

	Key Financial Strategies / Recommendations - FY11 and beyond	Current Council Goal	API Phase	Direct Budget Impact	Budget Financial Impact in FY11	Budget Financial Impact over 10 years	Lead Dept.	Other Depts/ Groups	Measurement to be used to track progress	Estimated Completion Date
1. Sustainability										
1.1 General Development										
1.1.2	Seek legislative support to the use of impact fees to recover a portion of the capital cost required to serve new development along the City's periphery.	Sustainable Community, Economically, Environmentally and Socially	Plan	General Fund - Operations	staff time		CD	FIN		Dependent on State Legislature
1.1.4	Target redevelopment that will leverage reinvestment in adjoining areas and converting incompatible, lower market value development with compatible higher value uses.	Sustainable Community, Economically, Environmentally and Socially	Implement	General Fund - Operations	staff time		CD	PW, UTIL	New property investment totals	on-going
NEW	Establish a growth management strategy	Sustainable Community, Economically, Environmentally and Socially	Assessed	General Fund - Operations	staff time		CD	ALL	Milestones	on-going
1.2 Housing Development										
1.2.1	Single Family Redevelopment and Rehabilitation - Promote programs to rehabilitate existing single-family homes; repair, maintain, improve, and expand; replace substandard homes that are not cost effective to rehabilitate; coordinate resources that assist low and moderate-income households with repair and maintenance.	Dynamic and Diverse Neighborhoods	Implement	General Fund - Operations	\$50 million Jumpstart		CD	CODE, PD	Number and location of rehab and property value enhancement	on-going
1.2.2	Encourage development of workforce housing in and around employment centers	Sustainable Community, Economically, Environmentally and Socially	Plan	General Fund - Operations	Based on proposal/staff time		CD	TRANSIT, PW, CODE, PD	Number of housing units in identified employment centers	on-going
2. Affordability										
2.1 Tax Rate										
2.1.3	Metropolitan coalition has partnered for legislative action to address commercial/industrial tax impacts that result in a more competitive economic development environment.	City Financial Strength	Plan	General Fund - Operations			FIN	CD	# of proposals submitted to state legislation for action	11/1/2010
2.1.4	Conduct annual community surveys to assess resident perception of value of services and tax rate impacts.	Citizen Involvement	Implement	GF - EF Operations	\$ 60,000	\$ 600,000	CM	ALL	Completion date of citizen survey	9/1/2010
2.1.5	Design communication tools that provide information on City programs, capital expenditures, and services. The communications will strive to increase public participation in key financial decisions and clearly convey the financial situation of the City.	Citizen Involvement	Plan	General Fund - Operations	\$ 293,000	\$ 2,930,000	CM	ALL	Number of annual reports mailed; Number of newsletters mailed each month; Number of e-newsletter subscribers, opened e-mails and click-throughs; Number of hits and page views on video web page; Number of open house event attendees; Customer Satisfaction Survey rating to see if residents feel informed about City programs, finances and services City Council survey rating on these projects	6/30/2011
2.1.7	Develop a means to educate City stakeholders regarding City finances.	Citizen Involvement	Plan	GF - EF Operations			FIN	CM	# of communications and open house meetings related to City Finances	6/30/2011
2.2 Budget review / Performance measures										
NEW	Determine appropriate increase per year to tax levy (i.e. % increase or levy limit)	City Financial Strength	Implement	GF - EF Operations			FIN		Budget delivered at or under tax levy limits identified by council	2/28/2011
NEW	Determine appropriate allocation of property tax subsidy to departments	City Financial Strength	Implement	GF - EF Operations			FIN		% of subsidy for City programs established by Council	9/1/2010
2.3 Market Value										
2.3.1	Per capita market value will measure effectiveness of development efforts and be incorporated into the financial planning process.	Sustainable Community, Economically, Environmentally and Socially	Assessed	General Fund - Operations	staff time		CD	FIN	resources expended vs collected	on-going
