



**CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Q Casino - 1855 Greyhound Park Rd.
Reflections B Room
September 25, 2025 at 4:00 PM**

SPECIAL SESSION

1) Annual Goal Setting - Session 3 of 3

The Dubuque City Council will hold the final session of its three-part 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 ctyclerk@cityofdubuque.org or by mail to 50 W. 13th St., Dubuque, IA 52001, before said time of meeting.

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

LEADER'S GUIDE 2025

WORKING DOCUMENT

Mayor and City Council



Dubuque, Iowa
August 2025



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Table of Contents

Section 1 City as a Team – Shared Leadership a Key to Success

Section 2 Strategic Planning Model for Dubuque

Section 3 Strategic Planning 2024/Action Agenda 2024 – 2025

Section 4 Performance Report 2024 – 2025: Creating a Better Dubuque Community, Adding Value to the Lives of Our Residents and Striving for Excellence

Section 5 Looking to Dubuque’s Future

Section 6 Critical Issues for Strategic Discussion

Section 7 Dubuque Vision for Our Future

Section 8 Dubuque City Government- Our Mission

Section 9 Plan 2025 – 2030

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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.

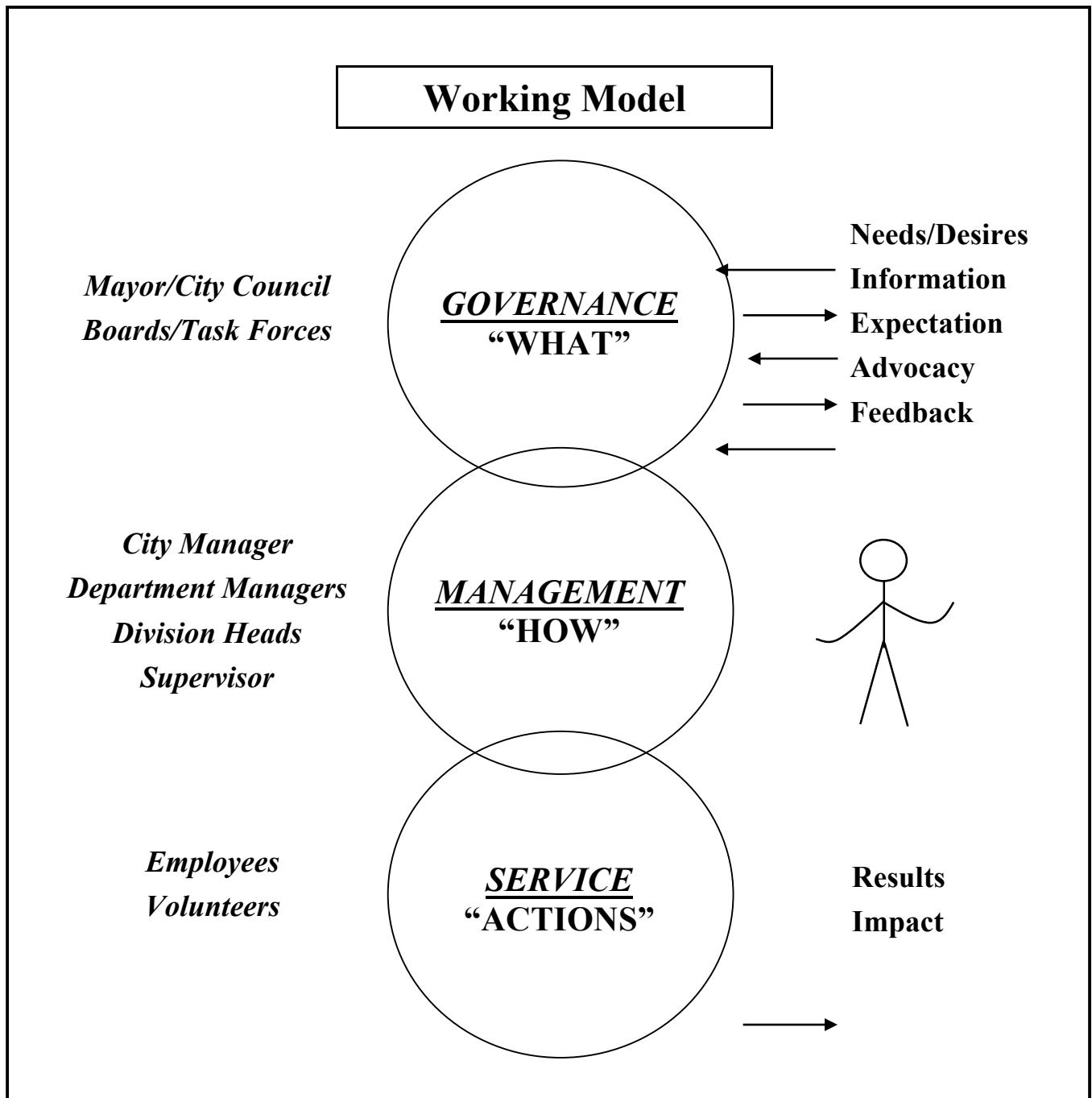
TODAY'S CRISIS: Politics dominating Governance

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

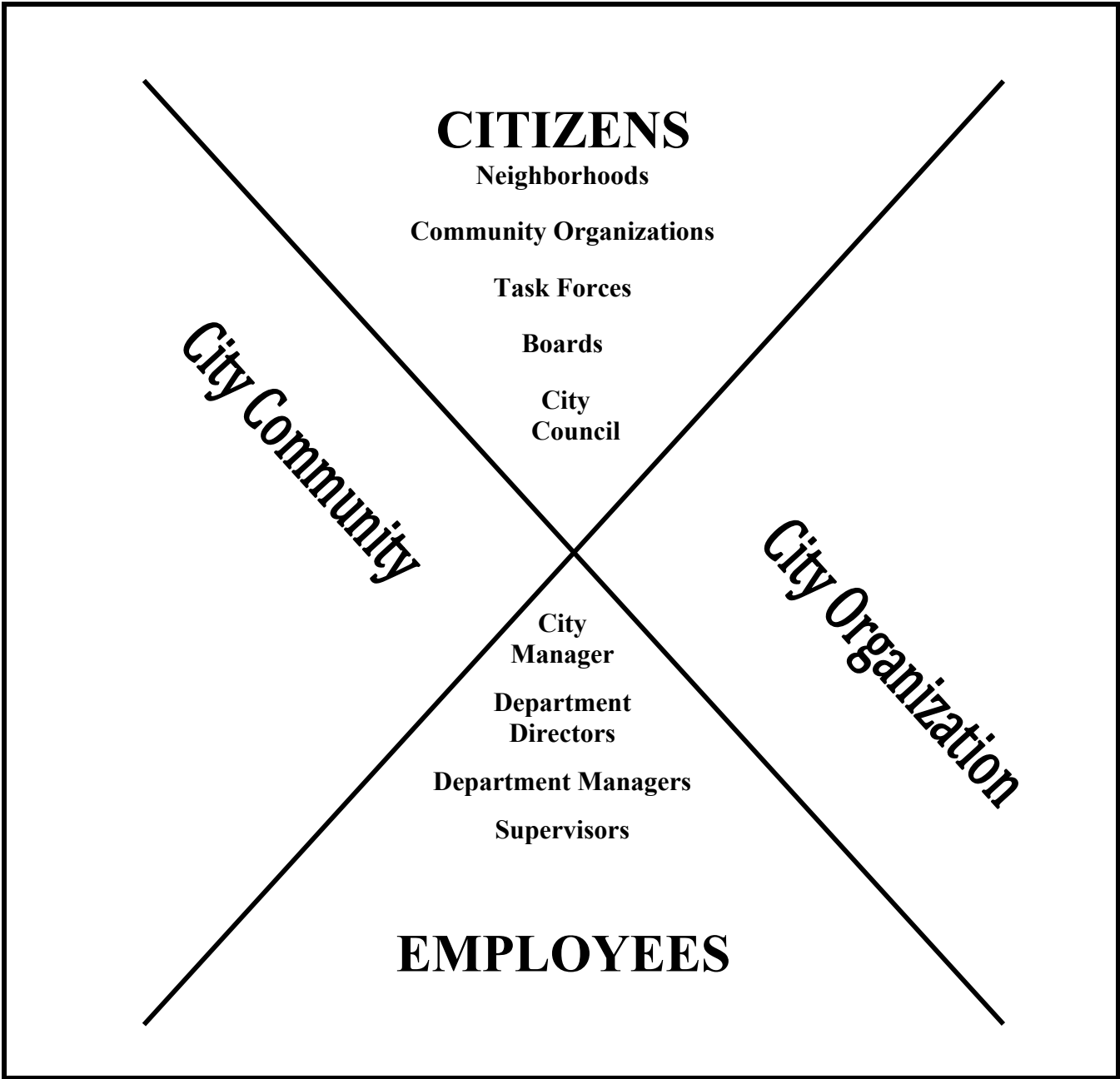
11. Align the City Organization

- 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.

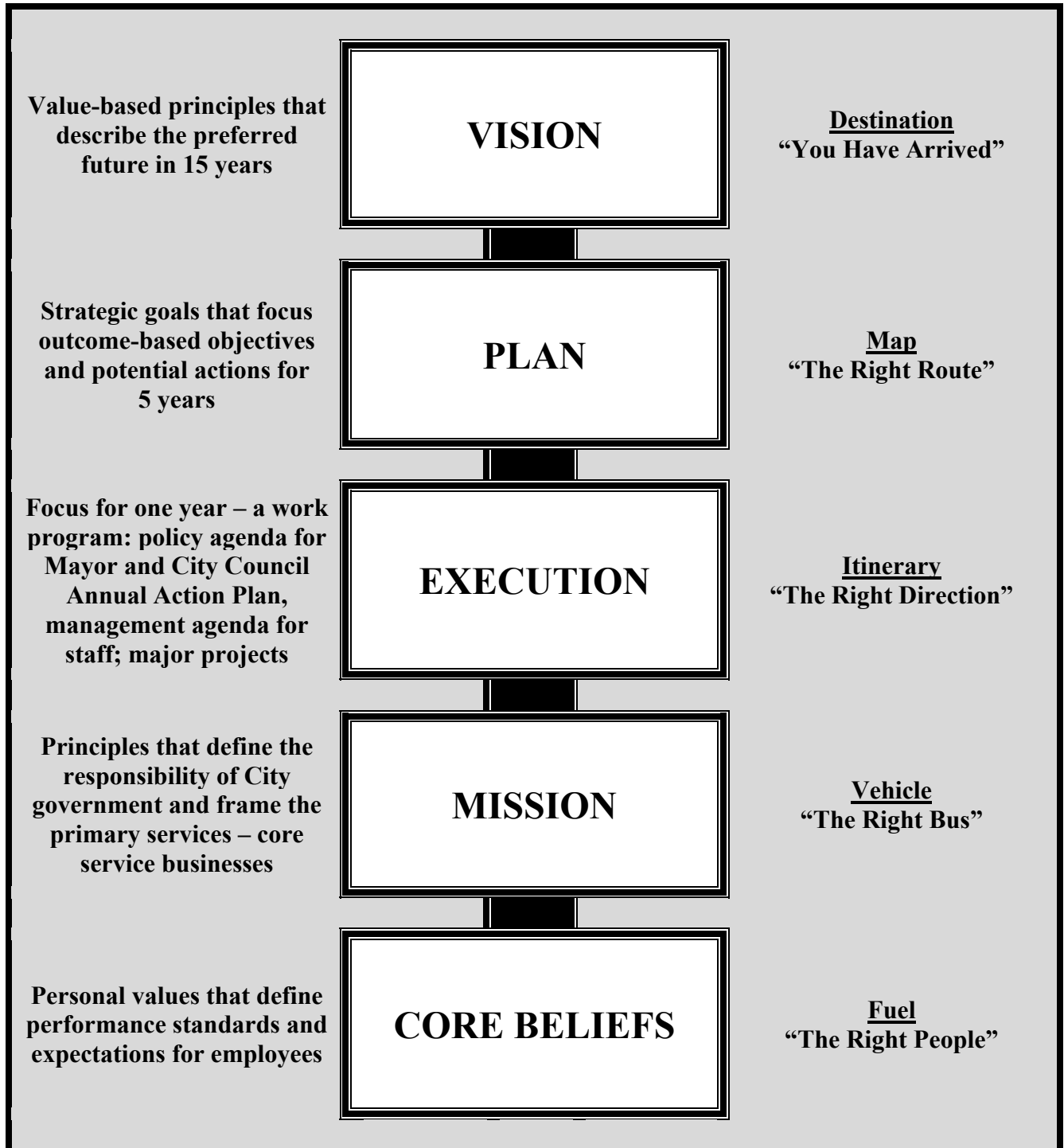
Effective shared leadership has delivered results. Their cities were guided by a long-term vision – a preferred future for the community; followed their city’s defined mission; developed and implemented 5-year outcome-based strategies, developed and regularly monitored an annual action agenda (a work 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.

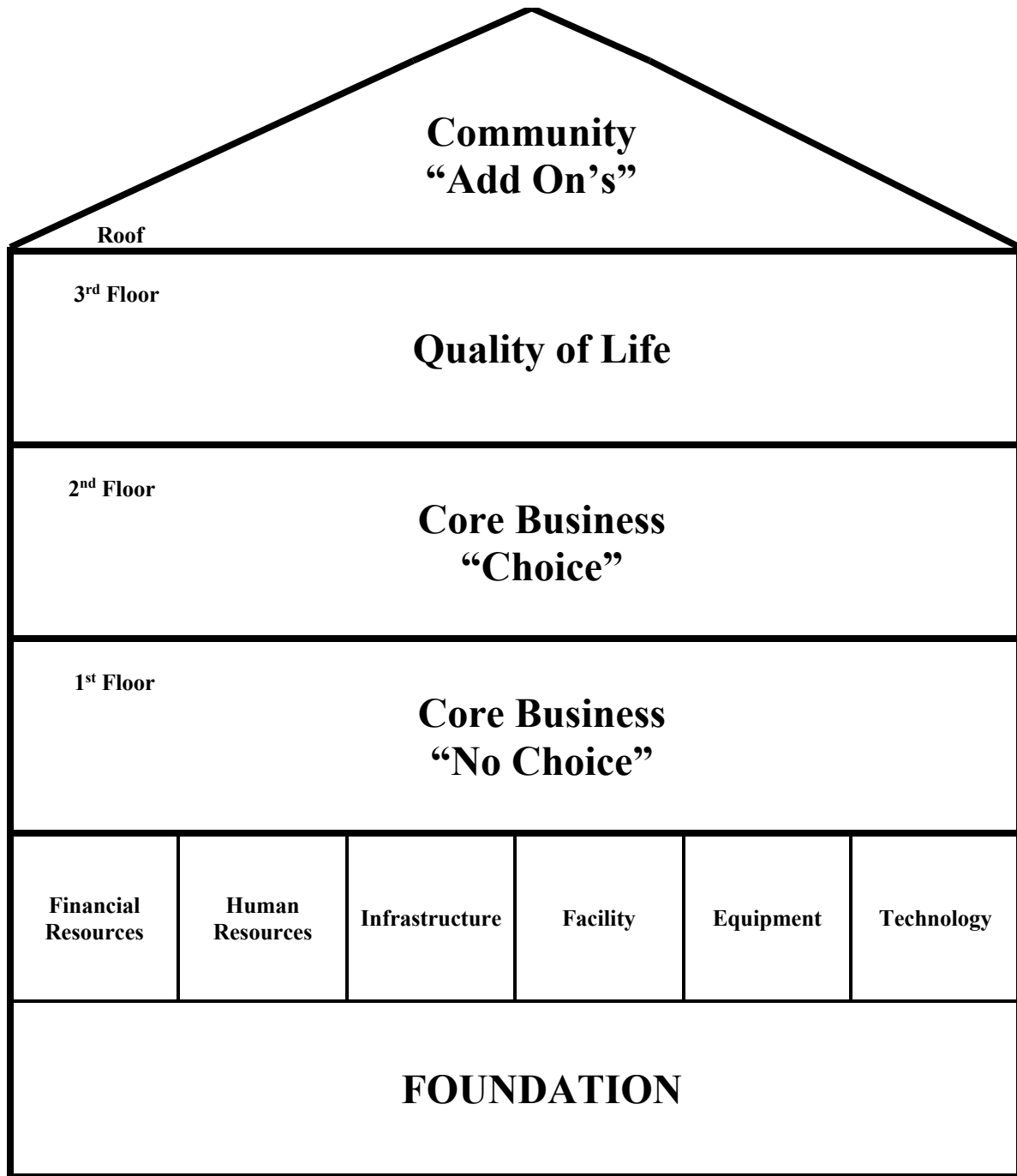
SECTION 2

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

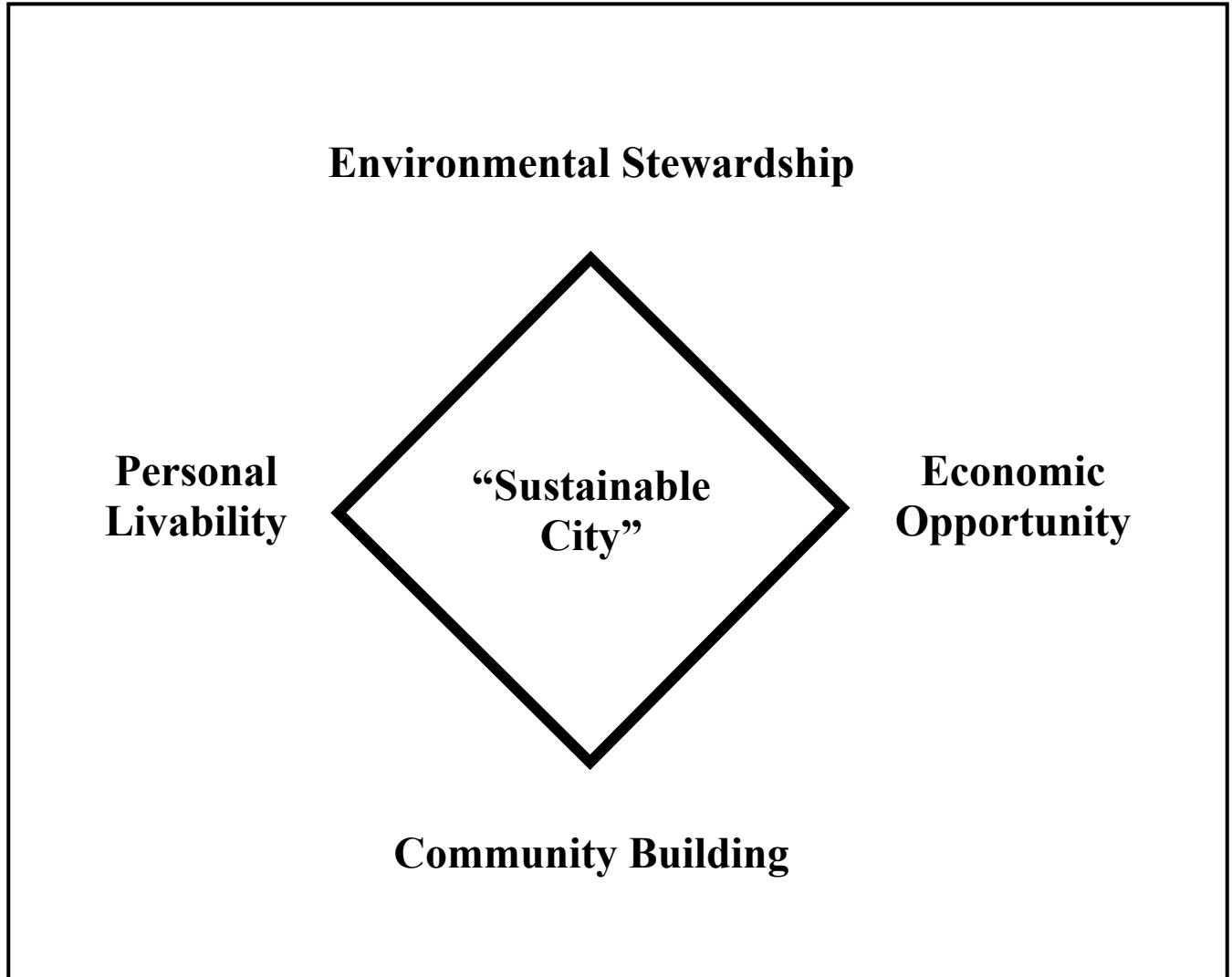
3rd FLOOR v QUALITY OF LIVING

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

Table of Contents

Strategic Planning for the City of Dubuque	3
Dubuque Vision 2039	5
Dubuque: Creating an Equitable Community (and Organization) of Choice – Five Pillars	12
Dubuque City Government: Our Mission	14
City of Dubuque Plan 2024 – 2029	21
City of Dubuque Action Agenda 2024 – 2026	53

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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

Key Issues

- 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

Activities/Milestones

A. Positions Review Filling Specific Technical Positions

- | | |
|--|-------|
| 1. Precision Policing Center | 12/24 |
| 2. Shared services (Park Rangers and Animal Control) | 12/24 |
| 3. Community Service Officers | 5/25 |

B. Leveraging Technology to Be More Efficient and Effective (Force Multiplier)

- | | |
|-----------|---------|
| 1. ALPR | 10/2024 |
| 2. Drones | 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
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- 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	A. Construction/Traffic WORK SESSION #1 - Complete Plan WORK SESSION #2 - Adopt Plan - Prepare budget proposal BUDGET WORKSHOP: Budget FY 27 Discussion and Direction DECISION: Budget FY 27 Adoption – Funding B. Corridor Events and Information Campaign - City Focus - Explore community partnership to host community events PRESENTATION; Update Report C. Corridor Safety - Collect data and analyze speeding and crash data REPORT: Corridor Safety	10/24 4/25 5/25 9/25 11/25 2/26 4/26 11/24 12/24 12/24 1/25 1/25

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) 11/24 2. Prepare Budget proposal 11/24 3. DECISION: Grant Program/Forgivable Loan 4/25 4. Implement Citizen Serve Software 5/25 5. Initiate Grant Program 7/25 6. Complete SHIPO Agreement 8/25 7. DECISION: SHIPO Agreement 9/25 8. Update Historic Preservation Ordinance (UDO) including Demolition Ordinance 3/26 9. WORK SESSION: UDO 3/26 10. ZAC: UDO Amendments Review 4/26 11. DECISION: UDO Amendment 4/26 B. Historic Preservation Incremental Development 1. Issue RFP for Consultant – Training Development 12/24 2. Select consultant 3/25 3. Market Program 5/25 4. Initiate Training Program 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	
	a. Analysis with Report with Recommendations		3/25
	b. Implementation Actions (Budget Decision FY 27)		4/26

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

Key Issues

- 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)

Activities/Milestones

- 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

Time

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. 15 th street to 17 th Street Between Iowa Street and Central Avenue		11/25
	b. 7 th Street to 18 th 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	1. Public Hearing: Environment Assessment (NEPA)	5/25
• Property Impacts	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 on-going 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 advertizing/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 Development 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: 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 SUCCESSIONS 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 DUBUQUE BRAD CAVANAGH, MAYOR

1. Public Safety Facilities and Staffing
2. Transportation, including Sustainable Air Service and East/West Connector
- 3.; Infrastructure Investment, including Sewer Projects and Bee Branch Project

RIC JONES, COUNCIL MEMBER

1. Public Safety Facilities and Staffing
2. Thriving Downtown with Medical College and Museum Expansion
3. Sports Facility – Indoor and Outdoor

DAVID RESNICK, COUNCIL MEMBER

1. Public-Private Partnerships beyond a “Zero Sum Game”
2. Sustainable Commercial Air Service
3. Great City Services Values by Residents and Provided by a Professional, Respected Staff

SUSAN FARBER, COUNCIL MEMBER

1. Commercial Air Service
2. Model City, including IT, Cyber Security
- 3, Vibrant City with A Robust Economy and Workforce

LAURA ROUSSELL, COUNCIL MEMBER

1. Fire Station Stations and Staffing
2. Sewer Improvements and Investments
- 3, Park Master Plan Implementation with Multi-sports Facility

DANNY SPRANK, COUNCIL MEMBER

1. Central/White Corridor Revitalization Finished
2. Youth Sports Complex Finished
3. Eagle Point Park Rehabilitated

KATY WETHAL, COUNCIL MEMBER

1. Public Safety Facilities and Staffing
2. Infrastructure Upgrades and Investments, including WRRC and Water Well
3. Parks Improved and Sports Facilities Development

My Actions Ideas for 2025 – 2026

City of Dubuque

MY MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

BRAD CAVANAGH, MAYOR

1. Fire Station Location with Staffing, Police Increased Staffing
2. Transportation: 14th Overpass; East-West Corridor and Air Service
- 3.; Infrastructure Investment, including Sewer Projects and Bee Branch Project

RIC JONES, COUNCIL MEMBER

1. Catfish Creek Project: Completed
2. Parks and Recreation Master Plan Adopted and Implemented
3. Stable Air Service

DAVID RESNICK, COUNCIL MEMBER

1. Funding for Air Service
2. Public Spaces – Welcoming to All
3. City Manager Succession Planning

SUSAN FARBER, COUNCIL MEMBER

1. Commercial Air Service
2. Workforce Retention
- 3, Downtown Development

LAURA ROUSSELL, COUNCIL MEMBER

1. Eagle Point Park with Enhanced Plan and Full-time Position
2. Central Avenue Corridor Next Steps
- 3, Self-Sustaining Air Service

DANNY SPRANK, COUNCIL MEMBER

1. Central/White Corridor Revitalization Finished
2. Eagle Point Park Plan and Funding
- 3.

KATY WETHAL, COUNCIL MEMBER

1. Public Safety Facilities and Staffing: Update and Funding
2. Infrastructure Upgrades and Investments, including WRRC and Water Well In Progress
3. Air Service Continuation

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.
- 27.
- 28.
- 29.
- 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.
- 26.
- 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

- 1.
- 2.
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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 EFFR 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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5. (continued)

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

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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
PROSPERUOUS 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

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		
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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 PROSPERUOUS COMMUNITY <i>Thriving Local Economy for All</i>
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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
[Updated: 9/25/25]

