

FY11 Budget Presentation

Hotel Motel
Enterprise
Internal Service

January 7, 2010

Enterprise Areas

- Venuworks (Ice Arena, US Cellular, Paramount)
- Golf
- Parking
- Utilities (Solid Waste, Water Pollution Control, Water)
- Transit
- Sewer
- Airport

Department: Ice Arena, US Cellular, Paramount

Highlight of services provided:

- Ice Arena – Cedar Rapids only facility to give citizens the opportunity to learn and/or continue their figure skating or hockey enjoyment
- U.S. Cellular Center – A true multi-use facility that holds events attractive to every demographic. From Cirque du Soleil to Roller Girls to Sesame Street to Community Concerts
- U.S. Cellular Center – Makes Cedar Rapids a destination for all of Eastern Iowa. Patrons came from 888 different zip codes tracked by our ticketing system

Department: Ice Arena, US Cellular, Paramount

Top 3 Accomplishments in FY09:

1. Ice Arena – Achieved financial profitability again
2. U.S. Cellular Center – Deducting additional steam costs for FY09 the facility was profitable for the first time ever
3. U.S. Cellular Center – Achieved event booking goals in FY09 which will translate into FY10 being a financial success

Department: Ice Arena, US Cellular, Paramount

Top 3 Goals for FY11:

1. Ice Arena – Expand youth programs
2. Paramount Theatre – Organize a non-profit Friends of the Paramount
3. U.S. Cellular Center – Achieve profitability

Department: Ice Arena, US Cellular, Paramount

Top 3 Challenges for FY11:

1. Ice Arena – New Roughrider lease and declining attendance at Roughrider games
2. Paramount Theatre – Not open but still has fixed costs
3. U.S. Cellular Center – Working events around construction projects

Department: Ice Arena

Financial Overview:

Ice Arena - Operations

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	749,035	613,433	(135,602)	-18%
Intergovernmental	-	-	-	0%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	-	-	-	0%
Licenses and Permits	-	-	-	0%
Other Revenue	212,540	269,150	56,610	27%
Total Revenues	961,575	882,583	(78,992)	-8%
Total Personal Services	311,636	328,083	16,447	5%
Discretionary Non-Personal Services	227,056	264,774	37,718	17%
Non-Discretionary Expenditures	394,400	380,216	(14,184)	-4%
Capital Outlay Expenditures	-	87,500	87,500	0%
Debt Service	-	-	-	0%
Transfers Out	-	-	-	0%
Total Expenditures	933,092	1,060,573	127,481	14%
Net Income / (Net Loss)	28,483	(177,990)	(206,473)	-725%

Net of intrafund transfers

Department: US Cellular

Financial Overview:

US Cellular Center Operations

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	387,107	1,182,725	795,618	206%
Intergovernmental	-	-	-	0%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	-	-	-	0%
Licenses and Permits	-	-	-	0%
Other Revenue	990,405	519,534	(470,871)	-48%
Total Revenues	1,377,512	1,702,259	324,747	24%
Total Personal Services	612,444	739,478	127,034	21%
Discretionary Non-Personal Services	446,907	608,047	161,140	36%
Non-Discretionary Expenditures	501,400	364,000	(137,400)	-27%
Capital Outlay Expenditures	-	131,000	131,000	0%
Debt Service	-	-	-	0%
Transfers Out	-	-	-	0%
Total Expenditures	1,560,751	1,842,525	281,774	18%
Net Income / (Net Loss)	(183,239)	(140,266)	42,973	-23%

Net of intrafund transfers

Department: Paramount

Financial Overview:

Paramount Operations

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	-	-	-	0%
Intergovernmental	-	-	-	0%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	-	-	-	0%
Licenses and Permits	-	-	-	0%
Other Revenue	-	-	-	0%
Total Revenues	-	-	-	0%
Total Personal Services	171,240	200,174	28,934	17%
Discretionary Non-Personal Services	8,766	33,588	24,822	283%
Non-Discretionary Expenditures	43,200	14,988	(28,212)	-65%
Capital Outlay Expenditures	-	-	-	0%
Debt Service	-	-	-	0%
Transfers Out	-	-	-	0%
Total Expenditures	223,206	248,750	25,544	11%
Net Income / (Net Loss)	(223,206)	(248,750)	(25,544)	11%

Net of intrafund transfers

Department: Ice Arena

Highlight of Capital Improvement Projects

1. Ice Arena - \$250,000 Power Generator - Needed to avoid total lost of both sheets of ice during a prolonged power outage
2. Ice Arena - \$10,000 Carpet in lobby – Projects the wrong image for the building
3. \$26,000 Transportation Trailer - Needed to share equipment between buildings lowering the capital needs for all three buildings

Department: Golf

Highlight of services provided:

- Quality of life services through general golf play, City tournaments, corporate outings and player development programs.
- Facility utilization of four golf courses and three driving ranges/short game practice areas.
- Programming and education for all ages and ability levels.
- Environmental stewardship of public property.

Department: Golf

Top 3 Accomplishments in FY09:

1. Flood recovery (Jones golf course reopened for play May 22, 2009).
 - In FY09, sixty percent of flood recovery completed.
 - Five project worksheets were submitted and obligated with work completed on all except the creek stabilization.

2. Analysis and implementation of effective and efficient services, operations and procedures.
 - Example: Pilot mowing program resulted in reducing gas usage of 57 gallons and 96 hours of staff time for a total savings of \$948 at one course.

3. Solicitation of customer feedback to improve service delivery.
 - Surveyed demographic groups for feed back – outings, junior program participants, player development participants.
 - Post flood customer service rating at Jones Course 4.74 out of 5 with overall course satisfaction at 4.14.

Department: Golf

Top 3 Goals for FY11:

1. Decrease property tax subsidy of Golf Operations.
2. Program expansion through partnership and grant funding.
 - Improvement of programs through partnerships such as Junior Golf program that fosters future golfers.
 - Pursue grants from the PGA Foundation and USGA and corporate partnerships.
3. Provide open/green spaces for community enjoyment and reduce storm water run off, improve air quality and reduce pollution.
 - Educate public on importance of open/green spaces.
 - Use of best practices in the application of chemicals in the system that have increase absorption rates and less emissions in the atmosphere.
 - Protect the environment through best practices in the industry (use less water on fairways and rough; water priority are the greens, tee boxes, fairway and lastly the roughs.)
 - Supports Council goal: A Sustainable Community: Economically, Environmentally and Socially.

Department: Golf

Top 3 Challenges for FY11:

1. Increase golf rounds through program development, customer satisfaction levels and by maximizing tee time utilization.
 - Maximize tee time utilization through improvements in league scheduling allowing for additional after work tee times; hold the greens fees and cart rental fees in FY11; continue to improve customer service.
2. Develop additional efficiencies while minimizing capital equipment resource requests enabling staff to identify scheduling efficiencies using best practices.
 - Identify equipment that can be shared reducing equipment needs.
 - Example of efficiencies implemented: eliminated back up equipment reducing monthly fleet charges and repair charges. Rental philosophy adopted.
3. Educate golfers on experience provided at the Municipal Courses.
 - Course conditions are reflective of the amount of revenues generated from greens fees.

Department: Golf

Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	2,109,615	2,180,720	71,105	3%
Intergovernmental	-	-	-	0%
Transfers in	-	373,695	373,695	0%
Other Revenue	839,750	986,054	146,304	17%
Total Revenues	2,949,365	3,540,469	591,104	20%
Total Personal Services	1,339,263	1,385,480	46,218	3%
Discretionary Non-Personal Services	904,389	956,022	51,633	6%
Non-Discretionary Expenditures	493,040	777,630	284,590	58%
Capital Outlay Expenditures	50,500	131,000	80,500	159%
Debt Service	384,026	373,695	(10,331)	-3%
Transfers Out	-	-	-	0%
Total Expenditures	3,171,218	3,623,827	452,609	14%
Property Tax Subsidy	(221,853)	(83,358)	138,495	-62%

Net of intrafund transfers

Department: Golf

Rates:

- Season golf pass and daily golf rates remain the same for FY11 as in FY10. Rates for golf and power car rentals have not changed since price increase approved in FY08.
- Development of special greens fees packages will be a major emphasis in FY11 in order to capitalize on fully utilizing tee sheets to maximize revenues and increase golf rounds.

