



Budget in Brief

For Fiscal Year 2010-2011



**An Overview of the
Operating Budget
&
Capital Improvement
Program**



Budget in Brief is produced each year by the City of Grand Island's Administration and Finance Departments. This booklet gives citizens a general overview of the City's 2010 – 2011 Budget. For more detailed information copies of the entire budget document are available at the Grand Island Public Library, or you can access the City's Budget on the Internet at www.grand-island.com under the Finance Department. For specific questions or comments, please contact the Finance Department.

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The Annual Operating Budget is the City's plan for providing services to the community during the fiscal year. Grand Island's fiscal year runs from October 1 to September 30. Preparation of the City's budget is governed by State Law.

Budget development is a year-long process. Creating the budget requires the elected officials to establish priorities for serving the community. City Council has formally adopted Strategic Result Maps, which set direction for City management to develop and undertake specific strategies, initiatives and projects in support of these broad, high-level objectives. This prioritization offers Council and staff a tool to evaluate the programs and services provided by the City, while also providing a deeper understanding of services in the context of the cause-and-effect relationship on the organization's strategic results. Furthermore, the process articulates to the organization and the public how services are valued, and how priorities are invested.

City Administration is charged with the responsibility of formulation, presentation, and administration of the budget to City Council. The City Council then adjusts the proposed budget to fit their vision for what is appropriate for the City during special meetings throughout July-September. Opportunities for citizens to share comments and concerns with the proposed budget are available every year throughout the process. After the process of adjustment and discussion the City Council formally adopts the budget for the fiscal year starting on October 1.

ELECTED OFFICIALS & MAYOR-COUNCIL FORM OF GOVERNMENT

Grand Island has a Mayor-Council form of government, with an appointed Administrator. The City Council, as the governing body, adopts ordinances and determines policy which directs City government. The ten member City Council is composed of two representatives from each of the five voting wards. A City Council President is elected by the Council each year. The Council meets in regular session on the second and fourth Tuesdays of each month at 7 p.m. in the Council Chambers of City Hall. City Council agendas and schedules are available at the City Clerk's Office or on the City's webpage at www.grand-island.com.

Meetings are called to order by the Mayor, and conducted in an orderly, parliamentary manner. Grand Island's Mayor is elected at large to a four-year term. The Mayor presides over official meetings, serving as the executive officer for the City. The Mayor votes, only when his/her vote is the deciding vote. The Mayor has the power to veto any ordinance or resolution.

The City Administrator reports to the Mayor, and is responsible for carrying out established policies and providing for the efficient administration of City activities. City staff provides information to assist in the Council deliberations and answer questions regarding agenda items.

Mayor Margaret Hornady
mayorhornady@grand-island.com

Council Members:

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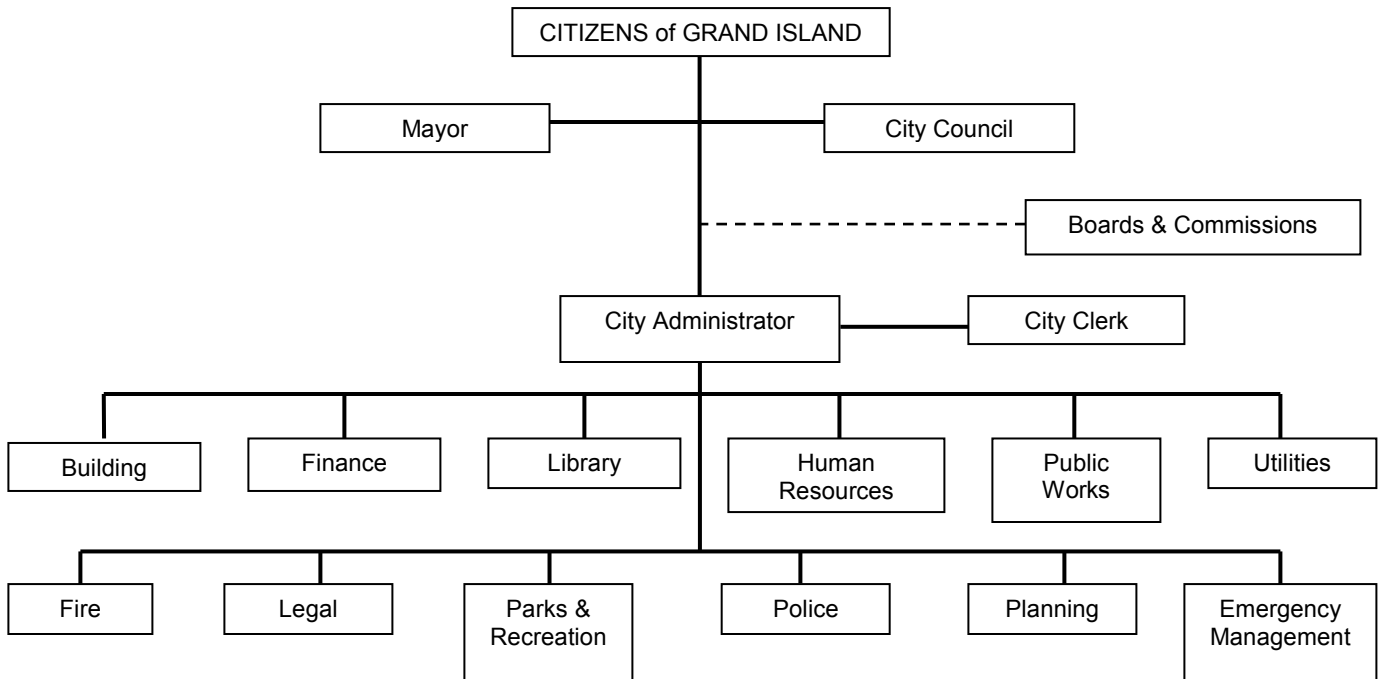
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To find your council representative or for
further information please call
(308) 385-5444 Ext. 140
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www.grand-island.com