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		PRIORITY	
Outcome 1	Be a 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.		
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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» Challenges and Opportunities		PRIORITY	
S	1. Civility in the community	7	
S	2. Recruitment and retention of Police, Fire and Dispatchers	6	
S	3. Addressing issues and concerns regarding unhoused populations	6	
S	4. Maintaining and updating existing City facilities and buildings – understanding their condition, their short term maintenance issues and their long term maintenance needs	6	
S	5. Police facility inadequate for current and future staffing in a County-owned facility	6	
S	6. Having and funding a Police and Fire facilities	6	
S	7. Federal government and State of Iowa politics and polarization impacting the Dubuque community	5	
S	8. Juvenile violent crimes remain a concern for Dubuque community	4	
L	9. New public safety workforce that their expectations: work, overtime, time-off, etc.	3	
L	10. Actions by the Federal Department HHS impacting community health and health-related services	3	

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY
L	11. Long-term funding for public safety staffing for national standards and recognized best practices	3
L	12. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings	2
L	13. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices	2
L	14. Maintaining City's role in addressing brain health challenges	2
L	15. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring	1
L	16. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters	1
L	17. 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.)	1
L	18. Preparing for future public safety workforce through cadet programs and internships	1
	19. Addressing community health needs and defining the City's role	0
	20. Responding to chronic nuisance violations for those with brain health issues	0

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY
21.	Increasing departmental collaboration and partnering	0
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025– 2027			PRIORITY	
A	1. Police Full Staffing and Hiring: Assessment Best Practices, Report with Options, Direction, Advocacy and Funding	Top 2024 M/CC Mgmt	7	
A	2. Comprehensive Fire Stations Locations: Workshop Presentation, Direction on Implementation and Funding (Including Space Study and Facility Expansion)	High 2024 M/CC Mgmt	6	
A	3. DLEC Short-Term Facility Enhancements: Proposal, Direction and Funding (including concerns, safety concerns and impacts on recruitment and retention)	New Mgmt M/CC	4	
A	4. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	4	
	5. Crescent Community Health Center Expansion of Population Health Program: Funding, City Presence on the Board and Advocacy	2024 Mgmt	3	
	6. Community-Based Health Promotion: Capacity and Funding	OTH Mgmt	0	
	7. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions	OTH Mgmt	0	
	8. Traffic Safety Action Plan: Problems/Concerns Definition, Best Practices, Report with Options, Direction and Funding(including Speeding/Slow Down)	New Mgmt M/CC	0	

A = Action Agenda 2025-2027

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025 – 2027			PRIORITY
9. Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	0	
10. 911 PSAP Center Accreditation: Update Report, Direction, Funding, and City Actions	M/CC	0	
11. Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding	M/CC	0	
12. Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions	M/CC	0	
13. Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)	M/CC	0	
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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):	MIP		
Funding and Acquisition			
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	MIP		
(Budget Decision FY 26)			
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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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10.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Outcomes		PRIORITY	
Outcome 1	Maintain/improve the City bond rating	7	
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	7	
Outcome 3	Recruit, hire, develop and retain a diverse, top-quality City workforce dedicated to City goals, mission and core values	7	
Outcome 4	Maintain all fund reserve funds to 25%	7	
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	7	
Outcome 6	Increase community understanding of Dubuque City Government – policies, processes, services, programs and activities, facilities and delivery mechanisms**	0	
Outcome 7	Expand opportunities for residents to be involved in City governance and planning**	0	
Outcome 8			
Outcome 9			
Outcome 10			

** Suggested by Management and Mayor and City Council

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE 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		
7.		
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Challenges and Opportunities		PRIORITY	
S	1. Aging City facilities, infrastructure and equipment needing maintenance, major maintenance or replacement	7	
S	2. State of Iowa legislative actions and administrative rules impacting City finances and service, threatening home rule and local control	7	
S	3. Recruiting, developing and retaining a diverse City workforce	6	
S	4. Uncertain Federal government funding for grants, projects and programs	6	
S	5. Uncertainty with Federal government regulatory requirement and City compliance	6	
S	6. Supporting City employee work-life balance and employee morale	5	
S	7. Climate of distrust in all governments, including City government	5	
S	8. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives	4	
S	9. Community disinformation and misinformation about City government – policies, processes, services and finances	4	
L	10. Improving welcoming and belonging outcomes for ALL of City employees	3	

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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» Challenges and Opportunities		PRIORITY
L	11. Under-resourced City services and programs resulting in stress for City employees	3
L	12. 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	2
L	13. Enhancing a City organizational culture that values learning, creative thinking and innovative actions	2
L	14. Upcoming retirements	1
L	15. Providing a safe workplace balanced with customer service	1
L	16. Due to limited City staff capacity, hiring outside resources at a significantly higher cost	1
	17. Extremely competitive employment marketplace	0
	18. Antiquated Civil Service System with discriminatory practices	0
	19. Funding for ADA compliance for City facilities, infrastructure and service delivery	0
	20. Need for more and diverse pipelines and recruitment of underrepresented groups	0

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Challenges and Opportunities		PRIORITY
21.	Clarifying and defining departmental responsibilities and relationship for functional collaboration	0
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Actions 2025 – 2027			PRIORITY
A	1. 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	5
A	2. Community Survey: Scope, Approach, Direction, Funding and Completion	Mgmt	4
	3. Parks and Recreation Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	2
	4. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions	OTH M/CC Mgmt	1
	5. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations - Staffing, Direction, Funding and City Actions	OTH M/CC Mgmt	1
	6. City Financial Plan and Policies: Review, Update and Direction	M/CC	1
	7. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding	M/CC	0
	8. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction	M/CC	0

A=Action 2025-2027

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Actions 2025 – 2027			PRIORITY
9.	Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction	M/CC	0
10.	City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding	M/CC	0
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE 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			
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Management in Progress 2025 – 2027			DATE
1. Organizational Culture Continuous Improvement	MIP		
• 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)			
2. Future City Employee Career Development Program(s); Best Practices, Report with Options, Direction and Action Steps	MIP		
3. ERP Software Implementation	MIP		
a. Employee Expense b. Financial Asset Management c. Employee Self-Services	M/CC		
4. HRIS Implementation	MIP		
a. Selection b. Implementation			
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 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 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 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		PRIORITY	
Outcome 1	Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental	7	
Outcome 2	Attract a commercial airline(s) connecting to multiple major hubs	7	
Outcome 3	Expand the infrastructure and facilities capacity to support economic development and growth	7	
Outcome 4	Expand sports tourism in Dubuque	7	
Outcome 5	Support Dubuque higher education institutions and retain graduates in the Dubuque community	6	
Outcome 6	Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy	5	
Outcome 7	Develop mixed-use developments combining lower floors businesses with residential opportunities – Downtown, Central and Mall areas**	3	
Outcome 8	Attract and retain a diverse workforce**	0	
Outcome 9	Increase the number of small, diverse and multi-cultural businesses**	0	
Outcome 10			

** Suggested by Management and Mayor and City Council

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		
10.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Challenges and Opportunities		PRIORITY	
S	1. Retaining college graduates from Dubuque local colleges and universities	6	
S	2. Potential mixed-use developments in Downtown, Central Avenue and Mall area	6	
S	Sustaining and expanding air service	5	
S	4. Having quality, affordable childcare/elder care	5	
S	5. Tapping the potential for tourism especially sports tourism	5	
S	6. Preparing for and supporting the development of the new University of Dubuque medical school	5	
S	7. Lack of quality, affordable rental housing [30% – 80%] community-wide	4	
S	8. 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	4	
S	9. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition	4	
S	10. Tapping the tourism potential of river cruises and Field of Dreams expansion	4	

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Challenges and Opportunities		PRIORITY	
L	11. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End	3	
L	12. Economic forces beyond the City's control: inflation, recession, supply chain issues and interest rate increases	3	
L	13. Difficulty in financing for hotel development projects	2	
L	14. Creating a business climate that supports innovators, entrepreneurs and small business start-ups	2	
L	15. Lack of City infrastructure to support economic growth	2	
L	16. Availability of local quality workforce and matching educational programs with needs of employers	1	
L	17. Lack of wage growth using living wage data	1	
L	18. Workforce desiring diverse quality of life amenities	1	
	19. Supporting working from home with high speed, reliable and affordable broadband service and lack of technical support	0	
	20. Workforce skill gaps and shortages and the retaining/retooling workforce with an aging community curtailing the outflow of workforce and families	0	

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Challenges and Opportunities		PRIORITY
21. Supporting the needs and services of a multi-cultural workforce		0
22. Impacts of artificial intelligence on the business community and local economy		0
23. Lacking business data through an established business license system		0
24. Retirements and transition in new economic development leadership		0
25. Beginning dialog on Sisters-owned assets and properties		0
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Actions 2025 – 2027			PRIORITY	
A	1. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future	Top 2024 M/CC Mgmt	6	
A	2. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding	New M/CC Mgmt	6	
A	3. Comprehensive Sports Tourism Strategy: Development	OTH M/CC Mgm	4	
	4. 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	2	
	5. 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	
	6. South Port Redevelopment Area-Wide Concept Plan, Implementation, and Direction	2024 M/CC Mgmt	1	
	7. Downtown Commercial Business Building Assessment Implementation: Policy Direction and Funding	OTH Mgmt	0	
	8. Business Support for Minority-Owned Businesses Enhancements: Expanded Participation, Financial Institutions Participation and Funding	OTH Mgmt	0	

A-Action 2025-2027

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Actions 2025 – 2027			PRIORITY
9.	Blum Remediation Projects: Direction and Funding	OTH Mgmt	0
10.	Business License Program/System: Goals, Best Practices, Report with Options, Direction and Initial Implementation	New Mgmt	0
11.	Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)	M/CC	0
12.	Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions	M/CC	0
13.	Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding	M/CC	0
14.	Airport Business/Light Industrial Development: Targeted Businesses, Incentive Packages, Direction and Funding	Mgmt	0
15.	Viking Docking Facility Project: Status Update Report, Direction and City Actions	M/CC	MIP With M/CC Action Needed
16.			

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. Infill Development Strategy and Policy: Research, Best Practices, Report, Direction, City Role and Actions	2024 M/CC		
	2. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process	M/CC Mgmt		
	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. Incentives for Upper Store Residential Development: Report with Options, Directions and Funding	Mgmt		
	7. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)	M/CC		
	8. Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions	M/CC		

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Actions 2025 – 2027			PRIORITY
9.	Flex-Steel and Pack Buildings Redevelopment: Update Report, Goals, City Role, 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	
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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 3 YOUR PRIORITY			PRIORITY	
A	1. Stormwater Management Investment Projects Implementation: Direction, Funding and Project Completion (including Bee Branch Gate and Pump, Kaufman Storm Sewer; 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE partnership);, Stormwater Detention Pond and Facilities Equipment and Staffing Completion, and Individual Flood Mitigation Projects)	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 Investments Implementation Development: Direction and Funding (including Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment)	MIP M/CC Mgmt		
	4. Sanitary Sewer Investment Projects Implementation: Direction, Funding and Project Completion	M/CC Mgmt		
	5. Cedar and Terminal Street Lift Station and Force Main: Direction and Funding	MP Mgmt		
	6. Bee Branch Operations and Maintenance: Funding	OTH Mgmt		
	7. Water Resource Recovery Center Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction	M/CC		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027			PRIORITY	
8.	Recycling Automated Collection: Direction and Funding Mechanism	OTH Mgmt		
9.	Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions	OTH Mgmt M/CC		
10.	Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding	OTH Mgmt M/CC		
11.	Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding	OTH Mgmt M/CC		
12.	City Forester/Arborist: Position, Direction and Funding	M/CC		
13.	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		
14.	Large Complexes Recycling Encouragement: Direction and City Actions	M/CC		
15.	Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions	M/CC		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027			PRIORITY
16.	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)	2024 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: 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 2 YOUR PRIORITY			PRIORITY	
A	1. Street Maintenance/Rehabilitation Program: Direction and Funding	Top 2024 M/CC Mgmt		
A	2. Railroad Quiet Zones: Direction and Funding Mechanism	2024 M/CC		
	3. Traffic on Central Avenue/White Corridor Short Term Action: Design, Grant Funding and Construction	MIP Mgmt M/CC		
	4. East-West Corridor/Roundabout Policy/Projects: Direction and Funding Mechanism	OTH Mgmt M/CC		
	5. City-wide Complete Streets Policy and Action Plan: Update and Direction (including pedestrians and bikes)	OTH Mgmt M/CC		
	6. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism	OTH Mgmt M/CC		
	7. Citywide Fiber Cable Backbone Master Plan: Scope, Direction and Funding	OTH Mgmt M/CC		
	8. West 2 nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design	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		
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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. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion	Top 2024 M/CC			
3. SW Arterial ITS Project: Construction Completion	MP			
4. Connection to Data Center Project: Construction Completion	MP			
5. Building Connection to Additional City Locations Project: Completion	MP			
6. Taxiway Alpha Construction Project - Phases 1 and Phase 2: Completion	Airport			
7. Terminal Solar Photovoltaic Project: Completion	Airport			
8. General Aviation Apron Reconstruction Project: Construction Completion	Airport			
9. Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out	Engineering			
10. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering			

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Major Projects 2025 – 2027			DATE	
11.	Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)	Engineering		
12.	2025 Pavement Marking Project: Completion	Engineering		
13.	Wildwood Drive Bridge Replacement: Design	Engineering		
14.	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		
10.		

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, Revitalization Plan, Short Term Actions Direction and Funding	MIP Mgmt M/CC		
	5. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Project:	OTH Mgmt M/CC		
	6. 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		
	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.	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	
10.	Public Art Northend/Bee Branch: Definition and Direction	OTH Mgmt	
11.	Eagle Point Park Fee: Report with Options, Direction and City Actions	M/CC	
12.	Wanderwoods Garden Development: Construction and Opening	M/CC	
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	
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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
20.		

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 YOUR PRIORITY			PRIORITY	
1.	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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SECTION 10

ACTION AGENDA 2025 – 2027 **[Working Draft: 9/25/25]**

City of Dubuque Goals 2031

HEALTHY AND SAFE COMMUNITY

**FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE
CITY ORGANIZATION:
SUSTAINABLE 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**

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Mayor and City Council or needs a major funding decision by the Mayor and City Council; or an issue that needs Board of Trustees 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 POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Mayor and City Council has set the overall direction and provided initial funding (e.g., phased project), may require further Mayor and City 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 Mayor and City Council has set the direction, needs staff work before going to Mayor and City 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 Mayor and City Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Mayor and City 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 Mayor and City 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.

Action Agenda 2025 – 2027

Targets for Action

City of Dubuque

TOP PRIORITY

HIGH PRIORITY

City of Dubuque

Action Agenda 2025 – 2027

		PRIORITY		
		Priority	Top	High
1	1. Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding			
1	2. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding			
1	3. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding			
1	4. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding			
2	5. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/ Replacement Plan: Budget Proposal, Direction, Funding and Initial Actions			
2	6. Community Survey: Scope and Completion			
3	7. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future			
3	8. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding			

*Number to far-left of area correlates the Goal to the Action listed

City of Dubuque

Action Agenda 2025 – 2027

		Priority	PRIORITY		
			Top	High	
3	9. Comprehensive Sports Tourism Strategy: Development				
4	10. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process				
4	11. Infill Development Strategy and Policy: Code Update				
5	12. Stormwater Management Investments Implementation: Direction, Funding and Project Completion(				
5	13. Sanitary Sewer Investment Projects Implementation: Direction, Funding and Project Completion				
5	14. Water Resource and Recovery Center Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction				
6	15. Street Maintenance/Rehabilitation Program: Direction and Funding				

City of Dubuque

Action Agenda 2025 – 2027

		PRIORITY		
		Priority	Top	High
6	16. East-West Corridor/Roundabout Projects: Direction and Funding Mechanism			
7	17. Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction			
7	18. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)			
7	19. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects			
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City of Dubuque

Action Outlines 2025 – 2027

GOAL 1	HEALTHY AND SAFE COMMUNITY
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ACTION: Police Full Staffing and Hiring: Report with Options, Direction, Advocacy

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Iowa Law Enforcement Academy and State of Iowa Rules. - Police Officer recruitment - Quality of applicants - Growing the Local Applicant Pool - Faste hiring process - Supporting Officers with Additional Civilian Staff. - Assess Calls for Service - responding to time consuming calls that are not law enforcement functions or police related matters	- Demographic specific recruiters, current recruitment video, new signage, new fliers relevant to the target audience (college students, work force, etc.), one-on-one/personal recruiting. - Bypassing civil service for more efficient hiring using “real time” testing and interviewing. Getting the conditional offer to the applicant faster - Growing our own recruits using Kids Camp, Police Explorers (high school) and Community Resource Officer program (college paid internship) to develop future Dubuque Police Officers. This is unique in Iowa. The Explorer program could use more funding to make it more robust. STATE LEGISLATIVE TOPIC -Police Academies REPORT: Police Hiring and Recruitment (during Budget Presentation)	Ongoing Ongoing Ongoing 1/26 3/26

Responsibility: **Police**

ACTION: Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Current Fire Station locations • Need for comprehensive Fire Station location and growth plan • Fire staffing • Project priority • Costs • Funding • Response times • Vehicle locations	1. Complete Fire Station Feasibility and Condition Study 2. WORK SESSION: Fire Station Feasibility and Condition Study presentation, discussion and direction 3. Develop budget proposal 4. BUDGET DECISION: Budget FY 28 Funding for Fire Station Study Implementation - engineering support to identify project management, design, and construction oversight	7/26 11/26 12/26 4/27

Responsibility: **Fire**

ACTION: DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Facilities impacts on Police recruitment and retention	1. Meeting with Sheriff's Office	9/25
• Inefficient use of space	2. DECISION: Lease Update	12/25
• Leased building	3. Develop budget proposal for Upgrade Plan for Existing Building – Short Term Improvements	12/25
• Use all allocated space	4. BUDGET DECISION: Budget FY27 Funding for Space Needs and Improvement Plan Development	4/26
• Funding	5. Complete Space Needs and Short Term improvement Plan	9/26
• Determining space needs	6. WORK SESSION: Report on Space Needs and Short Term improvement Plan	10/26
• Identifying opportunities with the existing building	7. Prepare budget for improvements	11/26
• Lack of locker room space	8. BUDGET DECISION: Budget FY 28 for Improvements	4/27
• Decentralized operations: offices spread across two buildings/two blocks		
• Lack of room to grow technology and civilian staff		
• Secure parking lot for police vehicles		
• Partnering with Dubuque Sheriff's Office		

Long-Term Space Solution – On the Horizon

Responsibility: **Police**

ACTION: Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Understanding of various staffing impacts, staffing models, benefit time management and impact on minimum staffing • Current approved FTE limits on minimum staffing • Identification of a strategy to continue to address personnel staffing of suppression vehicles. • Potential staffing impacts of the future. • Needs assessment for an additional ambulance, impacts of station needs assessment and ability to project potential future growth • Alignment with 5-10 year comprehensive station location/modification plan. • Link to Fire Station direction	1. Prepare Report on Fire staffing models 2. WORK SESSION: Report of Fire staffing Models presentation, discussion and initial direction 3. DECISION: Budget FY 27 Funding for Fire Improvement Package 4. Develop Fire Long-term Staffing Plan 5. WORK SESSION: Fire Long-term Staffing Plan	11/25 12/25 4/26 8/26 TBD

Responsibility: **Fire**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
1	1. 911 Center Relocation and Staffing: Construction Completion	Dispatch	11/25
1	2. Prepared Live – Paid Version: Implementation	Dispatch	7/26
1	3. Fire Equipment: Funding and Acquisition Fire Boat Delivery	Fire	5/26
1	4. Animal Control Ordinance Update: Adoption	Health	6/26
1	5. Public Safety Answer Point Back-Up New Equipment: Implementation	Dispatch	12/25
1	6. Veterinarian Services Contract: Completion	Health	4/26
	DECISION Budget FY 27		
1	7. Law Enforcement Mental Health and Wellness Check-Ins	Police	
	a. Funding DECISION Budget FY 27		4/26
	b. Implementation		12/26

► Management in Progress 2025 – 2027			Date
1	1. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)	Engineering	
	a. Construction		6/26
	b. SCADA		9/26
1	2. Diversity Equity and Inclusion Loop, Departmental Action Plans	Human Rights	4/26
1	3. New LPR Cameras: Installation	Police	6/26
1	4. New CAD Computer System Implementation: Completion	Police	11/26
1	5. Police Radios Upgrade Implementation: Completion	Police	12/25
1	6. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation	Fire	6/26
1	7. Public Health Preparedness Emergency Response Plan Update: Completion	Health	6/26
1	8. Fire Explorer Post: Creation	Fire	7/25

► Major Projects 2025 – 2027			Date
1	1. Fire Stations (6) Improvement Projects	Fire	
	a. HVAC		12/25
	b. Bunk Room Remodel		2028
	c. Fire Administration Office Update		12/26
1	2. Crescent Community Health Building/Services Expansion	Health	
	a. Clean Site		6/26
	b. Final Design Completion		6/26

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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**ACTION: Comprehensive City Buildings and Facilities
Inventory, Condition Assessment and
Maintenance/Upgrade/ Replacement Plan: Budget
Proposal, Direction, Funding and Initial Actions**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Identification and proper classification of all city buildings including energy usage data from Energy Star Portfolio • Identification of the system/ software/ process for updating/tracking city buildings. Potential for exploration in current city RMS systems to include future expansion for business use permitting. Provide a proposal for direction and support of next step. • Implementation of an internal building safety inspection program to stabilize current conditions and standardize process across all departments. • Assess current individual department oversight of city facilities, maintenance and repairs or expanding of city facilities under one common division/branch with cost savings analysis. • Evaluate opportunity to conduct a needs assessment/ review of citywide facilities program/ branch under appropriate department(s) • Create citywide master plan of priority/ common systems for efficiency in bidding or strategy in budget process/ CIP coordination	1. Complete City Facilities Final Inventory 2. Identify Staff leadership and Responsibilities 3. DECISION: Budget FY 27 Funding for Condition and Needs Assessment and Methodology 4. Determine future direction of citywide building maintenance 5. Decision on oversight and support/ funding 6. Create and obtain approval of standardized safety inspection program 7. Develop and issue RFP 8. Prepare budget request for 3rd party needs assessment 9. DECISION: Award Contract for Study/Report 10. DECISION: Budget FY 28 Funding 11. Complete Study/Report 12. WORK SESSION: Report presentation, discussion	10/25 10/25 4/26 6/26 9/26 12/26 11/26 12/26 1/27 4/27 6/28 7/28

Responsibility: **Engineering**

ACTION: Community Survey: Scope and Completion

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Key metrics - Success measures • Benchmark communities • Costs • Funding • Diverse input • Department action plans • Meaningful input from our community – beyond “noise”	1. Define scope of services and products 2. Hire consultation 3. Finalize survey including our questions 4. Complete survey 5. Prepare report 6. WORK SESSION: Survey Presentation and Discussion	12/25 1/26 2/26 3/26 5/26 5/26

Responsibility: **Assistant City Manager**

► Management in Progress 2025 – 2027 – Mayor and City Council Action Needed			Date
2	1. City Legislative Advocacy Agenda and Action Plan 2026	CMO	1/26
2	2. Federal Legislative Advocacy Agenda and Action Plan 2026	CMO	1/26
2	3. Enterprise Asset Management System and Work Order System	IT/Engineering	
	a. Software Funding DECISION Budget FY 27		4/26
	b. RFQ		1/26/
	c. Consultant Contract : Decision Award		4/26
2	4. City Hall and Annex Project:	Engineering	
	a. Design		6/26
	b. Finding for Completion		4/26
2	5. Federal Building Upgrade Project:	Engineering	
	a. Contract Award		4/26
	b. HVAC		12/27
2.	6. City Facility Integrated Access Control: :	Engineering	
	a. Funding		4/26
	b. Completion		6/27
2.	7. Departmental Safety Program: DECISION Budget FY27 Request for OSHA Compliance	Finance	4/26

► Management in Progress 2025 – 2027			Date
2	1. Organizational Culture Continuous Improvement: Exit Interviews Implementation	HR	6/27
2	2. ERP Software Implementation	Finance	1/26
	a. Employee Expense		1/26
	b. Employee Self-Services		
2	3. HRIS Implementation	HR	10/25
	a. Selection		12/26
	b. Implementation		
2.	4. City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale	Finance	4/27
2	5. Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite	IT	11/26
2	6. Multicultural Family Center Management and Staffing: Review and Update Report	OEM	4/26
2	7. Succession Plan for Intergovernmental Relations Position: Selection and Onboard	CMO	11/25
2	8. Website ADA Compliance: Completion	Communications	4/26

► Major Projects 2025 – 2027			Date
2	1. Multicultural Family Center Project: Elevator	Engineering	1/26
2	2. City Data Center Project– Phase 2: DECISION Budget FY27	IT	4/26

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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ACTION: Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Sustaining commercial air service • Funding • City role • Community partners • Regional participation • Government partners	1. Identify funding mechanisms for current fiscal year 2. DECISION: Funding Direction for Current Fiscal Year 3. Develop regional community partnerships 4. Develop community education materials and initiate activities	10/25 10/25 4/26 4/26

Responsibility: **DBQ Airport**

**ACTION: Central Avenue Revitalization Plan Development:
Final Design, Streetscape Implementation, City
Actions and Funding**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Funding • Project priority • Project phasing • Streetscape furniture • Managing neighborhood expectations • Informing the neighborhood • Traffic safety • Potential partners • Supporting business development and expansion • Grant applications • Activating spaces – attracting people • Parking challenges • Supporting residential development • Support filling storefronts • Support building rehabilitation • Working with developers – small and large	A. Construction/Traffic 1. DECISION: Award Contract for Design 2. Complete Design 3. DECISION: Property Acquisition 4. Complete property acquisition for parking creation 5. Complete paving 6. B. Business Development 1. Consultant speaking with property owners and business owners 2. Conduct quarterly coaching sessions for businesses C. Housing Creation 1. DECISION: Grant Approval D. Redevelopment Opportunities 1. Meet with potential developers	12/25 5/26 TBD 7/26 9/26 10/25 12/25-12/26 TDB Ongoing

