANAGEMENT IN PROGRESS

Dubuque, Iowa

June 2025

DEPARTMENT: Engineering

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

1. East-West Corridor Capacity Improvements - completed preliminary design and NEPA clearance
2. RAISE Planning Grant - complete the Phase I (Concept Design / Preliminary Design / NEPA / Public Involvement) for a multimodal transportation corridor project for proposed improvements to the Elm Street corridor, the 16th Street corridor, the Kerper Blvd. corridor, Chaplain Schmitt Island corridor, and the proposed 14th Street Railroad (vehicular and pedestrian) Overpass bridge project.
3. Green Alley Project - 15th street to 17th Street Between Iowa Street and Central Avenue
4. Green Alley Project - 17th Street to 18th Street between Central Avenue and White Street
5. 42-inch diameter sanitary sewer force main stabilization project (USACE partnership)
6. Auburn and Custer Watermain, Sanitary Sewer, Street Reconstruction Project
7. ADA Curb Ramp Replacement projects - 2 projects, coordination with PW Overlays
8. Sidewalk inspections – A lot of coordination work with residents
9. Coordinating with multiple internet providers for Fiber to the Home. Approximately 5000 properties a year are getting fiber to the home each year over the next 1 to 2 years. That is for one provider.
10. Chaplain Schmitt Federal Community Project Trail Grant Project – Construction and Audit
11. Railroad Quite Zone Study

12. Sanitary Sewer Asset Management Program Continuation
13. Smart Parking and Mobility Management Plan - Implementation
14. Citywide Fiber Cable Backbone Master Plan
15. Dubuque Gate & Pump Station Flood Mitigation (16th Street Detention Basin)
16. City Facility Integrated Access Control – 5 phases, 10-year integration
17. Federal Building HVAC system condition assessment and long-term replacement plan
18. City Hall, MFC, Old Engine House, Federal Building Tuckpointing
19. STREETS Project - Phase 1 Go Live, Begin Phase 2 development
20. Heeb Street Reconstruction Project – South of Kaufmann Avenue. Expensive utility assessments
21. Tamarack Sanitary Sewer Extension Project - Construction
22. Twin Ridge Sanitary Sewer Extension and Lagoon Abandonment Project - Construction
23. Granger Creek Lift Station Improvements - Construction
24. Old Mill Road Lift Station & Force Main – Phase 1 – under construction
25. Old Mill Road Lift Station & Force Main – Phase 2 – under construction
26. Phase 3 - Middle Fork Interceptor – Design RFQ
27. Phase 4 – South Fork Interceptor – Design RFQ
28. 2025 Pavement Marking Project
29. Bike Lane Pilot Project
30. Cedar and Terminal Street Lift Station and Force Main – Delayed or Reduced
31. Grove Terrace Sanitary Sewer Reconstruction – Not funded

32. Wildwood Drive Bridge Replacement - Design
33. ImOn Ice Arena - Dehumidification, HVAC, Generator Set System Design, Bid awarded, and Construction to start summer 2025
34. Riverfront Lease Management
35. Facility Management Team – Deferred building maintenance corrective actions
36. Public Electric Vehicle Chargers.
37. Murphy Park Water Line Project
38. SMART Grant – Parsons/Harman, Phase 1 & Phase 2
39. Pine Street Hike/Bike Trail & Bike Lanes – DOT Grant
40. Hawthorn Street Parking – in conjunction with Union at the Marina
41. Trackline Sanitary Sewer
42. Stormwater Management Program
43. Kerper Blvd Sanitary Lift Station
44. Chaplin Schmitt Island Sanitary Master Plan
45. Broadway Sanitary Sewer
46. Southgate Sanitary Sewer
47. Enterprise Asset Management Software
48. TAP Grant – Bee Branch connection with Bike Lanes to lower Bee Branch Trail
49. Central Ave & White Street RFP for Design
50. Iowa Street Ramp Repairs and Maintenance
51. Fire Department Facility Upgrades

INITIATIVES 2024 – 2025: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this 2024 – 2025

1. Filling multiple open positions in Engineering. We are finding it difficult to fill our positions due to the lack of a qualified candidate pool.
2. The City applied for a \$39M RAISE Capital Infrastructure Implementation Grant to assist with the construction of a multimodal transportation corridor project for proposed improvements to the Elm Street corridor, the 16th Street corridor, the Kerper Blvd. corridor, Chaplain Schmitt Island corridor, and the proposed 14th Street Railroad (vehicular and pedestrian) Overpass bridge project. If the City is successful in receiving the RAISE Capital grant, it will take significant staff time and resources to manage and administer this multi-million dollar, multi-year project.
3. Funding and prioritization of a more holistic ADA sidewalk inspection program. In recent years the City's goal to have the Public Works Department included 10 miles per year in the paving overlay program along with the direction that all ADA ramps within the pavement overlay project limits must be brought up to current standards in order for the City to remain in compliance with Federal law has left no resources to proactively inspect sidewalks around the city. Department technical staff have a general observation that the overall condition of city sidewalks is slowly deteriorating except within recent paving overlay project limits. Deteriorating public sidewalks have a negative impact on overall mobility and public safety within the city.

4. New policy needs to be established and funding support is needed for the maintenance of multi-use paths and bike trails. As of now who is responsible for these activities are unclear. A recent spot check of trails segments by the Engineering Department between the NW Arterial, 32nd Street south to Chaplain Schmitt Island identified several safety and maintenance issues of concern including no longer visible trail paint markings, unreadable or missing stop signs at roadway crossings, branches hanging over the trails at head height for bicycle riders, potholes, settled trail pavement of over 1" at a manhole & both Peosta Channel bridge approaches that creates a trip hazard, a fire hydrant marker pole and loose tarp on the (continued next page) greyhound park fence intruding into or immediately adjacent to the trail travel way creating safety issues, missing ADA tactile warning strips at trail segment crossings of streets. Additionally, some of the older sections of trail are in need of immediate crack sealing, if not the pavement will deteriorate over the next 1-3 years where completely repaving the trail will be the only option to restore these trail segments. Since the Engineering Department is responsible for roadway transportation safety, design of trails, and complete street implementation it seems natural that if trails are seen as mobility assets the new policy would have the Engineering Department be responsible for trail safety. Trail pavement maintenance could either be insourced to Public Works or outsourced by Engineering if we are provided maintenance funds or are allowed to use roadway funds on the trails.
5. Updated policy regarding reconstructing alleys. Currently, any alley that needs reconstruction requires all of the abutting property owners to pay 100% of the costs to reconstruct the alley. When we were building the \$9.4 million green alleys, we assessed residents at our normal street reconstruction percentage of 15% to 20% of the costs. Many of the alleys that have not been reconstructed as green alleys are falling apart. Refuse trucks go down the alleys to collect from behind properties. The alleys are turning to gravel and have many potholes. We need a funding stream to address alleys moving forward. No continued maintenance plans or funding for green alleys and routine maintenance.
6. Will the City be applying for an SS4A Capital Infrastructure Implementation Grant ?

The City, East Central Intergovernmental Association or ECIA, and our regional local partners were notified of our awarded Safe Streets for All (SS4A) Grant. The SS4A grant will assist with developing a regional roadway network comprehensive safety action plan. Iowa State University Institute for Transportation will lead the effort to development of a comprehensive safety action plan for the regional roadway network to achieve the long-term objective of reducing transportation related injuries and working towards zero deaths. It is the objective of the City, ECIA, and partners to complete an Action Plan so that we have identified potential roadway or intersection improvement projects which will be well positioned to compete for future SS4A Implementation grant opportunities.
7. Fiber optics has become a critical infrastructure utility within the City. Discuss - should fiber optics become it own City utility? Setup program to staff, manage, and operate the fiber optics utility?

8. **Staffing for Traffic Operations Center**
With 2 staff responsible for managing and operating the Traffic Operations Center, including 117 signalized intersections, and 1,500 cameras, and 1 staff person is primarily dedicated full time to managing the fiber optics network, along with new fiber build outs. This primarily leaves 1 staff member available to manage and operate the Traffic Operations Center. This is not sustainable and is a concern.
9. There is some uncertainty on how federal infrastructure funding will affect projects. Will projects get shifted to provide local match for grant opportunities / funding?
10. **Current vacant positions within the Engineering Department**
 - Camera Technician - Vacant since 6/22
 - Engineering Technician - Vacant since 4/24
 - Engineering Technician - Vacant since 7/23
 - Civil Engineer II - Vacant since 5/25
 - Confidential Account Clerk – Vacant since 5/25
11. **Staff Capacity:** The fiber-to-the-home work of ImON is overwhelming engineering staff to stay abreast of issues. ImON has multiple construction crews in Dubuque working to install fiber optic infrastructure in multiple neighborhoods. ImON is doing about 5 years of work in 2-1/2 years. It is a significant effort that will tough every Dubuque neighborhood. Staff are working with residents as best they can to address concerns about future service and restoration in yards.
12. **Staff Capacity:** Fiber optics has become a critical infrastructure utility within the City. Managing all the fiber optics, both existing and new build outs has become overwhelming and unmanageable for the Traffic Operations staff.
 - 2022: 35,000 linear ft of fiber optics installed
 - 2023: 44,000 linear ft of fiber optics installed
 - 2024: 61,460 linear ft. Of fiber optics installed
 - 2025: 5,000 and counting linear ft. Of fiber optics installed

13. Managing multiple state and federal grants

- East-West Corridor Capacity Improvements - Iowa DOT SWAP Funds
- 14th Street Overpass, Elm, 16th Complete Streets - Fed RAISE Planning Grant
- STREETS Project - Multiple Fed / DOT Grants
- 2025 BIG Tier 1 Grant for Dredging - USFWS / DNR Grant
- JFK Sidewalk - Fed Safe Routes to School Grant
- Chaplain Schmitt Trail - Fed Community Project Funding Grant
- Bee Branch Trail - Fed TAP Funds
- Asbury / Chaney, Asbury / Carter Intersection Signals - Fed STBG Funds
- Multiple SRF Funded Projects
- Bee Gate and Pump Replacement Project - US EDA Disaster Recovery Grant, FEMA Community Project Funding, State Flood Mitigation Program Sales Tax Increment
- Iowa Amphitheater Project - Destination Iowa Grant
- Brownfield Cleanup Project - Fed EPA Grant
- Granger Creek EPA Grant

14. Policy needs to be established for any infrastructure maintenance, including but not limited to sanitary sewer, stormwater, detention basins, along with staff responsibility and availability. Multi-Department.

15. East-West Corridor Capacity Improvements - with funds getting reallocated to support the RAISE Capital Grant application for the 14th Street Overpass Project, how do we now fund final design, property acquisition, and construction?

16. Cedar Cross Road Reconstruction Project - with funds getting reallocated to support the RAISE Capital Grant application for the 14th Street Overpass Project, how do we now fund final design, property acquisition, and construction?

17. There have been additional administrative process requirements for the SRF Loans, which results in extra staff time.

18. Continue to improve cross department collaboration, communication, and participation.

19. Lack of integrated work order system, consistent across departments.

20. Budget needed for continued maintenance at the Bee Branch and all City Infrastructure, including sanitary sewer and storm water repairs.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Finance

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Finance Staff/Utility Billing increase knowledge about the new ERP system, its features and how to make it work best for the City. Work towards using the ERP system to its full potential.
- ☐ Increase the number of applications for utility reduced fee program.
- ☐ Continuing professional and employee development to proactively be ready for financial and reporting changes
- ☐ Hiring/Retaining qualified staff. Low number of applicants and often the most qualified accept positions elsewhere
- ☐ City-wide staff acceptance and training for all modules of the new Enterprise Resource Planning System (Tyler Munis – Finance/Budget/HRM/Utility Billing/Asset Management) and following policies and best practice for financial savings
- ☐ Property Tax/TIF Legislation and implications to FY27 and beyond budget process
- ☐ City-wide staff acceptance of a safety-first culture
- ☐ Grant Policy and Procedures Training for departments

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa

June 2025

DEPARTMENT: Finance

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

1. Tyler Asset Management ERP Implementation – Summer 2025
2. Tyler Employee Reimbursement ERP Implementation – Summer 2025
3. Tyler Advanced Scheduling ERP Implementation – Summer 2025
4. Maintain/Improve City Bond Rating – Updated credit rating Fall 2025 with bond sale
5. Maintain enterprise/general fund reserve funds to 25% - exceeding 25% currently and planned through five-year budget projections (FY26-FY30)
6. Stable property taxes for residents and businesses – 3.9% increase to Average Homeowner, 1.80% increase for commercial for a \$150,000 property, 1.71% increase to Average Industrial in FY26

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Conversion of FY2024 ACFR to Workiva
2. Online form development for Utility Billing discontinued service.
3. Tyler Employee Expense module implementation – July – August.
4. Monitoring policy changes related to ERP implementation and monitoring ongoing training and support for end users and rewrite of training guides - Ongoing
5. Bond sale and related credit rating presentation – Fall 2025
6. City-Wide Safety Program continued implementation
7. Electronic Bidding Implementation – Fall 2025
8. Debt and Investment Management Software RFP – May/June 2025
9. Payment Kiosk Research/Budget/Implementation – Select Vendor, Select Location, Install – Spring 2026
10. New Employee Handout for Budget
11. Improving the Capital Improvement Program budget process and the format of department budget meetings
12. Implementation of Tyler Advanced Scheduling for Police and Fire – Fall of 2025.
13. Implementation of Tyler Employee/Manager Access Portal – Summer 2025.
14. Implementation of Tyler Enterprise Asset Management – Summer 2025.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Fire

From your department's perspective, what are the major challenges facing the **city** over the next 5 years?

- ☐ City Building Infrastructure Assessment and Classification
- ☐ Retention and recruitment across all departments
- ☐ IT changing environment (ability to adapt to new technology/ concepts/ support)
- ☐ Industry best practice staffing for all departments
- ☐ Resiliency in response (mutual aid realities for all departments Iowa Public Works, PD, FD)
- ☐ Competitive position salary (ongoing), competition for most qualified (state and nation) across all departments
- ☐ Transparency in Data (published and forward facing for community reference and use where able/ non-confidential)
- ☐ Efficiencies in department collaboration- Focus on support systems that minimize duplication of efforts or multiple touchpoints in processes.
- ☐ State tax support/ changes in government compliance/ unfunded mandates/ ability to pivot/ fear of funding for vulnerable departments.
- ☐ OSHA (other regulatory organizations) compliance across eligible city departments
- ☐ Improve as a city in efficiencies/ processes/ touchpoints
- ☐ Training (professional development aligned with department position needs- Example: Officer development aligned with industry professionals who align with city initiatives)
- ☐ The ability to identify and properly track businesses in the city (does not need to include fees)

- ☐ Safety data tracking and safety culture (accountability)
- ☐ Budget strategy that supports stabilizing the critical needs- example: re-evaluate the 25% enterprise/ general fund reserve to ensure unsafe, mission critical projects are addressed if able
- ☐ Employee mental health/ wellbeing resources- Continue exploring options where able.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Fire

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

1. Station Location/ response performance (finalize presentation and identify recommendations for next steps).
2. Response Resiliency for an increasing call volume/ changing incident types/ service types (re-evaluating Battalion 1 (Shift commander) response and effective response force requirements ERF.
3. CAD implementation/ response plans/ alarm elevation
4. Administrative Assistant professional development
5. Officer development (specific to fire department officer development needs as identified by senior staff)
6. Policy development
7. Promotional process/ civil service process
8. Fire station maintenance/ updates (bunk room/ bathroom/ meeting space)
9. Recruitment to match or exceed industry best practices
10. Upcoming accreditation site visit 2026, Continual updates in FESSAM and the 11 categories and 250 performance indicators, ongoing.
11. Improvements to Tyler timekeeping process (then advanced scheduler opportunities- in that order)
12. Updates to mobile radios

13. Elevation of alarm process (Mutual aid Box Alarm implementation)
14. Safety/ industry best practice
15. Increasing green space around fire stations (possibly inside fire stations once buildings stabilized)
16. Continue to promote equitable billing (inability to pay process)

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2025

DEPARTMENT: Fire

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Continue to support a staffing improvement plan for the future
2. Identify city support team for station location analysis (now that call times have improved)
3. Building maintenance- City building maintenance across all departments (build consistency and priority as well as cost saving opportunity) Solve this together.
4. Public safety or city complex (FD outgrowing administrative space) ADA compliance (falls lower than most other department buildings need but a known to prepare for or an opportunity to collaborate)
5. Publish data to an open portal (Power BI) showing call volume and types, performance, etc.-
6. Think 5 is a solid start. (Support other departments in accomplishing their projects)

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Health Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Holding/scheduling emergency response exercises/drills for City staff
- ☐ Lack of supervisor for Environmental Health activity/ waiting on reclassification
- ☐ State of Iowa rules requiring certified mail for notification of nuisance violations
- ☐ Enforcing city code for citizens with brain health issues
- ☐ City Hall Annex, security, safety, updating and repair issues (along with many other city facilities)
- ☐ Code enforcement at Canfield Hotel and other hotels as they age and turn into permanent housing for disadvantaged
- ☐ Chronic neighborhood nuisance violations
- ☐ Threats to staff from citizens: staff safety
- ☐ Pets in Parks enforcement
- ☐ Federal changes in direction regarding public health
- ☐ Police no longer pick up routine stray animals when Animal Control is off duty. They respond to dangerous/emergency situations.
- ☐ Animal Control has the highest number of requests for service in Catalis.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Health Services

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

1. New pet licensing system selection and implementation
2. Revision of Animal Control ordinance
3. Public Health Emergency Response Plan rewrite
4. Meeting Housing & Urban Development (HUD) Lead, Health Homes & Aging in Place benchmarks and grant requirements
5. City facility inventory, assessment and planning for efficient / best use of city buildings and facilities

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Health Services

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Public Health Emergency Response Plan
2. Ongoing education/training of city staff and policymakers on National Incident Management System (NIMS) and Incident Command
3. Animal Control training for Police Officers
4. Reclassifying staff
5. Measles preparation
6. Bear awareness
7. Crescent Community Health Center space study and expansion

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Housing & Community Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Aging population with limited incomes and ability to maintain owner-occupied homes. Rising insurance premiums and carrier restrictions exacerbate this issue.
- ☐ Rising cost of construction and materials.
- ☐ The Federal building continues to have maintenance challenges but even more challenging is the layout, which is not easily altered and causes the ICS division to be separated into three separate areas which creates distinct challenges for the team. Additionally, inspectors traverse three floors every time they leave for or return from inspections which is inefficient and is a significant motion/travel waste. Given changes that have occurred since the City downtown facilities assessment was completed some years ago, perhaps its initial recommendations could be re-imagined to address this department's needs.
- ☐ The President's proposed budget for Federal FY26 (City FY27) eliminates Community Development Block Grant funding. If passed as proposed, this would not only impact the Community Development Programs Division of Housing. It would eliminate the Match funding utilized to leverage the Lead Hazard Control & Healthy Homes Grant, requiring funds to be secured through another source to meet the requirement. All departments that utilize CDBG through their CIPs would be impacted.
- ☐ Home prices and interest rates continue to be a barrier to homeownership for low- to moderate-income families. Homes that are available within an affordable price range often have maintenance needs that would create a cost-burden to an LMI purchaser in the short-term.
- ☐ Potential funding cuts in Federal programs including HCV
- ☐ Ever changing program regulations without certainty on implementation dates.

- ☐ Challenging workplace culture.
- ☐ Lean staffing, resulting in inefficient processes, staff burnout and turnover, and delayed customer response
- ☐ Required constant adaptation to change, leadership, roles & responsibilities
- ☐ Reduced federal staffing levels creates a void in resources, services, relationships, and communication
- ☐ Loss of local control of ordinances at state level – challenges to home rule

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Housing & Community Development

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

1. Streamlining applications and internal referrals to grant and loan programs. Neighborly software implementation ongoing for grant and loan programs.
2. Streamlining Environmental Review processes with other departments.
3. Transitioning the Local Housing Trust Fund's governance structure from City-organized to its own nonprofit Board of Directors. This transition will situate our Local Housing Trust Fund to be in compliance with the current certification requirements of the Iowa Finance Authority. Consequently, the Board of Directors will be able to raise funds and increase the impact on affordable housing in our community. Anticipated completion date of transition is July 1, 2025.
4. For HCV program, heavy utilization of HUD's Budget Tool and monthly review with PHA Portfolio Manager to forecast, plan and enhance utilization.
5. Continue to implement communication tools and trust building activities for landlords and HCV program participants. City staff meets monthly with the Landlord Association to continue to strengthen that relationship and those community connections.
6. PHA also began researching ways to add additional Project Based Voucher (PBV) units.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Housing & Community Development

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Maintain HUD budget allocation to secure future funding.
2. Employee retention.
3. Enhanced workplace culture.
4. Use assessments from the Plan to Reduce Poverty, the Analysis of Impediments to Fair Housing & any other relevant plans regarding the nonprofit services array to identify gaps & make necessary improvements that increase access to opportunity & coordinated entry.
5. Research partnerships with area schools or other organizations to provide enhanced public activities, amenities & programs to children in underserved parts of Dubuque.
6. Code updates + adoption

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Human Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Non-existence of a Human Resources Management/Information System (HRIS) results in a lot of inefficiencies in processes, manual processes, opportunities for errors, non-digital information storage and retrieval, laborious or non-existent data retrieval and/or reporting mechanisms, compliance concerns. Relatedly any system chosen and implemented would need to have integration or communication capability with other relevant systems such as Payroll and Budget (Tyler Munis).
- ☐ Compliance and communication with employees regarding changing legislation pertaining to employment and services, specifically, but not limited to, DEI
- ☐ Continued, regular need for compensation/market analysis for job families per the City's Compensation Philosophy.
- ☐ HR Dept staff physical work location and space to ensure confidentiality of conversations, records, and communication.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Human Resources

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

1. HRIS system selection.
2. Implementation of Classification and Compensation selected reservations.
3. Continued employee pipeline and partnership development.