Department: Golf

Funding increase request for FY11:

Total funding increase request: \$17,160.

Summary of requested items:

- Use of interns from university accredited Professional Golf Management programs.

Department: Golf

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Golf - P & R	15,000	-	-	Concession price increase on selected items.

Department: Golf

Capital Improvement Projects

695000

Golf - Construction

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
GO Bonds	-	45,000	45,000	#DIV/0!
TIF Bonds	-	-	-	0%
Other Long Term Liabilities	-	-	-	0%
Intergovernmental Grants	-	-	-	0%
Donations or Special Assessments	-	-	-	0%
Other Revenue	-	-	-	0%
Total Revenues	-	45,000	45,000	#DIV/0!
Expenditures	25,500	180,000	154,500	606%
Transfers Out	-	-	-	0%
Total Expenditures	25,500	180,000	154,500	606%
Cash on Hand	(25,500)	(135,000)	(109,500)	#DIV/0!

Net of intrafund transfers

Department: Parking

Highlight of services provided:

- Provide parking for the City of Cedar Rapids and maintain City owned skywalk system.

Services include:

- On street parking
- Off street parking
- Event parking
- Monthly parking
- Skywalk maintenance and improvements

Department: Parking

Top 3 Accomplishments in FY09:

1. Successfully reassigned over 2,200 downtown flood affected parkers and registered parkers within one week.
2. Contracted with Republic Parking to manage City parking system and design plan to take advantage of technology to better service users of the parking system.
3. Skywalk capital improvements including repairs at;
 - Five Seasons skywalk – replaced flooring
 - Dome skywalk – rubber floor tiles
 - Roosevelt Parkade skywalk – rubber floor tiles

Department: Parking

Top 3 Goals for FY11:

1. Implement technology upgrades related to meters and revenue access control systems in the parkades to better serve the users of the parking system.
2. Implement parking strategic plan that is being undertaken by the City and Downtown District.
3. Implement capital improvement program for parking system to extend the useful life of parkades and parking lots.

Department: Parking

Top 3 Challenges for FY11:

1. Discounted parking of 50% through June 2010 has depleted parking reserves and funding for capital improvements is limited.
2. Demolition of 1st Street parkade and educating system users of other parking system alternatives.
3. Cost of maintaining City skywalk system continues to increase and failure to invest in skywalk maintenance in the past will result in higher cost to bring the system back up to an appropriate standard.

Department: Parking

Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	2,843,248	2,548,809	(294,439)	-10%
Intergovernmental	-	-	-	0%
Transfers in	200,000	209,000	9,000	5%
Long Term Proceeds from Liability	-	1,726,500	1,726,500	0%
Licenses and Permits	-	-	-	0%
Other Revenue	157,500	215,473	57,973	37%
Total Revenues	3,200,748	4,699,782	1,499,034	47%
Total Personal Services	785,774	583,485	(202,289)	-26%
Discretionary Non-Personal Services	1,512,281	792,215	(720,066)	-48%
Non-Discretionary Expenditures	1,218,304	1,427,249	208,944	17%
Capital Outlay Expenditures	887,600	1,826,500	938,900	106%
Debt Service	96,400	109,000	12,600	13%
Transfers Out	-	-	-	0%
Total Expenditures	4,500,359	4,738,449	238,090	5%
Net Income / (Net Loss)	(1,299,611)	(38,667)	1,260,944	-97%

Department: Parking

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Parking	-	150,000	-	Skywalk system

Department: Parking

Highlight of Capital Improvement Projects

1. \$221,500 – Skywalk roof repair
2. \$750,000 - PARCS
3. \$850,000 – Annual Parkade Repairs
4. \$5,000 – Parking Lot Repairs-Rotational

Department: Parking

Fund	CIP No.	Description	Priority	Type Description	Total Expenditures	Total Revenues	GO Bonds	Transfers
635	635099	Annual Parkade Repairs	2	Maintenance	850,000	(850,000)	(850,000)	-
635	635101	PARCS	1	Maintenance	750,000	(750,000)	(750,000)	-
635	635105	Skywalk - 5 Seasons Center to 5 Seasons Parkade- Roof	6	Maintenance	15,000	(15,000)	-	(15,000)
635	635106	Skywalk - Armstrong Center to Town Center Bldg-Roof	5	Maintenance	7,500	(7,500)	(500)	(7,000)
635	635107	Skywalk - Town Center Bldg to 3rd Ave Parkade-Roof	4	Maintenance	45,000	(45,000)	-	(45,000)
635	635108	Skywalk - 3rd Ave Parkade to 4th Ave Parkade-Roof	7	Maintenance	11,000	(11,000)	-	(11,000)
635	635109	Skywalk - 4th Ave Parkade to GTC Parkade	8	Maintenance	116,000	(116,000)	(116,000)	-
635	635111	Skywalk - GTC Parkade to School/Trailways-roof	9	Maintenance	5,000	(5,000)	(5,000)	-
635	635112	Skywalk - School/Trailways to City Terminal-roof	10	Maintenance	7,000	(7,000)	-	(7,000)
635	635113	Skywalk - School/Trailways to Library-roof	11	Maintenance	15,000	(15,000)	-	(15,000)
635	635119	Parking Lot Repairs -Rotational	3	Maintenance	5,000	(5,000)	(5,000)	-

Department: Water

Highlight of services provided:

- Production and delivery of quality Water is the mission of this utility.
- The Water Division provides billing, initiation and cessation of services, and customer services related to Water, Sanitary Sewer, Solid Waste collection, Recycling, Yard Waste and Storm Sewer services for Utility customers.
- Delivery of proper water quantity and pressure is also critical, particularly to industrial users and for fire services.

Department: WPC

Highlight of services provided:

- Wastewater Treatment for Citizens, Business and Industries of the Metro Area.
 - The majority of flow is received from citizens and commercial customers. The vast majority of organic loading is from industrial customers. The Cedar Rapids WPC facilities treats the organic loading equivalent to a population of about 1.5 million. This treatment is provided without requiring the industrial pretreatment required by most systems resulting in local economic development.
- Disposal of Biosolids generated by treatment processes
 - Disposal of the solids generated by removal of wastes from water is the most difficult and costly part of treating wastewater. WPC utilizes multiple technologies to thicken, dewater, and dispose of the biosolids.
- Coordination with the Public Works Department in monitoring, planning, and maintenance of the sanitary sewer collection system.

Department: Utilities General

Highlight of services provided:

- Engineering Services for Water and WPC projects
 - Development and management of CIP projects for the water plants, water distribution, and WPC facilities.
 - Coordination with other City departments to evaluate private development and planning of water supply systems.

- Environmental Management
 - Ensure compliance of water and wastewater system with all regulatory requirements
 - Laboratory Services: sample collection and laboratory analysis for water systems, WPC processes, and industrial dischargers. Billings for Group III industries are based on the daily data provided by Lab Services
 - Industrial compliance monitoring and liaison
 - Public relations and education
 - Safety coordination

- Special projects

Department: Water

Top 3 Accomplishments in FY09:

1. Flood Recovery
 - Restoration and rehabilitation of flood affected wells
 - Rehabilitation of water distribution system in flood affected areas
 - Modification of utility services and related billings for flood affected customers
2. Continuation of UV disinfection project with startup of NW Plant units
3. Continued efficiency improvements (examples)
 - Distribution personnel achieved increases in the rate of fire hydrant maintenance and valve maintenance of 98% & 46%, respectively
 - Engineering and Meter Service personnel completed a LEAN process for the tap order procedure, identifying 22 steps and four handoffs that could be eliminated from the original 136 step process. Improvements are being undertaken in conjunction with CC&B (new billing system) program implementation.
 - Engineering and Meter Service personnel concluded successful discussions with Home Builders Association – Developers Council representatives leading to mutually agreeable changes in the Municipal Code for water service line installation

Department: WPC

Top 3 Accomplishments in FY09:

1. Emergency Flood recovery of Treatment Facilities
 - Facilities were back in compliance with discharge permit 72 days after the flood.