Responsibility: **Economic Development**

**ACTION: Comprehensive Sports Tourism Strategy:
Development and Direction**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Goals • Current sports tourism efforts and activities • Best practices – successful communities • Reason for community failures • Potential partners • Prior reports and study • Sport Tourism market • Sports – which ones • City role • Partners roles • Funding	1. Review previous reports/studies 2. Research successful sport tourism destinations and failures 3. Review current and future market/market analysis 4. Link to discussions on Parks and Recreation Master Plan and Sports Complex 5. Review “Field of Dreams” project and plans 6. Prepare comprehensive Report with Findings and Options 7. BUDGET DECISION: Budget FY 27 Presentation, Discussion, Direction and Path Forward	1/26 1/26 1/26 2/26 2/26 3/26 4/26

Responsibility: **Economic Development/Parks and Recreation**

► Management in Progress 2025 – 2027 – Mayor and City Council Action Needed

			Date
3	1. Business Incentives Policy/Processes: Review and Refinement	Econ Dev	1/26
3	2. Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation	Econ Dev	3/26
3	3. Port New Hotel Development: City Actions	Econ Dev	1/26
3	4. Chaplain Schmitt Island Development: Hotel Project Development	Econ Dev	12/25
3	5. River Boat Docking Project: Alternative Docking Location	Engineering	1/26

► Management in Progress 2025 – 2027

			Date
3	1. Office of Economic Mobility/Poverty Reduction Plan: Temporary Position Plan Update.	OEM	12/25 9/26
3	2. Field of Dreams: Next Steps for City a. Hotel Development Agreement(s) b. Update Report	Econ Dev	Ongoing 6/26
3	3. MWBE Procurement Policy: Completion	Finance	1/26
3	4. Electronic Bidding Software: Implementation	Finance	11/25

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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**ACTION: Downtown Master Plan Update: Scope, Direction,
Funding and Initial Planning Process**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Old Plan • University of Dubuque Medical College development • Scope of project • Cost of project • Funding for project • Housing Action Plan incentives for upper floor development • Vacant and abandoned buildings • Working with property owners • Working with businesses • Working with the Dubuque community • Community engagement	1. Define scope of Master Plan and determine costs 2. Develop budget proposal 3. BUDGET DECISION; Budget FY 27 Funding for Downtown Master Plan Update 4. Issue RFP 5. DECISION: Award Contract for Downtown Master Plan Update 6. Complete research 7. Prepare final draft Downtown Master Plan Update 8. WORK SESSION: Downtown Master Plan Update presentation and discussion 9. DECISION: Downtown Master Plan Update ADOPTION	10/25 11/25 4/26 7/26 8/26 Early 27 Early 27 Early 27 Early 27

Responsibility: **Planning**

ACTION: Infill Development Strategy and Policy: Code Update**PRIORITY**Key Issues

- Increasing demands for incentives
- Lack of funding for Infill Housing Incentives
- Infrastructure condition/capacity
- Connectivity and road capacity
- Topography
- Vacant buildings – conversion to residential

Activities/Milestones

1. Market Housing Incentive
2. Prepare Land Use Analysis
3. Identify vacant infill sites
4. Complete UDC update
5. **DECISION: Unified Development Code Amendments Approval**

Time

Ongoing
6/25
6/25
3/26
5/26

Responsibility: **Planning**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
4	1. Unified Development Code: Completion and Adoption	Planning	5/26
4	2. Historic Millworks District Development: Update Report	Econ Dev	1/26

► **Management in Progress 2025 – 2027**

			Date
4	1. Neighborhood Associations Development: Activation/Expansion: DECISION Budget FY 26	OEM	4/26
4	2. Terminus for all Permits, Data Governance and Storage: Completion	Housing & CD	6/26
4	3. Permitting and Inspection Software Implementation: Completion	Housing & CD	6/26
4	4. New Housing Development Support: Status Update Report	Planning	Quarterly

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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ACTION: Stormwater Management Investments
Implementation: Direction, Funding and Project Completion

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Chronic flooding problems - Number of detention pond/basins (80+) - Basin maintenance costs: - Privately owned ponds/basins - Compliance - Staff capacity - Construction delays - Project costs - Coordination with lead service lines - Funding	A. Bee Branch Gate and Pump - Complete construction B. Kaufman Storm Sewer - Prepare budget request (5 year) BUDGET DECISION: Budget FY 27 Funding C. 17th / Locust Stormwater Project - Prepare budget request BUDGET DECISION: Budget FY 27 Funding D. Detention Pond Maintenance - Prepare budget request BUDGET DECISION: Budget FY 27 Funding E. Stormwater Management Program – Individual Neighborhood Situations - Prepare \$200,000 budget request – 5 year program BUDGET DECISION: Budget FY 27 Funding F. 17th /Elm Street Stormwater Project - Prepare budget request BUDGET DECISION: Budget FY 27 Funding	2026 10/25 4/26 10/25 4/26 10/25 4/26 10/25 4/26

Responsibility: **Engineering**

**ACTION: Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Project costs • Funding • Linked to align of Julien Dubuque Bridge • Relocation: 2029-2030 • Link to South Port development	A. 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership) 1. Complete easement acquisition 2. DECISION: Amendment to Agreement B. Cedar Lift Station and Force Main C. Terminal Lift Station and Force Main 1. Prepare options 2. BUDGET DECISION: Budget FY 28 Funding for options Analysis D. Schmitt Sanitary Sewer 1. Prepare budget proposal for additional funding for construction 2. BUDGET DECISION: Budget FY 27 Funding 3. DECISION: Award Contract for Construction 4. Complete construction	TBD TBD OTH 6/26 4/27 10/25 4/26 11/26 12/27

Responsibility: **Engineering**

**ACTION: Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion
[Continued]**

PRIORITY

Key Issues

Activities/Milestones

Time

E. Cooper Place/Maiden Lane Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

F. Harvard Street Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

G. Hempstead Street Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

H. Grove Terrace Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

I. Sanitary Sewer Consent Decree (expires 2026)

- | | |
|----------------------|-----|
| 1. Request extension | TBD |
|----------------------|-----|

J. Catfish Creek Sanitary Sewer Project

- | | |
|--|-------|
| 1. Catfish Creek Sanitary Sewer Project Station – Phase 1 and Phase 2: Construction Completion | 12/26 |
| 2. Catfish Creek Sanitary Sewer Project Station: Phase 3 and Phase 4 | |
| a. Design Completion | 12/26 |
| b. Construction Completion | 12/28 |

Responsibility: **Engineering**

**ACTION: Water Resource and Recovery Center Upgrades;
Short- Term Action Plan, Direction, Funding and
Actions to Improve Processes and Odor Reduction**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Odor complaints • Major explosion recovery • Digester cleaning • Odor monitoring • New equipment • Funding • Digestive gas cleaning • Future facility plan	A. Chemical Dosing Analysis (hydrogen peroxide and ferric chloride) 1. Complete all dosing analysis 2. Final dosing plan established B. Digester Cleaning 1. Complete cleaning Digester #4 2. Complete cleaning Digester #3 C. Odor Monitoring (E-Noses) 1. Select and purchase odor detection equipment 2. Deploy/install equipment D. Process Monitoring 3. Complete monitoring needs analysis 4. DECISION: Funding for Monitoring Equipment 5. Full implementation E. Digestive Gas Cleaning Media Changeout 1. Purchase and install new media	6/26 9/26 5/26 11/26 12/25 4/26 12/25 4/26 8/26 12/25

Responsibility: **WRRC**

**ACTION: Water Resource and Recovery Center Upgrades;
Short- Term Action Plan, Direction, Funding and
Actions to Improve Processes and Odor Reduction
[Continuation]**

PRIORITY

Key Issues

Activities/Milestones

Time

**F. Facility Plan
Development**

- | | |
|--|-------|
| 1. Initiate full facility plan effort | 11/25 |
| 2. DECISION: Additional
Funding for process odor
mitigation | 4/26 |
| 3. Complete Facility Plan | 12/27 |

Responsibility: **WRRC**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			DATE
5	1. Sewer System Infrastructure Asset Master Plan: Development and Adoption	Engineering	6/26
5	2. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement DECISION Budget FY 27	Parks & Rec	4/26
5	3. Alley Inspection and Maintenance Performance Evaluation Staffing: DECISION Budget FY 27	Engineering	4/26
5	4. High Strength Waste Receiving & Storage Project:	WRRC	
	a. Funding		4/26
	b. Construction		7/27

► **Management in Progress 2025 – 2027**

			DATE
5	1. Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)	Park & Rec	4/26
5	2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report	WRRC	4/26
5	3. Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion	Transportation	12/25
5	4. Consumer Confidence Report 2025: Publication	Water	^/26
5	5. HVAC Mini-split System Installation: Completion	WRRC	4/26
5	6. Fats, Oils, and Grease Program: Review	WRRC	1/26
5	7. WRRC State Certified Lab Expanding the Testing Capability: Completion	WRRC	3/26
5	8. Explosion Recovery: Completion	WRRC	12/28

► **Major Projects 2025 – 2027**

			DATE
5	1. SCADA Overhaul Water: Completion	Water	9/26
5	2. Lead Water Lines Replacement: Phase 1 Completion	Water	12/25
5	3. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion	Engineering	8/26
5	4. Green Alley Project - 15th Street to 17 th Street Between Iowa Street and Central Avenue: Construction Completion	Engineering	12/25
5	5. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion	Water	6/28
5	6. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion	Water	7/26
5	7. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion	Water	9/26
5	8. Deep Well No. 7 Rehabilitation: Completion	Water	12/25
5	9. Creek Crossing Restoration Project: Construction Completion	Water	10/25
5	10. Rockdale Road Stormwater Project: DECISION CIP Funding Request	Engineering	4/26

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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**ACTION: Street Maintenance/Rehabilitation Program:
Direction and Funding**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Condition of underground utilities • Rehab vs Maintenance Policy • Concrete vs paving • Funding assessments • Funding street projects • Predictive modeling of assessment • Staff capacity • Cross departmental collaboration • Broadening funding sources for street • Project alignment • Beyond paving streets	1. Prepare Report on pavement type: rehabilitative vs. preventive maintenance policy 2. WORK SESSION: Pavement Report Presentation, Discussion and Direction 3. DECISION: Pavement Policy 4. BUDGET DECISION: Budget FY 27 Funding for: a. Street Assessment b. Sign Assessment and Staffing c. Light Assessment	2/26 3/26 4/26 4/26

Responsibility: **Public Works**

**ACTION: East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Cost of project: \$15+ million • Funding • MPO funding committed for Highway 20/Northwest Arterial through 2029/2030 • Cost of property acquisition • Desire of property owners – direction and actions on this project • Property owners looking to the City for direction and timing	1. Complete property appraisal (1) 2. Complete Preliminary Design 3. Complete Environmental Assessment (including public hearing) 4. BUDGET DECISION: Budget FY 27 Funding for Property Acquisition 5. Complete property acquisition (15) 6. Complete Final Design 7. Begin construction	12/25 3/26 3/26 4/26 TBD TBD TBD

Responsibility: **Engineering**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

- | | | |
|---|--|-------------|
| 6 | 1. STREETS Program: Funding and Implementation | Engineering |
| | a. Phase 1 – Arterials Completion | |
| | b. Phase 2 – Downtown Initiated | |

DATE

10/26

12/27

► **Management in Progress 2025 – 2027**

- | | | |
|---|--|----------------|
| 6 | 1. The Jule New Electric Vehicles: Acquisition | Transportation |
| 6 | 2. The Jule Grant Funding FTA Study: Completion | Transportation |
| 6 | 3. Parking System and Technology Upgrade: Installation | Transportation |
| 6 | 4. Smart Parking and Mobility Study: Implementation | Engineering |
| | a. Parking Implementation | |
| | b. Mobility Implementation | |

DATE

12/27

10/26

10/26

10/26

12/27

► Major Projects 2025 – 2027			DATE
6	1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)	Engineering	TBD
6	2. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion	Engineering	
	a. Preliminary Design		6/26
	b. NEPA		6/26
6	3. SW Arterial ITS Project: Construction Completion	Engineering	
	a. Bid		3/26
	b. Construction		12/26
6	4. Connection to Data Center Project: Construction Completion	Engineering	12/26
6	5. Taxiway Alpha Construction Project: Completion	Airport	
	a. Phase 2: Completion		12/25
	b. Phase 3 Completion		12/26
6	6. General Aviation Apron Reconstruction Project: Construction Phase 2 Completion	Airport	12/26
6	7. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering	12/25
6	8. Wildwood Drive Bridge Replacement:	Engineering	
	a. Design		3/26
	b. Bid		3/26
	c. Construction		12/26
6	9. Relocation of Fiber Optics on Bridge (Highway 20)	Engineering	12/26

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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ACTION: Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Private partner(s) • Community partner(s) • Sports Complex definition/clarity of purpose • Limited space/location options • Best practices • Amenities • Costs • Funding mechanism • Potential referendum • Community engagement • City role • Link to Parks and Recreation Master plan implementation	1. Review previous reports and cost estimates 2. Define scope of project, potential partners and prepare budget proposal 3. DECISION: Sports Complex Presentation, Discussion, Direction and Path Forward	12/25 2/26 4/26

Responsibility: **Parks and Recreation**

**ACTION: Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Infrastructure projects • Project priority • Project funding • Keeping the momentum going • Signage • Visual appeal	1. Prepare CIP request for Water Main Loop 2. DECISION: CIP Funding for Water Main Loop 3. BUDGET DECISION: Budget FY 2027 for: a. Island Connector Trail; b. 2nd Ice Sheet c. Environmental Restoration d. Landscaping e. Entrance Sign f. Campground Entrance Sign g. Stormwater Rehabilitation	12/25 4/26 4/26

Responsibility: **Parks and Recreation**

ACTION: Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Project: (Including Park Maintenance Plan)

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Projects	1. Draft Master Plan	11/25
• Project Priorities – Short-term and Long-term	2. Parks and Rec Commission: Review	12/25
• Parks Maintenance Plan	3. WORKSHOP: Parks and Recreation Master Plan Presentation and Discussion	1/26
• Eagle Point Park Long-term Action Plan	4. DECISION: Parks and Recreation Master Plan Adoption and Initial Short Term Investment Priorities	2/26
• Funding	5. BUDGET DECISION: Budget FY 27 Initial Short Term Priorities Funding	4/26
• Potential Partners	6. Develop Long-term investment project priority recommendations	2026
• Link to Sports Complex	7. WORKSHOP: Parks and Recreation Master Plan Implementation Long-term Investment Priorities	2026
• Link to Sports Tourism		

Responsibility: **Parks and Recreation**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			DATE
7	1. Comiskey Park Upgrades – Phase 2 Parking and Amenities; a. DECISION: Bid Award b. Construction	Parks & Rec	12/26 5/26
7	2. Historic Millwork District Park Plan: a. Plan Completed b. DECISION Budget FY 28 Request	Planning	6/26 4/27
7	3. Eagle Point Park Historic Structures Assessment: Completion a. DECISION Budget FY 27 Request b. Report Completion	Parks & Rec	4/26 12/27

► **Management in Progress 2025 – 2027**

			DATE
7	1. Cultural Experiences and Programming	OEM	4/26
7	2. Friends of Eagle Point Park: Creation	Parks & Rec	9/26
7	3. Eagle Point Park Fall Clean-up: Completion	Parks & Rec	11/25

► **Major Projects 2025 – 2027**

			DATE
7	1. Jackson Park Restrooms: Completion	Parks & Rec	12/27
7	2. ImOn Ice Arena – Dehumidification: Construction	Engineering	10/25
7	3. Rustic Point Park: Completion	Parks & Rec	9/26
7	4. South Pointe Park: Completion	Parks & Rec	12/25
7	5. Eagle Point Park Water Tower Deconstruction	Parks & Rec	11/25
7	6. Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert	Engineering	4/26

Table of Contents

Strategic Planning for the City of Dubuque	1
Dubuque Vision 2040	3
Dubuque: Creating an Equitable Community (and Organization) of Choice – Five Pillars	10
Dubuque City Government: Our Mission	12
City of Dubuque Plan 2025 – 2031	
City of Dubuque Action Agenda 2025 – 2027	

[Working Draft: 9/25/25]

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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 2040

Dubuque *Vision 2040*

**DUBUQUE 2040 is a *SUSTAINABLE AND RESILIENT CITY* ^(A),
an *INCLUSIVE AND EQUITABLE COMMUNITY* ^(B)
where *ALL* are welcome.**

**DUBUQUE 2040 has preserved our
MASTERPIECE ON THE MISSISSIPPI ^(C),
has a *STRONG DIVERSE ECONOMY* ^(D)
and *EXPANDING CONNECTIVITY* ^(E).**

**DUBUQUE 2040 – 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 2040

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 2025 – 2031

City of Dubuque

Goals 2030

HEALTHY AND SAFE COMMUNITY

**FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE
CITY ORGANIZATION: SUSTAINABLE 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**

Goal 1

Healthy and Safe Community

OUTCOMES

1. Be a 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. Leverage and use technology to create a safe community including cybersecurity, drones and cameras
5. Have a walkable and bikeable community that supports a healthy life style

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Civility in the community
2. Recruitment and retention of Police, Fire and Dispatchers
3. Addressing issues and concerns regarding unhoused populations
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. Having and funding a Police and Fire facilities
7. Federal government and State of Iowa politics and polarization impacting the Dubuque community
8. Juvenile violent crimes remain a concern for Dubuque community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. New public safety workforce that their expectations: work, overtime, time-off, etc.
2. Actions by the Federal Department HHS impacting community health and health-related services
3. Long-term funding for public safety staffing for national standards and recognized best practices
4. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings
5. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices
6. Maintaining City's role in addressing brain health challenges
7. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring
8. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters
9. 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.)
10. Preparing for future public safety workforce through cadet programs and internships

ACTIONS 2025 – 2027

1. Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding
2. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding
3. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding
4. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. 911 Center Relocation and Staffing: Construction Completion
2. Prepared Live – Paid Version: Implementation
3. Fire Equipment: Funding and Acquisition Fire Boat Delivery
4. Animal Control Ordinance Update: Adoption
5. Public Safety Answer Point Back-Up New Equipment: Implementation
6. Veterinarian Services Contract: Completion
Budget Decision FY 27
7. Law Enforcement Mental Health and Wellness Check-Ins
 - a. Funding **Budget FY 27 DECISION**
 - b. Implementation

MANAGEMENT IN PROGRESS 2025 – 2027

1. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)
 - a. Construction
 - b. SCADA
2. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans
3. New LPR Cameras: Installation
4. New CAD Computer System Implementation: Completion
5. Police Radios Upgrade Implementation: Completion
6. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation
7. Public Health Preparedness Emergency Response Plan Update: Completion
8. Fire Explorer Post: Creation

MAJOR PROJECTS 2025 – 2027

1. Fire Stations (6) Improvement Projects
 - a. HVAC 12/25
 - b. Bunk Room Remodel
 - c. Fire Administration Office Update
2. Crescent Community Health Building/Services Expansion
 - a. Clean Site
 - b. Final Design Completion

ON THE HORIZON 2025 – 2030

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

ON THE HORIZON 2027 – 2031

9. Crescent Community Health Center Expansion of Population Health Program: Funding, City Presence on the Board and Advocacy
10. Community-Based Health Promotion: Capacity and Funding
11. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions
12. Traffic Safety Action Plan: Problems/Concerns Definition, Best Practices, Report with Options, Direction and Funding(including Speeding/Slow Down)
13. Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding
14. 911 PSAP Center Accreditation: Update Report, Direction, Funding, and City Actions
15. Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding
16. Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions
17. Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)

Goal 2

Financially Responsible, High-Performance City Organization: Sustainable 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, develop and retain a diverse, top-quality City workforce dedicated to City goals, mission and core values
4. Maintain all fund 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

MEASURES OF SUCCESS

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

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. Uncertain Federal government funding for grants, projects and programs
5. Uncertainty with Federal government regulatory requirement and City compliance
6. Supporting City employee work-life balance and employee morale
7. Climate of distrust in all governments, including City government
8. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives
9. Community disinformation and misinformation about City government – policies, processes, services and finances

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Improving welcoming and belonging outcomes for ALL of City employees
2. Under-resourced City services and programs resulting in stress for City employees
3. 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
4. Enhancing a City organizational culture that values learning, creative thinking and innovative actions
5. Upcoming retirements
6. Providing a safe workplace balanced with customer service
7. Due to limited City staff capacity, hiring outside resources at a significantly higher cost

ACTIONS 2025 – 2027

1. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan: Comprehensive Scope of Project, Budget Proposal, Direction, Funding and Initial Actions
2. Community Survey: Scope and Completion

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. City Legislative Advocacy Agenda and Action Plan 2026
2. Federal Legislative Advocacy Agenda and Action Plan 2026
3. Enterprise Asset Management System and Work Order System
 - a. Software Funding Budget FY 27
 - b. RFQ
 - a. Consultant Contract : Decision Award
4. City Hall and Annex Project:
 - a. Design
 - b. Finding for Completion
5. Federal Building Upgrade Project:
 - a. Contract Award
 - b. HVAC
6. City Facility Integrated Access Control: :
 - a. Funding
 - b. Completion
7. Departmental Safety Program: Budget FY27 Request for OSHA Compliance

MANAGEMENT IN PROGRESS 2025 – 2027

1. Organizational Culture Continuous Improvement: Exit Interviews Implementation
2. ERP Software Implementation
 - a. Employee Expense
 - b. Employee Self-Services
3. HRIS Implementation
 - a. Selection
 - b. Implementation
4. City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale
5. Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite
6. Multicultural Family Center Management and Staffing: Review and Update Report
7. Succession Plan for Intergovernmental Relations Position: Selection and Onboard
8. Website ADA Compliance: Completion

MAJOR PROJECTS 2025 – 2027

1. Multicultural Family Center Project: Elevator
2. City Data Center Project– Phase 2: **DECISION Budget FY27**

ON THE HORIZON 2027 – 2031

1. City Employee/Contractor Living Wage Policy: Development and Funding
2. City Data Center Projection – Phase 2: Direction and Funding (including Redundancy)
3. City Workforce Retention and Attraction: Direction and Funding (including Management/Employee Succession Planning and Program)
4. IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
5. Human Resource Staffing: Direction and Funding
6. Parks and Recreation Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding

ON THE HORIZON 2027 – 2031 (continued)

7. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
8. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations - Staffing, Direction, Funding and City Actions
9. City Financial Plan and Policies: Review, Update and Direction
10. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding
11. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction
12. Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction
13. City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding

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. Expand sports tourism in Dubuque
5. Support Dubuque higher education institutions and retain graduates in the Dubuque community
6. Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Retaining college graduates from Dubuque local colleges and universities
2. Potential mixed-use developments in Downtown, Central Avenue and Mall area
Sustaining and expanding air service
4. Having quality, affordable childcare/elder care
5. Tapping the potential for tourism especially sports tourism
6. Preparing for and supporting the development of the new University of Dubuque medical school
7. Lack of quality, affordable rental housing [30% – 80%] community-wide
8. 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
9. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition
10. Tapping the tourism potential of river cruises and Field of Dreams expansion

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End
2. Economic forces beyond the City's control: inflation, recession, supply chain issues and interest rate increases
3. Difficulty in financing for hotel development projects
4. Creating a business climate that supports innovators, entrepreneurs and small business start-ups
5. Lack of City infrastructure to support economic growth
6. Availability of local quality workforce and matching educational programs with needs of employers
7. Lack of wage growth using living wage data
8. Workforce desiring diverse quality of life amenities

ACTIONS 2025 – 2027

1. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community, Partners, Community Education Necessity for the Future
2. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding
3. Comprehensive Sports Tourism Strategy: Development and Direction

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Business Incentives Policy/Processes: Review and Refinement
2. Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation
3. Port New Hotel Development: City Actions
4. Chaplain Schmitt Island Development: Hotel Project Development
5. River Boat Docking Project: Alternative Docking Location

MANAGEMENT IN PROGRESS 2025 – 2027

1. Office of Economic Mobility/Poverty Reduction Plan: Temporary Position Plan Update.
2. Field of Dreams: Next Steps for City
 - a. Hotel Development Agreement(s)
 - b. Update Report
3. MWBE Procurement Policy: Completion
4. Electronic Bidding Software: Implementation

ON THE HORIZON 2027 – 2031

1. JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions
2. Port of Dubuque Refresh: Direction and City Actions
3. Northend Revitalization Action Plan: Outcomes, Direction, Plan Development, Funding and City Actions
4. Childcare Next Steps: Update Report, City Role, Direction on Next Steps and City Actions
5. Kerper Boulevard Business Development: Update Report and Next Steps
6. Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding
7. Small Business Grant Program Expansion: Direction and Funding

**ON THE HORIZON 2027 – 2031
(continued)**

8. Blum Remediation Projects: Direction and Funding
9. Business License Program/System: Goals, Best Practices, Report with Options, Direction and Initial Implementation
10. Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)
11. Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions
12. Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding
13. Airport Business/Light Industrial Development: Targeted Businesses, Incentive Packages, Direction and Funding

Goal 4

Livable Neighborhoods and Housing: Great Place to Live

OUTCOMES

1. Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods
2. Grow the population within the City of Dubuque**
3. Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable and adaptive reuse
4. Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping
5. State future and expand resident involvement in their neighborhood through increasing the number of neighborhood associations**
6. Preserve Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment

MEASURES OF SUCCESS

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

**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. Potential loss of HUD funding
4. Aging City neighborhood infrastructure and facilities needing replacement or major repairs
5. Reducing slum and blight through effective enforcement and incentives
6. Addressing the increasing number of unhoused residents with limited shelter opportunities and other tools
7. Expanding housing opportunities to support economic growth and increases in community population
8. Lack of Police staffing for community policing, traffic unit and limited enforcement options for neighborhood issues
9. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa
10. Aging population with limited ability to maintain their homes and properties