**INITIATIVES 2025 – 2026:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2025**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. HRIS selection and implementation

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Information Technology

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- **Growing need and challenges of IT across the organization** (Software / Hardware / AI / Cyber Security, Network, Storage, on-prem/cloud management, computer deployments, data analytics, etc.) expanding at a higher rate than we have been growing as a team. Specific challenges include:
 - **Software**/. In FY2025, Permitting, Licensing and Code Enforcement, GovQA, NovusAgenda, Mitel Telephone System and Public Safety CAD/Records Management/Jail Management all had major software project. Tyler Systems will continue to be enhanced. These initiatives all require significant amounts of staff time and work to initiate, migrate, test and implement.
 - **AI** - Data needs to be provided quickly, reliably, transparently, securely, and with privacy in mind. Local governments are being called on to be at the cusp of technology adoption undertaking use of advanced AI technology such as license plate readers, "smart" transportation and parking, and generative AI technologies such as co-pilot and ChatGPT while maintaining fairness and equity in matters such as policing, dealing with pressing cybersecurity and data access challenges. AI technology needs strategy, policy, guidance and leadership.
 - **Hardware/Networking/Storage/Cloud** – All technologies have sunsets, end of life and replacement needs. Many of the investments made in IT over the past 3 – 5 years will have replacements required at some point within the next 3 – 7 years requiring capital expense. With limited budgets, timely replacements could be an issue.
 - **Addressing on-going cybersecurity threats**. This includes ransomware, unauthorized access, protection of critical infrastructure assets, and end user accounts. The scope of the threat has expanded to every connection including vendor partners, remote support technicians and consultants. The challenge is monitoring, managing, and responding to threats along with continuing to increase awareness and accountability for actions impacting cybersecurity.

- **Broadband and Network Operations Management Support.** With the growth of the city's broadband assets and partnerships fiber optic conduit and cable have become the "fourth utility." There will be over 100 miles of leverageable assets at the end of 2025. As the new and existing assets age and partnerships continue to expand, there are very limited resources to respond to issues, contract/lease/agreement management. Without the recognition of the importance, reliance and the mission critical nature of fiber/conduit there is little to no priority on maintenance and future strategies for management. We need multi-year funding and support resources to leverage conduit, fiber resources, manage assets and document installs and changes.
- **Enterprise (City-wide) work orders** has been identified by staff and council as a priority. It is a challenge to get departments on the same page for this initiative with some lacking directions, other lacking time and some unwilling to change. With Cartegraph's acquisition by OpenGov determination of how Cartegraph and the OpenGov suite of software is needed to determine next steps. Efforts to consider work order management under Citizen Response Systems is also under consideration. The need is for Leadership and Staff sponsorship and support of the solution selected agnostic of the vendor providing the solution.
- **Staffing** – As mentioned in the first bulleted item, there is an ever-growing need for IT services. Not only is IT is involved in more projects every year, these projects are becoming more intensive for time involvement. Everyone on the IT staff has a pretty full agenda every day. This leads to frustrations of users waiting for time on projects, and possible delays on projects.
- **Budget/Funding** - The City has a considerable amount of IT assets in all aspects of City operations. Replacement of this equipment on a normal schedule is crucial to keep City operations running at a high capacity. Many times, because of funding we are not able to replace these assets on a normal replacement schedule. We end up replacing them past their useful life or when they cease to operate. This can be a security risk as well as causing downtime for users.
- **Increased On Call** – The IT staff is currently on a rotating on-call schedule every weekend. We are typically not a 24/7/365 on-call department. Public safety as well as some other departments are starting to have a need of more on-call availability. This presents challenges to our department in staffing, overtime, and an overall negative outcome of staff having a more limited off work time schedule.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Information Technology

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

1. Tyler Asset Management ERP Implementation – Summer 2025
2. Tyler Employee Access ERP Implementation – Summer 2025
3. Tyler Advanced Scheduling ERP Implementation – Summer 2025
4. Broadband Partnerships – Ongoing but unknown after 2025
5. Cybersecurity - Ongoing
6. Staffing - Ongoing
7. Data Center & IT Offices at 7850 Chavanelle – Completed May 2025
8. Public Safety Software – Ongoing through 2026
9. 911 Center Move to 7900 Chavenelle – Fall 2025
10. CoPilot Implementation – Ongoing through 2026
11. Animal Control/Pet Licensing Software – January 2026
12. Software Cost Audits – Ongoing through 2026

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Data Center and Office Phase 2 – Funding needed
2. Copilot and AI Implementation - 2025
3. Wireless CIP that was not funded – Wireless shutoff on 11/1/2025
4. Mitel Phone Replacements - 2025
5. Switch Replacement CIP that was not funded - 2025
6. Payment Kiosk Research/Budget/Implementation – Select Vendor, Select Location, Install – Spring 2026
7. Implementation of Tyler Advanced Scheduling for Police and Fire – Fall of 2025.
8. Implementation of Tyler Employee/Manager Access Portal – Summer 2025.
9. Implementation of Tyler Enterprise Asset Management – Summer 2025.
10. Hiring of replacement Chief Information Security Officer – Summer 2025

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Library

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Ø Space needs assessment suggests square footage of library should be expanded by 18,000 square feet
- Ø Looking to new parking plan to help with accessible and free parking near the library. Library would be interested in working with parking/transportation to find a way to help subsidize for library users if possible
- Ø Outside of the library is in need of a refresher: landscaping, signage, accessibility, etc.
- Ø Deferred maintenance issues surrounding the library
- Ø Unreasonable legislative priorities/challenges

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Library

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

1. Using donated gift trusts, Board of Trustees continuing with internal renovation plans to impact some levels of library service. Will not add any square footage, but should address some service short falls library is currently experiencing.
2. IT staff working on a homemade laptop/tablet checkout kiosk for library card holders, which should provide greater access to technology to the community, streamlining staff interaction.

**INITIATIVES 2025 – 2026:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2025**

DEPARTMENT: Library

Please list issues or projects that you would like for the city to address this 2025 – 2026

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Parks and Recreation

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Hourly Supervisors (functional supervisors) are not considered administrative supervisors and this includes Maintenance Supervisors, Urban Forester, Horticulturist, Natural Areas Specialist, and Lead Administrative Assistant. This decreases the number of supervisory duties and tasks they can perform. The additional responsibilities (examples: time and attendance, temporary employee hiring, department training) are then placed on the Division Supervisor or Department Manager to manage. This decreases the productivity of the Division Manager and their responsibilities to complete their assigned duties and tasks.
- ☐ Aging Infrastructure: All levels of infrastructure underground and facilities throughout the city are aging, especially parks and recreation infrastructure. Many investments were made in the 90's and use and age now mean replacement is needed. The cuts to the capital projects submitted in FY 25 and 26 were deep for both unfunded and previously funded capital projects. Refer to the CIP budget documents for a detailed list. Deferred maintenance and increased costs have been an issue for many years now it is greatly worsened. The public is becoming more and more vocal about the need for upgraded, updated and better maintained infrastructure and facilities. Workforce recruitment and retention expect new, up-to-date, and well-kept amenities. Each year as priorities is established, prior funded projects move to the projects no longer funded to make room for the new priorities or emergency repairs which are becoming more common due to the aging.
- ☐ Parks & Recreation continues to operate very lean in the staffing area even with addition of the two new positions in parks. The necessary level of maintenance and support to keep up with the added parks, open spaces, roundabouts, amenities, and/or requests of the community for additional and new areas of programming have outpaced any added staff or contractual work. As a department, we have utilized temporary staffing as we have added assets, parks, facilities and programming which means recruiting and hiring every year which adds time for a variety of departments including parks and recreation including Human Resources, Finance, Information Tech, and more. It is important to look at upgrading additional temporary positions to full-time to lessen this burden and time spent recruiting and hiring each year.

- Diverse participation in both employment opportunities and programs/services is disproportionate to the changes in community demographics.
- Lack of a centralized and up-to-date facility for the full park and recreation department operation negatively impacts culture and collaboration as well as operational efficiencies- Parks operation is out of shop below Eagle Point, Forestry is in shop in Flora, Administration and Recreation staff are at Bunker Hill, and customer service is at the Multicultural Family Center. The facilities do not provide the type of work environment that newer facilities provide for tech related to virtual and hybrid meetings, meeting spaces, break room, collaborative working space, etc. In parks and recreation, we make do with what we have but it is lesser than other public infrastructure departments of the city and other administrative offices/departments of the city.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa

June 2025

DEPARTMENT: Parks and Recreation

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

1. Comiskey Park Phase 2-regulatory approvals, grant agreement, bid, and construction
2. Parks and Recreation Comprehensive Master Plan-community engagement, plan development, action plan development, commission recommendation, council approval.
3. Rustic Park and Southe Point subdivision park development
4. Jackson Park redevelopment project-community input, planning, bid, construction
5. Hiring, onboarding and orientation of new Parks and Recreation Director
6. Branching Out Dubuque Initiative- year 2 implementation
7. Pursue funding for implementation of Eagle Point Park Historic Structures Report
8. Madison, Gay, Murphy, and Jefferson Park playground replacement project
9. Historic Millwork District community gathering space community engagement, plan adoption, and phase 1 development
10. Flora, Murphy, and Eagle Point Park tennis court resurfacing project
11. ImOn Arena dehumidification project completion
12. Linwood Cemetery Agreement and partnership establishment
13. Five Flags Renovation Project-consultant selection, project phasing developed, phase 1 project and theater building envelop project study and next steps
14. Five Flags successful transition to new management company

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Parks and Recreation

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Professional development funding pool for all FT and PT department employees when performance appraisals and goal setting identify the specific professional development needs. Update the City budgeting policy regarding professional development training as currently only addresses department and division managers.
2. Prioritized funding for increased repairs of Flora and Sutton outdoor pools, update of 2017 report -- Council direction and/or decision on full renovations or new pool(s)
3. At adoption of Parks and Recreation Master plan in January of 2026 funding and other recommended actions will be brought forward for consideration. Develop priorities, implementation plan, and timeline. Eagle Point can be a priority; however, other parks need attention as well.
4. Additional funding of hours for required training for full-time, part-time, and temporary employees and/or added staff or changing temporary or part-time to full-time positions. Additional time needed to process time and attendance, especially in parks and recreation divisions. Additional time to train and onboard temp employees prior to their first day on the job due to changes in processes and the need for additional training. Additional days and hours in April for parks temporary as climate change has grass growing earlier and weather that opens facilities such as golf, marina, parks and campground earlier.
5. As property tax reform is inevitable, proactive conversations and development of actions so prepared as we begin budget this fall and in the coming years, we are proactive in conversations vs. reactive once it hits. The Council as policy makers, city manager as the lead, and department managers begin hard conversations with the Council giving clear guidance on priorities. Crucial conversations will need to take place. Work on how to provide factual information to the public related to potential choices that need to be made with connection to your taxes pay for these services, programs, facilities, etc.
6. Commitment of funding of parks that we have the land but no development funding-Pebble Cove (2008), North Fork Trail (2009), Mozena Farm, and Silver Oaks (2022).

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Planning Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Creating housing units to meet the housing demand in the community
- ☐ Creating affordable housing units
- ☐ Infrastructure capacity (current maintenance and future expansion) to meet housing/economic growth
- ☐ Supply of and access to affordable daycare
- ☐ Wages and income not keeping up with cost of living
- ☐ Development Review Team Staff capacity to efficiently review and approve development review projects in a timely manner.
- ☐ Competitive salaries to hire/retain current workforce
- ☐ Lack of available funding to be used to apply for grants (required match).
- ☐ Improving mobility options to make it easier to choose walking, biking, and transit as transportation modes
- ☐ Addressing the challenges and opportunities of a growing population by implementing strategies to retain and attract a younger demographic, ensuring a vibrant, inclusive, and future-ready community
- ☐ Expanding local recreation opportunities by developing a large multi-sport recreational facility, helping to attract and retain families who might otherwise leave town for competitive sports programs
- ☐ Continuing to promote Diversity, Equity, Inclusion, and Belonging (DEIB) within the community, even as state-level policies and funding restrictions present challenges, affirming the city's commitment to an inclusive and welcoming environment for all residents

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Planning Services

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

1. **Implementation of Imagine Dubuque Comprehensive Plan.**

The Imagine Dubuque Comprehensive Plan serves as a guide for the community's physical, social and economic development. It is an ongoing project that the desired outcome will be a more viable, livable and equitable community.

2. **Unified Development Code Update.** This project successfully received city council approval and funding starting FY2023. The Unified Development Code was adopted on October 19, 2009. The Imagine Dubuque Comprehensive Plan (ID) was adopted on September 18, 2017. The Equitable Poverty Reduction & Prevention Plan (EPRPP) was adopted on March 1, 2021. The Community Climate Action & Resiliency Plan (CCARP) was adopted in 2013 and updated in 2020. The Arts and Culture Master Plan (ACMP) was adopted in 2016. The ID, EPRPP, CAPRP and ACMP were all adopted after the Unified Development Code. The update of the UDC will allow the regulatory document to be reviewed with an equity lens while also implementing portions of the before mentioned plans where applicable. It will also allow the UDC to be updated with changes in technology, land use, etc. This request supports the City Council goals of Robust Local Economy: Diverse Business and Jobs with Economic Prosperity, Vibrant Community:

Healthy and Safe, Livable Neighborhoods and Housing; Great Place to Live, Sustainable Environment: Preserving and Enhancing Natural Resources, Diverse Arts, Culture, Parks and Recreation Experience and Activities and Connected Community: Equitable Transportation, Technology Infrastructure and Mobility. It also addresses the following City Council Top Priorities: Equitable Poverty Prevention & Reeducation Plan Implementation, Historic Building Rehabilitation/Preservation. It also addresses the following City Council High Priorities: Childcare Initiative and Imagine Dubuque Implementation.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Planning Services

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. **Continued Implementation of Imagine Dubuque Comprehensive Plan.**
The Imagine Dubuque Comprehensive Plan serves as a guide for the community's physical, social and economic development. It is an ongoing project that the desired outcome will be a more viable, livable and equitable community.
2. **Prioritize infrastructure improvements using cost-benefit analysis to ensure investments deliver the greatest impact and value for the community—focusing on projects that offer the most “bang for the buck.”**
3. **Prioritize the development of a large multi-recreation facility to serve as a community hub that supports health and wellness, provides year-round activities for all ages, fosters youth engagement, and enhances the city’s appeal to current and prospective residents**
4. **Create additional incentives for creation of affordable housing units**
5. **Create additional incentives to encourage the creation of upper story housing in the Downtown.**
6. **Create incentives to encourage multiple-story, mixed-use buildings on surface parking lots located in Downtown Dubuque.**
7. **Create incentives to encourage development of infill sites in the city.**
8. **Create a pool of funding that can be used to match grants.**
9. **Encourage and support engagement of community partners to utilize the results of the Black Heritage Survey in order to tell a more complete story of Dubuque.**
10. **Developing a Downtown Master Plan that addresses current and future housing needs, leveraging the opening of the new medical college as a catalyst for revitalization, economic growth, and increased livability in the downtown core**

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Police

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Recruitment: Challenges in the quality of the candidates, coupled with the long training time (approx. 9 months) to replace an officer. State rules dictate the training time. We still hover around the minus 15 sworn officers.
- ☐ Retention: Retaining people past the 3 to 5 year mark. Current exit interviews indicate people most likely leave for family/significant others. However, we have lost 4 to the Iowa State Patrol.
- ☐ Brain Health: These calls and the lack of services and support from the state. Additionally, there are limitations placed upon providers that limit services.
- ☐ Rescue Vehicle: We do not have an armored rescue vehicle within an hour of Dubuque. This adds a risk to the public and officers in active shooter and firearms related calls.
- ☐ Building Space: We rent from the Sheriff's Office. There is limited building space and limited growth opportunities, to include technology advancements.
- ☐ Competitive Wages: Keeping up with our comparable cities (and Dubuque County) when it comes to wages.
- ☐ No Short Term Juvenile Detention Facility: The nearest detention facility is several hours away. This requires us to guard juveniles in our conference room for hours on end, while Juvenile Court Services arranges detention and transportation.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Police

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

1. Precision Policing Center: This is almost fully functional. 2 out of 3 techs have been hired. We are currently working on hiring the Computer Forensics position. Additionally, all of the software and hardware has been purchased and we are currently implementing it.
2. Law Enforcement Software: The transition began in January 2025 with an anticipated completion of August 2026. The teams for each section are working on building the modules that will be needed.
3. Recruitment: We are doing everything possible to recruit quality candidates.
4. Retention: We are doing everything possible to retain employees (career opportunities, the best equipment, competitive wages, incentives the longer you stay). However, exit interviews indicate the reason people are leaving the most is for a significant other or to be closer to family.
5. Training: Due to the inexperience level of the department, we have focused heavily on Use of Force Training, Active Shooter, Precision Driving, as well as Officer Wellness.
6. Building Study: A team from the Police and Fire Department have attended a public safety facilities conference. The goal is to present on the options and identify funding sources.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Wellness Check-ins: We received a grant to provide wellness check-ins one time per year with a psychologist. This grant also provided training for the psychologists, peer support and chaplains. Additionally, this grant provides for regional training for first responders.
2. Public Safety Facilities “map”: We will be able to provide a better idea of what is needed for a public safety facility.
3. Locker Room Space: We have joined the 30 by 30 initiative which is looking to the workforce to be 30% female by the year 2030. With this initiative we will run out of female locker room space very shortly and essentially no good option for additional space.
4. Advance Scheduling: We are using the Tyler system to do advanced scheduling. We currently operate with a paper system.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Office of Shared Prosperity & Neighborhood Support

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- The ability to attract and retain a diverse, highly capable workforce, specifically younger professionals, and those from racial background
- Lack of wage growth have not kept pace with the cost of living. To make our community stronger and sustainable, we need to ensure everyone has access to a living wage in order to be able to support themselves and their families
- Lack of programs and resources (capital) to support existing start-up businesses and new entrepreneurs
- Integrating data (disaggregated) into the city fabric to address inequities
- Lack of Succession planning for city leadership, community partners and neighborhood associations
- Lack of quality and affordable workforce housing options that appeals to the city's existing and future residents and their lifestyles
- Need more incentives to revitalize downtown to be safer and more vibrant
- Low to limited Supplemental State Aid to support public education
- Population growth is stagnant
- The impact from state legislators defunding public education and higher education systems may impact how we grow and skill-up individuals
- Drop in the number of college student enrollment
- Making Dubuque a fun place to live, work and play. Currently we have businesses expressing that Dubuque is an expensive place to live and there is nothing fun to do for their employees

- Dubuque's sewer infrastructure
- City-Wide Fiber
- How A.I will impact (positively and negatively) every industry
- Potential cuts in state and federal support to institutions that serve our most vulnerable population
- Impact of proposed property tax changes

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Office of Shared Prosperity & Neighborhood Support

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

1. Plans to update and maintain the outcomes in AchieveIt data management system.
2. Plans to offer targeted data training to help inform staff on outcomes in AchieveIt
3. Developing strategies to increase neighborhood association and resident engagement throughout the community
4. City Life for Young Professionals

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Office of Shared Prosperity & Neighborhood Support

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Identify solutions to retain and increase the region population.
2. Continue to address workforce housing stock to retain and attract population.
3. Strengthen partnership with K-16 institutions on high quality career exploration opportunities, internships, and other workforce programs to retain population.
4. Continue to explore and expand quality of life amenities including outdoor recreation, sport-complex, diverse food options, and music and arts entertainment to support the needs of the population

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ **FUNDING:** Alternative funding sources for fleet replacements that do not fall within an Enterprise Fund or General Fund.
- ☐ **POLICY SHIFT:** Prioritization of infrastructure maintenance while also catching up on infrastructure emergency repairs.
- ☐ **ORGANIZATIONAL STRUCTURE:** Comprehensive review of city organizational structure needs to happen beginning with a prioritization of services and benefits provided to community members. From here, we should back into how staffing, fleet, data, and processes should be structured. Then, adjust structure of the organization from there. (This is less about fewer departments and more about collaboration amongst departments – silos.)
- ☐ **CAPACITY:** Public Works gets pulled into everything to assist other departments but are also the first department to have staff leave to other departments, so we are constantly short-handed.
- ☐ Automated Collection for all services to address worker safety in all streams of curbside collection
- ☐ Diversion rate and education
- ☐ Funding for Carts
- ☐ Employee Turnover
- ☐ Data Governance and Support
- ☐ Continued Flood events without contingency or redundancy plans in place

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2025**

DEPARTMENT: Public Works

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

1. Fuel Island Rehabilitation – Completion Estimate OCT2025
2. Fleet Assessment Implementation – Policy Direction needed – Assessment completed DEC2024
3. Fleet Replacement Process Update – Completion Estimate DEC2025
4. Ice Harbor Gate – Inspection Completion Estimate NOV2025
5. City-Wide Fleet Audit – Completion Estimate SEP2025
6. Landfill Customer Convenience Center – Completion Estimate SEP2026
7. Public Works Strategic Plan – Completion Estimate JUN2026
8. Public Works Accreditation – Completion Estimate DEC2026

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. FUNDING: Municipal Service Center Roof
2. FUNDING: Municipal Services Center HVAC
3. **FUNDING: RUT/Sales Tax 30% Fleet Replacements**
4. POLICY DIRECTION: Alt-Fuel direction guidance and understanding. Many alt-fuels do not have technician training available, but the city continuously applies and tries to obtain alt-fuel fleet.
5. Multi-departmental process streamlining
6. Concrete Street Rehabilitation Investment
7. Northwest Arterial Shoulder Investment
8. FUNDING: Administrative staff training opportunities: conferences, in-person
9. Appropriate staffing levels so staff feel they can use their various leave opportunities

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Sustainability

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Ø Ongoing climate change/climate disasters & chaos – reacting instead of being proactive
- Ø Funding – The 50% by 2030 Plan needs significant funding to meet our goals. Without funding the Plan, we will not meet our goals and if we continue to treat the climate crisis like it will go away, we will find ourselves reacting instead of proactively addressing the impacts, much to the detriment of our resident and environment. At its core, climate action is equity work.
- Ø National, regional, and local data regarding climate adaptation shows future impacts to emergency preparedness, public health, infrastructure planning and other key responsibilities is available to help us update community plans in a more proactive way. We need to share the information and build capacity of all city staff and departments to incorporate this data into planning and budgeting efforts.
- Ø Capacity – staff increased in FY23 in a limited term position. It remains funded through FY26 but without making the term of employment permanent, the work of the office: to implement the 50% by 2030 Plan, manage Green Iowa AmeriCorps team, coordinate the Resilient Community Advisory Commission, plan and execute the Growing Sustainable Communities conference, and manage the Sustainable Dubuque grants allows for little time and capacity to initiate new programs, maintain existing infrastructure, and coordinate with other City Departments and external partners. Shortages will be felt in the ability to implement the Climate Action Plan to meet GHG reduction goals and increase adaptive capacity and resiliency of Dubuque in a timely fashion.
- Ø Growing Sustainable Communities Conference – The cost of the conference increased significantly in 2025, and costs continue to rise. It is deeply burdensome to a small staff to handle all aspects of a major event in addition to other priorities. We lost money this year and the uncertainty of the future of the conference is also challenging.