2. Completed recovery of at least one “train” of all treatment processes by end of FY09.
 - The incinerator started operation in March 2009 and one of three LPO units were in operation in June 2009.

3. Planning for interim refurbishment of Treatment Facilities

Department: Water

Top 3 Goals for FY11:

1. Develop and implement methods to offset loss of revenue from reduced volumetric consumption
2. Complete implementation of new billing system (CC&B).
3. Optimize ultraviolet (UV) disinfection systems

Department: WPC

Top 3 Goals for FY11:

1. Complete interim restoration of Treatment Facilities and start permanent repairs including flood mitigation measures.
2. Complete City Energy Management Plan
3. Work with Public Works to determine scope of flood damage to collection system and development of rehabilitation plan

Department: Water

Top 3 Challenges for FY11:

1. Reduced revenues from reduction in water consumption.
 - One major industrial customer is expected to reduce water usage by 1 million CCF during FY11 which equates to a revenue loss of \$700,000.
 - Residential usage has been declining during the wet weather of the past several years.
2. Increased electrical costs (anticipate 10%) due to Alliant rate increase
3. Improve customer service center metrics without increasing personnel

Department: WPC

Top 3 Challenges for FY11:

1. Disposal of biosolids during interim repairs to the incinerator
2. Increased electrical costs (anticipate 10%) due to Alliant rate increase
3. Developing plans and resources to meet expected regulatory changes requiring a higher level of treatment resulting in higher costs to users

Representative Monthly Bill

Water, Sewer/WPC & Solid Waste

(Typical customer - 10 units Water & 10 units Sewer)

	Current FY10	Proposed FY 11	Percent Increase	Annual Impact
Water	\$ 23.80	\$ 25.63	7.7%	\$ 21.96
Iowa & Local Sales Tax	1.43	1.54	7.7%	1.32
WPC/Sewer	22.04	23.72	7.6%	20.16
Storm Sewer	3.95	4.26	7.8%	3.72
Solid Waste/Yard Waste*	11.71	12.47	6.5%	9.12
Solid Waste-Recycling*	3.24	3.45	6.5%	2.52
Total Charges - Monthly Bill	<u>\$ 66.17</u>	<u>\$ 71.07</u>	<u>7.4%</u>	<u>\$ 58.80</u>
Cost per Day	\$ 2.18	\$ 2.34		

Note: One CCF unit equals 100 cubic feet or 748 gallons

*Increased tipping fees included in rates

Department: Water

Rates:

	Current FY10	Proposed FY 11	Percent Increase	# of Accounts	Annual Increase
Daily Charge					
Meter Size (inches)					
5/8	\$ 0.25	\$ 0.31	24%	43,763	\$ 22
3/4	\$ 0.33	\$ 0.49	48%	1,458	\$ 58
1	\$ 0.39	\$ 0.58	49%	1,875	\$ 69
1 1/2	\$ 0.44	\$ 0.64	45%	999	\$ 73
2	\$ 0.56	\$ 0.70	25%	321	\$ 51
3	\$ 0.83	\$ 1.04	25%	103	\$ 77
4	\$ 1.09	\$ 3.53	224%	58	\$ 891
6	\$ 2.19	\$ 4.45	103%	34	\$ 825
8	\$ 3.25	\$ 6.60	103%	10	\$ 1,223
10	\$ 5.45	\$ 9.06	66%	12	\$ 1,318
12	\$ 7.35	\$ 12.44	69%	-	

Volumetric Charge in CCF

Step 1: 0-250	\$ 1.62	\$ 1.62	-
Step 2: 251-1000	\$ 1.54	\$ 1.54	-
Step 3: 1001-10,000	\$ 1.39	\$ 1.39	-
Step 4: 10,001	\$ 0.96	\$ 0.96	-

Department: Water

Rates:	Current FY10	Proposed FY 11	% of lines
Fireline Service Rates			
Line Size (Inches)			
5/8	\$ 0.25	\$ 0.04	0%
3/4	\$ 0.25	\$ 0.04	0%
1	\$ 0.25	\$ 0.06	0%
1 1/2	\$ 0.25	\$ 0.13	0%
2	\$ 0.25	\$ 0.13	5%
3	\$ 0.25	\$ 0.21	20%
4	\$ 0.25	\$ 0.42	28%
6	\$ 0.25	\$ 0.84	28%
8	\$ 0.25	\$ 1.69	15%
10	\$ 0.25	\$ 2.53	2%
12	\$ 0.25	\$ 4.22	1%

Department: WPC

Rates:	Current FY10	Proposed FY 11	Percent Increase
Group I (Residential & Commercial) <small>revenue split 36%/64% between WPC and Sewer</small>			
•Fixed Rate Daily Charge includes 2 CCF's per month	\$ 0.33	\$ 0.38	15.2%
•Variable Volume Charge	\$1.50 per CCF	\$1.52 per CCF	1.3%
Group II & III Industrial <small>(WPC only)*</small>			
•Flow in 1000s gpd	\$ 17.48	\$ 18.00	3%
•CBOD in lbs	\$ 4.00	\$ 4.12	3%
•TSS in lbs	\$ 3.45	\$ 3.55	3%
•TKN in lbs	\$ 16.36	\$ 16.85	3%
Group II Volume charge	\$ 1.75	\$ 1.80	3%

* Approximately 20 industries fall within Group II & 9 industries fall within Group III category

Department: Water

Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	27,874,715	28,732,232	857,517	3%
Intergovernmental	-	-	-	0%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	11,355,000	9,404,000	(1,951,000)	-17%
Licenses and Permits	-	-	-	0%
Other Revenue	387,456	542,456	155,000	40%
Total Revenues	39,617,171	38,678,688	(938,483)	-2%
Total Personal Services	8,283,333	8,830,009	546,676	7%
Discretionary Non-Personal Services	5,083,457	5,183,930	100,473	2%
Non-Discretionary Expenditures	3,837,365	4,046,961	209,596	5%
Capital Outlay Expenditures	11,625,244	9,924,028	(1,701,216)	-15%
Debt Service	14,039,429	11,523,448	(2,515,981)	-18%
Transfers Out	-	-	-	0%
Total Expenditures	42,868,828	39,508,376	(3,360,452)	-8%
Net Income / (Net Loss)	(3,251,657)	(829,688)	2,421,969	-74%