**LONG-TERM
CHALLENGES AND OPPORTUNITIES**

1. Neighborhood speeding and running of stop signs
2. 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
3. Affordable access to quality, healthy foods in neighborhoods and reducing food deserts

ACTIONS 2025 – 2027

1. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process
2. Infill Development Strategy and Policy: Code Update

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Unified Development Code: Completion and Adoption
2. Historic Millworks District Development: Update Report

MANAGEMENT IN PROGRESS 2025 – 2027

1. Neighborhood Associations Development: Activation/Expansion: Budget FY 26
2. Terminus for all Permits, Data Governance and Storage: Completion
3. Permitting and Inspection Software Implementation: Completion
4. New Housing Development Support: Status Update Report

ON THE HORIZON 2027 – 2031

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. Southwest Arterial Development Plan: Update/Review, Direction and City Next Steps
5. Southwest Arterial Annexation Policy/Plan: Review, Direction and City Actions
6. Citywide 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
7. First Impression/North-South Entrance Beautification Project: Report with Options, Direction and Funding Mechanism
8. Downtown Beautification Program: Goals/Outcomes, Report with Options, Direction and City Actions
9. Grandview Corridor Beautification Plan: Goals, Report with Options, Direction, City Funding and City Actions
10. Community Land Trust: Grant Notification, Direction and City Role, Monitoring Des Moines Experiences

ON THE HORIZON 2027 – 2031

11. H & W Brewing and Malting Building Next Steps: Update Report, Direction and City Actions
12. Cedar Cross Corridor Revitalization Plan/Vision: City Actions, Direction and Funding
13. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)
14. Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions
15. Flex-Steel and Pack Sites Redevelopment: Update Report, Goals, City Role, 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 the community's carbon footprint (50% by 2030) and explore science-based outcomes in the future
5. Reduce waste and increase diversion, recycling and composting opportunities

MEASURES OF SUCCESS

1. Community Survey
2. Improve water quality - river and streams
3. Diversify energy sources
4. Continuous service delivery and timely recovery

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Uncertain Federal and State of Iowa goals and funding and their alignment with the City’s goals, services and programs
2. Need to address Bee Branch Pumping Station
3. Cleaning up and reuse of “Brownfields” sites
4. Limited funding for water infrastructure and treatment plant upgrades/replacement
5. Federal and State of Iowa regulation changes impacting Dubuque’s environmental sustainability
6. Workload and limited City staff capacity for additional projects or work assignments
7. Mitigating odor at the Water Resource Recovery Plant
8. Enhancing the flood wall

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system
2. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands
3. Protecting the Dubuque community and waterways from flooding through storm water management
4. Addressing emerging pollutants in water and wastewater system
5. Funding for composting and recycling programs and services
6. Funding of match dollars for grants
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. Air quality impacted by Canadian wildfires and other outside influences
10. Lack of water capacity – 89% peak demands and limited capacity to support growth

ACTIONS 2025 – 2027

1. Stormwater Management Investments
Implementation: Direction, Funding and
Project Completion – Bee Branch Gate and
Pump; Kaufman Storm Sewer Project; 17th
/Locust Stormwater Project; Detention Pond
Maintenance; Stormwater Management
Program – Individual Neighborhood
Situations; 17th /Elm Street Stormwater
Project
2. Sanitary Sewer Investment Projects
Implementation: Direction, Funding and
Project Completion - 42 inch Diameter
Sanitary Sewer Force Main Stabilization
Project; Cedar Lift Station Project;
Terminal Lift Station; Schmitt Sanitary
Sewer Project; Cooper Place/Maiden Lane
Project; Harvard Street Project; Hempstead
Street Project; Grove Terrace Project;
Sanitary Sewer Consent Decree; Catfish
Creek Sanitary Sewer Project
3. Water Resource and Recovery Center
Upgrades; Short-Term Action Plan,
Direction, Funding and Actions to Improve
Processes and Odor Reduction

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Sewer System Infrastructure Asset Master Plan:
Development and Adoption
2. Emerald Ash Borer: Funding for Planting, Stump
Removal/Sidewalk Replacement **BUDGET DECISION FY
27**
3. Alley Inspection and Maintenance Performance Evaluation
Staffing: **BUDGET DECISION FY 27**
4. High Strength Waste Receiving & Storage Project:
 - a. Funding
 - b. Construction

MANAGEMENT IN PROGRESS 2025 – 2027

1. Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)
2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report
3. Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion
4. Consumer Confidence Report 2025: Publication
5. HVAC Mini-split System Installation: Completion
6. Fats, Oils, and Grease Program: Review
7. WRRRC State Certified Lab Expanding the Testing Capability: Completion
8. Explosion Recovery: Completion

MAJOR PROJECTS 2025 – 2027

1. SCADA Overhaul Water: Completion
2. Lead Water Lines Replacement: Phase 1 Completion
3. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion
4. Green Alley Project - 15th Street to 17th Street Between Iowa Street and Central Avenue: Construction Completion
5. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion
6. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion
7. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion
8. Deep Well No. 7 Rehabilitation: Completion
9. Creek Crossing Restoration Project: Construction Completion
10. Rockdale Road Stormwater Project: **CIP Funding Request**

ON THE HORIZON 2027 – 2031

1. South Flood Wall Buried: Funding
2. EV Infrastructure Development: Status Report, Potential Projects, Funding Sources/Grants, Direction and Next Steps
3. City Energy Policy – Buildings and Equipment: Report, Direction, Funding and City Actions
4. South Plant Magnetic Flow Meters Replacement: Funding
5. Filter Rehabilitation at Eagle Point Water Treatment Plant: Funding
6. Althausen Street and Eagle Street Water Main Replacement Project: Funding
7. Nutrient Reduction Strategy: Update (2027)
8. Water Supply for Four Mounds: Direction, City Action and Funding
9. Solar Policies/Programs/Strategy: Goals/Desired Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions (City Government and Community)
10. Water Distribution and Treatment System Investments Implementation: Direction and Funding (including Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment)

ON THE HORIZON 2027 – 2031 (continued)

11. Climate Action Plan: Update Target, Best Practices, City Actions and Next Steps
12. Bee Branch Operations and Maintenance: Funding
13. Recycling Automated Collection: Direction and Funding Mechanism
14. Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions
15. Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding
16. Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding
17. City Forester/Arborist: Position, Direction and Funding
18. Solar Policies/Program/ Strategy: Goals/Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions
 - a. City Government
 - b. Community
19. Large Complexes Recycling Encouragement: Direction and City Actions
20. Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions

Goal 6

Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

OUTCOMES

1. **Have daily scheduled, reliable commercial air service to hub(s)**
2. **Have well-designed, well maintained Complete Streets – full use of ROW 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**

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Competition for commercial air service with five airports within two hours, including changing flying habits of Dubuque businesses and residents - driving to nearby airports
2. Aging and deteriorating underground infrastructure (oldest in Iowa) with expensive immediate needs and few grant opportunities
3. Addressing parking and parking ramps concerns, perceptions and issues and funding for maintenance
4. Rehabilitating concrete streets especially streets built in the 1990's which now need reconstruction
5. Funding for increased maintenance of streets and sidewalks
6. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)
7. Defining the City role and funding for connecting sidewalks throughout our Dubuque community
8. Funding for connecting and maintaining bike trails/lanes and related bike infrastructure with increasing demands from the community
9. Transit service by choice and to area destination serving the needs of all residents, including shift workers
10. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Defining the scope and funding for “Complete Streets” implementation
2. Lack of funding for Green Alley program for both construction and maintenance
3. Poor condition of alleys
4. Lack of reliable transportation services to and from the airport
5. Developing and maintaining the ADA infrastructure and facilities
6. Equity in broadband affordability, availability and accessibility

ACTIONS 2025 – 2027

1. Street Maintenance/Rehabilitation Program:
Direction and Funding
2. East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. STREETS Program: Funding and Implementation
 - a. Phase 1 – Arterials Completion
 - b. Phase 2 – Downtown Initiated

MANAGEMENT IN PROGRESS 2025 – 2027

1. The Jule New Electric Vehicles: Acquisition
2. The Jule Grant Funding FTA Study: Completion
3. Parking System and Technology Upgrade: Installation
4. Smart Parking and Mobility Study: Implementation
 - a. Parking Implementation
 - b. Mobility Implementation

MAJOR PROJECTS 2025 – 2027

1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)
2. 14th Street Railroad Overpass and 16th Street Corridor Complete Streets Improvements: Project Completion
 - a. Preliminary Design
 - b. NEPA
3. SW Arterial ITS Project: Construction Completion
 - a. Bid
 - b. Construction
4. Connection to Data Center Project: Construction Completion
5. Taxiway Alpha Construction Project: Completion
 - a. Phase 2: Completion
 - b. Phase 3 Completion
6. General Aviation Apron Reconstruction Project: Construction Phase 2 Completion
7. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit
8. Wildwood Drive Bridge Replacement:
 - a. Design
 - b. Bid
 - c. Construction
9. Relocation of Fiber Optics on Bridge (Highway 20)

ON THE HORIZON 2027 – 2031

1. New Bridge to East Dubuque: Assessment, Direction and City Actions
2. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension Project: Phase 2
3. Radford/Pennsylvania Roundabout Project: Direction and Funding
4. Bike Trail Connectivity Southwest Arterial: Direction
5. Micro-Mobility Options: Goals/Outcomes, Best Practices, Report with Options and Direction
6. FAA Aircraft Contract Tower Modernization/Replacement: Funding
7. Highway 20/Northwest Arterial Intersection Project (IDOT): Matching Funds (30%) and ROW Acquisition
8. Urban Bike Lane Plan: Best Practices, Plan Development, Direction, Funding and City Actions
9. Bike Racks Policy and Plan: Report with Options, Direction and Funding
10. ADA Sidewalk Inspection Program/Policy: Report with Options, Policy Direction and Funding Mechanism

ON THE HORIZON 2027 – 2031 (continued)

11. Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism
12. Railroad Quiet Zones: Direction and Funding Mechanism
13. Citywide Complete Streets Policy and Action Plan: Update and Direction (including pedestrians and bikes)
14. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism
15. West 2nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design
16. Traffic Operations Center Staffing: Direction and Funding
17. Fiber to Community Project Completion: Update Report and City Actions
18. Cedar Cross Sidewalk Development: Report with Options and Costs, Direction and Funding Mechanism
19. Bike Path Connectivity Plan: Goals, Plan Development, Direction, City Projects and Actions 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

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities
2. High demand, lack of indoor programming spaces
3. Responding to the increasing demands for current and emerging sports programs and activities
4. Lack of field and indoor space for tournaments, leagues and practice
5. Completing Five Flags Project within budget
6. Understanding, responding and funding to respond to workforce expectations of quality of life/leisure/arts and cultural facilities and experiences
7. Funding for the upgrades/renovations of the Library
8. Lack of accessible and free parking at the Library and MFC
9. Sustainable and additional funding for leisure services facilities and programs
10. Increasing demands for recreational programs and activities
11. Aging and dated parks, library and facilities

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Funding and developing new parks in newer four subdivisions
2. Responding to and funding projects to meet the high demand for dog park(s)
3. Funding and staffing for Parks and Recreation inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District
4. Reduced community giving to arts organizations with pressure for City funding
5. Increasing demands for cultural events and the limited staffing and City facilities
6. Developing and enhancing access to facility/venues
7. Funding for projects to achieve ADA compliance

ACTIONS 2025 – 2027

1. Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction
2. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)
3. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Comiskey Park Upgrades – Phase 2 Parking and Amenities;
 - a. Bid Decision Award
 - b. Construction
2. Historic Millwork District Park Plan:
 - a. Plan Completed
 - b. Budget FY 28 Request
3. Eagle Point Park Historic Structures Assessment: Completion
 - a. Budget FY 27
 - b. Report Completion

MANAGEMENT IN PROGRESS 2025 – 2027

1. Cultural Experiences and Programming
2. Friends of Eagle Point Park: Creation
3. Eagle Point Park Fall Clean-up: Completion

MAJOR PROJECTS 2025 – 2027

1. Jackson Park Restrooms: Completion
2. ImOn Ice Arena – Dehumidification: Construction
3. Rustic Point Park: Completion
4. South Pointe Park: Completion
5. Eagle Point Park Water Tower Deconstruction
6. Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert

ON THE HORIZON 2027 – 2031

ON THE HORIZON 2027 – 2031 (continued)

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. Pool/Aquatic Facility Strategy/Action Plan – Long Term: Update Report, Direction and Funding
5. Ice 2nd Sheet: Report with Options, Direction, City Role and Funding
6. Parks and Recreation Service/Staffing Level: Review, Direction and Funding
7. Historic Millwork District Recreational Space: Direction, Funding and Partnerships
8. Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions
9. Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism
10. Flag Set for Eagle Point Park Entrance: Direction and Funding
11. Trail Master Plan: Direction
12. Comprehensive Parks Quality of Life Amenities Plan: Needs, Plan Development, Direction and Funding
13. Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding
14. Splash Pads Plan: Best Practices, Plan Development, Direction and Funding Mechanism
15. Indoor Community/Recreation Center/Space: Feasibility, Purposes, Best Practices, Report with Options, Direction, Funding Mechanism and City Actions
16. Library Upgrade/Expansion: Direction and Funding
17. Gender Neutral Restrooms at Pools: Report with Options, Direction and Funding
18. Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding
19. Park Development: Direction and Funding (Pebble Cove, North Fork, Rustic Point, Mozena Farm, and Silver Oaks.)
20. Outdoor Pools (Flora and Sutton): Repairs and Renovations: Report with Options, Direction and Funding
21. Multicultural Festivals/Celebrations Expansion: Outcomes, Report, Direction, City Role, Funding and City Actions
22. Five Flags Facilities Direction: Upgrade Plans Review, Sale Proposal Review, Direction and City Actions
23. Public Art Northend/Bee Branch: Definition, Direction and Funding
24. Eagle Point Park Fee: Report with Options, Direction and City Actions
25. Playground Replacements: Direction and Funding (Madison, Gay, Murphy, and Jefferson)
26. Tennis Court Resurfacing Projects: Direction and Funding (Flora, Murphy and Eagle Point)
27. Arts Cultural Master Plan Update: Scope, Direction and Funding
28. Neighborhood Park Policy: Goals, Option, Direction

CITY OF DUBUQUE ACTION AGENDA 2025 – 2027

City of Dubuque
Action Agenda 2025 – 2027
TOP PRIORITY

HIGH PRIORITY

City of Dubuque
Management in Progress 2025 – 2027
(Mayor and City Council Action Needed)

City of Dubuque

Management in Progress 2025 – 2027

City of Dubuque

Major Projects 2025 – 2027

LEADER'S GUIDE

2025

WORKING DOCUMENT

Mayor and City Council



Dubuque, Iowa
August 2025



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Table of Contents

Section 1 City as a Team – Shared Leadership a Key to Success

Section 2 Strategic Planning Model for Dubuque

Section 3 Strategic Planning 2024/Action Agenda 2024 – 2025

Section 4 Performance Report 2024 – 2025: Creating a Better Dubuque Community, Adding Value to the Lives of Our Residents and Striving for Excellence

Section 5 Looking to Dubuque’s Future

Section 6 Critical Issues for Strategic Discussion

Section 7 Dubuque Vision for Our Future

Section 8 Dubuque City Government- Our Mission

Section 9 Plan 2025 – 2030

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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.

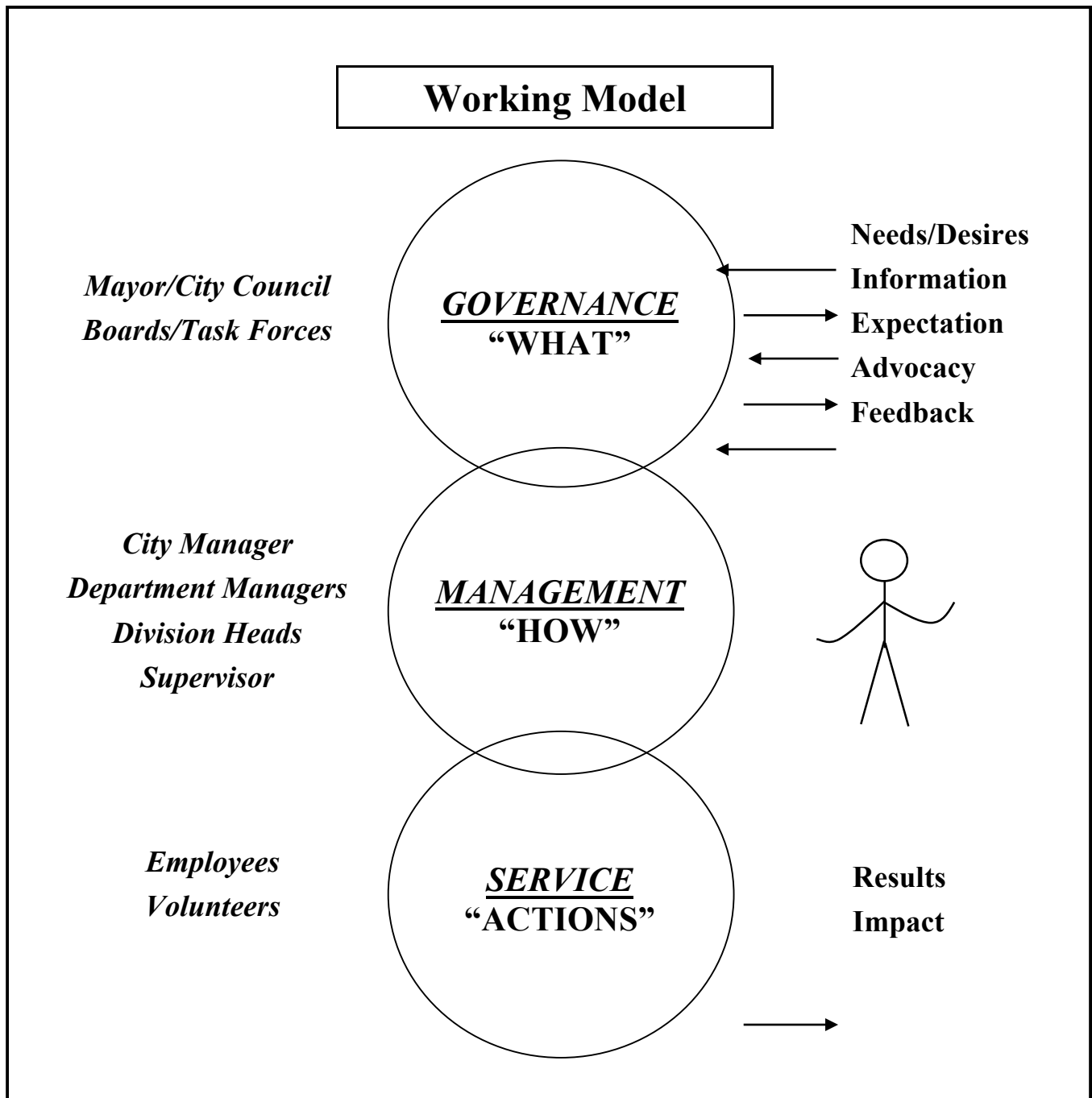
TODAY'S CRISIS: Politics dominating Governance

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

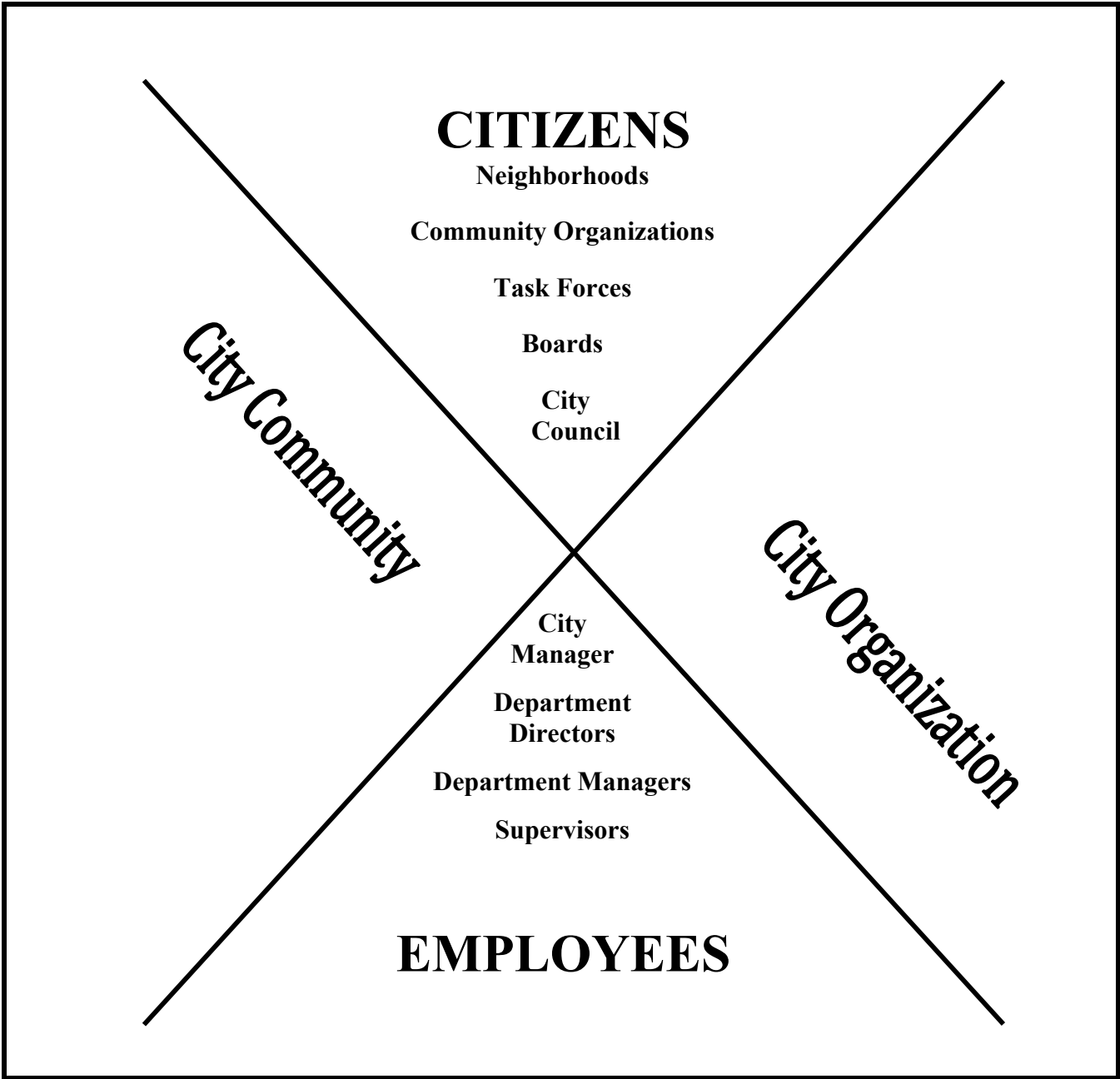
11. Align the City Organization

- 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.

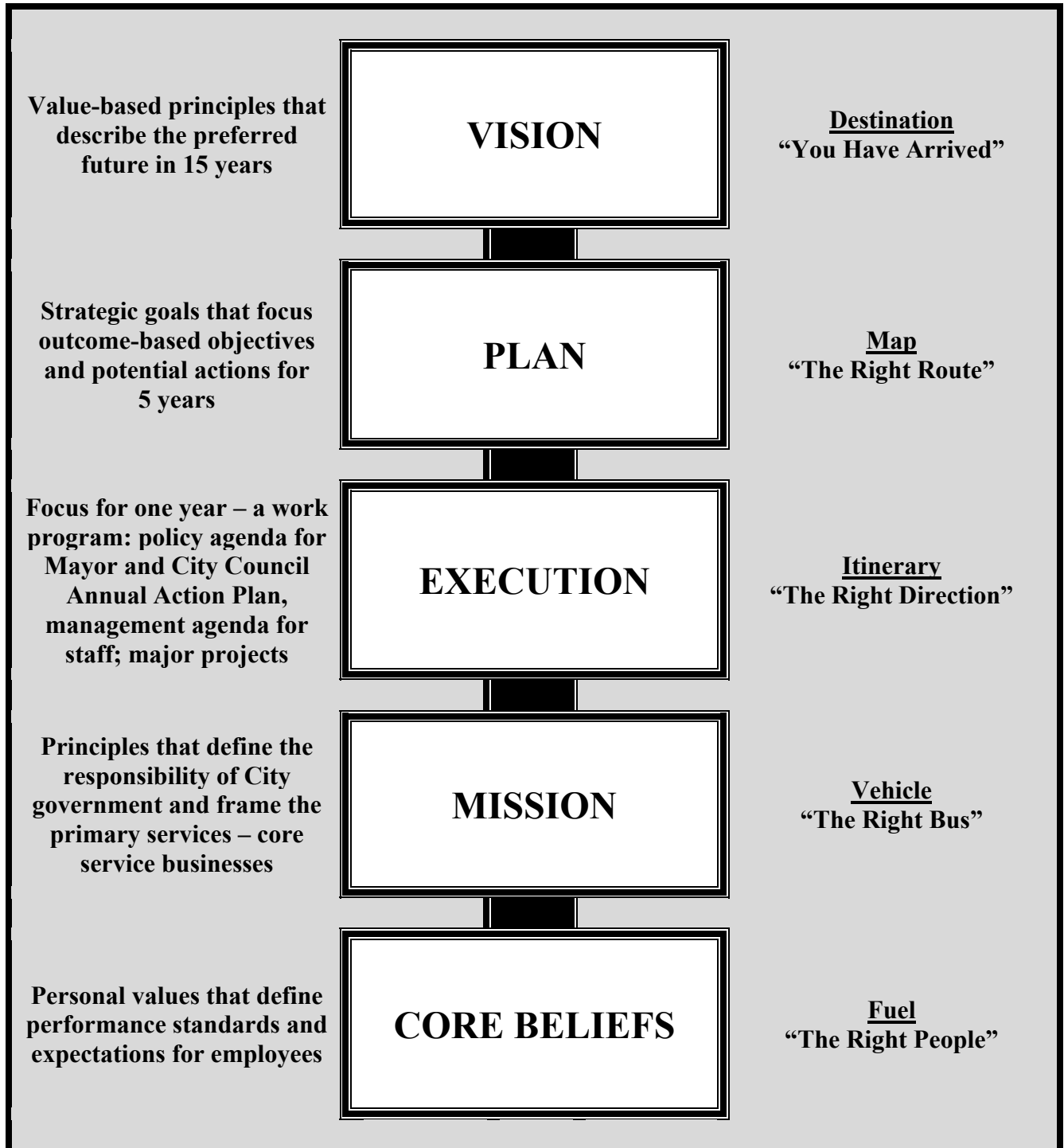
Effective shared leadership has delivered results. Their cities were guided by a long-term vision – a preferred future for the community; followed their city’s defined mission; developed and implemented 5-year outcome-based strategies, developed and regularly monitored an annual action agenda (a work 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.