CITY ORGANIZATION

ORGANIZATIONAL CHART



APPOINTED OFFICIALS

City Administrator
Jeff Pederson

City Treasurer
Mary Lou Brown

City Clerk
RaNae Edwards

City Attorney
Dale Shotkoski

City Engineer
Steven Riehle

DEPARTMENT DIRECTORS

Building Department
Craig Lewis

Parks & Recreation
Steve Paustian

Fire Department
Troy Hughes

Emergency Department
Jon Rosenlund

Personnel Department
Brenda Sutherland

Police Department
Steve Lamken

Regional Planning Department
Chad Nabity

Utilities Department
Gary Mader

Library
Steve Fosselman

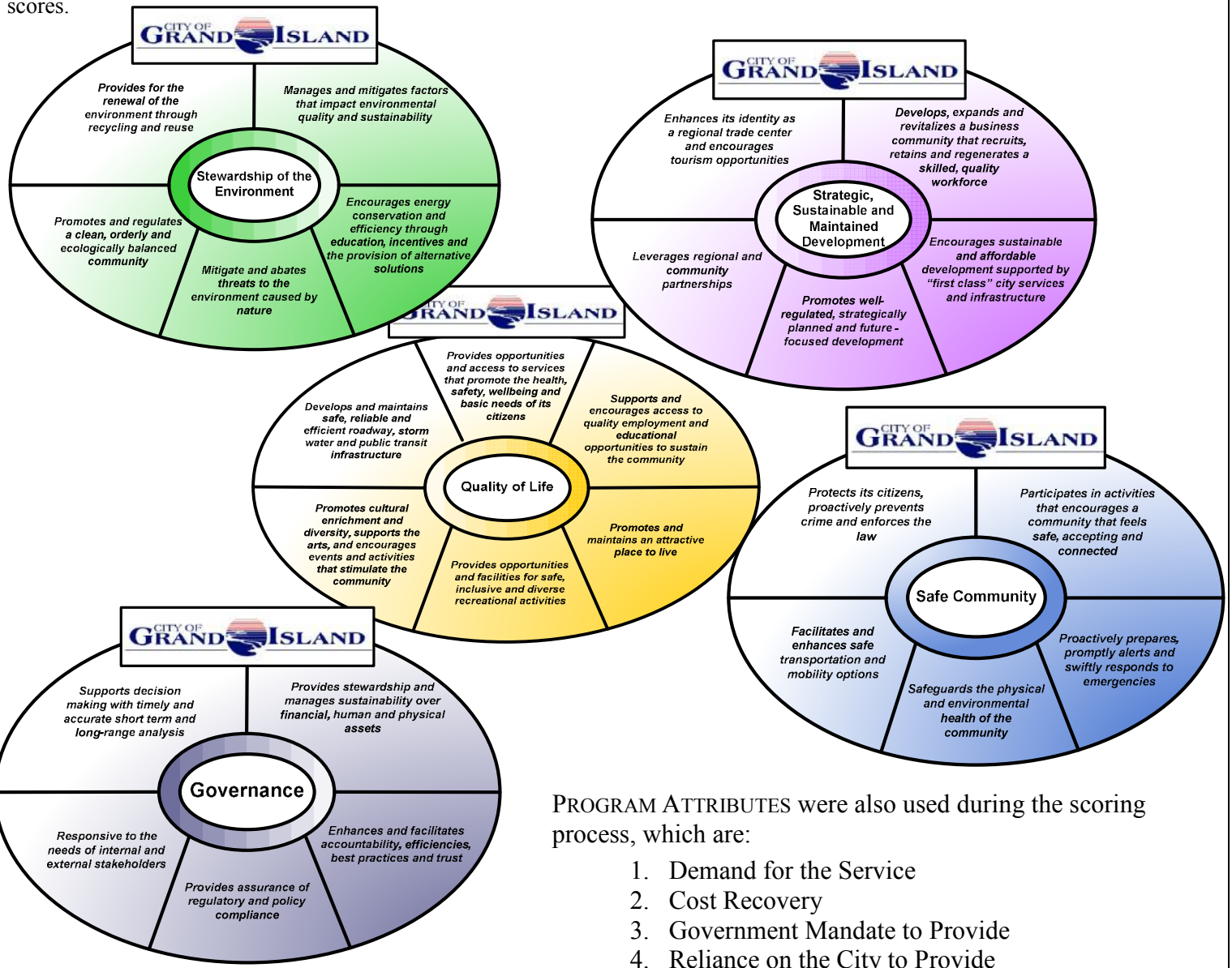
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PROGRAM PRIORITIZATION

To prepare the 2010-2011 Adopted Budget, the City undertook a year long process of allocating resources to programs that are prioritized as important to achieving the Key Result Areas of the City Council. This change was necessitated by the realization of the City's weakening fiscal health. Fiscal health was declining due to operating expenses outpacing operating revenues, a reliance on reserves to balance the budget, and a slowdown in growth of revenues heightened by economic conditions. The Program Prioritization process is a strategy which will help the City achieve fiscal health. The key components to the process are:

- Spend Within Our Means
- Establish and Maintain Reserves
- Identify True Costs of Programs/Services
- Incorporate Economic Analysis and Long-Term Decision-Making
- Understand Variances between Budgeted and Actual Revenues/Expenditures

CITY COUNCIL'S STRATEGIC RESULT MAPS: These are the key result areas identified by the Council and adopted July 28, 2009. Each program was scored against each result map, and then each program went through a peer review process to validate scores.



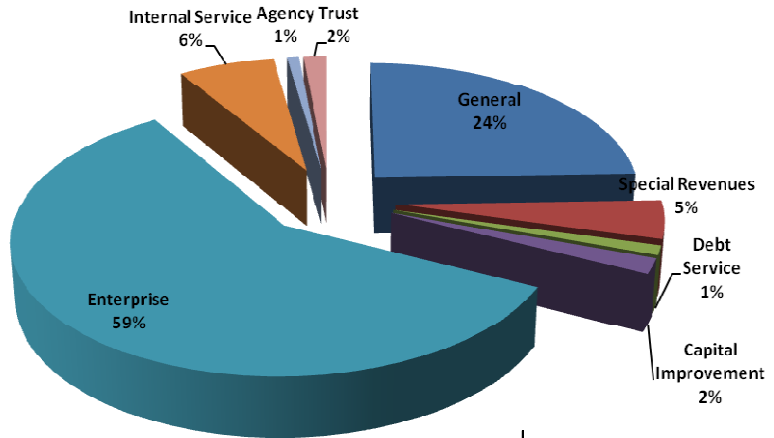
PROGRAM ATTRIBUTES were also used during the scoring process, which are:

1. Demand for the Service
2. Cost Recovery
3. Government Mandate to Provide
4. Reliance on the City to Provide

ALL FUNDS: APPROPRIATIONS & REVENUES

Appropriations by Fund:

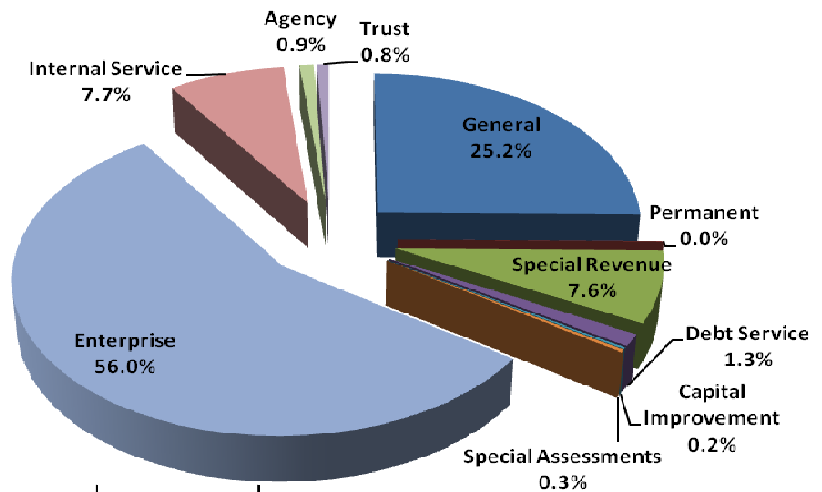
The pie chart shows a break-down of the total budget, and the table below is a summary of the budgeted appropriations for 2010 and 2011 fiscal years. There was a total reduction in spending of \$14,271,938 from the 2010 Budget.



