



**CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Grand River Center: 500 Bell St. -
Meeting Room 4
August 25, 2026 at 4:00 PM**

PUBLIC VIEWING AND INPUT OPTIONS

Goal-setting sessions are open to the public and will be held in person only at the Grand River Center. There will not be a public input period during the sessions.

Members of the public who wish to share input are encouraged to contact the City Council directly through the City's webpage at www.cityofdubuque.org/councilcontacts or emailing the City Clerk at ctyclerk@cityofdubuque.org

SPECIAL SESSION

1) Annual Goal Setting - Session 2 of 3

The Dubuque City Council will hold the second of three sessions for their annual goal-setting.

A dinner break will be held at 5:00 p.m.

ADJOURNMENT

The agenda with supporting documents may be accessed at www.cityofdubuque.org/agendas 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

2026

WORKING DOCUMENT

Mayor and City Council



Dubuque, Iowa
August 2026



Lyle Sumek Associates, Inc.
1803 Eleuthera Point J2
Coconut Creek, FL 33066

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

Table of Contents

Section 1 Strategic Planning Model for Dubuque

Section 2 Strategic Planning 2025-2031/Action Agenda 2025 – 2027

**Section 3 Performance Report 2025 – 2026: Creating a Better Dubuque
Community, Adding Value to the Lives of Our Residents and
Striving for Excellence**

Section 4 Looking to Dubuque’s Future

Section 5 Dubuque Vision 2041: Working Document

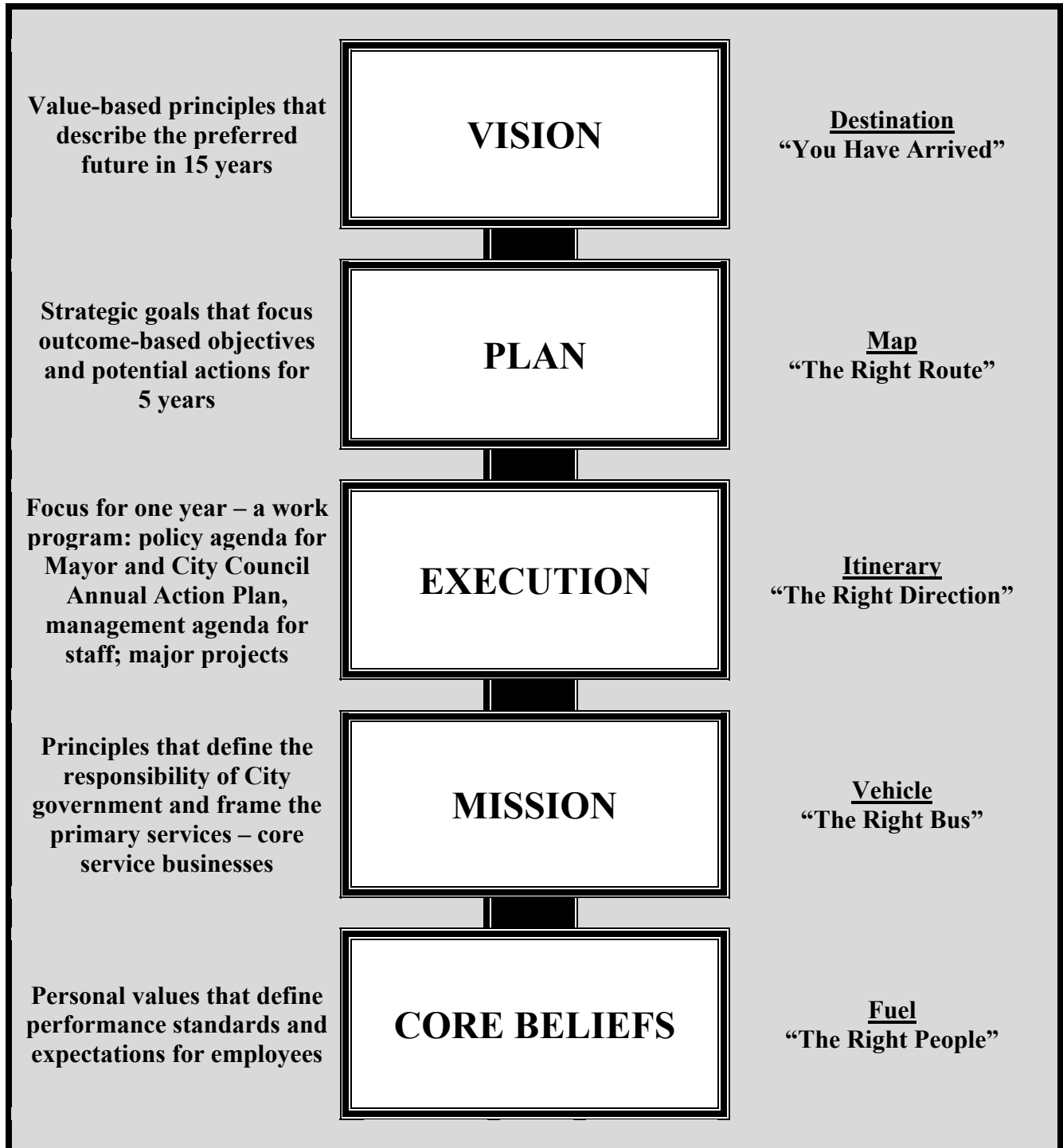
Section 6 Plan 2026-2032: Working Document

This report and all materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization. All requests for duplication must be submitted in writing.

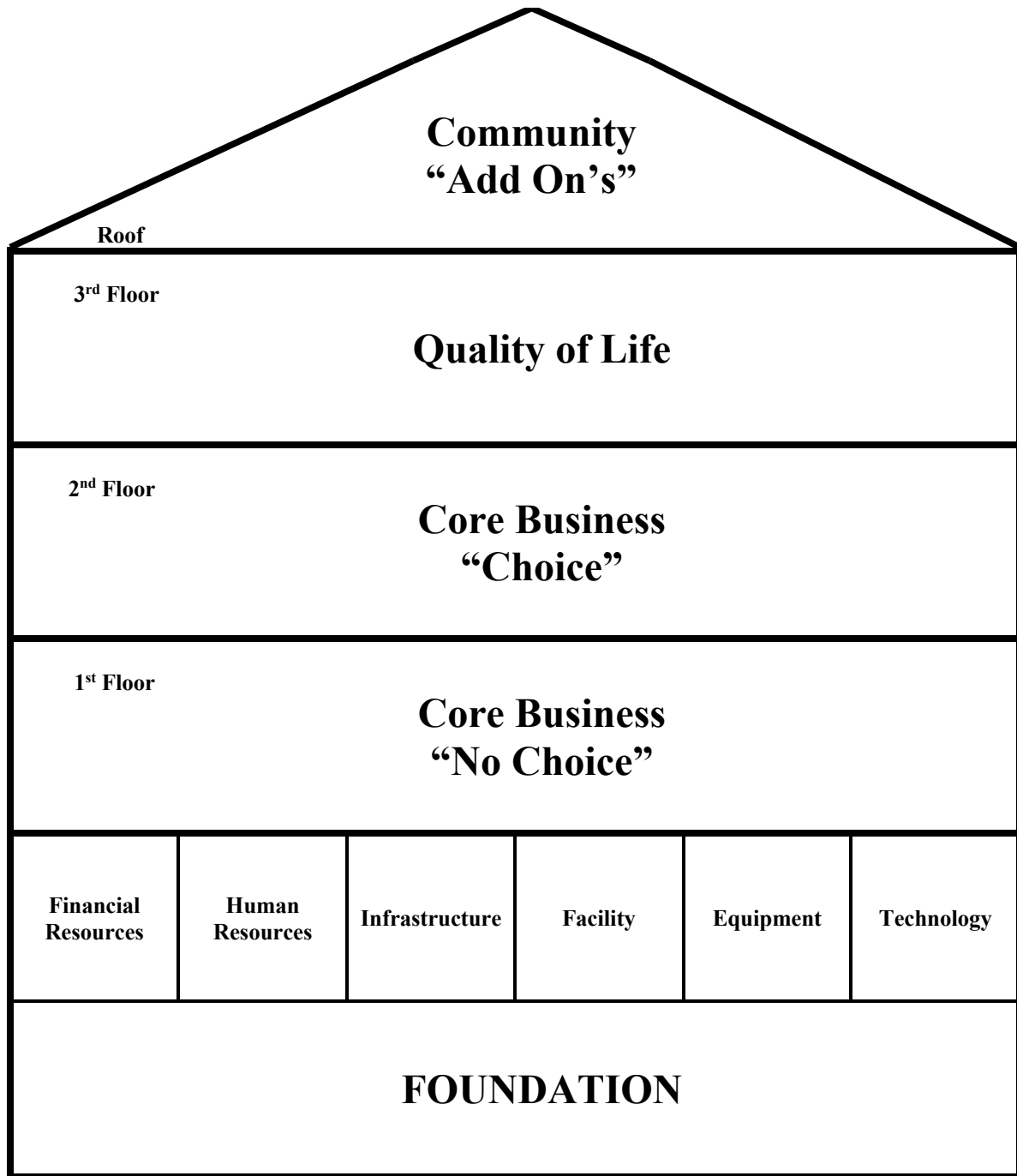
SECTION 1

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

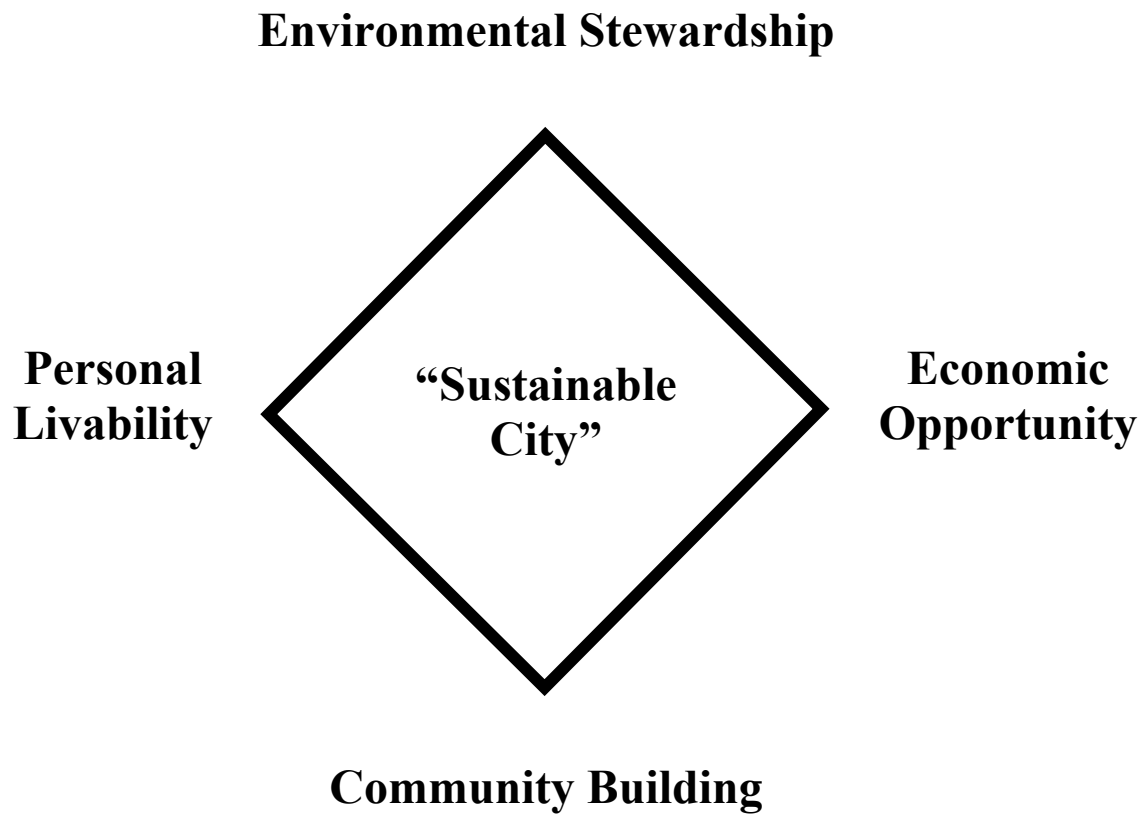
3rd FLOOR v QUALITY OF LIVING

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 2



DUBUQUE STRATEGIC PLAN 2025 – 2031 – 2040

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	

This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization. All requests for duplication must be submitted in writing.

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 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**

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 | <i>Top Priority</i> |
| 2. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding | <i>Top Priority</i> |
| 3. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding | <i>Top Priority</i> |
| 4. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding | <i>High Priority</i> |

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
- DECISION Budget FY 27**
7. Law Enforcement Mental Health and Wellness Check-Ins
 - a. Funding **DECISION Budget FY 27**
 - 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
 - b. Bunk Room Remodel (Multi-Year)
 - c. Fire Administration Office Update
2. Crescent Community Health Building/Services Expansion
 - a. Clean Site
 - b. Final Design Completion

ON THE HORIZON 2027 – 2031

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 *Top Priority*
2. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding *High Priority*
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 *High Priority*
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. Sanitary Sewer Investment Projects *Top Priority*
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
2. Stormwater Management Investments *Top Priority*
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
3. Water Resource and Recovery Center *High Priority*
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, and Stump Removal Removal/Sidewalk Replacement **DECISION Budget 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. WRRRC 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: *Top Priority*
Direction and Funding
2. East-West Corridor/Roundabout Projects: *High Priority*
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 *Top Priority*
2. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects *High Priority*
3. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater) *High Priority*

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

**Police Full Staffing and Hiring:
Report with Options, Direction, Advocacy and Funding**

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

**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**

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

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

**Stormwater Management Investments Implementation:
Direction, Funding and Project Completion(**

**Street Maintenance/Rehabilitation Program:
Direction and Funding**

**Sports Complex Development:
Concept, City Role, Potential Private Partner, Funding Mechanism and Direction**

HIGH PRIORITY

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

**Parks and Recreation Master Plan Adoption and Implementation:
Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects**

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

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

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

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

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

City of Dubuque

Management in Progress 2025 – 2027

(Mayor and City Council Action Needed)

911 Center Relocation and Staffing: Construction Completion

Prepared Live – Paid Version: Implementation

Fire Equipment: Funding and Acquisition Fire Boat Delivery

Animal Control Ordinance Update: Adoption

Public Safety Answer Point Back-Up New Equipment: Implementation

Veterinarian Services Contract: Completion

DECISION Budget FY 27

Law Enforcement Mental Health and Wellness Check-Ins: Funding **DECISION Budget FY 27** and Implementation

City Legislative Advocacy Agenda and Action Plan 2026

Federal Legislative Advocacy Agenda and Action Plan 2026

Enterprise Asset Management System and Work Order System: Software Funding **DECISION Budget FY 27**, RFQ and
Consultant Contract : Decision Award

City Hall and Annex Project: Design and Finding for Completion

City of Dubuque

Management in Progress 2025 – 2027

(Mayor and City Council Action Needed)

Federal Building Upgrade Project: Contract Award and HVAC

City Facility Integrated Access Control: Funding and Completion

Departmental Safety Program: **DECISION Budget FY27 Request for OSHA Compliance**

Business Incentives Policy/Processes: Review and Refinement

Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation

Port New Hotel Development: City Actions

Chaplain Schmitt Island Development: Hotel Project Development

River Boat Docking Project: Alternative Docking Location

Unified Development Code: Completion and Adoption

Historic Millworks District Development: Update Report

Sewer System Infrastructure Asset Master Plan: Development and Adoption

Emerald Ash Borer: Funding for Planting, and Stump Removal Removal/Sidewalk Replacement **DECISION Budget FY 27**

City of Dubuque

Management in Progress 2025 – 2027

(Mayor and City Council Action Needed)

Alley Inspection and Maintenance Performance Evaluation Staffing: **DECISION Budget FY 27**

High Strength Waste Receiving & Storage Project: Funding and Construction

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

Comiskey Park Upgrades – Phase 2 Parking and Amenities: **DECISION: Bid Award** and Construction

Historic Millwork District Park Plan: Plan Completed and **DECISION Budget FY 28 Request**

Eagle Point Park Historic Structures Assessment: Completion - **DECISION Budget FY 27 Request** and Report Completion

City of Dubuque

Management in Progress 2025 – 2027

Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding) – Construction and SCADA

Diversity Equity and Inclusion Loop, Departmental Action Plans

New LPR Cameras: Installation

New CAD Computer System Implementation: Completion

Police Radios Upgrade Implementation: Completion

Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation

Public Health Preparedness Emergency Response Plan Update: Completion

Fire Explorer Post: Creation

Organizational Culture Continuous Improvement: Exit Interviews Implementation

ERP Software Implementation: Employee Expense and Employee Self-Services

HRIS Implementation: Selection and Implementation

City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale

Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite

Multicultural Family Center Management and Staffing: Review and Update Report

City of Dubuque

Management in Progress 2025 – 2027

Succession Plan for Intergovernmental Relations Position: Selection and Onboard

Website ADA Compliance: Completion

Office of Economic Mobility/Poverty Reduction Plan: Temporary Position and Plan Update.

Field of Dreams: Next Steps for City - Hotel Development Agreement(s) and Update Report

MWBE Procurement Policy: Completion

Electronic Bidding Software: Implementation

Neighborhood Associations Development: Activation/Expansion: **DECISION Budget FY 26**

Terminus for all Permits, Data Governance and Storage: Completion

Permitting and Inspection Software Implementation: Completion

New Housing Development Support: Status Update Report

Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)

Water Resource Recovery Plant – Odor Abatement Implementation: Update Report

Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion

Consumer Confidence Report 2025: Publication

City of Dubuque

Management in Progress 2025 – 2027

HVAC Mini-split System Installation: Completion

Fats, Oils, and Grease Program: Review

WRRC State Certified Lab Expanding the Testing Capability: Completion

WRRC Explosion Recovery: Completion

The Jule New Electric Vehicles: Acquisition

The Jule Grant Funding FTA Study: Completion

Parking System and Technology Upgrade: Installation

Smart Parking and Mobility Study: Implementation - Parking Implementation and Mobility Implementation

Cultural Experiences and Programming

Friends of Eagle Point Park: Creation

Eagle Point Park Fall Clean-up: Completion

City of Dubuque

Major Projects 2025 – 2027

Fire Stations (6) Improvement Projects: HVAC, Bunk Room Remodel (Multi-Year) and Fire Administration Office Update

Crescent Community Health Building/Services Expansion: Clean Site and Final Design Completion

Multicultural Family Center Project: Elevator

City Data Center Project– Phase 2: **DECISION Budget FY27**

SCADA Overhaul Water: Completion

Lead Water Lines Replacement: Phase 1 Completion

Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion

Green Alley Project - 15th Street to 17th Street Between Iowa Street and Central Avenue: Construction Completion

Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion

North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion

City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion

Deep Well No. 7 Rehabilitation: Completion

Creek Crossing Restoration Project: Construction Completion

Rockdale Road Stormwater Project: **DECISION CIP Funding Request**

City of Dubuque

Major Projects 2025 – 2027

Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)

14th Street Railroad Overpass and 16th Street Corridor Complete Streets Improvements: Project Completion - Preliminary Design and NEPA

SW Arterial ITS Project: Construction Completion – Bid and Construction

Connection to Data Center Project: Construction Completion

Taxiway Alpha Construction Project: Completion - Phase 2: Completion and Phase 3 Completion

General Aviation Apron Reconstruction Project: Construction Phase 2 Completion

Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit

Wildwood Drive Bridge Replacement: Design, Bid and Construction

Relocation of Fiber Optics on Bridge (Highway 20)

Jackson Park Restrooms: Completion

ImOn Ice Arena – Dehumidification: Construction

Rustic Point Park: Completion

South Pointe Park: Completion

Eagle Point Park Water Tower Deconstruction

Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert

Action Agenda 2025 – 2027

Targets for Action

City of Dubuque

TOP PRIORITY

**Police Full Staffing and Hiring:
Report with Options, Direction, Advocacy and Funding**

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

**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**

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

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

**Stormwater Management Investments Implementation:
Direction, Funding and Project Completion(**

**Street Maintenance/Rehabilitation Program:
Direction and Funding**

**Sports Complex Development:
Concept, City Role, Potential Private Partner, Funding Mechanism and Direction**

HIGH PRIORITY

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

**Parks and Recreation Master Plan Adoption and Implementation:
Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects**

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

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

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

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

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

City of Dubuque

Action Outlines 2025 – 2027

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

ACTION: Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding

PRIORITY

Top Priority

Key Issues

- Iowa Law Enforcement Academy and State of Iowa Rules.
- Police Officer recruitment
- Quality of applicants
- Growing the Local Applicant Pool
- Fast 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

Activities/Milestones

1. 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.
2. Bypassing civil service for more efficient hiring using “real time” testing and interviewing. Getting the conditional offer to the applicant faster
3. 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.
4. **STATE LEGISLATIVE TOPIC -Police Academies**
5. **REPORT: Police Hiring and Recruitment (during Budget Presentation)**

Time

Ongoing

Ongoing

Ongoing

1/26

3/26

Responsibility: **Police**

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

PRIORITY

Top Priority

Key Issues

- Current Fire Station locations
- Need for comprehensive Fire Station location and growth plan
- Fire staffing
- Project priority
- Costs
- Funding
- Response times
- Vehicle locations

Activities/Milestones

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**

Time

7/26

11/26

12/26

4/27

Responsibility: **Fire**

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

PRIORITY

Top Priority

Key Issues

- 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

Activities/Milestones

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**

Time

11/25
12/25
4/26
8/26
TBD

Responsibility: **Fire**

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

PRIORITY

High Priority

Key Issues

- 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

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. Meeting with Sheriff's Office | 9/25 |
| 2. DECISION: Lease Update | 12/25 |
| 3. Develop budget proposal for Upgrade Plan for Existing Building – Short Term Improvements | 12/25 |
| 4. BUDGET DECISION: Budget FY27 Funding for Space Needs and Improvement Plan Development | 4/26 |
| 5. Complete Space Needs and Short Term improvement Plan | 9/26 |
| 6. WORK SESSION: Report on Space Needs and Short Term improvement Plan | 10/26 |
| 7. Prepare budget for improvements | 11/26 |
| 8. BUDGET DECISION: Budget FY 28 for Improvements | 4/27 |

Long-Term Space Solution – On the Horizon

Responsibility: **Police**

► **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		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	6/26
	a. Construction		9/26
	b. SCADA		
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	12/25
	a. HVAC		2026- 2028
	b. Bunk Room Remodel (Multi-Year)		12/26
	c. Fire Administration Office Update		
1	2. Crescent Community Health Building/Services Expansion	Health	6/26
	a. Clean Site		6/26
	b. Final Design Completion		

GOAL 2**FINANCIALLY RESPONSIBLE, HIGH-
PERFORMANCE CITY ORGANIZATION:
SUSTAINABLE AND EFFECTIVE SERVICE
DELIVERY**

**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	
	a. Employee Expense		1/26
	b. Employee Self-Services		1/26
2	3. HRIS Implementation	HR	
	a. Selection		10/25
	b. Implementation		12/26
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**

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

Top 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	10/25
	2. DECISION: Funding Direction for Current Fiscal Year	10/25
	3. Develop regional community partnerships	4/26
	4. Develop community education materials and initiate activities	4/26
	5. Federal Government Advocacy	Ongoing

Responsibility: **DBQ Airport**

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

PRIORITY

High Priority

Key Issues

- 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
- Partnering with Dubuque Main Street and Dubuque Initiatives

Activities/Milestones

Time

A. Construction/Traffic

1. **DECISION: Award Contract for Design** 12/25
2. Complete Design 5/26
3. **DECISION: Property Acquisition** TBD
4. Complete property acquisition for parking creation 7/26
5. Complete paving 9/26

B. Business Development

1. Consultant speaking with property owners and business owners 10/25
2. Conduct quarterly coaching sessions for businesses 12/25-12/26

C. Housing Creation

1. **DECISION: Grant Approval** TDB

D. Redevelopment Opportunities

1. Meet with potential developers 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

High Priority

Key Issues

- 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

Activities/Milestones

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**

Time

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

PRIORITY

Top Priority

Key Issues

- Project costs
- Funding
- Linked to align of Julien Dubuque Bridge
- Relocation: 2029-2030
- Link to South Port development

Activities/Milestones

Time

- | | |
|---|--|
| <p>A. 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership)</p> <p>1. Complete easement acquisition</p> <p>2. DECISION: Amendment to Agreement</p>
<p>B. Cedar Lift Station and Force Main</p>
<p>C. Terminal Lift Station and Force Main</p> <p>1. Prepare options</p> <p>2. BUDGET DECISION: Budget FY 28 Funding for Options Analysis</p>
<p>D. Schmitt Sanitary Sewer Project</p> <p>1. Prepare budget proposal for additional funding for construction</p> <p>2. BUDGET DECISION: Budget FY 27 Funding</p> <p>3. DECISION: Award Contract for Construction</p> <p>4. Complete construction</p> | <p>TBD</p> <p>TBD</p>
<p>OTH</p>
<p>6/26</p> <p>4/27</p>
<p>10/25</p> <p>4/26</p> <p>11/26</p> <p>12/27</p> |
|---|--|

Responsibility: **Engineering**

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

PRIORITY

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

PRIORITY

Top 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 • Federal Advocacy	A. Bee Branch Gate and Pump Project	
	1. Complete construction	2026
	B. Kaufman Storm Sewer Project	
	1. Prepare budget request (5 year)	10/25
	2. BUDGET DECISION: Budget FY 27 Funding	4/26
	C. 17th / Locust Stormwater Project	
	1. Prepare budget request	10/25
	2. BUDGET DECISION: Budget FY 27 Funding	4/26
	D. Detention Pond Maintenance	
	1. Prepare budget request	10/25
	2. BUDGET DECISION: Budget FY 27 Funding	4/26
	E. Stormwater Management Program – Individual Neighborhood Situations	10/25
	1. Prepare \$200,000 budget request – 5 year program	4/26
	2. BUDGET DECISION: Budget FY 27 Funding	
	F. 17th /Elm Street Stormwater Project	
	1. Prepare budget request	10/25
	2. BUDGET DECISION: Budget FY 27 Funding	4/26

Responsibility: **Engineering**

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

PRIORITY

High 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. Continuing all dosing analysis 2. Continuing final dosing plan 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

High 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, and Stump Removal 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. WRRC 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
---------------	---

**ACTION: Street Maintenance/Rehabilitation Program:
Direction and Funding**

PRIORITY

Top Priority

Key Issues

- 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

Activities/Milestones

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

Time

2/26

3/26

4/26

4/26

Responsibility: **Public Works**

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

PRIORITY

High 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 hearings) 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 a. Phase 1 – Arterials Completion b. Phase 2 – Downtown Initiated	Engineering	DATE
			10/26 12/27

► **Management in Progress 2025 – 2027**

6	1. The Jule New Electric Vehicles: Acquisition	Transportation	DATE
			12/27
6	2. The Jule Grant Funding FTA Study: Completion	Transportation	10/26
6	3. Parking System and Technology Upgrade: Installation	Transportation	10/26
6	4. Smart Parking and Mobility Study: Implementation a. Parking Implementation b. Mobility Implementation	Engineering	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**

ACTION: Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction

PRIORITY

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

PRIORITY

High 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. WORK SESSION: 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. WORK SESSION: 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**

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

PRIORITY

High 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**

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

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

SECTION 3

DUBUQUE PERFORMANCE REPORT 2025 – 2026

**CREATING A BETTER
DUBUQUE COMMUNITY,
ADDING VALUE
TO THE LIVES OF OUR RESIDENTS
AND STRIVING FOR EXCELLENCE**

A

Performance Report 2025 – 2026

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

City Successes for 2025 – 2026

Mayor and City Council

City of Dubuque

1. Central and White Project
2. Fire Staffing
3. Police Staffing
4. New Police Chief
5. New Hotel
6. New Restaurant
7. Field of Dream
8. Budget with No Tax Increase
9. Sewer Infrastructure Projects
10. Schmitt Island Project including Amphitheater
11. 14th Street Overpass
12. East-West Connecting: Road Paving
13. New Housing Projects – 2000Units
14. Park Maintenance: New Staffing and Improved Park Appearance
15. New Park in Historic Millworks District

16. RAGBRAI Coming to Dubuque
17. Safe Community
18. Job Growth
19. Transition to Mayor and New City Council
20. Economic Investment
21. Grand Hotel New Ownership
22. University of Dubuque Medical School Support
23. Dubuque Art Museum
24. Park Master Plan Development
25. Departmental Streamlining
26. One Hour Grace Period for Parking
27. Comiskey Park Next Phase Funded
28. City Manager Spending Limit Review Process
29. Administrative Overhead
30. City Manager Selection Process: Direction
31. Mayor of the Year Award by League of Iowa Cities

B

Department Performance 2025 – 2026

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Airport

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Restore daily commercial air service began Nov 4, 2024 – ended January 15, 2026.

Impacts: Provided business and leisure daily schedule air service for tri states.

Success: Utilized SCASD Grant to restore service.

Impacts: Leveraged federal funding program to restore air service.

Success: Completed Airport Development Study working document

Impacts: Provide options for economic development at airport.

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 pending restoration of airtservice.

Success: Taxiway Alpha Construction:

Phase 1 completed

Phase 2 completed

Phase 3 under construction CY2026

Phase 4 combined with Phase 6, construction scheduled for summer CY2027

Phase 5 budgeted for construction summer CY2028

Impacts: This is multi-year Federally funded airfield infrastructure improvement project programmed to be completed during five construction phases.

Success: Reconstruct general aviation apron project phase 2.
Construction scheduled for fall CY2026

Impacts: Replace existing deteriorated pavement adjacent to large corporate aircraft hangars.

Success: DBQ airport aircraft operations.

Impacts: Second busiest commercial airport in the state of Iowa. 80,000+ CY2025

Success: Held annual emergency roundtable exercise with area emergency partners April 2026

Impacts: FAA requirement and best practice for disaster planning.

Success: Air show and fireworks event held July 1-4 2025. 2026 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 2026

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 2026, returning 2027

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.
Construction ongoing, scheduled completion fall of CY2026

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: 2026 hosted quarterly TSA Precheck events. Continuing in 2026

Impacts: Provide facility for TSA precheck event.

Success: Hosted Iowa Public Airport Association (IPAA) Annual conference in DBQ April 2026

Impacts: Local economic Impact: hotels, restaurants, car rentals.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Arts & Culture

Please list your department's most important achievements that were completed during 2025 – 2026 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 comprehensive review of the City of Dubuque Arts & Culture grant programs. Reviewed and updated the Special Projects, Capacity Building, and Operating Support grant process and materials to better align with current organizational goals and priorities. Improvements included streamlining application materials, clarifying eligibility criteria, aligning applications to rubric scoring, and enhancing reporting requirements. Established a timeline for regular program reviews to ensure grant process remains responsive to evolving organizational needs and emerging external trends. This work was informed by current opportunities, sector best practices, and feedback received from applicants, reviewers, and community stakeholders.

Impacts: These improvements strengthened the accessibility, transparency, and overall effectiveness of the City of Dubuque Arts & Culture grant programs. Streamlined application processes reduced administrative barriers for applicants, while clearer eligibility and reporting requirements improved consistency and accountability across funded projects. Regular review timelines created a more adaptive and sustainable framework for program management, allowing the grant programs to better respond to community needs, sector trends and organizational priorities.

Success: Updated the Commission Ordinance to strengthen governance, improve workflow efficiency, and ensure the Commission's structure maximizes community impact while better reflecting community demographics and priorities. This work included restructuring Commission membership qualifications to encourage broader representation, support different perspectives, and align member expertise with the evolving needs of the arts and cultural community.

Impacts: These updates strengthened the Commission's ability to serve the community through more inclusive and varied representation, clearer governance structures, and improved operational efficiency.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: City Clerk's Office

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Amended Special Event City Code Chapter

Impacts: The improvements streamline the process for both City staff and the public, creating meaningful efficiencies for all participants.

Success: Added Mobile Food Vendor Licensing to City Code

Impacts: Advance public safety by creating clear enforcement mechanisms and providing greater transparency into the standards mobile vendors are required to follow.

Success: Transitioned the majority of the department's licenses and permits to an online platform.

Impacts: Enhance efficiency for both applicants and staff who process the applications.

Success: Established processes for ensuring members of governmental bodies complete state-mandated training on open meetings and open records.

Impacts: Ensures compliance with state law.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: City Managers Office

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: City Council Management in Progress: Org Culture Continuous Improvement. 2025-26 achievement: Alignment of language, structures, and policies, resulting in updated structure for Core Team, Department Managers, and Leadership Team. Pilot of department manager annual appraisals, aligned with universal competencies and expectations of department managers as cultural architects.

Impacts: Made progress towards our goals to become a more equitable, high-performing, resilient, innovative, data-driven and compassionate organization, an "organization of choice". Clarity of performance and culture expectations for City staff to understand individual commitment to these organization and community-level goals

Success: City Council Management in Progress: Succession Plan for Director of Strategic Partnerships. Anderson Sainci was hired for this position and worked alongside Teri Goodmann

Impacts: Staffing this key role maintains our partnerships with state and federal legislative leaders and administrative staff, leveraging millions of dollars in grant funds.

Success: City Council Management in Progress: Org Culture Continuous Improvement. 2025-26 achievement: Four department managers are completing Culture Journey Practitioner certification, which will equip them to deliver training, coaching, discovery, and data analysis. CMO and Human Resources worked in partnership to reorganize and align new employee and new supervisor orientation, and other internally facilitated professional development work.

Impacts: Made progress towards our goals to become a more equitable, high-performing, resilient, innovative, data-driven and compassionate organization, an "organization of choice". Increased internal capacity to deliver this development results in reduced reliance on outside consultants and is the most fiscally responsible way to do this work.

Success: Directly hired four new department managers 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 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Communications Office

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Improved accessibility of the City's digital communications as part of compliance with Website Content Accessibility Guidelines (WCAG).

Impacts: Made city government information more accessible for all residents and stakeholders while making significant progress toward achieving compliance in advance of the DOJ's new April 2027 deadline.

Success: Update and Citywide Mailing of Resident's Guide to City Services

Impacts: Provided the most current information on city services and departments and other helpful information to all residents in Dubuque through mailing to all postal addresses within the city limits. Copies are also distributed to new Dubuque residents through utility billing department, at city facilities, by Greater Dubuque Development, and other partners.

Success: Produced annual reports for both Fire Department and Police Department.

Impacts: Important public safety data was compiled and presented in a format easily understood by residents and stakeholders. Both reports are available to the public digitally and print versions are available in some city facilities.

Success: PEG Equipment Grant Program (Six grants totaling over \$124,000 awarded.)

Impacts: The Cable TV Commission awarded funds collected from Mediacom to community organizations to create new programming for Dubuque's public access television channel on the Mediacom cable system, empowering local residents to demonstrate their creativity and highlight local organizations, people, attractions, and more.

Success: Design and Installation of ParkDBQ Ramp Signage (Exterior, interior, kiosks, etc.)

Impacts: Improved identification of public parking facilities, understanding of parking policies and pricing, and navigation within parking facilities with new, branded signage and kiosks.

Success: Media Relations: Facilitation of hundreds of media inquiries, distribution of over 180 news releases in 12 months, and review of coverage for accuracy.

Impacts: Reporters and other subscribers received accurate, timely information on city services, programs, and issues via news releases. Reporters prompt responses to requests for information and interviews, fostering positive media relations and enabling them to develop accurate news coverage of city government issues to share with their audiences.

Success: Emergency Communications: Including March '26 Boil Water Advisory Notifications

Impacts: Residents, stakeholders, and media received detailed, accurate, and timely information from a trusted source regarding emergent issues. The large boil water advisory notification featured impacted address lists, a map, and an app allowing customers to enter their address to determine if their property was in the advisory area.