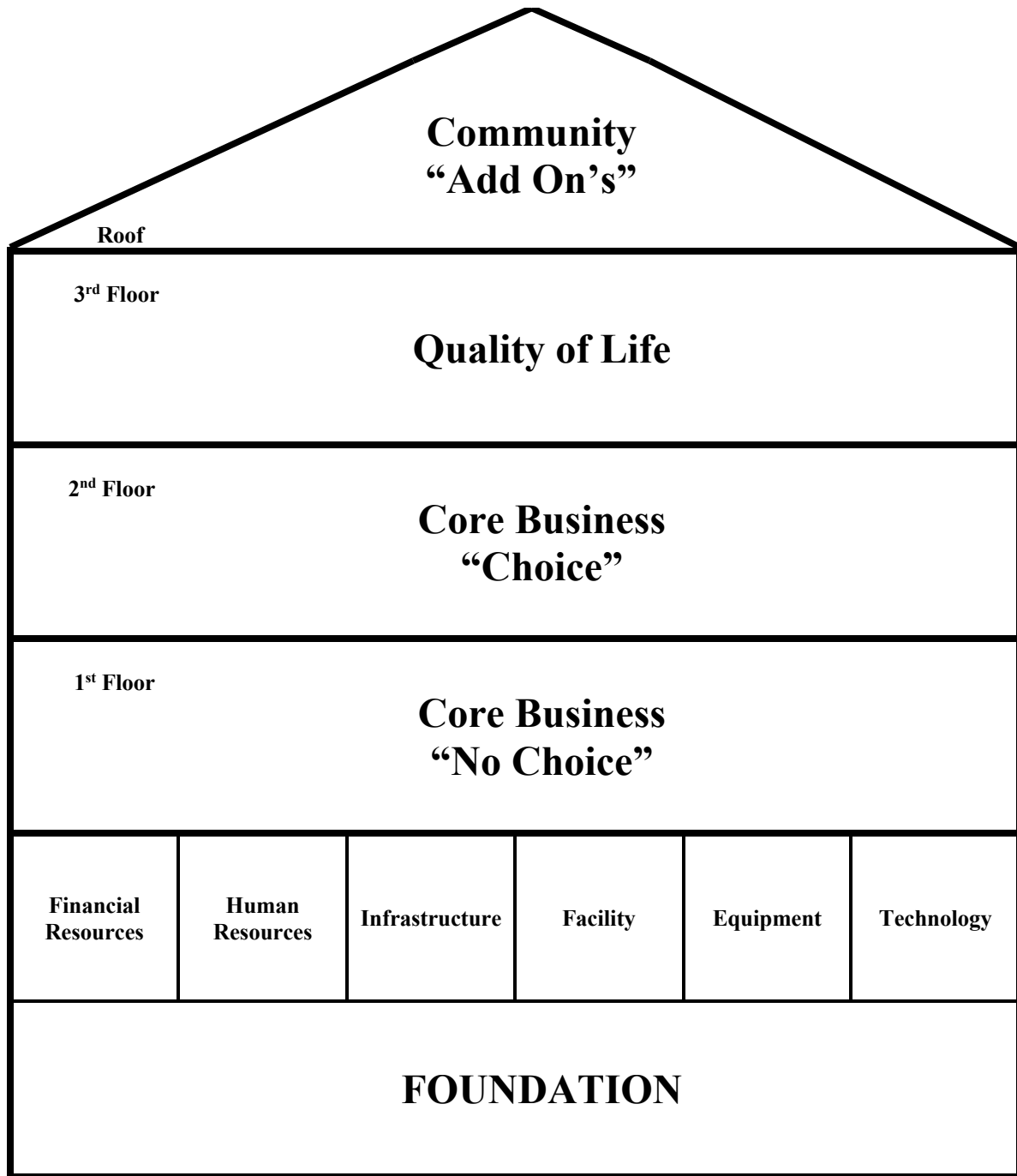
SECTION 2

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

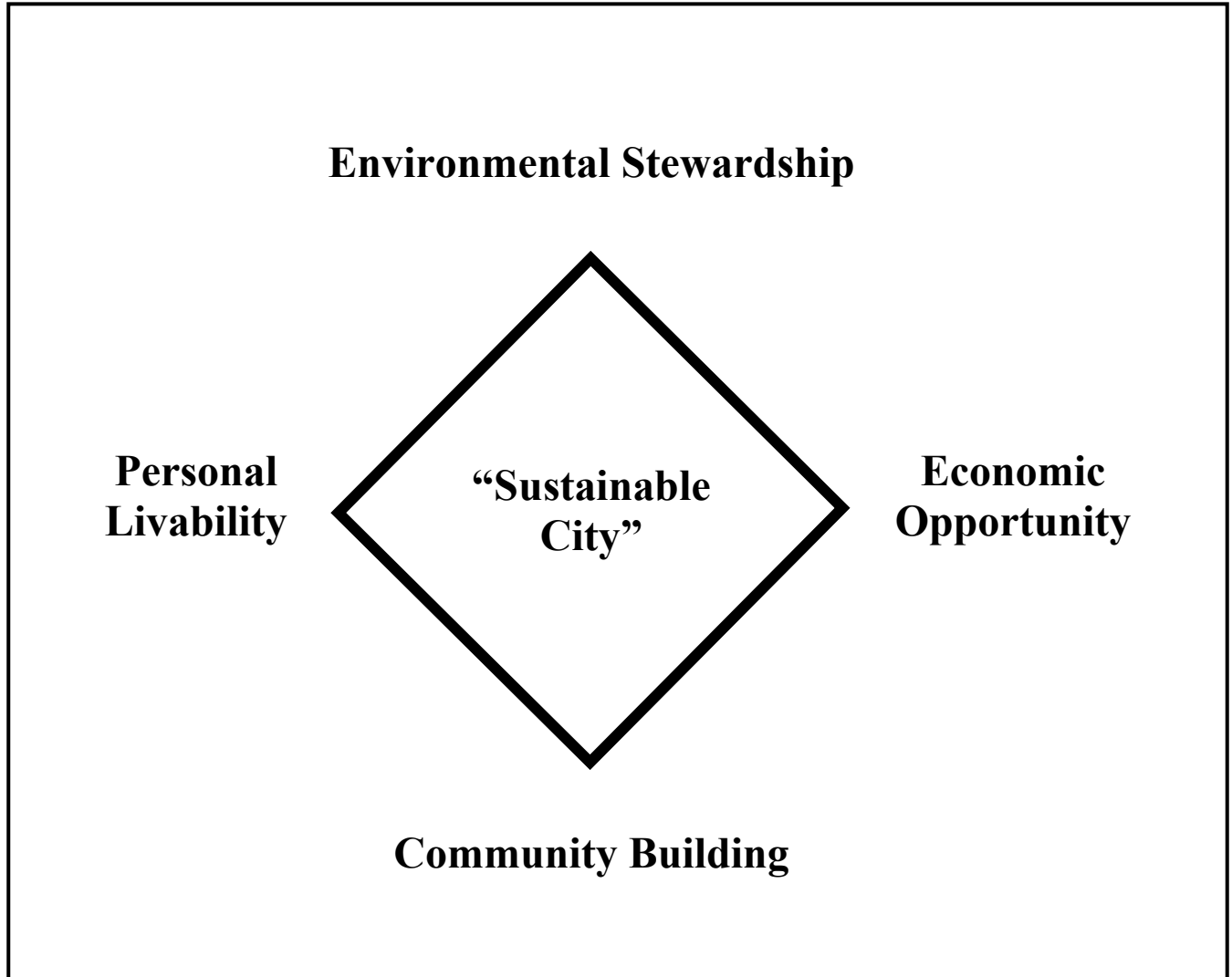
3rd FLOOR v QUALITY OF LIVING

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

Table of Contents

Strategic Planning for the City of Dubuque	3
Dubuque Vision 2039	5
Dubuque: Creating an Equitable Community (and Organization) of Choice – Five Pillars	12
Dubuque City Government: Our Mission	14
City of Dubuque Plan 2024 – 2029	21
City of Dubuque Action Agenda 2024 – 2026	53

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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

Key Issues

- 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

Activities/Milestones

A. Positions Review Filling Specific Technical Positions

- | | |
|--|-------|
| 1. Precision Policing Center | 12/24 |
| 2. Shared services (Park Rangers and Animal Control) | 12/24 |
| 3. Community Service Officers | 5/25 |

B. Leveraging Technology to Be More Efficient and Effective (Force Multiplier)

- | | |
|-----------|-----------------------|
| 1. ALPR | 10/2024 |
| 2. Drones | 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	MAYOR REPORT - Continue participation with DBQ Air 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)

a. West McFadden
b. Graff
c. Crossroads

PRIORITY

<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
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- 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	A. Construction/Traffic WORK SESSION #1 - Complete Plan WORK SESSION #2 - Adopt Plan - Prepare budget proposal BUDGET WORKSHOP: Budget FY 27 Discussion and Direction DECISION: Budget FY 27 Adoption – Funding B. Corridor Events and Information Campaign - City Focus - Explore community partnership to host community events PRESENTATION; Update Report C. Corridor Safety - Collect data and analyze speeding and crash data REPORT: Corridor Safety	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) 11/24 2. Prepare Budget proposal 11/24 3. DECISION: Grant Program/Forgivable Loan 4/25 4. Implement Citizen Serve Software 5/25 5. Initiate Grant Program 7/25 6. Complete SHIPO Agreement 8/25 7. DECISION: SHIPO Agreement 9/25 8. Update Historic Preservation Ordinance (UDO) including Demolition Ordinance 3/26 9. WORK SESSION: UDO 3/26 10. ZAC: UDO Amendments Review 4/26 11. DECISION: UDO Amendment 4/26 B. Historic Preservation Incremental Development 1. Issue RFP for Consultant – Training Development 12/24 2. Select consultant 3/25 3. Market Program 5/25 4. Initiate Training Program 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	
	a. Analysis with Report with Recommendations		3/25
	b. Implementation Actions (Budget Decision FY 27)		4/26

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

Key Issues

- 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)

Activities/Milestones

- 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

Time

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. 15 th street to 17 th Street Between Iowa Street and Central Avenue		11/25
	b. 7 th Street to 18 th 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

Key Issues

- 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

Activities/Milestones

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**

Time

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 on-going 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 SUCCESSIONS 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 DUBUQUE BRAD CAVANAGH, MAYOR

1. Public Safety Facilities and Staffing
2. Transportation, including Sustainable Air Service and East/West Connector
- 3.; Infrastructure Investment, including Sewer Projects and Bee Branch Project

RIC JONES, COUNCIL MEMBER

1. Public Safety Facilities and Staffing
2. Thriving Downtown with Medical College and Museum Expansion
3. Sports Facility – Indoor and Outdoor

DAVID RESNICK, COUNCIL MEMBER

1. Public-Private Partnerships beyond a “Zero Sum Game”
2. Sustainable Commercial Air Service
3. Great City Services Values by Residents and Provided by a Professional, Respected Staff

SUSAN FARBER, COUNCIL MEMBER

1. Commercial Air Service
2. Model City, including IT, Cyber Security
- 3, Vibrant City with A Robust Economy and Workforce

LAURA ROUSSELL, COUNCIL MEMBER

1. Fire Station Stations and Staffing
2. Sewer Improvements and Investments
- 3, Park Master Plan Implementation with Multi-sports Facility

DANNY SPRANK, COUNCIL MEMBER

1. Central/White Corridor Revitalization Finished
2. Youth Sports Complex Finished
3. Eagle Point Park Rehabilitated

KATY WETHAL, COUNCIL MEMBER

1. Public Safety Facilities and Staffing
2. Infrastructure Upgrades and Investments, including WRRC and Water Well
3. Parks Improved and Sports Facilities Development

My Actions Ideas for 2025 – 2026

City of Dubuque

MY MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

BRAD CAVANAGH, MAYOR

1. Fire Station Location with Staffing, Police Increased Staffing
2. Transportation: 14th Overpass; East-West Corridor and Air Service
- 3.; Infrastructure Investment, including Sewer Projects and Bee Branch Project

RIC JONES, COUNCIL MEMBER

1. Catfish Creek Project: Completed
2. Parks and Recreation Master Plan Adopted and Implemented
3. Stable Air Service

DAVID RESNICK, COUNCIL MEMBER

1. Funding for Air Service
2. Public Spaces – Welcoming to All
3. City Manager Succession Planning

SUSAN FARBER, COUNCIL MEMBER

1. Commercial Air Service
2. Workforce Retention
- 3, Downtown Development

LAURA ROUSSELL, COUNCIL MEMBER

1. Eagle Point Park with Enhanced Plan and Full-time Position
2. Central Avenue Corridor Next Steps
- 3, Self-Sustaining Air Service

DANNY SPRANK, COUNCIL MEMBER

1. Central/White Corridor Revitalization Finished
2. Eagle Point Park Plan and Funding
- 3.

KATY WETHAL, COUNCIL MEMBER

1. Public Safety Facilities and Staffing: Update and Funding
2. Infrastructure Upgrades and Investments, including WRRC and Water Well In Progress
3. Air Service Continuation

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.
- 27.
- 28.
- 29.
- 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.
- 26.
- 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

- 1.
- 2.
- 3.
- 4.
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- 10.

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 (WRRRC) 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 WRRRC'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 WRRRC, 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 WRRC. 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 WRRC 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 WRRC 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 WRRC, 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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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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5. (continued)

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.

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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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10.		

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 PROSPERUOUS 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

- | | | |
|--|--|--|
| 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
PROSPERUOUS 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
[Updated: 9/25/25]

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
---------------	-----------------------------------

»» Outcomes		PRIORITY	
Outcome 1	Be a 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		
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY	
S	1. Civility in the community	7	
S	2. Recruitment and retention of Police, Fire and Dispatchers	6	
S	3. Addressing issues and concerns regarding unhoused populations	6	
S	4. Maintaining and updating existing City facilities and buildings – understanding their condition, their short term maintenance issues and their long term maintenance needs	6	
S	5. Police facility inadequate for current and future staffing in a County-owned facility	6	
S	6. Having and funding a Police and Fire facilities	6	
S	7. Federal government and State of Iowa politics and polarization impacting the Dubuque community	5	
S	8. Juvenile violent crimes remain a concern for Dubuque community	4	
L	9. New public safety workforce that their expectations: work, overtime, time-off, etc.	3	
L	10. Actions by the Federal Department HHS impacting community health and health-related services	3	

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY
L	11. Long-term funding for public safety staffing for national standards and recognized best practices	3
L	12. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings	2
L	13. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices	2
L	14. Maintaining City's role in addressing brain health challenges	2
L	15. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring	1
L	16. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters	1
L	17. 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.)	1
L	18. Preparing for future public safety workforce through cadet programs and internships	1
	19. Addressing community health needs and defining the City's role	0
	20. Responding to chronic nuisance violations for those with brain health issues	0

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Challenges and Opportunities		PRIORITY
21.	Increasing departmental collaboration and partnering	0
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GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025– 2027			PRIORITY	
A	1. Police Full Staffing and Hiring: Assessment Best Practices, Report with Options, Direction, Advocacy and Funding	Top 2024 M/CC Mgmt	7	
A	2. Comprehensive Fire Stations Locations: Workshop Presentation, Direction on Implementation and Funding (Including Space Study and Facility Expansion)	High 2024 M/CC Mgmt	6	
A	3. DLEC Short-Term Facility Enhancements: Proposal, Direction and Funding (including concerns, safety concerns and impacts on recruitment and retention)	New Mgmt M/CC	4	
A	4. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	4	
	5. Crescent Community Health Center Expansion of Population Health Program: Funding, City Presence on the Board and Advocacy	2024 Mgmt	3	
	6. Community-Based Health Promotion: Capacity and Funding	OTH Mgmt	0	
	7. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions	OTH Mgmt	0	
	8. Traffic Safety Action Plan: Problems/Concerns Definition, Best Practices, Report with Options, Direction and Funding(including Speeding/Slow Down)	New Mgmt M/CC	0	

A = Action Agenda 2025-2027

GOAL 1	HEALTHY AND SAFE COMMUNITY
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»» Actions 2025 – 2027			PRIORITY
9. Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	0	
10. 911 PSAP Center Accreditation: Update Report, Direction, Funding, and City Actions	M/CC	0	
11. Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding	M/CC	0	
12. Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions	M/CC	0	
13. Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)	M/CC	0	
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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 AND EFFECTIVE SERVICE DELIVERY
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»» Outcomes		PRIORITY	
Outcome 1	Maintain/improve the City bond rating	7	
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	7	
Outcome 3	Recruit, hire, develop and retain a diverse, top-quality City workforce dedicated to City goals, mission and core values	7	
Outcome 4	Maintain all fund reserve funds to 25%	7	
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	7	
Outcome 6	Increase community understanding of Dubuque City Government – policies, processes, services, programs and activities, facilities and delivery mechanisms**	0	
Outcome 7	Expand opportunities for residents to be involved in City governance and planning**	0	
Outcome 8			
Outcome 9			
Outcome 10			

** Suggested by Management and Mayor and City Council

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE 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 AND EFFECTIVE SERVICE DELIVERY
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» Challenges and Opportunities		PRIORITY	
S	1. Aging City facilities, infrastructure and equipment needing maintenance, major maintenance or replacement	7	
S	2. State of Iowa legislative actions and administrative rules impacting City finances and service, threatening home rule and local control	7	
S	3. Recruiting, developing and retaining a diverse City workforce	6	
S	4. Uncertain Federal government funding for grants, projects and programs	6	
S	5. Uncertainty with Federal government regulatory requirement and City compliance	6	
S	6. Supporting City employee work-life balance and employee morale	5	
S	7. Climate of distrust in all governments, including City government	5	
S	8. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives	4	
S	9. Community disinformation and misinformation about City government – policies, processes, services and finances	4	
L	10. Improving welcoming and belonging outcomes for ALL of City employees	3	

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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» Challenges and Opportunities		PRIORITY
L	11. Under-resourced City services and programs resulting in stress for City employees	3
L	12. 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	2
L	13. Enhancing a City organizational culture that values learning, creative thinking and innovative actions	2
L	14. Upcoming retirements	1
L	15. Providing a safe workplace balanced with customer service	1
L	16. Due to limited City staff capacity, hiring outside resources at a significantly higher cost	1
	17. Extremely competitive employment marketplace	0
	18. Antiquated Civil Service System with discriminatory practices	0
	19. Funding for ADA compliance for City facilities, infrastructure and service delivery	0
	20. Need for more and diverse pipelines and recruitment of underrepresented groups	0

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Challenges and Opportunities		PRIORITY
21.	Clarifying and defining departmental responsibilities and relationship for functional collaboration	0
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Actions 2025 – 2027			PRIORITY	
A	1. 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	5	
A	2. Community Survey: Scope, Approach, Direction, Funding and Completion	Mgmt	4	
	3. Parks and Recreation Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding	M/CC	2	
	4. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions	OTH M/CC Mgmt	1	
	5. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations - Staffing, Direction, Funding and City Actions	OTH M/CC Mgmt	1	
	6. City Financial Plan and Policies: Review, Update and Direction	M/CC	1	
	7. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding	M/CC	0	
	8. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction	M/CC	0	

A=Action 2025-2027

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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»» Actions 2025 – 2027			PRIORITY
9.	Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction	M/CC	0
10.	City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding	M/CC	0
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GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE 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 AND EFFECTIVE SERVICE DELIVERY
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»» Management in Progress 2025 – 2027			DATE
1. Organizational Culture Continuous Improvement	MIP		
• 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)			
2. Future City Employee Career Development Program(s); Best Practices, Report with Options, Direction and Action Steps	MIP		
3. ERP Software Implementation	MIP		
a. Employee Expense b. Financial Asset Management c. Employee Self-Services	M/CC		
4. HRIS Implementation	MIP		
a. Selection b. Implementation			
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 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 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 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		PRIORITY	
Outcome 1	Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental	7	
Outcome 2	Attract a commercial airline(s) connecting to multiple major hubs	7	
Outcome 3	Expand the infrastructure and facilities capacity to support economic development and growth	7	
Outcome 4	Expand sports tourism in Dubuque	7	
Outcome 5	Support Dubuque higher education institutions and retain graduates in the Dubuque community	6	
Outcome 6	Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy	5	
Outcome 7	Develop mixed-use developments combining lower floors businesses with residential opportunities – Downtown, Central and Mall areas**	3	
Outcome 8	Attract and retain a diverse workforce**	0	
Outcome 9	Increase the number of small, diverse and multi-cultural businesses**	0	
Outcome 10			

** Suggested by Management and Mayor and City Council

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		PRIORITY	
S	1. Retaining college graduates from Dubuque local colleges and universities	6	
S	2. Potential mixed-use developments in Downtown, Central Avenue and Mall area	6	
S	Sustaining and expanding air service	5	
S	4. Having quality, affordable childcare/elder care	5	
S	5. Tapping the potential for tourism especially sports tourism	5	
S	6. Preparing for and supporting the development of the new University of Dubuque medical school	5	
S	7. Lack of quality, affordable rental housing [30% – 80%] community-wide	4	
S	8. 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	4	
S	9. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition	4	
S	10. Tapping the tourism potential of river cruises and Field of Dreams expansion	4	

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Challenges and Opportunities		PRIORITY	
L	11. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End	3	
L	12. Economic forces beyond the City's control: inflation, recession, supply chain issues and interest rate increases	3	
L	13. Difficulty in financing for hotel development projects	2	
L	14. Creating a business climate that supports innovators, entrepreneurs and small business start-ups	2	
L	15. Lack of City infrastructure to support economic growth	2	
L	16. Availability of local quality workforce and matching educational programs with needs of employers	1	
L	17. Lack of wage growth using living wage data	1	
L	18. Workforce desiring diverse quality of life amenities	1	
	19. Supporting working from home with high speed, reliable and affordable broadband service and lack of technical support	0	
	20. Workforce skill gaps and shortages and the retaining/retooling workforce with an aging community curtailing the outflow of workforce and families	0	

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Challenges and Opportunities		PRIORITY
21. Supporting the needs and services of a multi-cultural workforce		0
22. Impacts of artificial intelligence on the business community and local economy		0
23. Lacking business data through an established business license system		0
24. Retirements and transition in new economic development leadership		0
25. Beginning dialog on Sisters-owned assets and properties		0
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GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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» Actions 2025 – 2027			PRIORITY	
A	1. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future	Top 2024 M/CC Mgmt	6	
A	2. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding	New M/CC Mgmt	6	
A	3. Comprehensive Sports Tourism Strategy: Development	OTH M/CC Mgm	4	
	4. 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	2	
	5. 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	
	6. South Port Redevelopment Area-Wide Concept Plan, Implementation, and Direction	2024 M/CC Mgmt	1	
	7. Downtown Commercial Business Building Assessment Implementation: Policy Direction and Funding	OTH Mgmt	0	
	8. Business Support for Minority-Owned Businesses Enhancements: Expanded Participation, Financial Institutions Participation and Funding	OTH Mgmt	0	

A-Action 2025-2027

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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»» Actions 2025 – 2027			PRIORITY
9. Blum Remediation Projects: Direction and Funding	OTH Mgmt	0	
10. Business License Program/System: Goals, Best Practices, Report with Options, Direction and Initial Implementation	New Mgmt	0	
11. Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)	M/CC	0	
12. Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions	M/CC	0	
13. Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding	M/CC	0	
14. Airport Business/Light Industrial Development: Targeted Businesses, Incentive Packages, Direction and Funding	Mgmt	0	
15. Viking Docking Facility Project: Status Update Report, Direction and City Actions	M/CC	MIP With M/CC Action Needed	
16.			