Summary of Appropriations by Fund	2009-2010 Budget	2010-2011 Budget	\$ Difference	% Difference
General	37,457,482	\$ 35,788,155	\$ (1,669,327)	-4.46%
Special Revenues	7,442,956	\$ 6,889,799	\$ (553,157)	-7.43%
Debt Service	1,633,346	\$ 1,651,512	\$ 18,166	1.11%
Capital Improvement Fund	4,477,040	\$ 2,729,081	\$ (1,747,959)	-39.04%
Enterprise	96,413,317	\$ 86,068,735	\$ (10,344,582)	-10.73%
Internal Service	9,687,465	\$ 9,588,153	\$ (99,312)	-1.03%
Agency	1,087,075	\$ 1,181,261	\$ 94,186	8.66%
Pension and Trust	2,250,568	\$ 2,280,615	\$ 30,047	1.34%
Total Funds Appropriated	160,449,249	\$ 146,177,311	\$ (14,271,938)	-8.89%

Revenue by Fund:

The pie chart to the right shows the total revenue by each fund. The table below shows that the total revenue is \$126,258,534, before transfers and bond proceeds. After transfers and appropriations the General Fund balance is \$4,446,447.

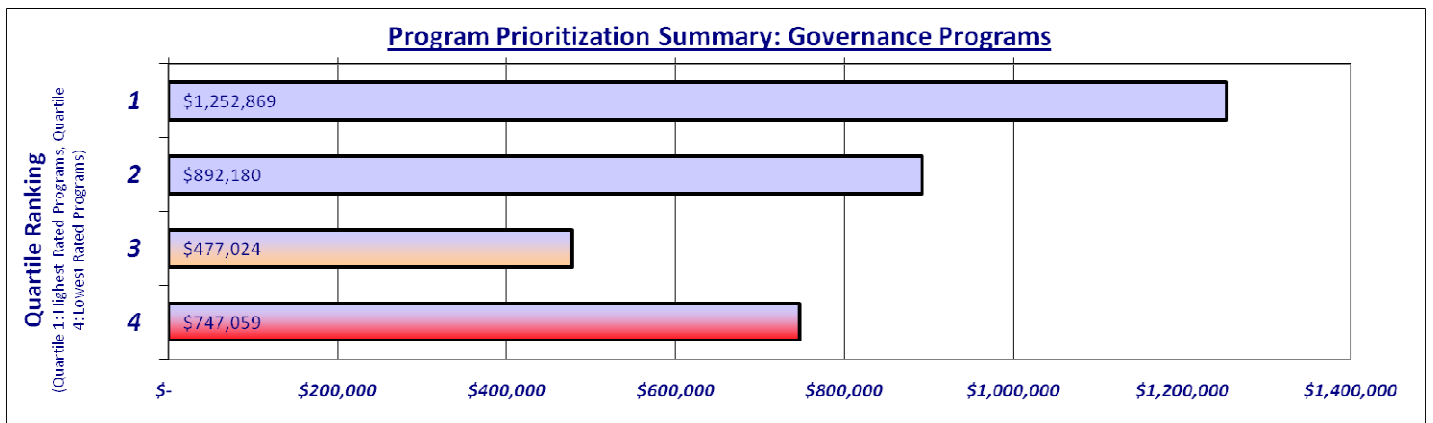
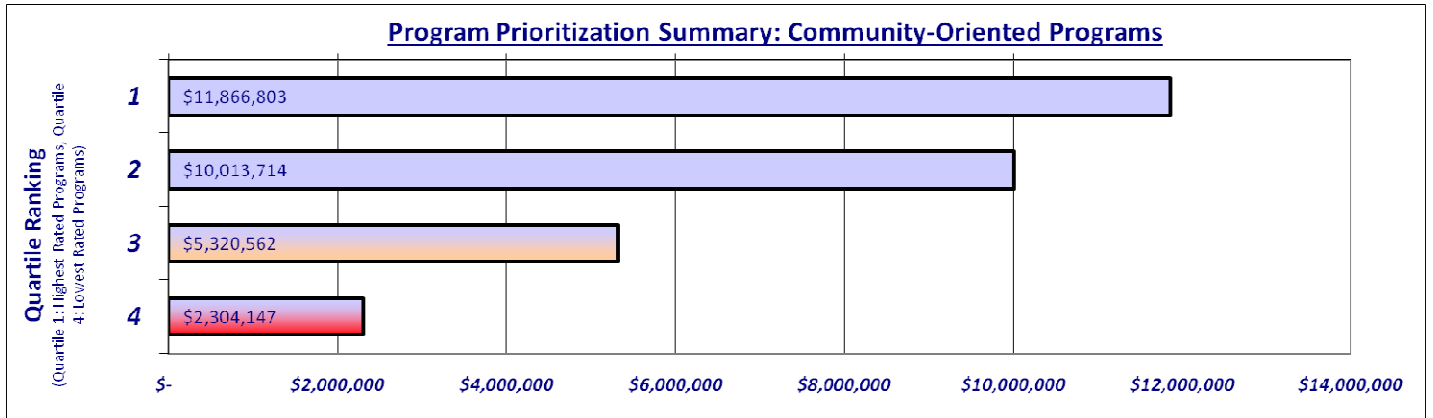


Summary of Revenue by Fund	2009-10 Budget	2010-11 Budget	\$ Difference	% Difference
General	\$ 32,555,104	\$ 31,807,642	\$ (747,462)	-2.30%
Permanent	\$ 24,000	\$ 40,500	\$ 16,500	68.75%
Special Revenue	\$ 10,138,687	\$ 9,561,653	\$ (577,034)	-5.69%
Debt Service	\$ 1,541,000	\$ 1,628,854	\$ 87,854	5.70%
Capital Improvement	\$ 120,000	\$ 220,066	\$ 100,066	83.39%
Special Assessments	\$ 341,000	\$ 341,000	\$ -	0.00%
Enterprise	\$ 76,632,763	\$ 70,760,511	\$ (5,872,252)	-7.66%
Internal Service	\$ 9,802,672	\$ 9,717,447	\$ (85,225)	-0.87%
Agency	\$ 1,086,675	\$ 1,180,861	\$ 94,186	8.67%
Trust	\$ 1,515,000	\$ 1,000,000	\$ (515,000)	-33.99%
Total City Revenue	\$ 133,756,901	\$ 126,258,534	\$ (7,498,367)	-5.61%

GENERAL FUND: PROGRAM PRIORITIZATION

The scoring process of Program Prioritization allowed all programs to be ranked within each Department, and the array of program rankings was divided into four quartiles from which the relative “importance” of all programs could be illustrated.