Net of intrafund transfers

Department: WPC

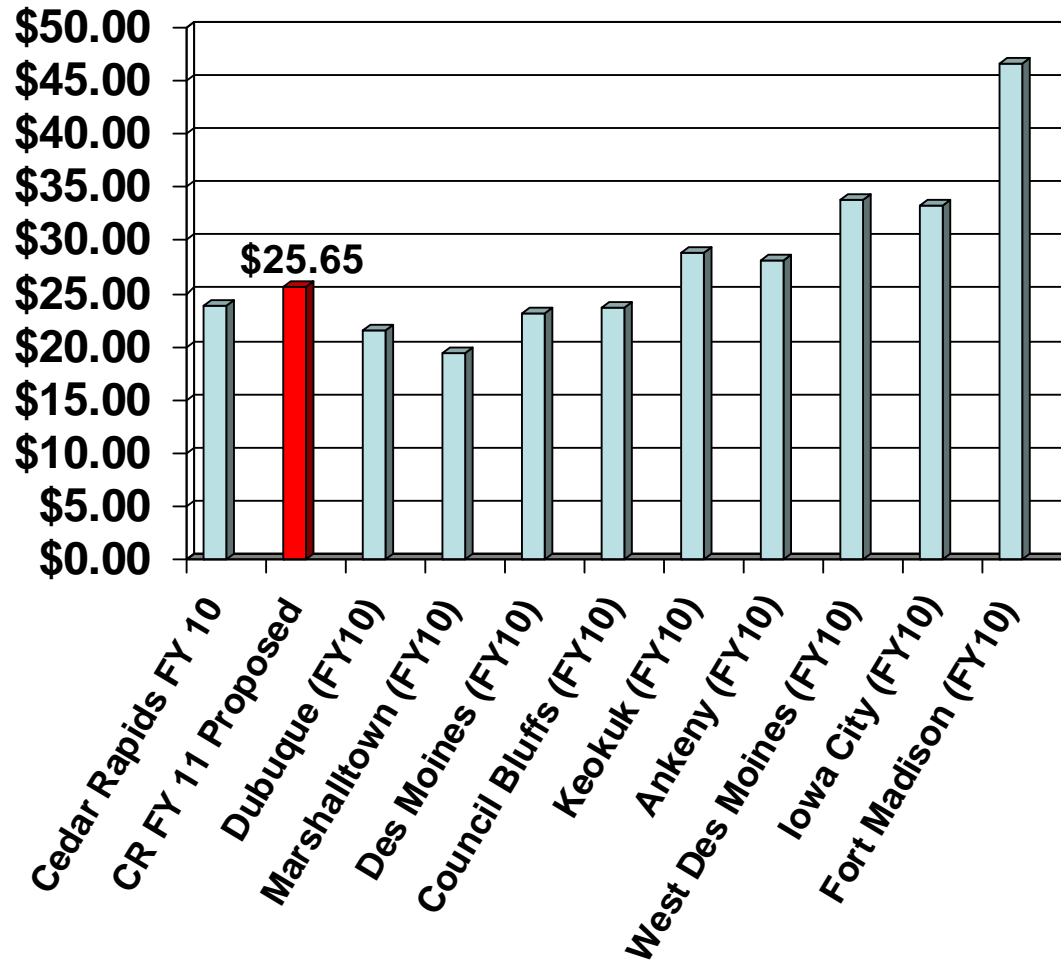
Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	27,701,646	28,808,436	1,106,790	4%
Intergovernmental	-	-	-	0%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	10,205,000	4,920,000	(5,285,000)	-52%
Licenses and Permits	-	-	-	0%
Other Revenue	341,000	211,000	(130,000)	-38%
Total Revenues	38,247,646	33,939,436	(4,308,210)	-11%
Total Personal Services	7,179,452	7,595,451	415,999	6%
Discretionary Non-Personal Services	7,080,425	7,427,000	346,575	5%
Non-Discretionary Expenditures	4,516,195	5,072,001	555,806	12%
Capital Outlay Expenditures	10,405,250	8,302,500	(2,102,750)	-20%
Debt Service	13,296,778	8,622,555	(4,674,223)	-35%
Transfers Out	-	-	-	0%
Total Expenditures	42,478,100	37,019,507	(5,458,593)	-13%
Net Income / (Net Loss)	(4,230,454)	(3,080,071) *	1,150,383	-27%

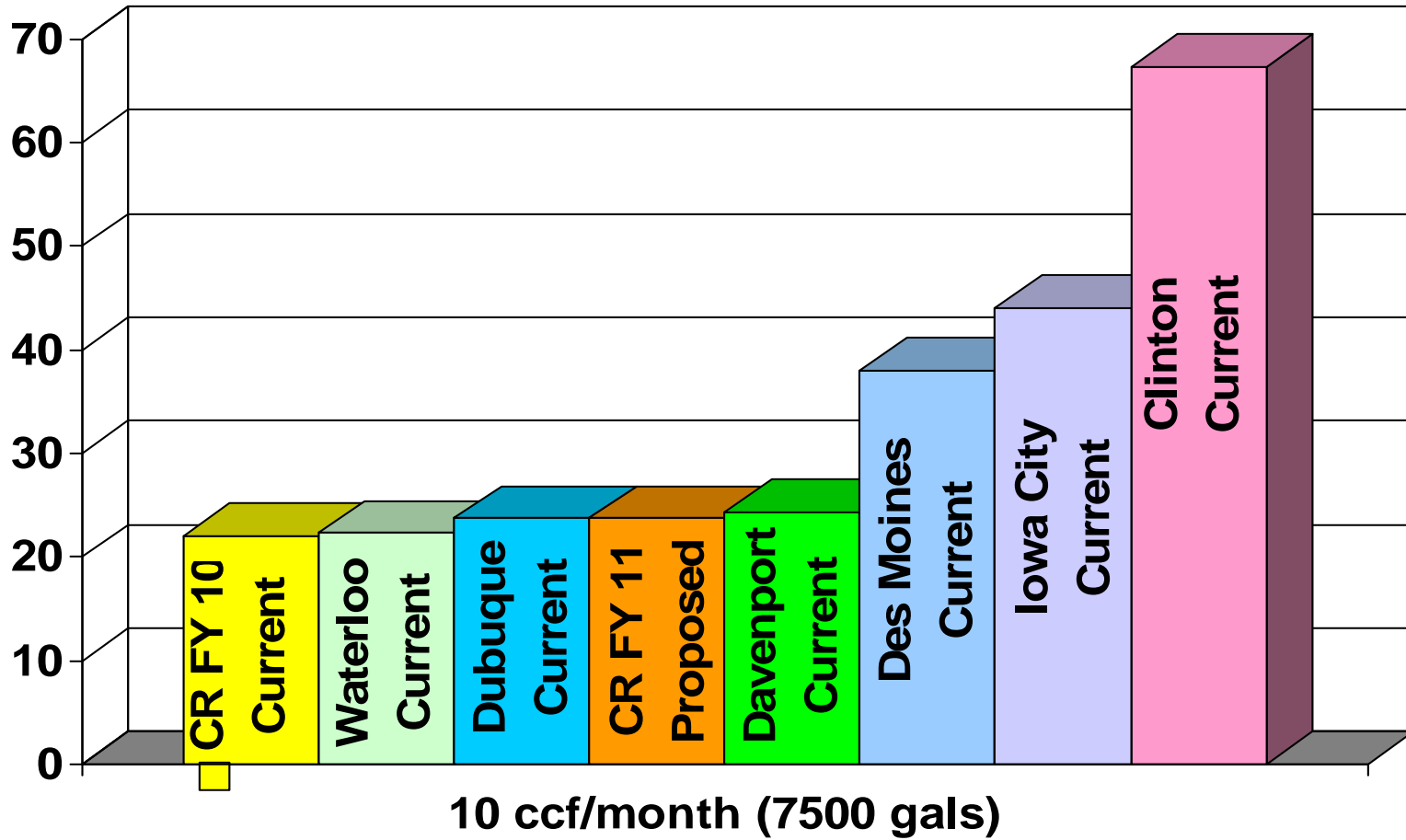
* Loss due to using cash on hand to fund CIP