Success: Launch of New Pet Licensing System and Promotion of Pet Licensing

Impacts: Pet owners and others were notified in advance of the transition to a new pet licensing vendor and were introduced to the vendor's brand to create awareness and trust before receiving communications from the vendor. Additional targeted messaging promoted the importance and benefits of pet licensing for those with unlicensed pets, increasing awareness and revenue (hopefully).

Success: Consolidation of Website Vendor Contracts for Major Savings for Airport and DMASWA

Impacts: Greatly simplified invoicing for webhosting services and related software/application subscriptions while saving the airport and DMASWA thousands of dollars.

Success: CitizenServe Portal Redesign, Website Integration, and Launch Support

Impacts: Portal homepage redesign created a more navigable, mobile-responsive, and user-friendly experience that also meets WCAG 2.1 AA accessibility standards. Website was updated with information on the new application submission process, how to create a user account, and relevant FAQs to support a successful transition to the new system. Contacts/customers were informed of changes and new process.

Success: Special Events: Three ribbon-cuttings, project launch

Impacts: Created increased awareness of new community assets, completed projects, and the initiation of mayor projects.

Success: Marketing & Outreach Support of Parks & Recreation Department: Temporary Employee Recruitment, Program/Activity Promotion, Bunker Hill Golf Course Promotion, Marina, etc.

Impacts: Adequate staffing for parks and recreation services, programs, and facilities. Increased participation in activities and programs. Increased awareness of Bunker Hill Golf Course's events and new branding.

Success: Enhanced Promotion of Budget Process and Public Input Opportunities

Impacts: Major increase of resident and stakeholder use of online budget engagement tools, budget webpage visits, and public input.

Success: Firefighter Recruitment: Candidate Physical Aptitude Test (CPAT) Promotion

Impacts: Increased awareness of CPAT testing opportunities and increased number of local CPAT participants.

Success: DBQ Commercial Air Service Promotion & Updates

Impacts: Multi-platform marketing campaign contributed to significant and steady increases in ridership of Denver Air Connection flights before the service was discontinued.

Success: Housing Creation Incentives Success Updates (Handout & Videos)

Impacts: Increased awareness of new housing among residents and stakeholders and provided visual updates of progress on major projects throughout the community.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Community Impact and Neighborhood Support

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Community Impact Service Program – FY 2026

99 Received Applications

64 Residents Approved for Program

212 Household Members Impacted by the Program

Impacts: Prevented Utility Shut Offs:

The program successfully paused 64 utility billing disconnection notices, helping residents maintain safe, stable living conditions and avoid crisis-level emergencies.

Benefit to the city: Reduced emergency intervention demands and improved household stability.

Benefit to residents: Prevented loss of essential water services, reduced stress, and provided time to regain financial control.

Improved Resident Connections to Support Services:

Participants were connected to financial education, support groups, and professional development opportunities.

Benefit to the city: Increased financial literacy and workforce readiness contributes to a stronger, more resilient community.

Benefit to residents: Access to resources that improve long term financial stability, employability, and overall wellbeing.

Success: Multicultural Family Center-FY 26

Bi-Monthly MFC Food Pantry

Impacts: Served 155 food boxes to families in need of food and supplies: alleviating hunger and food insecurities, supporting health and nutrition needs, fostering community engagement, providing resources and education, reducing economic strain, providing support to families

Success: Teen Leadership Council

Impacts: Providing 12 Teens with leadership development opportunities

Community Outreach and service Opportunities

Mobility Project- 28 residents received free bikes, bike safety gear, and bike safety education empowered residents with climate-action education and assisted with improving air quality by offering opportunities for residents to receive free bikes and bike safety education/equipment, promotion of sustainable transportation, health benefits and reduced healthcare costs, community engagement and education, reducing emissions

Success: Free Teen Meals Served July-May

Impacts: 1,520 meals served to teens: remove barriers for some families, improving nutrition and health, community engagement, providing support for families, addressing food insecurities, promoting healthy lifestyles, enhanced academic performance

Success: Increased MFC Visits

Impacts: Residents' visits to the MFC: CY24 10,529 and CY25 14,022: Increased Civic Engagement, Economic benefits, empowerment, educational and skill development, crime reduction and safety, sense of belonging, support, community engagement, cultural education, cultural exchange, cultural celebration

Success: Historical Cultural Events for example, “Indigenous Heritage Celebration”

Impacts: Preservation of Cultural Heritage, education and awareness, fostering belonging, community identity and pride, encouraging cultural exchange, learning, and celebration, community engagement, economic benefits, promotion of historical awareness, empowerment, addressing food insecurities

Success: MFC Strategic Planning Session

Impacts: MFC Board more developed a clearer vision of the organization and direction.

Success: Launched updated Adopt a Spot program and website

Impacts: The Adopt a Spot program has had 23 spots adopted since the new website launched in February 2026, with 30 spots adopted in total. The Adopt a Spot program allows community members to take responsibility and ownership over their neighborhoods and areas of the community. This program also benefits the City organization by having the community help with litter cleanup which saves staff time and resources.

Success: Volunteerism has increased across the board

Impacts: Increased civic engagement within the community

Success: Increased engagement on the Volunteer DBQ website. This platform has seen an increase in new users registered, new opportunities posted, opportunity responses, and hours reported.

Impacts: By connecting people with the Volunteer DBQ website, community members are finding ways to get involved around Dubuque. This platform benefits residents by connecting them to opportunities and organizations that they enjoy and where they feel like they belong. This also benefits the City because volunteers are essential to hosting community events and providing services. By getting residents involved in different ways around the community they feel more connected to Dubuque.

Success: Spartans Make a Difference Day in October 2025 had 624 volunteers with a total of 1735 volunteer hours.

Impacts: 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 of this event was \$51,980

Success: Dubuque Days of Caring event in April 2026 had 924 volunteers with a total of 4051 volunteer hours.

Impacts: 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 of this event was \$121,375

Success: AmeriCorps program has served over 500 teenaged and K-5 youth through mentoring to develop their social emotional skills.

Impacts: Students and families have more tools to deal with emotions and their reactions 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 are participants in Youth Mental Health Training to support increased certifications and education in pathways to careers in community and school-based health careers.

Impacts: Privately funded money reduces the financial burden to host sites for the required match to the grant costs. Members are creating resources to distribute to families, holding youth groups to support education, and gaining valuable mental health first aid skills to support themselves and the community.

Success: Through partnership with Carnegie Stout Public Library and AmeriCorps program, community daycare outreach now includes increased access to Storytime and book boxes delivered and presented by AmeriCorps Members.

Impacts: 25-26 numbers include 3,845 participants (non-unique), 257 book boxes for 8,166 interactions with kids (non-unique). Daycares are able to enhance literacy supports through participation in these programs that come to their site. On-site ensures that costs for daycares are zero by bringing the program to the daycare. AmeriCorps members support increased exposure to literacy skills and each participant is given a free book.

Success: Serve Dubuque program developed new service program to address the loss of the STEP program when AmeriCorps funding was cut prior to the Summer of 2025.

Impacts: Completion of the program allowed 14 students to learn and engage in civic and health literacy projects while gaining valuable employability skills. Students earned a HS credit and a stipend while serving in the DBQ community on various projects. Those projects were chosen to align with education components of Iowa's 21st Century Standards and City Council goals and priorities.

Success: Students being assessed for social-emotional growth have shown growth from participation.

Impacts: 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: AmeriCorps Program has developed 2 new partnerships this grant year. Centrally Rooted and Bluff Strokes Art Center. These host sites build capacity at the intersection of music, art, and mental health.

Impacts: Members engage youth of all ages in newly created outlets for creativity and expression. Youth experience foster development of their voice through new programs like open recording studios, youth ensembles, teen art club, and youth centered art events.

Success: Received a grant from the Gates Foundation/International City/County Management Association to fund a two-year special assistant for economic mobility

Impacts: Increased staff capacity focused on economic mobility

Success: Began elevating upward mobility and inclusive community engagement as cross-departmental priorities within City operations, including identifying opportunities to integrate broader resident voice and co-creation approaches into major planning and public investment processes.

Impacts: Policy and budget processes and municipal investments will more accurately reflect and respond to broad-based community needs.

Success: Initiated a community-wide upward mobility ecosystem mapping effort aligned with the Urban Institute Upward Mobility Framework, including identification of organizations, programs, funding streams, and service gaps across multiple sectors to support stronger coordination and strategic alignment in addressing barriers to upward mobility.

Impacts: Creating the foundation for a more comprehensive picture of how organizations, programs, and investments intersect across Dubuque's upward mobility ecosystem, helping surface opportunities for stronger coordination, reduced silos, and more strategic alignment around shared community outcomes.

Success: Expanded and strengthened Neighborhood Associations across Dubuque through ongoing engagement, leadership development, and coordination support. Supported resident-led neighborhood initiatives, events, and collaborative projects throughout Dubuque neighborhoods. Increased the number of active neighborhood associations from 8 to 9.

Impacts: Neighborhood Associations increased resident participation, strengthened neighborhood communication, and created more opportunities for residents to collaborate with City staff on community priorities, safety, beautification, and neighborhood improvement efforts. Residents experienced stronger community connections, increased neighborhood pride, and greater ownership in local improvement efforts.

Success: Continued implementation and growth of the City Life civic engagement program.

Impacts: Residents gained a deeper understanding of local government operations, city services, leadership structures, and opportunities for civic participation. The program helped build trust, transparency, and long-term community leadership capacity.

Success: Redesigned the Neighborhood Association support grant distribution process to create a fair, transparent, and accessible funding structure for neighborhood organizations.

Impacts: The updated process simplified how Neighborhood Associations access support funding, improved accountability and tracking, aligned funding more closely with neighborhood priorities, and increased opportunities for resident-led projects and engagement activities. The revised structure also strengthened communication between City staff and neighborhood leaders while creating clearer expectations and timelines for fund usage and reporting.

Success: Established and strengthened the City Life Alumni network to maintain long-term civic engagement and leadership connections with past program participants.

Impacts: City Life Alumni continued engagement in community initiatives, neighborhood leadership, volunteerism, and civic participation beyond program completion. The alumni network creates a stronger long-term relationship between residents and local government while expanding the pipeline of informed and engaged community leaders throughout Dubuque.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Economic Development

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Housing Creation incentives are working. Since the implementation of the upgraded housing incentives, over 500 housing units are complete as a direct result of these incentives, with another 770 under construction. Many others are under review. New units are leasing up quickly.

Impacts: Have affordable and quality housing options for Dubuque workforce both for homeownership and rental

Success: Continued to lead on the EPA Brownfields Multi-Purpose Grant. Two remaining parcels to undergo cleanup, with grant closeout anticipated for September 2026. Comiskey Park has been improved, along with progress on the Blum site.

Impacts: Have the infrastructure and amenities to support economic development and growth. Cleanup of brownfield sites prepares them for redevelopment by the private sector. This 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: Hotel development progress: Key Hotel on Chaplain Schmitt Island is complete; in the Port of Dubuque negotiations for a 2nd amendment to DA for the Kinseth project and an updated lease for the Grand Harbor hotel are nearly finalized. Construction is slated to be underway for both projects by September 2026.

Impacts: Expand sports tourism in Dubuque. 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, etc.

Success: Continue lead on internal and external communication related to Central Avenue redevelopment.

Impacts: Several outcomes - Revitalize the Central Avenue corridor; Have affordable and quality housing options for Dubuque workforce both for homeownership and rental. Support diverse multi-cultural businesses and workforce with equitable job opportunities. More retail, services, recreational and entertainment opportunities – keeping sales tax and dollars in Dubuque.

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 65 current jobs based on 3 development agreements.

Impacts: Support diverse multi-cultural businesses and workforce with equitable job opportunities. This 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 redevelopment of (and eventual extraction from) the Bright Minds campus project. Focus now is on downtown redevelopment, assisting 2 businesses and partnering on the redevelopment of 21 properties that will provide 17 storefronts and 246 housing units.

Impacts: Multiple outcomes - Have affordable and quality housing options for Dubuque workforce both for homeownership and rental; Support diverse multi-cultural businesses and workforce with equitable job opportunities; Young professionals want to live here, and college graduates want to stay; Entrepreneurial opportunities to start and grow a business in Dubuque

Dubuque Initiatives is delivering on its mission to undertake economic development projects that traditional funding/financing entities will not undertake. Their work has resulted in the addition of hundreds of childcare slots, allowing more parents to work at local employers. Their downtown efforts are catalyzing new businesses and building redevelopments in the downtown core.

Success: Ongoing planning related to a sports complex. We hold regular meetings with a potential developer for the project.

Impacts: Expand sports tourism in Dubuque. 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: Worked with the consultant Neighborhood Evolution to provide resources and support to small scale development stakeholders. We host monthly online trainings and monthly in-person meetups to focus on the series of steps to a successful project.

Impacts: Entrepreneurial opportunities to start and grow a business in Dubuque. And have a vibrant Dubuque Downtown with an increase in housing opportunities. Several newer developers attend these meetings, learning from the more experienced practitioners, which will lead to more small-scale development undertaken by locals.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Emergency Communications

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Moved 911 Emergency Communications from 770 Iowa St to 7880 Chavenelle Rd on December 3, 2025!

Impacts: Improved space for 911 Emergency Communications. More room, space for expand and grow.

Success: Prepared Live 911 Software

Impacts: We are moving from free version to paid version. Video will match up with voice on calls, translation bot, transcript of all 911 calls. We are still in the process of working out issues, we are the first in the state to do this new version.

Success: New CAD System

Impacts: Weekly meetings working on assignments of what needs to be done. Coordinating with Police, Sheriff, and Fire units on all aspects including response plans, times, call natures. Hoping for Go-Live date Oct 2026

Success: Full for Full Time Staff (4 in training)

Impacts: We are currently full staffed giving each shift sufficient coverage. More staff on duty is getting calls answered quicker. Ripple effect on the community when their assisted by dispatchers who aren't as physically and mentally over-worked and stressed.

Success: Filled our 4th Lead Position in Sept

Impacts: We now have 4th leads, one working on each shift. Leads do most of the training for new staff and help with some admin duties.

DEPARTMENTAL SUCCESSES 2025 - 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Iowa Amphitheater Project on Schmitt Island

Impacts: The \$15M project is substantially complete.

The amphitheater provides the city with major regional tourism and economic boost with its 8,000+ person venue. For residents, it delivers close-to-home access to national entertainment acts and civic events while complementing the broader multi-million-dollar revitalization to the island.

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: Heeb Street Reconstruction Project Complete

Impacts: The \$650,000 reconstruction of Heeb Street south of Kaufmann Ave. was completed in 2025. The project included the reconstruction of street with a new 7-inch asphalt pavement, new curb and gutter, new sidewalk on the west side, installation of a modified cul-de-sac at the end of the street and the complete replacement of all water main, sanitary main and associated services for both utilities.

Success: Green Alley Construction

Impacts: Three Green Alleys were completed in 2025 in the Washington Neighborhood area. The improvements were funded using SRF Clean Water dollars levered from the Bee Branch RR Culverts project. The final cost is estimated to be \$1,300,000.

Success: 2025 Maintenance Dredging Project

Impacts: \$265,000 project – This project removed silt from Dubuque Marina area along the Mississippi River. This allows boat traffic to access the marina area 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: 118 ramps replaced during 2025 construction season in coordination with Public Works Annual Street Overlay Program

Success: 2025 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 that supports safe streets.

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: 2025 July Storm Event Réponse

Impacts: The Water Resources Team responded promptly to more than 50 resident inquiries following the heavy rains from the mid-July thunderstorms. Based on these reports and through close interdepartmental coordination, we completed over a dozen emergency or high-risk repairs to the storm sewer system and related water infrastructure within just a few weeks. These repairs included detention basin restorations, street undermine repairs, and culvert and storm sewer rehabilitations.

Success: Southgate Sanitary Sewer Reconstruction

Impacts: The project involved the reconstruction of approximately 270 feet of 8-inch sanitary sewer along Southgate. The existing sewer is damaged in several locations and in need of repair or replacement.

Success: Broadway Sanitary Sewer Improvements

Impacts: This project provided for the installation of approximately 300 feet of 8-inch diameter sewer along Broadway Street, from Putnam Street to W. 28th Street. On multiple occasions, the existing sewer system has surcharged so that wastewater has backflowed into basements.

Success: Tanglewood Court Outfall Stabilization

Impacts: The City identified a failing stormwater sewer outfall that had caused significant erosion along City property located behind residences along Thornwood Court, Thornwood Drive, and Tanglewood Court. The increased erosion along the outfall had created potential hazard that requires outfall reconstruction and stabilization. This project included the extension of storm sewer, additional stormwater intakes, and the construction of an outfall stabilization structure that would restore the eroded areas.

Success: Granger Creek Lift Station Improvements – Construction-

Impacts: increased the pumping capacity of the lift station to convey the existing and permitted flow within the Granger Creek sewershed. The pumping capacity was increased from .5MGD to 3.0MGD. This project brought the lift station in to compliance.

Success: Twin Ridge Subdivision Sanitary Sewer Ext. and Lagoon Abandonment

Impacts: The sanitary sewer extension to Twin Ridge Subd (Key West area) eliminated a city owned sanitary sewer lagoon treatment system and connected the entire system to the sanitary sewer collection system.

Success: Tamarack Sanitary Sewer Ext.

Impacts: The sanitary sewer extension to Tamarack Business Park (Key West area) provided access to the sanitary sewer collection system for the business park and the city's Crossroads Industrial.

Success: Hawthorn Street Parking – in conjunction with Union at the Marina

Impacts: Provide adequate parking

Success: Central Ave & White Street RFP for Design

Impacts: design now in progress

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: GFOA Awards maintained: GFOA Distinguished Budget Presentation Award (FY26, 20th consecutive year) and GFOA Certificate of Achievement for ACFR (FY24, 37th consecutive year).

Impacts: Demonstrates transparent, high-quality budget and financial reporting; supports Financially Responsible, High-Performance City Organization and strengthens resident trust in fiscal stewardship

Success: Investment earnings improvements: Enhanced oversight generated over \$6.2M in earnings in FY26

Impacts: Builds financial resilience and capacity for Council priorities; aligns to Financially Responsible, High-Performance City Organization and Robust Local Economy.

Success: ERP implementation completed: Employee Access, employee expense reimbursement.

Impacts: Improves workflow efficiency and accuracy; supports Financially Responsible, High-Performance City Organization

Success: Annual Comprehensive Financial Report automation in Wdesk and Fiscal Year 2025 report was written by internal finance staff.

Impacts: Improves workflow efficiency and accuracy; supports Financially Responsible, High-Performance City Organization

Success: Credit rating strength: Moody's affirmed Aa2 GO in 2025; upgrades in 2023

Impacts: Keeps borrowing costs low for capital investments; supports Financially Responsible, High-Performance City Organization

Success: Electronic bidding software (ION Wave) kickoff and training

Impacts: Strengthens procurement transparency; supports Financially Responsible, High-Performance Organization and Robust Local Economy

Success: New contract templates, streamlined procurement

Impacts: Strengthens procurement transparency; supports Financially Responsible, High-Performance Organization and Robust Local Economy

Success: Utility Billing paperless billing, bill auto pay, and water portal usage increases; Community Impact program and discounted base fee program participation expanded.

Impacts: Supports affordability and access for residents; aligns with Healthy and Safe Community and Connected Community

Success: Risk & safety improvement: Workers' compensation MOD reduced from 1.30 to 0.85.

Impacts: Enhances worker safety and lowers operating costs; supports Healthy and Safe Community.

Success: Budget education & transparency tools: Open Budget, Balancing Act, Taxpayer Receipt improvements.

Impacts: Improves public understanding and engagement; supports Financially Responsible, High-Performance City Organization.

Success: State Legislative Anticipation Reserve Fund established to prepare for property tax reform.

Impacts: Supports long-term fiscal sustainability; aligns with Financially Responsible, High-Performance Organization.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Fire Department

Please list your department's most important achievements that were completed during 2025 – 2026 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 5 new firefighter positions in December 2025.

Impacts: Will move the minimum staffing number from 24 to 26 to increase staffing to 3 at all times on 2 additional suppression vehicles. Will have a positive impact on effective response force, will have a positive impact on response times, will decrease loss.

Success: Placed a new ladder truck in service

Impacts: Improve safety, improve maintenance costs, improve response capabilities and operation of the resource.

Success: Replaced departments' portable radios (radios at the end of life for service)

Impacts: Improved technology and capabilities, improved reliability, increased safety, improved communication and increased inventory for improved staffing initiatives.

Success: Completed fire headquarters HVAC project under budget

Impacts: Improved building conditions

Success: Implemented a Community AED Program

Impacts: Provides access to community AEDs at critical, public locations. Used data to identify the most appropriate areas based upon risk, access, and call volume. 11 units in service.

Success: Replaced fire station 6 roof

Impacts: Improve facilities

Success: Secured a public safety fleet storage facility

Impacts: Improved coordination of reserve fleet, improved space availability at fire stations, cleared storage and.

Success: Successful Accreditation (CPSE) Site Visit

Impacts: 18 specific recommendations, goal of re-accreditation ahead, continuous self-improvement

Success: Completed a 5-year strategic plan

Impacts: Identified strategic priorities, initiatives and objectives to focus the efforts of the department moving forward.

Success: Promoted Officer Orientation period for leadership development

Impacts: 2-week focused orientation session for preparation of leadership position and support prior to taking on the promotion. Networking, resource identification and city/department commitment to employee transition and preparation.

Success: Contracted services with public safety psychologist for FY2027

Impacts: Mental and physical health supports a strong, healthy, public safety culture. Impacts our personnel, early identification, preventative care and recruitment and retention staple.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Health Services Department

Please list your department's most important achievements that were completed during 2025 – 2026 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: National Environmental Health Association (NEHA) S Food & Drug Administration (FDA) Retail Flexible Funding Model Grant – 3- year funding

Impacts: Education, training and staff time monies for completing FDA retail standards

Success: Tim Link served as President of Iowa Environmental Health Association

Impacts: Leadership opportunity and growth for staff

Success: Animal Control Officer McKinzie Flanagan completed Dale Carnegie

Impacts: Improved communication and platform for community education and engagement

Success: Tim Link Environmental Sanitarian position reclassified to Lead Environmental Sanitarian

Impacts: Leadership for Environmental Health Activity

Success: Selected new pet licensing company and start up ongoing

Impacts: Online pet licensing with live update platform for residents

Success: New Animal Control truck with marketing/education wrap

Impacts: Promotes positive aspects of Animal Control and encourages responsible pet ownership.

Success: Installed Public Computer Kiosk

Impacts: Residents have access to pay for their pet license and food license electronically

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Housing and Community Development Department

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implemented Citizenserve, construction and permitting software.

Impacts: Citizenserve is comprehensive software that streamlines permitting and inspections across the City organization. Staff in the Housing and Community Development Department have played a key role in implementation across departments, including City Clerk, Fire, Engineering, Health, Planning & Zoning, and has trained several others on utilizing the software (Police, Emergency Communications, City Manager's Office). This system allows contractors, property owners, and other residents to apply and pay for permits online and has specialized user portals that allow residents to view and manage their accounts easily. There is also a centralized location for enforcement across the City; there are 90 licensed users for this software.

Success: Issued Certificates of Occupancy to over 300 new housing units.

Impacts: The Housing Needs Assessment for Dubuque County that was completed in 2025 by the Greater Dubuque Development Corporation projected a demand for 2,000-2,500 new housing units in Dubuque by 2035, across types and price-points. Housing incentives provided by Economic Development, and coordinated efforts between ED, Planning, and Housing have helped spur housing development in Dubuque to meet this need for our current and future residents.

Success: Completed transition to two-year Rental Inspection cycle.

Impacts: Since 2016, the Housing & Community Development has reduced the cycle for the inspection of all rental units in the city from nearly 8 years to 2 years. This shortened cycle increases the frequency with which City Inspectors are onsite verifying code compliance, which increases community safety and rental housing quality. There is a benefit to property owners, as well, as those in good standing are allowed to self-inspect and certify compliance with every other cycle, meaning that City Inspectors would be in each unit no less frequently than every four years.

Success: Maximized Housing Choice Voucher (HCV) Funding Utilization

Impacts: The City receives \$7.8 million to provide rental assistance to Housing Choice Voucher participants. We maintained maximum budget utilization this year by responsible wait list management and voucher issuance. This allowed us to maintain an average of about 900 vouchers actively leased in Dubuque with an additional average of \$80,000 per month being paid out to other jurisdictions as a result of port-outs to PHAs that bill the City of Dubuque.

Success: Successfully closed out USDA Innovation in Urban Agriculture Grant.

Impacts: The City was awarded a grant for \$300,000 from the USDA through their competitive grant for Innovation in Urban Agriculture in 2023. The Hydroponics to Home grant was successfully closed out in 2026 and resulted in over 30 educators being trained in small-scale hydroponics, increased hydroponic growth capabilities for a local food provider, and the completion of Food Entrepreneur Fellowships that resulted in the creation of a new business that focuses on food recovery and a mobile market that makes fresh, local produce available in food deserts.

Success: Successfully closed out the HOME-TBRA Grant for Security Deposit Assistance.

Impacts: The City was awarded a grant for the “Successful Leasing Program” through the Iowa Finance Authority, which intended to provide security deposit assistance for households under 50% Area Median Income, with preference given to applicants who were unhoused or at risk of becoming unhoused. The Successful Leasing Program was awarded \$55,875 HOME funds for the project (\$53,875 in regular funds, \$2,000 in administrative funds). The funds were used for security deposits, as well as housing inspection costs and income determination costs. Throughout the project, 48 households received security deposit assistance. We successfully expended all funds awarded through the Iowa Finance Authority, plus an additional \$25,000 in match provided by the Community Foundation of Greater Dubuque.

Success: Successfully closed out the 2022 Older Adults Modifications Grant.

Impacts: In 2022, the City was awarded \$1,000,000 to complete modifications in the homes of low-mod income adults over the age of 62 to allow them to age in place. As recipients of the first-ever grant of its kind, the City partnered with Unified Therapy Services to complete home assessments and identify needed modifications based on the occupants of the home and their needs to successfully age in place. Students from the HEART Partnership through Four Mounds completed these modifications under the supervision and tutelage of a job coach. The average investment per project was \$5,000 and we assisted 86 households.

Success: Successfully closed out the 2022 Healthy Homes Production Grant.

Impacts: In 2022, the City was awarded \$2,000,000 to complete safety and health interventions in low-mod income households. The City partnered with the Visiting Nurse Association to provide home advocacy services and connect participants to community resources to improve their overall healthy in conjunction with our grant project improving their environmental health. The average investment per project was \$13,420 and we assisted 79 households.

Success: Successfully closed out the 2021 Lead and Healthy Homes Grant.

Impacts: The City was awarded a Lead Hazard Control and Healthy Homes Supplemental Grant in 2021 in the amount of \$4,275,680. This grant provided lead-based paint hazard control in 89 units constructed prior to 1978 over the course of five years. Due to the age of Dubuque's housing stock, the average cost of properties that were considered historically significant was \$50,016, and the average cost of properties that are not historic was \$31,260. Health and safety interventions averaged \$5,208 per project. This grant was supported by \$300,000 match funds from the Community Development Block Grant. Although these grant funds are not intended to fully abate lead-based paint in homes, these units were made lead-safe to protect children under the age of 6 from lead poisoning.

Success: Completed comprehensive review of department staff and operational needs, resulting in a reorganization to three divisions (Assisted Housing, Inspection & Construction Services, and Community Development), with major adjustments to the Community Development Division.

Impacts: The Housing and Community Development Department has gone through many changes in the last several years and has grown significantly in the last five years as a result of merging with the Building Services Department and receiving new HUD grants that require additional staff. Assessing the organization and operational needs of the department during the leadership transition we experienced in the last year allowed us to restructure in a way that streamlines duties and creates efficiencies in the Community Development Division, ultimately providing better customer service to program applicants, contractors, and internal staff.

Success: Underwent a leadership transition, functioning with an Interim Director from June 2025 to February 2026. A new Director was started in February 2026.

Impacts: Having Interim leadership allowed the department to function independently and continue to provide services while preparing for and hiring a new Director. With a new Director on board the Department is working towards stabilizing under permanent leadership.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Kick-off and initial implementation process for HRIS system (NeoGov)

Impacts: High-performing government organization with significantly less manual entry, reduced potential for entry error, efficiencies in workflow and information sharing, data/reporting and data analytic opportunities, employee access

Success: Mentor-Mentee Program (7 matches in 2025; 15 matches in 2026; Using "Mastering a Mentoring Mindset" Training and Cohort Model)

Impacts: Improve retention rates, boosting employee engagement, accelerating skill development, fostering a collaborative culture, reduce turnover costs, strengthen leadership pipelines, and increase quality of services by fostering a more knowledgeable and satisfied workforce.

Success: Intentional HR Visibility by Holding Human Resources "Office Hours" at all City work locations (Accessible, proactive, and present HR team members)

Impacts: Ensures a consistent employee experience, strengthens organizational culture, and mitigates risks that arise when non-centrally located teams feel isolated or neglected. Shifts HR from an administrative function to a strategic partner that fosters trust and drives engagement.

Success: 81 Position and Department organizational structure reviews completed

Impacts: These reviews strengthened departmental performance by aligning roles with strategic priorities, enhancing operational efficiency, and clarifying reporting structures. This work reduced role ambiguity, increased accountability, and improved morale by ensuring optimal resource allocation and promoting clearer communication ultimately contributing to stronger overall organizational performance.

Success: Shared Success with Finance (Risk Management) - Lowered Workers' Compensation Insurance Carrier Mod Factor from 1.3- to 0.85 (1.0 is an average Mod Factor)

Impacts: An organization that is looking out for one another, reporting safety concerns, and taking responsibility for maintaining a safe workplace. The efforts that resulted in the reduced mod factor protect employees, reduce injuries, and strengthen the City organization.

Success: Successfully negotiated (direct bargaining or voluntary settlement) two Teamsters/Union Collective Bargaining Agreements with 5-year contracts effective July 1, 2025, through June 30, 2030.

Impacts: These agreements create a mutually beneficial, stable framework that supports long-term organizational predictability, reduces financial and operational risk, and strengthens trust and collaboration between labor and management.

Success: Implement benefit plan design updates, including adding a second dental insurance plan, adding Roth contribution source to 457 Deferred Compensation Plan, made pharmacy benefit plan design changes to maintain compliance with SF383, and conducted and completed a full RFP for a new annual flu vaccine clinic vendor.

Impacts: These updates enhance the City's overall benefits package by increasing employee choice, improving satisfaction, ensuring regulatory compliance, and strengthening the City's ability to attract and retain a competitive workforce.

Success: Recruitment and onboarding efforts resulted in sufficient staffing to fully facilitate access to all Parks & Recreation programs.

Impacts: This effort ensured safe and consistent facility operations, enabled expanded community programming, and increased resident access to recreation services during peak season. Strong seasonal staffing also reduced service disruptions, supported a positive customer experience, and enhanced the department's capacity to meet community demand.

Success: Completed Market Adjustment and Supplemental Pay Initiatives Across Departments

Impacts: Ensured competitive, equitable compensation that improves recruitment outcomes, strengthens retention, reduces pay-compression issues, and supports workforce stability. These adjustments help the City remain an employer of choice in a highly competitive labor market while increasing fairness, transparency, and employee satisfaction.

Success: Maintained a healthy citywide vacancy rate within the typical 6–9% range throughout the reporting period, supported by ongoing data cleanup, strengthened position control accuracy, and timely recruitment activity.

Impacts: Maintaining a stable vacancy rate ensures workforce continuity, supports operational reliability, and enables departments to sustain service levels without excessive overtime or burnout. Healthy vacancy levels also reflect strong recruitment responsiveness and clean, reliable data that supports effective workforce planning and budget alignment.

Success: Continued implementation of the Classification and Compensation Study, including structured job analyses, department-wide organizational assessments, ongoing position evaluations, and regular position review work to ensure roles remain accurately classified.

Impacts: This sustained effort supports a consistent, data-driven approach to maintaining market competitiveness and internal equity across the organization, strengthening employee trust, ensuring fair compensation practices, and promoting organizational alignment.

Success: Revisions to universal competencies framework to explicitly include skills related to emotional intelligence and culture development, and to also ensure compliance with new legislation related to equity and inclusion while maintaining compliance with Equal Employment Opportunity/civil rights laws.

Impacts: Clarity regarding expectations related to how we serve each other and the public, work together as a team, respect one another as individuals, and advance government services in innovative and impactful ways.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Office of Human Rights

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Received and processed 15 discrimination intakes, of which 9 became official complaints; assisted with 2 mediations to resolve discrimination matters.

Impacts: Intake and complaint work is the office's core statutory function under the local civil rights ordinance and in cooperation with the Iowa Civil Rights Commission. FY26 numbers establish the first comparable baseline; FY27 reporting will add intake-to-disposition timelines and outcome categories (settled, mediated, withdrawn, no-probable-cause, probable-cause) so the City can evaluate whether residents are actually receiving meaningful relief, not only that complaints were filed.

Success: Assisted 143 residents with information on civil rights and discrimination, complaint filing, neighborhood disputes, and referrals to community resources and partners.

Impacts: Walk-in and call-in assistance is a public-facing front door for the City's civil rights work. FY27 will introduce a simple intake-category log so the office can report what residents are asking for (housing, employment, public-accommodations, neighbor disputes, language-access, other) and whether referrals are reaching the right partner agencies.

Success: Delivered four community presentations on bias, civil rights, and Know Your Rights topics, and attended eleven outreach events.

Impacts: Public-facing education and visibility are necessary for residents to know the office exists and to surface complaints that would otherwise go unreported. Counts of presentations and events are a useful activity record but do not, on their own, demonstrate impact; FY27 will add light pre/post or follow-up indicators where feasible (e.g., whether any presentation audiences subsequently brought complaints or referred inquiries to the office). Presentations will target two groups, community members that would otherwise not attend organized events and businesses. The office aims to refine its training based on community stakeholder input. Meaning, we will bring presentations community leaders ask for and say they need.

Success: Received submissions for the Dubuque Community Support and Empowerment Grant and selected Centrally Rooted to receive \$1,750, Dubuque Arboretum & Botanical Garden to receive \$5,000, Oh Happy Play to receive \$1,500, and Opening Doors to receive \$1,750.

Impacts: The Dubuque Community Support and Empowerment Grant creates excitement about belonging in the community and inspires community members to become involved in promoting belonging. The grant for Dubuque Arboretum & Botanical Gardens is to fund new directional maps and educational signage throughout the grounds in more than 55 languages to improve accessibility for community members. The Oh Happy Play grant is to expand their “Learn & Play” events which provide free play-based educational enrichment for children in the community with a focus on children from under-resourced homes. The grant for Opening Doors will assist in funding a stabilization program designed to support women transitioning into permanent housing after battling homelessness. The Centrally Rooted grant will support a community centered block party designed to foster neighborhood engagement and connection.

Success: Attended eleven outreach events in the community.

Impacts: Attending community events promotes the Office of Human Rights 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 civil rights. 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 belonging and DiSC assessments.

Impacts: Educating employees on belonging and DiSC assessments informs employees on the topics, why they are important, and how to develop skills for themselves in order to improve collaboration and success for all within the organization and the community.

Success: Created an annual calendar of cultural dates in 2026. Also, created and disseminated for all City staff and provided to community partners and residents with a monthly Cultural Connection newsletter which includes articles on the celebration month, and cultural events happening that month in the tri-state area.

Impacts: The newsletter and calendar are low-cost communication tools that raise awareness of cultural events in the tri-state area. They are activity outputs rather than outcome measures; the office will track distribution and any inbound responses in FY27 to assess reach.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

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: 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 2025-26 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 50 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 Employee Access / Time and Attendance Advanced scheduling, 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 continued build.