2.3.2	Evaluate cost effective programs to enhance existing housing values. These programs should focus on single properties and property areas that demonstrate valuation increases less than the general market. Programs should be focused on diverse strategies including scattered site housing replacement, housing rehabilitation, strong enforcement of housing and zoning codes, introduction of new housing types responsive to market trends, conversion of market and functionally obsolete housing and conversion of existing homes to meet functional requirements of housing buyers.	Sustainable Community, Economically, Environmentally and Socially	Assessed	General Fund - Operations	staff time		CD	CODE	EXAMPLE - 2010, 2011, 2012 for sale prices and assessed value of HAND properties	Hand implemented new programs assessed by 12/31/09

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2.3.3	Conduct an analysis of the economics of low-income and affordable housing.	Dynamic and Diverse Neighborhoods	Implement	General Fund - Operations	part of market study		CD	CDF		
2.3.4	Prepare a comprehensive housing marketing study to assess desired housing development strategy. New housing types responsive to responding to aging population and attracting new residents desiring housing types, designs and neighborhoods competitive with major cities will be needed to maintain overall competitiveness and housing value.	Sustainable Community, Economically, Environmentally and Socially	Implement	General Fund - Operations	\$90,000		CD		Performed quarterly and paired with City incentives to meet affordable workforce housing demand	10/1/09 next update
2.3.5	Coordinate economic development strategies with existing partner agencies to assure that development is consistent with City vision.	Sustainable Community, Economically, Environmentally and Socially	Plan	General Fund - Operations	staff time		CD		???	???
2.3.6	Implement recommendations to support neighborhood reinvestment (Neighborhood Planning Process/Enhance our Neighborhoods).	Dynamic and Diverse Neighborhoods	Implement	General Fund - Operations	\$\$\$\$		CD	PD, Code, PW, P&R, Utilities, and Fire	Quarterly reports show progress	Quarterly updates 9/15, 12/15, 3/15
2.4 Economic Development Policy										
2.4.1	Establish economic development policies and update by the City Council on an annual basis.	City Financial Strength	Implement	General Fund - Operations	staff time		CD	FIN	Done	Done
2.4.2	Consider an independent analysis of economic development strategies for the Cedar Rapids/Iowa City corridor.	City Financial Strength	Assessed	General Fund - Operations	??		CD	FIN	TBA	TBA
2.4.3	Focus development assistance on investments that meet specific City economic development goals. Assistance should be limited to the amount needed to provide the developer or investor with a reasonable rate of return.	Sustainable Community, Economically, Environmentally and Socially	Implement	General Fund - Operations	staff time		CD	CDF	track success of "but for" evaluation annually	on-going
3. Competitive and Responsive Community Services										
3.1 Service and programs										
3.1.2	Evaluate one or two services annually for potential alternate service delivery.	City Financial Strength	Plan	GF - EF Operations			CM/CC	ALL	# of services evaluated during fiscal year	12/1/2011
NEW	Competively bid maintenance work for project exceeding \$10K with both internal and external bidders	City Financial Strength	Implement	GF - EF Operations			FIN	ALL	# of maintenance bids competitively bid between internal and external bidders	6/30/2011
3.2 Recruit, retain, and develop quality employees										
3.2.3	Invest in training and education to improve employee development opportunities. This could include learning management systems to track high performing employees, training requirements and development needs, performance appraisals and development plans from hire to retire.	Sustainable Community, Economically, Environmentally and Socially	Assessed	GF - EF Operations	\$ 100,000	\$ 100,000	HR	ALL	Turnover, employee satisfaction, and number of training hours/employee, Other measures of learning	
NEW	Merit pay for city employees	Sustainable Community, Economically, Environmentally and Socially	Plan	GF - EF Operations	\$ 200,000	\$ 2,000,000	HR	ALL	implementation of plan by Jan, 2011	6/30/2011
4. Protecting Community Investment and Value										
4.1 Pavement Management System										
4.1.1	Streets in need of repair that benefit specific properties should be subject to special assessments as part of the funding strategy.	Reinvest and Maintain Public Infrastructure	Assessed	Capital Improvement - Bonds	\$ 1,000,000	10 to 100 mil depending on size of programs	PW	FIN	Policy established/voted by council	2011
4.1.5	Adopt a policy to provide 5-10% of construction costs should go towards beneficial aesthetic enhancements to help establish a vibrant urban hometown.	Dynamic and Diverse Neighborhoods	Assessed	Capital Improvement - Bonds	3Millions	20 to 40 Million	PW	FIN, CD	CIP contract amount	On going