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. Infill Development Strategy and Policy: Research, Best Practices, Report, Direction, City Role and Actions	2024 M/CC		
	2. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process	M/CC Mgmt		
	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. Incentives for Upper Store Residential Development: Report with Options, Directions and Funding	Mgmt		
	7. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)	M/CC		
	8. Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions	M/CC		

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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»» Actions 2025 – 2027			PRIORITY
9.	Flex-Steel and Pack Buildings Redevelopment: Update Report, Goals, City Role, 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	
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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 3 YOUR PRIORITY			PRIORITY	
A	1. Stormwater Management Investment Projects Implementation: Direction, Funding and Project Completion (including Bee Branch Gate and Pump, Kaufman Storm Sewer; 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE partnership);, Stormwater Detention Pond and Facilities Equipment and Staffing Completion, and Individual Flood Mitigation Projects)	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 Investments Implementation Development: Direction and Funding (including Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment)	MIP M/CC Mgmt		
	4. Sanitary Sewer Investment Projects Implementation: Direction, Funding and Project Completion	M/CC Mgmt		
	5. Cedar and Terminal Street Lift Station and Force Main: Direction and Funding	MP Mgmt		
	6. Bee Branch Operations and Maintenance: Funding	OTH Mgmt		
	7. Water Resource Recovery Center Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction	M/CC		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027			PRIORITY	
8.	Recycling Automated Collection: Direction and Funding Mechanism	OTH Mgmt		
9.	Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions	OTH Mgmt M/CC		
10.	Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding	OTH Mgmt M/CC		
11.	Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding	OTH Mgmt M/CC		
12.	City Forester/Arborist: Position, Direction and Funding	M/CC		
13.	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		
14.	Large Complexes Recycling Encouragement: Direction and City Actions	M/CC		
15.	Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions	M/CC		

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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»» Actions 2025 – 2027			PRIORITY
16.	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)	2024 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: 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 2 YOUR PRIORITY			PRIORITY	
A	1. Street Maintenance/Rehabilitation Program: Direction and Funding	Top 2024 M/CC Mgmt		
A	2. Railroad Quiet Zones: Direction and Funding Mechanism	2024 M/CC		
	3. Traffic on Central Avenue/White Corridor Short Term Action: Design, Grant Funding and Construction	MIP Mgmt M/CC		
	4. East-West Corridor/Roundabout Policy/Projects: Direction and Funding Mechanism	OTH Mgmt M/CC		
	5. City-wide Complete Streets Policy and Action Plan: Update and Direction (including pedestrians and bikes)	OTH Mgmt M/CC		
	6. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism	OTH Mgmt M/CC		
	7. Citywide Fiber Cable Backbone Master Plan: Scope, Direction and Funding	OTH Mgmt M/CC		
	8. West 2 nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design	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		
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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. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion	Top 2024 M/CC			
3. SW Arterial ITS Project: Construction Completion	MP			
4. Connection to Data Center Project: Construction Completion	MP			
5. Building Connection to Additional City Locations Project: Completion	MP			
6. Taxiway Alpha Construction Project - Phases 1 and Phase 2: Completion	Airport			
7. Terminal Solar Photovoltaic Project: Completion	Airport			
8. General Aviation Apron Reconstruction Project: Construction Completion	Airport			
9. Bee Branch Trail - Phase 1 Project: Completion, Significant Audit Preparation and Project Close Out	Engineering			
10. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering			

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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»» Major Projects 2025 – 2027			DATE	
11.	Heeb Street Reconstruction Project – South of Kaufmann Avenue (Expensive Utility Assessments)	Engineering		
12.	2025 Pavement Marking Project: Completion	Engineering		
13.	Wildwood Drive Bridge Replacement: Design	Engineering		
14.	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		
10.		

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, Revitalization Plan, Short Term Actions Direction and Funding	MIP Mgmt M/CC	
	5. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Project:	OTH Mgmt M/CC	
	6. 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	
	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.	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	
10.	Public Art Northend/Bee Branch: Definition and Direction	OTH Mgmt	
11.	Eagle Point Park Fee: Report with Options, Direction and City Actions	M/CC	
12.	Wanderwoods Garden Development: Construction and Opening	M/CC	
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.			
16.			

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
20.		

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 YOUR PRIORITY			PRIORITY	
1.	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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SECTION 10

ACTION AGENDA 2025 – 2027 **[Working Draft: 9/25/25]**

City of Dubuque Goals 2031

HEALTHY AND SAFE COMMUNITY

**FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE
CITY ORGANIZATION:
SUSTAINABLE 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**

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Mayor and City Council or needs a major funding decision by the Mayor and City Council; or an issue that needs Board of Trustees 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 POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Mayor and City Council has set the overall direction and provided initial funding (e.g., phased project), may require further Mayor and City 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 Mayor and City Council has set the direction, needs staff work before going to Mayor and City 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 Mayor and City Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Mayor and City 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 Mayor and City 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.

Action Agenda 2025 – 2027

Targets for Action

City of Dubuque

TOP PRIORITY

HIGH PRIORITY

City of Dubuque

Action Agenda 2025 – 2027

		PRIORITY		
		Priority	Top	High
1	1. Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding			
1	2. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding			
1	3. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding			
1	4. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding			
2	5. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan: Budget Proposal, Direction, Funding and Initial Actions			
2	6. Community Survey: Scope and Completion			
3	7. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future			
3	8. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding			

*Number to far-left of area correlates the Goal to the Action listed

City of Dubuque

Action Agenda 2025 – 2027

		Priority	PRIORITY		
			Top	High	
3	9. Comprehensive Sports Tourism Strategy: Development				
4	10. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process				
4	11. Infill Development Strategy and Policy: Code Update				
5	12. Stormwater Management Investments Implementation: Direction, Funding and Project Completion(				
5	13. Sanitary Sewer Investment Projects Implementation: Direction, Funding and Project Completion				
5	14. Water Resource and Recovery Center Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction				
6	15. Street Maintenance/Rehabilitation Program: Direction and Funding				

City of Dubuque

Action Agenda 2025 – 2027

		Priority	PRIORITY		
			Top	High	
6	16. East-West Corridor/Roundabout Projects: Direction and Funding Mechanism				
7	17. Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction				
7	18. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)				
7	19. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects				
	20				
	22.				
	23.				
	24.				

City of Dubuque

Action Outlines 2025 – 2027

GOAL 1	HEALTHY AND SAFE COMMUNITY
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ACTION: Police Full Staffing and Hiring: Report with Options, Direction, Advocacy

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Iowa Law Enforcement Academy and State of Iowa Rules. - Police Officer recruitment - Quality of applicants - Growing the Local Applicant Pool - Faste hiring process - Supporting Officers with Additional Civilian Staff. - Assess Calls for Service - responding to time consuming calls that are not law enforcement functions or police related matters	- Demographic specific recruiters, current recruitment video, new signage, new fliers relevant to the target audience (college students, work force, etc.), one-on-one/personal recruiting. - Bypassing civil service for more efficient hiring using “real time” testing and interviewing. Getting the conditional offer to the applicant faster - Growing our own recruits using Kids Camp, Police Explorers (high school) and Community Resource Officer program (college paid internship) to develop future Dubuque Police Officers. This is unique in Iowa. The Explorer program could use more funding to make it more robust. STATE LEGISLATIVE TOPIC -Police Academies REPORT: Police Hiring and Recruitment (during Budget Presentation)	Ongoing Ongoing Ongoing 1/26 3/26

Responsibility: **Police**

ACTION: Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Current Fire Station locations • Need for comprehensive Fire Station location and growth plan • Fire staffing • Project priority • Costs • Funding • Response times • Vehicle locations	1. Complete Fire Station Feasibility and Condition Study 2. WORK SESSION: Fire Station Feasibility and Condition Study presentation, discussion and direction 3. Develop budget proposal 4. BUDGET DECISION: Budget FY 28 Funding for Fire Station Study Implementation - engineering support to identify project management, design, and construction oversight	7/26 11/26 12/26 4/27

Responsibility: **Fire**

ACTION: DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Facilities impacts on Police recruitment and retention - Inefficient use of space - Leased building - Use all allocated space - Funding - Determining space needs - Identifying opportunities with the existing building - Lack of locker room space - Decentralized operations: offices spread across two buildings/two blocks - Lack of room to grow technology and civilian staff - Secure parking lot for police vehicles - Partnering with Dubuque Sheriff's Office	- Meeting with Sheriff's Office DECISION: Lease Update - Develop budget proposal for Upgrade Plan for Existing Building – Short Term Improvements BUDGET DECISION: Budget FY27 Funding for Space Needs and Improvement Plan Development - Complete Space Needs and Short Term improvement Plan WORK SESSION: Report on Space Needs and Short Term improvement Plan - Prepare budget for improvements BUDGET DECISION: Budget FY 28 for Improvements	9/25 12/25 12/25 4/26 9/26 10/26 11/26 4/27

Long-Term Space Solution – On the Horizon

Responsibility: **Police**

ACTION: Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Understanding of various staffing impacts, staffing models, benefit time management and impact on minimum staffing • Current approved FTE limits on minimum staffing • Identification of a strategy to continue to address personnel staffing of suppression vehicles. • Potential staffing impacts of the future. • Needs assessment for an additional ambulance, impacts of station needs assessment and ability to project potential future growth • Alignment with 5-10 year comprehensive station location/modification plan. • Link to Fire Station direction	1. Prepare Report on Fire staffing models 2. WORK SESSION: Report of Fire staffing Models presentation, discussion and initial direction 3. DECISION: Budget FY 27 Funding for Fire Improvement Package 4. Develop Fire Long-term Staffing Plan 5. WORK SESSION: Fire Long-term Staffing Plan	11/25 12/25 4/26 8/26 TBD

Responsibility: **Fire**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
1	1. 911 Center Relocation and Staffing: Construction Completion	Dispatch	11/25
1	2. Prepared Live – Paid Version: Implementation	Dispatch	7/26
1	3. Fire Equipment: Funding and Acquisition Fire Boat Delivery	Fire	5/26
1	4. Animal Control Ordinance Update: Adoption	Health	6/26
1	5. Public Safety Answer Point Back-Up New Equipment: Implementation	Dispatch	12/25
1	6. Veterinarian Services Contract: Completion	Health	4/26
	DECISION Budget FY 27		
1	7. Law Enforcement Mental Health and Wellness Check-Ins	Police	
	a. Funding DECISION Budget FY 27		4/26
	b. Implementation		12/26

► Management in Progress 2025 – 2027			Date
1	1. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)	Engineering	
	a. Construction		6/26
	b. SCADA		9/26
1	2. Diversity Equity and Inclusion Loop, Departmental Action Plans	Human Rights	4/26
1	3. New LPR Cameras: Installation	Police	6/26
1	4. New CAD Computer System Implementation: Completion	Police	11/26
1	5. Police Radios Upgrade Implementation: Completion	Police	12/25
1	6. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation	Fire	6/26
1	7. Public Health Preparedness Emergency Response Plan Update: Completion	Health	6/26
1	8. Fire Explorer Post: Creation	Fire	7/25

► Major Projects 2025 – 2027			Date
1	1. Fire Stations (6) Improvement Projects	Fire	
	a. HVAC		12/25
	b. Bunk Room Remodel		2028
	c. Fire Administration Office Update		12/26
1	2. Crescent Community Health Building/Services Expansion	Health	
	a. Clean Site		6/26
	b. Final Design Completion		6/26

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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**ACTION: Comprehensive City Buildings and Facilities
Inventory, Condition Assessment and
Maintenance/Upgrade/ Replacement Plan: Budget
Proposal, Direction, Funding and Initial Actions**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Identification and proper classification of all city buildings including energy usage data from Energy Star Portfolio • Identification of the system/ software/ process for updating/tracking city buildings. Potential for exploration in current city RMS systems to include future expansion for business use permitting. Provide a proposal for direction and support of next step. • Implementation of an internal building safety inspection program to stabilize current conditions and standardize process across all departments. • Assess current individual department oversight of city facilities, maintenance and repairs or expanding of city facilities under one common division/branch with cost savings analysis. • Evaluate opportunity to conduct a needs assessment/ review of citywide facilities program/ branch under appropriate department(s) • Create citywide master plan of priority/ common systems for efficiency in bidding or strategy in budget process/ CIP coordination	1. Complete City Facilities Final Inventory 2. Identify Staff leadership and Responsibilities 3. DECISION: Budget FY 27 Funding for Condition and Needs Assessment and Methodology 4. Determine future direction of citywide building maintenance 5. Decision on oversight and support/ funding 6. Create and obtain approval of standardized safety inspection program 7. Develop and issue RFP 8. Prepare budget request for 3rd party needs assessment 9. DECISION: Award Contract for Study/Report 10. DECISION: Budget FY 28 Funding 11. Complete Study/Report 12. WORK SESSION: Report presentation, discussion	10/25 10/25 4/26 6/26 9/26 12/26 11/26 12/26 1/27 4/27 6/28 7/28

Responsibility: **Engineering**

ACTION: Community Survey: Scope and Completion

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Key metrics - Success measures • Benchmark communities • Costs • Funding • Diverse input • Department action plans • Meaningful input from our community – beyond “noise”	1. Define scope of services and products 2. Hire consultation 3. Finalize survey including our questions 4. Complete survey 5. Prepare report 6. WORK SESSION: Survey Presentation and Discussion	12/25 1/26 2/26 3/26 5/26 5/26

Responsibility: **Assistant City Manager**

► Management in Progress 2025 – 2027 – Mayor and City Council Action Needed			Date
2	1. City Legislative Advocacy Agenda and Action Plan 2026	CMO	1/26
2	2. Federal Legislative Advocacy Agenda and Action Plan 2026	CMO	1/26
2	3. Enterprise Asset Management System and Work Order System	IT/Engineering	
	a. Software Funding DECISION Budget FY 27		4/26
	b. RFQ		1/26/
	c. Consultant Contract : Decision Award		4/26
2	4. City Hall and Annex Project:	Engineering	
	a. Design		6/26
	b. Finding for Completion		4/26
2	5. Federal Building Upgrade Project:	Engineering	
	a. Contract Award		4/26
	b. HVAC		12/27
2.	6. City Facility Integrated Access Control: :	Engineering	
	a. Funding		4/26
	b. Completion		6/27
2.	7. Departmental Safety Program: DECISION Budget FY27 Request for OSHA Compliance	Finance	4/26

► Management in Progress 2025 – 2027			Date
2	1. Organizational Culture Continuous Improvement: Exit Interviews Implementation	HR	6/27
2	2. ERP Software Implementation	Finance	1/26
	a. Employee Expense		1/26
	b. Employee Self-Services		
2	3. HRIS Implementation	HR	10/25
	a. Selection		12/26
	b. Implementation		
2.	4. City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale	Finance	4/27
2	5. Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite	IT	11/26
2	6. Multicultural Family Center Management and Staffing: Review and Update Report	OEM	4/26
2	7. Succession Plan for Intergovernmental Relations Position: Selection and Onboard	CMO	11/25
2	8. Website ADA Compliance: Completion	Communications	4/26

► Major Projects 2025 – 2027			Date
2	1. Multicultural Family Center Project: Elevator	Engineering	1/26
2	2. City Data Center Project– Phase 2: DECISION Budget FY27	IT	4/26

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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ACTION: Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Sustaining commercial air service • Funding • City role • Community partners • Regional participation • Government partners	1. Identify funding mechanisms for current fiscal year 2. DECISION: Funding Direction for Current Fiscal Year 3. Develop regional community partnerships 4. Develop community education materials and initiate activities	10/25 10/25 4/26 4/26

Responsibility: **DBQ Airport**

**ACTION: Central Avenue Revitalization Plan Development:
Final Design, Streetscape Implementation, City
Actions and Funding**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Funding • Project priority • Project phasing • Streetscape furniture • Managing neighborhood expectations • Informing the neighborhood • Traffic safety • Potential partners • Supporting business development and expansion • Grant applications • Activating spaces – attracting people • Parking challenges • Supporting residential development • Support filling storefronts • Support building rehabilitation • Working with developers – small and large	A. Construction/Traffic 1. DECISION: Award Contract for Design 2. Complete Design 3. DECISION: Property Acquisition 4. Complete property acquisition for parking creation 5. Complete paving 6. B. Business Development 1. Consultant speaking with property owners and business owners 2. Conduct quarterly coaching sessions for businesses C. Housing Creation 1. DECISION: Grant Approval D. Redevelopment Opportunities 1. Meet with potential developers	12/25 5/26 TBD 7/26 9/26 10/25 12/25-12/26 TDB Ongoing

Responsibility: **Economic Development**

**ACTION: Comprehensive Sports Tourism Strategy:
Development and Direction**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Goals • Current sports tourism efforts and activities • Best practices – successful communities • Reason for community failures • Potential partners • Prior reports and study • Sport Tourism market • Sports – which ones • City role • Partners roles • Funding	1. Review previous reports/studies 2. Research successful sport tourism destinations and failures 3. Review current and future market/market analysis 4. Link to discussions on Parks and Recreation Master Plan and Sports Complex 5. Review “Field of Dreams” project and plans 6. Prepare comprehensive Report with Findings and Options 7. BUDGET DECISION: Budget FY 27 Presentation, Discussion, Direction and Path Forward	1/26 1/26 1/26 2/26 2/26 3/26 4/26

Responsibility: **Economic Development/Parks and Recreation**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
3	1. Business Incentives Policy/Processes: Review and Refinement	Econ Dev	1/26
3	2. Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation	Econ Dev	3/26
3	3. Port New Hotel Development: City Actions	Econ Dev	1/26
3	4. Chaplain Schmitt Island Development: Hotel Project Development	Econ Dev	12/25
3	5. River Boat Docking Project: Alternative Docking Location	Engineering	1/26

► **Management in Progress 2025 – 2027**

			Date
3	1. Office of Economic Mobility/Poverty Reduction Plan: Temporary Position Plan Update.	OEM	12/25 9/26
3	2. Field of Dreams: Next Steps for City a. Hotel Development Agreement(s) b. Update Report	Econ Dev	Ongoing 6/26
3	3. MWBE Procurement Policy: Completion	Finance	1/26
3	4. Electronic Bidding Software: Implementation	Finance	11/25

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
---------------	---

**ACTION: Downtown Master Plan Update: Scope, Direction,
Funding and Initial Planning Process**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Old Plan • University of Dubuque Medical College development • Scope of project • Cost of project • Funding for project • Housing Action Plan incentives for upper floor development • Vacant and abandoned buildings • Working with property owners • Working with businesses • Working with the Dubuque community • Community engagement	1. Define scope of Master Plan and determine costs 2. Develop budget proposal 3. BUDGET DECISION; Budget FY 27 Funding for Downtown Master Plan Update 4. Issue RFP 5. DECISION: Award Contract for Downtown Master Plan Update 6. Complete research 7. Prepare final draft Downtown Master Plan Update 8. WORK SESSION: Downtown Master Plan Update presentation and discussion 9. DECISION: Downtown Master Plan Update ADOPTION	10/25 11/25 4/26 7/26 8/26 Early 27 Early 27 Early 27 Early 27

Responsibility: **Planning**

ACTION: Infill Development Strategy and Policy: Code Update**PRIORITY**Key Issues

- Increasing demands for incentives
- Lack of funding for Infill Housing Incentives
- Infrastructure condition/capacity
- Connectivity and road capacity
- Topography
- Vacant buildings – conversion to residential

Activities/Milestones

1. Market Housing Incentive
2. Prepare Land Use Analysis
3. Identify vacant infill sites
4. Complete UDC update
5. **DECISION: Unified Development Code Amendments Approval**

Time

Ongoing
6/25
6/25
3/26
5/26

Responsibility: **Planning**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
4	1. Unified Development Code: Completion and Adoption	Planning	5/26
4	2. Historic Millworks District Development: Update Report	Econ Dev	1/26

► **Management in Progress 2025 – 2027**

			Date
4	1. Neighborhood Associations Development: Activation/Expansion: DECISION Budget FY 26	OEM	4/26
4	2. Terminus for all Permits, Data Governance and Storage: Completion	Housing & CD	6/26
4	3. Permitting and Inspection Software Implementation: Completion	Housing & CD	6/26
4	4. New Housing Development Support: Status Update Report	Planning	Quarterly

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
---------------	--

ACTION: Stormwater Management Investments
Implementation: Direction, Funding and Project Completion

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Chronic flooding problems - Number of detention pond/basins (80+) - Basin maintenance costs: - Privately owned ponds/basins - Compliance - Staff capacity - Construction delays - Project costs - Coordination with lead service lines - Funding	A. Bee Branch Gate and Pump - Complete construction B. Kaufman Storm Sewer - Prepare budget request (5 year) BUDGET DECISION: Budget FY 27 Funding C. 17th / Locust Stormwater Project - Prepare budget request BUDGET DECISION: Budget FY 27 Funding D. Detention Pond Maintenance - Prepare budget request BUDGET DECISION: Budget FY 27 Funding E. Stormwater Management Program – Individual Neighborhood Situations - Prepare \$200,000 budget request – 5 year program BUDGET DECISION: Budget FY 27 Funding F. 17th /Elm Street Stormwater Project - Prepare budget request BUDGET DECISION: Budget FY 27 Funding	2026 10/25 4/26 10/25 4/26 10/25 4/26 10/25 4/26

Responsibility: **Engineering**

**ACTION: Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Project costs • Funding • Linked to align of Julien Dubuque Bridge • Relocation: 2029-2030 • Link to South Port development	A. 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership) 1. Complete easement acquisition 2. DECISION: Amendment to Agreement B. Cedar Lift Station and Force Main C. Terminal Lift Station and Force Main 1. Prepare options 2. BUDGET DECISION: Budget FY 28 Funding for options Analysis D. Schmitt Sanitary Sewer 1. Prepare budget proposal for additional funding for construction 2. BUDGET DECISION: Budget FY 27 Funding 3. DECISION: Award Contract for Construction 4. Complete construction	TBD TBD OTH 6/26 4/27 10/25 4/26 11/26 12/27

Responsibility: **Engineering**

**ACTION: Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion
[Continued]**

PRIORITY

Key Issues

Activities/Milestones

Time

E. Cooper Place/Maiden Lane Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

F. Harvard Street Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

G. Hempstead Street Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

H. Grove Terrace Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

I. Sanitary Sewer Consent Decree (expires 2026)

- | | |
|----------------------|-----|
| 1. Request extension | TBD |
|----------------------|-----|

J. Catfish Creek Sanitary Sewer Project

- | | |
|--|-------|
| 1. Catfish Creek Sanitary Sewer Project Station – Phase 1 and Phase 2: Construction Completion | 12/26 |
| 2. Catfish Creek Sanitary Sewer Project Station: Phase 3 and Phase 4 | |
| a. Design Completion | 12/26 |
| b. Construction Completion | 12/28 |

Responsibility: **Engineering**

**ACTION: Water Resource and Recovery Center Upgrades;
Short- Term Action Plan, Direction, Funding and
Actions to Improve Processes and Odor Reduction**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Odor complaints • Major explosion recovery • Digester cleaning • Odor monitoring • New equipment • Funding • Digestive gas cleaning • Future facility plan	A. Chemical Dosing Analysis (hydrogen peroxide and ferric chloride) 1. Complete all dosing analysis 2. Final dosing plan established B. Digester Cleaning 1. Complete cleaning Digester #4 2. Complete cleaning Digester #3 C. Odor Monitoring (E-Noses) 1. Select and purchase odor detection equipment 2. Deploy/install equipment D. Process Monitoring 3. Complete monitoring needs analysis 4. DECISION: Funding for Monitoring Equipment 5. Full implementation E. Digestive Gas Cleaning Media Changeout 1. Purchase and install new media	6/26 9/26 5/26 11/26 12/25 4/26 12/25 4/26 8/26 12/25

Responsibility: **WRRC**

**ACTION: Water Resource and Recovery Center Upgrades;
Short- Term Action Plan, Direction, Funding and
Actions to Improve Processes and Odor Reduction
[Continuation]**

PRIORITY

Key Issues

Activities/Milestones

Time

**F. Facility Plan
Development**

- | | |
|--|-------|
| 1. Initiate full facility plan effort | 11/25 |
| 2. DECISION: Additional
Funding for process odor
mitigation | 4/26 |
| 3. Complete Facility Plan | 12/27 |

Responsibility: **WRRC**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			DATE
5	1. Sewer System Infrastructure Asset Master Plan: Development and Adoption	Engineering	6/26
5	2. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement DECISION Budget FY 27	Parks & Rec	4/26
5	3. Alley Inspection and Maintenance Performance Evaluation Staffing: DECISION Budget FY 27	Engineering	4/26
5	4. High Strength Waste Receiving & Storage Project:	WRRC	
	a. Funding		4/26
	b. Construction		7/27

► **Management in Progress 2025 – 2027**

			DATE
5	1. Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)	Park & Rec	4/26
5	2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report	WRRC	4/26
5	3. Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion	Transportation	12/25
5	4. Consumer Confidence Report 2025: Publication	Water	^/26
5	5. HVAC Mini-split System Installation: Completion	WRRC	4/26
5	6. Fats, Oils, and Grease Program: Review	WRRC	1/26
5	7. WRRC State Certified Lab Expanding the Testing Capability: Completion	WRRC	3/26
5	8. Explosion Recovery: Completion	WRRC	12/28

► **Major Projects 2025 – 2027**

			DATE
5	1. SCADA Overhaul Water: Completion	Water	9/26
5	2. Lead Water Lines Replacement: Phase 1 Completion	Water	12/25
5	3. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion	Engineering	8/26
5	4. Green Alley Project - 15th Street to 17 th Street Between Iowa Street and Central Avenue: Construction Completion	Engineering	12/25
5	5. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion	Water	6/28
5	6. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion	Water	7/26
5	7. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion	Water	9/26
5	8. Deep Well No. 7 Rehabilitation: Completion	Water	12/25
5	9. Creek Crossing Restoration Project: Construction Completion	Water	10/25
5	10. Rockdale Road Stormwater Project: DECISION CIP Funding Request	Engineering	4/26

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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**ACTION: Street Maintenance/Rehabilitation Program:
Direction and Funding**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Condition of underground utilities • Rehab vs Maintenance Policy • Concrete vs paving • Funding assessments • Funding street projects • Predictive modeling of assessment • Staff capacity • Cross departmental collaboration • Broadening funding sources for street • Project alignment • Beyond paving streets	1. Prepare Report on pavement type: rehabilitative vs. preventive maintenance policy 2. WORK SESSION: Pavement Report Presentation, Discussion and Direction 3. DECISION: Pavement Policy 4. BUDGET DECISION: Budget FY 27 Funding for: a. Street Assessment b. Sign Assessment and Staffing c. Light Assessment	2/26 3/26 4/26 4/26

Responsibility: **Public Works**

**ACTION: East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Cost of project: \$15+ million • Funding • MPO funding committed for Highway 20/Northwest Arterial through 2029/2030 • Cost of property acquisition • Desire of property owners – direction and actions on this project • Property owners looking to the City for direction and timing	1. Complete property appraisal (1) 2. Complete Preliminary Design 3. Complete Environmental Assessment (including public hearing) 4. BUDGET DECISION: Budget FY 27 Funding for Property Acquisition 5. Complete property acquisition (15) 6. Complete Final Design 7. Begin construction	12/25 3/26 3/26 4/26 TBD TBD TBD

Responsibility: **Engineering**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

- | | | |
|---|--|-------------|
| 6 | 1. STREETS Program: Funding and Implementation | Engineering |
| | a. Phase 1 – Arterials Completion | |
| | b. Phase 2 – Downtown Initiated | |