- Ø Uncertainty of Green Iowa AmeriCorps and DOGE. Dubuque's Energy and Community Green Iowa AmeriCorps team is critical to the success of the department and meeting the 50% by 2030 plan while also alleviating energy burden among vulnerable residents. Additionally, Green Iowa AmeriCorps has shifted its model to focus more on work within sustainability offices however the true need is for members to conduct energy audits and weatherize homes. This is a gap in services.
- Ø City organization needs efficiencies and improved effectiveness. Departments are making decisions, adopting plans, not asking for input relative to items that will affect fellow departments which causes challenges to the recipient department. Workloads are often too large to take the time to slow down and look for efficiencies and communicate.
- Ø State Government that is Anti-Local Government – Erosion of Local Control, Budget Ramifications, and Other Impacts of State Legislation
- Ø Federal Government & DOGE uncertainty; complete loss of federal funding for fleet electrification projects, renewable energy projects, and potentially other cuts to projects in progress. General Public Distrust of Government at All Levels.

MANAGEMENT IN PROGRESS 2025

PROJECTS AND ISSUES

Dubuque, Iowa

June 2025

DEPARTMENT: Sustainability

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

1. Implementation of Community Climate Action Plan which will address communitywide energy needs, adaptation, resiliency, and mitigation efforts. CAP outreach efforts and plans for engagement and building support of CAP implementation (generally) and specifically: Buildings and Energy and alternative transportation; regroup after loss of federal funding
2. Climate Action made simple – educate and empower residents to act without confusion or scientific details which are not needed for general public.
4. Tree planting / Branching Out Initiative and Teen Resiliency Corps
5. Exploration of funding this work through private sector and philanthropy.
6. Grants – Youth Climate Action and Sustainable Dubuque Grants
7. Internal City Green Team which focuses on ways City staff, policies and systems with an internal focus can work better.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Sustainability

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Climate Action Coordinator position – fully funded and permanent. While this position was fully funding as a temporary position for three years, it is now time to make the position permanent to continue implementation of the climate action plan and sustainability work.
2. Continued implementation of the 50% by 2030 Plan
3. Set an institutional GHG reduction target/commitment beyond 2030, science-based target for 2040 or 2050 and beyond.
4. Determine future of the Growing Sustainable Communities Conference – will it return in 2027 and if so, what are the implications of hosting every other year? Determine a better use of time and resources and the return on our investment.
5. Bloomberg Youth Climate Action grants
6. Sustainable Dubuque Community Grants
7. Community Engagement on Sustainability action and why it is important. The effort will include a return to the initial grassroots efforts of sustainability initiatives early days – garnering support of residents for sustainability issues.
8. Improving options to make it easier to choose walking, biking, and transit as transportation modes. Receive direction from City Council to move forward on implementing livable neighborhood model/updating complete streets plan for more robust accountability including funding and their preferences and priorities for bike coordinator, facilities, bike lanes, trails, and bike route signage. Many departments benefit (and especially residents) with this type of work while achieving GHG reduction goals. Safe and connected travel and biking – climate, health, tourism, travel, resiliency – preventative health initiatives. (walkability, bike-ability, de-center parking as our normal mode

9. Explore collaboration with Fines and Fees team to ensure an energy audit for anyone who can't pay utility bills. As we will continue to need volunteers to plant trees, can that option be added (tree planting/watering/pruning/mulching/weeding) to the volunteer options? We will include education on climate action as a KPI (before and after savings on energy bills).
10. Energy Efficiency in LMI homes using GIA team.
11. Save Energy – with focus on City owned / operated buildings – using Energy Star Portfolio data to analyze and benchmark to see where efficiencies could be gained. Some staff education in relation to habits/practices which contribute to energy savings. Additionally, review policies and practices related to building maintenance to increase energy efficiency.
12. Potential EECBG Project Implementation – we have the plan, and we have the funding (through DOE but it is reimbursement based, and we are concerned about reimbursements).

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Water

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- ☐ Maintain all water treatment processes, pumping, storage and distribution systems in compliance with EPA and IDNR Water Quality Rules and Regulations. For example, the EPA issued the first-ever national drinking water standard for forever-chemicals Per- and polyfluoroalkyl substances (PFAS) including PFOA, PFOS, and GenX.
- ☐ Ready to meet new development water supply and distribution needs. As we approach the physical limits of the existing treatment facility (we are currently at 89% of available capacity when at Peak Demand) a City of Dubuque Water Supply and Distribution System Master Planning effort will lead the way in terms of capital planning for current and upcoming drinking water projects, while also optimizing the capacity that remains. Master Planning coordinated with the recent water treatment plant condition assessment and the existing distribution network model will adequately prepare the city for upcoming water demand and lead to improved pumping and storage efficiencies which will directly impact the operations budget such as electricity expenses.
- ☐ Maintaining and improving the Water Treatment, Storage, Pumping and Distribution Infrastructure. Specifically, ensuring improvements are following an engineered Master Plan for greatest efficiency, project coordination with others, and maintaining fiduciary responsibility to our customers. The first phase of the master plan is complete with the Water Treatment Plant Condition and Assessment plan. The second phase focused on distribution, storage, and pumping will be needed to provide a complete picture of the water utilities' ability to serve current and future customers.
- ☐ Improve data availability and accuracy leading to improved field efficiency as the distribution system continues to expand. The move toward 100% digitization and having a distribution system "digital twin" (electronic GIS distribution system and hydraulic model) will require additional support. Solution: A 2nd GIS staff member will greatly support progress toward this effort. GIS interns have proven to greatly improve the digital data available to staff in the field, however the time they are available is limited, a second staff member dedicated to collecting field data and continuing the effort to move away from paper records will greatly benefit the field crews during routine and emergency operations.

- Increasing Operational Expenses. In addition to master planning to improve systemwide efficiencies, sourcing and maintaining inventory has led to increased costs. Currently, we source and supply much of the inventory for operations and maintenance of the distribution system on a “just in time” system. When parts and products were more readily available, “just in time” worked well, however lead times have increased along with increased costs if we need to source the product from a new supplier. Inventory control and an increased trend and knowledge of what parts and products are being used will greatly reduce our costs and can be accomplished using a CMMS. CMMS will also enable the department to complete work orders to better understand work completed, outstanding work, assign routine, corrective, or emergency work to staff to better understand the workload and work force demands, along with job costing analysis to gain an improved understanding as to where capital expenditures may be necessary.
- Monitoring and evaluating disinfectant residuals within the Water Distribution’s pressure zones to ensure compliance with state and federal standards, specifically compliance with Disinfectant Byproduct Rule and water quality aging issues.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Dubuque, Iowa
June 2025

DEPARTMENT: Water

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

1. Creation and publication of the Consumer Confidence Report 2025
2. Advancing New Deep Well No. 11 as part of PFAS Remediation Plan
3. Replacement of the existing Supervisory Control and Data Acquisition (SCADA) hardware and software Water Treatment Plant. The existing SCADA & radio communication programming and operating system RS Logix 500 is outdated, and the hardware is no longer supported by the manufacturer/vendor and needs to be replaced for continued remote operations from and at the water treatment plant.
4. The extension of fiber optic communications will be coordinated with City Engineering fiber optic installation. The City-Wide Fiber project will encompass the installation of fiber optic connections in place of the current radio communication to the Water Departments pump stations, tanks, and towers.
5. Private Lead Service Line Replacement Pilot Program replacing approximately 585 customer-owned lead service lines before December 2026.
6. R900 Meter Interface Unit (MIU) Change Out Program (Year 3 of 5 for Replacement of 25,000 MIUs by Water Department Staff).
7. GIS Records Retention Project – Digitizing of paper documents into electronic storage and better utilizing GIS database for recordkeeping. Creation and maintenance of Connection Fee and Pre-Annexation layers in GIS to reduce/transition from paper recordkeeping.
8. North Cascade/SW Arterial Water Main Extension to extend water main from Edval Ln to N. English Mill Rd.
9. Creek Crossing Restoration Project - restoration of the water main located across and through drainage-ways and creeks to prevent further exposure of the water mains.

10. Tamarack Park/HWY 61 water main extension project per development agreement.
11. Eagle Point Park Water Tower Demolition Project
12. Rehabilitation of Deep Well No. 7
13. Update Park Hill Pumping Station to Variable Frequency Drives (VFDs)

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Water

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. West and South side community development and growth will create an increased demand on the city's drinking water supply and distribution system. A capital improvement strategic plan to serve the growth should be developed to clearly identify the available supply, storage, and distribution system and identify projects that will be necessary to support the new customer base. The strategic plan can be developed from a Distribution System Master Plan focused on distribution, storage, and pumping needs combined with the Water Treatment Plant condition and assessment plan to determine supply, providing a complete picture of the water utilities' ability to serve current and future customers.
2. College Elevated Water Tower maintenance and re-coating. Other projects have superseded this project for several budget cycles, and due to the continual decline of its coating system and high visibility in the community the project should be examined as soon as feasible. Work associated with the tower should be evaluated as part of the Distribution System Master Plan and strategic vision for the utility to determine the ROI of recoating the tower compared to taking it out of service and erecting a new tower to improve water service in the 3rd Pressure Zone. The current water level (system pressure) and volume (0.75MG) at the tower site is not able provide adequate pressures to all customers in the 3rd Pressure zone; and if located at an alternative site could be sized to improve effective water storage and pumped water efficiencies.
3. Filter Rehab at Eagle Point Water Treatment Plant to reduce bottlenecks in treatment flow process.
4. Repair or replacement of inoperable valves identified during the annual Hydrant Flushing and Valve Turning Program.
5. Replace South Plant Magnetic Flow Meters that have been found to be reading up to 500,000 gallons per day in error.

MAJOR CHALLENGES

Dubuque, Iowa

June 2025

DEPARTMENT: Water & Resource Recovery Center

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Preventing Deferred Maintenance and Building Long-Term Maintenance Capacity. Maintaining reliable operations at the Water & Resource Recovery Center (WRRC) and the City's 21 lift stations requires consistent, well-planned preventative maintenance. However, staffing limitations have historically made it difficult to keep up with the full range of preventative maintenance activities required to preserve equipment reliability and performance. As the WRRC's infrastructure continues to age—and as new assets such as the Old Mill Road and proposed Schmitt Island Lift Stations are added—the scope and complexity of maintenance responsibilities continue to grow.

A key concern is the accumulation of deferred maintenance. When preventative tasks are delayed or skipped due to limited staffing or competing demands, equipment is more likely to fail unexpectedly—often requiring costly emergency repairs or premature replacement of pumps, valves, motors, or other critical components. These unplanned failures can increase both direct maintenance costs and operational risk, while reducing the lifespan of capital assets.

While some routine work (such as HVAC servicing) is contracted out, many critical tasks cannot be outsourced effectively. Outside contractors often lack the facility-specific knowledge needed to work on equipment that is integrated into complex treatment and SCADA systems. As a result, in-house capacity is essential to maintaining system reliability.

The City is taking steps to improve the situation. These include the implementation of a computerized maintenance management system (CMMS) to improve scheduling and tracking, the creation of a Maintenance Lead position to provide dedicated leadership, and the consolidation of plant operator shifts to reduce the amount of time staff work alone—thereby increasing the ability to safely complete maintenance tasks.

The effectiveness of these efforts will not be known until they are fully implemented. In the meantime, addressing deferred maintenance and preventing its further accumulation remains a critical challenge for the WRRC, with long-term implications for system performance, cost control, and public service reliability.

- Addressing Future Treatment Needs and Aging Infrastructure. The WRRRC is approaching 65–70% of its design capacity for key treatment parameters, including biochemical oxygen demand (BOD), total suspended solids (TSS), and hydraulic flow. Planned sanitary sewer interceptor improvements are expected to increase the volume of wastewater delivered to the facility and support new development within the city and annexation areas. As flows and organic loads increase, the City must evaluate how and when to expand the WRRRC to maintain reliable and compliant treatment. In parallel, the City must address the issue of aging infrastructure. While some treatment processes were newly constructed during the last major upgrade in 2013, other essential components—such as the final clarifiers—were built during improvements made in the early 1990s. As infrastructure ages, maintenance demands increase and reliability declines. There will be a need to address aging systems in need of rehabilitation or replacement, ensuring that the WRRRC remains dependable, efficient, and capable of meeting both current and future service expectations.

To guide these decisions, the City has funded a Facility Planning effort in FY25–26. This plan will assess when capacity upgrades will be needed, how best to structure those investments, and what triggers—such as development patterns or flow thresholds—should drive future construction. While large-scale plant improvements in the range of \$70–\$100 million may ultimately be required, it is not yet known whether any of those upgrades will be necessary within the next five years.

- Meeting Future Nutrient Reduction Requirements. The City must comply with Iowa’s Nutrient Reduction Strategy through its NPDES permit, which requires the WRRRC to achieve a 66% reduction in total nitrogen and a 75% reduction in total phosphorus between influent and effluent. A 2022 analysis determined that nutrient reduction upgrades were not feasible at that time. However, the City is required to submit an updated nutrient reduction evaluation to the Iowa DNR by the end of calendar year 2027.

The FY26–30 Capital Improvement Program includes \$35,000 in FY27 to fund the required study. While the evaluation may ultimately align with broader facility upgrades, regulatory compliance pressure could require significant investment in nutrient removal infrastructure—even if other plant improvements are not yet due. The technical complexity, cost, and potential operational impacts of achieving these reductions make this a major regulatory challenge for the City in the next five years.

- Emerging PFAS Regulations and Impacts on Biosolids Management. Although PFAS compounds are not generated at the WRRRC, they can enter the facility through incoming wastewater from residential, commercial, and industrial sources. These persistent chemicals can accumulate in biosolids produced during treatment. When biosolids are applied to land, PFAS may leach into soil and groundwater, posing potential risks to environmental and public health due to their toxicity and resistance to degradation.

Regulatory scrutiny of PFAS is intensifying. In April 2024, the EPA issued its first national drinking water standards for six PFAS compounds, and in January 2025, it released a draft risk assessment evaluating PFAS in sewage sludge. If finalized, this assessment could lead to the first federal regulations limiting PFAS in biosolids under the Clean Water Act. In the meantime, the EPA is encouraging states and utilities to implement industrial pretreatment strategies and monitor biosolids for PFAS contamination.

Several states have already taken direct action. Maine has banned all land application of biosolids due to PFAS concerns, while Connecticut, Minnesota, and Wisconsin have imposed restrictions or testing requirements. Other states, including Oklahoma, are considering similar legislation. These actions indicate a rapidly evolving regulatory landscape that could impact the WRRRC's ability to continue current biosolids land application practices.

If federal or state regulations restrict PFAS levels in biosolids or require their removal prior to land application, the WRRRC may be forced to invest in advanced treatment technologies, shift to landfilling or other disposal options, and implement ongoing PFAS monitoring and compliance programs. These changes could substantially increase operational costs and introduce significant uncertainty in long-term solids management planning.

- Reliability and Uncertainty of the Terminal Street Lift Station. The Terminal Street Lift Station, constructed in 1958, helps convey approximately 70% of Dubuque’s daily wastewater flow to the WRRRC. While electrical components have been upgraded over time, the core of the facility—including its two oversized dry weather pumps—remains outdated. These pumps are not designed to operate efficiently under the system’s current flow conditions, leading to energy inefficiencies, mechanical stress, and an increased risk of failure. These issues were made evident in April 2025 when both pumps failed during low-flow conditions, requiring WRRRC staff to work overnight to install a temporary bypass pump and prevent an unpermitted discharge to the Mississippi River.

Upgrades to the lift station had been identified based on a previously completed facility plan. However, those long-term improvements are now in question due to the Iowa Department of Transportation’s proposal to construct a new Mississippi River bridge, one possible alignment of which would pass directly over the existing lift station. The final bridge alignment is not expected to be determined for at least two years, and it is unknown whether the lift station will need to be removed or relocated. Further uncertainty exists regarding whether the City would be responsible for covering the cost of such a relocation, despite the lift station being in City right-of-way. To manage near-term risks, the City is proceeding with a scaled-back project intended to improve reliability and extend the life of the existing facility for up to eight years. This approach balances immediate operational needs with the need to avoid over-investing in infrastructure that may ultimately need to be replaced.

This situation presents a dual challenge: addressing the reliability concerns of aging infrastructure while navigating the uncertainty surrounding potential external impacts and future capital requirements. Until the bridge alignment and related funding responsibilities are clarified, the City must continue operating and maintaining one of its most critical lift stations under a cloud of long-term uncertainty.

- Anticipating Emerging Regulations on Microplastics. Although the WRRRC does not produce microplastics, wastewater treatment facilities are increasingly viewed as potential control points for preventing microplastic pollution in the environment. Microplastics enter treatment systems from a wide range of sources—such as synthetic textiles, personal care products, and fragmented plastics—and may pass through conventional treatment processes into effluent or accumulate in biosolids. While there are currently no federal regulations specifically requiring publicly owned treatment works to remove microplastics, the U.S. EPA is actively researching their occurrence and health risks, and is developing standardized sampling and analytical methods to support future rulemaking. The agency’s National Strategy to Prevent Plastic Pollution, finalized in 2024, signals a clear intent to use the Clean Water Act and other regulatory tools to address plastic pollution, including microplastics. For the WRRRC, this could create a significant challenge. If new regulations mandate the removal or monitoring of microplastics in effluent or biosolids, the City may need to invest in advanced treatment technologies, revise its solids handling practices, and implement routine sampling protocols—all of which could increase operating costs and regulatory complexity.

MANAGEMENT IN PROGRESS

Dubuque, Iowa

June 2025

DEPARTMENT: Water & Resource Recovery Center

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

1. **Odor Reduction: Chemical Dosing, Maintenance Strategies, and Facility Planning.** The WRRC continues to implement and evaluate odor control strategies targeting hydrogen sulfide (H₂S), the most prevalent odor-producing compound in the wastewater treatment process. Since 2023, chemical dosing has been used to reduce H₂S concentrations at key points in the treatment train. Hydrogen peroxide dosing at the headworks has remained effective, reducing H₂S in the primary clarifiers by approximately 50%. A 2024 trial of ferric chloride between the digesters and centrifuge was discontinued after proving ineffective for struvite control, though hydrogen peroxide will now be used in that location instead.

In early 2025, a new ferric chloride dosing system was installed to target odor compounds directly within the anaerobic digesters. Data collection and sample analysis related to ferric-reactive components was completed in May 2025, and ferric chloride dosing within the digesters is scheduled to begin in June 2025. The results will help determine the most effective dosing strategy for long-term odor and struvite reduction.

Odor control efforts now extend beyond chemical treatment. Funding to install perimeter odor sensors (“e-nose” technology) was included in the adopted FY26 budget, allowing the project to be initiated over the next nine months. These sensors will provide real-time odor monitoring at the WRRC’s perimeter, enabling staff to detect patterns, identify offsite odor impacts, and respond proactively. The system will support data-driven operational decisions and strengthen the WRRC’s responsiveness to community concerns.

Additionally, a four-year anaerobic digester cleaning program has been initiated to improve performance and reduce odor risk, with the first digester cleaning now planned for summer 2025 following delays caused by the December 2024 explosion. Odor control is also a key element in the WRRC’s ongoing Facility Plan Update, which includes a comprehensive review of odor sources and long-term mitigation strategies throughout the treatment process..

2. **Hauled Waste Receiving and Storage Project.** The City has initiated a project to address long-standing infrastructure and operational needs associated with accepting hauled high-strength waste at the WRRRC. The improvements will provide dedicated receiving and storage capabilities that better manage the strength and volume of incoming waste, protect downstream treatment processes, and reduce odor impacts.

Funding for the project is included in the FY25 budget, allowing the City to proceed without delay. The improvements are being funded through the tipping fees paid by local businesses that utilize the hauled waste program. To help minimize the financial impact on those businesses, the City submitted a federal grant application through the Community Project Funding Program. If the application is successful, the City will be required to follow the EPA's project administration process as outlined at the time of award. In that case, the construction schedule would be dictated by the federal requirements associated with the grant.

Regardless of the outcome of the grant application, the City remains committed to completing the improvements, ensuring the WRRRC can continue to accept hauled waste in a manner that is reliable, environmentally sound, and responsive to community needs..

3. **Industrial Controls Replacement Project.** The WRRRC is in the early stages of a multi-year effort to replace and modernize its aging industrial electrical control systems. Much of the facility's existing control infrastructure—including motor control centers (MCCs), variable frequency drives (VFDs), starters, and associated wiring and enclosures—was installed decades ago and has surpassed its expected service life. These components are critical to operating pumps, mixers, valves, and other process equipment throughout the treatment plant.

As this infrastructure continues to age, it has become more difficult to maintain, and component failures pose increasing risks to the continuity and safety of plant operations. Replacement parts are often difficult or impossible to source, and outdated equipment lacks the diagnostic capabilities found in modern control systems. Upgrading these systems is essential for improving reliability, reducing downtime, and ensuring staff safety.

Failed equipment often results in process interruptions, which can require emergency operational workarounds and increase the risk of treatment inefficiencies or permit non-compliance. In many cases, the City has experienced significant delays in restoring systems due to the unavailability of replacement parts for obsolete control components. This not only increases operational risk but also places additional strain on maintenance staff and other critical systems tasked with absorbing the added load.