4.4 Storm Sewer and Storm Water Management										
4.4.1	The City should identify options to fund the flood management system analysis by the ACOE and flood improvements	Flood Recovery and Protection	Assessed				PW			
4.4.3	The City should update its storm water utility fees to accommodate equitable system charges including credits for on-site retention and treatment	Sustainable Community, Economically, Environmentally and Socially	Assessed	Enterprise - Operations	\$ 100,000	\$ 1,000,000	PW		completed or not	2011
4.8 Streetscape										
4.8.2	Identify alternative funding sources (other than General Fund) for streetscape elements in business or other designated areas. Funding could include special service area.	Dynamic and Diverse Neighborhoods	Assessed				PW	FIN, CD		
4.10 Sidewalks										
4.10.3	Consider special assessments as part of the funding strategy.	Reinvest and Maintain Public Infrastructure	Assessed	Capital Improvement - Bonds			PW	FIN		
4.13 Downtown Parking										

	Key Financial Strategies / Recommendations - FY11 and beyond	Current Council Goal	API Phase	Direct Budget Impact	Budget Financial Impact in FY11	Budget Financial Impact over 10 years	Lead Dept.	Other Depts/ Groups	Measurement to be used to track progress	Estimated Completion Date
4.13.1	Develop a new financial model for funding construction and maintenance of downtown parking system	Vibrant Downtown	Plan	Enterprise - Operations	\$ 5,000	\$ 5,000	FIN-PKG		% of Parking system annual net income able to fund annual capital improvement cost for parking system	6/30/2010
4.13.2	Develop and implement a parking strategic plan.	Vibrant Downtown	Assessed	Enterprise - Operations	\$ 30,000	\$ 30,000	FIN-PKG		% of Parking strategic plan implemented	6/30/2015
4.14 Public Facilities										
4.14.1	Prepare options for repair and replacement of flood impacted building based on the three options approved for consideration by the City Council	Flood Recovery and Protection					PW			
4.14.4	Appropriate level of funding is allocated for facilities repair each fiscal year.	Reinvest and Maintain Public Infrastructure	Implement	Capital Improvement - Bonds	\$ 1,000,000	\$ 10,000,000	FIN-FMS		% of funding allocated during budget compared to needed funding	On-going
4.14.5	Create a preventive maintenance program for all City facilities to ensure life expectancy of buildings is achieved.	Reinvest and Maintain Public Infrastructure	Plan	GF - EF Operations	\$ 60,000	\$ 600,000	FIN-FMS	PW	% of City Facilities that have 10 year preventive maintenance plan in place	6/30/2010
4.16 Fleet Management										
4.16.4	Prioritize fleet replacements giving priority to those units exceeding by class average maintenance costs by 15% or greater	City Financial Strength	Plan	Capital Improvement - Bonds			FIN-FLEET		Replacement Plan Compliance Report	30-Jun-10
NEW	Establish a goal whereby 5% of all fleet purchases will be capable of fuelling with an alternative fuel.	Sustainable Community, Economically, Environmentally and Socially	Plan	Capital Improvement - Bonds			FIN-FLEET		Fleet Replacement Plan	30-Jun-10
4.17 Fire Station Repairs and Replacement										
4.17.1	Fund the maintenance program for existing fire stations developed by city engineer.	Reinvest and Maintain Public Infrastructure	Plan	Capital Improvement - Bonds	\$ 100,000	\$ 1,000,000	FD	FIN-FMS, PW	Building maintenance plan; repairs completed	On-going; involved operations money from general fund for repairs as well as CIP
4.17.2	Develop replacement schedule for fire stations that are at or near the end of their useful life.	Reinvest and Maintain Public Infrastructure	Assessed	Capital Improvement - Bonds	\$ -	\$ 60,000	FD	FIN-FMS	Cost-benefit threshold whereas repairs outweigh costs of rebuilding; may need master plan update	On-going
4.17.3	Identify funding source for future fire stations.	Reinvest and Maintain Public Infrastructure	Assessed	Capital Improvement - Bonds	\$ -	\$ 60,000	FD	FIN	Funding sources identified, revenue diversification outlined; may need master plan update	On-going
4.17.4	Identify potential building sites for fire stations.	Reinvest and Maintain Public Infrastructure	Assessed	Capital Improvement - Bonds	\$ -	\$ 300,000	FD	CD	Developed Master plan to identify best locations for emergency response performance metrics; on-going meetings have been conducted with Community Development to research possible locations based on square footage, spacing, traffic and other specific needs.	On-going; continue meetings with Community Development to consider land acquisitions; City Council approval will be needed to approve construction of a new fire station and land acquisition.