DATE

10/26
12/27

► **Management in Progress 2025 – 2027**

- | | | |
|---|--|----------------|
| 6 | 1. The Jule New Electric Vehicles: Acquisition | Transportation |
| 6 | 2. The Jule Grant Funding FTA Study: Completion | Transportation |
| 6 | 3. Parking System and Technology Upgrade: Installation | Transportation |
| 6 | 4. Smart Parking and Mobility Study: Implementation | Engineering |
| | a. Parking Implementation | |
| | b. Mobility Implementation | |

DATE

12/27
10/26
10/26
10/26
12/27

► Major Projects 2025 – 2027			DATE
6	1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)	Engineering	TBD
6	2. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion	Engineering	
	a. Preliminary Design		6/26
	b. NEPA		6/26
6	3. SW Arterial ITS Project: Construction Completion	Engineering	
	a. Bid		3/26
	b. Construction		12/26
6	4. Connection to Data Center Project: Construction Completion	Engineering	12/26
6	5. Taxiway Alpha Construction Project: Completion	Airport	
	a. Phase 2: Completion		12/25
	b. Phase 3 Completion		12/26
6	6. General Aviation Apron Reconstruction Project: Construction Phase 2 Completion	Airport	12/26
6	7. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering	12/25
6	8. Wildwood Drive Bridge Replacement:	Engineering	
	a. Design		3/26
	b. Bid		3/26
	c. Construction		12/26
6	9. Relocation of Fiber Optics on Bridge (Highway 20)	Engineering	12/26

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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ACTION: Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Private partner(s) • Community partner(s) • Sports Complex definition/clarity of purpose • Limited space/location options • Best practices • Amenities • Costs • Funding mechanism • Potential referendum • Community engagement • City role • Link to Parks and Recreation Master plan implementation	1. Review previous reports and cost estimates 2. Define scope of project, potential partners and prepare budget proposal 3. BUDGET DECISION: Budget FY 27 Sports Complex Funding 4. DECISION: Sports Complex Presentation, Discussion, Direction and Path Forward	12/25 2/26 4/26 7/26

Responsibility: **Parks and Recreation**

**ACTION: Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Infrastructure projects • Project priority • Project funding • Keeping the momentum going • Signage • Visual appeal	1. Prepare CIP request for Water Main Loop 2. DECISION: CIP Funding for Water Main Loop 3. BUDGET DECISION: Budget FY 2027 for: a. Island Connector Trail; b. 2nd Ice Sheet c. Environmental Restoration	12/25 4/26 4/26
	d. Landscaping e. Entrance Sign f. Campground Entrance Sign g. Stormwater Rehabilitation	

Responsibility: **Parks and Recreation**

ACTION: Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Project: (Including Park Maintenance Plan)

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Projects • Project Priorities – Short-term and Long-term • Parks Maintenance Plan • Eagle Point Park Long-term Action Plan • Funding • Potential Partners • Link to Sports Complex • Link to Sports Tourism	1. Draft Master Plan 2. Parks and Rec Commission: Review 3. WORKSHOP: Parks and Recreation Master Plan Presentation and Discussion 4. DECISION: Parks and Recreation Master Plan Adoption and Initial Short Term Investment Priorities 5. BUDGET DECISION: Budget FY 27 Initial Short Term Priorities Funding 6. Develop Long-term investment project priority recommendations 7. WORKSHOP: Parks and Recreation Master Plan Implementation Long-term Investment Priorities	11/25 12/25 1/26 2/26 4/26 2026 2026

Responsibility: **Parks and Recreation**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			DATE
7	1. Comiskey Park Upgrades – Phase 2 Parking and Amenities; a. DECISION: Bid Award b. Construction	Parks & Rec	12/26 5/26
7	2. Historic Millwork District Park Plan: a. Plan Completed b. DECISION Budget FY 28 Request	Planning	6/26 4/27
7	3. Eagle Point Park Historic Structures Assessment: Completion a. DECISION Budget FY 27 Request b. Report Completion	Parks & Rec	4/26 12/27

► **Management in Progress 2025 – 2027**

			DATE
7	1. Cultural Experiences and Programming	OEM	4/26
7	2. Friends of Eagle Point Park: Creation	Parks & Rec	9/26
7	3. Eagle Point Park Fall Clean-up: Completion	Parks & Rec	11/25

► **Major Projects 2025 – 2027**

			DATE
7	1. Jackson Park Restrooms: Completion	Parks & Rec	12/27
7	2. ImOn Ice Arena – Dehumidification: Construction	Engineering	10/25
7	3. Rustic Point Park: Completion	Parks & Rec	9/26
7	4. South Pointe Park: Completion	Parks & Rec	12/25
7	5. Eagle Point Park Water Tower Deconstruction	Parks & Rec	11/25
7	6. Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert	Engineering	4/26

Table of Contents

Strategic Planning for the City of Dubuque	1
Dubuque Vision 2040	3
Dubuque: Creating an Equitable Community (and Organization) of Choice – Five Pillars	10
Dubuque City Government: Our Mission	12
City of Dubuque Plan 2025 – 2031	
City of Dubuque Action Agenda 2025 – 2027	

[Working Draft: 9/25/25]

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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 2040

Dubuque

Vision 2040

**DUBUQUE 2040 is a *SUSTAINABLE AND RESILIENT CITY* ^(A),
an *INCLUSIVE AND EQUITABLE COMMUNITY* ^(B)
where *ALL* are welcome.**

**DUBUQUE 2040 has preserved our
MASTERPIECE ON THE MISSISSIPPI ^(C),
has a *STRONG DIVERSE ECONOMY* ^(D)
and *EXPANDING CONNECTIVITY* ^(E).**

**DUBUQUE 2040 – 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 2040

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 2025 – 2031

City of Dubuque

Goals 2030

HEALTHY AND SAFE COMMUNITY

**FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE
CITY ORGANIZATION: SUSTAINABLE 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**

Goal 1

Healthy and Safe Community

OUTCOMES

1. Be a 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. Leverage and use technology to create a safe community including cybersecurity, drones and cameras
5. Have a walkable and bikeable community that supports a healthy life style

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Civility in the community
2. Recruitment and retention of Police, Fire and Dispatchers
3. Addressing issues and concerns regarding unhoused populations
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. Having and funding a Police and Fire facilities
7. Federal government and State of Iowa politics and polarization impacting the Dubuque community
8. Juvenile violent crimes remain a concern for Dubuque community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. New public safety workforce that their expectations: work, overtime, time-off, etc.
2. Actions by the Federal Department HHS impacting community health and health-related services
3. Long-term funding for public safety staffing for national standards and recognized best practices
4. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings
5. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices
6. Maintaining City's role in addressing brain health challenges
7. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring
8. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters
9. 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.)
10. Preparing for future public safety workforce through cadet programs and internships

ACTIONS 2025 – 2027

1. Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding
2. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding
3. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding
4. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. 911 Center Relocation and Staffing: Construction Completion
2. Prepared Live – Paid Version: Implementation
3. Fire Equipment: Funding and Acquisition Fire Boat Delivery
4. Animal Control Ordinance Update: Adoption
5. Public Safety Answer Point Back-Up New Equipment: Implementation
6. Veterinarian Services Contract: Completion
Budget Decision FY 27
7. Law Enforcement Mental Health and Wellness Check-Ins
 - a. Funding **Budget FY 27 DECISION**
 - b. Implementation

MANAGEMENT IN PROGRESS 2025 – 2027

1. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)
 - a. Construction
 - b. SCADA
2. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans
3. New LPR Cameras: Installation
4. New CAD Computer System Implementation: Completion
5. Police Radios Upgrade Implementation: Completion
6. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation
7. Public Health Preparedness Emergency Response Plan Update: Completion
8. Fire Explorer Post: Creation

MAJOR PROJECTS 2025 – 2027

1. Fire Stations (6) Improvement Projects
 - a. HVAC 12/25
 - b. Bunk Room Remodel
 - c. Fire Administration Office Update
2. Crescent Community Health Building/Services Expansion
 - a. Clean Site
 - b. Final Design Completion

ON THE HORIZON 2025 – 2030

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

ON THE HORIZON 2027 – 2031

9. Crescent Community Health Center Expansion of Population Health Program: Funding, City Presence on the Board and Advocacy
10. Community-Based Health Promotion: Capacity and Funding
11. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions
12. Traffic Safety Action Plan: Problems/Concerns Definition, Best Practices, Report with Options, Direction and Funding(including Speeding/Slow Down)
13. Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding
14. 911 PSAP Center Accreditation: Update Report, Direction, Funding, and City Actions
15. Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding
16. Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions
17. Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)

Goal 2

Financially Responsible, High-Performance City Organization: Sustainable 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, develop and retain a diverse, top-quality City workforce dedicated to City goals, mission and core values
4. Maintain all fund 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

MEASURES OF SUCCESS

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

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. Uncertain Federal government funding for grants, projects and programs
5. Uncertainty with Federal government regulatory requirement and City compliance
6. Supporting City employee work-life balance and employee morale
7. Climate of distrust in all governments, including City government
8. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives
9. Community disinformation and misinformation about City government – policies, processes, services and finances

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Improving welcoming and belonging outcomes for ALL of City employees
2. Under-resourced City services and programs resulting in stress for City employees
3. 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
4. Enhancing a City organizational culture that values learning, creative thinking and innovative actions
5. Upcoming retirements
6. Providing a safe workplace balanced with customer service
7. Due to limited City staff capacity, hiring outside resources at a significantly higher cost

ACTIONS 2025 – 2027

1. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan: Comprehensive Scope of Project, Budget Proposal, Direction, Funding and Initial Actions
2. Community Survey: Scope and Completion

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. City Legislative Advocacy Agenda and Action Plan 2026
2. Federal Legislative Advocacy Agenda and Action Plan 2026
3. Enterprise Asset Management System and Work Order System
 - a. Software Funding Budget FY 27
 - b. RFQ
 - a. Consultant Contract : Decision Award
4. City Hall and Annex Project:
 - a. Design
 - b. Finding for Completion
5. Federal Building Upgrade Project:
 - a. Contract Award
 - b. HVAC
6. City Facility Integrated Access Control: :
 - a. Funding
 - b. Completion
7. Departmental Safety Program: Budget FY27 Request for OSHA Compliance

MANAGEMENT IN PROGRESS 2025 – 2027

1. Organizational Culture Continuous Improvement: Exit Interviews Implementation
2. ERP Software Implementation
 - a. Employee Expense
 - b. Employee Self-Services
3. HRIS Implementation
 - a. Selection
 - b. Implementation
4. City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale
5. Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite
6. Multicultural Family Center Management and Staffing: Review and Update Report
7. Succession Plan for Intergovernmental Relations Position: Selection and Onboard
8. Website ADA Compliance: Completion

MAJOR PROJECTS 2025 – 2027

1. Multicultural Family Center Project: Elevator
2. City Data Center Project– Phase 2: **DECISION Budget FY27**

ON THE HORIZON 2027 – 2031

1. City Employee/Contractor Living Wage Policy: Development and Funding
2. City Data Center Projection – Phase 2: Direction and Funding (including Redundancy)
3. City Workforce Retention and Attraction: Direction and Funding (including Management/Employee Succession Planning and Program)
4. IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
5. Human Resource Staffing: Direction and Funding
6. Parks and Recreation Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding

ON THE HORIZON 2027 – 2031 (continued)

7. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
8. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations - Staffing, Direction, Funding and City Actions
9. City Financial Plan and Policies: Review, Update and Direction
10. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding
11. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction
12. Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction
13. City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding

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. Expand sports tourism in Dubuque
5. Support Dubuque higher education institutions and retain graduates in the Dubuque community
6. Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Retaining college graduates from Dubuque local colleges and universities
2. Potential mixed-use developments in Downtown, Central Avenue and Mall area
Sustaining and expanding air service
4. Having quality, affordable childcare/elder care
5. Tapping the potential for tourism especially sports tourism
6. Preparing for and supporting the development of the new University of Dubuque medical school
7. Lack of quality, affordable rental housing [30% – 80%] community-wide
8. 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
9. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition
10. Tapping the tourism potential of river cruises and Field of Dreams expansion

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End
2. Economic forces beyond the City's control: inflation, recession, supply chain issues and interest rate increases
3. Difficulty in financing for hotel development projects
4. Creating a business climate that supports innovators, entrepreneurs and small business start-ups
5. Lack of City infrastructure to support economic growth
6. Availability of local quality workforce and matching educational programs with needs of employers
7. Lack of wage growth using living wage data
8. Workforce desiring diverse quality of life amenities

ACTIONS 2025 – 2027

1. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community, Partners, Community Education Necessity for the Future
2. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding
3. Comprehensive Sports Tourism Strategy: Development and Direction

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Business Incentives Policy/Processes: Review and Refinement
2. Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation
3. Port New Hotel Development: City Actions
4. Chaplain Schmitt Island Development: Hotel Project Development
5. River Boat Docking Project: Alternative Docking Location

MANAGEMENT IN PROGRESS 2025 – 2027

1. Office of Economic Mobility/Poverty Reduction Plan: Temporary Position Plan Update.
2. Field of Dreams: Next Steps for City
 - a. Hotel Development Agreement(s)
 - b. Update Report
3. MWBE Procurement Policy: Completion
4. Electronic Bidding Software: Implementation

ON THE HORIZON 2027 – 2031

1. JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions
2. Port of Dubuque Refresh: Direction and City Actions
3. Northend Revitalization Action Plan: Outcomes, Direction, Plan Development, Funding and City Actions
4. Childcare Next Steps: Update Report, City Role, Direction on Next Steps and City Actions
5. Kerper Boulevard Business Development: Update Report and Next Steps
6. Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding
7. Small Business Grant Program Expansion: Direction and Funding

**ON THE HORIZON 2027 – 2031
(continued)**

8. Blum Remediation Projects: Direction and Funding
9. Business License Program/System: Goals, Best Practices, Report with Options, Direction and Initial Implementation
10. Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)
11. Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions
12. Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding
13. Airport Business/Light Industrial Development: Targeted Businesses, Incentive Packages, Direction and Funding

Goal 4

Livable Neighborhoods and Housing: Great Place to Live

OUTCOMES

1. Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods
2. Grow the population within the City of Dubuque**
3. Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable and adaptive reuse
4. Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping
5. State future and expand resident involvement in their neighborhood through increasing the number of neighborhood associations**
6. Preserve Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment

MEASURES OF SUCCESS

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

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. Potential loss of HUD funding
4. Aging City neighborhood infrastructure and facilities needing replacement or major repairs
5. Reducing slum and blight through effective enforcement and incentives
6. Addressing the increasing number of unhoused residents with limited shelter opportunities and other tools
7. Expanding housing opportunities to support economic growth and increases in community population
8. Lack of Police staffing for community policing, traffic unit and limited enforcement options for neighborhood issues
9. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa
10. Aging population with limited ability to maintain their homes and properties

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Neighborhood speeding and running of stop signs
2. 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
3. Affordable access to quality, healthy foods in neighborhoods and reducing food deserts

ACTIONS 2025 – 2027

1. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process
2. Infill Development Strategy and Policy: Code Update

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Unified Development Code: Completion and Adoption
2. Historic Millworks District Development: Update Report

MANAGEMENT IN PROGRESS 2025 – 2027

1. Neighborhood Associations Development: Activation/Expansion: Budget FY 26
2. Terminus for all Permits, Data Governance and Storage: Completion
3. Permitting and Inspection Software Implementation: Completion
4. New Housing Development Support: Status Update Report

ON THE HORIZON 2027 – 2031

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. Southwest Arterial Development Plan: Update/Review, Direction and City Next Steps
5. Southwest Arterial Annexation Policy/Plan: Review, Direction and City Actions
6. Citywide 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
7. First Impression/North-South Entrance Beautification Project: Report with Options, Direction and Funding Mechanism
8. Downtown Beautification Program: Goals/Outcomes, Report with Options, Direction and City Actions
9. Grandview Corridor Beautification Plan: Goals, Report with Options, Direction, City Funding and City Actions
10. Community Land Trust: Grant Notification, Direction and City Role, Monitoring Des Moines Experiences

ON THE HORIZON 2027 – 2031

11. H & W Brewing and Malting Building Next Steps: Update Report, Direction and City Actions
12. Cedar Cross Corridor Revitalization Plan/Vision: City Actions, Direction and Funding
13. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)
14. Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions
15. Flex-Steel and Pack Sites Redevelopment: Update Report, Goals, City Role, 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 the community's carbon footprint (50% by 2030) and explore science-based outcomes in the future
5. Reduce waste and increase diversion, recycling and composting opportunities

MEASURES OF SUCCESS

1. Community Survey
2. Improve water quality - river and streams
3. Diversify energy sources
4. Continuous service delivery and timely recovery

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Uncertain Federal and State of Iowa goals and funding and their alignment with the City’s goals, services and programs
2. Need to address Bee Branch Pumping Station
3. Cleaning up and reuse of “Brownfields” sites
4. Limited funding for water infrastructure and treatment plant upgrades/replacement
5. Federal and State of Iowa regulation changes impacting Dubuque’s environmental sustainability
6. Workload and limited City staff capacity for additional projects or work assignments
7. Mitigating odor at the Water Resource Recovery Plant
8. Enhancing the flood wall

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system
2. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands
3. Protecting the Dubuque community and waterways from flooding through storm water management
4. Addressing emerging pollutants in water and wastewater system
5. Funding for composting and recycling programs and services
6. Funding of match dollars for grants
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. Air quality impacted by Canadian wildfires and other outside influences
10. Lack of water capacity – 89% peak demands and limited capacity to support growth

ACTIONS 2025 – 2027

1. Stormwater Management Investments
Implementation: Direction, Funding and
Project Completion – Bee Branch Gate and
Pump; Kaufman Storm Sewer Project; 17th
/Locust Stormwater Project; Detention Pond
Maintenance; Stormwater Management
Program – Individual Neighborhood
Situations; 17th /Elm Street Stormwater
Project
2. Sanitary Sewer Investment Projects
Implementation: Direction, Funding and
Project Completion - 42 inch Diameter
Sanitary Sewer Force Main Stabilization
Project; Cedar Lift Station Project;
Terminal Lift Station; Schmitt Sanitary
Sewer Project; Cooper Place/Maiden Lane
Project; Harvard Street Project; Hempstead
Street Project; Grove Terrace Project;
Sanitary Sewer Consent Decree; Catfish
Creek Sanitary Sewer Project
3. Water Resource and Recovery Center
Upgrades; Short-Term Action Plan,
Direction, Funding and Actions to Improve
Processes and Odor Reduction

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Sewer System Infrastructure Asset Master Plan:
Development and Adoption
2. Emerald Ash Borer: Funding for Planting, Stump
Removal/Sidewalk Replacement **BUDGET DECISION FY
27**
3. Alley Inspection and Maintenance Performance Evaluation
Staffing: **BUDGET DECISION FY 27**
4. High Strength Waste Receiving & Storage Project:
 - a. Funding
 - b. Construction

MANAGEMENT IN PROGRESS 2025 – 2027

1. Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)
2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report
3. Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion
4. Consumer Confidence Report 2025: Publication
5. HVAC Mini-split System Installation: Completion
6. Fats, Oils, and Grease Program: Review
7. WRRC State Certified Lab Expanding the Testing Capability: Completion
8. Explosion Recovery: Completion

MAJOR PROJECTS 2025 – 2027

1. SCADA Overhaul Water: Completion
2. Lead Water Lines Replacement: Phase 1 Completion
3. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion
4. Green Alley Project - 15th Street to 17th Street Between Iowa Street and Central Avenue: Construction Completion
5. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion
6. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion
7. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion
8. Deep Well No. 7 Rehabilitation: Completion
9. Creek Crossing Restoration Project: Construction Completion
10. Rockdale Road Stormwater Project: **CIP Funding Request**

ON THE HORIZON 2027 – 2031

1. South Flood Wall Buried: Funding
2. EV Infrastructure Development: Status Report, Potential Projects, Funding Sources/Grants, Direction and Next Steps
3. City Energy Policy – Buildings and Equipment: Report, Direction, Funding and City Actions
4. South Plant Magnetic Flow Meters Replacement: Funding
5. Filter Rehabilitation at Eagle Point Water Treatment Plant: Funding
6. Althausen Street and Eagle Street Water Main Replacement Project: Funding
7. Nutrient Reduction Strategy: Update (2027)
8. Water Supply for Four Mounds: Direction, City Action and Funding
9. Solar Policies/Programs/Strategy: Goals/Desired Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions (City Government and Community)
10. Water Distribution and Treatment System Investments Implementation: Direction and Funding (including Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment)

**ON THE HORIZON 2027 – 2031
(continued)**

11. Climate Action Plan: Update Target, Best Practices, City Actions and Next Steps
12. Bee Branch Operations and Maintenance: Funding
13. Recycling Automated Collection: Direction and Funding Mechanism
14. Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions
15. Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding
16. Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding
17. City Forester/Arborist: Position, Direction and Funding
18. Solar Policies/Program/ Strategy: Goals/Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions
 - a. City Government
 - b. Community
19. Large Complexes Recycling Encouragement: Direction and City Actions
20. Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions

Goal 6

Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

OUTCOMES

1. **Have daily scheduled, reliable commercial air service to hub(s)**
2. **Have well-designed, well maintained Complete Streets – full use of ROW 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**

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Competition for commercial air service with five airports within two hours, including changing flying habits of Dubuque businesses and residents - driving to nearby airports
2. Aging and deteriorating underground infrastructure (oldest in Iowa) with expensive immediate needs and few grant opportunities
3. Addressing parking and parking ramps concerns, perceptions and issues and funding for maintenance
4. Rehabilitating concrete streets especially streets built in the 1990's which now need reconstruction
5. Funding for increased maintenance of streets and sidewalks
6. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)
7. Defining the City role and funding for connecting sidewalks throughout our Dubuque community
8. Funding for connecting and maintaining bike trails/lanes and related bike infrastructure with increasing demands from the community
9. Transit service by choice and to area destination serving the needs of all residents, including shift workers
10. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Defining the scope and funding for “Complete Streets” implementation
2. Lack of funding for Green Alley program for both construction and maintenance
3. Poor condition of alleys
4. Lack of reliable transportation services to and from the airport
5. Developing and maintaining the ADA infrastructure and facilities
6. Equity in broadband affordability, availability and accessibility

ACTIONS 2025 – 2027

1. Street Maintenance/Rehabilitation Program:
Direction and Funding
2. East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. STREETS Program: Funding and Implementation
 - a. Phase 1 – Arterials Completion
 - b. Phase 2 – Downtown Initiated

MANAGEMENT IN PROGRESS 2025 – 2027

1. The Jule New Electric Vehicles: Acquisition
2. The Jule Grant Funding FTA Study: Completion
3. Parking System and Technology Upgrade: Installation
4. Smart Parking and Mobility Study: Implementation
 - a. Parking Implementation
 - b. Mobility Implementation

MAJOR PROJECTS 2025 – 2027

1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)
2. 14th Street Railroad Overpass and 16th Street Corridor Complete Streets Improvements: Project Completion
 - a. Preliminary Design
 - b. NEPA
3. SW Arterial ITS Project: Construction Completion
 - a. Bid
 - b. Construction
4. Connection to Data Center Project: Construction Completion
5. Taxiway Alpha Construction Project: Completion
 - a. Phase 2: Completion
 - b. Phase 3 Completion
6. General Aviation Apron Reconstruction Project: Construction Phase 2 Completion
7. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit
8. Wildwood Drive Bridge Replacement:
 - a. Design
 - b. Bid
 - c. Construction
9. Relocation of Fiber Optics on Bridge (Highway 20)

ON THE HORIZON 2027 – 2031

1. New Bridge to East Dubuque: Assessment, Direction and City Actions
2. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension Project: Phase 2
3. Radford/Pennsylvania Roundabout Project: Direction and Funding
4. Bike Trail Connectivity Southwest Arterial: Direction
5. Micro-Mobility Options: Goals/Outcomes, Best Practices, Report with Options and Direction
6. FAA Aircraft Contract Tower Modernization/Replacement: Funding
7. Highway 20/Northwest Arterial Intersection Project (IDOT): Matching Funds (30%) and ROW Acquisition
8. Urban Bike Lane Plan: Best Practices, Plan Development, Direction, Funding and City Actions
9. Bike Racks Policy and Plan: Report with Options, Direction and Funding
10. ADA Sidewalk Inspection Program/Policy: Report with Options, Policy Direction and Funding Mechanism

**ON THE HORIZON 2027 – 2031
(continued)**

11. Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism
12. Railroad Quiet Zones: Direction and Funding Mechanism
13. Citywide Complete Streets Policy and Action Plan: Update and Direction (including pedestrians and bikes)
14. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism
15. West 2nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design
16. Traffic Operations Center Staffing: Direction and Funding
17. Fiber to Community Project Completion: Update Report and City Actions
18. Cedar Cross Sidewalk Development: Report with Options and Costs, Direction and Funding Mechanism
19. Bike Path Connectivity Plan: Goals, Plan Development, Direction, City Projects and Actions 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

MEASURES OF SUCCESS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities
2. High demand, lack of indoor programming spaces
3. Responding to the increasing demands for current and emerging sports programs and activities
4. Lack of field and indoor space for tournaments, leagues and practice
5. Completing Five Flags Project within budget
6. Understanding, responding and funding to respond to workforce expectations of quality of life/leisure/arts and cultural facilities and experiences
7. Funding for the upgrades/renovations of the Library
8. Lack of accessible and free parking at the Library and MFC
9. Sustainable and additional funding for leisure services facilities and programs
10. Increasing demands for recreational programs and activities
11. Aging and dated parks, library and facilities

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Funding and developing new parks in newer four subdivisions
2. Responding to and funding projects to meet the high demand for dog park(s)
3. Funding and staffing for Parks and Recreation inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District
4. Reduced community giving to arts organizations with pressure for City funding
5. Increasing demands for cultural events and the limited staffing and City facilities
6. Developing and enhancing access to facility/venues
7. Funding for projects to achieve ADA compliance

ACTIONS 2025 – 2027

1. Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction
2. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)
3. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Comiskey Park Upgrades – Phase 2 Parking and Amenities;
 - a. Bid Decision Award
 - b. Construction
2. Historic Millwork District Park Plan:
 - a. Plan Completed
 - b. Budget FY 28 Request
3. Eagle Point Park Historic Structures Assessment: Completion
 - a. Budget FY 27
 - b. Report Completion

MANAGEMENT IN PROGRESS 2025 – 2027

1. Cultural Experiences and Programming
2. Friends of Eagle Point Park: Creation
3. Eagle Point Park Fall Clean-up: Completion

MAJOR PROJECTS 2025 – 2027

1. Jackson Park Restrooms: Completion
2. ImOn Ice Arena – Dehumidification: Construction
3. Rustic Point Park: Completion
4. South Pointe Park: Completion
5. Eagle Point Park Water Tower Deconstruction
6. Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert

ON THE HORIZON 2027 – 2031

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. Pool/Aquatic Facility Strategy/Action Plan – Long Term: Update Report, Direction and Funding
5. Ice 2nd Sheet: Report with Options, Direction, City Role and Funding
6. Parks and Recreation Service/Staffing Level: Review, Direction and Funding
7. Historic Millwork District Recreational Space: Direction, Funding and Partnerships
8. Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions
9. Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism
10. Flag Set for Eagle Point Park Entrance: Direction and Funding
11. Trail Master Plan: Direction
12. Comprehensive Parks Quality of Life Amenities Plan: Needs, Plan Development, Direction and Funding
13. Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding
14. Splash Pads Plan: Best Practices, Plan Development, Direction and Funding Mechanism

ON THE HORIZON 2027 – 2031 (continued)

15. Indoor Community/Recreation Center/Space: Feasibility, Purposes, Best Practices, Report with Options, Direction, Funding Mechanism and City Actions
16. Library Upgrade/Expansion: Direction and Funding
17. Gender Neutral Restrooms at Pools: Report with Options, Direction and Funding
18. Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding
19. Park Development: Direction and Funding (Pebble Cove, North Fork, Rustic Point, Mozena Farm, and Silver Oaks.)
20. Outdoor Pools (Flora and Sutton): Repairs and Renovations: Report with Options, Direction and Funding
21. Multicultural Festivals/Celebrations Expansion: Outcomes, Report, Direction, City Role, Funding and City Actions
22. Five Flags Facilities Direction: Upgrade Plans Review, Sale Proposal Review, Direction and City Actions
23. Public Art Northend/Bee Branch: Definition, Direction and Funding
24. Eagle Point Park Fee: Report with Options, Direction and City Actions
25. Playground Replacements: Direction and Funding (Madison, Gay, Murphy, and Jefferson)
26. Tennis Court Resurfacing Projects: Direction and Funding (Flora, Murphy and Eagle Point)
27. Arts Cultural Master Plan Update: Scope, Direction and Funding
28. Neighborhood Park Policy: Goals, Option, Direction

CITY OF DUBUQUE ACTION AGENDA 2025 – 2027

City of Dubuque

Action Agenda 2025 – 2027

TOP PRIORITY

HIGH PRIORITY

City of Dubuque
Management in Progress 2025 – 2027
(Mayor and City Council Action Needed)

City of Dubuque

Management in Progress 2025 – 2027

City of Dubuque

Major Projects 2025 – 2027

LEADER'S GUIDE

2025

WORKING DOCUMENT

Mayor and City Council



Dubuque, Iowa
August 2025



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Table of Contents

Section 1 City as a Team – Shared Leadership a Key to Success

Section 2 Strategic Planning Model for Dubuque

Section 3 Strategic Planning 2024/Action Agenda 2024 – 2025

**Section 4 Performance Report 2024 – 2025: Creating a Better Dubuque
Community, Adding Value to the Lives of Our Residents and
Striving for Excellence**

Section 5 Looking to Dubuque’s Future

Section 6 Critical Issues for Strategic Discussion

Section 7 Dubuque Vision for Our Future

Section 8 Dubuque City Government- Our Mission

Section 9 Plan 2025 – 2030

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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.