The adopted FY25 budget and the FY26–30 Capital Improvement Program include a combined \$3 million to support phased replacement of WRRRC's industrial electrical controls. This investment will allow for the systematic modernization of equipment across the facility, aligned with planned capital improvements and operational priorities. The project will improve system resilience, reduce the likelihood of emergency repairs, and support continued compliance with safety and performance standards.

4. **Facility Plan Update Project.** The City is undertaking a comprehensive Facility Plan Update for the Water & Resource Recovery Center (WRRRC), funded in FY25–26. This planning effort is a foundational tool used by publicly owned treatment works (POTWs) to prepare for the future. Facility plans help communities evaluate whether their treatment infrastructure can continue to meet permit requirements while serving the projected population and flow increases, adapting to regulatory changes, and incorporating advances in treatment technologies. The WRRRC’s plan will assess current performance, identify vulnerabilities, and recommend phased improvements to ensure safe, efficient, and sustainable treatment for years to come.

Treatment capacity evaluation. The WRRRC is currently operating at approximately 65–70% of its design capacity for flow, BOD, and TSS. As planned interceptor improvements are completed and new development—including within annexation areas—comes online, additional wastewater will be delivered to the WRRRC. The Facility Plan will assess when capacity upgrades will be required and what infrastructure will be needed to accommodate that growth.

Nutrient reduction. The City’s NPDES permit requires a 66% reduction in total nitrogen and a 75% reduction in total phosphorus between influent and effluent. Although a 2022 analysis found full-scale nutrient removal to be infeasible at that time, the Iowa DNR requires the City to submit an updated evaluation by the end of calendar year 2027. The Facility Plan will determine how and when nutrient reduction strategies should be implemented, and how they may align with future capacity-driven upgrades.

Maintenance practices and asset management. Many critical components—such as the final clarifiers and pump stations—date back to the 1990s or earlier and require increasingly frequent maintenance. The Facility Plan will assess the condition of major systems and recommend strategies to prioritize maintenance activities and reduce reactive repairs. This effort coincides with the WRRRC’s implementation of a Computerized Maintenance Management System (CMMS), which will help track equipment condition, schedule preventative maintenance, and extend asset life. The plan will help align capital improvements with these emerging maintenance tools to ensure long-term reliability.

Workforce safety. The WRRRC operates a complex facility with a wide range of physical, chemical, and biological hazards. As part of the planning effort, the City is reviewing and updating its workforce safety program to ensure it reflects modern standards, consistent documentation, and clear procedures—particularly for confined space entry, electrical work, and chemical handling. The Facility Plan will support the development of location-specific safety protocols and assist in identifying any physical modifications that may be needed to reduce exposure risks and improve overall safety culture at the facility.

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4. **(continued)**

Odor control. Over the past two years, the WRRC has implemented targeted chemical dosing strategies to reduce hydrogen sulfide emissions, along with operational improvements to solids handling. The Facility Plan will take a system-wide approach to odor mitigation, evaluating each treatment process area for its odor generation potential and recommending further improvements—whether operational, structural, or chemical—to reduce off-site odor impacts and maintain community trust.

Drying pad evaluation. This involves an evaluation of the existing drying pad and the potential for future decanting or dewatering improvements. This will ensure that hauled waste, sewer debris, and treatment residuals are managed in a way that minimizes odor, supports landfill disposal requirements, and protects overall system efficiency.

Energy efficiency and resource recovery. This includes improvements in heating, electrical demand, and biogas utilization. These recommendations will support the City’s sustainability goals while helping to offset future operating costs.

When complete, the Facility Plan will deliver a phased, prioritized roadmap for capital improvements at the WRRC. This work will help the City plan for future investment—potentially totaling \$70–\$100 million—in a way that protects public health, supports community growth, and ensures long-term regulatory compliance.

5. **Recovery from the December 4, 2024 Explosion.** On December 4, 2024, an explosion occurred in the Solids Processing Building at the WRRC, centered in the Boiler Room, causing widespread structural, mechanical, and electrical damage. The incident resulted in the loss of key systems—including the permanent boiler, portions of the gas train, MCC sections, and structural walls—requiring immediate and sustained recovery efforts to stabilize operations and restore the facility to its pre-incident condition.

Since the event, the City has coordinated a comprehensive response involving temporary system restoration, equipment testing, procurement of a portable boiler, and development of permanent repair strategies. Initial actions included securing the area, restoring minimal operational heating through a rental boiler, and completing emergency work to ensure safe working conditions. WRRC staff and contractors have also performed insulation resistance testing on damaged conductors, replaced failed components, and deployed workarounds to maintain treatment reliability.

To guide long-term recovery, the City contracted with Strand Associates to perform an in-depth evaluation of the affected areas and develop a formal scope of repair. Strand’s draft report outlines a detailed opinion of probable capital cost (OPCC) to restore the facility to pre-event conditions, totaling approximately \$3 million. The report includes recommendations for structural reconstruction of damaged walls and slab sections, replacement of MCC-75B and the SCC-75-01 control panel, full replacement of the boiler control system, various mechanical and electrical repairs, and restoration of SCADA room functionality. The report also highlights the need for permanent HVAC, piping, and drainage repairs and includes allowances for future coordination, construction phasing, and engineering services.

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This recovery project will continue into FY26 and involves close coordination between engineering consultants, insurance representatives, WRRRC staff, and City departments. The work is extensive, touching nearly every system within the impacted area, and must be completed while maintaining ongoing operations and meeting regulatory obligations. Once complete, the facility will regain its full operational capability

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

DEPARTMENT: Water & Resource Recovery Center

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. SCADA Upgrade Project. The WRRC is implementing a series of near-term upgrades to its Supervisory Control and Data Acquisition (SCADA) system infrastructure to improve reliability, streamline operations, and enhance system security. SCADA is the central platform operators use to run the WRRC's treatment systems, monitor equipment performance, and receive real-time alerts when equipment malfunctions. The system is essential for maintaining regulatory compliance, process stability, and safe operations.

The current SCADA system architecture includes multiple dedicated desktop computers, many of which are operating on outdated software and require replacement. The upgrades will bring SCADA servers up to modern operating standards and replace several user workstations. As part of this effort, the City is working to reduce the number of unique SCADA-specific computers by enabling read-only access for certain users from their standard City-issued desktops. This change will preserve critical SCADA functionality while improving accessibility for operations and supervisory staff who don't require full control capabilities.

To protect the system from cyber threats, the SCADA network remains isolated from the City's general IT network, ensuring secure operation of critical infrastructure. Because of this "walled-off" design, some users will continue to require access via dedicated SCADA terminals. Another important improvement will be the relocation of one of the two redundant SCADA servers to the City's IT Department, which will now host and maintain the backup server to improve resiliency and technical support.

The new servers and computers are expected to be in place by the end of FY25, though final implementation may extend into early FY26 depending on procurement and coordination schedules. Work is actively underway in partnership with City IT and external integrators to complete this effort.

2. Computerized Maintenance Management System (CMMS) Implementation. As part of the larger Facility Plan Update, the WRRRC is implementing a Computerized Maintenance Management System (CMMS) to transition from a primarily reactive maintenance approach to a more preventative and data-informed strategy. Over time, the WRRRC and the City's 21 lift stations (and counting) have increasingly found themselves operating in emergency response mode rather than engaging in proactive, scheduled maintenance. This reactive posture comes with costs—including increased equipment downtime, higher repair expenses, and shorter asset life.

The City is currently in the process of reviewing multiple CMMS platforms, with the goal of narrowing the selection to two or three finalists for a more formal evaluation and proposal. The most critical factors for success include the ease of use for end users, particularly maintenance staff and plant operators; the efficiency of entering and updating asset and equipment data; and the availability of strong, ongoing customer support following purchase and implementation. A successful platform must be intuitive and well-supported to ensure staff adoption and long-term program success.

Once fully implemented, the CMMS will support the scheduling, tracking, and documentation of both routine and corrective maintenance activities. It will include detailed equipment and asset records, preventive maintenance schedules based on manufacturer-recommended service intervals, parts inventory management, labor tracking, and work order assignments. Work orders will specify who is to perform each task, what materials are needed, and when the work should be completed—giving staff clear direction and supervisors visibility into ongoing workload and system health.

In addition to improving system reliability and reducing unplanned outages, the CMMS will provide valuable insight into future maintenance staffing needs. By reflecting the full scope of manufacturer-recommended maintenance activities, the system will help the City understand the labor resources required to maintain its expanding infrastructure in a cost-effective and compliant manner.

CMMS platform selection, setup, equipment data entry, and staff training are ongoing, with implementation expected to continue through FY25 and into FY26. The system will play a key role in enhancing equipment reliability, supporting regulatory compliance, and informing long-term capital and staffing plans.

3. HVAC Improvements – WRRC Administration Building. The WRRC is continuing a phased effort to improve climate control and air quality in the Administration Building through the installation of mini-split HVAC units. These improvements are necessary to ensure adequate heating, cooling, and air circulation in various work areas that were previously underserved by the building’s original HVAC configuration. The Administration Building houses a mix of office, conference, and operational support spaces—many of which experience fluctuating temperatures and insufficient air exchange, particularly in the summer and shoulder seasons.

In a prior phase, HVAC upgrades were completed for the main office area, conference room, and break room, which significantly improved employee comfort and system efficiency in those spaces. The next phase of the project, planned for completion in the next six months, will extend HVAC service to the plan room, main lobby, and basement—areas that continue to experience temperature control issues due to inadequate ducting and limited system reach.

The decision to use mini-split systems has proven to be a cost-effective and flexible solution, allowing for individualized temperature control without the need to overhaul the building’s entire HVAC infrastructure. These improvements not only enhance comfort for staff and visitors, but also help maintain appropriate environmental conditions for equipment, documentation, and storage located in temperature-sensitive areas. Once this phase is complete, the building will have consistent and reliable climate control across all commonly used spaces.

4. FOG Program Software Improvements. The WRRC is currently implementing SwiftComply, a cloud-based software platform designed to support the City’s Fats, Oils, and Grease (FOG) program. The new platform will streamline communication between City staff and food service establishments (FSEs), improve tracking of compliance records, and reduce the administrative burden associated with permitting, inspections, and documentation.

Historically, the FOG program has relied on manual processes and spreadsheets to track grease trap maintenance, hauler manifests, and inspection outcomes. These methods have made it difficult to maintain a consistent compliance record for each facility, follow up on late submittals, or proactively identify problem areas. By centralizing all program data into a single, user-friendly interface, SwiftComply will allow for more efficient enforcement, real-time record access, and automatic reminders to regulated facilities regarding required maintenance and reporting deadlines.

The platform is currently being configured to reflect the City’s FOG program structure, with training and outreach to users planned in the coming months. Once fully implemented, SwiftComply will improve the City’s ability to protect its collection system from grease-related blockages and support more consistent and equitable enforcement of FOG control requirements. Full rollout of the system is anticipated in FY25, with active use by City staff and regulated facilities beginning shortly thereafter.

5. Filling the Maintenance Lead Position. The WRRC is in the process of filling a newly created Maintenance Lead position, which was established to improve the facility's capacity to plan, execute, and document preventative maintenance activities. The position replaces the former Maintenance Supervisor classification, following an internal evaluation that determined the supervisory-level role did not align with the facility's current structure or staffing needs.

The Maintenance Lead will play a central role in supporting implementation of the WRRC's Computerized Maintenance Management System (CMMS) and will provide hands-on leadership for equipment inspections, repairs, and long-term asset care. The role is designed to bridge the gap between front-line maintenance staff and overall facility operations by focusing on task coordination, follow-through, and improved communication across shifts.

6. Industrial Pretreatment Program Compliance. The WRRC continues to advance corrective actions to bring its Industrial Pretreatment Program (IPP) into full compliance following a 2022 EPA inspection and a formal Notice of Noncompliance issued in 2023. The violations cited by EPA involved inadequate staffing, expired industrial user permits, deficiencies in enforcement and local limits, and gaps in hauled waste oversight and data management. Since then, the City has made substantial progress in addressing the findings and continues to work closely with EPA and IDNR to demonstrate full program compliance.

Several key milestones have already been achieved, including the hiring of a dedicated Industrial Pretreatment Coordinator, adoption of a revised TTO/TOMP policy, completion of SIU inspections, and consistent quarterly sampling of industrial users. In addition, a revised data management policy has been implemented and is now in active use for both digital and hardcopy documentation.

Work remains ongoing in several areas during FY25, including the update of the City's Enforcement Response Plan (ERP), a full local limits evaluation, completion of the industrial waste survey, and finalization of a hauled waste management plan that includes enhanced permitting, hazardous waste certifications, and sample analysis protocols. Many of these components are being supported through technical assistance provided by ISG and coordinated in close consultation with state and federal oversight agencies.

The City's progress was recently acknowledged in a 2024 IDNR audit, which found that all of the EPA-identified deficiencies had either been corrected or are currently being implemented. Work is expected to continue through mid-2025, with the City aiming to resolve all remaining items and restore full compliance with federal pretreatment program requirements under 40 CFR Part 403.

7. **Operator Shift Coverage Reduction Initiative.** The WRRC is developing a roadmap to reduce reliance on continuous 24/7 operator staffing, with the long-term goal of moving toward a model where all operators work on a single daytime shift. While this is the preferred direction, there may be equipment, operational, or safety-related roadblocks that could prevent full implementation. As such, staff are currently evaluating the feasibility of this shift and identifying which barriers can realistically be overcome and which may require modified expectations.

Even if full consolidation of operator coverage proves infeasible, there are clear opportunities to reduce the number of hours when the facility is staffed and allow for periods when the WRRC is safely unmanned, supported by improved technology and planning. Achieving this will require a combination of reliable core treatment systems, dependable backup equipment, and a well-structured alarm notification system that can alert staff in real time when something goes offline or deviates from expected parameters.

The effort is made possible in large part by the technology already present at the WRRC. Many treatment systems are equipped with automated controls and operate reliably without constant manual intervention. However, operators still play a critical role in overseeing the system, identifying performance trends, and making adjustments in response to changing waste streams over the course of each day, week, or season. Their attention to system behavior helps ensure that small operational issues are detected and addressed before they escalate into major problems or result in permit violations.

This initiative is also driven by several workforce considerations. Reducing isolated overnight and weekend shifts aligns with safety best practices, as solo work limits the types of tasks that can be performed. A single-shift model would also promote better communication and continuity between staff, foster teamwork, and reduce the strain caused by covering shifts during time-off requests—especially on weekends, when operators currently work 12-hour shifts. These improvements support the City’s broader goal of ensuring a sustainable and healthy work-life balance for employees.

The WRRC is working with Strand Associates to review and classify SCADA alarms as part of this planning effort. Additionally, the WRRC is utilizing the services of Daupler to help with routing alarms to on-call personnel and escalate notifications as needed. On-call operators will be provided with a laptop and VPN access to monitor and respond to alarms securely from remote locations.

To support this operational model, policies related to on-call expectations, response protocols, and after-hours availability will need to be developed. These policy changes will ensure a clear, structured approach to off-shift coverage that maintains accountability while protecting staff capacity and safety.

Implementation of some level of reduced shift coverage is expected to begin in early FY26, with additional adjustments phased in as remaining roadblocks are addressed. Even partial success will enhance WRRC’s ability to staff more efficiently and safely while maintaining operational reliability and compliance.

Looking to Dubuque's Future Boards and Commissions View

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Arts & Cultural Affairs Advisory Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Implementation and accountability of 2024-25 action steps in Commission's 2022-2026 Strategic Plan including:
 - Update Commission ordinance to ensure workflow, composition, etc. are structured to maximize community impact and be truly reflective of community demographics and priorities.
 - Provide recommendations to City leadership on staffing and budgetary gaps informed by local work, community needs, and best practices.
 - Robust review of Arts & Culture grant programs informed by current opportunities.
2. Present Temporary Public Art Policy to City Council for adoption.
3. Advocate to address funding gap in Operating Support program requests versus line-item allocation in City budget.
4. Advocate for and assist in securing support for priority projects proposed by Working Groups of the Arts & Culture Master Plan.
5. Advocate for and assist in securing support for new and updated Arts & Culture Master Plan.

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION: Carnegie-Stout Public Library Board of Trustees

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Want to explore free parking solutions near the library with smart parking meters and transportation department. Could library subsidize parking utilizing a patrons library card?
2. Library has several capital improvement projects that will need to be addressed as the years go on. These projects help maintain the library as an historic and beautiful facility for residents and visitors to enjoy.
3. Consider crosswalk signage at 11th Street intersections of Locust & Bluff.
4. Support the Carnegie-Stout Public Library in the pursuit of fundraising goals to complete a phased expansion project as it looks ahead to projected growth of the Dubuque Community and seeking more square footage to the existing structure to provide the highest quality library services, the library's Maker Space, and programming for current and future needs

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION: Civic Center Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. RFP released for architectural and engineering services for the \$23.4 million renovation development plan creating a venue for the future and improves the customer experience.
2. Continue to complete capital improvements to Five Flags to have a facility maintained and managed well for the attendees of events and activities.
3. Reachieve meeting benchmark in FY26.

**BOARD AND COMMISSION INITIATIVES
2025 – 2026:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2025**

BOARD/COMMISSION: Civil Service Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. None

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION: **Community Development Advisory**
Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Streamline and Harmonize the Homeowner Rehabilitation Loan Program, including standardized loan terms and flexible payment plan options. Aligning program guidelines and repayment structures will improve clarity, accessibility, and fairness for homeowners seeking critical home repairs.
2. Replicate and Expand “The Dubuque House” Model for Affordable Housing Development. By expanding the Dubuque House model, the city can address both the need for affordable housing and the desire for sustainable, energy-efficient homes that cater to the future needs of residents.
3. Implement Expanded Affordable Housing Opportunities for Low- to Moderate-Income Families, including exploring innovative housing models to meet the growing demand for accessible, sustainable and affordable housing solutions.
4. Enhance Interdepartmental Collaboration with the Office of Shared Prosperity, Neighborhood Support, Equity and Human Rights, and Relevant Commissions.

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION: Housing Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Strong encouragement for all landlords to accept HCV Vouchers.
2. Promote the Next Level Savings Program (NLSP – FSS Program) in the community as a great resource for Housing Choice Voucher (HCV) participants.
3. Central Avenue Corridor – building walk throughs and evaluations as to best use of current stock; and enhanced research of potential incentives to promote those rehabilitations vs all new builds.
4. Housing Commission members attend Successful Rental Property Management Course – (possibility to waive attendance fee for commission members?)
5. Rent Reasonableness (rent comparison)- assistance from Housing Commission educating and promoting reporting.
6. Promotion of the Pocket Neighborhood through Habitat for Humanity.

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

DEPARTMENT: Human Rights Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Review and update the Human Rights Commission ordinance (working with City Attorney's office) and then suggest subsequent updates to the commission handbook
2. Human Rights Commission members partner with organizations that share goals to promote and engage in community development
3. Enhance the visibility of the commission
4. Familiarize ourselves with efforts and existing structures Community Equity Profile, Imagine Dubuque, Dubuque Forward
5. Commission provide input to City Council for the State and Federal Legislative priorities process.

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION: Long Range Planning Advisory Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. **Implementation of the 2017 *Imagine Dubuque* Comprehensive Plan**

- Continued implementation using a collective impact model
- Implementation of the Plan within the City organization is underway
- Direct and participate in the Imagine Dubuque Implementation's Call to Action events and inclusive community engagement efforts.

Continual development of website to track progress in implementation of the 2017 *Imagine Dubuque* Comprehensive Plan

2. Participate in the update of the City of Dubuque Unified Development Code to represent goals and values from the *Imagine Dubuque* Comprehensive Plan.
3. 3- and 4-bedroom apartments at affordable prices
4. Creation and incentives for affordable single-family home development
5. Creation of a Multi-sport recreation complex
6. Reduce tax burden
7. Encourage the creation of an off-leash dog park, bar, and coffeehouse, plus grooming, daycare, and training services (e.g., Paws and Pints in Des Moines)

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Parks and Recreation Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. **Fully Fund Staffed Positions in the Park Division.** Increase staff representative of responsibilities. The Park Division is being asked to care for and develop equitable amenities including trails, new parks, the marina, and even landscaping for new roundabouts. The City would benefit from developing and retaining experience and expertise in the Park Division.
2. **Swimming Pools.** Develop and start plans for City pool replacement. Address public's desire for additional amenities, including splash pads, and an aquatics center.
3. **Infrastructure Updates.** Aging structures within the Parks and Recreation Department purview should be considered for upgrades or renovations before their condition makes them unfit for public use. The Commission supports updating and modernizing structures in parks, including pavilions and restrooms, as well as offices, greenhouses, and other physical assets used by the Department.
4. **Connecting Bike and Trails.** Continue to promote mobility by the constructions and maintenance of interconnected trails and bike paths, including within neighborhood areas. Increase public awareness of available trails.
5. **Recreation Division Marketing.** In order to promote the equitable provision of recreational services throughout Dubuque, the Recreation Division needs to both maintain successful programming and provide new programs. Engaging with underserved families will require hiring additional supervisors to provide attractive programming. Promotion and use of those programs will have a direct impact on public health and community building within Dubuque. Increase of poverty prevention.

6. **Chaplain Schmitt Island.** Sustaining a close relationship with Chaplain Schmitt Island Committee/DRA on planning and implementation of the Chaplain Schmitt Island Master Plan. Including updates/ input sessions with commission and facilitate public input. Support of ADA accessible restrooms.

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION Resilient Community Advisory Commission (RCAC)

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Advise the City Council to adopt a longer-term greenhouse gas (GHG) reduction goal that goes beyond 2030 including community engagement efforts to inform goal.
2. Support permanent funding of the Climate Action Coordinator position.
3. Sustainable Dubuque Grants – review and disburse \$25,000 in small grants to community members with projects that meet the 12 sustainability principles.
4. Waste Management and Waste Diversion and Reduction (composting in restaurants/Green Dining Alliance).
5. Insulation inspections as part of city rental inspections (for energy efficiency)
6. Supporting cost-savings through maintenance and energy efficiency updates to city-owned facilities.
7. Alternative Transportation support and education – walk/bike/scoot/transit opportunities

**BOARD AND COMMISSION INITIATIVES
2025 – 2026:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2025**

BOARD/COMMISSION: Transit Board

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Projects will be presented upon completion of the Areas of Persistent Poverty Grant

BOARD AND COMMISSION INITIATIVES

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa
June 2025

BOARD/COMMISSION: Zoning Advisory Commission

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. **Evaluation and update of the Unified Development Code.** The Zoning Advisory Commission will plan a key role in reviewing and evaluating the proposed changes and modifications to the Unified Development Code (UDC) as part as the code update that is underway. The Commission will be responsible for carefully assessing how the proposed updates align with the goals and policies outlined in the Imagine Dubuque Comprehensive Plan. Through public input, technical analysis, and collaboration with planning staff, the Commission will ensure their recommendations reflect a balanced approach to growth, development, and neighborhood preservation before forwarding them to the City Council for consideration.