Once scored, the overall array for the General Fund revealed a majority of program expense associated with Quartile 1, the highest rated. This demonstrated the fact that previous resource allocation was already closely aligned with the Key Result Areas.



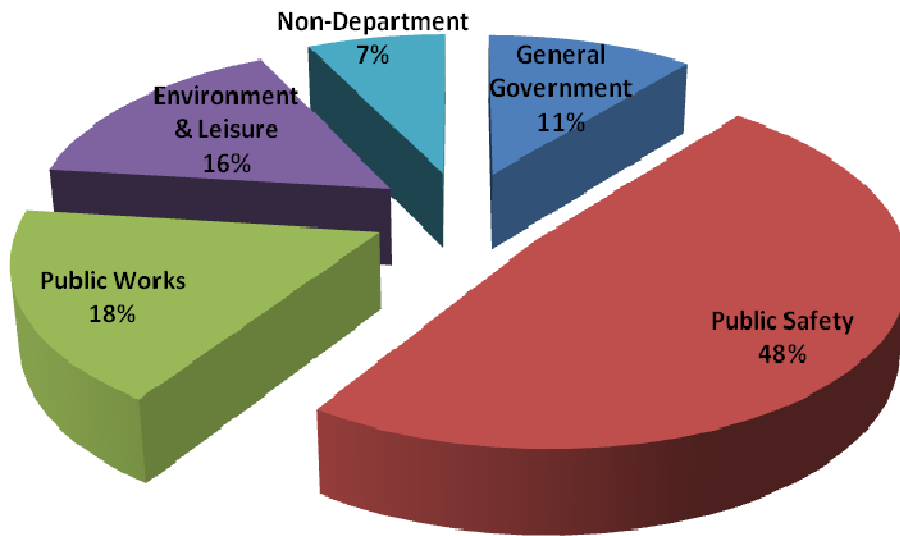
To reduce the General Fund by \$1.9 million, target reductions were established for each quartile. The following reductions were assigned for Community Oriented Programs:

- Quartile 1 Programs 2%
- Quartile 2 Programs 6.5%
- Quartile 3 Programs; 11%
- Quartile 4 Programs; 16%

Although Quartile 1 programs are considered core or most important programs, the decision to reduce funding for Quartile 1 programs by 2% was made because without any reduction, other quartiles would have had even greater reductions, as well as lessening the requirement for resourcefulness and efficiency emphasized by the Program Prioritization process. Reductions were also made to all four tiers for programs that fell within the “Governance” category, which are by nature support/compliance departments and therefore experienced a maximum tier reduction of 4%.

Once quartile reduction targets were established, each department received budget targets, which is based on the quartiles within which their respective programs fell.

GENERAL FUND: APPROPRIATIONS



The General Fund is the general operating fund of the City. As the pie chart shows, Public Safety is the largest portion of appropriations. This includes Police, Fire, Emergency Management and Building Inspections.

General Fund Summary	2009-10 Budget	2010-11 Budget	\$ Difference	% Difference
General Government	\$ 3,815,657	\$ 3,913,454	\$ 97,797	2.56%
Public Safety	\$ 17,789,416	\$ 17,306,739	\$ (482,677)	-2.71%
Public Works	\$ 7,009,798	\$ 6,334,825	\$ (674,973)	-9.63%
Environment & Leisure	\$ 6,040,561	\$ 5,611,907	\$ (428,654)	-7.10%
Non-Department	\$ 2,802,050	\$ 2,621,230	\$ (180,820)	-6.45%
Total General Fund	\$ 37,457,482	\$ 35,788,155	\$(1,669,327)	-4.46%

All of the categories on the table above show a reduction in spending from the previous budget, with the exception of General Government. This is due to an increase in Economic Development obligations. Without that expense increase, General Government would also show a reduction from the 2010 Budget. Outside agency funding, in the Non-Departmental Fund, was included in the General Fund reductions. This was reduced by 20%, as agreed upon in the previous year. The next page shows the appropriations with each category.

GENERAL FUND: APPROPRIATIONS & REDUCTIONS

The table below shows the expenses by departments within the General Fund. Every department made reductions at the program level following the Program Prioritization model. Each department was required to meet a budget target in order to significantly reduce the General Fund Budget. Targets were applied to the cost of the previous year's budget; therefore departments had to absorb any growth in expenses to reduce their budget.

Budgeted Appropriations by Dept.	2009-10 Budget	2010-11 Budget	\$ Difference	% Difference
General Government				
City Administrator	\$ 326,068	\$ 313,182	\$ (12,886)	-4.0%
Econ Development	\$ 129,000	\$ 350,000	\$ 221,000	171.3%
Mayor's Office	\$ 24,715	\$ 24,580	\$ (135)	-0.5%
Council	\$ 88,720	\$ 79,120	\$ (9,600)	-10.8%
City Clerk	\$ 109,086	\$ 105,775	\$ (3,311)	-3.0%
Finance	\$ 2,003,680	\$ 1,943,767	\$ (59,913)	-3.0%
Legal	\$ 338,953	\$ 325,004	\$ (13,949)	-4.1%
City Hall-Building	\$ 347,545	\$ 336,449	\$ (11,096)	-3.2%
Human Resources	\$ 447,890	\$ 435,577	\$ (12,313)	-2.7%
Public Safety				
Building Inspections-Building	\$ 777,190	\$ 825,856	\$ 48,666	6.3%
Fire	\$ 5,433,363	\$ 6,878,715	\$ 1,445,352	26.6%
Emergency Medical Service	\$ 1,747,249	\$ -	\$ (1,747,249)	-100.0%
Police	\$ 8,686,439	\$ 8,497,726	\$ (188,713)	-2.2%
Emergency Mgmt	\$ 1,145,175	\$ 1,104,442	\$ (40,733)	-3.6%
Public Works				
Engineering	\$ 967,289	\$ 870,930	\$ (96,359)	-10.0%
Streets & Transportation	\$ 6,042,509	\$ 5,463,895	\$ (578,614)	-9.6%
Environment & Leisure				
Planning	\$ 236,263	\$ 233,722	\$ (2,541)	-1.1%
Library	\$ 2,076,307	\$ 1,865,468	\$ (210,839)	-10.2%
Parks	\$ 1,651,402	\$ 1,447,787	\$ (203,615)	-12.3%
Cemetery	\$ 500,391	\$ 454,101	\$ (46,290)	-9.3%
Recreation	\$ 235,222	\$ 403,110	\$ 167,888	71.4%
Aquatics	\$ 729,374	\$ 629,432	\$ (99,942)	-13.7%
Public Information	\$ 211,056	\$ 203,157	\$ (7,899)	-3.7%
Heartland Shooting Park	\$ 400,546	\$ 375,130	\$ (25,416)	-6.3%
Non-Department				
Non-Department	\$ 2,802,050	\$ 2,621,230	\$ (180,820)	-6.5%
Total General Fund Appropriation	\$ 37,457,482	\$ 35,788,155	\$ (1,669,327)	-4.5%