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 Legal implemented new forms.

Success: Continue building IT Asset Management program

- The IT department has tagged over 2,500 assets in the past year through monthly department audits.

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.

- Reduction of Sharefile licenses and negotiation of license cost. Savings of \$10,000
- Reduction of Gotomypc licenses as well as discontinuing OpenVoice. Savings of \$8,000
- Migration from Foxit PDF to PDF Xchange Pro for the life cycle of the computer. Savings of \$20,000 per year.

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: Hiring of new CISO (Chief Information Security Officer)

Impacts: In November, Timothy Krieger, was selected as the next CISO. This hire benefitted the City immediately, as Timothy brought a wealth of experience and knowledge and was able to hit the ground running.

Success: Continued focus on use of AI tools and training provided for City employees.

Impacts: The IT department rolled out an AI policy, created an AI task force, and created a Microsoft Copilot power users group. This has allowed employees to create efficiencies in their positions.

Success: Water Resource Recover Center and Water Department Connectivity growth.

Impacts: The IT department heavily assisted with connected remote WRRC and Water Department sites. Having these sites connected allows for greater control and monitoring of critical infrastructure.

Success: Parking Ramp Software and Hardware Implementation

Impacts: The IT department heavily assisted replacing parking ramp gate equipment for several parking ramps. The old equipment was failing, causing a loss in revenue, monitoring and reporting capabilities

Success: 911 Center Move

Impacts: The IT department heavily assisted in the successful move of the 911 center from the building on Iowa Street to the new, state of the art facility, on Chavenelle Rd. The move was smooth and allowed the seamless transition with minimal impact to citizens.

Success: Wireless Replacement

Impacts: The IT department has recently replaced most of the wireless access points in the city along with the wireless controllers, resulting in better speeds, reliability and security.

Success: Snow Removal Request Application (GIS)

Impacts: Public Works staff were able to quickly map out and verify need for street snow removal. The application used Survey123 to gather information and GIS to map out the locations and information provided by the public.

Success: AchieveIt KPIs and Dashboard

Impacts: Worked with the City Manager's Office and numerous city departments to identify quantifiable performance metrics related to Council Goals & Priorities, and developed a system for reporting on these within the AchieveIt platform, in addition to creating dashboards to visualize trends over time to promote data-driven decision-making.

Success: ArcGIS Site for Open Data

Impacts: Developed an ArcGIS Site, which will function as an open data hub moving forward, enabling staff, and eventually members of the public, to access key data sets through our ArcGIS Online platform.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Carnegie-Stout Public Library

Please list your department's most important achievements that were completed during 2025 – 2026 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, the Dubuque Museum of Art, the Community Foundation of Greater Dubuque, and several other organizations to facilitate the discussion of one single book. This year's adult title is "The Seed Keeper" by Diane Wilson, the children's title is "Berry Song" by Michaela Goade. The programming includes story times, book discussions, panel discussions, a screening of the film "Woman of the White Buffalo", and a visit by the Diane Wilson.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: The seed library continues to grow and add partners. Partnering with Nine Square Feet, a Des Moines area nonprofit, and thanks to a generous donation from Blains Farm & Fleet, thousands of seeds have been retrieved by residents of Dubuque, the Dubuque Rescue Mission, and other organizations to grow their own food. The kick-off party held on National Seed Swap Day (January 21, 2026) 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: Through a series of instructional classes, Carnegie-Stout Public Library is now certified as a Dementia Friendly organization by the Northeast Iowa Area Agency on Aging and continues to provide programming to support the community in learning how to navigate living with someone with dementia.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Added new material types and expanded the following collection items available to the community for checkout: Vinyl Records, Portable DVD players, Raising Reader Bags

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Expanded programming to offer multi-generational programming including Tiny Art Show, library StoryWalks, Skeleton Fashion Show, and “Paws for Good” in partnership with the Humane Society.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Hosted a highly successful indoor petting zoo during the Summer Reading Program.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Continued delivery and expansion of StoryWalk installations in partnership with community locations such as the Arboretum.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Expanded early literacy outreach through Bright Beginnings Boxes, a monthly delivery service to area childcare centers. The program provides rotating collections of books to participating centers and increases access to high-quality reading materials for young children, adding over 3000 books to the library’s collection just for local preschoolers. The program delivers to 15 unique sites now and over 6,000 books delivered to schools.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Continued strong outreach service through regular visits and partnerships with organizations such as Boys & Girls Club, Hills & Dales, area schools, and community agencies serving children and families.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Added eight additional homebound patrons for a record of 30 homebound delivery patrons this year. This will put the library on track for a record year of deliveries and items circulated as part of the homebound program.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Introduced a new laptop and iPad check out kiosk for ease of use for community members.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

Success: Completed design plans with FEH Design for renovations to expand the library's Makerspace, add more study rooms, and redesign the library's Teen Zone.

Impacts: Have a well-maintained and upgraded library providing services and programs responsive to community needs.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Parks and Recreation

Please list your department's most important achievements that were completed during 2025 – 2026 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 appropriate temporary parks and recreation staffing levels to provide the full range of programs and services to support the community.

Impacts: Have staffing and sustainable resources to support defined recreation and park services, as well as culture and arts programs and the levels of service required.

Success: 65% retention rate in Recreation Division temporary employees from summer 2026 (as of when document completed)

Impacts: Have staffing and sustainable resources to support defined recreation and park services, as well as culture and arts programs and the levels of service required.

Success: The department's first Comprehensive Parks and Recreation Master Plan was approved and adopted by the City Council on February 16, 2026.

Impacts: A resource to provide guidance as part of future decision making, budgeting, and long-range planning as a department. The integration of community input, using engagement and feedback makes this a truly powerful tool over the next ten years and beyond.

Success: Mobile Recreation continues to grow with an increase of 86 deployments (141 total) in 2025 more than doubling the number of deployments in 2024.

Impacts: The Rec & Roll trailer and its programs have the ability to meet the community where they are. This form of recreation programming increases accessibility to programs as well as serves as a direct link between our department and the community we serve increasing our engagement and info sharing.

Success: Two additional Maintenance Technicians were hired in the Park Division. One is assigned to Eagle Point Park and the other is assigned to the Bee Branch Creek Greenway.

Impacts: These additions, along with those from the FY25 budget cycle, are a strong step forward in the continued effort to provide a well-built, well-maintained and parks system, with park amenities and recreational programs that are meeting the needs of the community.

Success: Established a Friends of Dubuque Parks community group aimed at supporting parks and recreation initiatives.

Impacts: This partnership will help enhance what is already being envision by the Parks and Recreation, add support to any new initiatives, supplement the growth of programming, and serve as an advocate and additional connection to the community about the impact of the parks and recreation. This was a direct callout of the Parks and Recreation Comprehensive Master Plan and is moving forward with a dedicated group of volunteers.

Success: US Forest Service Urban and Community Forestry Grant-Branching Out Dubuque Program included planting 360 trees in 2025. Plantings involved community volunteers as well as partner Dubuque Trees Forever.

Impacts: Promote and expand a healthy urban tree canopy along with the preservation of current trees across the city.

Success: Projects Update - Bunker Hill Golf/Administrative Office basement remediation project complete, Welu Park playground replacement complete, partnership project with the Public Works Department at Eagle Point Park for sidewalk and asphalt repairs complete, ImOn Arena concessions updates, and major kitchen equipment upgrades for Grand River Center.

Impacts: Have a well-built, well-maintained and parks system, with park amenities and recreational programs that are meeting the needs of the community.

Success: Re-imagine Comiskey Phase 2 awarded.

Impacts: Work is in progress to expand the services already serving the community in a dynamic and diverse way from Phase 1. Additional programming and community partnerships are set to activate upon completion.

Success: English Ridge Park, Eagle Valley Park, and Westbrook Park completed, and ribbon cuttings were held in the fall of 2025.

Impacts: Have a well-built, well-maintained and parks system, with park amenities and recreational programs that are meeting the needs of the community. 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: Listened to community input, engagement and feedback and use (incorporating the information to policy development and decision making). Expanded sports tourism in Dubuque is a major focus. Having a well-built, well-maintained and parks system, with park amenities and recreational programs that are meeting the needs of the community.

Success: New management contract for Five Flags Civic Center began on July 1, 2025. Oak View Group is now responsible for this facility along with the Grand River Center. The benefits of this situation are significant and already paying major dividends.

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.

Success: Hiring, onboarding and orientation of new Parks and Recreation Director.

Impacts: This took place in fall of 2025 and successful interaction with Parks and Recreation staff and all other city departments is fully underway.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Planning Services

Please list your department's most important achievements that were completed during 2025 – 2026 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 \$7.4 million in FY25

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 Main Street, the County at the Library.

Impacts: Partnership for a Better Dubuque: Partner for historic preservation.

Success: Eagle Point Park – Finalizing of the historic structures report (HSR) in preparation of taking a capital campaign to restore the Alfred Caldwell structures. Jeffris Family Foundation financially supported the HSR and seek further support for the restoration of this structure. To modify the National Register Nomination to national significance to help with fundraising strategies.

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

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 FY2025, 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: Successfully implemented 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 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 and Effective Service Delivery

Success: **Conducted 24 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 30 meetings of the Development Review Team involving review of 50 concept plans, site plans and subdivision plats.**

Impacts: **Livable Neighborhoods and Housing:** Great Place to Live

Success: **A total of 2,522 Residential Lots/Units that are Approved, Under Review, Under Construction or Completed**

Impacts: **Livable Neighborhoods and Housing:** Great Place to Live

Success: **Text Amendment to the Unified Development Code to permit Community Gardens within all Office, Commercial, and Industrial zoning districts.**

Impacts: **Livable Neighborhoods and Housing:** Great Place to Live

Success: **Closed out Certified Local Government grants** totaling \$17,000 of leveraged funds supports Intensive Architectural and Historical Surveys for two neighborhoods, Deereville and Voelker Highlands. 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 391,872 sq ft of commercial and industrial development**

Impacts: **Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity**

Success: **Programmatic Agreement between the City and State Historic Preservation Office to conduct federally mandated Section 106 Reviews allowing an expedited process when historical and cultural resources are not at risk.**

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

Success: **Safe Routes to School Committee:** Planning staff facilitates an interdepartmental team and outside partners (School District, DMATS and the Iowa Bicycle Coalition) working to make it safer and easier for kids to walk and bike to school.

Impacts: **Connected Community:** Equitable Transportation, Technology Infrastructure, and Mobility

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, Parks and Recreation, Transportation Services, Health, and Sustainability.

Impacts: **Connected Community:** Equitable Transportation, Technology Infrastructure, and Mobility

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Dubuque Police Department

Please list your department's most important achievements that were completed during 2025 – 2026 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 Wellness Grant Program: All officers had wellness visits with a psychologist, and we hosted large training events on PTSD for all officers and surrounding agencies.

Impacts: Better wellness supports and resources for our officers and their families. Officers who are supported deliver better service to the community.

Success: Departmental Training: We continue to conduct frequent training in high-risk areas (40-50+ hours a year). An improvement package was approved for additional professional development training funds.

Impacts: A highly trained police department results in better service to the community. Professional development training helps to keep officers engaged in their careers and will help with retention.

Success: Hiring: The department updated the civil service hiring process, allowing for a more timely and flexible hiring process. The department has hired 12 officers since May of 2025.

Impacts: This helps us reach the goal of police full staffing, which results in better service to the community.

Success: Precision Policing Center (PPC): All three PPC tech positions are filled. The PPC has assisted with hundreds of cases in the last year.

Impacts: The PPC helps improve officer efficiency and safety. The PPC enhances our ability to solve crime and resolve community complaints.

Success: Building Study RFP: Funding (\$100,000) was made available for a space and feasibility study for the police station (DLEC). 10 architectural firms responded to a RFP, and a firm was selected. The study will begin soon.

Impacts: Improvements to the DLEC will help the police department improve efficiency and retention. This study is the first step to making those improvements.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Public Works (54)

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: STREET INVESTMENT: Completion of the 10-mile overlay program to preserve pavement conditions and extend the life of existing street infrastructure.

Impacts: Improved overall pavement conditions, extended street life, and provided smoother, safer travel for residents and visitors.

Success: TECHNOLOGY: Implementation of Samsara to improve fleet visibility, operational awareness, and decision-making.

Impacts: Improved visibility into fleet and field operations, supported better decision-making, and increased accountability and operational awareness.

Success: FUELING INFRASTRUCTURE: Reconstruction of the Fuel Island to improve safety, reliability, and continuity of fueling operations.

Impacts: Improved reliability, safety, and continuity of fueling operations that support critical city services.

Success: BATTERY DIVERSION: Expansion of the DMASWA battery recycling and drop-off program to improve proper battery management and reduce fire risk in the waste stream.

Impacts: Expanded awareness and participation in proper battery disposal, reducing fire risk in collection vehicles, recycling operations, and landfill activities.

Success: FLOOD READINESS: Completion of flood pump maintenance to improve reliability of flood response infrastructure.

Impacts: Strengthened readiness and reliability of flood response infrastructure to better protect property, neighborhoods, and public assets.

Success: STORMWATER: Completion of stormwater improvements in the Trugg and Westmore areas to address drainage concerns and improve system performance.

Impacts: Reduced drainage issues, improved stormwater flow, and helped protect nearby streets and properties from recurring water problems.

Success: LEADERSHIP: Completion of a leadership retreat to improve alignment and coordination across the department.

Impacts: Improved leadership alignment, communication, and coordination across divisions and priorities.

Success: COLLABORATION: Improved cross-department collaboration to support more efficient service delivery.

Impacts: Improved coordination across City functions, reduced delays, and supported more efficient service delivery.

Success: WORKFORCE STABILITY: Filling of Public Works leadership vacancies to improve operational continuity and organizational stability.

Impacts: Improved organizational stability, strengthened decision-making capacity, and supported continuity in operations and supervision.

Success: QUALITY OF LIFE: Reduction in DMASWA gas operations' odor impacts affecting nearby residents.

Impacts: Improved quality of life for nearby residents and reduced nuisance concerns related to operations.

Success: QUALITY OF LIFE: Reduction in odor impacts affecting nearby residents.

Impacts: The total pounds collected increased 98.01% in the first full year. The increase in pounds collected decreases the risk of fires from improperly managed batteries in the waste and recycling streams. Fires from improperly managed batteries can impact collection vehicles, the private material recovery facility, and the landfill.

Success: CUSTOMER SERVICE: Implementation of Routeware Smart City in Curbside Collections to improve real-time response to service questions and collection issues.

Impacts: The use of Routeware's Smart City platform provides real-time access for office staff to concerns flagged by the route driver. The platform allows office staff to provide an immediate answer to questions such as why wasn't my trash or recycling picked up because office staff can review the pictures and notes entered by the route driver.

Success: CONCRETE MAINTENANCE: Completion of concrete panel replacements to improve street conditions and reduce hazards.

Impacts: Improved pavement conditions, reduced hazards, and extended the service life of key concrete street segments.

Success: ACCREDITATION: Advancement of Public Works accreditation preparation to strengthen standards, documentation, and continuous improvement efforts.

Impacts: Strengthened internal standards, documentation, and continuous improvement efforts across the department.

Success: STRATEGIC PLANNING: Development of the Public Works Strategic Plan to align departmental priorities, performance expectations, and long-term service delivery with broader City goals.

Impacts: Clarified department priorities, performance expectations, and alignment with broader City goals and service needs.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Sustainability

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

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.

Meets outcomes:

- Reduce the community's carbon footprint (50% by 2030)
- Empowered residents and neighborhood organizations to directly participate in sustainability solutions and community improvement efforts.
- Leveraged community leadership, resources, and volunteerism to expand the reach of City sustainability goals beyond what tax dollars alone could accomplish.
- Increased equitable access to sustainability projects and environmental education opportunities.
- Supported neighborhood beautification, waste reduction, local food systems, energy conservation, and community resilience projects.
- Sense of community pride and commitment to the Dubuque community.
- Creating a more livable, viable and equitable community.

Success: Youth Climate Action Fund Grant Program

Impacts: Awarded \$100K, disbursed \$85K + admin cost, awarded additional \$50k for FY27

Meets outcomes:

- Reduce the community's carbon footprint (50% by 2030)
- Increased youth engagement and leadership opportunities related to sustainability and civic participation.
- Helped retain and attract young people interested in climate, environmental, and community-focused careers.
- Supported workforce development and strengthened relationships between youth and local organizations.
- Encouraged innovative, community-driven projects that improve neighborhood resilience and environmental stewardship.
- Opportunities for our children to stay in Dubuque.
- Variety of educational opportunities and internships for jobs.
- Young professionals want to live here and college graduates want to stay.
- Creating a more livable, viable and equitable community.

Success: Energy Star Portfolio Manager

Impacts: Implementing the CAP - especially buildings energy efficiency and City leading by example. Data will inform City budget process and identify ways to save City operating dollars. 96 buildings are tracking their energy use.

Meets outcomes:

- Reduce the community's carbon footprint (50% by 2030)
- Improved data-driven decision making for facility operations, maintenance, and capital planning.
- Identified opportunities for operational savings that can reduce long-term taxpayer burden.
- Enhanced accountability and transparency regarding City energy use and building performance.
- Supported long-term infrastructure planning and asset management.
- Financially sound and responsible City government.
- Service value for taxes and fees.
- Customer-focused City service delivery.
- City government using sustainable practices in daily operations.

Success: Branching Out Dubuque Initiative (BODI) – XX trees planted

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 Met:

- Expanded neighborhood tree canopy improves stormwater management, reduces urban heat island effects, and enhances air quality.
- Beautification and green infrastructure improvements support neighborhood pride and property values.
- Increased access to shade and green space supports public health and outdoor recreation opportunities.
- Strengthened partnerships with volunteers, nonprofits, and neighborhood organizations.
- Healthy living environment: homes, neighborhoods and community.
- Clean water and air.
- Protection of home and property values.
- Family-oriented activities for all generations.
- Feeling safe and secure throughout the community.
- Reduce the community's carbon footprint (50% by 2030);
- Secure grants and other funding sources for City projects to achieve City goals

Success: Residential Energy Audits (17)

Impacts: Saved energy for LMI households, reduced GHG emissions, money savings for vulnerable residents.

Outcomes Met:

- Reduce the community's carbon footprint (50% by 2030)
- Reduced utility burden for low-to-moderate income households through improved home energy efficiency.
- Increased awareness of energy-saving opportunities and healthy home practices.
- Supported housing stability by lowering monthly household expenses.
- Reduced greenhouse gas emissions while improving indoor comfort and safety.
- Affordable quality housing choices and opportunities outside of areas with concentration of poverty.
- Living wages for residents through reduced household utility costs.
- Healthy living environment: homes, neighborhoods and community.
- Creating a more livable, viable and equitable community.

Success: Energy Savers 2.0 Program

Impacts: Installed/replaced inefficient hot water heaters and heat sources in at least 12 LMI households impacting 30 residents; estimated savings of 10% GHG emissions per household

Outcomes Met:

- Improved reliability and safety of household heating and hot water systems for vulnerable residents.
- Reduced energy costs and emissions through installation of more efficient equipment.
- Increased housing resiliency and comfort during extreme weather conditions.
- Supported equitable access to energy efficiency improvements.
- Equitable treatment for all.
- Affordable quality housing choices.
- Healthy living environment: homes, neighborhoods and community.
- Service value for taxes and fees.
- Reduce the community's carbon footprint (50% by 2030);

Success: Direct Pay Provision filing

Impacts: \$427,000 unrestricted tax credit paid to the city (CAP – these projects were renewable energy)

Outcomes Met:

- Secured substantial federal funding reimbursement for renewable energy investments without increasing local taxes.
- Improved the City's ability to reinvest savings into infrastructure, services, and future sustainability projects.
- Demonstrated proactive financial stewardship and effective use of federal policy opportunities.
- Advanced implementation of the Climate Action Plan and renewable energy goals.
- Financially sound and responsible City government.
- Stable property taxes for residents and businesses.
- Service value for taxes and fees.
- Leveraging community resources in order to accomplish more than tax revenues.

Success: Outreach Efforts included (internal) Earth Day Every Day Challenge for City employees and City Green Team– meetings and project implementation (such as food scrap composting in City Hall) and numerous external tabling and educational events + Dubuque Rendezvous, a climate and art festival happening for 4 days in Dubuque (CAP)

Impacts: Residents and City employees are implementing CAP and considering environmental benefits in their actions. Saw increase of public input related to environmental concerns.

Outcomes met:

- Increased employee and community awareness of sustainability practices and environmental stewardship.
- Encouraged behavior changes that reduce waste, conserve resources, and improve operational efficiency.
- Expanded resident access to sustainability education and community engagement opportunities.
- Strengthened internal collaboration across City departments and reinforced City leadership by example.
- Easy, convenient access to City information and services.
- Opportunities for all to experience diverse arts and cultures.
- Customer-focused City service delivery.
- City government is operationalizing sustainable practices in daily operations.

Success: Relationship building – internally and externally, local, state, and nationally

Impacts: Invitation and attended Local Leaders Forum in Rio de Janeiro, Brasil; paid for by Bloomberg Philanthropies (where they announced additional YCAF funding opportunities)

Outcomes Met:

- Strengthened partnerships with local organizations, educational institutions, state agencies, and national networks to advance City goals.
- Increased opportunities for grant funding, technical assistance, and collaborative projects.
- Improved coordination between departments and community stakeholders.
- Elevated Dubuque’s reputation as a sustainability and resilience leader.
- Leveraging community resources in order to accomplish more than tax revenues.
- Greater economic opportunities.
- Protection of residents’ interests.
- Sense of community pride and commitment to the Dubuque community.

Success: Growing Sustainable Communities Conference (decommissioning of...)

Impacts: Eliminated the conference, saving time and money for the City.

Outcome Met:

- Financially sound and responsible City government.

Success: GHG inventory (every three years) (CAP)

Impacts: 40% reduction! (preliminary numbers)

Outcomes met:

- Provided critical data to measure community-wide emissions trends and track progress toward climate goals.
- Supported informed policy decisions and strategic investments in energy efficiency and emissions reduction.
- Increased transparency and accountability regarding climate action efforts.
- Helped identify priority sectors and opportunities for future emissions reductions.
- Protecting the natural resources and environment of Dubuque.
- Clean water and air.
- Financially sound and responsible City government through informed infrastructure planning.
- Creating a more livable, viable and equitable community.

Success: Teen Resiliency Corps (CAP & Imagine Dubuque)

Impacts: Hired 9 youth to support Branching Out Initiative and taught conservation skills

Outcomes met:

- Provided youth leadership, workforce development, and community engagement opportunities focused on resilience and sustainability.
- Supported mentorship, civic participation, and hands-on project experience for local teens.
- Built long-term community capacity by investing in future leaders.
- Increased connections between youth, neighborhoods, and City initiatives.
- Variety of educational opportunities and internships for jobs.
- Opportunities for our children to stay in Dubuque.
- Sense of community pride and commitment to the Dubuque community.
- Family-oriented activities for all generations

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Transportation Services

Please list your department's most important achievements that were completed during 2025 – 2026 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 completed, On-Street and Parking lot equipment procurement in progress.

Impacts: Ramp equipment is installed. The On-street technology RFP was approved by City Council, and the vendors are being interviewed as of June 2026. A final vendor will be presented back to City Council for final approval. Installation and completion estimated by Spring of 2027.

Success: Electric Buses

Impacts: The Jule's electric bus has arrived. Currently working on an electric charging system for the JOTC. Estimated road time is July/August of 2026.

Success: Areas of Persistent Poverty Grant Started

Impacts: The Jule was awarded a federal grant to complete an overall study of The Jule's transportation system, including hours of service, equipment, staffing, etc.. The RFP was released and a vendor was approved by City Council. Currently in the contract phase with an estimated completion date of May 2027 currently.

Success: Ramp and Lot Funding

Impacts: Parking was approved funding to complete the repairs needed for the 5th Street Ramp along with moving forward with the Port of Dubuque Parking Lot.

Success: Transit Buses

Impacts: Transit applied for grant funds to replace two minibuses and two fixed route buses through the PTMS program. The Public Transit Management System (PTMS) is a statewide prioritization process used to select revenue transit vehicles to be funded for replacement with state and federal funds, which have met or exceed federal useful life standards.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Water Department

Please list your department's most important achievements that were completed during 2025 – 2026 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-performing municipal organization, the City of Dubuque operates and maintains a Grade 4 lime softening water treatment facility permitted by the Iowa Department of Natural Resources (DNR). This permit establishes strict operational and regulatory requirements that necessitate continuous monitoring, including routine and specialized sampling and as many as 200 daily tests to ensure ongoing compliance. The Water Department works closely with the DNR to maintain full compliance with all applicable permit conditions and regulatory standards.

Success: Private Lead Service Line Replacement Pilot Program Phase 1 - Completion

Impacts: Phase 1 of the Private Lead Service Line Replacement Pilot Program included the replacement of 133 lead service lines throughout the City's water distribution service area. Depending on site-specific conditions, the work involved either full-service line replacements extending from the public water main to the interior plumbing connection or partial replacements involving only a portion of the service line.

Engineering and design services for Phase 1 were completed by Origin Design.
Construction services were performed by JQ Construction, LLC.

Success: Regulatory Compliance - Lead Service Line Inventory and Public Notification

Impacts: In Fiscal Year 2025, the Department successfully achieved a key regulatory milestone under the Lead and Copper Rule Revisions (LCRR), which required all water systems to develop and maintain a comprehensive inventory of service line materials by October 16, 2024.

In continued compliance with the LCRR, the Water Department is required to provide annual notification to customers whose service lines have been identified as lead, galvanized requiring replacement (GRR), or "lead status unknown." These notifications must continue annually until such lines are verified to be non-lead. The required customer notifications were completed in November 2025.

Success: Sustainable Environment: Preserving and Enhancing Natural Resources –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: Deep Well No. 7 Repair & Rehabilitation

Impacts: The City completed critical repairs to Well No. 7 after the pump began experiencing performance issues. The project included well televising, brushing and bailing, air shock treatment, acidizing, and reinstallation of the pump.

Success: Eagle Point Park Water Tower Deconstruction

Impacts: Successful deconstruction of the Eagle Point Park Water Tower, a 0.5-million-gallon elevated storage tank located at Eagle Point Park, which had been deemed functionally obsolete and had been out of service for multiple years. The work was completed by Isler Demolition of Kinde, Michigan.

Success: Creek Crossing Restoration Project

Impacts: Restoration of the Radford Road water main creek crossing to prevent further exposure of the water mains. The project was completed by McDermott Excavating of Dubuque, Iowa.

Success: Cla-Val Link2Valves Inspection/Cataloging Training

Impacts: The City operates more than 20 control valves that are critical to maintaining pressure and ensuring reliable operation throughout the water distribution system. To support asset management and preventative maintenance efforts, the City worked with Dornier Company, through its partnership with Cla-Val and the Link2Valves Program, to perform a comprehensive inspection and inventory of approximately 21 control valves. Services included valve functionality testing, condition assessments, GPS documentation, site photography, database development, preventative maintenance planning, and recommendations for future repairs. This effort improves system documentation, supports proactive maintenance, and helps ensure the long-term reliability of critical pressure-control infrastructure.

DEPARTMENTAL SUCCESSES 2025 – 2026

Dubuque, Iowa

June 2026

DEPARTMENT: Water & Resource Recovery Center

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Advanced Long-Term Odor Reduction Efforts at the WRRC

Impacts: The WRRC continued implementing a comprehensive odor reduction strategy that includes targeted chemical dosing, process improvements, equipment maintenance, solids management improvements, and enhanced monitoring efforts. These initiatives have substantially reduced hydrogen sulfide concentrations within key treatment processes while also reducing the potential for struvite formation that contributes to equipment failures and maintenance challenges. Together, these efforts support improved process reliability, reduced maintenance costs, improved worker safety, and demonstrate the City's ongoing commitment to reducing the frequency, severity, and duration of odor events experienced by the community.

Success: Expanded Data-Driven Decision Making Across WRRC Operations and Compliance Programs.

Impacts: The WRRC significantly expanded its use of data, dashboards, sampling programs, and analytical tools to support operational and regulatory decisions. Improved use of software and data, expanded sampling efforts, enhanced hauled waste tracking, and development of local limits information have improved staff understanding of treatment system performance and potential risks. These improvements support more informed decisions, better process control, stronger regulatory compliance, and more effective use of public resources.

Success: Strengthened Industrial Pretreatment, Hauled Waste, and FOG Program Oversight

Impacts: The WRRC strengthened its environmental compliance programs through enhanced oversight of hauled waste, completion of a local limits evaluation, improved tracking of incoming waste streams, and expanded compliance monitoring activities. These efforts improved the WRRC's ability to identify and address potential threats to treatment processes, protect public infrastructure, and support regulatory compliance. Improved oversight also enhances accountability among waste generators and helps ensure industrial and commercial discharges do not adversely impact the collection system, treatment facility, or environment.

Success: Improved Reliability of Treatment System Infrastructure

Impacts: Focused maintenance efforts, increased staffing capacity, and restoration of key equipment improved reliability of treatment systems, lift stations, and supporting infrastructure. Improved reliability reduces operational disruptions, lowers the risk of permit violations, and supports uninterrupted service to the community.

Success: Enhanced Workplace Safety Awareness and Hazard Identification

Impacts: WRRC staff increased their focus on identifying and addressing workplace hazards, supporting a stronger safety culture and reducing risks associated with operating a complex wastewater treatment facility.

Success: Funding established for Improving System Reliability and Resiliency

Impacts: The adopted FY27 budget includes funding for additional process instrumentation, equipment and system reliability improvements, and continued modernization of aging industrial control systems. These investments will strengthen the reliability and resiliency of critical treatment infrastructure while providing staff with improved tools to monitor, operate, and maintain the facility. The funding supports the WRRC's long-term goals of increasing preventative maintenance, improving automation and process performance, enhancing operational efficiency, and reducing lifecycle costs. Collectively, these improvements will help ensure reliable wastewater treatment services and continued protection of public health and the environment.

C

**Boards and Commissions
Performance Report
2025 – 2026**

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Arts & Cultural Affairs Advisory Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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 comprehensive review of the City of Dubuque Arts & Culture grant programs. Reviewed and updated the Special Projects, Capacity Building, and Operating Support grant process and materials to better align with current organizational goals and priorities. Improvements included streamlining application materials, clarifying eligibility criteria, aligning applications to rubric scoring, and enhancing reporting requirements. Established a timeline for regular program reviews to ensure grant process remains responsive to evolving organizational needs and emerging external trends. This work was informed by current opportunities, sector best practices, and feedback received from applicants, reviewers, and community stakeholders.

Impacts: These improvements strengthened the accessibility, transparency, and overall effectiveness of the City of Dubuque Arts & Culture grant programs. Streamlined application processes reduced administrative barriers for applicants, while clearer eligibility and reporting requirements improved consistency and accountability across funded projects. Regular review timelines created a more adaptive and sustainable framework for program management, allowing the grant programs to better respond to community needs, sector trends and organizational priorities.

Success: Updated the Commission Ordinance to strengthen governance, improve workflow efficiency, and ensure the Commission's structure maximizes community impact while better reflecting community demographics and priorities. This work included restructuring Commission membership qualifications to encourage broader representation, support different perspectives, and align member expertise with the evolving needs of the arts and cultural community.

Impacts: These updates strengthened the Commission's ability to serve the community through more inclusive and varied representation, clearer governance structures, and improved operational efficiency.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Civic Center Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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 advertising/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

2025 – 2026

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Community Development Advisory Commission

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implemented Year 1 of 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: Successfully met HUD's timeliness requirement, demonstrating strong financial management and an ongoing commitment to putting federal resources to work quickly and effectively for the community.

Impacts: By maintaining expenditures below HUD's 1.5 timeliness ratio threshold, the program ensured that funds were deployed in a timely manner to support housing, infrastructure, public services, and neighborhood improvement activities benefiting low- and moderate-income residents.

Success: The CDBG Program successfully navigated complex federal and state laws and regulations to execute compliant and effective grant and subrecipient agreements.

Impacts: This work strengthened partnerships with subrecipients, reduced risk, and ensured that CDBG-funded activities could move forward efficiently while maintaining full compliance with applicable regulations. The successful execution of these agreements demonstrates the program's strong administrative capacity and commitment to responsible stewardship of federal funds.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Historic Preservation

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: **Deereville Neighborhood Survey** – Survey complete; Exemplification of national issues on local level, with a post-World War II neighborhood outside of downtown, following trends and characteristics of housing practices nationwide.

Impacts: **Livable Neighborhoods and Housing:** Increase the visual appeal and beauty of the city with attractive gateways, corridors, neighborhoods, homes and businesses.

Success: **Voelker Highlands Neighborhood Survey**– Survey complete and potential district identified; a more in-depth survey of the neighborhood is warranted for this non-downtown/Hill area of early 20th Century development.

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 Investment:** Work reviewed included investment in historic districts and downtown neighborhoods, over \$7 million in FY26

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 Historic Preservation Awards at City Council meeting. Held Awards Ceremony jointly with City and County Historic Preservation Commission at the restored St. Raphael Cathedral.

Impacts: **Partnership for a Better Dubuque:** Partner for historic preservation.

Success: Jeffris Foundation – Completed a Historic Structures Report and cost estimate for the Caldwell Designed structures at Eagle Point Park. Developed plan for restoration. Called back by Jeffris to request a Challenge Grant to carry out restoration.

Impacts: Diverse Arts, Culture, Parks, and Recreation Experiences and Activities: Preserving and safeguarding historic park pavilions/structures for future generations

Success: Programmatic Agreement – Only community in state with a Programmatic Agreement for the use of HUD funding with the State Historic Preservation Office. This creates better efficiency, allowing Housing & Community Development to work faster with their funding sources to improve housing in Dubuque.

Impacts: Livable Neighborhoods and Housing: Improving housing stock for income-qualifying residents while improving the health of our community and becoming a more high-performance government.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Housing Commission

Please list your department's most important achievements that were completed during 2025 – 2026 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Input on the creation of the PHA Annual Plan submitted to HUD

Impacts: The Housing Commission made a strong impact by providing clear, community-focused input on the Annual Plan submitted to HUD.

Success: Attending Neighborhood Association Events & Community Outreach

Impacts: Be the voice of the community, creating connections and relationships to build trust and transparency.

Success: Housing Commissioner Recruitment

Impacts: The Housing Commission successfully recruited new members, moving closer to full membership and strengthening its ability to represent the community.

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: Continued attendance with sub-committees

Impacts: The Housing Commission engaged with sub-committees within the City. Commitment to be present, informed and represent.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Investment and Cash Management Oversight Advisory Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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 quarterly reviews of all City investment portfolios for compliance with the Investment Policy.

Impacts: Ensured that public funds were managed responsibly and according to policy, reducing risk exposure and reinforcing accountability to the City Council and residents.

Success: Reviewed internal cash management practices, including liquidity management, cash handling, and daily operating cash needs.

Impacts: Improved forecasting accuracy and reduced idle cash balances, resulting in optimized earnings and enhanced stewardship of taxpayer resources.

Success: Evaluated external agreements related to banking services, custodial arrangements, U.S. Treasuries, and certificates of deposit

Impacts: Ensured competitiveness and security of financial services, strengthening fiscal transparency and trust.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Long Range Planning Advisory Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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: **Financially Responsible, High-Performance City Organization:** Sustainable, Equitable, and Effective Service Delivery

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

2025 – 2026

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Parks and Recreation Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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, additional partnerships such as public spaces and neighborhood parks.

Impacts: Expanded and accessible recreational opportunities within a 10-minute walk.

Success: Phase 2 Comiskey Park - Implementation

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: Over 60% retention of past temporary employees.

Impacts: Consistent service provided to the community.