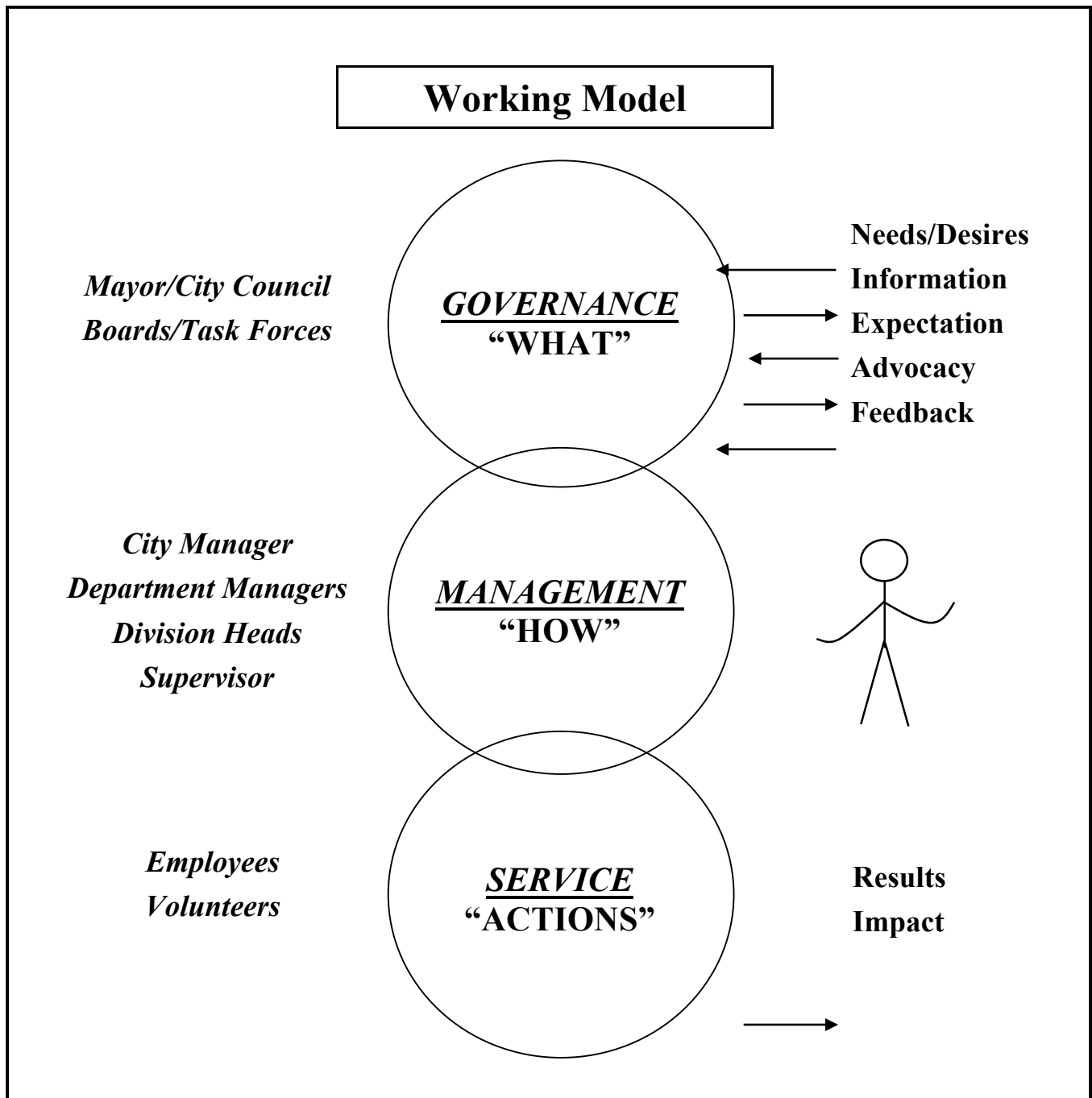
TODAY'S CRISIS: Politics dominating Governance

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

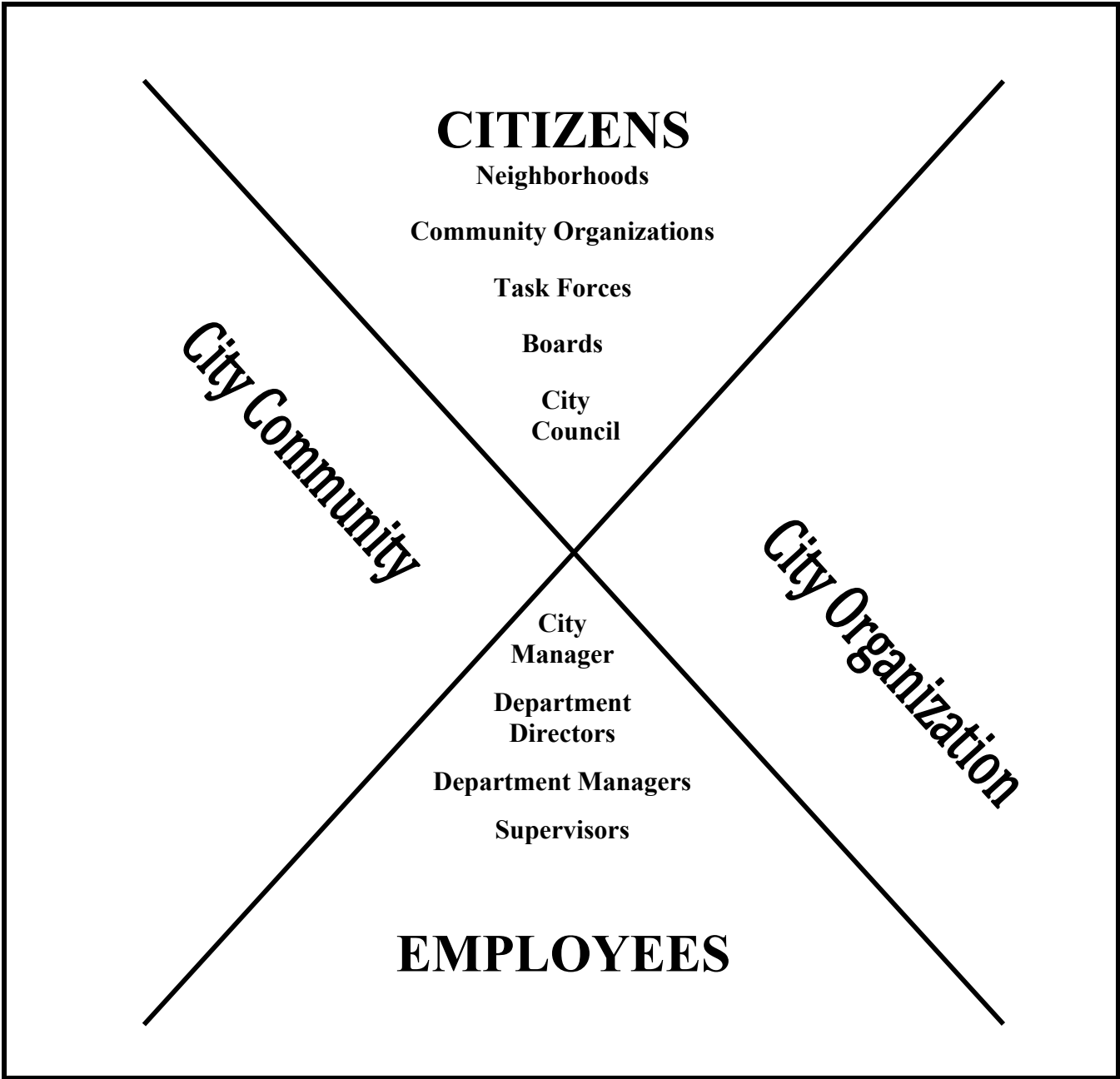
11. Align the City Organization

- 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.

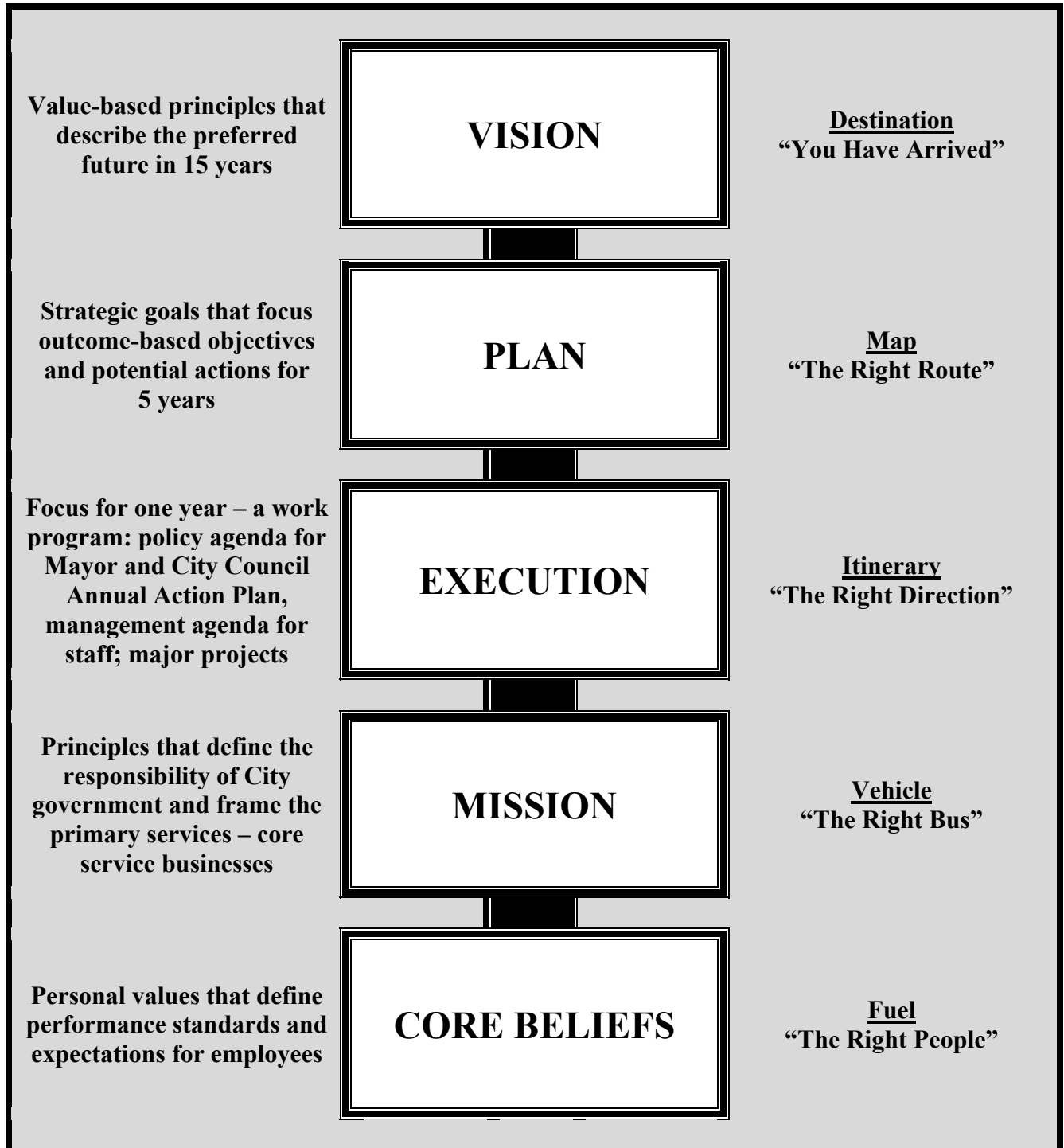
Effective shared leadership has delivered results. Their cities were guided by a long-term vision – a preferred future for the community; followed their city’s defined mission; developed and implemented 5-year outcome-based strategies, developed and regularly monitored an annual action agenda (a work 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.

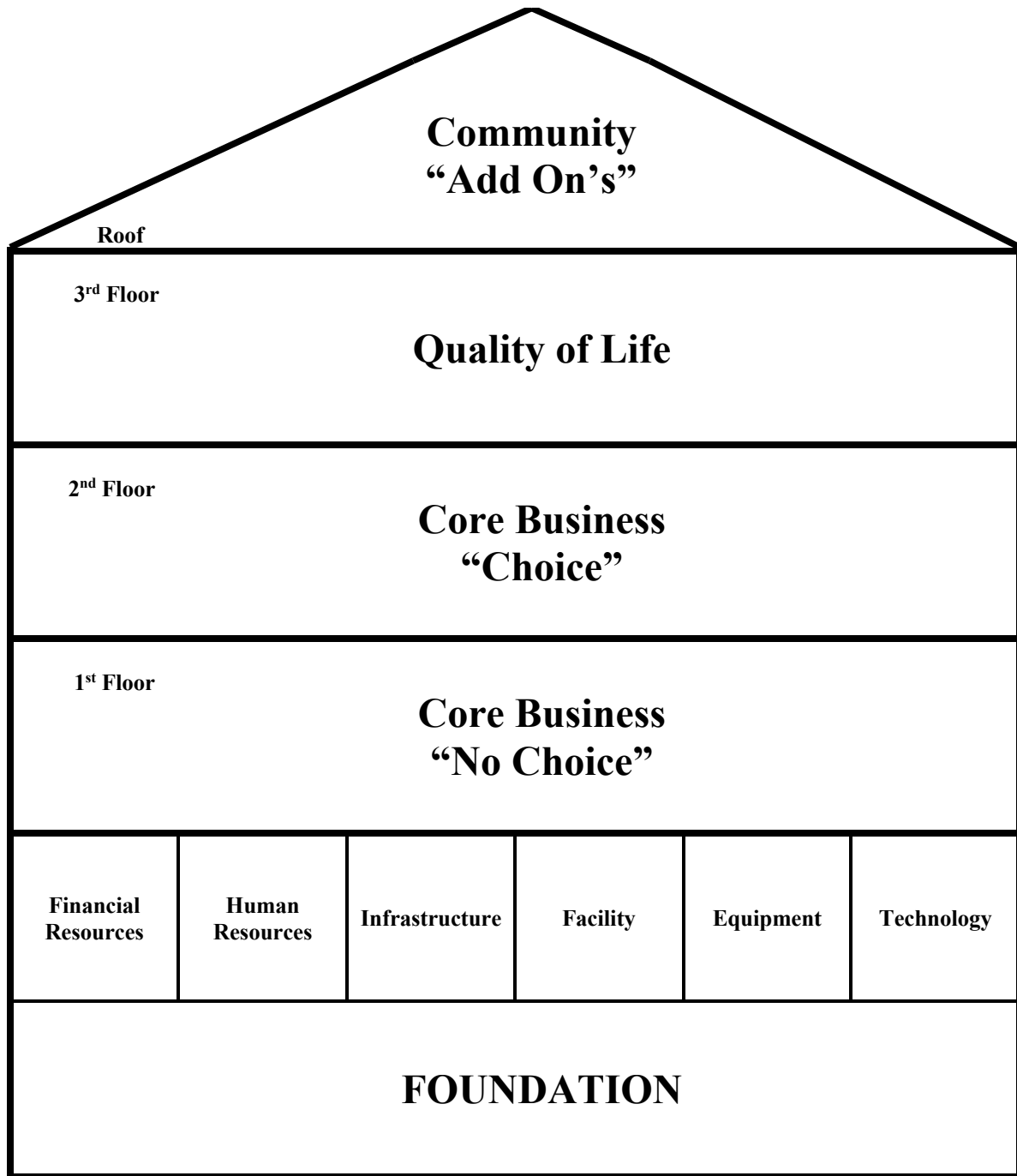
SECTION 2

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

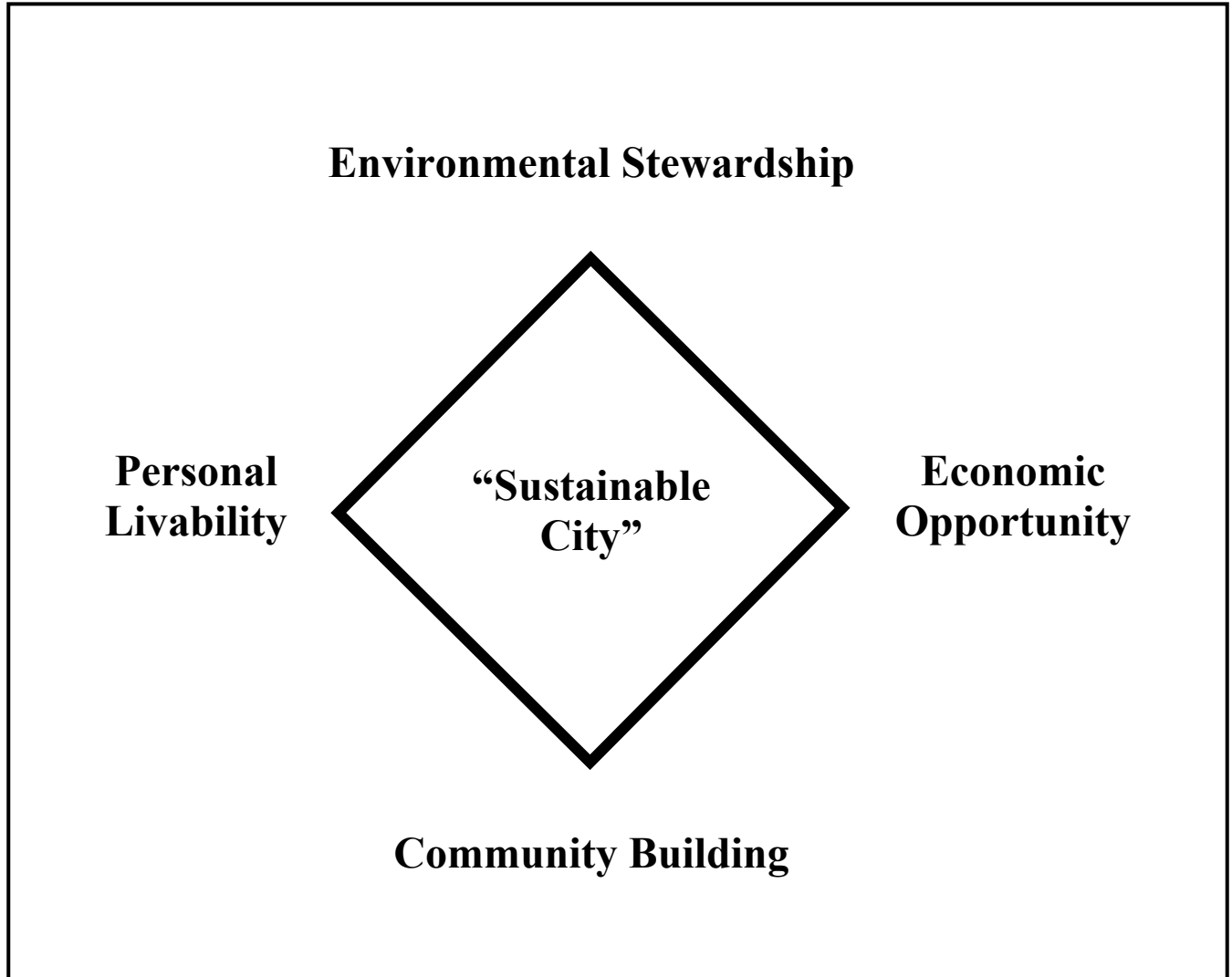
3rd FLOOR v QUALITY OF LIVING

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

Table of Contents

Strategic Planning for the City of Dubuque	3
Dubuque Vision 2039	5
Dubuque: Creating an Equitable Community (and Organization) of Choice – Five Pillars	12
Dubuque City Government: Our Mission	14
City of Dubuque Plan 2024 – 2029	21
City of Dubuque Action Agenda 2024 – 2026	53

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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

Key Issues

- 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

Activities/Milestones

A. Positions Review Filling Specific Technical Positions

- | | |
|--|-------|
| 1. Precision Policing Center | 12/24 |
| 2. Shared services (Park Rangers and Animal Control) | 12/24 |
| 3. Community Service Officers | 5/25 |

Time

B. Leveraging Technology to Be More Efficient and Effective (Force Multiplier)

- | | |
|-----------|---------|
| 1. ALPR | 10/2024 |
| 2. Drones | 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	MAYOR REPORT - Continue participation with DBQ Air 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 | <p>A. Construction/Traffic</p> <ol 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 <p>B. Corridor Events and Information Campaign</p> <ol style="list-style-type: none"> 1. City Focus 2. Explore community partnership to host community events 3. PRESENTATION; Update Report <p>C. Corridor Safety</p> <ol style="list-style-type: none"> 1. Collect data and analyze speeding and crash data 2. REPORT: Corridor Safety | <p>10/24</p> <p>4/25</p> <p>5/25</p> <p>9/25</p> <p>11/25</p> <p>2/26</p> <p>4/26</p> <p>11/24</p> <p>12/24</p> <p>12/24</p> <p>1/25</p> <p>1/25</p> |
|--|--|--|

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

Key Issues

- 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)

Activities/Milestones

- 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

Time

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

Key Issues

- 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

Activities/Milestones

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**

Time

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 | 10/24 |
| 2. Complete Marina Appraisal | 11/24 |
| 3. Prepare budget request – water, fiber and stormwater | 11/24 |
| 4. DECISION: PUD/Zoning | 12/24 |
| 5. Complete Sanitary Sewer Master Plan for Chaplain Schmitt Island | 12/24 |
| 6. Initiate detailed design for Sanitary Sewer System | 1/25 |
| 7. BUDGET WORKSHOP: Budget FY 26 | 2/25 |
| 8. DECISION: Budget FY 26 | 4/25 |
| 9. DECISION: Design Guidelines Updated | 12/25 |
| 10. Complete LWCF Conversion | 3/26 |
| 11. Complete Sanitary Sewer System | 6/26 |

Time

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	12/24
	a. Design		10/25
	b. Bid and Construction		4/25
	c. Generator (Budget Decision FY 26)		

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 on-going 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 SUCCESSIONS 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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- 29.
- 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.
- 26.
- 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.
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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 EFFR 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 WRRC 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 WRRC 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

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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
11.		
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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
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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 PROSPERUOUS COMMUNITY <i>Thriving Local Economy for All</i>
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»» 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

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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		
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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		
7.		
8.		

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		
10.		

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		
16.			

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		
10.		

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	
16.			

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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