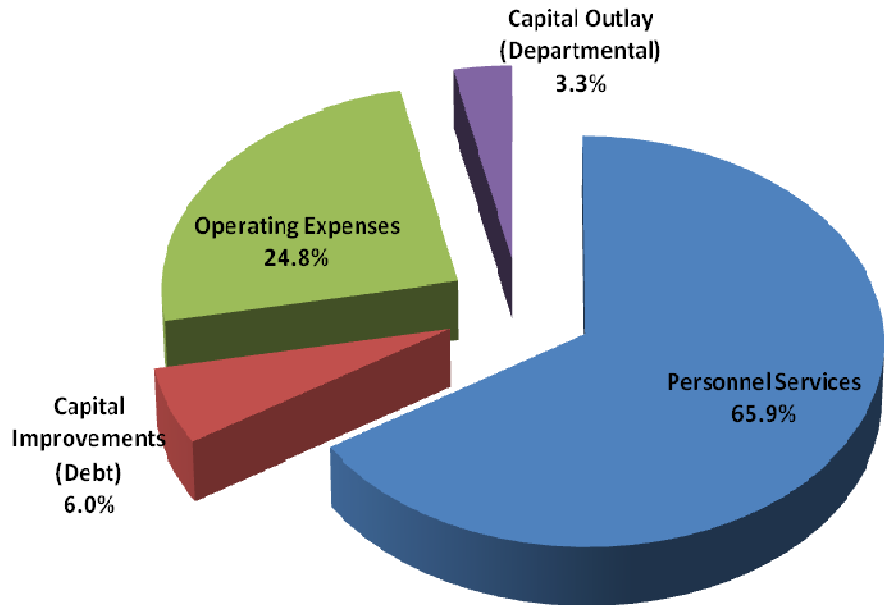
The impact of the reductions varied from each program and department. Some reductions were made through program revisions that have minimal or no impact on service delivery. For example, there will be a reduction in the number of times streets are swept. Reductions were also made by changes in how and/or by whom that will impact service delivery. For example, the School Crossing Guard program has been eliminated, but the schools may pick up the program.

Departments were also encouraged to review projected revenues within their department. Incremental revenue, either from new sources or related to revenue increases, was utilized in certain instances to affect departmental reductions.

GENERAL FUND

Expenditures by Category:

Within the General Fund, Personnel Services are the largest category of expenditures at 65.9%. In previous years Personnel Services was a slightly larger piece of the total pie. However, this is slightly less due to no salary increases for non-union employees and a total FTE reduction.



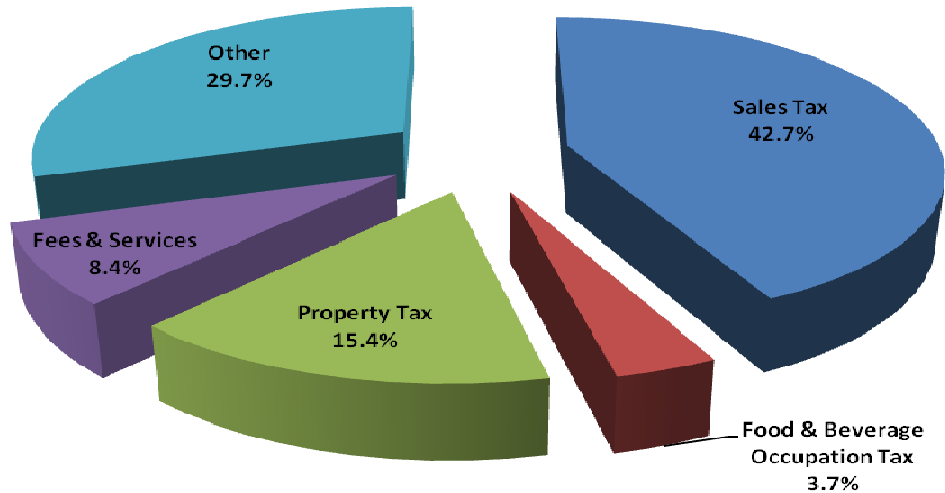
Departmental capital outlay are purchases for assets over \$10,000 and a useful life greater than a year.

These are things like machinery or an improvement to a building. Debt Capital Improvements are the lease payments on buildings, spread over multiple years.

General Fund Appropriation Detail	2010 Budget	2011 Budget	\$ Difference	% Difference
Personnel Services	\$ 24,077,429	\$ 23,572,225	\$ (505,204)	-2.10%
Operating Expenses	\$ 9,862,908	\$ 8,876,185	\$ (986,723)	-10.00%
Capital Improvements (Debt)	\$ 2,162,000	\$ 2,155,000	\$ (7,000)	-0.32%
Capital Outlay (Departmental)	\$ 1,355,145	\$ 1,184,745	\$ (170,400)	-12.57%
TOTAL GENERAL FUND	\$ 37,457,482	\$ 35,788,155	\$ (1,669,327)	-4.46%