Net of intrafund transfers

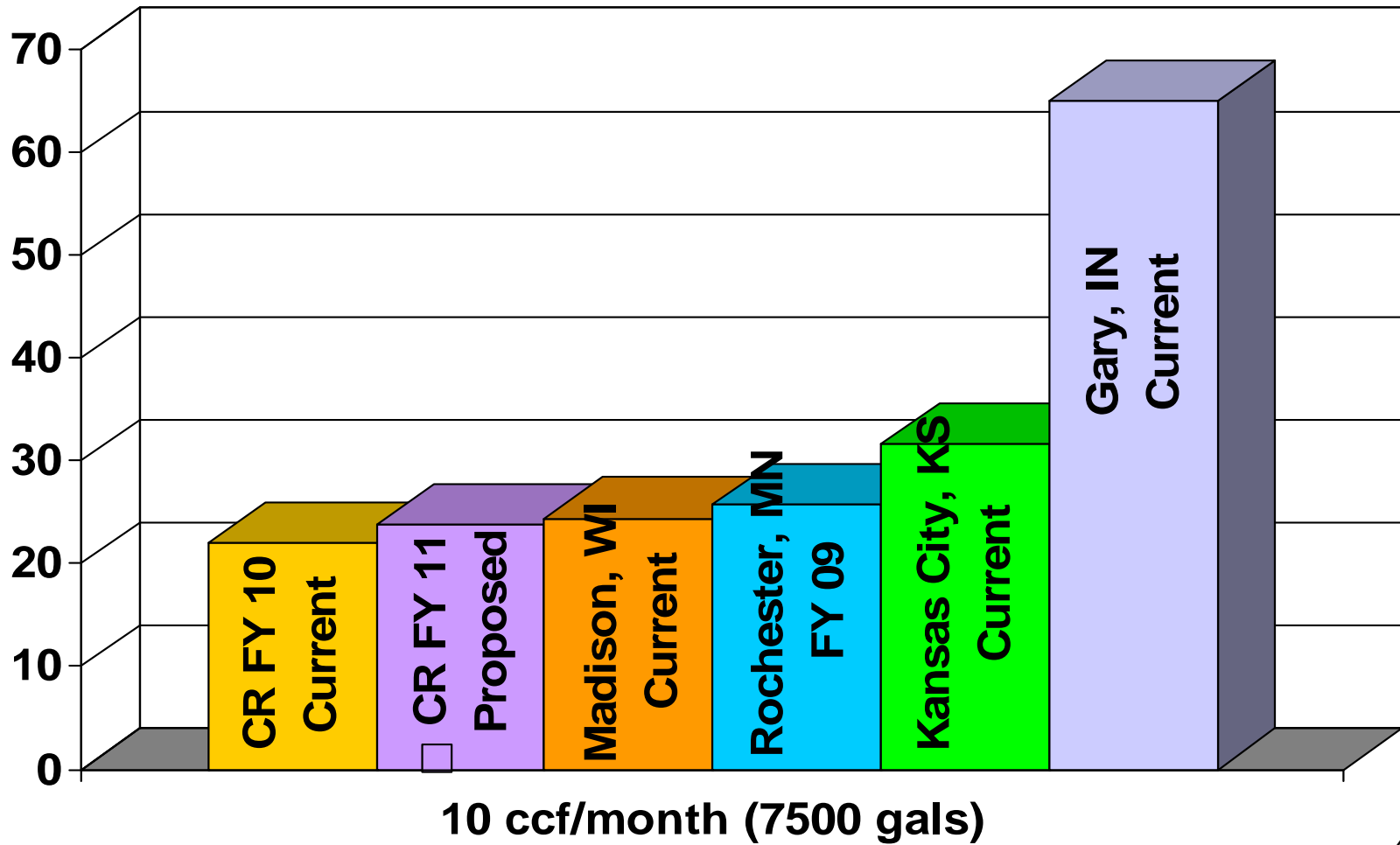
Iowa Cities w/ Softened Water Cost for 7,500 Gallons



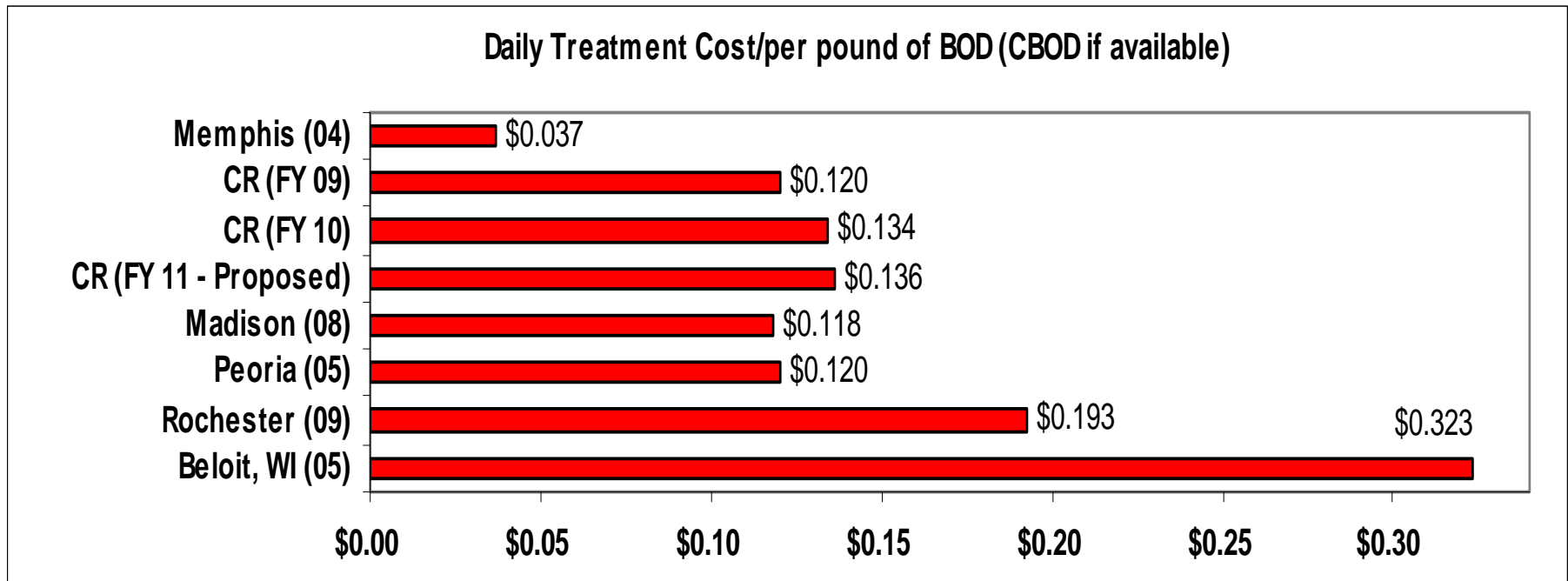
Wastewater Treatment Rate Comparison (State of Iowa)



Wastewater Rate Comparison Midwest 15-60 MGD



CBOD Treatment Rate Comparison



Comment: Direct comparability between treatment facilities is difficult because pretreatment is required by some municipalities & certain industries utilize direct discharge after on-site treatment

Department: Water

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Water	50,000	-	N/A	Implement meter charge for new construction
Water	50,000	-	N/A	Implement permit fee for backflow administration process
Water	150,000	-	N/A	Implement charge for hydrant & valve sales for new construction
Water	75,001	-	N/A	Water
Water	410,000	-	N/A	Charge for larger water line required for fire control.
Water	-	52,070	N/A	Option A to reduce rate increase: Extend timeline to perform meter exchange program & extended customer response time for meter issues
Water	-	56,380	N/A	Option B to reduce rate increase: Extend timeline to perform valve and hydrant replacements and negatively impacts response time to main breaks
Water	-	50,000	N/A	Option C to reduce rate increase: Eliminate fluoride in Water supply
Water	-	350,000	N/A	Option D to reduce rate increase: Eliminate lead service line replacement as part of standard service line contract
Water	-	50,000	N/A	Option E to reduce rate increase: Reduce amount budgeted for capital equipment expenses
Water	-	152,375	N/A	Option F to reduce rate increase: No service level impact. Savings to levy if Admin charge, Finance, IT funding increase requests are not approved.

Department: WPC

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
WPC	1,107,016	-	N/A	Water Pollution Control
WPC	-	231,000	N/A	Option A to reduce rate increase: Delay purchase of machinery & equipment purchase until FY12
WPC	-	77,827	N/A	Option B to reduce rate increase: Do not approve new requested FTE Operations Specialist
WPC	-	57,494	N/A	Option C to reduce rate increase: Delay, defer preventative maintenance program on critical equipment for handling daily flow
WPC	-	126,626	N/A	Option D to reduce rate increase: No service level impact. Savings to levy if Admin charge, Finance, IT funding increase requests are not approved.

Department: Water

Funding increase request for FY11:

Total funding increase request: \$292,779

Summary of requested items:

- \$178,646 Continue to fund Contract Administrator & Business Process Analyst. Positions funded by FY10 rates
- \$64,000 Addition of Water Operations overtime to support current staffing requirements
- \$27,275 Addition of Utility Engineering department reorganization
- \$22,858 Addition of Maintenance department reorganization

Department: WPC

Funding increase request for FY11:

Total funding increase request: \$77,827

Summary of requested items:

- \$77,827 Addition of Operations Specialist position

Department: Water

Highlight of Capital Improvement Projects

- The Northwest Plant capacity improvements will maximize the output of the NW plant. This will allow shutdown of production trains at the J Ave plant for planned rehabilitation during the next several years.
- The hydrant, valve, and water main extension projects listed as develop are used to provide distribution system capacity for expected private developments.
- The projects to develop collector wells 5&6, and provide backup power supply for those wells, are needed as the capacity of older vertical wells continue to decline.
- The remaining projects are to maintain the existing water treatment and supply infrastructure.