4.17.5	Add two fire stations on the west side of city based on projected population growth studies by the United States Census Bureau,	Sustainable Community, Economically, Environmentally and Socially	Assessed	Capital Improvement - Bonds	\$ -	\$ 5,000,000	FD	CD	Response times performance metric, continual analysis of response times/service levels by fire district	Recommended by 2015 based on population growth estimates
4.17.6	Develop plan to remodel and or relocate existing stations.	Reinvest and Maintain Public Infrastructure	Plan	Capital Improvement - Bonds	\$ 75,000	\$ 750,000	FD	FIN-FMS	Was included in recent Master Plan, on-going meetings with Community Development and analysis of incident response times will be necessary	On-going
4.18 Parks and Recreation										

	Key Financial Strategies / Recommendations - FY11 and beyond	Current Council Goal	API Phase	Direct Budget Impact	Budget Financial Impact in FY11	Budget Financial Impact over 10 years	Lead Dept.	Other Depts/ Groups	Measurement to be used to track progress	Estimated Completion Date
NEW	Repair and replacement of flood impacted buildings and parkland currently in the system	Flood Recovery and Protection	Assessed	Capital Improvement - Bonds	\$250,000	\$200,000/FY12	P&R		60% completion of current buildings and parkland in FY11	2012
4.18.4	Implementation of Parks & Recreation Master Plan	Sustainable Community, Economically, Environmentally and Socially; City Financial Strength	Assessed	Capital Improvement - Bonds	\$10,000,000	\$385,000,000	P&R	Fin, CD, Util, HR, PW	10% completion of the master plan in FY11	2019
4.19 Utility Facilities										
NEW	Implement a continuous bus replacement program to ensure a dependable bus fleet.	Sustainable Community, Economically, Environmentally and Socially; City Financial Strength	Plan	Enterprise - CIP Bonds	\$ 200,000	\$ 2,000,000	UTIL		Improved customer feedback on condition of buses	Continous Program
NEW	Complete the Intermodal Transportation Facility by the end of FY12	Reinvest and Maintain Public Infrastructure; Flood Recovery & Protection; Vibrant Downtown	Plan	Enterprise - CIP Bonds	\$ 400,000	\$ 1,862,267	UTIL	CD	ITF Completed by July 1, 20012	End of FY 12
NEW	Flood recovery and implementation of flood mitigation measures	Reinvest and Maintain Public Infrastructure; Flood Recovery & Protection	Plan	Enterprise - CIP Bonds	\$ 1,200,000	To be determined by planning	UTIL		Flood Mitigation plan developed by July 1, 2012	Depends on measures to be implemented
NEW	Implement public transit service improvements as recommended in the Corridor MPO's 2009 Fixed-Route Service Analysis for Cedar Rapids Transit and NPP	Sustainable Community, Economically, Environmentally and Socially; Citizen Involvement; Dynamic and Diverse Neighborhoods	Assessed	Enterprise - Operations	\$ 230,000	\$ 460,000	UTIL			Continous Program
NEW Police										
NEW	School Resource Officers	Sustainable Community, Economically, Environmentally and Socially	Assessed	General Fund - Operations	\$ 266,332	\$ 650,000	PD	School District	Number of officer hours spent in schools	7/1/2010
NEW	District Stations in strategic locations on east and west side	Dynamic and Diverse Neighborhoods	Assessed	General Fund - Operations	\$ 300,000	\$ 200,000	PD	Code, Fire	Crime rates in neighborhoods	7/1/2010

Key Financial Strategies - On-going Assumptions that are part of the KFS		(Implemented with FY09 KFS; Need to Maintain or new FY11 KFS Item)
		Status
2.1 Tax Rate		
2.1.2	Update information on tax rates for comparable communities as part of financial planning and budgeting process.	Implemented with FY09 KFS; Need to Maintain
2.2 Budget review / Performance measures		
2.2.1	Create standard rate model to be used by all City departments when establishing charges for services.	Implemented with FY09 KFS; Need to Maintain
2.2.2	Review performance measurements to determine if the City is achieving the results that are important to the City.	Implemented with FY09 KFS; Need to Maintain
2.2.3	Provide demographic statistics that compare per capita income, per household income, and per capita taxable valuation. These measures will help measure the financial condition of the City.	Implemented with FY09 KFS; Need to Maintain