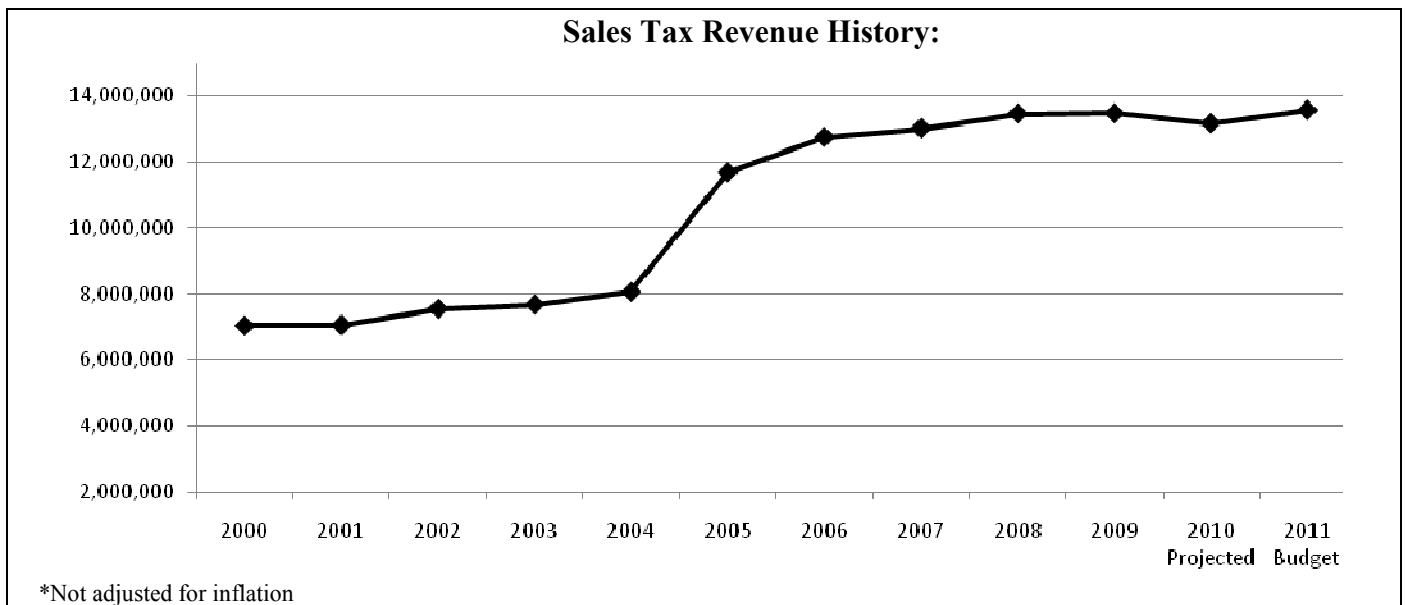
GENERAL FUND: REVENUES

The Program Prioritization process resulted in General Fund appropriations being budgeted based on projected current revenue. The pie chart below shows the major revenue sources in the General Fund. The "Other" portion includes a wide variety of sources including intergovernmental revenue, licenses and permits, and other taxes.



Sales taxes have been the largest source of revenue in the General Fund since 2004, when voters adopted a half percent increase in sales tax. In recent years the City has seen very little growth in sales tax revenues, which has been accentuated by the economic downturn. As the City's largest revenue source, sales tax will not provide any additional resources this year to match expense growth.

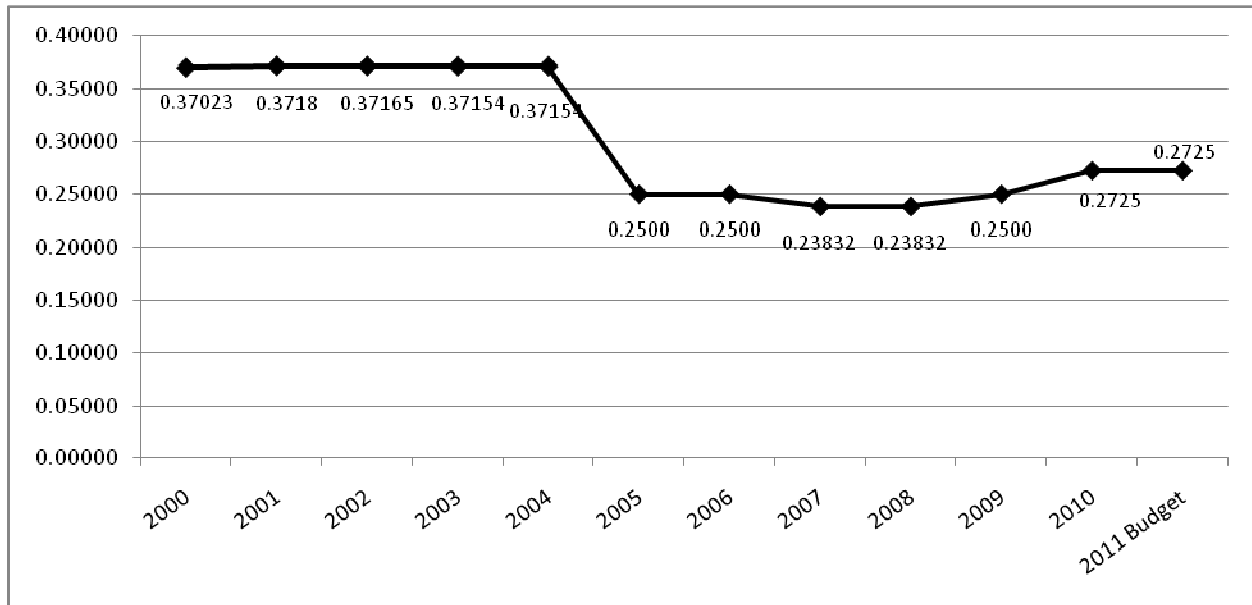
	2011 Budget
Sales Tax	\$ 13,588,900
Food & Beverage Occupation Tax	\$ 1,179,600
Property Tax	\$ 4,907,296
Fees & Services	\$ 2,673,080
Other	\$ 9,458,766
Total	\$31,807,642



PROPERTY TAX REVENUES

A levy indicates the amount of tax property owners pay for each \$100 valuation of their property. Property Tax can be calculated by Assessed Valuation divided by 100, and then multiplied by the levy. The City's total levy rate is .2725, the same as the 2009-2010 Budget. A citizen can expect to pay \$272.50 in City taxes on a \$100,000 home at the current .2725 levy.

Property Tax Levy from 2000-2011:



The Budgeted .272500 rate is made up of 3 separate levy rates: the General Fund, Debt Service, and Interlocals. This is the actual breakdown of the levy:

Fiscal Year 2010-11	Rate
General	0.175368
Debt Service	0.067645
Interlocals	0.029487
2010-11 Total	0.272500

Total property tax revenue is budgeted to slightly increase without a rate increase due to an increase in property valuations. Valuations increased from \$2,351,143,887 in 2010 to \$2,395,497,486 in 2011, an increase of \$44,353,599. The change in valuations translates to a property tax revenue increase of \$120,864. Actual valuation of property is determined by the Hall County Assessor.

SPECIAL REVENUE FUNDS

Special Revenue Funds are separate funds designated for a specific revenue source, with a specific use and limitation on each. The table below shows all of those funds.