Department: WPC

Highlight of Capital Improvement Projects

- Two CIP projects will be needed to meet regulatory requirements. They are Ash Lagoon Liners and Chlorine system expansion which total an estimated \$550,000
- The Morgan Creek Project at \$1.5 million, will provide future capacity for a growth area of the City. This station also pumps flow from Palo which started discharging this year under an agreement with the City.
- All of the remaining projects provide needed maintenance of existing systems. They are listed in the order of priority based on potential for failure and impact of system failure
- None of the FEMA funded flood recovery projects are listed as they are part of the Flood Budget.

Department: Water

Capital Improvement Projects

CIP No.	Description	Priority	Code	Description	Expenditures	Revenues	GO Bonds	TIF Bonds	Revenue Bonds	Contributions	Transfers
6250004	NWTP Internal Capacity Improvements	1	M	Maintenance	1,000,000	(1,000,000)			(1,000,000)		
6250009	Chlorine Feed System Improvement	2	R	Regulation	500,000	(500,000)			(500,000)		
625673	Well Fld Elec Pwr Improvmts	3	M	Maintenance	750,000	(750,000)			(750,000)		
625857	Wilson Tank Rehab	4	M	Maintenance	750,000	(750,000)			(750,000)		
625065	Hydrant Replacement Program	5	M	Maintenance	65,000	(65,000)			(65,000)		
625013	New Hydrant Installations	6	D	Development	10,000	(10,000)			(10,000)		
625064	Valve Replacement Program	7	M	Maintenance	50,000	(50,000)			(50,000)		
625667	New Valve Installations	8	D	Development	10,000	(10,000)			(10,000)		
625569	Water Main-Sewer Relocations	9	M	Maintenance	35,000	(35,000)			(35,000)		
625663	J Ave Plnt Roof Replacement	10	M	Maintenance	70,000	(70,000)			(70,000)		
625884	Wtr Main Install-Replacement	11	M	Maintenance	1,500,000	(1,500,000)			(1,324,000)	(176,000)	
625542	Water Main Extensions - New	12	D	Development	1,500,000	(1,500,000)			(1,500,000)		
625863	Collector Wells 5 & 6	13	M	Maintenance	2,100,000	(2,100,000)			(2,100,000)		
6250011	FL Generatr Collect Well 5&6	14	M	Maintenance	700,000	(700,000)			(700,000)		
625058	Scada System Improvements	15	M	Maintenance	40,000	(40,000)			(40,000)		
6250010	J Ave Process Equipment Study	16	M	Maintenance	100,000	(100,000)			(100,000)		
625070	Fiber Optics Installation	17	M	Maintenance	400,000	(400,000)			(400,000)		
					9,580,000	(9,580,000)	-	-	(9,404,000)	(176,000)	-

Department: WPC

Capital Improvement Projects

CIP No.	Description	Priority	Type Code	Type Description	Total Expenditures	Total Revenues	GO Bonds	TIF Bonds	Revenue Bonds	State Revolving	
										Funds	Transfers
615030	Plant Buildings-HVAC	1	M	Maintenance	\$ 400,000	\$ (400,000)			\$ (400,000)		\$ -
615195	Ash lagoon liners	2	R	Regulation	50,000	(50,000)			(50,000)		-
615176	A3 Clarifier Rehab	3	M	Maintenance	600,000	(600,000)			(600,000)		-
615183	SCADA System Upgrade	4	M	Maintenance	500,000	(500,000)			-		(500,000)
615184	Clarifier Weir & Launder cover	5	M	Maintenance	200,000	(200,000)			(200,000)		-
615193	Splitter box relining	6	M	Maintenance	300,000	(300,000)			(300,000)		-
615169	Morgan Creek Lift Station Upgr	7	D	Development	1,500,000	(1,500,000)			-		(1,500,000)
615198	MCC 5 - solids dewatering bldg	8	M	Maintenance	750,000	(750,000)			(750,000)		-
615196	Pacques Reactor tank replacmen	9	M	Maintenance	300,000	(300,000)			(300,000)		-
615175	A1 Clarifier Rehab	10	M	Maintenance	230,000	(230,000)			(230,000)		-
615180	Cryo Plant Contrls & Elec upgr	11	M	Maintenance	300,000	(300,000)			(300,000)		-
615197	Dual loop power feed radial	12	M	Maintenance	1,000,000	(1,000,000)			-		(1,000,000)
615191	Air Handling Evaluation	13	M	Maintenance	60,000	(60,000)			(60,000)		-
615190	Roof Repairs & Replacement	14	M	Maintenance	125,000	(125,000)			(125,000)		-
615192	Sewer & Main lift Stud	15	M	Maintenance	50,000	(50,000)			(50,000)		-
615178	Roughing Filter 1 dome replace	16	M	Maintenance	1,050,000	(1,050,000)			(1,050,000)		-
615194	LPO neutralization pipeline	17	M	Maintenance	5,000	(5,000)			(5,000)		-
615148	Chlorine System Expansion	18	R	Regulation	500,000	(500,000)			(500,000)		-
Total					<u>\$ 7,920,000</u>	<u>\$ (7,920,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (4,920,000)</u>	<u>\$ -</u>	<u>\$ (3,000,000)</u>

Department: Solid Waste

Highlight of services provided:

- Curbside collection of Solid Waste, Recycling, and Yard Waste for residential customers in Cedar Rapids
- Nuisance abatement actions and enforcement related to solid waste
- Bulky item (furniture, appliances, etc.) pickup and disposal
- Management of Flood debris collection
- Leaf Collection Program
- Public Education to promote reduction, reuse, and recycling of solid waste

Department: Solid Waste

Top 3 Accomplishments in FY09:

1. Collection and disposal of flood debris from residential properties
2. Implementing leaf collection program with vacuum trucks
3. Improved coordination of nuisance abatement process with Police and Code Enforcement Departments

Department: Solid Waste

Top 3 Goals for FY11:

1. Implement customer education program which promotes utilization of Solid Waste services in ways that promote reduction, reuse, and recycling of solid wastes
2. Implement additional actions to address Enhance Our Neighborhoods (EON) program goals
 - Proposed budget includes trading a driver/collector position for position dedicated to minimizing illegal dumping.
3. Optimize leaf collection program

Department: Solid Waste

Top 3 Challenges for FY11:

1. Increased costs from tipping fee increase
2. Development of a strategic plan to provide services as the role of solid waste evolves from waste to commodity.
3. Complete demolition of flood affected properties that are acquired by the City

Department: Solid Waste

Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	7,067,031	7,567,571	500,540	7%
Intergovernmental	10,000	-	(10,000)	-100%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	-	-	-	0%
Licenses and Permits	-	-	-	0%
Other Revenue	254,620	50,200	(204,420)	-80%
Total Revenues	7,331,651	7,617,771	286,120	4%
Total Personal Services	3,996,404	4,183,107	186,703	5%
Discretionary Non-Personal Services	1,603,669	1,590,365	(13,304)	-1%
Non-Discretionary Expenditures	3,198,289	2,593,366	(604,923)	-19%
Capital Outlay Expenditures	19,870	18,998	(872)	-4%
Debt Service	-	-	-	0%
Transfers Out	1,680,000	-	(1,680,000)	-100%
Total Expenditures	10,498,232	8,385,836	(2,112,396)	-20%
Net Income / (Net Loss)	(3,166,581)	(768,065)	2,398,516	-76%

Net of intrafund transfers

Department: Solid Waste

Funding increase request for FY11:

Total funding increase request: \$110,455

Summary of requested items:

- \$100,000 Addition of 10 temporary leaf pickup FTE during fall loose leaf collection
- \$10,455 Create Illegal Dumping position and eliminate Driver/Collector II position

Department: Solid Waste

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Solid Waste	60,000	-	N/A	Increase throw tag rate 25 cents. This revenue increase not reflected in the financial information/budget.
Solid Waste	545,433	(540,000)	N/A	To add the yard cart attachment to the budget this would increase rates above the budgeted amount
Solid Waste	396,771	-	N/A	Garbage & recycling
Solid Waste	-	340,000	N/A	Option A to reduce rate increase: Change recycling & yard waste pick up to biweekly
Solid Waste	-	73,502	N/A	Option B to reduce rate increase: No service level impact. Savings to levy if Admin charge, Finance, IT funding increase requests are not approved.