2.4 Economic Development Policy		
2.4.3	Conduct but for evaluation of city participation in private development	New item for FY11 KFS
3.1 Competitive and Responsive Community Services		
3.1.1	Review all services for alignment to the City's vision.	Implemented with FY09 KFS; Need to Maintain
3.1.3	Prepare a budget option analysis for 10% of annual budget.	Implemented with FY09 KFS; Need to Maintain
3.2 Recruit, retain, and develop quality employees		
3.2.1	Update recruitment profiles for City employees to respond to changing needs of workforce.	Implemented with FY09 KFS; Need to Maintain
3.2.2	Implement meaningful employee appraisal and development systems.	Implemented with FY09 KFS; Need to Maintain
4.1 Pavement Management System		
4.1.2	Replace streets in need of full replacement instead of attempting to repeatedly repair the street. To be cost effective, the life-cycle cost of repairing vs. replacement of a street must be considered.	Implemented with FY09 KFS; Need to Maintain
4.1.3	Arterial streets should have traffic control and capacity improvements, be extended, or have grade separations as needed to address the increased and forecasted traffic.	Implemented with FY09 KFS; Need to Maintain
4.1.4	Existing streets with a rural cross section should be converted to an urban cross section with curb and gutter, storm sewer, sidewalk and street trees.	Implemented with FY09 KFS; Need to Maintain
4.1.5	To help establish a vibrant urban hometown, 5-10% of construction cost should go toward beneficial aesthetic enhancements	Implemented with FY09 KFS; Need to Maintain
4.1.6	Incorporate street reconstructions utilizing "complete streets" concepts as contained in sustainable development principles. These concepts address all potential users of the public right-of-way, and encourage the use of the right-of-way for more than vehicular transportation as was done in previous generations. Other uses to accommodate and encourage include, but are not limited to, pedestrians, runners, bicyclists, non-motorized vehicles, handicapped, children, elderly, sidewalk cafes, neighborhood interactions, community events, and extensions and entrances to off right-of-way amenities.	Implemented with FY09 KFS; Need to Maintain
4.2 Bridges		
4.2.1	Allocate funds to average replacement of approximately 1.25 bridges annually (i.e. 5 bridges per 4 years) at \$1.8 million annually. Cost effective repairs should be provided a budget of \$2 million annually for repairs. A typical lifespan of a bridge is 60 to 80 years.	Implemented with FY09 KFS; Need to Maintain
4.2.2	Identify funding sources for enhanced aesthetic bridge design elements consistent with urban design principles during major renovation or reconstruction.	Implemented with FY09 KFS; Need to Maintain
4.3 Sanitary Sewer		
4.3.1	Increase the pace of televising and cleaning sanitary sewer lines from 82 miles per year (8-year rotation) to 109 miles per year (6-year rotation).	Implemented with FY09 KFS; Need to Maintain
4.3.2	Replace or rehabilitate at least one percent of all structures and piping annually.	Implemented with FY09 KFS; Need to Maintain
4.3.3	Replace all 6" sanitary sewer pipe within the next 20 years, or approximately 2 miles per year. There are approximately 43 miles of 6" clay sanitary sewer pipe that are reaching capacity and starting to fail.	Implemented with FY09 KFS; Need to Maintain
4.4 Storm Sewer and Storm Water Management		
4.4.4	Televis and clean storm sewer pipe to correct problems before major drainage problems occurs.	Implemented with FY09 KFS; Need to Maintain
4.4.5	Allocate funds for storm sewer maintenance to repair the problems found with inspections.	Implemented with FY09 KFS; Need to Maintain
4.4.6	Construct proposed regional storm water detention basins to reduce flooding potential and improve regional water quality. Older detention basins should be retrofitted to hold water longer in order to settle out particulates and improve water quality for flows being discharged from the basins.	Implemented with FY09 KFS; Need to Maintain