Success: Developed and adopted Dubuque Parks and Recreation Comprehensive Master Plan.

Impacts: Activation of recommendations.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Resilient Community Advisory Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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 25-26 Initiative #1; extension of position for another year

Success: Fostered meetings with City staff to facilitate communication and action with planning community projects (parks, tree canopy, urban agriculture, land use, etc.)

Impact: 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: Reviewed Greenhouse Gas Inventory & advised City Council on consideration of a science-based target.

Impact: Fulfillment of 24/25 Initiative #3

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

Success: Representation of the Commission on the Youth Climate Action Fund microgrant review committee

Impacts: Support sustainability office staff and help ensure quality grantees and project alignment.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Transit Board

Please list your department's most important achievements that were completed during 2025 – 2026 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 RFP completed

Impacts: This Grant will review the complete transit system including routes, equipment and hours of service. Currently we have a vendor selected and we are working on completing a contract. Estimated completion, May 2027.

Success: Electric bus has been delivered

Impacts: New technology to be used in the bus services. This will have a great impact on the city's climate/emissions. Currently finalizing the charging station and bus positioning.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Planning Services – Zoning Advisory Commission

Please list your department's most important achievements that were completed during 2025 – 2026 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 17 rezonings, 2 site design waivers, 5 planned unit developments, 5 plats, and 1 text amendments in Fiscal Year 2026 to-date.

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 Advisory Commission 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.

BOARD AND COMMISSION SUCCESSES

2025 – 2026

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Planning Services – Zoning Board of Adjustment

Please list your department's most important achievements that were completed during 2025 – 2026 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 hearings on 27 Special Exceptions, 13 Variances, and 2 Conditional Use Permits for a total of 39 cases to-date in Fiscal Year 2026.

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.

SECTION 4



LOOKING TO DUBUQUE'S FUTURE
{Please fill out your responses on pp.2 -5}

Dubuque Success in 2032

MY THREE MOST IMPORTANT OUTCOMES FPR THE CITY IN FIVE YEARS
Please fill in your response

Brad Cavanagh, Mayor

1. _____

2. _____

3. _____

David Resnick, Council Member

1. _____

2. _____

3. _____

Chris Staver, Council Member

1. _____

2. _____

3. _____

Laura Roussell, Council Member

1. _____

2. _____

3. _____

MY THREE MOST IMPORTANT OUTCOMES FPR THE CITY IN FIVE YEARS
Please fill in your response

Tyson Leyendecker, Council Member

1. _____
2. _____
3. _____

Katy Wethal, Council Member

1. _____
2. _____
3. _____

Danny Sprank, Council Member

1. _____
2. _____
3. _____

My Action Priorities for 2026 – 2028

City of Dubuque

MY THREE MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

Please fill in your response

Brad Cavanagh, Mayor

1. _____
2. _____
3. _____

David Resnick, Council Member

1. _____
2. _____
3. _____

Chris Staver, Council Member

1. _____
2. _____
3. _____

Laura Roussell, Council Member

1. _____
2. _____
3. _____

MY THREE MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

Please fill in your response

Tyson Leyendecker, Council Member

1. _____

2. _____

3. _____

Katy Wethal, Council Member

1. _____

2. _____

3. _____

Danny Sprank, Council Member

1. _____

2. _____

3. _____

Messages from Our Community

City of Dubuque

RESIDENTS

1. Quiet and support the City services and direction for the future
2. Confused by mixed messages about data center
3. Desire a sports complex
4. Control wasteful City spending
5. City needs to be transparent
6. Diverse political perspectives and commentary
7. Desire for aquatic facilities
8. Negative comments about City on social media
9. Thank you for Park in Historic Millworks District
10. Confusion and misinformation on data centers
11. Eagle Point Park is “messy
12. Spending dollars in the wrong places
13. Odor from WRRC
14. Speeders in neighborhoods and throughout Dubuque

Messages from Our Community

City of Dubuque

BUSINESSES

1. Generally happy about the City's direction
2. Appreciation for positive collaboration with businesses
3. Labor shortage
4. Greater clarity with UDC

City of Dubuque

Strengths – Weaknesses

Threats – Opportunities

» Strengths

1. Safe community
2. Historic community
3. Fiscally responsible City with low debt and low taxes
4. High quality basic City services
5. Sports tourism momentum including the Field of Dream
6. University and colleges
7. Mississippi River and port
8. Range of parks and park amenities
9. Low unemployment rate
10. Baseball team in the Northwest League
11. City Manager
12. City department directors and employees dedication to serving the Dubuque community
13. Dubuque Downtown including future Medical School
14. Variety of quality neighborhood

»» **Strengths (continued)**

15. Quality medical facilities, programs and services
16. Affordable community
17. Residents willingness to donate to the community
18. Location on the Mississippi and NE Iowa
19. Mayor and City Council collaboration and leaders
20. Development momentum throughout our Dubuque community
21. City's flexibility
22. City focus and producing results through the Action Agenda
23. Beautiful community
24. Success in securing outside funding sources
25. Architecturally significant buildings
26. Residents enjoy a great quality of life

»» **Areas for Improvement**

1. Odor at WRRC
2. Lack of commercial air service
3. Lack of direction on Five Flags – arena and theater
4. Need for better east-west connectivity
5. Retention and attraction of workforce to Dubuque
6. Population decline
7. Moving beyond the past and preparing changes for a better future
8. Public safety staffing and facilities
9. More collaboration with Dubuque County
10. Food insecurities

»» Threats to Dubuque's Future

1. Actions by the State of Iowa impacting home rule/local control, finances, economic development
2. Actions by the Federal government including funding for local governments
3. Negativity
4. Lack of commercial air service
5. Culture wars
6. Population decline
7. Politics over governance
8. Uncertain support for a future bond referendum
9. Uncertain future of colleges
10. Poor public facilities
11. Public schools struggle and funding
12. Inadequate funding to address flooding issues
13. Not addressing City old/aging infrastructure
14. Lose of a major employer(s)
15. Lack of collaboration among non-profit organizations
16. Major infrastructure failure(s)
17. Impacts of AI

»» Opportunities for Dubuque's Future

1. Schmitt Island Development
2. Field of Dreams
3. South Port Development
4. Sports Complex
5. Expanding Housing Options beyond Apartments
6. Downtown Development and Medical School
7. Parks Master Park: Implementation
8. Streamlining City Operations and Processes
9. Poverty Reduction
10. Data Center within City of Dubuque
11. Winter Tourism

Actions for 2026 – 2028

Mayor and City Councils' Interviews

City of Dubuque

1. Air Service (Lead by Private Sector)
2. City Downtown Master Plan: Development and Implementation Steps
3. Sports Complex: Agreement and Next Steps
4. 14th Street Overpass: Next Steps
5. Parks Master Plan: Development and Direction on Referendum
6. Aquatic Facilities Study: Completion, Direction and City Actions
7. Fire Staffing: Next Steps
8. Fire Facilities Study: Completion, Direction and City Actions
9. Police Facilities Study: Completion, Direction and City Actions
10. East-West Corridor Project: Next Steps
11. Sewer Infrastructure Project: Next Step
12. WRRC Odor Reduction Project: Next Steps
13. New City Manager Recruitment and Selection: Completion
14. City Manager Spending Authority: Study and Direction
15. 2nd Sheet of Ice: Direction and City Actions

Actions 2026-2028 (continued)

16. Five Flags Arenal: Review and Direction (including Potential Sale)
17. Five Flags Theater: Review and Direction
18. Streets Paving – 10 Miles: Review, Funding and Direction
19. Hotel Development: Goals, Roles, Direction and City Actions
20. Field of Dreams: City Action
21. Departmental Consolidation and Streamlining: Report, Direction and City Actions
22. WRRRC Odor Reduction Project: Next Steps
23. Use of Consultants Policy: Review, Report with Findings and and Direction
24. Wastewater Study Long Term: Completion, Direction and Funding (including a Potential Second Plant)
25. City Facilities – Office Space: Direction and City Actions
26. Downtown Parking Comprehensive Study: Completion, Direction and City Actions
27. Schmitt Island Development: Next Steps
28. South Port Development: Update, Direction and City Action
29. City Core Services and Service Levels: Review, Comprehensive Report, Direction and Incorporate in Budget
30. EV Infrastructure Policy: Report, Direction and City Actions
31. Data Center Policy and Guidelines: Research Data, Report with Findings and Opportunities for Dubuque, Direction and City Action
32. Historic Dubuque: Definition, Process Improvement and Clarity for All
33. City Community Survey: Report with Options, Direction, Funding and Report to Community
34. Bond Referendum: Potential Project, Criteria, Direction and Ballot Wording

Actions 2026-2028 (continued)

35. Dubuque City Organizational Culture: Refinement, Employee Retention and Hiring
36. Comisky Park Next Phase: Direction and City Actions
37. Bee Branch Project: Funding and Next Steps
38. Central/White Revitalization Project: Next Steps
39. Private Lead Abatement Program: Next Steps
40. Street Maintenance Projects: Direction and Funding
41. Bridge Maintenance Projects: Direction and Funding
42. Smart Parking: Study Completion, Direction and City Actions
43. Bike Safety Program: Direction, Funding and City Actions
44. Long-Range Financial Plan Update: Presentation
45. Dubuque Vision 2041: Direction
46. Dubuque Forward: City Role and Direction
47. Flooding Mitigation Projects: Priority, Funding Level, Direction and City Action
48. Water Project: Review, Funding and Direction
49. Mobile Home Park Protection: Goals, City Role, Report with Options, Direction and City Action
50. Poverty Reduction Programs and Activities: Review, Report, Direction and City Actions
51. Older Pools: Report, Direction, Funding and City Actions
52. State Government Advocacy: Legislation Monitoring and Impact Analysis and Lobbying
53. Federal Government Advocacy: Legislation Monitoring and Impact Analysis and Lobbying
54. Communications to our Community Enhancement: Goals, Best Practices, Direction, Funding and City Actions

Actions 2026-2028 (continued)

55. Housing Data Update: Report, Key Issues, Goals/Desired Outcomes, Direction and City Actions
56. Multicultural Family Center a One-Stop Shop for Services: Definition, City Role, Direction and Funding
57. Winter Tourism Development: Goals/Desired Outcomes, Report with Options, City Role, Potential Partners, Direction and City Actions
58. Direct Funding for Schools: Review, Impact on City Programs and Services, Direction and Funding Level
59. Catholic Owned Properties: Inventory, Report, Direction and City Actions
60. Grocery Store Northend: Update, Direction and City Actions
61. Roosevelt Road 60 Acres: Direction and City Actions
62. Deep Water Well: Direction and City Actions
63. YMCA: City Role, Direction and City Actions
64. Unified Development Code Update: Completion and Adoption

Top “10” Strategic Priorities for 2026 – 2028

EXECUTIVE PERSPECTIVE

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Looking to Dubuque's Future Departmental View

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Airport

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Restore and expand daily scheduled commercial air service at DBQ to hub(s)
2. Restore destination charters (nonscheduled public commercial air service). Example Sun Country (currently merging with Allegiant) to Biloxi, Laughlin and Atlantic city. TSA resources reallocated due to loss of scheduled service.
3. West side airfield development, challenge due to limited infrastructure. Water, power, gas, sanitary, taxiway, apron. Limited to no federal funding available without commercial air service.

MANAGEMENT IN PROGRESS

Dubuque, Iowa

June 2026

DEPARTMENT: Airport

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

1. Restore and expand of daily commercial air service to DBQ. Monthly meetings with DBQ Air
2. Taxiway Alpha Construction project - Phases 3&4. This is multi-year infrastructure project estimated at nearly \$30 million.
3. University of Dubuque airfield campus construction project \$20 million +
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.
7. Advanced Air Mobility (AAM) Electric Conventional Take Off and Landing (ECTOL) Electric Vertical Take Off and Landing (EVTOL) Phase 3 power identified, AAM Study, State and federal funding opportunities.
8. Data Center Development impact near airport property and airspace.

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Airport

Please list issues or projects that you would like for the city to address this 2025 – 2026

1. Continue lobbying Federal Congress for an increase in PFC level, AIP funds, and aviation workforce shortage challenges, commercial air service support
2. Replacement or modernization of FAA aircraft contract tower
3. Airfield economic development

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Arts and Cultural Affairs

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. A significant challenge facing the Office of Arts and Cultural Affairs is supporting local arts organizations within an increasingly competitive funding environment. Many organizations struggle to secure sustainable financial support as donors and sponsors increasingly prioritize initiatives with immediate social impact or measurable economic returns. This challenge is compounded by economic uncertainty, changing cultural interests, and the growing popularity of digital entertainment options that can reduce participation in traditional arts programming.
2. A key challenge facing the Arts community is the lack of accessible venues and creative spaces to support the evolving needs of local artists. Limited opportunities for performances, exhibitions, rehearsals, and collaborative work can restrict artistic growth, reduce visibility for emerging creatives, and hinder meaningful engagement between artists and the public. This shortage of dedicated cultural spaces not only impacts individual artists' ability to develop and sustain their work, but also limits the overall cultural vibrancy, connectivity, and creative vitality of the community.
3. A continuing challenge is the inconsistency in policies governing the use of City-owned property and facilities. Variations in fee structures and approval processes can result in some organizations or groups receiving free access while others are required to pay for similar use. This inconsistency can create perceptions of inequity and lack of transparency within the community, leading to frustration among organizations that feel they are being treated unfairly. Establishing clearer, more consistent policies is important to ensure equitable access, strengthen community trust, and support fair treatment of all users.

MANAGEMENT IN PROGRESS 2026 – 2027 PROJECTS AND ISSUES

Dubuque, Iowa
June 2026

DEPARTMENT: Arts and Cultural Affairs

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

1. Review the Creative's Café program, previously funded through the GARE grant and now supported by City funds. The program has seen declining attendance trends and a high number of recurring participants, prompting an evaluation of the program's overall impact and alignment with its original goals. The program was initially intended to provide local artists with networking opportunities to support artistic growth and professional development, however there is currently limited evidence demonstrating measurable outcomes in these areas. Plans are underway to refocus program funding toward creating structured learning opportunities that strengthen artists' business and entrepreneurial skills. The revised approach aims to better equip local artists to build sustainable careers, generate income from their creative practice, and increase long-term economic self-sufficiency within the local arts community.
2. Develop standardized onboarding procedures and an Arts & Cultural Affairs Advisory Commission member handbook to support the successful orientation and engagement of new Commission members. Materials will be designed to provide clear guidance on Commission roles, responsibilities, policies, meeting procedures, strategic priorities, and expectations for public service.
3. Establish a temporary public art policy to guide the placement and management of public art projects throughout the community. Establishing a comprehensive policy will help create a clear and consistent framework for reviewing, approving, and supporting temporary public art installations while balancing artistic expression, public safety, maintenance, and community interests. The policy is intended to enhance the cultural vibrancy of the city, expand opportunities for artists to showcase their work in public spaces, and ensure that public art projects are thoughtfully planned, accessible, and meaningful for both residents and visitors.

**INITIATIVES 2026 – 2027:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2026**

DEPARTMENT: Arts and Cultural Affairs

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Assist in securing support for new and updated Arts & Culture Master Plan.
2. Identify venues and creative spaces to support the evolving needs of local artists.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: City Clerk's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. The expanding influence of AI and the importance of keeping guidelines and procedures up to date amid continuous technological advancement.
2. Unclear guidance from state agencies regarding the licenses and procedures to follow with the licenses we coordinate with them on.
3. Complexity of open records requests. This is a big one and becoming even bigger
4. Unfunded state mandates, such as publishing expenditure reports and full text of City Council meeting minutes, public hearings, CCR Report etc..

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: City Clerks Office

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

1.

**INITIATIVES 2026 – 2028:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2026**

DEPARTMENT: City Clerks Office

Please list issues or projects that you would like for the city to address this 2026 – 2028

1.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: City Managers Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. The State legislature's attacks on local control and decisions impacting local revenue sources and cities' ability to manage affairs independently.
2. Maintenance of existing built infrastructure while also developing new facilities and projects
3. 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.
4. Improving inclusion and belonging outcomes for ALL of our employees while responding to changing federal and state mandates
5. 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.
6. Availability of a variety of quality, affordable housing options (rental + owner-occupied) for all residents and assistance to help unhoused/underhoused residents secure housing
7. Keeping pace with and finding ways to effectively and ethically utilize artificial intelligence and other fast-moving technology changes
8. Working-age population (15 to 69) in the region is projected to decline

9. With the current administration, we may see fewer federal grants available to support local communities.
10. There will be new elected leadership at the city, county, state, and federal level. This includes a new governor, state representatives, federal senator, and congressional leadership. It will be important for the city to continue to build strong relationships at all levels to help advance the city's goals and priorities.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: City Managers Office

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

1. City Council leads hiring process for new City Manager

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: City Managers Office

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Implementation of downtown City office facilities renovations: Funding, construction, move-in
2. Data Center Ordinance: Community engagement and Council direction

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Communications Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. City Staff Recruitment and Retention
2. City Revenue Threats/Challenges
3. WCAG Video Compliance for City-Produced Videos
4. Increased Variety of Information Sources with Increasingly Targeted Content
5. State and Federal Legislation: Unfunded Mandates, Revenue Restrictions, Etc.
6. Divisive Politics and Public Hostility resulting in increasing difficulty communicating meaningfully and productively with residents, and more frequently putting City staff at risk of their safety.
7. City Leadership Transitions
8. Improving Regional & National Transportation Connectivity
9. Trust in Government/Governance, City's relationship with the public, and community expectations: Misinformation, Deliberate Disinformation, and Conspiratorial Assumptions, Balancing Government Transparency with Understandability/Accessibility of Complex Issues, Establishing Realistic Expectations through Meaningful Community Engagement resulting in Tangible Outcomes

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Communications Office

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

1. WCAG (Website Content Accessibility Guidelines) Compliance (ongoing)
2. Upgrade of Aging Video/Audio Systems in City Council Chambers
3. Annual Report/City Focus in Summer 2026
4. Website AI Chatbot Solution Implementation in Summer 2026
5. RAGBRAI
6. Audit of City Communications Channels/Tactics

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Communications

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. City Office Space Study Implementation with Potential Creation of a Centralized Customer Service Center
2. City Facility Security Improvements (Staff IDs/badges, building access system, etc.)
3. Investment in a True Intranet
4. Prioritization of Succession Planning within Organization
5. Repairing and Expanding Public/Private Partnerships
6. Resident Satisfaction Survey to Identify Priorities

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Community Impact & Neighborhood Support

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Cost of living increase impacting low-income families and poverty rates. The city raised utility rates which puts low-income residents at an increased disadvantage through fines and fees. This is counterproductive to our goal of addressing poverty within our community.
2. Long standing culture of silos within local government and city departments.
3. **Upskilling current City of Dubuque Residents**

Many organizations who are focused on retaining college students and newer City of Dubuque residents, have not really focused on the current City of Dubuque residents that are here in Dubuque. Many may feel they are “stuck” in Dubuque – Focus on these residents, changing their mindsets and empowering them to put in the work to upskill.
4. The City Organization being so task-oriented impacts collaborative efforts. Siloed culture of departments (exacerbated by physical dispersal of departments) inhibits collaborative, cross-sectoral approach to achieving strategic objectives and being intentional about synergies and interdepartmental cooperation.
5. Federal Funding limitations (flat funding or no increase in allowable cost per AmeriCorps member, plus stagnant National Trust Education Award) and local host site revenue challenges affect AmeriCorps program
6. Housing costs seems to be a consistent challenge with residents
7. Finding funding/ resource support for residents at a time where everyone is struggling with funding resources. St. Vinney's out of money, HACAP out of money, etc due to end of fiscal year.
8. Not as strong of an eco system focused-on upskilling/ workforce development so that people are no longer stuck in the system of poverty.

9. Getting people out of the root causes of poverty. Jobs are not conducive to low poverty living conditions. If you have a child who is sick for three weeks you will more than likely lose their jobs.
10. Trust in local government is a consistent challenge.
11. MFC burnout and staffing structure challenges.
12. Developing sustainable systems for leadership succession within Neighborhood Associations.
13. Balancing growing community engagement expectations with limited staffing and funding resources.
14. Navigation of the federal and state systems requires continued management with improvements that are needed to maintain a complex compliance heavy grant. Continued advocacy for the AmeriCorps program will be pivotal to re-engaging for community resources and remaining resilient during this administration “restructure”.
15. Sustaining long-term resident engagement and volunteer leadership within Neighborhood Associations.
16. Balancing growing community engagement expectations with limited staffing and funding resources.

MANAGEMENT IN PROGRESS

2026 – 2028

PROJECTS AND ISSUES

Dubuque, Iowa

June 2026

DEPARTMENT: Community Impact & Neighborhood Support

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

1. More In Depth Financial Empowerment Workshops for Residents

Many financial education workshops can be high level, generic workshops for our residents. To create more in-depth experiences, we are getting a Focus Group together (consisting of 5 Community Impact Service Program Residents, 5 Housing – Family Self Sufficiency Residents) to come and have a conversation around their own experiences with financial institutions in our community and what they want more of and how we can create that together. Currently gathering residents' availability to meet and then we will pick a date and time to hold the group.

2. Expanding the Adopt a Spot program.

3. Developing a volunteerism guidebook for community organizations that utilize and manage volunteers.

4. Universal Application Implementation & Launch

One application that lets residents know which City of Dubuque financial assistance programs they potentially qualify for and connect them directly to the proper city departments.

Benefit to City: Reduces staff time spent redirecting residents, improved workflow. Strengthens cross departmental collaboration and supports continuous improvement; allowing departments to refine workflows, eligibility checks, and resident service pathways.

Benefit to Residents: Application simplifies the resident experience based on their needs and eligibility. Helps resident identify all programs they may qualify for. Creates a clearer and more supportive path to assistance. Enhances access to support for those who need it most

5. **Discounted Internet Program – ImOn Communication Partnership**

Residents who receive federal funding or income qualify, receive a discounted rate off their ImOn Communications Internet Bill.

Benefit for City: ImOn is funding the program, City is income qualifying and Outreaching to Residents. Strengthens community connectivity, enhances resident access to city services, supports workforce and economic development goals.

Benefit for Residents: Increase digital equity for low-income households, improve access to essential services, and support household stability.

6. Neighborhood Support Grant Revisions – Shifting to a quarterly system, reevaluating \$2,500 grant amount to match need. Prioritizing neighborhood associations and promoting partnerships with community organizations.
7. Reconnecting to continue projects prior to the AmeriCorps funding termination to include Iowa Workforce Development and City training platforms to grow models/plans to support upskilling AmeriCorps members through robust education opportunities.
8. Design and help facilitate a community engagement and co-creation process that centers resident voice and lived experience, particularly among populations historically underrepresented in planning, policy, and budget decision-making, in understanding barriers to upward mobility.
9. Support development of a community-informed upward mobility roadmap that reflects shared priorities, actionable strategies, and clearer pathways for long-term systems change and improved resident outcomes.
10. Strengthen cross-departmental and cross-sector collaboration around upward mobility priorities by building relationships, improving information sharing, and identifying opportunities for more aligned strategies, investments, and public engagement efforts
11. Re-assessment of AmeriCorps webpage and continued development of the member handbook. Develop a robust welcome guide for member supports to encompass the entirety of the member life cycle. This will include more ways for members to take advantage of local and federal resources to assist their livability while service in a National Service commitment.
12. Implementation and refinement of the updated Neighborhood Association support grant process and funding distribution model.

13. Development of clearer funding guidelines, reimbursement procedures, and accountability measures for neighborhood support funding.
14. Development of neighborhood leadership training opportunities.
15. Expansion and enhancement of the City Life civic engagement program.
16. Development and coordination of City Life Alumni engagement opportunities and leadership connections.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2026

DEPARTMENT: Community Impact & Neighborhood Support

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Community Impact Service Program – Childcare

A large portion of the programs demographics are single moms, who do not have a large network or support system, especially when it comes to childcare. Some of our moms have had to miss out of opportunities to participate in, due to the lack of childcare they have. Moms Connect is a great opportunity for our moms, and that is a large opportunity that our single moms mainly and continuously participate in.

2. Community Impact Service Program – Transportation

For the most part, residents are able to make it to their service opportunities. They find a way, whether they walk, bike, find someone to take them, or use the Jule. However, we still hear that transportation can be a barrier that prevents residents from going to different opportunities. We are kind of trapping our residents to stay downtown and not experience different areas in our community. How can we address this?

3. Update the Poverty Reduction Plan Strategy to a Roadmap by incorporating recent data and considering the landscape for 2026. Collaborate with community organizations and local members to foster shared ownership of the strategy.

4. Create a community asset map - a comprehensive document that catalogues all organizations and nonprofits and compares them to the Economic Mobility framework. It highlights areas in Dubuque where resources are plentiful and identifies opportunities for growth. This document can also be used by funders to make strategic philanthropic decisions.

5. City Life Expansion to underrepresented communities – actively recruit participants from communities historically excluded from civic engagement.

6. Mental health and diversion pathways – identify current gaps between mental health providers and community needs. Develop referral pathways and alternative response protocols in collaboration with DPD and health providers.

7. Increase awareness and uptake of the Community Impact Service Program among residents facing utility-related financial hardship.
8. Align Volunteer DBQ, Adopt-A-Spot, and neighborhood association events into a coordinated effort, increasing volunteerism.
9. What themes are emerging from residents in their barriers in the community impact service program surveys?
10. Increase/ support professional development training/budget making to further resources as it relates to grant funding.
11. Develop a plan to strengthen staff information/training around City APs, this will help to identify any gaps and strengthen outcomes for City projects.
12. Continued work to identify ways to shorten part time hiring process while not compromising equity and thorough processing.
13. Expand participation and representation within Neighborhood Associations.
14. Increase City Life program offerings and participant accessibility.
15. Develop/revamp a formal Neighborhood Association toolkit and resource guide.
16. Strengthen youth and young professional civic engagement efforts.
17. Increase collaboration between Neighborhood Associations and City departments.
18. Continue evaluating and improving the Neighborhood Association support grant process to ensure fair access, transparency, and long-term sustainability.
19. Expand partnerships and collaboration with schools, nonprofits, and community organizations with active Neighborhood Associations.
20. Create ongoing engagement opportunities for City Life Alumni through volunteerism, neighborhood partnerships, boards and commissions, and civic leadership pathways.
21. Develop stronger communication and networking opportunities between City Life Alumni and current program participants.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Economic Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Restricted tax revenue due to state level property tax legislation
2. Lack of housing, in particular affordable housing
3. Increased mistrust of government
4. Lack of amenities expected by a young workforce as well as aging residents
5. Stagnant population growth
6. Sanitary and water infrastructure limitations
7. Lack of hotel rooms

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Economic Development

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

1. Small business support: follow up to small scale development trainings – how do we keep the momentum after the contract with Neighborhood Evolution is completed?
2. Small business support: funding Dubuque Main Street SWAP grants
3. Housing incentives: focus support on specific types and locations of housing needed
4. Sports complex: coordinate with development community to attract funding for the project
5. Hotel attraction: need for a comprehensive strategy

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Economic Development

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Housing creation support
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 2026

DEPARTMENT: Emergency Communications

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Writing Policy and Procedures book for Dispatch Center
2. Working with a new training program for new hires that would shorten the training program and make it more effective
3. Funding – Landline services are decreasing, and state funding could change
4. Transitioning to New CAD software

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Emergency Communications

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

1. Prepared 911 – moving from the free version to the paid version
2. New CAD System with Central Square

**INITIATIVES 2026 – 2028:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2026**

DEPARTMENT: Emergency Communications

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Leads will have proper QA training to do QA on EMD, EPD and EFD on their own
2. County Management of the 911 Center
3. Leads will do online CTO training program

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Engineering

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. **Filling open positions in Engineering.** We are finding it difficult to fill our positions due to the lack of a qualified candidate pool and a competitive market for our open positions. Current vacant positions within the Engineering Department
 - Civil Engineer II - Vacant since 11/25
 - Administrative Support Professional - Vacant since 2/26
2. **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.
3. **Aging Infrastructure:** The age of underground sanitary sewers, storm sewer and water mains is very old leading to the potential for failing infrastructure. Many of these are in alleys where replacement will be very expensive. A single 42-inch force main, constructed in 1977, conveys wastewater from the central downtown area to the treatment plant. As the sole conveyance route, it represents a critical component of the wastewater system. Funding should be allocated to evaluate and implement system redundancy and to plan for future replacement. Assessment of security and resiliency measures to protect this critical infrastructure is also recommended.
4. 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 which requires funding.

5. **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 receives limited funding during the budget process, resulting in spending unbudgeted funds on emergency/reactive repairs. Major needs include complete assessments and GIS-based inventory of facilities and their systems, capital and maintenance investments, and strategic planning for key aging facilities including but not limited to the old Keyline building on Central that could become a hazard in the short-term.
6. Railroad Quite Zone Study- seeking grant funding
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 3 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 becoming increasing more challenging for staff..
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. **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.
11. **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. 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?

City applied for an \$18.5M BUILD grant for EW Corridor Capacity Improvements.

14. 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?
15. Staff resources, additional budget related and administrative process requirements for the SRF Loans, which results in extra staff time and ineffective use of the SRF program.
16. Growth and Infrastructure Planning – Growth areas both within and outside of the city limits need to be strategically planned to direct development to areas where existing infrastructure can adequately serve the development, while the city plans, budgets for and completes upgrades to the inadequate or non-existent infrastructure in other growth areas.
 - A single 42-inch force main, constructed in 1977, conveys wastewater from the central downtown area to the treatment plant. As the sole conveyance route, it represents a critical component of the wastewater system. Funding should be allocated to evaluate and implement system redundancy and to plan for future replacement. Assessment of security and resiliency measures to protect this critical infrastructure is also recommended.
 - Stormwater structures and facilities that convey stormwater through the floodwall should be evaluated, and a long-term replacement and rehabilitation plan should be developed to identify and prioritize future funding needs for this infrastructure.

MANAGEMENT IN PROGRESS

Dubuque, Iowa

June 2026

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. City applied for an \$18.5M BUILD grant for EW Corridor Capacity Improvements.
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 - Close out
4. Green Alley Project - 17th Street to 18th Street between Central Avenue and White Street – Close out
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 – 4 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. Bus EV Charging Station Installation Project – On hold, pending funding agreement

11. Smart Parking and Mobility Management Plan - Implementation
12. Citywide Fiber Cable Backbone Master Plan
13. Dubuque Gate & Pump Station Flood Mitigation (16th Street Detention Basin)
14. City Facility Integrated Access Control – 5 phases, 10-year integration
15. City Hall, MFC, Old Engine House, Federal Building Tuckpointing ON HOLD
16. STREETS Project – Phase 1 Go Live, Begin Phase 2 development
17. Fire Department Headquarters Bunkroom and Bathroom Remodel
18. Fire Station 5 Emergency Stairway Project
19. Old Mill Road Lift Station & Force Main – Phase 1 – under construction-anticipated completion: December 2026
20. Old Mill Road Lift Station & Force Main – Phase 2 – under construction- anticipated completion: December 2026
21. Old Mill Road Phase 3 – Middle Fork Interceptor – under design
22. Old Mill Road Phase 4 – South Fork Interceptor – under design and bid late fall
23. Cedar and Terminal Street Lift Station and Force Main – Delayed or Reduced
24. Wildwood Drive Bridge Replacement – Design
25. Riverfront Lease Management – ongoing
26. Facility Management Team – Deferred building maintenance corrective actions
27. Public Electric Vehicle Chargers.
28. Murphy Park Water Line Project. Not started
29. SMART Grant – Parsons/Harman, Phase 1 & Phase 2- ongoing
30. Pine Street Hike/Bike Trail & Bike Lanes – DOT Grant- project is bid and will begin construction this summer

31. Trackline Sanitary Sewer – under design
32. Levi & Sullivan Storm Extension – under construction
33. Loras & Locust Storm sewer Reconstruction – under construction
34. Chaplin Schmitt Island Sanitary Master Plan completed but with a pivot with additional input from the Q new management- so now starting with phase I
35. Federal Building Parking Lot & Loading Dock – under design
36. 5th Street Parking Ramp Improvements Project
37. Enterprise Asset Management Software
38. TAP Grant – Bee Branch connection with Bike Lanes to lower Bee Branch Trail
39. Iowa Street Ramp Repairs and Maintenance
40. Fire Department Facility Upgrades
41. Police Headquarters Facility Assessment

INITIATIVES 2025 – 2026: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025 2026

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this 2024 – 2025

1. Filling open positions in Engineering. We are finding it difficult to fill our positions due to the lack of a qualified candidate pool.
2. 2026 Pavement Marking Project
3. 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. City was successful in receiving the RAISE Capital grant, \$25M and will take significant staff time and resources to manage and administer this multi-million-dollar, multi-year project.
4. 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.

5. Develop policy, management plan and funding needed for the deferred maintenance of multi-use paths and bike trails. 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 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.
6. 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.
7. 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.
8. Ambassador Court Storm Reconstruction – under construction
9. Old Keyline Bus/Trolley Facility on Central Ave-Needs to be Inspected and a Report Written to Determine Repairs Needed (ASAP)

10. 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
- Bee Branch Trail - Fed TAP 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

11. Sanitary sewer collection system and storm water sewer asset management plan

12. Continue to improve cross department collaboration, communication, and participation.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Finance Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Property-tax reform & legislative volatility. Legislative changes require intense and immediate analysis, modeling, and communication, often without dedicated staff or additional resources
2. Infrastructure cost pressures and affordability
3. Procurement modernization across departments
4. Sustaining bond ratings amid reforms
5. Continuing to improve public-facing financial transparency
6. Responding to Heightened Resident Outcry on Taxes and Budgets. Managing this rise in public dissatisfaction: implementing communication strategies, engagement practices, and organizational support to maintain transparency while also protecting staff capacity and well-being

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Finance Department

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

1. Electronic Bidding (ION Wave) implementation
2. Open Expenses Portal understandability and accuracy improvements
3. Debt & investment software optimization
4. ERP Employee Access and expense reimbursement workflows
5. ACFR automation and shortened audit/report writing timeline
6. Utility Billing process improvements including expanding use of Tyler Notify Me to text all customers about the Utility Base Fee 50% Discount program and the related income guidelines June 1, 2026
7. Safety program/training oversight
8. Budget engagement tools – expanded use
9. Property Tax Legislative analysis and modeling after Iowa Department of Management Implementation Guide is issued

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. ION Wave go-live July 2026 and continued support
2. Budget process improvements (salary projections, documentation)
3. Debt & investment analytics enhancements
4. Payment kiosk implementation for Utility Billing
5. Workforce Mobile rollout in Utility Billing
6. Community Impact Program & reduced base fee promotion
7. ACFR automation completion
8. Legislative scenario modeling for FY28

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Fire Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Cost recovery strategies/ opportunities and education. Reliable funding to support city's commitment to improved staffing.
2. EMS Call volume and system strain- Increase in educational needs of EMT hires
3. Fire prevention, code compliance and building identification for risk classification/ risk reduction efforts/ education. Workload analysis of prevention, public education, and community risk reduction. (CPSE)
4. Transitioning to a young fire department- Leadership development/ succession planning
5. Aging city infrastructure
6. CAD Implementation- Improved response plans and department resiliency
7. Operational agility- Projects and process flow frequently require repetitive handling, follow up, review, and approval through multiple channels, creating barriers to project or process completion from internal service requirements.
8. Hazardous materials preparedness and response (Lithium ion, data centers, electric vehicles)
9. Federal Changes in Data Requirements (Transition of NFIRS to NERIS) and rapid technology support with industry specific expert assigned to FD for efficiencies in complains.