Note: Rate increase for landfill fees not reflected

Department: Transit

Highlight of services provided:

- Accessible Fixed-Route Service (Bus System):
 - Transit provides accessible fixed-route service in compliance with the Americans with Disabilities Act (ADA). City buses are equipped with wheelchair lifts or ramps to allow passengers with disabilities to use the fixed-route bus service.

- NTS:
 - Transit helps support the Neighborhood Transportation Service (NTS) and its evening transit service and the CABS program for passengers with disabilities.

- LIFTS:
 - Transit contracts with Linn County LIFTS to provide Para transit service in the metro area. Door-to-door demand-response service is available to elderly passengers and passengers with disabilities during the same hours of service as the city bus service.

Department: Transit

Top 3 Accomplishments in FY09:

1. Establishing post flood Transit services utilizing temporary facilities
2. Securing almost 100% federal incentive funding for five new buses
3. Installation of bike racks on all Transit buses

Department: Transit

Top 3 Goals for FY11:

1. Utilize Metro Planning Organization (MPO) fixed service study (due to be completed December 2009) to optimize use of resources in providing the Transit services that best meet the needs of citizens
2. Continue to reduce the average age of Transit fleet to improve service reliability, quality and cost.
 - Current fleet of 39 buses with average life of 15 years. Design life of 12 years. Average bus fleet should be about 6-7 years, assumes some buses are 12 years old and some newer
3. Start construction of Intermodal Facility

Department: Transit

Top 3 Challenges for FY11:

1. Increased costs with limited increased funding opportunities
 - FY11 fares budgeted to provide 9% of total revenues. FY09 actual fares provided 6% of total revenues
2. Meeting service levels defined during the Neighborhood Planning Process with limited resources.
3. Construction of Intermodal Facility

Department: Transit

Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	906,830	825,750	(81,080)	-9%
Intergovernmental	3,924,333	6,385,265	2,460,932	63%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	110,500	352,000	241,500	219%
Licenses and Permits	-	-	-	0%
Other Revenue	41,708	68,206	26,498	64%
Total Revenues	8,968,257	7,631,221	2,647,850	30%
Total Personal Services	3,609,942	3,726,658	116,716	3%
Discretionary Non-Personal Services	1,379,845	1,376,930	(2,915)	0%
Non-Discretionary Expenditures	3,099,370	3,487,080	387,710	13%
Capital Outlay Expenditures	857,000	3,535,000	2,678,000	312%
Debt Service	22,100	86,417	64,317	291%
Transfers Out	-	-	-	0%
Total Expenditures	8,968,257	12,212,085	3,243,828	36%
Net Income / (Net Loss)	-	(4,580,864)	(595,978)	0%

Net of intrafund transfers

Loss will be covered by proposed \$.90 property tax levy which maximizes at \$.95. FY10 levy at \$.78458.

Department: Transit

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Transit	-	329,868	(0.0649)	Eliminate least efficient trips on weekdays, Sat. Structure service levels more consistent with pre-flood
Transit	18,000	-	(0.0035)	increase ADA Paratransit fare from \$2.00 to \$2.50. Revenue increase not included in FY11 budget
Transit	-	590,299	(0.1162)	Saturday bus service
Transit	-	57,707	(0.0114)	No service level impact. Savings to levy if Admin charge, Finance, IT funding increase requests are not approved.

Department: Transit

Highlight of Capital Improvement Projects

We are planning to start construction of the new Intermodal Facility

Department: Transit

Capital Improvement Projects

Fund	CIP No.	Description	Priority	Type Code	Type Description	Total Expenditures	Total Revenues	GO Bonds	TIF Bonds	Revenue Bonds	State Revolving Funds	Intergovernmental	Transfers
665	665108	Intermodal Transfer Facility	1	D	Development	2,112,000	(2,112,000)	(352,000)				(1,760,000)	

Department: Sewer

Highlight of services provided:

- Sanitary Sewer Collection System Maintenance
- Storm Sewer Collection System Maintenance
- Pipe Inspection/Televising
- Iowa One Locating for Storm and Sewer Utilities
- Assistance supporting peak snow/ice response
- Assistance supporting Emergencies

Department: Sewer

Top 3 Accomplishments in FY09:

1. Sanitary Sewer Back up rate (not caused by flood) was less than 20% of National Average
 - Cedar Rapids: 18 to 24, National Average: 130 to 140
 - Cedar Rapids staffing level 30% under EPA recommendation

2. Sanitary sewer televising: Completed first rotation of all residential properties, contracted internal inspections of the largest inflow source area on Prairie Creek Inceptor, cleaned and televised sewers in the 2008 flood affected zone

3. Established interim flood protection planning

Department: Sewer

Top 3 Goals for FY11:

1. Maintain less than 20% national average for sanitary sewer back ups (not caused by flooding)
2. Identify and repair sources of inflows associated with the Prairie Creek Interceptor line. This is to reduce peak rain event flows to Water Pollution Control (WPC) facility.
3. Rehab or replace 1% of the sanitary sewer system which is roughly 6.5 miles to help reduce infiltration and inflow sources.

Department: Sewer

Top 3 Challenges for FY11:

1. Regulation Compliance: Storm Water National Pollutant Discharge Elimination System (NPDES) for soil erosion, education, and outfall monitoring, along with Collection System improvements to reduce inflow and infiltration to manageable levels
2. Meeting the level of service expectations of residents with limited resources on an average 50 year old system for sanitary and storm sewer in the areas of flooding, wet weather sanitary backups and maintenance of drainage ways/storm structures and detention basins. Sewer life expectancy is 80 years.
3. Matching rates with increasing costs, while minimizing rate increases and meeting the needs of our community to address regulatory requirements and provide investment where necessary for continued City growth.

Department: Sewer

Financial Overview:

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	9,427,706	10,031,657	603,951	6%
Intergovernmental	2,250,000	2,000,000	(250,000)	-11%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	5,521,182	975,000	(4,546,182)	-82%
Licenses and Permits	-	-	-	0%
Other Revenue	225,000	150,000	(75,000)	-33%
Total Revenues	17,423,888	13,156,657	(4,267,231)	-24%
Total Personal Services	2,055,251	2,259,476	204,225	10%
Discretionary Non-Personal Services	674,010	793,283	119,273	18%
Non-Discretionary Expenditures	1,706,669	1,849,094	142,425	8%
Capital Outlay Expenditures	12,645,719	6,330,600	(6,315,119)	-50%
Debt Service	6,161,146 *	2,820,242	(3,340,904)	-54%
Transfers Out	-	-	-	0%
Total Expenditures	23,242,795	14,052,695	(9,190,100)	-40%
Net Income / (Net Loss)	(5,818,907)	(896,038)	4,922,869	-85%

* Debt expense adjusted in FY10

Net of intrafund transfers

Department: Sewer

Rates:

	Current FY10	Proposed FY 11	Percent Increase
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Group I (Residential & Commercial) Revenue split 36%/64% between WPC and Sewer

- | | | | |
|---|----------------|----------------|-------|
| <ul style="list-style-type: none"> •Fixed Rate Daily Charge
 includes 2 CCF's per month | \$ 0.33 | \$ 0.38 | 15.2% |
| •Variable Volume Charge | \$1.50 per CCF | \$1.52 per CCF | 1.3% |

Storm Sewer Charge	\$ 0.13	\$ 0.14	7.7%
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Department: Sewer

Funding increase request for FY11:

Total funding increase request: \$95,436

Summary of requested items:

- \$89,436 Addition of Storm Water Coordinator position

- \$6,000 Addition of Seasonal Summer labor

Department: Sewer

Budget Options for FY11:

Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Sewer	603,951	-	-	Sanitary Sewer
Sewer	-	100,000	N/A	Option A to reduce rate increase: Eliminate \$100k of \$150k budget for Inflow & Infiltration CIP funded by rates
Sewer	-	85,000	N/A	Option B to reduce rate increase: Do not issue revenue bonds which would save on the interest expense paid from rates.
Sewer	-	60,000	N/A	Option C to reduce rate increase: Delay purchase of \$60k trash pump
Sewer	-	7,333	N/A	Option D to reduce rate increase: Eliminate 1 single axial dump truck from fleet to save in lease cost
Sewer	-	300,000	N/A	Option E to reduce rate increase: Reduce Sewer recurring replacement projects leaving \$200k budget. FY10 as of Nov 30, spent \$456k out of \$575k budget
Sewer	-	47,119	N/A	Option F to reduce rate increase: No service level impact. Savings to levy if Admin charge, Finance, IT funding increase requests are not approved.