Key Financial Strategies - On-going Assumptions that are part of the KFS		(Implemented with FY09 KFS; Need to Maintain or new FY11 KFS Item)
		Status
4.5 Traffic Signals		
4.5.1	Allocate funds for replacing signal poles at 7 intersections per year (average). A typical traffic signal pole has a lifespan of 30 years.	Implemented with FY09 KFS; Need to Maintain
4.5.2	Allocate funds for replacing signal controller equipment at 15 intersections per year. Traffic signal controller and communication equipment have an average 15-year life span.	Implemented with FY09 KFS; Need to Maintain
4.6 Signs and Pavement Markings		
4.6.1	Continue pavement marking repainting needs at current pace.	Implemented with FY09 KFS; Need to Maintain
4.6.2	Begin a sign inspection program with replacements, removals or additions where needed.	Implemented with FY09 KFS; Need to Maintain
4.6.3	Replace signs with new and larger fonts to meet new federal standards for visibility.	Implemented with FY09 KFS; Need to Maintain
4.7 Trails		
4.7.1	Complete a master trails plan and allocate funds for existing and expansion of the trail system and trail maintenance to conform to the plan. This should include resurfacing of the existing trails at least every 20 years on average.	Implemented with FY09 KFS; Need to Maintain
4.8 Streetscape		
4.8.1	Allocate funds for annual maintenance as well as for rehabilitation of the existing streetscape every 15 years.	Implemented with FY09 KFS; Need to Maintain
4.9 Vegetation in the right-of-way		
4.9.1	Continue the 25-year commitment to designation as a "Tree City USA". Neighborhoods are the heart of a city and trees are a key element. This should include consideration of enhanced low maintenance landscaping (parkway and boulevard trees) in high traffic public areas.	Implemented with FY09 KFS; Need to Maintain
4.9.3	Improve the mowing cycle to a three to four week rotation depending on growth, with a maximum height of one foot, similar to the ordinance for residents. The current cycle of mowing is five to six weeks with a maximum height of two feet. The vegetation growth in right-of-ways and various city properties present a real and immediate visual appearance and safety statement of a city.	Implemented with FY09 KFS; Need to Maintain
4.10 Sidewalks		
4.10.1	In a ten-year capital program the system should be upgraded to replace all substandard areas, extend to those areas that have justifiable need and bring it into full compliance with the American Disabilities Act.	Implemented with FY09 KFS; Need to Maintain
4.10.2	Allocate funds that double the percentage of sidewalks from 40% of the 1,200 miles of streets to 80% over the next 25 years. This will result in construction of 20 miles of new sidewalk in existing neighborhoods annually. Sidewalks and urbanized streets have been identified both locally and nationally as key items that help make a community livable.	Implemented with FY09 KFS; Need to Maintain
4.11 Safe Travel on City Streets		
4.11.1	Continue to allocate funds to the expansion and maintenance of traffic detection and communication facilities. Collection of data is a significant component of the multi-phase fiber optic communication project underway with City, County and school district participation.	Implemented with FY09 KFS; Need to Maintain
4.11.2	Allocate funding to computers and software for increased accident analysis and development of countermeasures. This effort would be jointly conducted by the Police and Public Works Departments.	Implemented with FY09 KFS; Need to Maintain
4.12 Regional		
4.12.1	Update the sanitary sewer system for current and future needs while responding to known deficiencies. The sanitary sewer interceptor system is a multi-city system conveying sewage flows to a central wastewater treatment facility.	Implemented with FY09 KFS; Need to Maintain
4.12.2	Continue the expansion of the joint fiber optics communication system provides long-term financial and operational benefits to its stakeholders, which presently include the City, Linn County, and the Cedar Rapids School District.	Implemented with FY09 KFS; Need to Maintain
4.16 Fleet Management		