Special Revenues Appropriations	2009-10 Budget	2010-11 Budget	\$ Difference	% Difference
Enhanced 911 Communications	\$ 313,923	\$ 261,488	\$ (52,435)	-16.70%
PCS Wireless	\$ -	\$ 66,805	\$ 66,805	-
Community Youth Council	\$ 27,250	\$ 22,875	\$ (4,375)	-16.06%
Revolving Loan	\$ 22,000	\$ 22,000	\$ -	0.00%
Economic Development	\$ 1,122,500	\$ 822,500	\$ (300,000)	-26.73%
Homestead Loan Program	\$ 80,000	\$ 80,000	\$ -	0.00%
Community Development	\$ 99,996	\$ 59,899	\$ (40,097)	-40.10%
Community Grants	\$ 5,034,486	\$ 5,079,331	\$ 44,845	0.89%
Police Grants	\$ 399,804	\$ 246,091	\$ (153,713)	-38.45%
Parking District #1	\$ 83,608	\$ 78,197	\$ (5,411)	-6.47%
Parking District #2	\$ 54,133	\$ 40,389	\$ (13,744)	-25.39%
Backflow Prevention Program	\$ 78,806	\$ -	\$ (78,806)	-100.00%
Local Assistance	\$ 126,449	\$ 110,224	\$ (16,225)	-12.83%
Total Special Revenues	\$ 7,442,955	\$ 6,889,799	\$ (553,156)	-7.43%

Most of the Special Revenue Funds are budgeted to decrease in the 2011 Budget, with the exception of a new fund, PCS Wireless. The PCS Wireless Fund is similar to the Enhanced 911 Communication Fund, but specific for wireless lines. Community Grants is budgeted with a slight increase in the 2011 Budget. 2010 was a very active year for Community Grants due to several successful awarded grants, such as Neighborhood Stabilization.

DEBT SERVICE FUND

Debt Service Funds are used to account for the accumulation of financial resources, and the payment of general long-term debt principal, interest and related costs for General Obligation and Assessment Bonds.

Debt Service Fund	2009-10 Budget	2010-11 Budget	\$ Difference	% Difference
Debt Service Appropriation	\$ 1,633,346	\$ 1,651,512	\$ 18,166	1.1%

The Chart below shows the various bonds and the City's total debt. The second to last column is the bonding for the Capital Improvement Plan (see the next page for CIP). This is important because from 2011-2017 the projection is for an annual bond of \$2 million. The Heartland Events Center, Library Expansion, and State Fair Building are not part of the Debt Service Fund, but are included here because they are part of the total debt.

Total Debts:

	Wood River Flood Control Bonds	Various Purpose Paving Bonds	Various Purpose S. Locust Street	Public Safety Center	Heartland Event Center	Library Expansion	State Fair Building	Future CIP Bonding	TOTALS
Pmt for 2010	270,408	54,148	354,227	861,063	569,493	829,690	753,112	0	3,692,141
Balance at 9/30/2010	1,230,000	55,000	2,680,000	5,735,000	6,270,000	4,470,000	4,518,829	0	24,958,829
Pmt for 2011	268,006	56,430	375,913	857,663	570,038	832,828	753,112	40,000	3,753,990
Balance at 9/30/2011	1,005,000	-	2,365,000	5,115,000	5,950,000	3,785,000	3,951,806	2,300,000	24,471,806
Pmt for 2012	274,745		376,385	858,173	569,715	829,540	753,112	321,321	3,982,991
Balance at 9/30/2012	765,000		2,045,000	4,470,000	5,620,000	3,080,000	3,360,429	4,108,786	23,449,215
Pmt for 2013	275,615		375,980	857,373	563,574	829,780	753,112	571,889	4,227,323
Balance at 9/30/2013	515,000		1,720,000	3,800,000	5,285,000	2,350,000	2,743,651	5,747,472	22,161,123
Pmt for 2014	265,865		374,508	860,573	566,495	828,415	753,112	828,478	4,477,446
Balance at 9/30/2014	265,000		1,390,000	3,100,000	4,935,000	1,595,000	2,100,382	7,212,186	20,597,568
Pmt for 2015	270,433		366,753	856,873	568,443	830,303	753,112	1,091,165	4,737,082
Balance at 9/30/2015	-		1,060,000	2,375,000	4,570,000	810,000	1,429,484	8,498,000	18,742,484
Pmt for 2016			372,629	856,785	569,470	825,390	753,112	1,360,027	4,737,413
Balance at 9/30/2016			715,000	1,620,000	4,190,000	-	729,769	9,598,879	16,853,648
Pmt for 2017			367,288	860,075	564,450		753,112	1,635,143	4,180,068
Balance at 9/30/2017			365,000	830,000	3,800,000		-	10,507,616	15,502,616
Pmt for 2018			376,863	866,105	567,938			1,916,587	3,727,493
Balance at 9/30/2018			-	-	3,390,000			11,215,756	14,605,756
Pmt for 2019					565,194			2,204,436	2,769,630
Balance at 9/30/2019					2,965,000			9,713,508	12,678,508
Pmt for 2020					566,706			2,164,436	2,731,142
Balance at 9/30/2020					2,520,000			8,126,651	10,646,651
Pmt for 2021					562,475			2,164,436	2,726,911
Balance at 9/30/2021					2,060,000			6,450,214	8,510,214
Pmt for 2022					561,900			1,883,115	2,445,015
Balance at 9/30/2022					1,580,000			4,963,054	6,543,054
Pmt for 2023					564,738			1,632,546	2,197,284
Balance at 9/30/2023					1,075,000			3,640,308	4,715,308
Pmt for 2024					561,563			1,375,958	1,937,521
Balance at 9/30/2024					550,000			2,494,436	3,044,436
Pmt for 2025					562,375			1,113,271	1,675,646
Balance at 9/30/2025					-			1,539,795	1,539,795

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund provides for major improvements, planning, infrastructure and building construction, renovation and replacement, streets, and drainage improvements. Resources are allocated according to a **Five-Year Capital Improvement Plan (CIP)**. A CIP is necessary for the City's long-term fiscal planning due to the large costs necessary for CIP projects. During the 2010 fiscal year, the City implemented a new process to identify projects and priorities, similar to the Program Prioritization model. The main criteria used to rank programs include:

- Reaffirmation of Committed Projects
- Fund Leveraging
- Overall Cost to City
- Do-able, Ease of Implementation, Likelihood of Success, Difficulty Implementing and Solve the Need
- Life Safety and Legal Issues
- Immediacy of Need-Urgency
- Operational Savings and Efficiencies