Department: Sewer

Highlight of Capital Improvement Projects

1. Prairie Creek Interceptor repairs (\$500K)
2. Indian Creek Interceptor capacity expansion (joint multiple city project) (\$3 Mil)
3. Maintenance project that rehab or replace roughly 1% of the system (\$2.075 Mil)
4. Start of planning for downtown siphon (\$250k)
5. Start of Inflow and Infiltration investigations/repairs (\$150k)

Department: Sewer

Capital Improvement Projects

CIP No.	Description	Priority	Type Code	Type Description	Total Expenditures	Total Revenues	GO Bonds	TIF Bonds	Revenue Bonds	State Revolving		
										Funds	Intergovernmental	Transfers
655990	FY Recurring Misc Sanitary Swr	1	M	Maintenance	500,000	(500,000)			-	-		(500,000)
655999	FY Recurring Lining Project	2	M	Maintenance	500,000	(500,000)						(500,000)
655998	FY Recurring Manhole Project	3	M	Maintenance	125,000	(125,000)						(125,000)
655996	FY Recurring Replace Project	4	M	Maintenance	500,000	(500,000)						(500,000)
655216	1st Ave E Fr 18th-19th St	5	M	Maintenance	450,000	(450,000)			(450,000)			-
655625	Indian Crk Fr Otis - Dry Crk	6	D	Development	3,000,000	(3,000,000)					(2,000,000)	(1,000,000)
655032	I & I Reduction Prog	7	M	Maintenance	150,000	(150,000)						(150,000)
655080	Cedar River S/o 15th St	8	M	Maintenance	250,000	(250,000)			(25,000)			(225,000)
655028	Prairie Creek Fr 6th - J St	9	D	Development	500,000	(500,000)			(500,000)			-
					5,975,000	(5,975,000)	-	-	(975,000)	-	(2,000,000)	(3,000,000)

Internal Service Fund Areas

- Joint Communications
- Fleet
- Facilities Maintenance
- Risk

Department: Joint Communications

Highlight of services provided:

- The Joint Communications Agency is the **Public Safety Answering Point (PSAP)** for the corporate city limits of Cedar Rapids. The agency is responsible for answering both emergency and non emergency calls for service for police, fire, and medical related calls. Additionally, we provide information, aide, and radio support for agencies such as animal control, airport police, department of corrections, and emergency management. We are the people who answer the phone and send help when you dial **9-1-1**.

Department: Joint Communications

Top 3 Accomplishments in FY09:

1. The Joint Communications Agency has taken the lead role in the organization and execution of a countywide radio committee to secure professional consulting services needed to implement a countywide radio system.
2. The Joint Communications Agency has completed the final phases of the Sprint/Nextel Federally mandated re-band of the 800 MHz NPSPAC (National Public Safety Planning Advisory Committee) channels.
3. The Joint Communications Agency has continued its APCO Project 33 certification (the National standard for 9-1-1 Center excellence) and is one of three communication centers in the United States to hold the certification.

Department: Joint Communications

Top 3 Goals for FY11:

1. Implement an Emergency Medical Dispatch (EMD) program in cooperation (not competition) with Area Ambulance Service and the Cedar Rapids Fire Department to better serve the citizens of Cedar Rapids.
2. Improve dispatching technology in the area of 9-1-1 phone service and Computer Aided Dispatch (CAD), including technology advancements and services on a county-wide basis.
3. Improve security and operational awareness in all aspects of public safety. Perform a top to bottom assessment of facilities, personnel, systems and services and implement improvements.

Department: Joint Communications

Top 3 Challenges for FY11:

1. The Joint Communications Agency is one of the flattest organizational structures in the City. Currently one manager and 25 employees. We must seek methods to improve span and control to enhance effectiveness.
2. CALEA Certification. The CALEA Public Safety Communications Accreditation Program provides a communications center, or the communications unit of a public safety agency, with a process to systemically review and internally assess their operations and procedures. JCA must strive to enhance its current APCO P33 certification to full CALEA certification.
3. We must be constantly balancing the needs of the City of Cedar Rapids and its interests with the needs of the county and state. Communications planning and financial allocations should be viewed through the eyes of regional concepts and mutual aid considerations.

Department: Joint Communications

Financial Overview:

Joint Communications

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
Franchise or Other Tax (Excludes Property Tax)	-	-	-	0%
Charges for Services	-	-	-	0%
Intergovernmental	-	-	-	0%
Transfers in	-	-	-	0%
Long Term Proceeds from Liability	3,939,000	1,071,000	(2,868,000)	-73%
Licenses and Permits	-	-	-	0%
Other Revenue	2,935,373	3,385,641	450,268	15%
Total Revenues	6,874,373	4,456,641	(2,417,732)	-35%
Total Personal Services	1,725,061	1,895,388	170,327	10%
Discretionary Non-Personal Services	599,200	591,260	(7,940)	-1%
Non-Discretionary Expenditures	266,352	321,993	55,641	21%
Capital Outlay Expenditures	4,281,000	1,648,000	(2,633,000)	-62%
Debt Service	-	-	-	0%
Transfers Out	-	-	-	0%
Total Expenditures	6,871,613	4,456,641	(2,414,972)	-35%
Net Income / (Net Loss)	2,760	(0)	(2,760)	-100%

Net of intrafund transfers

Department: Joint Communications

Funding increase request for FY11:

Total funding increase request: \$59,632

Summary of requested items:

- \$48,500 regular employee salaries due to dispatcher schedules going from 1960 annual hours to 2080 annual hours. This is \$60,000 increased salaries and \$11,500 reduction in overtime, for a net of \$48,500.
- \$11,132 assigned duty pay increase to align with actual expenses.

Department: Joint Communications

Budget Options for FY11:



Department Name	Increase in FY11 Budget Revenue	Decrease in FY11 Expenditure Budget	Impact on Property Tax levy per \$000	Program (Activity/service to be affected)
Joint Communication	-	13,613	N/A	To reduce increase: No service level impact. Savings to levy if Admin charge, Finance, IT funding increase requests are not approved.
Joint Communication	-	99,000	N/A	Intergraph Software Maintenance - 522101
Joint Communication	-	99,700	N/A	Motorola Radio Maintenance - 522103
Joint Communication	-	26,111	N/A	Computer Hardware - 522100

Department: Joint Communications

Highlight of Capital Improvement Projects

1. \$421,000 800 MHz Upgrade – Allocate additional funding necessary to support the pending 800 MHz radio upgrade.
2. \$650,000 New Radio Tower – pending the results of the county-wide consulting study (due 2/2010), place a new city owned radio tower and shelter at a strategic location to be determined. Existing leasing agreements with Global Tower Partners may be reduced or eliminated based on the recommendation, acceptance and construction of a new city owned tower site or sites within the corporate city limits. The height, location, and coverage area of the owned tower(s) will have a direct impact on the need for additional leased towers and the financial obligation associated with leasing space. The current amount paid for tower rental is \$49,665 annually.

Department: Joint Communications

Capital Improvement Projects

065

JC - Construction

	Fiscal Year 2010 Adopted Budget	Fiscal Year 2011 Request Budget	Amount Change	Percent Change
GO Bonds	3,939,000	1,071,000	(2,868,000)	-73%
TIF Bonds	-	-	-	0%
Other Long Term Liabilities	-	-	-	0%
Intergovernmental Grants	-	-	-	0%
Donations or Special Assessments	-	-	-	0%
Other Revenue	-	-	-	0%
Total Revenues	3,939,000	1,071,000	(2,868,000)	-73%
Expenditures	3,939,000	1,071,000	(2,868,000)	-73%
Transfers Out	-	-	-	0%
Total Expenditures	3,939,000	1,071,000	(2,868,000)	-73%
Cash on Hand	-	-	-	0%

Net of intrafund transfers