BOARD AND COMMISSION INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2025

BOARD/COMMISSION: Zoning Board of Adjustment

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. **Evaluation and update of the Unified Development Code.** The consultant, Camiros, was selected and the update of the 2009 Unified Development Code has commenced. Camiros has taken the feedback from the initial outreach and reviewed the existing code to evaluate and draft a Technical Report which will be presented to the Zoning Advisory Commission and City Council. As part of the code update the Zoning Board of Adjustment will play a key role in reviewing and evaluating the proposed changes and modifications to the Unified Development Code (UDC). The Board will be responsible for carefully assessing how the proposed updates align with the goals and policies outlined in the Imagine Dubuque Comprehensive Plan. Through public input, technical analysis, and collaboration with planning staff, the Board will ensure their decision reflect a balanced approach to property investment and neighborhood preservation.

Looking to Dubuque's Future Community Partners View

PARTNER, NEIGHBORHOOD ASSOCIATION

2025 – 2026:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

PARTNER: POINT NEIGHBORHOOD ASSOCIATION

Please list **issues or projects** that you would like for the City to address this 2025 – 2026. Is there a way that your organization can be a part of the solution?

1. We would like them to listen to the Constituents from the Point area and not plan things we learn about at a later date, ex. Apts on Kerper. This would have been the perfect place for a recreational area.
2. More equal opportunities for everyone, regardless of their status and more affordable Housing and less crime.
3. This is an idea on how we can do more in the city. We would like to see an aquatics center with retractable roof for all year-round swimming, it should be built either on the Point or North end area. Many people would like to see this happen. Some of this could be paid for by people who water walk and their doctors could write out an RX and have Medicare pay for their water walking. We would also like it to be big enough to have adult separate from children for swimming and maybe we could partner with the YMCA to help build 1 big building. A partnership private and public.
Also another idea is to have ranch style houses with gas and electric for the home, our electric grid is so overtaxed and electric is so expensive, we could do a small solar panel size of your cell phone to have it attached to the house to provide all the energy it needs. If someone invents a small solar panel
4. Updates to the existing parks.... Eagle Point, Flora...etc.

PARTNER, NEIGHBORHOOD ASSOCIATION 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2025

PARTNER: St. Joseph, Langworthy, Downtown, Fenelon

Please list **issues or projects** that you would like for the City to address this 2025 – 2026. Is there a way that your organization can be a part of the solution?

1. St. Joseph- assistance in organizing the St. Joseph Neighborhood Association;
2. Langworthy- Better Night time Lighting especially W 3rd St.
3. Downtown NA - Improved lighting , repair of alleys and better alley lighting
4. Fenelon- Keep working on parks and outdoor spaces. Don't forget neighborhood associations

PARTNER, NEIGHBORHOOD ASSOCIATION 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2025

CARICH Properties

PARTNER: Multicultural Family Center, John Deere, Community Foundation of Greater Dubuque

Please list **issues or projects** that you would like for the City to address this 2025 – 2026. Is there a way that your organization can be a part of the solution?

1. CARICH Properties - The continued improvement of the Central Avenue Corridor.
2. Multicultural Family Center, John Deere, Community Foundation of Greater Dubuque - More biking trails that connect the already existing trail system. There is a need in Downtown and on the Westend.

On a scale of 1 to 5 (using smiley faces), please rate your overall experience with the Office of Shared Prosperity and Neighborhood Support.

- CARICH Properties - **5**
- Multicultural Family Center, John Deere, Community Foundation of Greater Dubuque - **5**
-
-

Is there anything else you would like to share about your neighborhood's experiences with local government or how we can better support your neighborhood?

1. CARICH Properties - Would really like to see some of the blight and troublesome landlords continued to be held accountable. Keep helping to improve safety and let people know that the area is a place you can come enjoy.
2. Multicultural Family Center, John Deere, Community Foundation of Greater Dubuque - n/a

SECTION 6

CRITICAL ISSUES FOR STRATEGIC DISCUSSION

[Updated: 9/16/25]

Strategic Topics for Discussion

City of Dubuque

»» Topics		
1. Keeping our Focus on Dubuque's Future: Dubuque Vision 2040 – Preferred Future with Value-based Outcomes for our Dubuque Community		
2. Parks and Eagle Point Park Upgrades as a Priority: Projects, Staffing and Funding		
3. Tourism and Sports Tourism – Making Dubuque a True Destination with National and International Guests		
4. Lowest Tax Rate vs. Responsibly Low Tax Rate		
5. Building off Dubuque Positive Momentum for the Future – Next Steps for the City of Dubuque		
6. Preparation for a Chaotic World and for Turbulent Times – Dubuque's Strategy and Action Plan		
7. Governing with Civility and Respect Focusing on Community Outcomes and Value to our Residents		
8. Management Succession Planning		
9. City Support of Non-Profit Organizations in light of Reduced Funding from State of Iowa, Federal Government and the Community		
10. Greater Voice for City Boards and Commissions		

»» Topics	
11. Unhoused Residents Programs and Support	
12. Emerging Technologies and their Application to City Government – Policies and Processes, including AI	
13. Cyber Security for the City Government	

SECTION 7

DUBUQUE VISION FOR OUR FUTURE [Updated: 9/16/25]

*[Equity: Need for Compliance with Iowa State and the
Federal Presidential Executive Order]*

A

Dubuque Vision 2039

Current Vision for Dubuque's Future

Dubuque *Vision 2039*

DUBUQUE 2039 is a *SUSTAINABLE AND RESILIENT CITY* ^(A),
an *INCLUSIVE AND **EQUITABLE** COMMUNITY* ^(B)
where ALL are welcome.

DUBUQUE 2039 has preserved our
MASTERPIECE ON THE MISSISSIPPI ^(C),
has a *STRONG DIVERSE ECONOMY* ^(D)
and *EXPANDING CONNECTIVITY* ^(E).

DUBUQUE 2039 – Our residents
EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE ^(F),
have choice of
QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS ^(G),
have an
ABUNDANCE OF DIVERSE FUN THINGS TO DO ^(H)
and are
*SUCCESSFULLY AND ACTIVELY ENGAGED
IN THE COMMUNITY* ^(I).

SUSTAINABLE AND RESILIENT CITY

► Means

1. Policies and practices that support Environmental/Ecological Integrity, Social/Cultural Vibrancy and Economic Prosperity to create a viable, livable and equitable community
2. Achieved 50% Goal in Greenhouse Gas Reduction through energy conservation and active use of alternative energy solutions, including use of hydropower, waste to energy, use of methane gas and use of solar
3. Resilient city of choice to work, live, and play
4. New construction encouraged to be designed with green principles and national certifications
5. Resilient housing and neighborhoods
6. Giving personal information on what they use, what they need, what they want, what they need to do to save resources
7. Having and using data and other tools to make data-driven decisions the support community sustainability and resiliency

INCLUSIVE AND **EQUITABLE** COMMUNITY

► Means

1. Recognized as an inclusive and **equitable** community
2. Successfully overcoming racial bias and have become a truly **equitable** and welcoming community of choice
3. Human and civil rights as a cornerstone for actions in the Dubuque community
4. Community support and engaged actively for culture, arts and museums
5. Ongoing conversations with diverse groups of residents to understand needs and take active responses
6. Increasingly diverse and welcoming community
7. **Equitable** access to community assets and human services programs

PRINCIPLE C

MASTERPIECE ON THE MISSISSIPPI

► Means

1. Downtown and Riverfront – a destination and source of pride for residents and tourists
2. Redevelopment of Chaplain Schmitt Island following the currently adopted Master Plan, including the approved docking facilities, kayaking opportunities, amphitheater/indoor facility with a variety of programs and activities, boardwalk around the island for walking and biking, restaurants, etc.
3. Revitalized, vibrant and preserved historic buildings and neighborhoods, including Historic Millwork District
4. Trail connectivity along the entire Riverfront, including a bridge over the flood wall gate
5. Beautiful gateways, entrances and streetscapes, especially the north entrances
6. Natural resources preserved and the environment protected
7. Redevelopment of South Port as an exciting community destination following the currently adopted Master Plan, including the buried easy access, condos, restaurants and entertainment venues, dog park, flood wall, opportunities to experience a "working port", etc.
8. Recognized as a “designated port” including capacity for containers

PRINCIPLE D

STRONG DIVERSE ECONOMY

► Means

1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.
2. Retaining and growing current businesses and industries
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community
4. Close the income and employment gaps for black residents
5. Workforce for 21st century jobs including skill development opportunities for the underemployed and unemployed
6. Land available for future industrial and commercial expansion
7. Support local Black-owned businesses
8. Strong partnership with GDDC aligned with City vision and goals and economic recovery from COVID-19 pandemic job loss and business challenges

PRINCIPLE E

EXPANDING CONNECTIVITY

► Means

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

PRINCIPLE F

EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

► Means

1. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque
2. Affordable, quality housing options for all stages of life, including green, sustainable homes
3. Residents walking, biking and using public transportation to work
4. Residents having access to and taking advantage of opportunities for a healthy life style
5. Attraction and retention of young adults
6. **Equitable** access to healthy, affordable foods – a community without food deserts
7. People making Dubuque a community of choice and their home

PRINCIPLE G

QUALITY LIVABLE NEIGHBORHOODS

► Means

1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment
2. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas
4. Residents and visitors safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents
5. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible
6. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety
7. Housing opportunities that meet market demand and create balance of home ownership and rental properties
8. Expanded affordable, quality housing options through infill and annexations

PRINCIPLE H

ABUNDANCE OF DIVERSE FUN THINGS TO DO

► Means

1. Multi-use trails and pathways throughout the city
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan
3. Variety of restaurants and food service options that meet market demands and emphasize local food products
4. A variety of entertainment and performing arts venues and programs
5. Community events and festivals for all seasons and a wide range of cultural options
6. Regional center for museums, culture and arts activities that are supported by the community
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community

PRINCIPLE I

SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY

► Means

1. Promoted outreach to engage our diverse community
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns
4. Community implementing Imagine Dubuque Plan
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents
6. Residents having confidence and trust in City government

B

Dubuque Vision 2040 Potential Working Draft for Update

Dubuque Vision 2040

DUBUQUE 2040 is recognized as a

SAFE COMMUNITY: Feeling Safe Anytime and Anywhere ^(A),

HEALTHY COMMUNITY: Support for Personal Wellness ^(B)

BEAUTIFUL COMMUNITY: Pride in our Appearance ^(C)

LIVABLE COMMUNITY: Choice of Neighborhoods and Housing^(D)

VIBRANT COMMUNITY: Destinations for Residents and Guests ^(E)

PROSPEROUS COMMUNITY: Thriving Local Economy for All ^(F)

ACTIVE COMMUNITY: Experiences for All ^(G)

CONNECTED COMMUNITY: Dubuque Connected to the World ^(H)

WELCOMING COMMUNITY: Everyone Belongs^(I)

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

»» Means

PRIORITY

- | | | |
|--|--|--|
| 1. Quality public safety services with timely and appropriate response to a call for service | | |
| 2. Well-maintained, modernized and well-located public safety facilities | | |
| 3. Fully-staffed, well-trained and well-equipped Dispatch, Fire and Police | | |
| 4. City and community prepared for, ability to respond to and capacity to recover from a natural disaster or crisis | | |
| 5. Community involved as partners in creating a safe community | | |
| 6. Active fire prevention programs for businesses, neighborhoods and housing | | |
| 7. Expanded use of technology and data to create a safer Dubuque community, including drones and cameras | | |
| 8. Police and Fire workforce reflecting Dubuque community demographic | | |
| 9. Developments, facilities, parks and trails design and built with safety in mind – Crime Prevention through Environmental Design (CPTED) | | |
| 10. Collaboration with School District to have safe school and safe routes to schools | | |

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

» Means

PRIORITY

11. Collaboration with School District to have safe school and to enhance youth safety

12. Homes and buildings well maintained meeting and complying with City codes

13. Effective animal control and services meeting the needs of our Dubuque community

14. Low crime rate – Part 1 and Part 2 with a high solvability rate

15. Residents and guests safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents

16.

17.

18.

19.

20.

PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means		PRIORITY
1. Quality medical and healthcare services access to all		
2. Effective and timely emergency medical services with a high survival rate		
3. Equitable access to healthy, affordable foods – a community without food deserts		
4. Low chronic disease rate		
5. Opportunities to live a active and healthy lifestyle		
6. Recognition as a walkable and bikeable community		
7. Effective services in collaboration with State of Iowa and Dubuque County to address brain health issues – emergency response and long-term programs		
8. Effective community paramedic services provided by the Fire Department		
9. Low drug use rate and programs and services to address abuse available for all		
10. Crescent Community Health with well-designed and well-maintained facility providing services responsive to the needs of our Dubuque community		

PRINCIPLE B HEALTHY COMMUNITY

»» Means		PRIORITY
11. Shelters, programs and services to address the needs of our unhoused residents		
12. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque		
13. Residents having access to and taking advantage of opportunities for a healthy life style		
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PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

» Means		PRIORITY
1. Well-designed, well-maintained and attractive entrances to Dubuque		
2. Well-designed, well-maintained City parks, park venues and park equipment		
3. Attractive and well-maintained Grandview Boulevard - a historic gateway		
4. Well-designed and well-maintained streetscapes, medians and corridors		
5. Preservation of Dubuque's historic buildings and homes		
6. Variety of public art throughout our Dubuque community		
7. Well-maintained and attractive Riverfront, including Chaplain Schmitt Island		
8. Healthy tree canopy throughout our Dubuque community		
9. Distinctive and attractive City buildings and facilities		
10. Buildings and homes complying with City code and an effective enforcement programs		

PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

»» Means		PRIORITY
11. Well-designed, well-maintained commercial buildings and business centers (private sector)		
12. Clean community without litter or graffiti		
13. Native plants and low water use plants		
14. Property owners and homeowners maintaining their properties		
15. Eagle Point Park showcasing Dubuque, well-maintained, history preserved and providing beautiful vistas		
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PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means		PRIORITY
1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment		
2. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety		
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas		
4. Expanded affordable, quality housing options through infill and annexations		
5. Housing opportunities balancing home ownership and rental properties		
6. Neighborhood activities and events that bring neighbors together, to meet and build relations and to share responsibilities for neighborhood success		
7. Property owners and homeowners maintaining their properties		
8. Neighbors welcoming all		
9. Convenient access to neighborhood retail and to neighborhood parks – things to do		
10. Walkable and pedestrian friendly neighborhoods with connected and well-maintained sidewalks and trails		

PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means		PRIORITY
11.	Active neighborhood associations working with neighbors and collaborating with the City	
12.	"Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation	
13.	Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible	
14.	Older homes remodeled and modernized	
15.	Affordable, quality housing options for all stages of life, including green, sustainable homes	
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PRINCIPLE E VIBRANT COMMUNITY

Destinations for Residents and Guests

»» Means		PRIORITY
1. Historic Dubuque Downtown with Medical College, diverse businesses including retail and restaurants, revitalized Five Flags, upper floors with residential opportunities		
2. Champlain Schmitt Island with Amphitheater, hotels, casino, recreational venues connected by trails		
3. Dubuque Riverfront and Port with docking for cruise ships, riverwalk, hotels, casino, conference center, major office space and experience-based businesses		
4. Redeveloped Mall Area with mixed used development incorporating retail businesses, service businesses, variety of residential opportunities and experience-based businesses		
5. Central Avenue Corridor with businesses, variety of residential opportunities and effective traffic management		
6. Field of Dreams with hotels, world-class sport venues and experience-base businesses – a national destination		
7. Eagle Point Park with historic structures, park amenities and venues, pavilion for family celebrations and observation points		
8. Historic Millworks District with residential opportunities, hotels, restaurants, and businesses		
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PRINCIPLE E
VIBRANT COMMUNITY

Destinations for Residents and Guests

»» Means	PRIORITY	
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PRINCIPLE F PROSPEROUS COMMUNITY

Thriving Local Economy for All

»» Means		PRIORITY
1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.		
2. Retaining and growing current businesses and industries		
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community		
4. Close the income and unemployment gaps for black residents		
5. Workforce for 21 st century jobs including skill development opportunities for the underemployed and unemployed		
6. Land available with infrastructure capacity for future industrial and commercial expansion		
7. Support local Black-owned businesses		
8. Strong partnership with GDDC aligned with City vision and goals		
9. National and regional sports destination with world-class facilities and fields attracting and retaining tournaments bringing guest to Dubuque		
10. Variety of hotels for major conference center and sport tourism		

PRINCIPLE F PROSPEROUS COMMUNITY
Thriving Local Economy for All

» Means	PRIORITY	
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PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
1. Multi-use trails and pathways throughout the city		
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan		
3. Variety of restaurants and food service options that meet market demands and emphasize local food products		
4. Variety of entertainment and performing arts venues and programs		
5. Community events and festivals for all seasons and a wide range of cultural options		
6. Regional center for museums, culture and arts activities that are supported by the community		
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community		
8. Inclusive arts and cultural experiences for all		
9. Modern Library providing programs and services responsive to the needs of Dubuque's diverse community		
10. Indoor recreation and community center(s) providing a variety		

PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
11.	Performing arts venues at Five Flags and Amphitheater providing culturally diverse programs, performances and activities	
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PRINCIPLE H CONNECTED COMMUNITY

Dubuque Connected to the World

» Means		PRIORITY
1. Quality air service with choices to major hubs for business and leisure		
2. State-of-the-art public transportation system responsive to community needs, including on-demand and autonomous vehicles		
3. Active river port for moving commodities and for tourism, generating city revenues		
4. Completion of the four-laning of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development		
5. Four-lane links to Chicago		
6. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city		
7. Public-private investment in fiber network expansion		
8. Residents walking, biking and using public transportation to work		
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PRINCIPLE H CONNECTED COMMUNITY
Dubuque Connected to the World

» Means	PRIORITY	
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PRINCIPLE I WELCOMING COMMUNITY

Everyone Belongs

»» Means		PRIORITY
1. Promoted outreach to engage our diverse community		
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community		
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns		
4. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, Imagine Dubuque, etc.		
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents		
6. Residents having confidence and trust in City government		
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PRINCIPLE I
WELCOMING COMMUNITY

Everyone Belongs

»» Means	PRIORITY	
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SECTION 7

DUBUQUE VISION FOR OUR FUTURE [Updated: 9/16/25]

*[Equity: Need for Compliance with Iowa State and the
Federal Presidential Executive Order]*

A

Dubuque Vision 2039

Current Vision for Dubuque's Future

Dubuque *Vision 2039*

DUBUQUE 2039 is a *SUSTAINABLE AND RESILIENT CITY* ^(A),
an *INCLUSIVE AND **EQUITABLE** COMMUNITY* ^(B)
where ALL are welcome.

DUBUQUE 2039 has preserved our
MASTERPIECE ON THE MISSISSIPPI ^(C),
has a *STRONG DIVERSE ECONOMY* ^(D)
and *EXPANDING CONNECTIVITY* ^(E).

DUBUQUE 2039 – Our residents
EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE ^(F),
have choice of
QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS ^(G),
have an
ABUNDANCE OF DIVERSE FUN THINGS TO DO ^(H)
and are
*SUCCESSFULLY AND ACTIVELY ENGAGED
IN THE COMMUNITY* ^(I).