MANAGEMENT IN PROGRESS 2026 – 2028

PROJECTS AND ISSUES

Dubuque, Iowa

June 2026

DEPARTMENT: Fire Department

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

1. Objective 1.1.2 – Establish Explorer/ Cadet Program (FY Budget Support- Improvement request)
2. Objective 1.2.2 – Acting officer task books (internal)
3. Objective 1.2.3 – Track FO/CFO/CEMSO/ CTO Credentialling (CBA & City Support)
4. Objective 1.3.2 – Expand Peer Support & Peer Fitness (FY27 Budget Support- Wellness IP)
5. Objective 1.3.3 – Strengthen Cancer Reduction (FY22-ongoing support- Annual physicals, fire gear replacement)
6. Objective 1.4.1 – Annual Leadership and Soft Skill Training (City and dept leadership training, overtime impact/ support)
7. Objective 2.1.2 – Facilities Maintenance funding (Ongoing city budget support- multiple projects)
8. Objective 2.2.1 – Expand EVT (emergency vehicle technician at fleet) (also an accreditation recommendation)
9. Objective 2.2.2 – Preventative Fleet Maintenance – (Fleetio, daily, weekly, monthly inspections)
10. Objective 2.2.3 – Annual Emergency Vehicle Operator Training (reduction in liability/ injuries)
11. Objective 2.3.2 – Bunk Room Modifications (FY2026 support – Fire HQ project in play)
12. Objective 2.3.4 & 2.3.5 – Facility life-safety Inspections, station feasibility study (FY26 budget support and in play with vendor selection, report due Sept-Oct 2026)

13. Objective 2.4.2 & 2.4.3- Standardize MCT/AVL- Connectivity and CAD/ dispatch performance improvements (FY26 and FY27 budget support CAD update, MCT replacement and Cradle Point installs)
14. Objective 2.4.5-Training RMS (ISO and legal requirements) (Budget Support with software)
15. Objective 2.4.6- Tyler Timekeeping and advanced scheduling challenges
16. Objective 3.4.3, 3.4.4, 4.1.1, 4.2.1, 4.3.1, 4.4.2 Pre-plan, senior safety program, plan reviews, code compliance position, public education, smoke alarm installs (Community risk reduction)
17. Objective 3.5.2-3.5.4, & 5.3.3 Specialty Team Program support and development, specialty team validation exercises.
18. Objective 5.1.2 & 5.3.2- Digital SOP/ Policy library, policy review cycle (Convert hard copy policy) (Budget support with software program)
19. Objective 5.4.1- Mutual Aid Agreements and response resources, inbound response support
20. Objective 5.3.4- Annual EMS Legal Training

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Fire Department

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Station Location and Facilities Study (phase 1 data, phase 2 facilities)
2. Concrete Project at fire station 5 and 6
3. Stairs Replacement at Fire Station 5
4. TRT Vehicle Replacement
5. Bunk Room Remodel Project at Fire HQ
6. Annual Business Fire Inspections- Unable to identify inspectable properties, no identification process in place at the city level
7. New Hire, in House Fire Academy
8. Upcoming Promotions (Organizational Change)
9. FY 2027 and FY2028 Fire engines
10. Fire Boat delivery and in service training
11. Accreditation Commission hearing and strategic recommendation work
12. AVL and vehicle connectivity to CAD issues/ project
13. CAD upgrade- program/ vendor responsiveness difficulties
14. FEMA SAFER Grant Application and upcoming Grant management
15. Upcoming contract reopener for wages (CBA)

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Health Services Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Holding/scheduling emergency response exercises/drills for City staff to improve staff knowledge and communication, prepare for a more frequent and more diverse set of potential emergencies
2. State of Iowa rules requiring certified mail for notification of nuisance violations
3. Enforcing city code for citizens with brain health issues
4. City Hall Annex security, safety, updating and repair issues (along with many other city facilities)
5. Chronic neighborhood nuisance violations
6. Threats to staff from citizens; staff safety
7. Ongoing Federal policy changes for Public Health
8. Police no longer pick up routine stray animals when Animal Control is off duty. They respond to dangerous/emergency situations.
9. Animal Control has the highest number of requests for service in Catalis
10. Iowa Legislature Senate File 2432, eliminating City Health Departments
11. Lead and Healthy Homes grant programs; finance, staffing and compliance
12. Credit card payment policy
13. Potential Health Services Department relocation to City Hall

MANAGEMENT IN PROGRESS 2026 PROJECTS AND ISSUES

Dubuque, Iowa

June 2026

DEPARTMENT: Health Services Department

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

1. New pet licensing system implementation and education
2. Revision of Animal Control ordinance
3. Public Health Emergency Response Plan rewrite
4. Meeting Housing & Urban Development Lead, Healthy Homes & Aging in Place benchmarks and grant requirements
5. City facility inventory, assessment and planning for efficient/best use of city building and facilities
6. Dubuque Regional Humane Society (DRHS) new contract and relationship building with new management
7. RAGBRAI planning
8. Public Safety Impact Team work
9. Implementation of CitizenServe
10. Crescent Community Health Center Facility planning, 1550 Elm St. and service expansion
11. Satellite office for Animal Control in Historic Federal Building by Police
12. Potential relocation of Health Department to City Hall
13. System for Agriculture, Food, Health, e-Inspections, and Regulations (SAFHER) database implementation

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Health Services Department

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Public Health Emergency Response Plan
2. Ongoing education/training of city staff and policy makers on National Incident Management System (NIMS) and Incident Command
3. Keeping up with emerging communicable diseases
4. Trusted Information Initiative (TII)
5. Credit card payment policy
6. DocuPet implementation
7. CitizenServe staff training
8. Trap/Neuter/Release (TNR) program for stray cats

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Housing & Community Development Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Operating with lean staffing; while we have redundancies built into our structure, our staff is running at full capacity. When we have an employee out for an extended period, or when we have vacancies, the ability to meet deadlines and maintain service level expectations becomes difficult unless other staff work additional hours/overtime to make up for the gap.
2. Software transitions and utilizing technology to create efficiencies. The transitions from GovQA to Catalis and from Accela to Citizenserve have given us opportunities to identify areas for improvement with software integrations and interoperability. As we continue as an organization and department to automate more of our processes, one of the challenges will be to ensure that our technologies are able to work together effectively so the automation actually reduces staff time, rather than becoming another duty for staff to fix/manage.
3. Ever-changing Federal and State legislation, guidance, etc. A large portion of our Department's program and staff are funded through Federal grants. With the changes that have been proposed and approved at the Federal level, there are more frequent revisions to adjust to. Additionally, the current Administration proposes deep funding cuts or elimination of several of the core programs that we provide.
4. Increased port-outs and budget impact to the Housing Choice Voucher program. In May 2026, the City of Dubuque paid a total of \$95,000 in Housing Assistance Payments to other Public Housing Authorities to pay for vouchers that are leased in other cities. While this supports housing choice, it greatly reduces the number of residents we are able to assist in our community and diverts that investment out of Dubuque's economy.
5. Physical environment – staff being separated, temperature control. As our department works toward stabilizing and working more efficiently across divisions, our physical space is a challenge in several ways. While we have one main office where a majority of our staff are centralized, there are 4 satellite offices in the same building that provide workspace for nearly half of our staff. This separation decreases the opportunity for collaboration, organic discussion and problem solving, and relationship/trust-building. Secondary to the segmentation is the physical comfort of the Federal Building—climate control is a consistent issue, which leads staff to running space heaters and fans year-round, and create innovative ways to minimize the glare and solar gain in afternoons.

6. Cross-functional efficiency. The success of our programs depends on our relationship with, and the operations of other departments. Due to the decentralization of Finance, Budget, Human Resources, and Information Technology, the knowledge, experience, competence, and influence of each department's staff plays a role in their success. To maintain funding and compliance, it is critical that our department is able to work effectively with the departments responsible for hiring, budgeting, and auditing to maintain funding compliance and timeliness.
7. Contractor availability, especially for small-scale rehabilitation. There are very few contractors that consistently bid on projects that are funded by our Community Development grants. Certified Lead Abatement Contractors is an even smaller pool. To meet the production numbers for these grants, it's important to continue to expand the pool of contractors.
8. Lack of resources for residents of mobile home parks. There are approximately 765 mobile homes in the city, with a total of over 1,300 in Dubuque County. Federal resources for home repair and financial assistance for these residents are limited. Additionally, there is no local ability to regulate the practices of the mobile home park owners to prevent rising costs.
9. Community capacity-building around tenant advocacy. Anecdotally, residents state that Iowa Legal Aid does not take calls or clients. Rental Property Owners, Contractors, and Developers have more capacity to self-organize and advocate for their needs in the community. There is a gap in the community for tenant advocacy groups, although there is a need.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Housing & Community Development Department

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

1. Building relationships across departments, strengthening partnerships with nonprofits, and integration into a collective impact model for clients.
2. Consolidating enforcement efforts across departments. Internal Working Group, ensuring that the City is utilizing all enforcement tools available in situations. Comprehensive review of code enforcement activities enterprise-wide based on recommendations of UNI capstone project from 2025.
3. Optimize fund expenditure and reduce barriers to entry/access for LMI homeowners for home improvement projects.
4. Reinstate Historic Revolving Loan Program; create partner program for non-designated historic. Have enough money to make it useful.
5. Consideration of deconstruction or a surcharge on a demolition permit to go towards historic preservation.
6. Complete the full transition of all duties related the Local Housing Trust Fund to the Greater Dubuque Housing Trust Fund.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Housing & Community Development Department

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Complete CitizenServe implementation and training of all users.
2. Assess staffing coverage issues, create backups and redundancies. When there are medical or other leaves, having a person who can step in and assist with basic duties.
3. Improving walk-in customer service; have the ability to serve anyone who comes into the office. Many people come to the wrong building for services, be able to help them if we can. Coordinate services.
4. Providing appropriate work environment for our employees: Improved climate control in our physical workspaces. The temperature has been recorded at as high as 90 degrees and as low as 58 degrees in our offices. These types of extremes can take a toll on employees' brain health and productivity.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Human Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Recent legislation limiting City's revenue
2. Retirement/Potential Retirement of several Leadership positions. Aging workforce and leadership retirements affecting succession planning.
3. Position/Market Comparison, Analysis, and Recommendations. Pay and market competitiveness.
4. Many New/Newer Persons in Department Manager or City Manager Roles
5. Administrative Overhead Costing Debate and "Misunderstanding" of the Public about its use and calculations
6. Human Resources Dept staff physical work location and space to ensure confidentiality of conversations, records, and communication.
7. Recent legislation prohibiting proactive/prevention-based education on equity and inclusion, increasing the risk of civil rights/Equal Employment Opportunity violations.
8. Cost and administrative impacts of HF969 broadening cancer definition and presumptive stance on 411 (Fire) work-related issues.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Human Resources

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

1. HRIS Implementation, Rollout, Education, Full Utilization
2. Succession Planning
3. Position and Market Analysis Reviews
4. HR Position and Department Structure Review
5. Appropriate workspaces for our employees: HR Temporary (x2+ years) Relocation
6. Digitizing All Paper Files
7. Mentoring program – initial phases of improved/cohort model
8. Expansion of Classroom Courses Related to Universal Competencies
9. Implementation of Organization-wide Performance Appraisal Process Premised in Universal Competencies
10. Revisions to New Employee and New Supervisor Classroom Courses to better align them with organizational culture work, SPIRIT values, and skills related to the universal competencies.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Position/Market Comparison, Analysis, and Recommendations. Pay and market competitiveness.
2. Many New/Newer Persons in Department Manger or City Manager Roles
3. Department's Support for and Participation with HRIS Modules as Each is Rolled Out
4. Digitization of all Paper

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Office of Human Rights

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Iowa legislative environment affecting municipal civil rights authority. State legislation (including SF 579 and related measures) has narrowed the scope of local protections in ways that require the City to re-examine its civil rights ordinance, intake procedures, and public communications to ensure they remain enforceable and accurate.
2. School consolidation. The Dubuque Community School District is consolidating its middle schools, a decision within the authority of the independently elected school board. Consolidation of this kind can have an impact on the community and City services, shift transportation distances, change which neighborhoods students travel from and to, and affect access to school-based services. These effects may fall unevenly across the community, and the City has an interest in understanding how the changes affect its residents and in coordinating supports, such as transportation and neighborhood services, where City functions intersect with student needs.
3. External information environment. The broader information environment affects how residents understand City work and engage with City services. This is not a problem any single department can solve; it is noted here because it shapes the operating context for all civic work.
4. Navigating services. Residents who need help often struggle to find it. Services offered by the City and by community organizations are not always easy to locate *or to tell apart*, and the path from "I need something" to "here is where I go" is not always obvious. The practical result is that some residents give up before they reach the service that would have helped them, not because the help does not exist, but because the way to it is sometimes unclear.
5. Reporting rates among historically underserved communities. Discrimination may be underreported, particularly among residents from communities that have historically had lower contact with the office. Building trust takes sustained, patient relationship work and time.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Office of Human Rights

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

1. Civil rights complaint intake and investigation. Ongoing review of intake-to-disposition workflow. Creation of a digital intake form with multiple points of entry and a corresponding searchable database which stores intakes, case disposition, type, location, and many other metrics.
2. Human Rights Commission support. staffing and agenda support, including case-disposition presentations, records, and open-meetings compliance.
3. Update and enhancement to the Office of Human Rights marketing materials, media, and website. Creating metrics to determine effective marketing. Engaging with the community that will receive this advertising and understanding what is needed and effective. Incorporating this input into marketing decisions.
4. Internal staff trainings on belonging and DiSC, delivered in coordination with Human Resources and Development & Learning to avoid duplication.
5. Offering the annual Dubuque Community Support and Empowerment Grant.
6. Offering presentations and Know Your Rights, communication skills, and belonging topics for area businesses, organizations, and residents.
7. Attending community events to advance the efforts and visibility of the Office of Human Rights, as well as to inform the public of their rights, and to educate the public on how and why to file discrimination complaints with our department.
8. Supporting internal departments with translations of documents.

9. Marketing the existence of the Office of Human Rights and Know Your Rights. Creating a suite of presentations that will target different specific pockets of people: (1) a Know Your Rights and civil rights presentation directed at all high school students in Dubuque, coordinating with the Dubuque School District to present throughout the year; and (2) a suite of presentations including DiSC, discrimination presentations, and Know Your Rights marketed to businesses. The hypothesis is that providing these trainings for free will open the door to relationships and further contacts and trust in the business community.
10. Exploring re-establishment of the DDRC (Dubuque Dispute Resolution Center). Assess the feasibility of standing up a dispute resolution unit within the Office of Human Rights to handle low-level disputes between neighbors or members of the community. If feasible, the unit could resolve disputes early before they escalate, provide an additional point of contact with the office, and contribute to broader community trust.
11. Facilitating a belonging and connection community dialogue event where residents are invited to share personal stories, lived experiences, and ideas for strengthening our community. Documenting feedback and suggestions so they translate into actionable steps and directions for the office.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2026

DEPARTMENT: Office of Human Rights

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Increase awareness among underserved communities that financial planning, assistance, loan awareness, and investment is available from the City and community partners to small minority-owned businesses and individuals.
2. Increase planning and implementation of events (i.e., concerts, plays, fairs, etc.) that directly appeal to diverse groups and include individuals from those groups in the planning and execution of the events.
3. Implementation of methods to guard against retaliation by landlords towards renters who report problems.
4. Increased diversion options for juvenile and adult offender arrests.
5. More shelter facilities or beds for homeless or at-risk women, as well as facilities for individuals who have pets.
6. Advocating for and uplifting underserved communities through intentional support and visibility by promoting awareness and standing in solidarity to address their needs.
7. Increasing access to public transportation that reduces commute times and expands job opportunities by connecting residents in lower-income neighborhoods to employment in industrial areas across town, especially for those working second or third shift.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Information Technology

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. **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 FY2026, we had several major software projects. The Tyler ERP System continues to be enhanced and modules added and activated. 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 is growing at a fast pace. Employees need training and the tools to keep up with it.
 - **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.

2. **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 was 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. Documentation of the fiber in the near future is of the utmost importance to keep this viable, stable, and working for the long term. In addition, contracts with private companies have traded conduit for free services. These free services will be expiring in the near term, needing funding to continue them.
3. **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.
4. **Staffing** – As mentioned in the first bulleted item, there is an ever-growing need for IT and GIS services. Not only is IT and GIS involved in more projects every year, these projects are becoming more intensive for time involvement. Everyone on the IT and GIS staff has a full agenda every day. This leads to frustrations of users waiting for time on projects, and possible delays on projects. Another challenge resulting from an extremely busy schedule, is a lack of time for succession planning and cross training. In addition, we are competing with the private sector for employees, and we are finding this extremely difficult due to the compensation and class study results and generally lower salaries found in the public sector.
5. **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. In addition, items fail after the budget has been adopted, leaving IT to scramble to come up with funding to replace equipment that has failed. Being reactive versus proactive increases downtime, which frustrates users and reduces productivity. IT is also seeing higher than normal cost increases and lead times, which only compounds all the problems.

6. **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.
7. **Need for More Current Community Data** – In many instances, there is a need for current data about our community. Many federal data sources like the Census Bureau have significant delays in data reporting, which makes it difficult to provide the most current information. Alternative data sources are being explored but a tradeoff exists with the accuracy and robustness of sources which report data more rapidly.

MANAGEMENT IN PROGRESS 2026 PROJECTS AND ISSUES

Dubuque, Iowa

June 2026

DEPARTMENT: Information Technology

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

1. Software Cost Audits – Ongoing through 2026
2. Public Safety Software – November 2026
3. Network Security Risk Assessment (Penetration Test) - December 2026
4. CoPilot Additional License Implementation – August 2026
5. Cybersecurity - Ongoing
6. Staffing - Ongoing
7. HRIS Software Implementation – Ongoing through 2027
8. WRRRC/Water Connectivity – Summer 2026
9. On Street Parking Meter Replacement – Ongoing through 2027
10. Department Restructure – December 2027
11. Wireless Replacement – August 2026
12. ArcGIS Server tuning and maintenance (GIS)
13. Aerial Photography Project Spring 2026 (GIS)
14. RAGBRAI Event Planning and Mapping (GIS)
15. MS4 (Municipal Separate Storm Sewer System) tuning and maintenance (GIS)

16. Tree Inventory (GIS)
17. Payment Kiosk – Spring 2027
18. Citywide Data Inventory - Ongoing through 2027
19. Development/Rollout of Data Sensitivity Standards – Ongoing through 2027

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Firewall CIP that was not funded – Firewall is exhibiting signs of failure
2. Continued Copilot and AI Implementation - 2026
3. Data Center Phase 2 – Funding needed
4. Switch Replacement CIP that was not fully funded - 2026

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Library

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Space needs assessment suggests square footage of library should be expanded by 18,000 square feet
2. 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
3. Outside of the library is in need of a refresher: landscaping, signage, accessibility, etc.
4. Deferred maintenance issues surrounding the library
5. Brain health care for community. Library sees community members with brain health issues on a nearly daily basis.
6. Increasing demand and requests for outreach and library services throughout the community.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

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. Expansion of Raising Reader Bags with a phonics-based literacy focus
3. Redesign of children's play area and seating and renovation
4. Continued development of Bright Beginnings outreach services.
5. Developing an automated locker checkout system which would allow patrons to pick up holds outside of regular library hours.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Library

Please list issues or projects that you would like for the city to address this 2026 – 2028

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Parks and Recreation

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. **Aging Infrastructure:** All levels of infrastructure underground and facilities throughout the parks and recreation system are aging. Many investments were made in the 1990's and use and age now mean replacement is needed.

With many capital projects submitted for FY26 and FY27 not being approved, many deferred maintenance items have been delayed further. The concerns about increasing costs have been an issue for many years now and the challenges with catch up on these current and potential problems is becoming more difficult.

The public is becoming more vocal about the need for upgraded, updated, and better maintained facilities and amenities. Staff rely on these places and spaces being at their best as well to do their jobs. Each year as priorities are 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.

Information identified in the Parks and Recreation Comprehensive Master Plan highlighted challenges linked to these issues.

2. **Limited Staffing:** Parks and Recreation continues to operate with a lower than the ideal number of staff in multiple areas. Even with addition of the two new positions in parks for FY27, there is still a sizable gap with what is recommended, relative to the national data.

The necessary level of maintenance and support to keep up with the current number of parks, open spaces, roundabouts, amenities, and/or requests from the community for additional and new areas of programming has 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 adds time for a variety of departments including Human Resources, Finance, Information Tech, and more.

It is important to look at upgrading the number of full-time staff to reduce the burden on the current team and limit time spent recruiting and hiring each year. Information identified in the Parks and Recreation Comprehensive Master Plan highlighted challenges linked to these issues.

3. Lack of a centralized and up-to-date facility for the Parks and Recreation department operation negatively impacts culture and collaboration as well as operational efficiencies.

Parks operation is based 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.

Parks and Recreation has been extremely resourceful with the providing services despite these challenges, that other public infrastructure departments of the city and other administrative offices/departments of the city do not face.

MANAGEMENT IN PROGRESS 2026 PROJECTS AND ISSUES

Dubuque, Iowa
June 2026

DEPARTMENT: Parks and Recreation

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

1. Madison, Gay, Murphy, and Jefferson Park playground replacement projects
2. Flora, Murphy, and Eagle Point Park tennis court resurfacing projects
3. Comiskey Park Phase 2-Construction
4. Rustic Park and South Pointe subdivision park development
5. Five Flags successful transition to new management company
6. Five Flags Renovation Project-consultant selection, project phasing developed, phase 1 project and theater building envelop project study and next steps
7. ImOn Arena dehumidification project completion
8. Historic Millwork District community gathering space community engagement, plan adoption, and Phase 1 development
9. Pursue funding for implementation of Eagle Point Park Historic Structures Report
10. Aquatic Study (FY26), Community Center Study (FY27), Eagle Point Master Plan (FY27)
11. Branching Out Dubuque Initiative - year 3 implementations
12. Linwood Cemetery partnership administration

INITIATIVES 2026 – 2028: 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 2026 – 2028

1. Increase professional development 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) will be requested as part of the presentation of fundings in the active Aquatics Study being conducted by the Parks and Recreation department in conjunction with Kimley-Horn consulting.
3. With the Parks and Recreation Comprehensive Master Plan approved and adopted in February of 2026, several funding and other recommended actions were brought forward for consideration during the FY27 budget process. Develop priorities, an implementation plan, and timeline for various work were highlighted. Eagle Point Master Plan and a community center study were supported as an early focus, but many other parks and spaces 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 is also needed to process time and attendance, especially in the Parks division. Additional time to train and onboard temp employees prior to their first day on the job, due to changes in city-wide processes, needs to be considered. This could be an alternative format for processing those needs.
5. As property tax reform evolves in the State, proactive conversations and development of actions to prepare a budget for the coming years of work in Parks and Recreation is key. We are in conversations to be more proactive vs. reactive with how to handle our day-to-day operations. The City Council, as policy makers, city manager as the lead, and Parks and Recreation leadership, have begun the hard conversation about how to provide the full slate of services for residents looking for new programs, facilities, and features, and more.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Planning Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Creating housing units to meet the housing demand in the community
2. Creating affordable housing units
3. Infrastructure capacity (current maintenance and future expansion) to meet housing/economic growth
4. Supply of and access to affordable daycare
5. Wages and income not keeping up with cost of living
6. Development Review Team Staff capacity to efficiently review and approve development review projects in a timely manner.
7. Competitive salaries to hire/retain current workforce
8. Receiving daily passenger air service to the Dubuque Regional Airport.
9. Improving mobility options to make it easier to choose walking, biking, and transit as transportation modes
10. Lack of available funding:
 - Of grants and funding programs available by the City to help assist with improvement to historic properties
 - Of matching funds for the City to leverage grants to help us take on survey or education projects as required being a Certified Local GovernmentThese issues are further impacted by threats and cutbacks to Historic Tax Credits (at the state and federal level) and the state's reduction of usability for the Urban Revitalization Program.
11. Threats to the Historic Preservation Fund (federal) which fully funds the State Historic Preservation Office and Certified Local Government Programs.

12. Threats to the state and federal Historic Tax Credits which were instrumental in so many economic development projects in Dubuque over the last 40+ years.
13. Changes to Tax Increment Financing at the state level.
14. Impacts to local government's budgets due to recent state legislation

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

Dubuque, Iowa
June 2026

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 and livable community.

2. **Unified Development Code Update.** 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 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Planning Services

Please list issues or projects that you would like for the city to address this 2026 – 2028

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. **Multi-Recreation Facility – Location and Funding**
3. **Reestablish daily passenger flight service to the Dubuque Regional Airport.**
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. **Create new jobs to support economic growth.**
11. **Improve public transportation services and connectivity throughout the city.**
12. **Enhance pedestrian and bicycle infrastructure to improve safety and accessibility.**

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Dubuque Police Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. **Police Officer Retention:** Officer resignations at times wipe out our hiring gains. Replacing an officer who resigns is difficult because of the time it takes to hire and train a new officer. State rules dictate the police academy training time.
2. **Overall Police Staffing:** At times, we experience difficulty in the quality of the candidates we are seeing for officer and intern positions. Multiple applicants are disqualified during the background process each year. We are 11 officers short of full staffing, and this impacts every division.
3. **Brain Health:** We continue to see an increase in brain health calls and experience challenges with a lack of services and support for brain health clients. Additionally, there are funding and resource limitations placed upon providers that limit services. We have lost a significant number of "beds" in Dubuque, which limits placement options for social workers and providers working with our CIT officers.
4. **Lack of a 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. This exposes our officers to risks that could be mitigated and impacts morale.
5. **Police Building Space:** We share a building with the Sheriff's Office. There is limited building space and limited growth opportunities. Our work areas are outdated and insufficient, and this impacts efficiency and morale.
6. **Competitive Wages:** Keeping up with our comparable cities (and Dubuque County) when it comes to wages so we can attract and retain good police officers. Our FY27 wages will not meet the 50th percentile goal of the compensation and classification study.
7. **No Short-Term Juvenile Detention Facility:** The nearest detention facility is several hours away. This impacts families, JCS programming, and police efficiency. Juvenile and young adult violent crime remains a concern, especially with the 16-year-old murdered in Dubuque this year.

8. Increasing Technology Costs: The price of law enforcement technology and equipment is rapidly increasing. Our Taser contract is up in 2027, and the early numbers from Axon show the cost of a 5-year Taser program will have essentially doubled since our last contract.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Dubuque Police Department

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

1. Law Enforcement Software (RMS): The transition to a new RMS, CAD, and mobile computer system began in January 2025 with an anticipated completion in October 2026. Police/Dispatch/Sheriff/IT work groups are building the program with reps from Central Square. We are also building a Use of Force and Internal Affairs software program with a different vendor (Axon).
2. Recruitment: We are doing everything possible to recruit quality candidates.
3. Retention: We are doing everything possible to retain employees (career opportunities, good equipment, competitive wages, incentives the longer you stay). Our contract with the DPPA will open to negotiate wages for FY28 and FY29. That process will start at the end of this year.
4. Training: We will continue to conduct frequent training. We will also take the professional development training funds improvement package and target newer officers in an effort to improve retention.
5. Building Space and Feasibility Study: We will work with Legat Architects in the coming months to complete the building study. This will ultimately result in a report/presentation to the City Council, hopefully by the end of the year.
6. Officer Wellness: Our 2-year grant ends at the end of this calendar year. An improvement package was approved to fund wellness visits with a psychologist after the grant funding runs out.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Police Department

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Building Improvements: We will need direction following the DLEC Space and Feasibility Study that will be completed this year.
2. Wellness Check-ins: We have used grant funding for wellness check-ins for each officer once a year with a psychologist. The grant funds end after this calendar year. We will fund the check-ins with funds obtained via a non-recurring improvement package until July 2027. We will need full funding for FY28 and beyond to continue this practice.
3. DPPA Contract Negotiation: We will begin negotiating FY28 and FY29 wages with the DPPA at the end of the calendar year. Early numbers show our FY27 hourly officer rate of pay is the lowest (\$2.76 per hour lower than the next agency) among the 15 comparable agencies used in the compensation and classification study.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. **ANNEXATION / DEVELOPMENT:** Annexation and development agreement processes that do not consistently include maintenance and operations staff in discussions, leading to long-term service and lifecycle impacts that are not fully planned for.
2. **STAFFING / HIRING:** A lengthy and resource-intensive staffing and hiring process that makes it difficult to compete for candidates, fill vacancies quickly, and maintain stable service levels over time.
3. **AGING INFRASTRUCTURE:** Aging streets, utilities, and facilities that require increasing investment to maintain basic service levels while still supporting growth and new development.
4. **MAINTENANCE CAPACITY:** Staffing levels for maintenance that have not kept pace with significantly increased assets and service expectations, resulting in more deferred maintenance and greater risk of failures.
5. **DATA SHARING / ACCESS:** Fragmented data capture and limited data access that create duplicative efforts, reduce transparency, and make it harder to use information for decision-making and asset management.
6. **FAILING ASSETS:** Infrastructure that is already failing or nearing the end of its useful life, requiring difficult choices between reactive repairs and proactive replacement.
7. **COMPENSATION:** Starting wages and entry-level pay that are not competitive enough to attract and retain talent in a tight labor market, particularly for skilled positions.
8. **OPERATIONAL INPUT:** New developments and major purchases that move forward without early input from maintenance and operations, resulting in higher lifecycle costs and operational challenges after projects are complete.

9. **SERVICE LEVELS OVER TIME:** Difficulty maintaining consistent service levels over time as workloads increase, expectations grow, and staffing levels remain flat or decline.
10. **CHANGE FATIGUE:** Change fatigue among staff due to multiple concurrent initiatives, new systems, and evolving expectations, which can erode morale and adoption of needed improvements.
11. **CERTIFICATION / SKILL INCENTIVES:** Limited supplemental pay or incentives tied to certifications and specialized skills, making it harder to recruit, develop, and retain qualified staff.
12. **FUEL TRUCK AUTOMATION:** Need for automation and modernization of fuel truck operations to improve safety, accountability, and efficiency, while managing costs and change impacts.
13. **LANDFILL OPERATIONS:** Landfilling operations impacted by variable waste volumes, changing material types, and climate-driven weather patterns that require new compaction techniques and technologies to manage risk.
14. **BATTERY MANAGEMENT:** Lack of an Extended Producer Responsibility program for batteries in Iowa, which increases the risk of fires in both landfill operations and collection vehicles and creates significant operational and financial exposure.
15. **CURBSIDE COLLECTION SAFETY:** Curbside collections safety risks, given that waste and recycling workers remain among the most hazardous occupations, and only part of the fleet and customer base currently have automated collection and carts.
16. **ANNEXATION / DEVELOPMENT:** Annexation and development agreement processes that do not consistently include maintenance and operations staff in discussions, leading to long-term service and lifecycle impacts that are not fully planned for.
17. **STAFFING / HIRING:** A lengthy and resource-intensive staffing and hiring process that makes it difficult to compete for candidates, fill vacancies quickly, and maintain stable service levels over time.
18. **AGING INFRASTRUCTURE:** Aging streets, utilities, and facilities that require increasing investment to maintain basic service levels while still supporting growth and new development.
19. **MAINTENANCE CAPACITY:** Staffing levels for maintenance that have not kept pace with significantly increased assets and service expectations, resulting in more deferred maintenance and greater risk of failures.
20. **DATA SHARING / ACCESS:** Fragmented data capture and limited data access that create duplicative efforts, reduce transparency, and make it harder to use information for decision-making and asset management.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

Dubuque, Iowa
June 2026

DEPARTMENT: Public Works

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

1. **STREET REHABILITATION:** Ongoing street rehabilitation activities to improve pavement conditions, extend asset life, and address priority maintenance needs.
2. **EMERGENCY PREPAREDNESS:** Development and maintenance of hard-copy backup materials to support continuity of operations during system outages or emergency events.
3. **CONTRACT MANAGEMENT:** Review and development of contracts and master service agreements to improve procurement consistency, service delivery, and operational support.
4. **SEWER MAINTENANCE:** Ongoing sewer maintenance activities to preserve system function, reduce service disruptions, and address aging infrastructure needs.
5. **FLEET MODERNIZATION:** Continued updating of fleet assets to improve reliability, safety, lifecycle management, and operational readiness.
6. **FUELING INFRASTRUCTURE:** Fuel Island improvements and reconstruction to improve safety, reliability, and continuity of fueling operations for city vehicles and equipment.
7. **EVENT OPERATIONS:** Coordination and operational planning related to RAGBRAI to support transportation, route management, public safety, and service continuity.
8. **DROPZONE / 3C PROJECT:** Advancement of the 3C Project (DropZone) to improve public access to waste diversion services and support more efficient landfill-related operations.
9. **FACILITIES MAINTENANCE:** Roof and HVAC improvements to address deferred maintenance needs and improve the reliability of critical facilities.
10. **LANDFILL EXPANSION:** Landfill expansion permitting and annexation activities to maintain long-term disposal capacity and support future operational needs.

11. **ORGANIZATIONAL STRUCTURE:** Evaluation and implementation of staffing and organizational restructuring to better align resources, supervision, and service responsibilities.
12. **ASSET MANAGEMENT SYSTEMS:** Integration of CMMS and EAMS platforms to improve maintenance tracking, data quality, asset management, and work order coordination.
13. **ACCREDITATION:** Ongoing accreditation preparation to strengthen departmental standards, documentation, and continuous improvement efforts.
14. **FLOOD PROTECTION INFRASTRUCTURE:** USACE flood wall culvert inspections and repairs to maintain system reliability and support flood protection readiness.
15. **CONCRETE PROGRAM:** Expansion of the concrete program to address priority street and infrastructure needs and improve long-term asset performance.
16. **REGIONAL COORDINATION:** Coordination with Dubuque County and the City of Asbury on Middle Road improvements and related transportation needs.
17. **STAFFING ALIGNMENT:** Continued restructuring of staffing assignments to improve service coverage, operational efficiency, and organizational support.
18. **FLEET MAINTENANCE EQUIPMENT:** Modernization of fleet maintenance equipment to improve shop efficiency, safety, and quality of service.
19. **PREVENTIVE MAINTENANCE:** Improvements to preventive maintenance practices and schedules to reduce downtime, extend equipment life, and improve reliability.
20. **DOCUMENTATION:** Increased operational documentation to improve consistency, knowledge transfer, accountability, and continuity of service.
21. **WORKFLOW STANDARDIZATION:** Citywide workflow standardization efforts to improve consistency, coordination, and process efficiency across departments.
22. **STRATEGIC PLANNING:** Continued development and implementation of the Public Works Strategic Plan to align departmental work with long-term priorities and performance expectations.
23. **AUTOMATED COLLECTIONS:** Fleet-wide rollout of automated collections infrastructure, including vehicles and carts, to improve worker safety, efficiency, and service consistency.
24. **WASTE DIVERSION SUPPORT:** Ongoing waste diversion education and program support to improve participation, reduce landfill impacts, and strengthen public understanding of available diversion options.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. **INFRASTRUCTURE INVESTMENT:** Maintenance, repair, rehabilitation, and reconstruction of concrete streets to preserve existing infrastructure and reduce long-term replacement costs.
2. **PRIORITIZATION:** Alignment of citywide plans and priorities to ensure limited staff and financial resources are directed toward the most critical service and infrastructure needs.
3. **CAPACITY:** Staffing capacity that allows for employee training and development while maintaining expected service levels.
4. **PROCESS ALIGNMENT:** Alignment of Infrastructure Impact Team processes, expectations, and decision-making authority to improve coordination and reduce delays.
5. **TECHNOLOGY:** Implementation of Tyler project management software to improve project tracking, communication, accountability, and coordination across departments.
6. **COLLABORATION:** Development of citywide brigades to improve cross-functional coordination and operational responsiveness.
7. **FINANCIAL RESILIENCY:** Improvement of emergency budget, financial, and operational processes to better respond to unplanned events and service disruptions.
8. **ORGANIZATIONAL CULTURE:** Reduced organizational risk aversion to support innovation, timely decision-making, and progress on strategic priorities.
9. **DATA ACCESS:** Improved access to operational and asset data to support decision-making, coordination, and efficient service delivery.
10. **ONBOARDING:** Improvement of the employee onboarding experience to strengthen retention, consistency, and long-term workforce development.