4.16.3	Before purchase City Fleet/equipment, Fleet will assess needs.	Implemented with FY09 KFS; Need to Maintain
4.16.4	Update and identify vehicle replacement plan on annual basis.	Implemented with FY09 KFS; Need to Maintain
4.16.5	Identify and re-assign or dispose of underutilized equipment (equipment pooling)	Implemented with FY09 KFS; Need to Maintain
4.18 Parks and Recreation		
4.18.8	Adjust recreation user fees to recover costs on a competitive rate model.	Implemented with FY09 KFS; Need to Maintain
4.18.9	Expand partnerships with schools in expanding neighborhoods.	Implemented with FY09 KFS; Need to Maintain
4.18.10	Recover costs for expanding recreation facilities from new development.	Implemented with FY09 KFS; Need to Maintain
4.19 Utility Facilities		

	Key Financial Strategies - On-going Assumptions that are part of the KFS	(Implemented with FY09 KFS; Need to Maintain or new FY11 KFS Item) Status
4.19.1	Use a defined decision-making process for high value Utility facility investment decisions. This is an ongoing process which was utilized in FY 09 during the development of the Leaf Collection Program, WPC Solids Master Planning, and City Energy Plan.	Implemented with FY09 KFS; Need to Maintain
4.19.2	Evaluate use of public participation mode to gain public feedback for high value utility facility investment decisions. This is an ongoing process which is being utilized during the development of the City Energy Plan.	Implemented with FY09 KFS; Need to Maintain
4.19.3	Develop a long-term utility rate strategy tied to projected improvements. The Cost of Service Models for WPC and Water have been modified and update with the draft model completed. The results of this model will be utilized during development of the financial portion of KFS and FY 11 budgets. The ten year CIP plan will be updated with adjustments made for impact of flood.	Implemented with FY09 KFS; Need to Maintain
4.19.4	Evaluate use of revenue bonds supported by a "Utilities" debt reserve fund to reduce debt service costs. This may require establishment of a combined utilities fund. Revenue bonds were utilized for FY 09 CIP needs in Water, WPC, and Sewer projects, through City sale and State SRF. The mixture of revenue and GO bonds will be evaluated each year to determine the impact on rates for revenue bond coverage requirements.	Implemented with FY09 KFS; Need to Maintain
4.19.5	Evaluate development of rate structure to support pay-as-you go financing of some capital improvements. This will be developed through successive annual KFS evaluations.	Implemented with FY09 KFS; Need to Maintain
4.19.6	Review utility rates for annual adjustments to reflect changes in cost of services. The Cost of Service Models for WPC and Water have been modified and update with the draft model completed. The results of this model will be utilized during development of the financial portion of KFS and FY 11 budgets. The ten year CIP plan will be updated with adjustments made for impact of flood. KFS and the COS model will be utilized to project annual rates based on needs.	Implemented with FY09 KFS; Need to Maintain
NEW Library		
NEW	The Library Board of Trustees and City Council should strive to re-establish full library services through a main facility by 2012.	New item for FY11 KFS
NEW	The Library should investigate opportunities for co-location with other City departments or local organizations.	New item for FY11 KFS
NEW	The City should pursue an increase in the library levy for operations prior to opening of the new facility to ensure its long-term viability.	New item for FY11 KFS
NEW	The Library should work with the Metro Library Network partners (the Marion and Hiawatha Public Libraries) to increase Linn County funding to a level more equitable with that of city residents.	New item for FY11 KFS
NEW	The Library should continue its commitment for a west side branch to complement the coverage that is provided to the east side through the Metro Library Network partners.	New item for FY11 KFS
NEW	Increased opportunities for regional library cooperation, particularly with the Metro partners, should continue to be explored.	New item for FY11 KFS