SUSTAINABLE AND RESILIENT CITY

► Means

1. Policies and practices that support Environmental/Ecological Integrity, Social/Cultural Vibrancy and Economic Prosperity to create a viable, livable and equitable community
2. Achieved 50% Goal in Greenhouse Gas Reduction through energy conservation and active use of alternative energy solutions, including use of hydropower, waste to energy, use of methane gas and use of solar
3. Resilient city of choice to work, live, and play
4. New construction encouraged to be designed with green principles and national certifications
5. Resilient housing and neighborhoods
6. Giving personal information on what they use, what they need, what they want, what they need to do to save resources
7. Having and using data and other tools to make data-driven decisions the support community sustainability and resiliency

INCLUSIVE AND **EQUITABLE** COMMUNITY

► Means

1. Recognized as an inclusive and **equitable** community
2. Successfully overcoming racial bias and have become a truly **equitable** and welcoming community of choice
3. Human and civil rights as a cornerstone for actions in the Dubuque community
4. Community support and engaged actively for culture, arts and museums
5. Ongoing conversations with diverse groups of residents to understand needs and take active responses
6. Increasingly diverse and welcoming community
7. **Equitable** access to community assets and human services programs

PRINCIPLE C

MASTERPIECE ON THE MISSISSIPPI

► Means

1. Downtown and Riverfront – a destination and source of pride for residents and tourists
2. Redevelopment of Chaplain Schmitt Island following the currently adopted Master Plan, including the approved docking facilities, kayaking opportunities, amphitheater/indoor facility with a variety of programs and activities, boardwalk around the island for walking and biking, restaurants, etc.
3. Revitalized, vibrant and preserved historic buildings and neighborhoods, including Historic Millwork District
4. Trail connectivity along the entire Riverfront, including a bridge over the flood wall gate
5. Beautiful gateways, entrances and streetscapes, especially the north entrances
6. Natural resources preserved and the environment protected
7. Redevelopment of South Port as an exciting community destination following the currently adopted Master Plan, including the buried easy access, condos, restaurants and entertainment venues, dog park, flood wall, opportunities to experience a "working port", etc.
8. Recognized as a “designated port” including capacity for containers

PRINCIPLE D

STRONG DIVERSE ECONOMY

► Means

1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.
2. Retaining and growing current businesses and industries
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community
4. Close the income and employment gaps for black residents
5. Workforce for 21st century jobs including skill development opportunities for the underemployed and unemployed
6. Land available for future industrial and commercial expansion
7. Support local Black-owned businesses
8. Strong partnership with GDDC aligned with City vision and goals and economic recovery from COVID-19 pandemic job loss and business challenges

PRINCIPLE E

EXPANDING CONNECTIVITY

► Means

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

PRINCIPLE F

EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

► Means

1. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque
2. Affordable, quality housing options for all stages of life, including green, sustainable homes
3. Residents walking, biking and using public transportation to work
4. Residents having access to and taking advantage of opportunities for a healthy life style
5. Attraction and retention of young adults
6. **Equitable** access to healthy, affordable foods – a community without food deserts
7. People making Dubuque a community of choice and their home

PRINCIPLE G

QUALITY LIVABLE NEIGHBORHOODS

► Means

1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment
2. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas
4. Residents and visitors safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents
5. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible
6. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety
7. Housing opportunities that meet market demand and create balance of home ownership and rental properties
8. Expanded affordable, quality housing options through infill and annexations

PRINCIPLE H

ABUNDANCE OF DIVERSE FUN THINGS TO DO

► Means

1. Multi-use trails and pathways throughout the city
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan
3. Variety of restaurants and food service options that meet market demands and emphasize local food products
4. A variety of entertainment and performing arts venues and programs
5. Community events and festivals for all seasons and a wide range of cultural options
6. Regional center for museums, culture and arts activities that are supported by the community
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community

PRINCIPLE I

SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY

► Means

1. Promoted outreach to engage our diverse community
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns
4. Community implementing Imagine Dubuque Plan
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents
6. Residents having confidence and trust in City government

B

Dubuque Vision 2040 Potential Working Draft for Update

Dubuque Vision 2040

DUBUQUE 2040 is recognized as a

SAFE COMMUNITY: Feeling Safe Anytime and Anywhere ^(A),

HEALTHY COMMUNITY: Support for Personal Wellness ^(B)

BEAUTIFUL COMMUNITY: Pride in our Appearance ^(C)

LIVABLE COMMUNITY: Choice of Neighborhoods and Housing ^(D)

VIBRANT COMMUNITY: Destinations for Residents and Guests ^(E)

PROSPEROUS COMMUNITY: Thriving Local Economy for All ^(F)

ACTIVE COMMUNITY: Experiences for All ^(G)

CONNECTED COMMUNITY: Dubuque Connected to the World ^(H)

WELCOMING COMMUNITY: Everyone Belongs ^(I)

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

»» Means

PRIORITY

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| 1. Quality public safety services with timely and appropriate response to a call for service | | |
| 2. Well-maintained, modernized and well-located public safety facilities | | |
| 3. Fully-staffed, well-trained and well-equipped Dispatch, Fire and Police | | |
| 4. City and community prepared for, ability to respond to and capacity to recover from a natural disaster or crisis | | |
| 5. Community involved as partners in creating a safe community | | |
| 6. Active fire prevention programs for businesses, neighborhoods and housing | | |
| 7. Expanded use of technology and data to create a safer Dubuque community, including drones and cameras | | |
| 8. Police and Fire workforce reflecting Dubuque community demographic | | |
| 9. Developments, facilities, parks and trails design and built with safety in mind – Crime Prevention through Environmental Design (CPTED) | | |
| 10. Collaboration with School District to have safe school and safe routes to schools | | |

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

» Means

PRIORITY

11. Collaboration with School District to have safe school and to enhance youth safety

12. Homes and buildings well maintained meeting and complying with City codes

13. Effective animal control and services meeting the needs of our Dubuque community

14. Low crime rate – Part 1 and Part 2 with a high solvability rate

15. Residents and guests safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents

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PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means		PRIORITY
1. Quality medical and healthcare services access to all		
2. Effective and timely emergency medical services with a high survival rate		
3. Equitable access to healthy, affordable foods – a community without food deserts		
4. Low chronic disease rate		
5. Opportunities to live a active and healthy lifestyle		
6. Recognition as a walkable and bikeable community		
7. Effective services in collaboration with State of Iowa and Dubuque County to address brain health issues – emergency response and long-term programs		
8. Effective community paramedic services provided by the Fire Department		
9. Low drug use rate and programs and services to address abuse available for all		
10. Crescent Community Health with well-designed and well-maintained facility providing services responsive to the needs of our Dubuque community		

PRINCIPLE B HEALTHY COMMUNITY

»» Means		PRIORITY
11. Shelters, programs and services to address the needs of our unhoused residents		
12. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque		
13. Residents having access to and taking advantage of opportunities for a healthy life style		
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PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

» Means		PRIORITY
1. Well-designed, well-maintained and attractive entrances to Dubuque		
2. Well-designed, well-maintained City parks, park venues and park equipment		
3. Attractive and well-maintained Grandview Boulevard - a historic gateway		
4. Well-designed and well-maintained streetscapes, medians and corridors		
5. Preservation of Dubuque's historic buildings and homes		
6. Variety of public art throughout our Dubuque community		
7. Well-maintained and attractive Riverfront, including Chaplain Schmitt Island		
8. Healthy tree canopy throughout our Dubuque community		
9. Distinctive and attractive City buildings and facilities		
10. Buildings and homes complying with City code and an effective enforcement programs		

PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

»» Means		PRIORITY
11. Well-designed, well-maintained commercial buildings and business centers (private sector)		
12. Clean community without litter or graffiti		
13. Native plants and low water use plants		
14. Property owners and homeowners maintaining their properties		
15. Eagle Point Park showcasing Dubuque, well-maintained, history preserved and providing beautiful vistas		
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PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means		PRIORITY
1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment		
2. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety		
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas		
4. Expanded affordable, quality housing options through infill and annexations		
5. Housing opportunities balancing home ownership and rental properties		
6. Neighborhood activities and events that bring neighbors together, to meet and build relations and to share responsibilities for neighborhood success		
7. Property owners and homeowners maintaining their properties		
8. Neighbors welcoming all		
9. Convenient access to neighborhood retail and to neighborhood parks – things to do		
10. Walkable and pedestrian friendly neighborhoods with connected and well-maintained sidewalks and trails		

PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means		PRIORITY
11.	Active neighborhood associations working with neighbors and collaborating with the City	
12.	"Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation	
13.	Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible	
14.	Older homes remodeled and modernized	
15.	Affordable, quality housing options for all stages of life, including green, sustainable homes	
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PRINCIPLE E VIBRANT COMMUNITY

Destinations for Residents and Guests

»» Means		PRIORITY
1. Historic Dubuque Downtown with Medical College, diverse businesses including retail and restaurants, revitalized Five Flags, upper floors with residential opportunities		
2. Champlain Schmitt Island with Amphitheater, hotels, casino, recreational venues connected by trails		
3. Dubuque Riverfront and Port with docking for cruise ships, riverwalk, hotels, casino, conference center, major office space and experience-based businesses		
4. Redeveloped Mall Area with mixed used development incorporating retail businesses, service businesses, variety of residential opportunities and experience-based businesses		
5. Central Avenue Corridor with businesses, variety of residential opportunities and effective traffic management		
6. Field of Dreams with hotels, world-class sport venues and experience-base businesses – a national destination		
7. Eagle Point Park with historic structures, park amenities and venues, pavilion for family celebrations and observation points		
8. Historic Millworks District with residential opportunities, hotels, restaurants, and businesses		
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PRINCIPLE E VIBRANT COMMUNITY
Destinations for Residents and Guests

»» Means	PRIORITY	
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PRINCIPLE F PROSPEROUS COMMUNITY

Thriving Local Economy for All

»» Means		PRIORITY
1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.		
2. Retaining and growing current businesses and industries		
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community		
4. Close the income and unemployment gaps for black residents		
5. Workforce for 21 st century jobs including skill development opportunities for the underemployed and unemployed		
6. Land available with infrastructure capacity for future industrial and commercial expansion		
7. Support local Black-owned businesses		
8. Strong partnership with GDDC aligned with City vision and goals		
9. National and regional sports destination with world-class facilities and fields attracting and retaining tournaments bringing guest to Dubuque		
10. Variety of hotels for major conference center and sport tourism		

PRINCIPLE F PROSPEROUS COMMUNITY
Thriving Local Economy for All

» Means	PRIORITY	
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PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
1. Multi-use trails and pathways throughout the city		
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan		
3. Variety of restaurants and food service options that meet market demands and emphasize local food products		
4. Variety of entertainment and performing arts venues and programs		
5. Community events and festivals for all seasons and a wide range of cultural options		
6. Regional center for museums, culture and arts activities that are supported by the community		
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community		
8. Inclusive arts and cultural experiences for all		
9. Modern Library providing programs and services responsive to the needs of Dubuque's diverse community		
10. Indoor recreation and community center(s) providing a variety		

PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
11.	Performing arts venues at Five Flags and Amphitheater providing culturally diverse programs, performances and activities	
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PRINCIPLE H CONNECTED COMMUNITY

Dubuque Connected to the World

» Means		PRIORITY
1. Quality air service with choices to major hubs for business and leisure		
2. State-of-the-art public transportation system responsive to community needs, including on-demand and autonomous vehicles		
3. Active river port for moving commodities and for tourism, generating city revenues		
4. Completion of the four-laning of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development		
5. Four-lane links to Chicago		
6. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city		
7. Public-private investment in fiber network expansion		
8. Residents walking, biking and using public transportation to work		
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PRINCIPLE H CONNECTED COMMUNITY
Dubuque Connected to the World

» Means	PRIORITY	
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PRINCIPLE I WELCOMING COMMUNITY

Everyone Belongs

» Means		PRIORITY
1. Promoted outreach to engage our diverse community		
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community		
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns		
4. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, Imagine Dubuque, etc.		
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents		
6. Residents having confidence and trust in City government		
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PRINCIPLE I
WELCOMING COMMUNITY

Everyone Belongs

»» Means	PRIORITY	
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SECTION 8

DUBUQUE CITY GOVERNMENT: OUR MISSION [Updated: 9/16/25]

*[Equity: Need for Compliance with Iowa State and the
Federal Presidential Executive Order]*

Dubuque City Government

Our Mission

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

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

PRINCIPLE A

PROGRESSIVE CITY GOVERNMENT

► Means

1. Taking reasonable strategic risks to create a better future for Dubuque.
2. Planning and managing growth and development consistent with the adopted City Vision, Strategic Plan, Imagine Dubuque, Master Plans and other policy documents.
3. Adapting and responsive to changing economic and community needs.
4. Identifying opportunities to create more equitable city and taking timely actions.
5. Supporting people faced with special circumstances and needs.
6. Investing in Dubuque's future.

PRINCIPLE B

FINANCIALLY SOUND CITY GOVERNMENT

► Means

1. Having a diverse and expanding tax base and revenues.
2. Investing in the maintenance and upgrade of City assets: infrastructure and facilities.
3. Having fiscally responsible reserves, debt, and investments.
4. Providing competitive compensation and professional development opportunities for City employees.
5. Leveraging City resources through grants, partnerships and other outside funding sources.
6. Having competitive tax rate and fees to provide the necessary resources to support the defined City services and levels of service.

PRINCIPLE C
RESIDENTS RECEIVING VALUE
FOR THEIR TAX DOLLARS

► **Means**

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

PRINCIPLE D ACHIEVING GOALS THROUGH PARTNERSHIPS

► Means

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

PRINCIPLE E

EXCELLENT MUNICIPAL SERVICES

► Means

1. Making the City of Dubuque an equitable employer of choice
2. Being responsive to residents' needs and calls for City services in a timely manner
3. Developing and retaining a highly productive, well-trained workforce that takes pride in service and develops innovations.
4. Having adequate staffing capacity to support defined service levels.
5. Seeking information, listening and learning from the community
6. Developing and using data and metrics to enhance municipal services

PRINCIPLE F

SUPPORT URBAN LIVING

► Means

1. Having a safe community and sense for personal security
2. Providing emergency response.
3. Having safe drinking water.
4. Disposing of wastewater in a safe manner
5. Facilitating safe, quality affordable housing
6. Preventing problems affecting community safety and health.

PRINCIPLE G

CONTRIBUTE TO AN **EQUITABLE**, SUSTAINABLE CITY

► Means

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

PRINCIPLE H

PLAN FOR THE COMMUNITY'S FUTURE

► Means

1. Planning to create an environmentally sustainable and livable community for future generations.
2. Supporting strategic annexations and pre-annexations opportunities.
3. Planning for redevelopment and revitalizations.
4. Promoting economic expansion.
5. Supporting a high quality of life.
6. Regulating land uses.

PRINCIPLE I

FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

► Means

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

SECTION 9

PLAN 2025 – 2030
[Update: 9/16/25]

City of Dubuque

Goals 2030

HEALTHY AND SAFE COMMUNITY

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

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

**LIVABLE NEIGHBORHOODS AND 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 AND ACTIVITIES**

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

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Outcomes – PICK 5 MOST IMPORTANT		PRIORITY	
Outcome 1	Be inclusive and equitable community in which all feel welcome, included and belonging		
Outcome 2	Have Police Department, Fire Department and Dispatch at full budget authorized staffing with diverse workforces		
Outcome 3	Provide high-quality emergency services that are accredited and uses best practices		
Outcome 4	Leverage and use technology to create a safe community including cybersecurity, drones and cameras		
Outcome 5	Have a walkable and bikeable community that supports a healthy life style		
Outcome 6			
Outcome 7			
Outcome 8			
Outcome 9			
Outcome 10			

GOAL 1	HEALTHY AND SAFE COMMUNITY
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» Measures of Success		PRIORITY
1. Community Survey		
2. Reduced number of chronic disease cases		
3. Reduced Part 1 Crimes - Persons		
4. Reduced Part 2 Crimes - Property		
5. High Clearance Rate		
6. Reduced Food Deserts		
7. Reduced Response Time		
8. Reduced Fire Loss		
9.		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
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» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Recruitment and retention of Police, Fire and Dispatchers		
2. Addressing issues and concerns regarding unhoused populations		
3. Federal government and State of Iowa politics and polarization impacting the Dubuque community		
4. Maintaining and updating existing City facilities and buildings – understanding their condition, their short term maintenance issues and their long term maintenance needs		
5. Police facility inadequate for current and future staffing in a County-owned facility		
6. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings		
7. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices		
8. Addressing community health needs and defining the City’s role		
9. New public safety workforce that their expectations: work, overtime, time-off, etc.		
10. Juvenile violent crimes remain a concern for Dubuque community		

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY
11. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring		
12. Maintaining City's role in addressing brain health challenges		
13. Civility in the community		
14. Having and funding a Police and Fire Vehicles, Equipment and Facilities Replacement Plan		
15. Transitioning dispatch/communications to Dubuque County		
16. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters		
17. Responding to chronic nuisance violations for those with brain health issues		
18. Limited treatment facilities for juvenile offenders (High-risk juvenile offenders require transport to facilities that are hours away and it may also take hours to arrange a means of transport to available facilities.)		
19. Increasing departmental collaboration and partnering		
20. Actions by the Federal Department HHS impacting community health and health-related services		

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY
21.	Long-term funding for public safety staffing for national standards and recognized best practices	
22.	Preparing for future public safety workforce through cadet programs and internships	
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025– 2027 – PICK 2 YOUR PRIORITY			PRIORITY	
A	1. Police Full Staffing and Hiring: Assessment Best Practices, Report with Options, Direction, Advocacy and Funding	Top 2024 M/CC Mgmt		
A	2. Comprehensive Fire Stations Locations: Workshop Presentation, Direction on Implementation and Funding (including Space Study and Facility Expansion)	High 2024 M/CC Mgmt		
A	3. Crescent Community Health Center Expansion of Population Health Program: Funding, City Presence on the Board and Advocacy	2024 Mgmt		
	4. Community-Based Health Promotion: Capacity and Funding	OTH Mgmt		
	5. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions	OTH Mgmt		
	6. DLEC Short-Term Facility Enhancements: Proposal, Direction and Funding (Including equity concerns, safety concerns and impacts on recruitment and retention)	New Mgmt M/CC		
	7. New Pet Licensing System (Dogs and Cats): Proposal, Direction, Funding and Implementation	New Mgmt		
	8. Traffic Safety Action Plan: Problems/Concerns Definition, Best Practices, Report with Options, Direction and Funding(including Speeding/Slow Down)	New Mgmt M/CC		

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025 – 2027			PRIORITY
9.	County Management of the 9-1-1 Center: Staffing Direction and Funding	OTH Mgmt	
10.	Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	
11.	Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	
12.	911 PSAP Center – Relocation, Staffing and Accreditation: Update Report, Direction, Funding, and City Actions	M/CC	
13.	Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding	M/CC	
14.	Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions	M/CC	
15.	Fireworks: Review, Alternative Locations, Direction, City Role and City Actions	M/CC	
16.	Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)	M/CC	

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025 – 2027		PRIORITY
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Management in Progress 2025 – 2027 (Mayor and City Council Action Needed)		DATE	
1. 911 Center Relocation and Staffing: Construction	MIP		
a. Funding			
b. Completion			
2. Fire Protective Gear Replacement Year 3 (Frontline Gear): Funding and Acquisition	MIP		
3. Prepared Live – Paid Version: Funding, Budget FY 26	MIP		
4. Fire Equipment: Funding and Acquisition	MIP		
a. Medic Vehicles/Ambulances (2)			
b. Fire Boat			
5. Animal Control Ordinance Update: Adoption	MIP		
6. Public Safety Answer Point Back-Up	MIP		
a. Funding: (Budget Decision FY 26)			
b. New Equipment			
7. Veterinarian Services Contract: Completion (Budget Decision FY 26)	MIP		
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Management in Progress 2025 – 2027			DATE
1. SRO Program Expansion: Report	MIP		
2. Public Safety Workforce Diversification: Update Report	MIP		
3. Equitable Fines and Fees Reform: Pilot Program Implementation	MIP		
4. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding) a. Contract for Fiber b. Construction c. SCADA	MIP		
5. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans	MIP		
6. LPR Cameras: Installation	MIP		
7. New CAD Computer System: Implementation a. Contract b. Completion	MIP		
8. Public Safety Radios Upgrade: Completion	MIP		
9. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Strategic Plan: Completion	MIP		
10. Opioid Misuse Planning and Response in conjunction with Dubuque County: Completion	MIP		

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Management in Progress 2025 – 2027		DATE	
11.	Public Health Preparedness Emergency Response Plan Update: Completion	MIP	
12.	Law Enforcement Mental Health and Wellness Check-Ins	MIP	
	a. Grant Notification		
	b. Implementation		
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Major Projects 2024 – 2025		DATE
1. Fire Headquarters Bunk Room Remodel, HVAC, and Fire Administration Office Update: Completion	Fire	
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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» On the Horizon 2026 – 2030		
1.	9-1-1 Center Accreditation: Completion	OTH
2.	Mine Shafts: Problem Analysis, Report, Direction and City Actions	OTH
3.	Unhoused Residents Strategy: Needs/Issues Assessment, Partners, Outcomes, Report with Options, Policy Direction, City Actions and Funding	OTH
4.	Community Cameras Program: Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions (Including Traffic and Community)	OTH
5.	Public Safety Campus: Concept Definition, Best Practices, Report with Options, Direction, Location and Funding Mechanism	OTH
6.	Neighborhood Speeding: Problem Assessment, Best Practices, Report with Options/Potential Tools, Direction, Funding and City Actions	OTH
7.	Park Ranger Program Enhancement: Review, Report, Direction and Funding	OTH
8.	Mental Health/Brain Health Strategy/Action Plan: Update Report, Next Steps and Actions a. City Organization b. Community	OTH
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Outcomes – PICK 5 MOST IMPORTANT		PRIORITY
Outcome 1	Maintain/improve the City bond rating	
Outcome 2	Have residents and businesses receiving service value for their taxes and fees by providing services in a cost-effective and financially responsible manner	
Outcome 3	Recruit, hire, develop and retain a diverse, top-quality City workforce dedicated to City goals, mission and core values	
Outcome 4	Maintain all fund reserve funds to 25%	
Outcome 5	Keep pace and leverage information technology and artificial intelligence to enhance City service delivery, City processes and project planning and to enhance cybersecurity	
Outcome 6	Increase community understanding of Dubuque City Government – policies, processes, services, programs and activities, facilities and delivery mechanisms**	
Outcome 7	Provide opportunities for residents to become involved in City governance and planning**	
Outcome 8		
Outcome 9		
Outcome 10		

** Suggested by Management and Mayor and City Council

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Measures of Success		PRIORITY
1. Community Survey – Customer Satisfaction		
2. Increased number of residents involved and engaged in City government		
3. Financial reserves		
4. Retention of City employees		
5. Bond rating		
6. Maintenance of existing City infrastructure and facilities		
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Aging City facilities, infrastructure and equipment needing maintenance, major maintenance or replacement		
2. State of Iowa legislative actions and administrative rules impacting City finances and service, threatening home rule and local control		
3. Recruiting, developing and retaining a diverse City workforce		
4. Extremely competitive employment marketplace		
5. Improving welcoming and belonging outcomes for ALL of City employees		
6. Under-resourced City services and programs resulting in stress for City employees		
7. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives		
8. Supporting City employee work-life balance and employee morale		
9. Community disinformation and misinformation about City government – policies, processes, services and finances		
10. Climate of distrust in all governments, including City government		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Challenges and Opportunities		PRIORITY
11. Antiquated Civil Service System with discriminatory practices		
12. Uncertain Federal government funding for grants, projects and programs		
13. Concern about having low taxes and enterprise fees over having a responsibly low tax rate and fees and investing in the future and value for City services		
14. Upcoming retirements		
15. Providing a safe workplace balanced with customer service		
16. Funding for ADA compliance for City facilities, infrastructure and service delivery		
17. Due to limited City staff capacity, hiring outside resources at a significantly higher cost		
18. Enhancing a City organizational culture that values learning, creative thinking and innovative actions		
19. Need for more and diverse pipelines and recruitment of underrepresented groups		
20. Clarifying and defining departmental responsibilities and relationship for functional collaboration		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Challenges and Opportunities		PRIORITY
21.	Uncertainty with Federal government regulatory requirement and City compliance	
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Actions 2025 – 2027 – PICK 2 YOUR PRIORITY			PRIORITY	
1. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions	OTH M/CC Mgmt			
2. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations - Staffing, Direction, Funding and City Actions	OTH M/CC Mgmt			
3. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan: Comprehensive Scope of Project, Budget Proposal, Direction, Funding and Initiate Actions	Mgmt			
4. Community Survey: Scope, Approach, Direction, Funding and Completion	Mgmt			
5. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding	M/CC			
6. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction	M/CC			
7. Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction	M/CC			
8. City Financial Plan and Policies: Review, Update and Direction	M/CC			

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Actions 2025 – 2027			PRIORITY
9.	City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding	M/CC	
10.	Smart City Operations: Report with Options and Recommendations, Direction on Projects and Funding	M/CC	
11.	State Legislative Agenda and Advocacy: Critical Issues, Work with Delegation and Lobbying Activities	M/CC	
12.	Federal Agenda and Advocacy: Critical Issues, Work with Delegation and Lobbying Activities	M/CC	
13.	Parks and Recreation Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	
14.	Collaboration with Dubuque County: Next Steps	M/CC	
15.	Co-Pilot AI Policy: Direction	Mgmt	
16.	Budget Detailed Review: Direction and Actions	M/CC	

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed			DATE
1. Rightsizing Departments – Services and Staffing: Services Identification and Prioritization, Staffing Needs Linked to Services, Report, Direction and Funding	MIP		
2. City Legislative Advocacy Agenda and Action Plan 2026	MIP M/CC		
3. Enterprise Asset Management System and Work Order System a. Funding b. RFQ	MIP Mgmt		
4. City Hall and Annex Project: Direction, Funding and Completion	MP		
5. Federal Building Upgrade Project: : Direction, Funding and Completion	MP		
6. City Facility Integrated Access Control: : Direction, Funding and Completion	MP		
7. City Employee Compensation Next Step: Direction and Funding	OTH		
8.			