11. **FLEET OPERATIONS:** Centralization of fleet operations and motor pool functions to improve efficiency, utilization, and service support.
12. **COMMUNICATION:** Standardization of communication expectations to improve accountability and reduce confusion across departments and work groups.
13. **ASSET PRESERVATION:** Increased investment in concrete street maintenance to extend asset life and reduce future infrastructure failures.
14. **COLLABORATION:** Stronger cross-department collaboration to reduce silos and improve alignment of work, resources, and priorities.
15. **CURBSIDE COLLECTIONS:** Prioritization of fleet-wide rollout of automated collection infrastructure, including vehicles and carts, to improve worker safety and operational efficiency.
16. **TRAINING:** Staffing levels sufficient to support ongoing employee training without creating service gaps.
17. **OPERATIONS:** Improved scheduling capacity to better manage staff, equipment, and daily operational demands.
18. **WORKFORCE STABILITY:** Staff redundancy and succession planning to maintain continuity of operations and reduce vulnerability in key positions.
19. **STANDARDIZATION:** Consolidation of software systems across departments to improve consistency, data sharing, and process efficiency.
20. **CONTINUOUS IMPROVEMENT:** Use of project and event after-action debriefs to improve future planning, coordination, and performance.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Sustainability

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Capacity – staff increased in FY23 in a limited term position. It remains funded through FY27 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 various programming, 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
2. Lack of science-based target and one beyond 2030. We need to set a longer term GHG emissions reduction goal and have it be science-based.
3. 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 residents and environment. At its core, climate action is equity work.
4. City organization needs efficiency 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.
5. 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.
6. Ongoing climate change/climate disasters & chaos – reacting instead of being proactive

7. Federal Government insanity/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
8. State Government that is Anti-Local Government – Erosion of Local Control, Budget Ramifications, and Other Impacts of State Legislation

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

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 – ESP 2.0 and Solar on municipal buildings
2. Grants – Youth Climate Action and Sustainable Dubuque Grants
3. Tree planting / Branching Out Initiative and Teen Resiliency Corps

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Sustainability

Please list issues or projects that you would like for the city to address this 2026 – 2028

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. 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
3. Set an institutional GHG reduction target/commitment beyond 2030, science-based target for 2040 or 2050 and beyond.
4. Energy Efficiency in LMI homes using Green Iowa AmeriCorps
5. Explore collaboration with Community Impact team to ensure sustainability programs (energy audit for anyone who can't pay utility bills, ESP 2.0 for LMI homes needed upgrades, . 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)
6. Save Energy – (and time and resources) with BAM – buildings and maintenance team 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

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Transportation Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. The Parking Division is struggling with labor. The older equipment is in constant need of repair to keep operational. This challenge should resolve itself when new equipment is installed.
2. We see a lot of turnovers with our part-time bus drivers. Turnover is due to retiring for a second time. The Areas of Persistent Poverty Grant will review this.
3. Bus behavior, an Improvement Package was submitted for the FY27 budget and was recommended and approved for a part-time bus attendant. Drivers are having some issues with loud and energetic school children in the afternoon routes. This position should help the issues.
4. Funding, FTA and new state tax laws could potentially reduce the funding for the ramps along with transit federal funds.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

**Dubuque, Iowa
June 2026**

DEPARTMENT: Transportation Services

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

1. Parking-The Smart Parking RFP for both ramp and on-street parking will resolve the constant equipment failures. Once the new equipment is installed, labor can focus on ramp improvements including paint and concrete repairs. This issue is currently being worked on and has support from City Council.
2. Funding, FTA and new state tax laws could potentially reduce the funding for the ramps along with transit federal funds. The Area of Persistence Poverty Grant will review how we can effectively evolve with funding constraints.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Transportation Services

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. The Department has multiple new studies and equipment being started and installed. 2026-27 will focus on completion of those initiatives; no new request at this time.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Water Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Maintaining compliance with current and anticipated drinking water regulations remains one of the most significant challenges facing the Water Department. Emerging PFAS treatment requirements, evolving EPA standards, and compliance with the Lead and Copper Rule Improvements (LCRI) will require substantial long-term investment. A recent condition assessment and PFAS evaluation performed by Strand Associates identified future capital improvements ranging from modifications to the existing Eagle Point Water Treatment Plant to the development of alternative treatment and supply systems, with projected costs ranging from approximately \$78 million to nearly \$196 million over the long-term planning horizon.

In addition, achieving full LCRI compliance is expected to require approximately \$60 million over the next 12 years to replace all lead service lines within the City of Dubuque's distribution system. Balancing these regulatory requirements with operational resiliency and long-term financial sustainability will remain a major focus of the department.
2. The Water Department also faces significant challenges associated with aging and fatigued water supply, treatment, storage, and distribution infrastructure. A condition assessment performed by Strand Associates identified that several deep wells are approaching or have exceeded their expected useful life, with multiple wells already experiencing declining capacity or requiring extended maintenance and repairs. In addition, substantial rehabilitation and replacement needs were identified throughout the treatment facility, including structural repairs, process improvements, mechanical upgrades, chemical feed systems, and modernization of treatment equipment. Maintaining reliable service while systematically rehabilitating and replacing critical infrastructure assets over the next several decades will remain a substantial operational and financial challenge.
3. Long-term funding and financial sustainability continue to represent a major challenge for the Water Department as large-scale infrastructure improvements and regulatory compliance projects are evaluated. The condition assessment and PFAS evaluation completed by Strand Associates identified even the minimum "Level of Service" implementation strategy as requiring more than \$83 million in projected capital investment over the next 20 years, while future expansion or replacement alternatives exceed \$140 million to \$195 million depending on the selected approach. Successfully implementing projects of this magnitude will require aggressive pursuit of SRF funding, WIFIA financing opportunities, loan forgiveness programs, and other grant funding sources while balancing utility rate impacts and long-term CIP planning needs.

4. Preparing the water system to meet future growth and development demands also remains a significant challenge facing the department. Current planning efforts indicate the existing treatment system is approaching practical operational capacity limits, requiring evaluation of future expansion alternatives to maintain adequate supply and treatment capacity for long-term growth. The studies completed by Strand Associates evaluated multiple scenarios involving expansion to approximately 20 MGD through either expansion at the current Eagle Point Water Treatment Plant site or development of a new remote treatment facility. Determining the most appropriate long-term strategy will require balancing operational efficiency, regulatory compliance, land acquisition, distribution system improvements, and future development needs throughout the community.

Development agreements that are initiated during the fiscal year but were not anticipated during the budget development process present ongoing financial and operational challenges. These agreements often require utility extensions and associated infrastructure improvements that must be accommodated outside of the established Capital Improvement Program (CIP) budget cycle. As a result, funding may need to be reallocated from previously approved projects that have already undergone prioritization and met established funding criteria. The timing of developer-driven utility extension requests does not always align with the City's budgeting process, creating challenges in planning, funding allocation, and project delivery while maintaining commitments to existing capital projects.

5. Another major challenge facing the Water Department involves integrating potential future treatment facilities into the existing water distribution network. Evaluations completed by Strand Associates identified that alternative treatment plant scenarios would require substantial transmission main extensions, storage improvements, pressure zone modifications, and additional distribution system interconnections throughout the southwest portions of the City. Additional studies evaluating treated water blending, flow direction, pressure zone management, and system hydraulics would also be necessary to ensure continued compliance with water quality regulations and operational standards. Coordinating these improvements alongside future City growth and infrastructure planning efforts will require significant long-term coordination.
6. Flood resiliency and protection of the shallow well field also remain important operational challenges for the department. The studies completed by Strand Associates identified the need for permanent flood protection improvements associated with shallow well infrastructure, including modifications to pitless adaptors, relocation of control infrastructure, electrical system upgrades, and acquisition of temporary flood protection barriers. Given the importance of the shallow wells to overall system supply capacity, improving flood resiliency for these facilities remains a critical operational priority.
7. 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.

8. Maintaining and improving the Water Treatment, Storage, Pumping, and Distribution Infrastructure remains a critical priority for the Water Department. To ensure capital improvements are implemented efficiently, coordinated with other infrastructure investments, and carried out in a fiscally responsible manner, future projects should be guided by a comprehensive, engineered Master Plan. The first phase of this effort has been completed through the Water Treatment Plant Condition Assessment and Facility Plan, which provides a framework for evaluating treatment capacity and facility needs. A second phase focused on the distribution system, storage facilities, and pumping infrastructure is needed to provide a complete understanding of the utility's ability to reliably serve existing customers and accommodate future growth.

In conjunction with this planning effort, the City must continue to prioritize distribution system improvements that address existing resiliency and reliability concerns. Key projects include the Southwest Arterial water main extensions, Military Road Water Tower, Olympic Heights water main extension, Central Avenue water main extension, Central Avenue Booster Pump Station, and Rockdale Road water main replacement. These projects will strengthen system redundancy, improve operational flexibility, and support long-term service reliability throughout the distribution network.

9. 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.
10. Improving the City's unaccounted-for water rate remains a key operational objective and ongoing challenge. In FY25, the Water Department treated just under 2.6 billion gallons of water and metered 2.091 billion gallons, resulting in approximately 508 million gallons (19.5%) classified as non-revenue water (NRW), an improvement from 20.5% in FY24. NRW includes both real losses, such as leaks, main breaks, firefighting, and system flushing, and apparent losses related to metering inaccuracies and data handling.

The City actively addresses NRW through leak detection surveys, pressure management, infrastructure improvements, and timely repair of main breaks and leaks. Planned FY2027 initiatives—including District Metered Zones (DMZs), replacement of leak detection correlators, expanded leak detection surveys, and continued SCADA and fiber network improvements—will further enhance system monitoring, improve water accountability, and reduce overall water loss across the distribution system.

11. Improving the City's water main break rate remains an important operational objective and ongoing challenge. Through FY2026, the Water Department has experienced 54 water main breaks. To reduce system stresses that contribute to infrastructure failures, maintenance staff have adjusted automatic valve settings to minimize water hammer, while operators have modified pump start-up and shut-down procedures to reduce pressure surges throughout the distribution system. These operational improvements have helped maintain main breaks at relatively low levels and improve overall system reliability.

The planned FY2028 Distribution System Master Plan will further evaluate system performance, identify areas of concern, and prioritize improvements to enhance resiliency and reduce future main breaks.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

Dubuque, Iowa
June 2026

DEPARTMENT: Water Department

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

1. The Private Lead Service Line Replacement Pilot Program – Phase 2 is currently scheduled with a public hearing on June 1, followed by authorization of the construction bid award on July 6. Construction is anticipated to be completed by May 2027.

Phase 3 of the program is expected to initiate in Fall 2026, with construction beginning in 2027.

2. The Eagle Point Water Plant Supervisory Control and Data Acquisition (SCADA) system and communications infrastructure upgrade project is nearing completion and is anticipated to be fully completed by fall of this year. This project will enhance facility controls, remote well monitoring, instrumentation, communications, and overall system integration capabilities. In coordination with the City-Wide Fiber Project, these improvements will strengthen operational efficiency, increase data availability, enhance system monitoring and emergency response capabilities, and ensure compatibility with future treatment and distribution system improvements identified through the condition assessment process.
3. The U.S. EPA's Lead and Copper Rule Improvements (LCRI) require public water systems to identify and fully replace all lead service lines within a 10-year period. These requirements represent a significant operational and financial challenge for utilities, introducing new compliance deadlines, stricter action levels, and increased community engagement responsibilities. Water Department staff regularly participate in meetings and planning efforts to evaluate timelines, develop policies, and implement operational changes necessary to maintain compliance and stay ahead of evolving regulatory requirements.
4. North Cascade/Southwest Arterial Water Main Extension (Edval Lane to N. English Mill Road) – Top Grade Excavating is currently constructing this water main extension project, which will improve system reliability. Construction is anticipated to be completed by August 2026.
5. EPWTP Roof Rehabilitation – Construction crews have completed the majority of the contracted scope of work, with the first phase of the project anticipated to be completed in June 2026.

6. Greyhound Park Water Main Loop – This project includes the installation of approximately 785 linear feet of 8-inch ductile iron water main north of the existing dog track on Greyhound Park Road. Currently, the system does not provide a complete loop around the island, limiting redundancy and operational flexibility. The new main will establish a continuous looped system, improving reliability and ensuring water service can be maintained during repairs anywhere on the island.
MSA Professional Services has completed the plans and specifications for the project, and construction bids are due in June. Construction is scheduled for completion by October 2026.
7. Lead Water Main Replacement Project – This project will replace the five remaining public lead water mains within the City of Dubuque’s water distribution system, located on May Place, Union Street, Austin Street, Washington Street, and Roland Street. As an SRF-funded project, design services have been initiated, with authorization of the construction bid award anticipated in February 2027 and construction completion expected by June 2027.
8. Deep Well No. 11 – We are currently working on site selection for the new deep well as part of the PFAS remediation plan. Once a site is finalized, Strand Associates will be able to proceed with design work and initiate SRF funding documentation for the project.
9. Eagle Point Water Treatment Plant Boiler Replacement Project – This project will replace the aging boilers at the Eagle Point Water Treatment Plant, which were installed in 1995 and are nearing the end of their useful service life. The replacement boilers will improve energy efficiency, enhance system reliability, and reduce greenhouse gas emissions. An RFQ for engineering design services will be released in June, with final design documents anticipated to be completed by January 2027. Construction and installation of the new boilers are planned for a future fiscal year, pending budget authorization.
10. Greeley Street / Auburn & Custer Water Improvements – This Engineering-driven sanitary sewer project includes associated water system improvements to replace and upgrade aging infrastructure in conjunction with the planned sanitary sewer work.
11. R900 Meter Interface Unit (MIU) Change Out Program (Year 5 of 5 for Replacement of 25,000 MIUs by Water Department Staff). This project represents the fifth and final year of a proactive program to replace approximately 25,000 Meter Interface Units (MIUs) throughout the water system. The work is being completed in-house by Water Department staff and will improve meter reading reliability and system performance. The program is anticipated to be completed by October 2026.
12. Park Hill Pumping Station – Variable Frequency Drive (VFD) Upgrade: New motors for the Park Hill Pumping Station have been delivered and require coordination with Distribution staff for installation due to their size and weight (approximately 4,600 lbs. each). The project is anticipated to be completed in Winter 2026–2027, following completion of the SCADA Project at the Eagle Point Water Treatment Plant.

13. Railroad Study at Eagle Point Water Treatment Plant – This project will evaluate the potential impacts of increased rail traffic on the structural stability of facilities at the Eagle Point Water Treatment Plant. Funding has been approved in FY2027, and an engineering consultant will be selected in accordance with the City's procurement policy after July 2026 to perform the study and provide recommendations based on the findings.
14. Overlay Project Water Improvements – This project involves the replacement of aging valves and fire hydrants in advance of the Public Works Street Overlay Program. Completing these water system improvements prior to roadway resurfacing helps avoid future pavement disturbances.
15. Mt. Carmel Pump Station Generator Install – This project involves repurposing a generator no longer needed at the Vernon facility and relocating it to the Mt. Carmel Pump Station, resulting in significant capital cost savings. Westphal Electric of Dubuque was awarded the contract to install an automatic transfer switch, with installation scheduled for Fall 2026.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Water Department

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Short-term funding and CIP prioritization challenges associated with balancing operational needs, deferred maintenance, and long-term capital planning efforts. Several recommended maintenance and rehabilitation projects identified through the condition assessment process were either unfunded or funded below recommended levels in recent budget cycles. Continued deferral of maintenance and rehabilitation activities may increase long-term costs, accelerate infrastructure deterioration, and create additional operational risks. Developing sustainable funding strategies and improving long-term CIP forecasting will therefore remain an important short-term focus for the department.
2. Well 8 Rehab - Deep Well No. 8 is currently out of service due to an electrical fault to ground, indicating a likely failure of either the submersible motor or the power cable. Water Department staff have requested proposals from two qualified service providers to remove and inspect the pump and motor assembly to determine the extent of repairs or rehabilitation required. Until restored to service, the well remains unavailable, reducing system redundancy and available production capacity.
3. 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.

MAJOR CHALLENGES

Dubuque, Iowa

June 2026

DEPARTMENT: Water & Resource Recovery Center

From your department's perspective, what are the major challenges facing the city over the next 5 years?

1. Providing Affordable Wastewater Services While Maintaining High Environmental Standards

The WRRC must continue balancing the need to provide cost-effective wastewater treatment services with the responsibility to protect public health and the environment. Inflation has increased the cost of labor, equipment, chemicals, energy, construction, and maintenance activities, placing upward pressure on the cost of wastewater treatment. At the same time, households and businesses throughout the community are experiencing many of these same economic pressures. The challenge for the WRRC is to operate as efficiently as possible while continuing to meet permit requirements, maintain critical infrastructure, comply with evolving regulations, and protect the Mississippi River and surrounding environment. Achieving this balance will require thoughtful planning, strategic investments, operational efficiency, and responsible stewardship of public resources.

2. Maintaining Reliable Wastewater Infrastructure While Managing Aging Assets.

Maintaining reliable wastewater treatment and lift station infrastructure as critical assets continue to age. While significant investments are being made in reliability improvements, industrial controls modernization, instrumentation, and preventative maintenance, the WRRC must continue balancing daily operational needs with long-term infrastructure renewal and asset management requirements.

3. Workforce Sustainability and Knowledge Transfer

Operating and maintaining a modern wastewater utility requires a highly skilled workforce with specialized technical knowledge. As infrastructure, treatment technologies, and regulatory requirements become increasingly complex, the WRRC must continue focusing on employee development, training, knowledge transfer, recruitment, and retention. Ensuring that staff have the skills, tools, and resources necessary to safely operate and maintain critical infrastructure will remain essential to the long-term success of the utility.

4. Long-Term Odor Management and Community Expectations

The WRRC will continue working to reduce the frequency, severity, and duration of odor events associated with wastewater treatment operations. Significant progress has been made through chemical dosing strategies, process improvements, equipment maintenance, solids management improvements, and ongoing monitoring efforts. However, odor management remains an ongoing challenge that requires continued evaluation, operational adjustments, maintenance activities, and strategic investments. Balancing effective wastewater treatment with community expectations regarding odors will remain an important focus area for the foreseeable future.

5. Preparing for Emerging Environmental Regulations

Wastewater utilities across the country continue to face evolving environmental regulations and increased scrutiny of emerging contaminants. Future requirements related to nutrients, PFAS, biosolids management, microplastics, and other contaminants of concern have the potential to affect treatment processes, monitoring requirements, residuals management practices, and future capital investment needs. The WRRC must continue monitoring regulatory developments and preparing for potential changes while maintaining compliance with existing permit requirements and protecting public health and the environment.

6. Addressing Future Treatment Capacity and Regulatory Requirements

The WRRC must continue planning for future wastewater treatment needs while preparing for evolving regulatory requirements. Population growth, economic development, annexation, and planned collection system improvements may increase wastewater flows and loading to the facility over time. At the same time, future regulatory requirements related to treatment performance, nutrient reduction, and other environmental objectives may require additional operational changes or capital investments. Long-range planning efforts currently underway will help identify future needs and establish priorities for investment.

MANAGEMENT IN PROGRESS 2026 – 2028 PROJECTS AND ISSUES

Dubuque, Iowa
June 2026

DEPARTMENT: Water & Resource Recovery Center

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

1. Odor Mitigation Program

The WRRC continues implementing a comprehensive odor mitigation strategy that includes chemical dosing, process improvements, equipment maintenance, solids management improvements, and enhanced monitoring efforts. Next Steps:

- Complete Digester #4 cleaning. July 2026.
- Optimize ferric chloride and hydrogen peroxide dosing strategies. October 2026
- Deploy perimeter odor monitoring equipment. December 2026
- Identify and prioritize long-term odor mitigation projects through the WRRC Facility Plan Update. December 2027.

2. WRRC Facility Plan Update

The WRRC is undertaking a comprehensive Facility Plan Update to establish a long-term roadmap for treatment capacity, reliability, asset management, odor mitigation, operational effectiveness, and future infrastructure investments. The effort includes extensive system evaluation, wastewater characterization, process assessment, and operational review activities. Next Steps:

- Complete wastewater characterization, flow monitoring, and system performance evaluations. March 2027.
- Identify and purchase a Computerized Maintenance Management System (CMMS) to improve asset management, preventative maintenance, work planning, and inventory control. June 2026.
- Develop system-specific operating strategies, performance metrics, dashboards, and operator training materials to improve process control and operational decision-making. October 2026.
- Identify and prioritize long-term capital improvement, reliability, treatment system, and odor mitigation improvements. September 2027.
- Complete the WRRC Facility Plan Update. December 2027.

3. Industrial Controls Modernization

The WRRC is implementing the multi-year effort to replace aging industrial control systems and improve reliability, automation, and maintainability of critical treatment processes. Phase I, replacing electrical controls in Building 10 and Building 75, is under contract. Subsequent phases will follow. Next Steps:

- Complete construction and startup of Phase I improvements. August 2027.
- Design and bid Phase II improvements. October 2026.

4. Building 75 Explosion Repairs

The WRRC continues restoring systems damaged during the December 2024 explosion, including reconstruction of the primary operations control room and related facility improvements. Next Steps:

- Complete repair of explosion-related structural and electrical damage on second floor. December 2026.
- Complete construction documents for restoration of control room. November 2026.

5. High Strength Waste Receiving and Storage Project

The WRRC is advancing improvements to hauled waste receiving and storage infrastructure to improve solids management, operational flexibility, and treatment process reliability. Next Steps:

- Complete application to EPA for \$2 million for improvements established as part of the Community Project Program. September 2026.
- Initiate bidding. December 2026.

6. Terminal Street Lift Station Rehabilitation Project

The WRRC is implementing reliability, safety, and maintainability improvements at the Terminal Street Lift Station. Next Steps:

- Complete construction. April 2027.

7. FOG Program Software Implementation

Next Step:

- Complete software implementation and customer onboarding. December 2026.

8. Industrial Pretreatment Software Implementation

Next Step:

- Complete software Implementation. November 2026.

INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

DEPARTMENT: Water & Resource Recovery Center

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Improve Process Control Through Dashboards, Operating Guidance, and Operator Training

Continue developing system-specific operating strategies, performance dashboards, key performance indicators, and operator training materials to improve process control, operational consistency, and decision-making.

Desired Outcome:

- Complete development and implementation of process control dashboards, operating guidance documents, and operator training materials. December 2027.

2. Improve Maintenance Planning and Preventative Maintenance Through CMMS Implementation

The WRRC should continue improving maintenance planning, work scheduling, asset management, and preventative maintenance activities through implementation of a Computerized Maintenance Management System.

Desired Outcome:

- Fully implement CMMS and establish preventative maintenance workflows. May 2027.

3. Improve System Reliability and Operational Resiliency

Continue improving the reliability of treatment systems, automation, instrumentation, and critical infrastructure to reduce unplanned equipment failures, improve process performance, and enhance operational resiliency.

Desired Outcome:

- Restore and maintain system reliability sufficient to support efficient operations and implementation of a daytime and on-call operator staffing model. December 2027.

4. Improve FOG Program Compliance and Efficiency

Continue improving administration of the Fats, Oils, and Grease (FOG) Program through software implementation, improved compliance tracking, and proactive engagement with food establishments and grease haulers.

Desired Outcome:

- Complete software implementation and transition to enhanced compliance tracking and reporting. July 2027.

5. Improve Spare Parts Management and Equipment Reliability

Continue improving equipment reliability through enhanced spare parts management, restoration of redundant systems, equipment rotation practices, and reliability-focused maintenance activities.

Desired Outcome:

- Establish a reliability-focused spare parts and equipment management program. July 2027.

Looking to Dubuque's Future Boards and Commissions

BOARD AND COMMISSION INITIATIVES

2026 – 2028:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

BOARD/COMMISSION : Arts & Cultural Affairs Advisory Commission

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Implementation and accountability of 2024-25 action steps in Commission's 2022-2026 Strategic Plan including:
 - 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. Advocate to address funding gap in Operating Support program requests versus line-item allocation in City budget.
3. Advocate for and assist in securing support for new and updated Arts & Culture Master Plan.
4. Develop standardized onboarding procedures and a Commission member handbook to support the successful orientation and engagement of new Commission members. Materials will be designed to provide clear guidance on Commission roles, responsibilities, policies, meeting procedures, strategic priorities, and expectations for public service.

**BOARD AND COMMISSION INITIATIVES
2026 – 2028:
SHORT-TERM ISSUES AND PROJECTS
Dubuque, Iowa
June 2026**

BOARD/COMMISSION: Civic Center Commission

Please list issues or projects that you would like for the city to address this 2026 – 2028

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

2026 – 2028:

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 2026 – 2028

1. Increasing membership for the Community Development Advisory Commission to ensure the commission is fully functioning with all nine members appointed. Vacancies can impact quorum requirements, limit diverse community representation, and reduce the commission's capacity to review projects, provide recommendations, and support timely decision-making.
2. Replicate and expand successful affordable housing opportunities for low- to moderate-income families, including "The Dubuque House", rehabbed properties with HEART, and other innovative housing models to meet the growing demand for accessible, sustainable and affordable housing solutions.
3. Continue to enhance interdepartmental collaboration with Community Impact, Human Rights, and Economic Development staff and relevant commissions.

BOARD AND COMMISSION INITIATIVES

2026 – 2028:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Historic Preservation

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. **Historic Preservation Month** - Proclamation; Media release about events; present Historic Preservation Awards and announcement at City Council meeting.
2. **Encyclopedia Dubuque Legacy Plan** – Commission leading the public/private effort to recognize and plan for sustaining this invaluable community resource.
3. **Eagle Point Park Fundraising Plan** – Seek funding to implement the Historic Structures Report at Eagle Point Park through the development of a fundraising plan for restoration of the Caldwell designed structures.
4. **Provide input for the Unified Development Code** – Provide input regarding the improvement of the UDC, especially around demolition and signage.

BOARD AND COMMISSION INITIATIVES

2026 – 2028:

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 2026 – 2028

1. Improving oversight and enforcement to ensure landlords meet required housing conditions and maintain safe, habitable units.
2. Enhanced Fair Housing education
3. Continued participation in community outreach events
4. Housing Commission education on regulations, changes, procedures, developments, etc.
5. Enhanced Housing Commission recruitment & retention efforts
6. Federal Regulation education and input

BOARD AND COMMISSION INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2025

BOARD/COMMISSION: Investment and Cash Management Oversight Advisory Commission

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. Evaluate whether diversification guidelines in the Investment Policy should be revised based on market conditions.
2. Review performance benchmarks for investment managers to ensure alignment with current best practices.
3. Assess opportunities to improve cash-flow forecasting and reduce idle cash balances.
4. Review the City's banking services agreement ahead of renewal cycles.
5. Establish an annual review process for custodial and collateralization arrangements.
6. Review internal controls related to daily cash handling and deposits.

BOARD AND COMMISSION INITIATIVES

2026 – 2028:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Long Range Planning Advisory Commission

DEPARTMENT:

Please list issues or projects that you would like for the city to address this 2026 – 2028

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. Single-family home development
5. Multi-sport complex
6. Reduce tax burden

BOARD AND COMMISSION INITIATIVES

2026 – 2028:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2026

BOARD/COMMISSION: Parks and Recreation Commission

Please list issues or projects that you would like for the city to address this 2026 – 2028

1. **Fully Fund Staffed Positions in the Parks and Recreation Department.** Increase staff representative of responsibilities as suggested by the master plan. The Park Division is being asked to care for and develop equitable amenities including trails, parks, the marina, and even landscaping for new roundabouts. The City would benefit from developing and retaining experience and expertise in the Parks and Recreation Department.
2. **Partnerships.** Seek and evaluate public and private partnerships to expand and create new opportunities such as Dubuque Trees Forever, Dubuque Forward and Friends of Dubuque Parks as recommended in the master plan.
3. **Swimming Pools.** Develop and conduct a full system aquatic study as identified in the master plan. Address the community's desire for additional amenities, including splash pads, and an improved aquatics center experience.
4. **Infrastructure Updates.** Aging structures within the Parks and Recreation Department as identified in the master plan 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.
5. **Connecting Bike and Trails.** Continue to promote mobility by the construction and maintenance of interconnected trails and bike paths, including within neighborhood areas. Increase public awareness of available trails as identified in the master plan.

6. **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, poverty prevention and community building within Dubuque.
7. **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

2026 – 2028:

SHORT-TERM ISSUES AND PROJECTS

Dubuque, Iowa

June 2025

BOARD/COMMISSION: Resilient Community Advisory Commission

Please list issues or projects that you would like for the city to address this 2026 – 2028

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. Science based target
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. Advocate for and edit the city farmland leases with the focus on assigning a dollar amount to sustainability measures on the rubric.
5. Consider energy efficiency as related to city inspections (ie. Insulation/appliances, etc) and discuss what a standard might look like; begin data collection.
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
8. Advise Council on updating wayfinding signs as many are old and faded
9. Advise Council to adopt a policy on Data Centers, specifically around the usage of natural resources like water and land

**BOARD AND COMMISSION INITIATIVES
2026 – 2028:
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 2026 – 2028

1. No major projects to address, the results of the Areas of Persistent Poverty Grant will outline future projects and funding requirements.

BOARD AND COMMISSION INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2026

BOARD/COMMISSION: Planning Services – Zoning Advisory Commission

Please list issues or projects that you would like for the city to address this 2026 – 2028

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 Advisory Commission will play a key role in reviewing and evaluating the proposed changes and modifications to the Unified Development Code (UDC). 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 decision reflect a balanced approach to property investment and neighborhood preservation

BOARD AND COMMISSION INITIATIVES 2026 – 2028: SHORT-TERM ISSUES AND PROJECTS Dubuque, Iowa June 2026

BOARD/COMMISSION: Planning Services – Zoning Board of Adjustment

Please list issues or projects that you would like for the city to address this 2026 – 2028.

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

SECTION 5

DUBUQUE VISION 2041 GUIDE FOR OUR FUTURE

[Working Document]

**{Please review and add changes that you
would suggest; then check the 7 most
important outcomes for you}**

Dubuque Vision 2041

DUBUQUE 2041 is recognized as a

SAFE COMMUNITY: Feeling Safe Anytime and Anywhere ^(A),

HEALTHY COMMUNITY: Support for Personal Wellness ^(B)

BEAUTIFUL COMMUNITY: Pride in our Appearance ^(C)

LIVABLE COMMUNITY: Choice of Neighborhoods and Housing ^(D)

VIBRANT COMMUNITY: Destinations for Residents and Guests ^(E)

PROSPEROUS COMMUNITY: Thriving Local Economy for All ^(F)

ACTIVE COMMUNITY: Experiences for All ^(G)

CONNECTED COMMUNITY: Dubuque Connected to the World ^(H)

WELCOMING COMMUNITY: Everyone Belongs ^(I)

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

»» Means

PRIORITY

- | | | |
|--|--|--|
| 1. Quality public safety services with timely and appropriate response to a call for service | | |
| 2. Well-maintained, modernized and well-located public safety facilities | | |
| 3. Fully-staffed, well-trained and well-equipped Dispatch, Fire and Police | | |
| 4. City and community prepared for, ability to respond to and capacity to recover from a natural disaster or crisis | | |
| 5. Community involved as partners in creating a safe community | | |
| 6. Active fire prevention programs for businesses, neighborhoods and housing | | |
| 7. Expanded use of technology and data to create a safer Dubuque community, including drones and cameras | | |
| 8. Police and Fire workforce reflecting Dubuque community demographic | | |
| 9. Developments, facilities, parks and trails design and built with safety in mind – Crime Prevention through Environmental Design (CPTED) | | |
| 10. Collaboration with School District to have safe school and safe routes to schools | | |

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

»» Means		PRIORITY
11.	Collaboration with School District to have safe school and to enhance youth safety	
12.	Homes and buildings well maintained meeting and complying with City codes	
13.	Effective animal control and services meeting the needs of our Dubuque community	
14.	Low crime rate – Part 1 and Part 2 with a high solvability rate	
15.	Residents and guests safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents	
16.		
17.		
18.		
19.		
20.		

PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means		PRIORITY
1. Quality medical and healthcare services access to all		
2. Effective and timely emergency medical services with a high survival rate		
3. Equitable access to healthy, affordable foods – a community without food deserts		
4. Low chronic disease rate		
5. Opportunities to live a active and healthy lifestyle		
6. Recognition as a walkable and bikeable community		
7. Effective services in collaboration with State of Iowa and Dubuque County to address brain health issues – emergency response and long-term programs		
8. Effective community paramedic services provided by the Fire Department		
9. Low drug use rate and programs and services to address abuse available for all		
10. Crescent Community Health with well-designed and well-maintained facility providing services responsive to the needs of our Dubuque community		

PRINCIPLE B HEALTHY COMMUNITY

»» Means		PRIORITY
11. Shelters, programs and services to address the needs of our unhoused residents		
12. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque		
13. Residents having access to and taking advantage of opportunities for a healthy life style		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

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		
16.		
17.		
18.		
19.		
20.		

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		
16.		
17.		
18.		
19.		
20.		

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		
9.		
10.		

PRINCIPLE E VIBRANT COMMUNITY
Destinations for Residents and Guests

» Means	PRIORITY	
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

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	
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

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	
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

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		
9.		
10.		

PRINCIPLE H CONNECTED COMMUNITY
Dubuque Connected to the World

» Means	PRIORITY	
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

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		
7.		
8.		
9.		
10.		

PRINCIPLE I WELCOMING COMMUNITY

Everyone Belongs

» Means	PRIORITY	
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

SECTION 6

PLAN 2026 – 2032

[Final Update: 8/14/26]

**{Please review and add your
suggested changes}**

City of Dubuque

Goals 2032

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**

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, Dispatch and Health at full budget authorized staffing with diverse workforces	
Outcome 3	Provide high-quality emergency services that are accredited and uses best practices and necessary equipment	
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	Be prepare for, have capacity for an effective response and have the ability to fully recover from the emergency situation	
Outcome 7	Have access to affordable healthy and nutritious foods	
Outcome 8	Have an effective community paramedicine program which focuses on prevention and on a proactive approach with the Dubuque community	
Outcome 9	Have safe community events and festivals	
Outcome 10		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Measures of Success		PRIORITY
1. Community Survey		
2. Reduced the Incidences 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 and Increase Effectiveness of Response		
8. Reduced Fire Loss		
9. Increase Survival Rate on EMS Calls		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Challenges and Opportunities		PRIORITY
1. Civility in the community		
2. Recruitment and retention of Police, Fire, Dispatchers and Health employees		
3. Increasing number of issues and concerns regarding unhoused populations, especially elderly and children		
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		
9. New public safety workforce that their expectations: work, overtime, time-off, etc.		
10. Actions by the Federal Department HHS impacting community health and health-related services		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Challenges and Opportunities		PRIORITY
11. Long-term funding for public safety staffing and resources for national standards and recognized best practices		
12. Addressing property and building owners who are unwilling or unable to improve their properties or buildings		
13. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices and health services		
14. Maintaining City's role in addressing brain health challenges		
15. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring		
16. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters		
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.)		
18. Preparing for future public safety workforce through cadet programs and internships		
19. Keeping community events safe focusing frequency of events, event size, event location, multi-events the same time or same day		
20. Enhancing the community's and public's trust and confidence in City government		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Challenges and Opportunities		PRIORITY
21. Continue to have well-trained and well-equipped public safety and health employees		
22. Increasing volume of EMS calls for service		
23. Addressing issues associated with unwanted pets		
24. Determining the future direction of the City's health services		
25. Understanding and responding to the impacts of a future college of medicine		
26. Understanding and responding to hospital capacity and staffing issues		
27. Understanding the State laws and potential changes on PSAP's		
28. Determining direction on upcoming contracts with the IAFF and Police Union		
29.		
30.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Actions 2026– 2028			PRIORITY	
1	Police Full Staffing and Hiring: Assessment Best Practices, Report with Options, Direction, Advocacy and Funding	Top Priority M/CC		
2	Comprehensive Fire Stations Locations: Workshop Presentation, Direction on Implementation and Funding (Including Space Study and Facility Expansion)	Top Priority M/CC		
3	Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding (including SAFER Grant)	Top Priority M/CC		
4	DLEC Short-Term Facility Enhancements: Proposal, Direction and Funding (Including Concerns, Safety Concerns and Impacts on Recruitment and Retention)	High Priority M/CC		
5	Bike Safety Program: Direction, Funding and City Actions	M/CC		
6	Neighborhood Speeding: Problem Assessment, Best Practices, Report with Options/Potential Tools, Direction, Funding and City Actions	OTH M/CC		
7	.			
8	.			