NEW	The Library should investigate further contracting of services to smaller communities nearby for an equitable fee.	New item for FY11 KFS

Key Financial Strategies / Recommendations Completed in FY09 or Scheduled for Completion in FY10		Completion Date or Anticipated Date
1.1 General Development		
1.1.1	Encourage in-fill development opportunities with focus on developments that follow sustainable development principles.	7/1/2010
1.1.3	Conduct an audit of policies and practices that impact community sustainability. Audit data will identify policy issues and practices for Council review and action.	12/31/2009
2.1 Tax Rate		
2.1.1	Include projected tax rates in the financial model as part of Key Financial Strategies.	FY 2009
2.1.6	Blue ribbon task force will review the City's long-term financial plan and assist with educating the public about City finances.	FY 2009
2.2 Budget review / Performance measures		
2.2.1	Standard rate model used by all City departments when establishing charges for services.	FY 2009
2.3 Market Value		
2.3.4	Prepare a comprehensive housing marketing study to assess desired housing development strategy. New housing types responsive to responding to aging population and attracting new residents desiring housing types, designs and neighborhoods competitive with major cities will be needed to maintain overall competitiveness and housing value.	FY 2009
2.4 Economic Development Policy		
2.4.1	Establish economic development policies and update by the City Council on an annual basis.	FY 2009
3.2 Recruit, retain, and develop quality employees		
3.2.1	Update recruitment profiles for City employees to respond to changing needs of workforce.	FY 2009
3.2.2	Implement meaningful employee appraisal and development systems.	2/1/2009
4.2 Bridges		
New	Interim flood protection options approved by City Council should be reviewed annually with improvements where possible.	FY 2009
4.14 Public Facilities		
4.14.3	Evaluate use of public participation mode to gain public feedback for high value public facility investment decision	FY 2010
4.15 Technology		
3.2.4	Review options to introduce or enhance technology to reduce workload requirements and improve employee performance. Examples include; GIS systems for enhance public safety information and response and infield reporting for all operating units.	FY 2009
4.15.1	Establish Information Technology as an internal service operation with user group to guide establishing technology priorities, communications and customer service monitoring.	FY 2009
4.15.3	Develop and adopt a method to review the requests and needs for technology investments. That approach should address cost and benefits (not limited to financial), productivity, training, support and potential obsolescence.	FY 2009
4.16 Fleet Management		
4.16.1	Fleet Management as an internal service organization	FY 2009
4.16.2	Fleet Management functions as an "enterprise" operation with rental charges to user departments	FY 2009
4.16.6	Plan implemented to fund with operating revenue to avoid use of debt for operating costs.	FY 2009
4.18 Parks and Recreation		
4.18.4	Create a Master Plan for Parks and Recreation as a guide for future investment in the system.	12/09
NEW		
NEW	Develop multimodal transportation plan	2/10

City of Cedar Rapids, Iowa FY 2010 Tax Rate Breakdown

	FY 2010 Tax Levy	% Overall	% Operating
City Operations:			
Public Safety (Police, Fire, Animal Control, Code Enforcement)	\$ 6.92904	45.5%	58.3%
Public Works (Engineering, Streets)	1.46728	9.6%	12.3%
Parks and Recreation (Parks, Recreation, Ushers Ferry)	0.93947	6.2%	7.9%
General Government (City Mgr, Attorney, Clerk, Finance, HR, IT, etc.)	1.29331	8.5%	10.9%
Library	0.73039	4.8%	6.1%
Street Lighting	0.41348	2.7%	3.5%
Community Development (Does not factor in TIF allocated projects)	0.08149	0.5%	0.7%
Downtown	0.03744	0.2%	0.3%
Total City Operations	\$ 11.89190	78.2%	100.0%
Other Levies:			
Debt Levy (Construction of Streets, Bridges, Library, Parks, etc.)	2.28224	15.0%	
Bus Levy	0.78458	5.2%	
Memorial Levy	0.20082	1.3%	
Library Book Levy	0.04000	0.3%	
Band Levy	0.01667	0.1%	
Total City Tax Levy without Ag Land and SSMID	\$ 15.21621	100.0%	