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Management in Progress 2025 – 2027			DATE
1. Organizational Culture Continuous Improvement • Implementation of ViDL Organization in Change contract • Performance Reviews • Exit Interviews • Implementation of Employee Resource Groups • Supporting the brain health needs of employees including addressing work environment concerns and development of internal supports (e.g., EQVille, Peer Support Team)	MIP		
2. Future City Employee Career Development Program(s); Best Practices, Report with Options, Direction and Action Steps	MIP		
3. ERP Software Implementation a. Employee Expense b. Financial Asset Management c. Employee Self-Services	MIP M/CC		
4. HRIS Implementation a. Selection b. Implementation	MIP		
5. Data Governance: Direction and Funding	MIP		
6. City Bond Rating: Updated Credit Rating Summer 2024 and Bond Sale	MIP		
7. Citywide Safety Program: Implementation	MIP		
8. Debt and Investment Management Software: RFP and Installation	MIP		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Management in Progress 2025 – 2027		DATE	
9.	Cyber Security Enhancements: Completion	MIP	
10.	Leisure Services Director Replacement: Completion	MIP	
11.	Adopt-A-Spot/Volunteer Management Hub Site GIS Application	MIP	
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» Major Projects 2025 – 2027		DATE	
1.	Multicultural Family Center Project: Completions	MP	
2.	City Data Center Project– Phase 1: Completion Data Center Relocation: Completion	MP	
3.	Federal Building HVAC System Condition Assessment and Long-Term Replacement Plan: Completion	MP	
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE, EQUITABLE AND EFFECTIVE SERVICE DELIVERY
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»» On the Horizon 2026 – 2030		
1.	City Employee/Contractor Living Wage Policy: Development and Funding	OTH
2.	City Data Center Projection – Phase 2: Direction and Funding (including Redundancy)	OTH
3.	City Workforce Retention and Attraction: Direction and Funding (including Management/Employee Succession Planning and Program)	OTH
4.	IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding	OTH M/CC
5.	Human Resource Staffing: Direction and Funding	OTH
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Outcomes – PICK 6 MOST IMPORTANT		PRIORITY	
Outcome 1	Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental		
Outcome 2	Attract a commercial airline(s) connecting to multiple major hubs		
Outcome 3	Expand the infrastructure and facilities capacity to support economic development and growth		
Outcome 4	Support Dubuque higher education institutions and retain graduates in the Dubuque community		
Outcome 5	Expand sports tourism in Dubuque		
Outcome 6	Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy		
Outcome 7	Attract and retain a diverse workforce**		
Outcome 8	Develop a University of Dubuque medical school**		
Outcome 9	Develop mixed-use developments combining lower floors businesses with residential opportunities – Downtown, Central and Mall areas**		
Outcome 10	Increase the number of small, diverse and multi-cultural businesses**		

** Suggested by Management and Mayor and City Council

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Outcomes		PRIORITY
Outcome 11		
Outcome 12		
Outcome 13		
Outcome 14		
Outcome 15		
Outcome 16		
Outcome 17		
Outcome 18		
Outcome 19		
Outcome 20		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Measures of Success		PRIORITY
1. Community Survey		
2. Increase population within the City of Dubuque		
3. Increase the number of medical students		
4. Increase number of mixed-use developments/buildings		
5. Increase income level of Dubuque residents/household income		
6. Increase number of commercial flights/number of passengers		
7. Lower poverty rate		
8. Increase household income		
9. Increase number of development agreements		
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Lack of quality, affordable rental housing [30% – 80%] community-wide		
2. Actions by the State of Iowa that impact the local economy and economic development policies, processes and programs –TIF, Historic Tax Credits, grants and others		
3. Sustaining and expanding air service		
4. Retaining college graduates from Dubuque local colleges and universities		
5. Having quality, affordable childcare/elder care		
6. Tapping the potential for tourism especially sports tourism		
7. Supporting working from home with high speed, reliable and affordable broadband service and lack of technical support		
8. Workforce skill gaps and shortages and the retaining/retooling workforce with an aging community curtailing the outflow of workforce and families		
9. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End		
10. Availability of local quality workforce and matching educational programs with needs of employers		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Challenges and Opportunities		PRIORITY
11. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition		
12. Lack of wage growth using living wage data		
13. Economic forces beyond the City’s control: inflation, recession, supply chain issues and interest rate increases		
14. Supporting the needs and services of a multi-cultural workforce		
15. Tapping the tourism potential of river cruises and Field of Dreams expansion		
16. Impacts of artificial intelligence on the business community and local economy		
17. Workforce desiring diverse quality of life amenities		
18. Lacking business data through an established business license system		
19. Retirements and transition in new economic development leadership		
20. Difficulty in financing for hotel development projects		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Challenges and Opportunities		PRIORITY
21. Potential mixed-use developments in Downtown, Central Avenue and Mall area		
22. Preparing for and supporting the development of the new University of Dubuque medical school		
23. Support local public schools		
24. Beginning dialog on Sisters-owned assets and properties		
25. Creating a business climate that supports innovators, entrepreneurs and small business start-ups		
26. Lack of City infrastructure to support economic growth		
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Actions 2025 – 2027 – PICK 2 YOUR PRIORITY			PRIORITY	
A	1. Air Service Future Strategy and Action Plan: Sustaining Service and Expansion to Major Airline Hub	Top 2024 M/CC Mgmt		
A	2. Industrial Park Infrastructure: Update Report to Mayor and City Council, Direction and Funding (\$100 Million): BUDGET DECISION FY 26 FOR CITY INFRASTRUCTURE (INTERNAL) a. West McFadden b. Graff c. Crossroads	2024 M/CC Mgmt		
A	3. South Port Redevelopment Area-Wide Concept Plan, Implementation, and Direction	2024 M/CC Mgmt		
	4. Comprehensive Sports Tourism Strategy: Development	OTH M/CC Mgm		
	5. Downtown Commercial Business Building Assessment Implementation: Policy Direction and Funding	OTH Mgmt		
	6. Business Support for Minority-Owned Businesses Enhancements: Expanded Participation, Financial Institutions Participation and Funding	OTH Mgmt		
	7. Blum Remediation Projects: Direction and Funding	OTH Mgmt		
	8. Business License Program/System: Goals, Best Practices, Report with Options, Direction and Initial Implementation	New Mgmt		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Actions 2025 – 2027			PRIORITY
9. Medical College Development City Actions: Update Report and City Actions University of Dubuque Medical School Establishment: Update Report, City Actions to Support Development and Funding (if Needed)	New M/CC Mgmt		
10. Central Avenue Development: Final Design and Streetscape	New M/CC Mgmt		
11. Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)	M/CC		
12. Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions	M/CC		
13. Viking Docking Facility Project: Status Update Report, Direction and City Actions	M/CC		
14. Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding	M/CC		
15. Tourism Strategy/Action Plan: Goals, City Role, Partners, Report with Options, Direction and Funding Mechanism	M/CC		
16. City Economic Development Policies and Toolkit Review and Expansion: Complete Review, Partnership Review, Update Report, State Potential Actions on TIF Monitoring, Direction and Funding Mechanism	M/CC		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Actions 2025 – 2027			PRIORITY
17.	Airport Business/Light Industrial Development: Targeted Businesses, Incentive Packages, Direction and Funding	Mgmt	
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed			DATE
1. Business Incentives Policy/Processes: Review and Refinement	MIP M/CC		
2. Comprehensive Hotel Attractive/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation	MIP M/CC		
3. Port New Hotel Development: City Actions	MIP Mgmt		
4. Chaplain Schmitt Island Development: Hotel Project Development	M/CC		
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Management in Progress 2024 – 2025			DATE	
1.	Office of Shared Prosperity/Poverty Reduction Plan: Update Report/Data	MIP Mgmt		
2.	Flex-Steel Site for Redevelopment: Pump Agreement	MIP M/CC		
3.	Field of Dreams: Next Steps for City a. Hotel Development Agreement(s) b. Support Travel Dubuque – Activities/Experiences and Marketing Dubuque as a Great Place to Live and Visit c. Update Report	MIP M/CC Mgmt		
4.	MWBE Procurement Policy, Process Revision and Recruitment: Completion and Report	MIP		
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Major Projects 2025 – 2027			DATE
1.	Dubuque Brewing & Malting Building Project: De-construction Completion and Site Remediation Completion	MP M/CC	
2.	River Boat Docking Project: Environmental Study and Temporary Dock Installation	MP M/CC	
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» On the Horizon 2026 – 2030		
1.	JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions	OTH
2.	Port of Dubuque Refresh: Direction and City Actions	OTH
3.	Northend Revitalization Action Plan: Outcomes, Direction, Plan Development, Funding and City Actions	OTH
4.	Childcare Next Steps: Update Report, City Role, Direction on Next Steps and City Actions	OTH
5.	Kerper Boulevard Business Development: Update Report and Next Steps	OTH M/CC
6.	Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding	OTH M/CC
7.	Small Business Grant Program Expansion: Direction and Funding	OTH
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GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Outcomes – PICK 6 MOST IMPORTANT		PRIORITY	
Outcome 1	Revitalize the Central Avenue corridor		
Outcome 2	Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods		
Outcome 3	Grow the population within the City of Dubuque**		
Outcome 4	Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable		
Outcome 5	Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping		
Outcome 6	Have adaptive reuse of Downtown vacant offices, commercial and residential spaces**		
Outcome 7	Preserve Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment		
Outcome 8	Expand resident involvement in their neighborhood through increasing the number of neighborhood associations**		
Outcome 9	Preserve Dubuque’s historic downtown – create a vibrant sense of place**		
Outcome 10	Protect and enhance each neighborhood identity and integrity**		

** Suggested by Management and Mayor and City Council

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Outcomes		PRIORITY
Outcome 11	Create equitable opportunities for marginalized spaces**	
Outcome 12		
Outcome 13		
Outcome 14		
Outcome 15		
Outcome 16		
Outcome 17		
Outcome 18		
Outcome 19		
Outcome 20		

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Measures of Success		PRIORITY
1. Community Survey		
2. Reduce nuisance complaints		
3. Reduce number of problem properties		
4. Increase the number of active neighborhood groups		
5. Increase population within the City of Dubuque		
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GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. State of Iowa laws regulating housing and the City’s role, including short-term rentals, mobile homes, etc.		
2. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront, Central Avenue, historic areas/corridor area and Chaplain Schmitt Island		
3. Aging City neighborhood infrastructure and facilities needing replacement or major repairs		
4. Expanding housing opportunities to support economic growth and increases in community population		
5. Lack of Police staffing for community policing, traffic unit and limited enforcement options for neighborhood issues		
6. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa		
7. Annexing and expanding the City boundaries with the capacity to fund and maintain City services and infrastructure		
8. Reducing slum and blight through effective enforcement and incentives		
9. Access to affordable fiber		
10. City’s ability to serve annexed areas		

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Challenges and Opportunities		PRIORITY
11. Addressing the increasing number of unhoused residents with limited shelter opportunities and other tools		
12. Addressing problems and issues with housing voucher programs and acceptance by landlords		
13. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community to address the lack of quality, affordable housing units		
14. Expanding residential opportunities in Downtown, including the use of the second floors		
15. Low vacancy rate in rental housing units		
16. Affordable access to quality, healthy foods in neighborhoods sand reducing food deserts		
17. Language barriers to accessing City services and to neighborhood engagement		
18. Turning buildings and housing owned by religious orders/institutions into a community asse		
19. Lack of trade/skilled workforce for preserving historic buildings and homes		
20. Aging population with limited ability to maintain their homes and properties		

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Challenges and Opportunities		PRIORITY
21. Potential loss of HUD funding		
22. Enforcing codes for homeless living in older hotels		
23. Neighborhood speeding and running of stop signs		
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GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Actions 2025 – 2027 – PICK 2 YOUR PRIORITY			PRIORITY	
A	1. Central Avenue Revitalization Plan Implementation: Adoption, Direction, City Actions and Funding (including Direction on One Way/Two Way)	Top 2024 M/CC		
	2. Infill Development Strategy and Policy: Research, Best Practices, Report, Direction, City Role and Actions	2024 M/CC		
	3. Downtown Housing Action Plan: Goals/Outcomes, Opportunities, Best Practices, Report with Options and Recommendations, Direction and City Actions	OTH M/CC Mgmt		
	4. Cedar Cross Corridor Revitalization Plan/Vision	OTH Mgmt		
	5. Downtown Abandoned Buildings: Inventory, Best Practices, Report with Options, Direction and City Actions	OTH M/CC Mgmt		
	6. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process	M/CC Mgmt		
	7. Incentives for Upper Store Residential Development: Report with Options, Directions and Funding	Mgmt		
	8. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)	M/CC		

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Actions 2025 – 2027			PRIORITY
9.	Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions	M/CC	
10.	Housing Development Projects Completion: Monitoring, Update Reports and City Actions to Support Projects	M/CC	
11.	Housing Project Tax Credit: Securing	M/CC	
12.	H & W Brewing and Malting Building Next Steps: Update Report, Direction and City Actions	M/CC	
13.	Bluff Street Development: Goals, Plan, Direction and City Actions	M/CC	
14.	Flex-Steel and Pack Buildings Redevelopment: Update Report, Goals, City Role, Direction and City Actions	M/CC	
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GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed		DATE
1. Unified Development Code: Completion and Adoption	MIP Mgmt	
2. Historic Millworks District Development: Update Report, Direction and	M/CC	
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GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Management in Progress 2025 – 2027			DATE
1. Neighborhood Associations Development: Activation	MIP		
2. NSPIRE Implementation from HQS for the HCV Program	Housing & CD		
3. HOTMA Implementation for HCV Program	Housing & CD		
4. Terminus for all Permits, Data Governance and Storage: Completion	Housing & CD		
5. Permitting and Inspection Software Implementation: Completion	Housing & CD		
6. New Housing Development Support: Next Steps a. Starts b. Additional Permits	M/CC Mgmt		
7. Code Compliance/Enforcement Enhancements: Problem/Issue Identification, Best Practices, Analysis of Options, Report with Recommendations, Direction and Implementation Actions	M/CC Mgmt		
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GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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» On the Horizon 2026 – 2030		
1.	Annexation Policy: Review and Direction	OTH
2.	Cable Car Area Beautification Action Plan: Direction and City Actions	OTH
3.	Hendrick’s Feed Site Parking Ramp: a. Design b. Construction	OTH
4.	Southwest Arterial Development Plan: Update/Review, Direction and City Next Steps	OTH M/CC
5.	Southwest Arterial Annexation Policy/Plan: Review, Direction and City Actions	OTH
6.	City-wide Beautification Policy/Plan/Actions: Goals/Outcomes, Report with Options and Funding Mechanism, Direction and Next Steps City-wide, Comprehensive Beautification Strategy/Action Plan: Goals/Desired Outcomes, Research Best Practices, Strategy Development, Direction and Funding Mechanism	OTH M/CC
7.	First Impression/North-South Entrance Beautification Project: Report with Options, Direction and Funding Mechanism	OTH
8.	Downtown Beautification Program: Goals/Outcomes, Report with Options, Direction and City Actions	OTH
9.	Grandview Corridor Beautification Plan: Goals, Report with Options, Direction, City Funding and City Actions	OTH M/CC
10.	Community Land Trust: Grant Notification, Direction and City Role, Monitoring Des Moines Experiences	OTH

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Outcomes – PICK 5 MOST IMPORTANT		PRIORITY	
Outcome 1	Have healthy urban tree canopy and preserve current trees		
Outcome 2	Continue to provide safe, affordable and dependable drinking water for all residents through a high performing water treatment plant		
Outcome 3	Reduce potential flooding through flood plain management, mitigation and protection through a well-maintained, operational stormwater system		
Outcome 4	Reduce waste and increase diversion, recycling and composting opportunities		
Outcome 5	Reduce the community’s carbon footprint (50% by 2040) and explore science-based outcomes in the future		
Outcome 6	Reduce energy consumption and increase the use of renewable energy sources by City government**		
Outcome 7	Have clean air**		
Outcome 8			
Outcome 9			
Outcome 10			

** Suggested by Management and Mayor & City Council

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Measures of Success		PRIORITY
1. Community Survey		
2. Improve water quality - river and streams		
3. Diversify energy sources		
4. Continuous service delivery and timely recovery		
5. Reduce flooding events		
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Workload and limited City staff capacity for additional projects or work assignments		
2. Mitigating odor at the Water Resource Recovery Plant		
3. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system		
4. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands		
5. Need to address Bee Branch Pumping Station		
6. Funding of match dollars for grants		
7. Protecting the Dubuque community and waterways from flooding through storm water management		
8. Lack of preventative and proactive City infrastructure maintenance (currently 90% routine maintenance and 10% preventative)		
9. Enhancing the flood wall		
10. Defining the City's role, defining private responsibilities, funding and procuring for the emerging electric vehicles (EV) infrastructure		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Challenges and Opportunities		PRIORITY
11. Informing and engaging our City employees, our residents and our businesses to increase their understanding the benefits of their habits and their impacts on “sustainability” and recognizing the impact of their actions on community resiliency		
12. Cleaning up and reuse of “Brownfields” sites		
13. State of Iowa decisions and regulations limiting City of Dubuque actions		
14. Limited funding for water infrastructure and treatment plant upgrades/replacement		
15. Looking beyond electric vehicles – the next generation (e.g. hydrogen power vehicles)		
16. Increasing project and operational costs and supply chain issues, including energy costs increases		
17. Federal and State of Iowa regulation changes impacting Dubuque’s environmental sustainability		
18. Integrating climate adaptation into City operations		
19. Optimizing the City fleet		
20. Developing future utility workforce including expanding the use of technology and matching skillsets		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Challenges and Opportunities		PRIORITY
21. Air quality impacted by Canadian wildfires and other outside influences		
22. Addressing emerging pollutants in water and wastewater system		
23. Funding for deep wells for future water supply		
24. Funding for composting and recycling programs and services		
25. Uncertain Federal and State of Iowa goals and funding and their alignment with the City's goals, services and programs		
26. Planning and funding WRRC major upgrades		
27. Funding for Water Treatment Plant upgrades or replacement – last upgrades in 1970's		
28. Lack of water capacity – 89% peak demands and limited capacity to support growth		
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027 – PICK 2 YOUR PRIORITY			PRIORITY	
A	1. Bee Branch Watershed Project: Kaufman Storm Sewer Infrastructure Project Direction and Funding/17 th /West Locust Project Funding	2024 M/CC Mgmt		
	2. Climate Action Plan: Update Target, Best Practices, City Actions and Next Steps	M/CC		
	3. Water Distribution and Treatment System Master Plan: Development Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment, Report with Findings and Options, Direction, Funding and City Actions	MIP M/CC Mgmt		
	4. 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE partnership): Funding and Completion	MP Mgmt		
	5. Cedar and Terminal Street Lift Station and Force Main: Direction and Funding	MP Mgmt		
	6. Stormwater Detention Pond and Facilities Equipment and Staffing: Direction and Funding	Mgmt		
	7. Catfish Creek Sewer System Maintenance and Equipment (more than 18"): Direction and Funding	Mgmt		
	8. Recycling Automated Collection: Direction and Funding Mechanism	OTH Mgmt		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027			PRIORITY
9.	Bee Branch Operations and Maintenance: Funding	OTH Mgmt	
10.	Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions	OTH Mgmt M/CC	
11.	Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding	OTH Mgmt M/CC	
12.	Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding	OTH Mgmt M/CC	
13.	Water Resource Recovery Center Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Reduce Odor	M/CC	
14.	Bee Branch Project Completion: Gate and Pump Project Completion, Next Steps Direction and Funding	M/CC	
15.	Sewer System Expansion: Report with Options, Direction and Funding Mechanism	M/CC	
16.	SMART Water System: Continued Progress	M/CC	