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Actions 2026 – 2028		PRIORITY
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Management in Progress 2026 – 2028 (Mayor and City Council Action Needed)		DATE
	1. Prepared Live – Paid Version: Implementation	
	2. Fire Equipment: Funding and Acquisition	
	3. Animal Control Ordinance Update: Adoption	
	4. Veterinarian Services Contract: Completion (Budget Decision FY 28)	
	5.	
	6.	
	7.	
	8.	
	9.	
	10.	

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Management in Progress 2026 – 2028		DATE
1.	New CAD Computer System: Implementation	
2.	Community Risk Reduction (slips and falls, mental health response, elderly resources) Strategic Plan: Implementation	
3.	Fire Explorer Post: Kick-off	
4.		
5.		
6.		
7.		
8.		
9.		
10.		

\

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

» Major Projects 2026 – 2028		DATE
1. Fire Headquarters Bunk Room Remodel and Fire Administration Office Update: Completion		
2. Crescent Community Health Building/Services Expansion: Clean Site and Final Design		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» On the Horizon 2028 – 2032	
1.	Mine Shafts: Problem Analysis, Report, Direction and City Actions
2.	Community Cameras Program: Outcomes, Best Practices, Report with Options, Direction – Replacement and New, Funding and City Actions (Including Traffic and Community)
3.	Park Ranger Program Enhancement: Review, Report, Direction and Funding
4.	First Responder Technology Strategy and Planning
5.	
6.	
7.	
8.	
9.	
10.	

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Outcomes		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 general 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 – vision, mission, finances, services and programs and overall operations		
Outcome 7	Increase community engagement through transparent, open and simple processes		
Outcome 8	Enhance trust and confidence in Dubuque City Government through proactive communications		
Outcome 9	Increase Dubuque City government operating efficiency and effectiveness maximizing the use of available resources and instituting continuous improvements and innovations		
Outcome 10	Insure that the diverse concerns and needs of all Dubuque residents and addressed by Dubuque City Government		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» 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. Dollars saving through process improvements		
8. Reduced number of cyber attacks/hacks		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Challenges and Opportunities		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. 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		
10. Improving welcoming and belonging outcomes for ALL		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Challenges and Opportunities		PRIORITY
11. Under-resourced City services and programs resulting in stress for City employees		
12. Concern about having low taxes and fees over having a responsibly low tax rate and fees		
13. Enhancing a City organizational culture that values learning, creative thinking and innovative actions		
14. Upcoming retirements		
15. Providing a safe workplace balanced with customer service		
16. Exploring the hiring outside resources at a significantly higher cost		
17. Investing in the future and value for City services		
18. Determining how to respond to recent State of Iowa law changes impacting City tax rate, revenues and services		
19. Reducing the cost of City service delivery and exploring potential service eliminations by City government		
20. Understanding the capacity of City organization and current staff		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Challenges and Opportunities		PRIORITY
21.	Determining City mission and service priorities	
22.	Strategically using consultants to expand City organization capacity	
23.	Exploring potential new revenue sources for Dubuque City Government	
24.		
25.		
26.		
27.		
28.		
29.		
30.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Actions 2026 – 2028			PRIORITY
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	2025-2027 M/CC		
2. Community Survey: Scope, Approach, Direction, Funding and Completion	2025-2027 M/CC		
3. City Manager Spending Authority: Study and Direction	M/CC		
4. Departmental Consolidation and Streamlining: Report, Direction and City Actions	M/CC		
5. Use of Consultants Policy: Review, Report with Findings and Direction	M/CC		
6. City Facilities – Office Space: Direction and City Actions	M/CC		
7. City Core Services and Service Levels: Review, Comprehensive Report, Direction and Incorporate in Budget	M/CC		
8. Bond Referendum: Potential Project, Criteria, Direction and Ballot Wording	M/CC		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Actions 2026 – 2028			PRIORITY
9. Dubuque City Organizational Culture: Refinement, Employee Retention and Hiring	M/CC		
10. Long-Range Financial Plan Update: Presentation	M/CC		
11. State Government Advocacy: Legislation Monitoring and Impact Analysis and Lobbying	M/CC		
12. Federal Government Advocacy: Legislation Monitoring and Impact Analysis and Lobbying	M/CC		
13. Communications Enhancement to our Community: Goals, Best Practices, Direction, Funding and City Actions	M/CC		
14. Direct Funding for Schools: Review, Impact on City Programs and Services, Direction and Funding Level	M/CC		
15. Multicultural Family Center a One-Stop Shop for Services: Definition, City Role, Direction and Funding	M/CC		
16. City Hall and Annex Project: Direction, Funding and Completion	Mgmt		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Actions 2026 – 2028			PRIORITY
17.	Federal Building Upgrade Project: : Direction, Funding and Completion	Mgmt	
18.			
19.			
20.			
21.			
22.			
23.			
24.			

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1. City Legislative Advocacy Agenda and Action Plan 2027-2028		
2. Enterprise Asset Management System and Work Order System a. Funding b. RFQ		
3. City Facility Integrated Access Control: : Direction, Funding and Completion		
4. New City Manager Recruitment and Selection: Completion		
5.		
6.		
7.		
8.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Management in Progress 2026 – 2028		DATE
1. HRIS Implementation		
2. Data Governance: Direction and Funding		
3. City Bond Rating: Updated Credit Rating Fall 2026 and Bond Sale		
4. Cyber Security Enhancements: Completion		
5. Rightsizing Departments – Services and Staffing: Services Identification and Prioritization, Staffing Needs Linked to Services, Report, Direction and Funding		
6. Human Resource Staffing: Direction and Funding		
7.		
8.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Major Projects 2026 – 2028		DATE
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» On the Horizon 2028 – 2032	
1.	City Data Center Project – Phase 2: Direction and Funding (including Redundancy)
2.	IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Outcomes		PRIORITY	
Outcome 1	Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental		
Outcome 2	Expand the infrastructure and facilities capacity to support economic development and growth		
Outcome 3	Expand sports tourism in Dubuque		
Outcome 4	Support Dubuque higher education institutions and retain graduates in the Dubuque community		
Outcome 5	Maintain and enhance an effective partnerships to grow the regional Dubuque economy		
Outcome 6	Support private initiatives to attract a commercial airline(s) connecting to multiple major hubs		
Outcome 7	Have strategic use of large institutional property for community benefit		
Outcome 8			
Outcome 9			
Outcome 10			

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

» 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
---------------	---

»» Challenges and Opportunities		PRIORITY
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. Creating and having available 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		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

» Challenges and Opportunities		PRIORITY
11. Recruiting new and diverse businesses along Central Avenue and North End		
12. Economic forces beyond the City’s control: inflation, recession, supply chain issues and interest rate increases		
13. Creating a business climate that supports innovators, entrepreneurs and small business start-ups		
14. Having adequate City infrastructure to support economic growth through strategic City investments		
15. Availability of local quality workforce and matching educational programs with needs of employers		
16. Lack of wage growth using living wage data		
17. Workforce desiring diverse quality of life amenities		
18. Declining high paying jobs in finance and insurance		
19. Funding available to support development agreements		
20.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Challenges and Opportunities		PRIORITY
21.		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Actions 2026 – 2028			PRIORITY	
1	Air Service Future Strategy and Action Plan: Support . Local Private Initiatives	Top Priority M/CC		
2	Central Avenue Revitalization Plan Development: . Construction and Traffic, Business Development and Housing Creation	High Priority M/CC		
3	Comprehensive Sports Tourism Strategy: Development .	2026-2027 M/CC		
4	South Port Development: Update, Direction and City . Action	M/CC		
5	Hotel Development: Goals, Roles, Direction and City . Actions	M/CC		
6	Field of Dreams: City Action .	M/CC		
7	Winter Tourism Development: Goals/Desired Outcomes, . Report with Options, City Role, Potential Partners, Direction and City Actions	M/CC		
8	Data Center Policy and Guidelines: Research Data, Report . with Findings and Opportunities for Dubuque, Direction and City Action	M/CC		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Actions 2026 – 2028			PRIORITY	
9.	Poverty Reduction Programs and Activities: Review, Report, Direction and City Actions	M/CC		
10.	Large Institutional Property Future Direction and City Strategy: Development	M/CC		
11.	Comprehensive Hotel Attractive/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation	MIP Mgmt		
12.				
13.				
14.				
15.				
16.				

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1.	River Boat Docking Project: Alternative Docking Location MIP	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Management in Progress 2026 – 2028		DATE
1. Electronic Bidding Software: Implementation		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

» Major Projects 2026 – 2028		DATE
1.	River Boat Docking Project: Environmental Study and Temporary Dock Installation	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» On the Horizon 2028 – 2032	
1.	JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions
2.	Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

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

»» Outcomes		PRIORITY	
Outcome 1	Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods		
Outcome 2	Grow the population within the City of Dubuque		
Outcome 3	Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable and adaptive reuse		
Outcome 4	Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping		
Outcome 5	State future and expand resident involvement in their neighborhood through increasing the number of neighborhood associations and groups		
Outcome 6	Preserve Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment		
Outcome 7	Have neighborhood/community businesses to support diverse communities		
Outcome 8			
Outcome 9			
Outcome 10			

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

»» 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		
6. Home mortgage data		
7. Census data: number bedrooms		
8. Census data: vacancy rate		
9. Census data: rental units		
10. Census data: homeownership		

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

» Measures of Success		PRIORITY
11. Utility data		
12. Median rental rate		
13. Median mortgage		
14. Vacancy by income level		
15. Number of manufactured homes		
16.		
17.		
18.		
19.		
20.		

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

»» Challenges and Opportunities		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. 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		

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

»» Challenges and Opportunities		PRIORITY
11. Neighborhood speeding and running of stop signs		
12. 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		
13. Affordable access to quality, healthy foods in neighborhoods sand reducing food deserts		
14. Upgrading neighborhood infrastructure		
15. Having development agreements for annexations		
16. Lack of contractor availability for small scale housing projects		
17. Uncertain future direction of HUD – agency, programs and services		
18. Increasing cost of living for residents, including high grocery prices		
19. Having walkable grocery store and other services accessible to neighborhood residents		
20. Fear of actions by the Federal government		

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

» Challenges and Opportunities		PRIORITY
21. Language barriers in neighborhoods		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

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

»» Actions 2026 – 2028			PRIORITY	
1	Downtown Master Plan Update: Scope, Direction, . Funding and Initial Planning Process (Including Housing Action Plan Incentive for Upper Floor, Development, Abandoned Building	High Priority M/CC		
2	Infill Development Strategy and Policy: Research, Best . Practices, Report, Public Outreach and Direction	2025-2027 M/CC		
3	Historic Dubuque: Definition, Process Improvement and . Clarity for All	M/CC		
4	Residential Private Lead Hazard Abatement Program: Next . Steps	M/CC		
5	Dubuque Forward: City Role and Direction .	M/CC		
6	Mobile Home Park Protection: Goals, City Role, Report . with Options, Direction and City Action	M/CC		
7	Housing Data Update: Report, Key Issues, Goals/Desired . Outcomes, Direction and City Actions	M/CC		
8	Catholic Owned Properties: Inventory, Report, Direction . and City Actions	M/CC		

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

»» Actions 2026 – 2028			PRIORITY
9.	Grocery Store Northend: Update, Direction and City Actions	M/CC	
10.	Roosevelt Road 60 Acres: Direction and City Actions	M/CC	
11.	Unified Development Code Update: Completion and Adoption	M/CC	
12.			
13.			
14.			
15.			
16.			

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

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed	DATE	
1. PUD Ordinance: Update		
2. Historic Millworks District Development: Update Report, Direction and		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» Management in Progress 2026 – 2028		DATE
1. Neighborhood Associations and Groups Development: Activation		
2. New Housing Development Support: Next Steps a. Starts b. Additional Permits		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» On the Horizon 2028 – 2032	
1.	Annexation Policy: Review and Direction
2.	Southwest Arterial Development Plan: Update/Review, Direction and City Next Steps
3.	Southwest Arterial Annexation Policy/Plan: Review, Direction and City Actions
4.	City-wide Neighborhood Beautification Policy/Plan/Actions: Goals/Outcomes, Report with Options and Funding Mechanism, Direction and Next Steps
5.	Community Land Trust: Grant Notification, Direction and City Role, Monitoring Des Moines Experiences
6.	
7.	
8.	
9.	
10.	

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

»» Outcomes		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 the community's carbon footprint (50% by 2030) and explore science-based outcomes in the future		
Outcome 5	Reduce waste and increase diversion, recycling and composting opportunities		
Outcome 6	Provide adequate sewer capacity to prevent overflow		
Outcome 7	Meet/Be in compliance with permit for wastewater treatment		
Outcome 8	Have quality water in community waterways		
Outcome 9	Upgrade by investing the water treatment and distribution system addressing aging pipes that need rehabilitation replacement		
Outcome 10			

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

»» 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		
6. Number of sanitary sewer overflows		
7. Diversion rate		
8. Percentage of community coverage by tree canopy		
9.		
10.		

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

»» Challenges and Opportunities		PRIORITY
1. Uncertain Federal and State of Iowa goals and funding and their alignment with the City's goals, services and programs		
2. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands		
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		
9. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system		
10.		

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

»» Challenges and Opportunities		PRIORITY
11. Protecting the Dubuque community and waterways from flooding through storm water management		
12. Addressing emerging pollutants in water and wastewater system		
13. Funding for composting and recycling programs and services		
14. Funding of match dollars for grants		
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. Air quality impacted by wildfires and other outside influences		
18. Lack of water capacity – 89% peak demands and limited capacity to support growth		
19. Addressing battery management issues and potential fires		
20. Curbside solid waste collection and driver injuries		

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

»» Challenges and Opportunities		PRIORITY
21. Addressing battery legislation and regulations for the State of Iowa		
22. Addressing development agreements impacts on CIP projects		
23. Old development agreements that trigger projects necessity and City funding		
24. Balancing development requirements a versus City responsibilities		
25. Emission reduction goal and 2030 needs a new long-term goal		
26.		
27.		
28.		
29.		
30.		

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

»» Actions 2026 – 2028			PRIORITY
1	Sanitary Sewer Investment Projects Implementation: . Direction, Funding and Project Completion – 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership); Cedar and Lift Station and Force Main; Terminal Lift Station and Force;; Schmitt Sanitary Sewer; Cooper Place/Maiden Lane; Harvard Street; Hempstead Street; Grove Terrace; Catfish Creek Sanitary Sewer and others	Top Priority M/CC	
2	Stormwater Management Investments Implementation: . Direction, Funding and Project Completion – Bee Branch Gate and Pump, Kaufman Storm Sewer; 17 th /Locust Stormwater; Stormwater Detention Pond Maintenance; Individual Neighborhood Situations; 17 th /Elm Street Stormwater and others	Top Priority M/CC	
3	Water Resource and Recovery Center Upgrades; . Chemical Dosing Analysis; Digester Cleaning, Odor Monitoring; Process Monitoring; Digestive Gas Cleaning Media Changeout and Facility Plan	High Priority M/CC	
4	Wastewater Study Long Term Plan: Completion, Direction . and Funding (including a Potential Second Plant and Future Growth Analysis)	M/CC	
5	EV Infrastructure Development: Status Report, Potential . Projects, Funding Sources/Grants, Direction and Next Steps	M/CC OTH	
6	Bee Branch Project: Grant Submitted for Funding and Next . Steps (and Kaufman Project unfunded)	M/CC	
7	Flooding Mitigation Projects: Priority, Funding Level, . Direction and City Action	M/CC	

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

»» Actions 2026 – 2028			PRIORITY
8.	Water Treatment Plant Condition Assessment and Study: Review, Funding and Direction	M/CC Mgmt	
9.	Deep Water Well: Location Direction and City Actions	M/CC	
10.			
11.			
12.			
13.			
14.			
15.			

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

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1. Sewer System Infrastructure Asset Master Plan: Development and Adoption		
2. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement		
3. Alley Inspection and Maintenance Performance Evaluation Staffing: DECISION Budget FY 28		
4. High Strength Waste Receiving & Storage Project: Construction		
5.		
6.		
7.		
8.		
9.		
10.		

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

» Management in Progress 2026 – 2028		DATE
1. Trees Planting Program Enhancement: Report with Options, Direction and City Actions (Planting: 600 Trees)		
2. Electric Bus Implementation: Acquisition (1)		
3. WRRC State Certified Lab Expanding the Testing Capability: Completion		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

» Major Projects 2026 – 2028		DATE
1.	SCADA Water Overhaul: Completion	
2.	Lead Water Lines Replacement Phase 2: Bid and Construction	
3.	Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction	
4.	Advancing New Deep Well No. 11 (as art of PFAS Remediation Plan)	
5.	Rockdale Road Stormwater Project: DECISION: CIP Funding 28	
6.		
7.		
8.		
9.		

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

»» On the Horizon 2028 – 2032	
1.	South Flood Wall Buried: Funding
2.	Solar Policies/Programs/Strategy: Goals/Desired Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions (City Government and Community)
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.	
10.	

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Outcomes		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 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	Maintain Green Alleys		
Outcome 7			
Outcome 8			
Outcome 9			
Outcome 10			

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» 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		
8. Community-wide PCI Index		
9. Number connected to fiber		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Challenges and Opportunities		PRIORITY
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. 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. Defining the scope and funding for "Complete Streets" implementation		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Challenges and Opportunities		PRIORITY
11. Lack of funding for Green Alley program for both construction and maintenance		
12. Poor condition of alleys		
13. Complying with the ADA infrastructure and facilities requirements and regulations		
14. Having broadband affordability, availability and accessibility		
15. Funding for fiber connections to/from City facilities and buildings		
16. Determining project priorities and funding mechanism for implementation		
17. Having more needs and lack of adequate funding		
18. Addressing problems and issues with e-Bikes		
19. Coordinating street project with water and sewer project to avoid paving and then underground repairs		
20. Shifting and everchanging project priorities		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Challenges and Opportunities		PRIORITY
21.		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Actions 2026 – 2028			PRIORITY
1	Street Maintenance/Rehabilitation Program: Direction · and Funding	Top Priority M/CC	
2	East-West Corridor/Roundabout Policy/Projects: · Direction and Funding Mechanism	High Priority M/CC	
3	14 th Street Overpass: Next Steps ·	M/CC	
4	Streets Paving – 10 Miles: Review, Funding and Direction ·	M/CC	
5	Downtown Parking Comprehensive Study: Completion, · Direction and City Actions	M/CC	
6	Bridge Maintenance Projects: Direction and Funding ·	M/CC	
7	Smart Parking: Study Completion, Direction and City · Actions	M/CC	
8	ADA Sidewalk Inspection Program/Policy: Report with · Options, Policy Direction and Funding Mechanism	Mgmt	

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Actions 2026 – 2028		PRIORITY
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1. STREETS Program: Funding and Implementation		
a. Phase 1 – Arterials Completion		
b. Phase 2 – Downtown Initiated		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Management in Progress 2026 – 2028		DATE
1. The Jule Grant Funding FTA Study: Completion		
2. Smart Parking and Mobility Study: Implementation a. Parking Implementation b. Mobility Implementation		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Major Projects 2026 – 2028		DATE
1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT)		
2. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion		
3. SW Arterial ITS Project: Construction Completion		
4. General Aviation Apron Reconstruction Project: Construction Completion		
5. Wildwood Drive Bridge Replacement: Design		
6. Catfish Bridge Highway 20 Project		
7.		
8.		
9.		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

» On the Horizon 2028 – 2032	
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.	Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism
10.	

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

»» Outcomes		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			
Outcome 7			
Outcome 8			
Outcome 9			
Outcome 10			

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

» 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.		
10.		

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

»» Challenges and Opportunities		PRIORITY
1. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities		
2. High demand, lack of indoor recreational 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 Stabilization 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 Parks and Recreation facilities and programs		
10. Increasing demands for recreational programs and activities		

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

» Challenges and Opportunities		PRIORITY
11. Aging and dated parks, library and facilities		
12. Funding and developing new parks in newer subdivisions		
13. Responding to and funding projects to meet the high demand for dog park(s)		
14. Funding and staffing for Parks and Recreation inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District		
15. Reduced Federal government funding, State of Iowa funding and community giving to arts organizations with pressure for City funding		
16. Increasing demands for cultural events and the limited staffing and City facilities		
17. Enhancing access to facility/venues, including the perception of lack of parking		
18. Funding for projects to achieve ADA compliance		
19. Limited staff to planning and support community events		
20. Policies and procedures impacts on FTE changes and limited flexibility on dollar use		

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

»» Challenges and Opportunities		PRIORITY
21.	Having events that are safe for the Dubuque community	
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

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

»» Actions 2026 – 2028			PRIORITY	
1	Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction	Top Priority M/CC		
2	Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)	High Priority M/CC		
3	Parks and Recreation Master Plan Adoption and Implementation: Island Connector Trail, Environmental Restoration	High Priority M/CC		
4	YMCA: City Role, Direction and City Actions	M/CC		
5	Aquatic Facilities Study: Completion, Direction and City Actions	M/CC		
6	2 nd Sheet of Ice: Direction and City Actions	M/CC		
7	Five Flags Arena: Review and Direction (including Potential Sale)	M/CC		
8	Five Flags Theater: Review and Direction	M/CC		

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

»» Actions 2026 – 2028			PRIORITY
9.	Comisky Park Next Phase: Direction and City Actions	M/CC	
10.	Older Pools: Report, Direction, Funding and City Actions	M/CC	
11.	Second Sheet of Ice: Direction and Funding	Mgmt	
12.			
13.			
14.			
15.			
16.			

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

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1.	Historic Millwork District Park – Temporary Parking	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» Management in Progress 2026 – 2028		DATE
1. Culture Definition		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

» Major Projects 2026 – 2028		DATE
1.	Jackson Park Restrooms: Completion	
2.	Comiskey Park Upgrade Project – Phase 2 Parking and Amenities	
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» On the Horizon 2028 – 2032	
1.	Quality of Life Bond Package: Concept, Scope, Report with Options and Direction
2.	FDR Park Development: Direction and Funding
3.	Parks and Recreation Service/Staffing Level: Review, Direction and Funding
4.	Historic Millwork District Park Design and Recreational Space: Direction, Funding and Partnerships
5.	Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions
6.	Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism
7.	Trail Master Plan: Direction
8.	Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding
9.	Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding
10.	New Park Development: Direction and Funding (Pebble Cove, North Fork, Mozena Farm, and Silver Oaks.)

TO: Michael C. Van Milligen, City Manager
FROM: Matthew K. Kalcevich, Parks and Recreation Director
SUBJECT: Eagle Point Project and Improvements Update
DATE: August 17, 2026

INTRODUCTION

This memo is to provide information related to evolving projects and improvements at Eagle Point Park and the actions being taken and planned for the continued effort to improve access and to the quality of activity at the park.

BACKGROUND

Eagle Point Park continues to be a topic of discussion in the community and amongst Parks and Recreation Department staff. As one of the largest parks managed by Dubuque Parks and Recreation, it includes an extensive and diverse list of responsibilities and tasks on a daily, weekly, and annual basis.

Currently, Eagle Point is one of only three parks (the others being the Bee Branch, and a staff that rotates between Flora and Murphy) where staff are assigned directly to that location for its care. With two full-time staff and three available temporary positions (during the summer, some of whom end their service around the middle of August, but we attempt to have them commit through October) available to support the care of the park, there are some challenges keeping up with this very healthy and complicated system of features and spaces. The remaining more than 50+ parks in the city are maintained by the other members of the Parks Maintenance team made up of nine other full-time staff and several temporary positions

On February 16, 2026, the City Council approved and adopted the Dubuque Parks and Recreation Comprehensive Master Plan. As a result, Eagle Point Park was reclassified as a regional park. This signified that it was a space that could be considered for future additional support because of the complex nature of its layout and its reputation as not just a place for residents but those from around the Tri-State area and beyond.

DISCUSSION

Much work has happened in the first half of the summer, with the addition of a second full-time staff member going into this season. Activity continues to be high with regular rentals of facilities and other traditional daily activities that fill the capacity of staff.

In the Fall of 2025, Parks and Recreation Staff combined with Public Works to perform multiple projects. Those included;

- Repairs and replacement of one sidewalk and repairs to the asphalt parking lots and roads,
- The removal of some trees and stumps located near the road and to open better access to several features of the park including some open-air shelters,
- Volunteers helped with the cleanup in several locations of the park. This included branches, trash, and pulling weeds.

A significant number of other projects are currently either actively being worked on or in preparation to begin the work in the near future. Funding has been dedicated to most of these items.

- Tennis Court Renovations (\$302,000) – This project will focus on crack sealing and resurfacing of the courts. The estimated amount of this project has activated a process to higher an engineering firm to identify the specifications for the work. We are pursuing an opportunity to partner with the United States Tennis Association (USTA), and our local representative, to access services they provide to partners like us for such technical support. If that does not produce the right connection, we will administer our regular process for soliciting support from a qualified firm.
- Eagle Point Park Master Plan (\$165,000) – This is a direct action identified in the Dubuque Parks and Recreation Comprehensive Master Plan and is the next major step in evaluating what the full scope of care at this park could look like and strategies about how to support that effort. The development of an RFP for this project is underway. With the recent RFP for the Comprehensive Parks and Recreation Master Plan as a template, there is active discussion with staff about the scope of the work that will be requested. We will also invite other city departments to offer us perspective on that scope of work, with the final document then proceeding to city council for approval. That is targeted to be out by mid Fall of 2026.
- Tree Trimming and Bluff Clearing (\$114,000) – An initial attempt to solicit services to provide clearing on the bluff was not successful. The outreach for finding the right contractor partner is being expanded and staff have reached out to other agencies for any referrals about if and how similar projects they have managed were supported and successful. Some tree clearing was done recently along the bluff by the City Forestry team, but the other work will require a contractor with the right equipment and manpower.
- Shiras Pavilion Renovation (\$97,000) – There is need to address structural issues with the building as well as improve features of the space. This project is targeted to happen during this off season while the park is closed.
- Stonework/Tuckpointing (\$91,000) – Several facilities and structures are in need of this kind of work. A single project is being set up to incorporate all of

these into an RFP to be awarded, ideally, to a single contractor. This project is targeted to happen during this off season while the park is closed. The timing of this work may be impacted by the Jeffris Grant process, which the city is pursuing to support the additional historic structure improvement currently being evaluated.

- Veranda Room Roof Replacement (\$51,000) and Terrace Room Roof Replacement (\$40,000) – These roofs sustained damage and have been a challenge to address structurally. Due to the historic preservation status of the buildings at Eagle Point Park, some additional items of review are also part of the scope. The timeline for this work is still pending.
- Sidewalk Repairs (\$83,000) – Several locations are in need of this kind of work. A single project is being set up to incorporate all of these into an RFP to be awarded, ideally, to a single contractor. This project is targeted to happen during this off season while the park is closed.
- Log Cabin (\$71,000) – There is need to address some structural issues with the building as well as improve so features of the space. More research is required to fully identify the scope of work. That effort will be targeted for this off season while the park is closed.

This total list of investments in the park totals over \$1 million dollars and includes a tremendous amount of staff time and work behind the scenes to prepare for these projects to happen and ensure they are done properly and with the most benefit to the park.

In addition, there are several potential partnership opportunities and efforts to include volunteer groups to expand support for the park. Staff are coordinating with the newly formed Friends of Dubuque Parks for an event on August 29, as well as multiple other perspective groups that would help make an impact on overall care.

In addition to these projects, the Parks Division has started discussions about specific workdays at the park in the next few weeks, to lend support to the full-time staff to help reset spaces that have surpassed the capabilities of that team. There are also items being added to a list of work to be performed while the park is closed as well as items to improve and add as part of next season.

The staff, along with myself, are excited to move these projects forward and create the right plan for the future. Eagle Point Park is a special place that we support seeing reach a new level of care, while maintaining the high-level support for our total parks system.

CC: Cori Burbach, Assistant City Attorney
Stephen Fehsal, Parks Division Manager

SECTION 4



LOOKING TO DUBUQUE'S FUTURE [Summary: 8/25/26]

Dubuque Success in 2031

MY THREE MOST IMPORTANT OUTCOMES FOR THE CITY IN FIVE YEARS

Brad Cavanagh, Mayor

1. Public Safety Staffing
2. Infrastructure Upgrades: Road, Sanitary Sewer and Stormwater
3. Population Increase

David Resnick, Council Member

1. Affordable Housing
2. East-West Connectivity
3. Parks and Recreation Master Plan Implementation

Chris Staver, Council Member

1. Stormwater Management and Reduced Flooding
2. Job Creation
3. Police and Fire Facilities

Laura Roussell, Council Member

1. Center Avenue Redevelopment
2. Fire Station Location Implementation
3. Parks and Recreation Master Plan Implementation

MY THREE MOST IMPORTANT OUTCOMES FOR THE CITY IN FIVE YEARS

Tyson Leyendecker, Council Member

- 1. Infrastructure Upgraded**
- 2. Pool**
- 3. Job and Population Growth**

Katy Wethal, Council Member

- 1. Infrastructure Upgraded**
- 2. Public Safety Staffing**
- 3. Parks and Recreation Master Plan Implementation**

Danny Spank, Council Member

- 1. Central and white Redevelopment**
- 2. Eagle Point Park Rehabilitation**
- 3. Water Treatment Plant Upgrades and Lead Water Lines Replaced**

My Action Priorities for 2026-2028

City of Dubuque

MY THREE MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

Brad Cavanagh, Mayor

- 1. Police Staffing and Facilities**
- 2. Fire Staffing and Facilities**
- 3. Flood Resiliency: 17th and Locust and Kaufman**

David Resnick, Council Member

- 1. Affordable/Workforce Housing**
- 2. Public-Private Partnerships**
- 3. Parks and Recreation Master Plan Implementation: Visible Project Completion**

Chris Staver, Council Member

- 1. Streamlining City Departments**
- 2. Parks and Recreation Master Plan Implementation**
- 3. Dubuque Downtown Plan for Stability and Prosperity**

Laura Roussell, Council Member

- 1. Infrastructure Sewer and Water Plan: Next Steps**
- 2. Housing/Unhoused Options with Incentives**
- 3. Parks and Sports Complex**

MY THREE MOST IMPORTANT PRIORITIES FOR THE NEXT YEAR

Tyson Leyendecker, Council Member

- 1. Police and Fire Staffing and Funding**
- 2. Improved Water Quality**
- 3. Road Improvements**

Katy Wethal, Council Member

- 1. Flood Mitigation Funding**
- 2. Fire Staffing**
- 3. Police Wages and Parity Re-Assessment**

Danny Spank, Council Member

- 1. Central/White Redevelopment Project**
- 2. Eagle Point Park Upgrades: Completed**
- 3. Crescent Health Center Funding**

SECTION 5

DUBUQUE VISION 2041 GUIDE FOR OUR FUTURE [Updated: 8/25/26]

A

**DUBUQUE VISION 2041
GUIDE FOR OUR FUTURE
Summary**

Dubuque Vision 2041

DUBUQUE 2041 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

- | | |
|---|--|
| 1. Quality public safety services with timely and appropriate response to a call for service | |
| 2. Fully-staffed, well-trained and well-equipped Dispatch, Fire and Police | |
| 3. Well-maintained, modernized and well-located public safety facilities | |
| 4. City and community prepared for, ability to respond to and capacity to recover from a natural disaster or crisis | |
| 5. Collaboration with School District to have safe school and to enhance youth safety | |
| 6. Low crime rate – Part 1 and Part 2 with a high solvability rate | |
| 7. Homes and buildings well maintained meeting and complying with City codes | |
| 8. Effective animal control and services meeting the needs of our Dubuque community | |
| 9. Safety for unhoused residents | |

PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means

- | | | |
|---|--|--|
| 1. Factors providing services responsive to the needs of the uninsured, individuals on Medicaid, and under-insured | | |
| 2. Shelters, programs and services to address the needs of our unhoused residents | | |
| 3. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque | | |
| 4. Quality medical and healthcare services access to all | | |
| 5. Effective and timely emergency medical services with a high survival rate | | |
| 6. Opportunities to live a active and healthy lifestyle | | |
| 7. Effective services in collaboration with State of Iowa and Dubuque County to address brain health issues – emergency response and long-term programs | | |

PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

»» Means

- | | | |
|---|--|--|
| 1. Well-designed, well-maintained City parks, park venues and park equipment | | |
| 2. Well-designed and well-maintained streetscapes, medians and corridors | | |
| 3. Well-maintained and attractive Riverfront, including Chaplain Schmitt Island | | |
| 4. Healthy tree canopy throughout our Dubuque community | | |
| 5. Eagle Point Park showcasing Dubuque, well-maintained, history preserved and providing beautiful vistas | | |
| 6. Well-designed, well-maintained and attractive entrances to Dubuque | | |
| 7. Preservation of Dubuque's historic buildings and homes | | |
| 8. Property owners and homeowners maintaining their properties and complying with City codes | | |
| 9. Attractive and well-maintained Grandview Boulevard - a historic gateway | | |

PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means

- | | |
|--|--|
| 1. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety | |
| 2. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible | |
| 3. Expanded affordable, quality housing options | |
| 4. Housing opportunities balancing home ownership and rental properties | |
| 5. Walkable and pedestrian friendly neighborhoods with connected and well-maintained sidewalks and trails | |
| 6. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation | |
| 7. Affordable, quality housing options for all stages of life | |
| 8. Continue to improve relationship with disenfranchised individuals resulting in reduced racial tension and reduced disparate treatment | |
| 9. Active neighborhood associations/groups working with neighbors and collaborating with the City | |

PRINCIPLE E VIBRANT COMMUNITY

Destinations for Residents and Guests

»» Means

- | | |
|--|--|
| 1. Historic Dubuque Downtown with Medical College, diverse businesses including retail and restaurants, upper floors with residential opportunities | |
| 2. Champlain Schmitt Island with Amphitheater, hotels, casino, second sheet of ice 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. Central Avenue Corridor with businesses, variety of residential opportunities and effective traffic management | |
| 5. Eagle Point Park with historic structures, park amenities and venues, pavilion for family celebrations and observation points | |
| 6. Historic Millworks District with residential opportunities, hotels, restaurants, and businesses | |
| 7. Revitalize Five Flags | |

PRINCIPLE F PROSPEROUS COMMUNITY

Thriving Local Economy for All

»» Means

- | | | |
|--|--|--|
| 1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc. | | |
| 2. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community | | |
| 3. Strong partnership with GDDC aligned with City vision and goals – retention and growth current businesses and recruitment of new businesses | | |
| 4. National and regional sports destination with multiple world-class facilities and fields attracting and retaining tournaments bringing guest to Dubuque (including Field of Dreams, Sport Complex, Hockey, Aquatic Complex, Indoor Sports Facility) | | |
| 5. Redeveloped target sites in Northend – target | | |
| 6. Workforce for 21 st century jobs including skill development opportunities for the underemployed and unemployed | | |
| 7. Land available with infrastructure capacity for future industrial and commercial expansion | | |
| 8. Variety of hotels for major conferences and sport tourism | | |

PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means	
1. Multi-use trails and pathways throughout the city	
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan	
3. Community events and festivals for all seasons and a wide range of cultural options	
4. Modern Library providing programs and services responsive to the needs of Dubuque's diverse community	
5. Master Park and Recreation Implementation	
6. Regional center for museums, culture and arts activities that are supported by the community	
7. Performing arts venues at Five Flags and Amphitheater providing culturally diverse programs, performances and activities	

PRINCIPLE H CONNECTED COMMUNITY

Dubuque Connected to the World

»» 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 Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development
5. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city
6. Residents walking, biking and using public transportation to work

PRINCIPLE I WELCOMING COMMUNITY

Everyone Belongs

»» 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
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 2041 GUIDE FOR OUR FUTURE Working Document
----------	--

Dubuque Vision 2041

DUBUQUE 2041 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	7	
2. Fully-staffed, well-trained and well-equipped Dispatch, Fire and Police	7	
3. Well-maintained, modernized and well-located public safety facilities	6	
4. City and community prepared for, ability to respond to and capacity to recover from a natural disaster or crisis	6	
5. Collaboration with School District to have safe school and to enhance youth safety	6	
6. Low crime rate – Part 1 and Part 2 with a high solvability rate	6	
7. Homes and buildings well maintained meeting and complying with City codes	5	
8. Effective animal control and services meeting the needs of our Dubuque community	4	
9. Safety for unhoused residents	4	
10. Expanded use of technology and data to create a safer Dubuque community, including drones and cameras	2	

PRINCIPLE A SAFE COMMUNITY

Feeling Safe Anytime and Anywhere

»» Means		PRIORITY
11. Residents and guests safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents		2
12. Community involved as partners in creating a safe community		1
13. Police and Fire workforce reflecting Dubuque community demographic		1
14. Active fire prevention programs for businesses, neighborhoods and housing		0
15. Developments, facilities, parks and trails design and built with safety in mind – Crime Prevention through Environmental Design (CPTED)		0
16.		
17.		
18.		
19.		
20.		

PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means		PRIORITY
1. Factors providing services responsive to the needs of the uninsured, individuals on Medicaid, and under-insured	7	
2. Shelters, programs and services to address the needs of our unhoused residents	7	
3. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque	7	
4. Quality medical and healthcare services access to all	6	
5. Effective and timely emergency medical services with a high survival rate	6	
6. Opportunities to live a active and healthy lifestyle	6	
7. Effective services in collaboration with State of Iowa and Dubuque County to address brain health issues – emergency response and long-term programs	6	
8. Equitable access to healthy, affordable foods – a community without food deserts	3	
9. Recognition as a walkable and bikeable community	3	
10. Low drug use rate and programs and services to address abuse available for all	3	

PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means		PRIORITY
11. Effective community paramedic services provided by the Fire Department		2
12. Low chronic disease rate		0
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

»» Means		PRIORITY
1. Well-designed, well-maintained City parks, park venues and park equipment	6	
2. Well-designed and well-maintained streetscapes, medians and corridors	6	
3. Well-maintained and attractive Riverfront, including Chaplain Schmitt Island	6	
4. Healthy tree canopy throughout our Dubuque community	6	
5. Eagle Point Park showcasing Dubuque, well-maintained, history preserved and providing beautiful vistas	6	
6. Well-designed, well-maintained and attractive entrances to Dubuque	5	
7. Preservation of Dubuque's historic buildings and homes	5	
8. Property owners and homeowners maintaining their properties and complying with City codes	5	
9. Attractive and well-maintained Grandview Boulevard - a historic gateway	4	
10. Variety of public art throughout our Dubuque community	3	

PRINCIPLE C BEAUTIFUL COMMUNITY
Pride in our Appearance

» Means		PRIORITY
11. Well-designed, well-maintained commercial buildings and business centers (private sector)		1
12. Clean community without litter or graffiti		1
13. Distinctive and attractive City buildings and facilities		0
14. Native plants and low water use plants		0
15.		
16.		
17.		
18.		
19.		
20.		

PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means		PRIORITY
1. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety	6	
2. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible	6	
3. Expanded affordable, quality housing options	5	
4. Housing opportunities balancing home ownership and rental properties	5	
5. Walkable and pedestrian friendly neighborhoods with connected and well-maintained sidewalks and trails	5	
6. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation	5	
7. Affordable, quality housing options for all stages of life	5	
8. Continue to improve relationship with disenfranchised individuals resulting in reduced racial tension and reduced disparate treatment	4	
9. Active neighborhood associations/groups working with neighbors and collaborating with the City	4	
10. Reduced concentration of poverty	3	

PRINCIPLE D LIVABLE COMMUNITY

Choice of Neighborhoods and Housing

»» Means		PRIORITY
11. Neighborhood activities and events that bring neighbors together, to meet and build relations and to share responsibilities for neighborhood success		3
12. Older homes remodeled and modernized		3
13. Convenient access to neighborhood retail and to neighborhood parks – things to do		2
14. Neighbors welcoming all		0
15.		
16.		
17.		
18.		
19.		
20.		

PRINCIPLE E VIBRANT COMMUNITY

Destinations for Residents and Guests

»» Means		PRIORITY
1. Historic Dubuque Downtown with Medical College, diverse businesses including retail and restaurants, upper floors with residential opportunities	7	
2. Champlain Schmitt Island with Amphitheater, hotels, casino, second sheet of ice recreational venues connected by trails	7	
3. Dubuque Riverfront and Port with docking for cruise ships, riverwalk, hotels, casino, conference center, major office space and experience-based businesses	7	
4. Central Avenue Corridor with businesses, variety of residential opportunities and effective traffic management	7	
5. Eagle Point Park with historic structures, park amenities and venues, pavilion for family celebrations and observation points	7	
6. Historic Millworks District with residential opportunities, hotels, restaurants, and businesses	7	
7. Revitalize Five Flags	7	
8.		
9.		
10.		

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.	7	
2. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community	7	
3. Strong partnership with GDDC aligned with City vision and goals – retention and growth current businesses and recruitment of new businesses	7	
4. National and regional sports destination with multiple world-class facilities and fields attracting and retaining tournaments bringing guest to Dubuque (including Field of Dreams, Sport Complex, Hockey, Aquatic, and Indoor Sports	7	
5. Redeveloped target sites in Northend – target	7	
6. Workforce for 21 st century jobs including skill development opportunities for the underemployed and unemployed	5	
7. Land available with infrastructure capacity for future industrial and commercial expansion	4	
8. Variety of hotels for major conferences and sport tourism	4	
9. Redeveloped target sites - Westside	1	
10. Close the income and unemployment gaps for black residents	0	

PRINCIPLE F PROSPEROUS COMMUNITY

Thriving Local Economy for All

»» Means		PRIORITY
11.	Support local Black-owned businesses	0
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
1. Multi-use trails and pathways throughout the city		7
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan		7
3. Community events and festivals for all seasons and a wide range of cultural options		7
4. Modern Library providing programs and services responsive to the needs of Dubuque's diverse community		6
5. Master Park and Recreation Implementation		6
6. Regional center for museums, culture and arts activities that are supported by the community		5
7. Performing arts venues at Five Flags and Amphitheater providing culturally diverse programs, performances and activities		4
8. Variety of restaurants and food service options that meet market demands and emphasize local food products		3
9. Variety of entertainment and performing arts venues and programs		3
10. Indoor recreation and community center(s) providing a variety of programs		1

PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
11. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community		0
12. Inclusive arts and cultural experiences for all		0
13. Aquatic Center		0
14.		
15.		
16.		
17.		
18.		
19.		
20.		

PRINCIPLE H CONNECTED COMMUNITY

Dubuque Connected to the World

»» Means		PRIORITY
1. Quality air service with choices to major hubs for business and leisure	7	
2. State-of-the-art public transportation system responsive to community needs, including on-demand and autonomous vehicles	7	
3. Active river port for moving commodities and for tourism, generating city revenues	7	
4. Completion of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development	7	
5. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city	7	
6. Residents walking, biking and using public transportation to work	7	
7.		
8.		
9.		
10.		

PRINCIPLE I WELCOMING COMMUNITY

Everyone Belongs

»» Means		PRIORITY
1. Promoted outreach to engage our diverse community	7	
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community	7	
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns	7	
4. Community implementing Imagine Dubuque, etc.	7	
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents	7	
6. Residents having confidence and trust in City government	7	
7.		
8.		
9.		
10.		

SECTION 6

PLAN 2026 – 2032
[Update: 8/25/26]

City of Dubuque

Goals 2032

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**

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Outcomes		PRIORITY	
Outcome 1	Have Police Department, Fire Department, Dispatch and Health at full budget authorized staffing with diverse workforces	7	
Outcome 2	Provide high-quality emergency services that are accredited and uses best practices and necessary equipment	7	
Outcome 3	Have upgraded Public Safety facilities	7	
Outcome 4	Leverage and use technology to create a safe community including cybersecurity, drones and cameras	5	
Outcome 5	Be a community in which all feel welcome, included and belonging	4	
Outcome 6	Have an effective community paramedicine program which focuses on prevention and on a proactive approach with the Dubuque community	4	
Outcome 7	Have a walkable and bikeable community that supports a healthy life style	3	
Outcome 8	Be prepare for, have capacity for an effective response and have the ability to fully recover from the emergency situation	3	
Outcome 9	Have access to affordable healthy and nutritious foods	2	
Outcome 10	Have safe community events and festivals	0	

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Measures of Success		PRIORITY
1. Community Survey		
2. Reduced the Incidences 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 and Increase Effectiveness of Response		
8. Reduced Fire Loss		
9. Increase Survival Rate on EMS Calls		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

» Challenges and Opportunities		PRIORITY	
S	1. Recruitment and retention of Police, Fire, Dispatchers and Health employees	7	
S	2. Having and funding Police and Fire facilities	7	
S	3. Increasing volume of EMS calls for service	6	
S	4. Increasing number of issues and concerns regarding unhoused populations, especially elderly and children	5	
S	5. Addressing property and building owners who are unwilling or unable to improve their properties or buildings	4	
S	6. Keeping community events safe focusing on the frequency of events, event size, event location, multi-events the same time or same day	4	
S	7. Addressing issues associated with unwanted pets	4	
L	8. Civility in the community	3	
L	9. Federal government and State of Iowa politics and polarization impacting the Dubuque community	3	
L	10. Long-term funding for public safety staffing and resources for national standards and recognized best practices	3	

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Challenges and Opportunities		PRIORITY
L	11. Enhancing the community's trust and confidence in City government	3
L	12. Understanding and responding to hospital capacity and staffing issues	3
L	13. Maintaining and updating existing City facilities and buildings – understanding their condition, their short term maintenance issues and their long term maintenance needs	2
	14. Police facility inadequate for current and future staffing in a County-owned facility	2
	15. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices and health services	2
	16. Maintaining City's role in addressing brain health challenges	2
	17. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring	2
	18. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters	2
	19. Continue to have well-trained and well-equipped public safety and health employees	2
	20. New public safety workforce that their expectations: work, overtime, time-off, etc.	1

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Challenges and Opportunities		PRIORITY
21. 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
22. Preparing for future public safety workforce through cadet programs and internships		1
23. Determining direction on upcoming contracts with the IAFF and Police Union		1
24. Actions by the Federal Department HHS impacting community health and health-related services		0
25. Understanding and responding to the impacts of a future college of medicine		0
26. Understanding the State laws and potential changes on PSAP's		0
27.		
28.		
29.		
30.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Actions 2026– 2028			PRIORITY
1. Police Full Staffing and Hiring:	Top Priority M/CC	7	
2. Comprehensive Fire Stations Locations:	Top Priority M/CC	7	
3. Fire Staff Increases:	Top Priority M/CC	7	
4. DLEC Short-Term Facility Enhancements:	High Priority M/CC	7	
5.			
6.			
7.			
8.			

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Management in Progress 2026 – 2028 (Mayor and City Council Action Needed)		DATE
1. Prepared Live – Paid Version: Implementation		
2. Fire Equipment: Funding Decision and Acquisition		
3. Animal Control Ordinance Update: Adoption Decision		
4. Veterinarian Services Contract: Completion and Decision (Budget Decision FY 28)		
5. e-Bike Ordinance: Research, Report with Options and Recommendations, Decision and Implementation		
6. Speed Reduction Strategy Plan: Engineering Research, Report with Options and Recommendations, Decision and Implementation		
7.		
8.		
9.		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Management in Progress 2026 – 2028		DATE
1.	New CAD Computer System: Implementation	
2.	Community Risk Reduction (slips and falls, mental health response, elderly resources) Strategic Plan: Implementation	
3.	Fire Explorer Post: Kick-off	
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

»» Major Projects 2026 – 2028		DATE
1.	Fire Headquarters Bunk Room Remodel and Fire Administration Office Update: Completion	
2.	Crescent Community Health Building/Services Expansion: Clean Site and Final Design	
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 1	HEALTHY AND SAFE COMMUNITY
---------------	-----------------------------------

» On the Horizon 2028 – 2032		
1.	Mine Shafts: Problem Analysis, Report, Direction and City Actions	
2.	Community Cameras Program: Outcomes, Best Practices, Report with Options, Direction – Replacement and New, Funding and City Actions (Including Traffic and Community)	
3.	Park Ranger Program Enhancement: Review, Report, Direction and Funding	
4.	First Responder Technology Strategy and Planning	
5.	Bike Safety Program: Direction, Funding and City Actions	M/CC
6.	Neighborhood Speeding: Problem Assessment, Best Practices, Report with Options/Potential Tools, Direction, Funding and City Actions	OTH M/CC
7.		
8.		
9.		
10.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Outcomes		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 general 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 – vision, mission, finances, services and programs and overall operations		
Outcome 7	Increase community engagement through transparent, open and simple processes		
Outcome 8	Enhance trust and confidence in Dubuque City Government through proactive communications		
Outcome 9	Increase Dubuque City government operating efficiency and effectiveness maximizing the use of available resources and instituting continuous improvements and innovations		
Outcome 10	Insure that the diverse concerns and needs of all Dubuque residents and addressed by Dubuque City Government		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» 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. Dollars saving through process improvements		
8. Reduced number of cyber attacks/hacks		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Challenges and Opportunities		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. 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		
10. Improving welcoming and belonging outcomes for ALL		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Challenges and Opportunities		PRIORITY
11. Under-resourced City services and programs resulting in stress for City employees		
12. Concern about having low taxes and fees over having a responsibly low tax rate and fees		
13. Enhancing a City organizational culture that values learning, creative thinking and innovative actions		
14. Upcoming retirements		
15. Providing a safe workplace balanced with customer service		
16. Exploring the hiring outside resources at a significantly higher cost		
17. Investing in the future and adding value for City services		
18. Determining how to respond to recent State of Iowa law changes impacting City tax rate, revenues and services		
19. Reducing the cost of City service delivery and exploring potential service eliminations by City government		
20. Understanding the capacity of City organization and current staff		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Challenges and Opportunities		PRIORITY
21. Determining City mission and service priorities		
22. Strategically using consultants to expand City organization capacity		
23. Exploring potential new revenue sources for Dubuque City Government		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Actions 2026 – 2028			PRIORITY
1. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan:	2025-2027 M/CC		
2. Community Survey: Scope, Approach, Direction, Funding and Completion	2025-2027 M/CC		
3. City Manager Spending Authority: Study and Direction	M/CC		
4. Departmental Consolidation and Streamlining: Report, Direction and City Actions	M/CC		
5. Use of Consultants Policy: Review, Report with Findings and Direction	M/CC		
6. Long-Range Financial Plan Update: Presentation	M/CC		
7. City Core Services and Service Levels: Review, Comprehensive Report, Direction and Incorporate in Budget	M/CC		
8. Dubuque City Organizational Culture: Refinement, Employee Retention and Hiring	M/CC		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Actions 2026 – 2028			PRIORITY	
9.	Multicultural Family Center a One-Stop Shop for Services: Definition, City Role, Direction and Funding	M/CC		
10.	Federal Government Advocacy: Legislation Monitoring and Impact Analysis and Lobbying	M/CC		
11.	Communications Enhancement to our Community: Goals, Best Practices, Direction, Funding and City Actions	M/CC		
12.	Direct Funding for Schools: Review, Impact on City Programs and Services, Direction and Funding Level	M/CC		
13.	State Government Advocacy: Legislation Monitoring and Impact Analysis and Lobbying	M/CC	MIP M/CC	
14.	Bond Referendum: Potential Project, Criteria, Direction and Ballot Wording (incorporated in Parks and Recreation Master Plan Implementation Action and Police/Fire Facilities Actions)	M/CC	Drop	
15.	City 2022 Facilities Plan Implementation: a. Departmental Relocation b. City Hall and Annex	M/CC M/CC	Major Projects	
16.	Federal Building Upgrade Project: : Direction, Funding and Completion	Mgmt	MIP	

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Actions 2026 – 2028		PRIORITY
17.		
18.		
19.		
20.		
21.		
22.		
23.		
24.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE	
1.	City Legislative Advocacy Agenda and Action Plan 2027-2028: Decision	M/CC	
2.	Enterprise Asset Management System and Work Order System a. Funding b. RFQ		
3.	City Facility Integrated Access Control: Decision Direction, Funding and Completion		
4.	New City Manager Recruitment and Selection: Decisions	M/CC	
5.			
6.			
7.			
8.			

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Management in Progress 2026 – 2028		DATE
1. HRIS Implementation		
2. Data Governance: Direction and Funding		
3. City Bond Rating: Updated Credit Rating Fall 2026 and Bond Sale		
4. Cyber Security Enhancements: Completion		
5. Rightsizing Departments – Services and Staffing: Services Identification and Prioritization, Staffing Needs Linked to Services, Report, Direction and Funding		
6. Human Resource Staffing: Direction and Funding		
7.		
8.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» Major Projects 2026 – 2028		DATE
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
---------------	--

»» On the Horizon 2028 – 2032	
1.	City Data Center Project – Phase 2: Direction and Funding (including Redundancy)
2.	IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Outcomes		PRIORITY	
Outcome 1	Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental		
Outcome 2	Expand the infrastructure and facilities capacity to support economic development and growth		
Outcome 3	Expand <i>yearround</i> sports tourism in Dubuque		
Outcome 4	Support Dubuque higher education institutions and retain graduates in the Dubuque community		
Outcome 5	<i>Maintain and enhance an effective partnerships to retain and grow current businesses and to attract new businesses to expand the regional Dubuque economy</i>		
Outcome 6	Support private initiatives to attract a commercial airline(s) connecting to multiple major hubs		
s Outcome 7	Have strategic use of large institutional property for community benefit		
Outcome 8			
Outcome 9			
Outcome 10			

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

» 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
---------------	---

»» Challenges and Opportunities		PRIORITY
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 sports tourism, including Field of Dreams		
6. Preparing for and supporting the development of the new University of Dubuque medical school		
7. Creating and having available 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		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

» Challenges and Opportunities		PRIORITY
11. Recruiting new and diverse businesses along Central Avenue and North End		
12. Responding to economic forces beyond the City’s control: inflation, recession, supply chain issues and interest rate increases		
13. Creating a business climate that supports innovators, entrepreneurs and small business start-ups		
14. Having adequate City infrastructure to support economic growth through strategic City investments		
15. Availability of local quality workforce and matching educational programs with needs of employers		
16. Lack of wage growth using living wage data		
17. Workforce desiring diverse quality of life amenities		
18. Declining high paying jobs in finance and insurance		
19. Funding available to support development agreements		
20.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Challenges and Opportunities		PRIORITY
21.		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Actions 2026 – 2028			PRIORITY	
1	Air Service Future Strategy and Action Plan: Support . Local Private Initiatives	Top Priority M/CC		
2	Central Avenue Revitalization Plan Development: . Construction and Traffic, Business Development and Housing Creation	High Priority M/CC		
3	Comprehensive Sports Tourism Strategy: Development . a. Sports Complex b. Field of Dreams c. Competition Pool/Aquatic Center d. Indoor Sports Facilities e. Ice Second Sheet	2026-2027 M/CC		
4	South Port Development: Update, Direction and City . Action	M/CC		
5	Additional Hotel Development Strategy: Attraction . Actions, Incentive Policy: Goals, Roles, Direction and City Actions	M/CC		
6	Winter Tourism Development: Goals/Desired Outcomes, . Report with Options, City Role, Potential Partners, Direction and City Actions	M/CC		
7	Data Center Policy and Guidelines: Research Data, Report . with Findings and Opportunities for Dubuque, Direction and City Action	M/CC		
8	Poverty Reduction Programs and Activities: Review, . Report, Direction and City Actions	M/CC		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Actions 2026 – 2028			PRIORITY
9.	Large Institutional Property Future Direction and City Strategy: Development	M/CC	
10.	Hotel Development: Implementation	M/CC Mgmt	MIP
11.			
12.			
13.			
14.			
15.			
16.			

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE	
1.	River Boat Docking Project: Alternative Docking Location	MIP	
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» Management in Progress 2026 – 2028		DATE
1.	Electronic Bidding Software: Implementation	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

» Major Projects 2026 – 2028		DATE
1.	River Boat Docking Project: Environmental Study and Temporary Dock Installation	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
---------------	---

»» On the Horizon 2028 – 2032	
1.	JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions
2.	Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

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

»» Outcomes		PRIORITY	
Outcome 1	Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods		
Outcome 2	Grow the population within the City of Dubuque		
Outcome 3	Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable and adaptive reuse		
Outcome 4	Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping		
Outcome 5	State future and expand resident involvement in their neighborhood through increasing the number of neighborhood associations and groups		
Outcome 6	Preserve Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment		
Outcome 7	Have neighborhood/community businesses to support diverse communities		
Outcome 8			
Outcome 9			
Outcome 10			

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

»» 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		
6. Home mortgage data		
7. Census data: number bedrooms		
8. Census data: vacancy rate		
9. Census data: rental units		
10. Census data: homeownership		

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

» Measures of Success		PRIORITY
11. Utility data		
12. Median rental rate		
13. Median mortgage		
14. Vacancy by income level		
15. Number of manufactured homes		
16.		
17.		
18.		
19.		
20.		

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

» Challenges and Opportunities		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. 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		

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

» Challenges and Opportunities		PRIORITY
11. Neighborhood speeding and running of stop signs		
12. 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		
13. Affordable access to quality, healthy foods in neighborhoods sand reducing food deserts		
14. Upgrading neighborhood infrastructure		
15. Having development agreements for annexations		
16. Lack of contractor availability for small scale housing projects		
17. Uncertain future direction of HUD – agency, programs and services		
18. Increasing cost of living for residents, including high grocery prices		
19. Having walkable grocery store and other services accessible to neighborhood residents		
20. Fear of actions by the Federal government		

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

» Challenges and Opportunities		PRIORITY
21. Language barriers in neighborhoods		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

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

»» Actions 2026 – 2028			PRIORITY
1	Downtown Master Plan Update: .	High Priority M/CC	
2	Infill Development Strategy and Policy: .	2025-2027 M/CC	
3	Historic Dubuque: Definition, Process Improvement and Clarity for All	M/CC	
4	Residential Private Lead Hazard Abatement Program: Next Steps	M/CC	
5	Dubuque Forward: City Role and Direction .	M/CC	
6	Mobile Home Park Protection: Goals, City Role, Report with Options, Direction and City Action	M/CC	
7	Future Housing Development Strategy: Data Update: Report, Key Issues – City Role and Incentives, Future Desired Outcomes, Decision and City Actions	M/CC	
8	Catholic Owned Properties: Inventory, Report, Direction and City Actions	M/CC	

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

»» Actions 2026 – 2028			PRIORITY
9. Grocery Store Northend: Update, Direction and City Actions	M/CC		
10. Roosevelt Road 60 Acres: Direction and City Actions	M/CC		
11. Unified Development Code Update: Completion and Adoption	M/CC	MIP M/CC	
12.			
13.			
14.			
15.			
16.			

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

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1. PUD Ordinance Update: Decision		
2. Historic Millworks District Development: Update Report and Decision Direction and Next Steps		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» Management in Progress 2026 – 2028		DATE
1. Neighborhood Associations and Groups Development: Activation		
2. New Housing Development Support: Next Steps		
a. Starts		
b. Additional Permits		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» On the Horizon 2028 – 2032	
1.	Annexation Policy: Review and Direction
2.	Southwest Arterial Development Plan: Update/Review, Direction and City Next Steps
3.	Southwest Arterial Annexation Policy/Plan: Review, Direction and City Actions
4.	City-wide Neighborhood Beautification Policy/Plan/Actions: Goals/Outcomes, Report with Options and Funding Mechanism, Direction and Next Steps
5.	Community Land Trust: Grant Notification, Direction and City Role, Monitoring Des Moines Experiences
6.	
7.	
8.	
9.	
10.	

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

»» Outcomes		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		
Outcome 3	Reduce potential flooding through flood plain management, mitigation and protection through a well-maintained, operational stormwater system		
Outcome 4	Reduce the community's carbon footprint (50% by 2030) and explore science-based outcomes in the future		
Outcome 5	Reduce waste and increase diversion, recycling and composting opportunities		
Outcome 6	Provide adequate sewer capacity to prevent overflow		
Outcome 7	Meet/Be in compliance with permit for wastewater treatment		
Outcome 8	Have quality water in community waterways		
Outcome 9	Upgrade by investing the water treatment and distribution system addressing aging pipes that need rehabilitation replacement		
Outcome 10			

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

»» 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		
6. Number of sanitary sewer overflows		
7. Diversion rate		
8. Percentage of community coverage by tree canopy		
9.		
10.		

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

» Challenges and Opportunities		PRIORITY
1. Uncertain Federal and State of Iowa goals and funding and their alignment with the City's goals, services and programs		
2. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands		
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		
9. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system		
10. Protecting the Dubuque community and waterways from flooding through storm water management		

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

»» Challenges and Opportunities		PRIORITY
11. Lack of water capacity – 89% peak demands and limited capacity to support growth		
12. Addressing emerging pollutants in water and wastewater system		
13. Funding for composting and recycling programs and services		
14. Funding of match dollars for grants		
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. Air quality impacted by wildfires and other outside influences		
18. Emission reduction goal and 2030 needs a new long-term goal		
19. Addressing battery management issues and potential fires, including battery legislation and regulations from the State of Iowa		
20. Curbside solid waste collection and driver injuries		

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

»» Challenges and Opportunities		PRIORITY
21.	Balancing development requirements a versus City responsibilities	
22.	Addressing development agreements impacts on CIP projects	
23.	Old development agreements that trigger projects necessity and City funding	
24.		
25.		
26.		
27.		
28.		
29.		
30.		

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

»» Actions 2026 – 2028			PRIORITY
1. Sanitary Sewer Investment Projects Implementation: Direction, Funding and Project Completion	Top Priority M/CC		
a. 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership) b. Cedar and Lift Station and Force Main c. Terminal Lift Station and Force d. Schmitt Sanitary Sewer e. Cooper Place/Maiden Lane f. Harvard Street g. Hempstead Street h. Grove Terrace; Catfish Creek Sanitary Sewer and others			
2. Stormwater Management Investments Implementation: Direction, Funding and Project Completion –	Top Priority M/CC		
a. Bee Branch Gate and Pump b. Kaufman Storm Sewer c. 17th/Locust Stormwater d. Stormwater Detention Pond Maintenance e. Individual Neighborhood Situations f. 17th/Elm Street Stormwater and others	M/CC M/CC		
3. Water Resource and Recovery Center Upgrades Projects Completion	High Priority M/CC		
a. Chemical Dosing Analysis b. Digester Cleaning c. Odor Monitoring d. Process Monitoring e. Digestive Gas Cleaning Media Changeout and Facility Plan			
4. Water System Upgrade Projects: Funding	M/CC		
a. Water Filter Upgrades (Grant Application) b. Deep Wells: Location and Drilling			

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

»» Actions 2026 – 2028			PRIORITY
5.	EV Infrastructure Development: Status Report, Potential Projects, Funding Sources/Grants, Direction and Next Steps	M/CC OTH	
6.	Flooding Mitigation Projects: Funding Level, Direction and City Action	M/CC	
6.	Wastewater Study Long Term Plan: Completion, Direction and Funding (including a Potential Second Plant and Future Growth Analysis)	M/CC	MIP
7.			
8.			
9.			
10.			

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

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1. Sewer System Infrastructure Asset Master Plan: Development and Adoption Decision	M/CC	
2. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement		
3. Alley Inspection and Maintenance Performance Evaluation Staffing: DECISION Budget FY 28		
4. High Strength Waste Receiving & Storage Project: Construction		
5.		
6.		
7.		
8.		
9.		
10.		

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

» Management in Progress 2026 – 2028		DATE
1. Trees Planting Program Enhancement: Report with Options, Direction and City Actions (Planting: 600 Trees)		
2. Electric Bus Implementation: Acquisition (1)		
3. WRRC State Certified Lab Expanding the Testing Capability: Completion		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» Major Projects 2026 – 2028		DATE
1.	SCADA Water Overhaul: Completion	
2.	Lead Water Lines Replacement Phase 2: Bid and Construction	
3.	Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction	
4.	Advancing New Deep Well No. 11 (as art of PFAS Remediation Plan)	
5.	Rockdale Road Stormwater Project: DECISION: CIP Funding 28	
6.		
7.		
8.		
9.		

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

»» On the Horizon 2028 – 2032	
1.	South Flood Wall Buried: Funding
2.	Solar Policies/Programs/Strategy: Goals/Desired Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions (City Government and Community)
3.	City Energy Policy – Buildings and Equipment: Report, Direction, Funding and City Actions
4.	South Plant Magnetic Flow Meters Replacement: Funding
5.	Althausen Street and Eagle Street Water Main Replacement Project: Funding
6.	Nutrient Reduction Strategy: Update (2027)
7.	Water Supply for Four Mounds: Direction, City Action and Funding
8.	
9.	
10.	

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Outcomes		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 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	Maintain Green Alleys		
Outcome 7			
Outcome 8			
Outcome 9			
Outcome 10			

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

» 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		
8. Community-wide PCI Index		
9. Number connected to fiber		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Challenges and Opportunities		PRIORITY
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. 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. Defining the scope and funding for "Complete Streets" implementation		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Challenges and Opportunities		PRIORITY
11. Lack of funding for Green Alley program for both construction and maintenance		
12. Poor condition of alleys		
13. Complying with the ADA infrastructure and facilities requirements and regulations		
14. Having broadband affordability, availability and accessibility		
15. Funding for fiber connections to/from City facilities and buildings		
16. Determining project priorities and funding mechanism for implementation		
17. Having more needs and lack of adequate funding		
18. Coordinating street project with water and sewer project to avoid paving and then underground repairs		
19. Shifting and everchanging project priorities, especially when there is a new development needing roads sooner than planned		
20.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Challenges and Opportunities		PRIORITY
21.		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Actions 2026 – 2028			PRIORITY
1	Street Maintenance/Rehabilitation Program: Direction and Funding	Top Priority M/CC	
2	East-West Corridor/Roundabout Policy/Projects: Direction and Funding Mechanism	High Priority M/CC	
3	Streets Paving – 10 Miles: Review, Funding and Direction	M/CC	
4	Downtown Parking Comprehensive Study: Completion, Direction and City Actions	M/CC	
5	Bridge Maintenance Projects: Direction and Funding	M/CC	
6	14 th Street Overpass: Environmental Assessment and Construction	M/CC	Major Project
7	Smart Parking: Study Completion, Direction and City Actions	M/CC	MIP M/CC
8	ADA Sidewalk Inspection Program/Policy: Report with Options, Policy Direction and Funding Mechanism	Mgmt	MIP M/CC

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Actions 2026 – 2028		PRIORITY
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed	DATE	
1. STREETS Program: Funding Decision and Implementation a. Phase 1 – Arterials Completion b. Phase 2 – Downtown Initiated		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

» Management in Progress 2026 – 2028		DATE
1. The Jule Grant Funding FTA Study: Completion		
2. Smart Parking and Mobility Study: Implementation		
a. Parking Implementation		
b. Mobility Implementation		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

»» Major Projects 2026 – 2028		DATE
1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT)		
2. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion		
3. SW Arterial ITS Project: Construction Completion		
4. General Aviation Apron Reconstruction Project: Construction Completion		
5. Wildwood Drive Bridge Replacement: Design		
6. Catfish Bridge Highway 20 Project		
7.		
8.		
9.		
10.		

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
---------------	---

» On the Horizon 2028 – 2032	
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.	Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism
10.	

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

»» Outcomes		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			
Outcome 7			
Outcome 8			
Outcome 9			
Outcome 10			

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

»» 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.		
10.		

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

»» Challenges and Opportunities		PRIORITY
1. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities		
2. High demand with a lack of indoor recreational programming spaces for Parks and Recreation		
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 Stabilization 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 Parks and Recreation facilities and programs		
10. Increasing demands for recreational programs and activities		

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

» Challenges and Opportunities		PRIORITY
11. Aging and dated parks, library and facilities		
12. Funding and developing new parks in newer subdivisions		
13. Responding to and funding projects to meet the high demand for dog park(s)		
14. Funding and staffing for Parks and Recreation inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District		
15. Reduced Federal government funding, State of Iowa funding and community giving to arts organizations increasing the pressure for City funding		
16. Increasing demands for cultural events with limited staffing and City facilities		
17. Enhancing access to facility/venues, including the perception of lack of parking		
18. Funding for projects to achieve ADA compliance		
19. Limited staff to plan and to support community events		
20. Policies and procedures impacts on FTE changes and limited flexibility on dollar use		

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

»» Challenges and Opportunities		PRIORITY
21.		
22.		
23.		
24.		
25.		
26.		
27.		
28.		
29.		
30.		

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

»» Actions 2026 – 2028			PRIORITY
1	Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction	Top Priority M/CC	
2	Chaplain Schmitt Island Development – Next Phase: Next Steps	High Priority M/CC	
3	Parks and Recreation Master Plan Implementation Projects: a. Eagle Point Park Upgrades b. Aquatic Study c. Ice Second Sheet	High Priority M/CC	
4	YMCA: City Role, Direction and City Actions	M/CC	
5	Five Flags Theater: Review and Direction	M/CC	
6	Five Flags Arena: Review and Direction (including Potential Sale)	M/CC	
7	Older Pools: Report, Direction, Funding and City Actions	M/CC	
8	Comisky Park Next Phase: Direction and City Actions	M/CC	Major Project

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

»» Actions 2026 – 2028		PRIORITY
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		

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

»» Management in Progress 2026 – 2028 Mayor and City Council Action Needed		DATE
1.	Historic Millwork District Park – Temporary Parking	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

» Management in Progress 2026 – 2028		DATE
1. Culture Definition		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» Major Projects 2026 – 2028		DATE
1.	Jackson Park Restrooms: Completion	
2.	Comiskey Park Upgrade Project – Phase 2 Parking and Amenities	
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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

»» On the Horizon 2028 – 2032	
1.	Quality of Life Bond Package: Concept, Scope, Report with Options and Direction
2.	FDR Park Development: Direction and Funding
3.	Parks and Recreation Service/Staffing Level: Review, Direction and Funding
4.	Historic Millwork District Park Design and Recreational Space: Direction, Funding and Partnerships
5.	Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions
6.	Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism
7.	Trail Master Plan: Direction
8.	Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding
9.	Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding
10.	New Park Development: Direction and Funding (Pebble Cove, North Fork, Mozena Farm, and Silver Oaks.)