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027			PRIORITY
17. Solar Policies/Program/ Strategy: Goals/Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions a. City Government b. Community	OTH M/CC		
18. SCADA and Engineering Models: Continued Progress	M/CC		
19. Large Complexes Recycling Encouragement: Direction and City Actions	M/CC		
20. Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions	M/CC		
21. City Forester/Arborist: Position, Direction and Funding	M/CC		
22. Tree Grant Program Development: Report with Options, Direction and Funding	M/CC		
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed			DATE
1. Sewer System Infrastructure Asset Master Plan: Development and Adoption	MIP Engineering		
2. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement BUDGET DECISION FY 27	MIP		
3. Alley Inspection and Maintenance Performance Evaluation Staffing: Funding	Mgmt		
4. High Strength Waste Receiving & Storage Project: Funding and Construction	WRRC M/CC		
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Management in Progress 2025 – 2027			DATE	
1. Trees Planting Program Enhancement: Report with Options, Direction and City Actions (Planting: 5,280 trees)	2023 M/CC Mgmt			
2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report and Direction on Next Steps	MIP M/CC Mgmt			
3. Pollinator Habitat in Park System Implementation: Complete Natural Resources Plan and Implementation Actions	MIP			
4. Electric Bus Implementation: Acquisition (1)	MIP			
5. Air Quality EPA Path Forward: Update Reports	Health			
6. Consumer Confidence Report 2024: Creation and Publication	Water			
7. Waste Temporarily Stored in the Open-Air Excess Flow Tank: Removal and Disposal	WRRC			
8. Vacant Maintenance Supervisor Position: Evaluation and Direction	WRRC			
9. HVAC Mini-split System Installation: Completion	WRRC			
10. Fats, Oils, and Grease Program: Review	WRRC			

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Management in Progress 2025 – 2027			DATE
11.	WRRC State Certified Lab Expanding the Testing Capability: Completion	WRRC	
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Major Projects 2025 – 2027			DATE	
1. Catfish Creek Sanitary Sewer Project Station: Debt Policy Direction, Phasing and Funding; Phase 1 New Lift Station Construction	High 2024 Mgmt M/CC			
2. SCADA Overhaul: Water	MP M/CC			
3. Lead Water Lines Replacement (Grant Dependent)	MP			
4. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction	Engineering			
5. Green Alley Project: Construction a. 15th street to 17 th Street Between Iowa Street and Central Avenue b. 7th Street to 18th Street between Central Avenue and White Street	Engineering			
6. Old Mill Road Lift Station & Force Main: Construction	Engineering			
7. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan)	Water			
8. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction	Water			
9. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion	Water			

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» Major Projects 2025 – 2027			DATE
10.	Tamarack Park/HWY 61 Water Main Extension project (per development agreement.): Construction	Water	
11.	Deep Well No. 7 Rehabilitation: Completion	Water	
12.	Creek Crossing Restoration Project: Construction	Water	
13.	High Strength Waste Receiving & Storage Project: Funding and Construction	WRRC M/CC	
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GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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» On the Horizon 2026 – 2030		
1.	South Flood Wall Buried: Funding	OTH
2.	EV Infrastructure Development: Status Report, Potential Projects, Funding Sources/Grants, Direction and Next Steps	OTH M/CC
3.	City Energy Policy – Buildings and Equipment: Report, Direction, Funding and City Actions	OTH
4.	South Plant Magnetic Flow Meters Replacement: Funding	OTH
5.	Filter Rehabilitation at Eagle Point Water Treatment Plant: Funding	OTH
6.	Althausen Street and Eagle Street Water Main Replacement Project: Funding	OTH
7.	Nutrient Reduction Strategy: Update (2027)	OTH
8.	Water Supply for Four Mounds: Direction, City Action and Funding	OTH
9.	Solar Policies/Programs/Strategy: Goals/Desired Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions (City Government and Community)	OTH
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Outcomes – PICK 5 MOST IMPORTANT		PRIORITY	
Outcome 1	Have daily scheduled, reliable commercial air service to hub(s)		
Outcome 2	Have well-designed, well maintained Complete Streets – full use of ROW including streets, sidewalks and bike lanes throughout our Dubuque community		
Outcome 3	Increase availability, accessible and affordable broadband and redundancy through public-private partnerships		
Outcome 4	Have safe, available, equitable and accessible daily travel through multiple mobility mode for all Dubuque residents		
Outcome 5	Have safe, healthy, accessible, well-maintained, and connected trails for mobility and recreation		
Outcome 6	Be recognized as a bikeable and walkable community**		
Outcome 7			
Outcome 8			
Outcome 9			
Outcome 10			

** Suggested by Management and Mayor & City Council

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Measures of Success		PRIORITY
1. Community Survey		
2. More mile of bike lanes		
3. More miles of trails		
4. Perception of walkability		
5. Perception of bikeable		
6. Perception of travel times		
7. Perception of travel safety		
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GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Equity in broadband affordability, availability and accessibility		
2. Replacing old parking equipment needing constant repairs to keep operational		
3. Competition for commercial air service with five airports within two hours		
4. Recurring funding for adequate street maintenance		
5. Defining the scope and funding for “Complete Streets” implementation		
6. Aging and deteriorating underground infrastructure (oldest in Iowa) with expensive immediate needs and few grant opportunities		
7. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)		
8. Addressing parking and parking ramps concerns, perceptions and issues and funding for maintenance		
9. Funding for connecting and maintaining bike trails/lanes and related bike infrastructure with increasing demands from the community		
10. Rehabilitating concrete streets especially streets built in the 1990’s which now need reconstruction		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Challenges and Opportunities		PRIORITY
11. Replacement of gas tax funding controlled by the State of Iowa		
12. Transit service by choice and to area destination serving the needs of all residents, including shift workers		
13. Funding mechanism/source for public/private broadband infrastructure – the City’s 4 th utility		
14. Upcoming retirements and succession planning in departments related to this goal of “Connected Community”		
15. Lack of funding for Green Alley program for both construction and maintenance		
16. Funding for increased maintenance of streets and sidewalks		
17. Lack of reliable transportation services to and from the airport		
18. Developing and maintaining the ADA infrastructure and facilities		
19. Poor condition of alleys		
20. Defining the City role and funding for connecting sidewalks throughout our Dubuque community		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Challenges and Opportunities		PRIORITY
21. Changing flying habits of Dubuque businesses and residents - driving to nearby airports		
22. Funding for staffing Traffic Operations Center		
23. Growing fiber utility options for businesses and residents		
24. Changing to alternative fueled vehicles		
25. Defining responsibility among multi-departments for maintenance		
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GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Actions 2025 – 2027 – PICK 1 YOUR PRIORITY			PRIORITY	
A	1. Street Maintenance/Rehabilitation Program: Direction and Funding	Top 2024 M/CC Mgmt		
A	2. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Secure RAISE Grant, Funding Matching Funds, Bidding and Initiate Construction	Top 2024 M/CC		
A	3. Railroad Quiet Zones: Direction and Funding Mechanism	2024 M/CC		
	4. Traffic on Central Avenue/White Corridor Short Term Action: Design, Grant Funding and Construction	MIP Mgmt M/CC		
	5. East-West Corridor/Roundabout Policy/Projects: Direction and Funding Mechanism	OTH Mgmt M/CC		
	6. City-wide Complete Streets Policy and Action Plan: Update and Direction (including pedestrians and bikes)	OTH Mgmt M/CC		
	7. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism	OTH Mgmt M/CC		
	8. Citywide Fiber Cable Backbone Master Plan: Scope, Direction and Funding	OTH Mgmt M/CC		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Actions 2025 – 2027			PRIORITY
9. Traffic Operations Center Staffing: Direction and Funding	OTH Mgmt		
10. Fiber to Community Project Completion: Update Report and City Actions	M/CC		
11. Cedar Cross Sidewalk Development: Report with Options and Costs, Direction and Funding Mechanism	M/CC		
12. Bike Path Connectivity Plan: Goals, Plan Development, Direction, City Projects and Actions and Funding Mechanism	M/CC		
13. Bridge to Illinois Initial Planning: Concept, Location and Funding Mechanism including Federal Funding Approach	M/CC		
14. Highway Illinois Four-Laning: Update Report, Direction and City Advocacy	M/CC		
15. West 2 nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design	M/CC		
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GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed		DATE
1. STREETS Program: Funding and Implementation	MIP	
a. Phase 1 – Arterials Completion	M/CC	
b. Phase 2 – Downtown Initiated		
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GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Management in Progress 2025 – 2027			DATE	
1. The Jule New Electric Vehicles: Acquisition	OTH Mgmt			
2. The Jule Grant Funding FTA Study: Completion	Mgmt			
3. Parking System and Technology Upgrade: Update Report and Direction	MIP M/CC			
4. STREETS Program: Phase 1 – Arterial Design	MIP M/CC			
5. Community Broadband Project – Fiber-to-the-Home: a. ImOn Completion b. Phase 2 Work Session	MIP			
6. Smart Parking and Mobility Study: Implementation a. Parking Implementation b. Mobility Implementation	MIP			
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GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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» Major Projects 2025 – 2027			DATE	
1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT)	MP M/CC			
2. SW Arterial ITS Project: Construction Completion	MP			
3. Connection to Data Center Project: Construction Completion	MP			
4. Building Connection to Additional City Locations Project	MP			
5. Taxiway Alpha Construction Project - Phases 1 and Phase 2: Completion	Airport			
6. Terminal Solar Photovoltaic Project: Completion	Airport			
7. General Aviation Apron Reconstruction Project: Construction	Airport			
8. Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out	Engineering			
9. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering			
10. Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)	Engineering			

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Major Projects 2025 – 2027			DATE	
11.	2025 Pavement Marking Project: Completion	Engineering		
12.	Wildwood Drive Bridge Replacement: Design	Engineering		
13.	Relocation of Fiber Optics on Bridge (Highway 20)	MP		
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GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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» On the Horizon 2026 – 2030		
1.	New Bridge to East Dubuque: Assessment, Direction and City Actions	OTH
2.	North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension Project: Phase 2	OTH
3.	Radford/Pennsylvania Roundabout Project: Direction and Funding	OTH
4.	Bike Trail Connectivity Southwest Arterial: Direction	OTH
5.	Micro-Mobility Options: Goals/Outcomes, Best Practices, Report with Options and Direction	OTH M/CC
6.	FAA Aircraft Contract Tower Modernization/Replacement: Funding	OTH
7.	Highway 20/Northwest Arterial Intersection Project (IDOT): Matching Funds (30%) and ROW Acquisition	OTH
8.	Urban Bike Lane Plan: Best Practices, Plan Development, Direction, Funding and City Actions	OTH M/CC
9.	Bike Racks Policy and Plan: Report with Options, Direction and Funding	OTH M/CC
10.	ADA Sidewalk Inspection Program/Policy: Report with Options, Policy Direction and Funding Mechanism	OTH

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» On the Horizon 2026 – 2030		
11.	Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism	OTH
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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»» Outcomes – PICK 5 – MOST IMPORTANT		PRIORITY	
Outcome 1	Establish Chaplain Schmitt Island as a community and tourism destination with a variety of activity venues and experiences for residents and guests		
Outcome 2	Have appropriate staffing and sustainable resources to support defined recreational and park, library, culture and arts services/programs and levels of services		
Outcome 3	Provide accessible recreational, library, culture and arts programs/activities and parks amenities that are responsive to the emerging workforce/community expectations		
Outcome 4	Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities		
Outcome 5	Have well-built, well-maintained, upgraded and expanded Library		
Outcome 6	Have diverse, culturally inclusive engagement, practices and processes**		
Outcome 7	Expand arts and cultural opportunities with diverse participation**		
Outcome 8	Expand public art throughout our Dubuque community**		
Outcome 9			
Outcome 10			

** Suggested by Management and Mayor and City Council

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» Measures of Success		PRIORITY
1. Community Survey		
2. Increase participation in recreation programs and activities		
3. Increase participation in library programs and activities		
4. Increase participation in community events and festivals		
5. Increase investment in public art		
6. Increase the number of recreation programs and activities		
7. Increase the number of library programs and activities		
8. Increase the number of community events and festivals		
9. Increase attendance at casinos		
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Current parks infrastructure needs maintenance, upgrades and replacement		
2. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities		
3. Completing Five Flags Project within budget		
4. Understanding, responding and funding to respond to workforce expectations of quality of life/leisure/arts and cultural facilities and experiences		
5. Lack of indoor programming spaces		
6. Responding to and funding projects to meet the high demand for dog park(s)		
7. Funding for the upgrades/renovations of the Library		
8. Lack of pet-friendly spaces and amenities		
9. Funding and developing new parks in newer five subdivisions		
10. Responding to the increasing demands for current and emerging sports programs and activities, including lack of space		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» Challenges and Opportunities		PRIORITY
11. Engaging and marketing to the Dubuque community opportunities for arts, culture, park, recreation and library		
12. Lack of accessible and free parking at the Library and MFC		
13. Sustainable and additional funding for leisure services facilities and programs		
14. Growing capital items backlog with projects pushed beyond 2030		
15. Increasing demands for cultural events and the limited staffing and City facilities		
16. Funding and staffing for Parks and Recreation inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District		
17. Developing and enhancing access to facility/venues		
18. Lack of field and indoor space for tournaments, leagues and practice		
19. Concerns about pedestrian safety around the Library		
20. Hiring, training, processing and retaining a part-time workforce and a lack of a living wage		

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» Challenges and Opportunities		PRIORITY
21. Increasing demands for recreational programs and activities		
22. Incorporating art in public spaces in quality-of-life projects		
23. Funding for projects to achieve ADA compliance		
24. Community expectations and understanding of the limited scope of the current Five Flags Project		
25. Aging and dated parks, library and facilities		
26. Reduced community giving to arts organizations with pressure for City funding		
27. Compliance to State of Iowa laws and regulations		
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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»» Actions 2025 – 2027 – PICK 3 YOUR PRIORITY			PRIORITY
A	1. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)	High 2024 M/CC	
A	2. Comprehensive Parks Maintenance/Refresh Plan: Condition Assessment, Needs, Short-Term Plan Development, Direction and Funding	High 2024 M/CC	
A	3. Outdoor Pools (Flora and Sutton): Repairs and Renovations: Report with Options, Direction and Funding	2024 M/CC Mgmt	
	4. Eagle Point Park Enhancements/Reinvestment: Challenge Funding Application, Historic Structures Assessment and Funding	MIP Mgmt M/CC	
	5. Parks and Recreation Master Plan Development and Implementation: Completion, Implementation Plan – Short Term and Long Term, Direction and Funding	OTH Mgmt M/CC	
	6. Public Art Northend/Bee Branch: Definition and Direction	OTH Mgmt	
	7. Multicultural Festivals/Celebrations Expansion: Outcomes, Report, Direction, City Role, Funding and City Actions	OTH Mgmt	
	8. Five Flags Facilities Direction: Upgrade Plans Review, Sale Proposal Review, Direction and City Actions	M/CC	

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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»» Actions 2025 – 2027			PRIORITY
9.	Eagle Point Park Upgrade: Report with Options and Recommendations, Direction and Funding – Maintenance Staffing and Improvement Projects	M/CC	
10.	Youth Sports Complex: Definition, Goals/Desired Outcomes, Market Analysis, Report with Findings and Options, City Role, Potential Private Partner, Direction, Funding Mechanism and City Actions	M/CC Mgmt	
11.	Eagle Point Park Fee: Report with Options, Direction and City Actions	M/CC	
12.	Linwood Cemetery: City Role/Responsibilities, Operation and Maintenance Assessment, Fee Evaluation, Potential Alternative Uses, Report with Options, Direction, City Action and Funding	M/CC Mgmt	
13.	Playground Replacements: Direction and Funding (Madison, Gay, Murphy, and Jefferson)	Mgmt	
14.	Tennis Court Resurfacing Projects: Direction and Funding (Flora, Murphy and Eagle Point)	Mgmt	
15.	Wanderwoods Garden Development: Construction and Opening	M/CC	
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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»» Actions 2025 – 2027		PRIORITY
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed			DATE
1.	Chaplain Schmitt Island Amphitheater Development: Implementation Direction and Funding	MIP M/CC	
2.	Comiskey Park Upgrades – Phase 2 Parking and Amenities; Grant Funding and Preparation of Specs for Bidding	MIP M/CC	
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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»» Management in Progress 2025 – 2027			DATE
1. Arts and Culture Master Plan: Revised Community Engagement Strategy Adoption; Work Session Update Report	MIP		
2. Historic Millwork District Park Plan	Parks & Rec		
3. Culture Definition	MIP		
4. Cultural Experiences and Programming	MIP		
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» Major Projects 2025 – 2027		DATE	
1. Jackson Park Restrooms: Completion	MP		
2. ImOn Ice Arena - Dehumidification, HVAC, Generator Set System Project: Design, Bid, and Construction	Engineering		
3. Rustic Point Park: Completion	New Mgmt		
4. South Pointe Park: Completion	New Mgmt		
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GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» On the Horizon 2026 – 2030		
1.	Comiskey Park Upgrades – Phase 2 Restrooms: Direction and Funding	OTH M/CC
2.	Quality of Life Bond Package: Concept, Scope, Report with Options and Direction	OTH
3.	FDR Park Development: Direction and Funding	OTH
4.	Pool/Aquatic Facility Strategy/Action Plan – Long Term: Update Report, Direction and Funding	OTH M/CC
5.	Ice 2 nd Sheet: Report with Options, Direction, City Role and Funding	OTH M/CC
6.	Parks and Recreation Service/Staffing Level: Review, Direction and Funding	OTH M/CC
7.	Historic Millwork District Recreational Space: Direction, Funding and Partnerships	OTH M/CC
8.	Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions	OTH
9.	Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism	OTH M/CC
10.	Flag Set for Eagle Point Park Entrance: Direction and Funding	OTH M/CC

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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» On the Horizon 2026 – 2030		
11.	Trail Master Plan: Direction	OTH
12.	Comprehensive Parks Quality of Life Amenities Plan: Needs, Plan Development, Direction and Funding	OTH
13.	Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding	OTH
14.	Splash Pads Plan: Best Practices, Plan Development, Direction and Funding Mechanism	OTH
15.	Indoor Community/Recreation Center/Space: Feasibility, Purposes, Best Practices, Report with Options, Direction, Funding Mechanism and City Actions	OTH M/CC
16.	Library Upgrade/Expansion: Direction and Funding	OTH
17.	Gender Neutral Restrooms at Pools: Report with Options, Direction and Funding	OTH
18.	Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding	OTH
19.	Park Development: Direction and Funding (Pebble Cove, North Fork, Rustic Point, Mozena Farm, and Silver Oaks.)	OTH
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GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Outcomes – PICK 6 MOST IMPROTANT		PRIORITY
Outcome 1	Partner with public/private community organizations to provide opportunities for residents for upward mobility and empowerment across all demographics	
Outcome 2	Be an advocate for the Dubuque community and City of Dubuque at federal and state government levels	
Outcome 3	Secure grants and other funding sources for City projects to achieve City goals and community	
Outcome 4	Become an inclusive and welcoming community for all	
Outcome 5	Partner with local universities, colleges and institutions of higher education**	
Outcome 6	Engage, listen to and use community input and feedback incorporating the information to policy development and decision making	
Outcome 7	Have high level of community satisfaction with City services and service delivery	
Outcome 8	Engage neighborhoods and residents as a model for other communities**	
Outcome 9	Have students become part of the Dubuque community - come to and stay in Dubuque**	
Outcome 10		

** Suggested by Management and Mayor and City Council

GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Measures of Success		PRIORITY
1. Community Survey		
2. Dollar in purchase of services contracts		
3. Increase student retention in Dubuque		
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GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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» Challenges and Opportunities – PICK 9 SHORT TERM		PRIORITY
1. Recruiting, developing and retaining diverse City and community leadership for the long term		
2. Competition among community organizations for limited funds – needs greater than available dollars		
3. Determining how to serve vulnerable populations – people of color; elderly and families with children in poverty		
4. Tapping the potential of the Multicultural Family Center		
5. Actions by the State of Iowa and Federal government impacting community partnerships		
6. Supporting “self-sufficiency” for community partners		
7. Refining the City role and level of funding for community partners		
8. Duplication of efforts and programs among community organizations and city departments		
9. Vulnerability of local colleges and universities		
10. Funding for matching dollars requirement by grants		

GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Challenges and Opportunities		PRIORITY
11. Changing funding and partnerships among local, State of Iowa and federal governments		
12. Creating outcomes that are equitable for all		
13. Equity becoming ingrained in City workforce recruitment and retention		
14. Marketing, outreach, lack of knowledge about cultures and equity		
15. Residents questioning the role of government		
16. Community attitude: City solve the problem and do not raise taxes		
17. Succession planning in community partners leadership		
18. Equitable distribution of City funds for all community organizations		
19. Duplication among non-profit organization funding campaigns		
20. Older population giving		

GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Challenges and Opportunities		PRIORITY
21. Retaining college graduates in Dubuque		
22. Compliance with State of Iowa laws		
23. Overcoming the difficulties in serving vulnerable communities		
24. Difficulty for residents balancing personal lives and community involvement		
25. Having equitable access to City funding		
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GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Actions 2025 – 2027 – PICK 2 YOUR PRIORITY			PRIORITY	
1.	Medical College Development City Actions: Update Report and City Actions University of Dubuque Medical School Establishment: Update Report, City Actions to Support Development and Funding (if Needed)	New M/CC Mgmt		
2.	Collaboration with Dubuque County: Next Steps	M/CC		
3.	Dubuque as an Equitable Community of Choice Reaffirmation: Update Report and Direction	M/CC		
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GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Management in Progress 2025 – 2027 Mayor and City Council Action Needed		DATE
1.	Multicultural Family Center Management and Staffing: Review and Update Report	2024 M/CC
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GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» Management in Progress 2024 – 2025		DATE	
1. Succession Plan for Intergovernmental Relations Position: Development and Implementation	MIP		
2. City Life for Young Professionals: Implementation	MIP		
3. Fine and Fee Reform: Completion	MIP Parks & Rec		
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GOAL 8	PARTNERSHIP FOR A BETTER DUBUQUE: BUILDING OUR COMMUNITY THAT IS VIABLE, LIVABLE AND EQUITABLE
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»» On the Horizon 2026 – 20230		
1.	Youth Employment, Workforce and Leadership Development: Purposes, Direction and City Actions	OTH
2.	Equitable Distribution of City Resources to Partners: Evaluation, Measure for Contracted Services, Framework, Policy Direction, Revised Process and Funding	OTH
3.	Dubuque Forward: City Role and City Actions	OTH
4.	Community Engagement Tools Development: Goals, Best Practices, Report with Options, Direction and Funding	New Mgmt
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