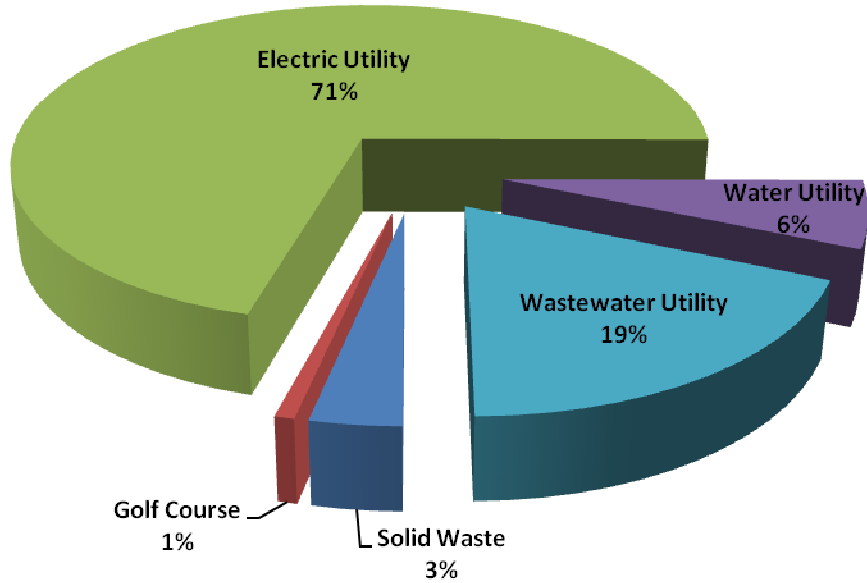
Projects Funded from Gas Tax Money	2010 Budget	2011 Budget
Stolley Park Rd Widening-Locust to Events Cntr-Construction	\$ 200,000	\$ -
So Locust; I-80 to City Limits (Wood River Floodway)	\$ 126,000	\$ -
Capital Ave; Drainway to Webb Road	\$ 150,000	\$ -
Realign Walnut Entr. & Custer/15th Signal	\$ 100,540	\$ 220,066
Misc Safety Enhancements-RR Study	\$ 150,000	\$ 110,000
Replace Wood River Bridget @ Blaine	\$ -	\$ 45,000
New Traffic Signal Installations	\$ 106,000	\$ 80,000
Wasmer Detention Cell	\$ -	\$ 211,015
Independence Ave Drainage	\$ -	\$ 80,000
Contingent Gas Funds - TBD	\$ -	\$ 100,000
Total	\$ 832,540	\$ 846,081
Bonding Projects		
Wasmer Detention Cell	\$ 220,000	\$ -
Moores Creek, Faidley, Edna Construction	\$ 250,000	\$ 220,000
Northwest Drainage Project - Feasibility & Design	\$ 725,000	\$ 400,000
Platte Valley Indust Site, Cells to Wood River	\$ 127,000	\$ 127,000
Construct Drainway-CCC to Wood River	\$ 382,500	\$ 330,600
Total	\$ 1,704,500	\$ 1,077,600
Remaining Capital Projects (Keno & Sp Assessments)		
Fiber Optic Connections	\$ 90,000	\$ 90,000
Infrastructure Emergency Funds	\$ 60,000	\$ 60,000
Grand Generation Center	\$ -	\$ -
Line Drainage Concrete Ditch	\$ -	\$ 50,000
Integrated/Comprehensive Drainage Plan	\$ 115,000	\$ 80,000
Annual Sidewalk Projects	\$ 25,000	\$ 25,000
Miscellaneous Park Projects	\$ 150,000	\$ 150,000
Athletic Complex Development-Vets Home	\$ 1,300,000	\$ 250,000
Hiker/Biker Trails	\$ 200,000	\$ 100,400
Total	\$ 1,940,000	\$ 805,400
Total Capital Program	\$ 4,477,040	\$ 2,729,081

Some 2010 Budget projects have not been completed or started.

ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The Enterprise Funds make up 59% of the City’s total appropriations. Enterprise Funds are primarily supported by user fees.

Appropriations:



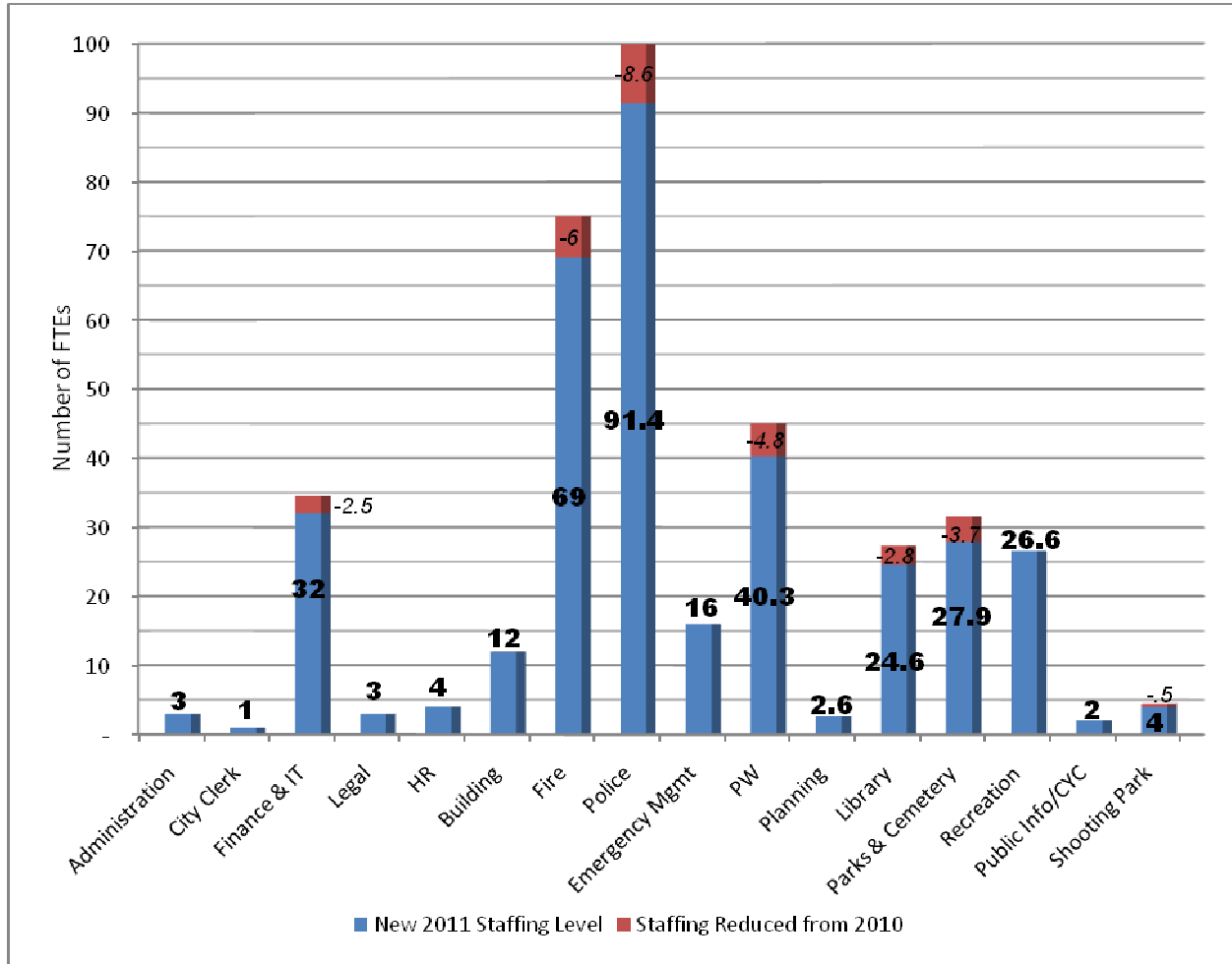
Enterprise Fund Appropriations	2010 Budget	2011 Budget	\$ Difference	% Difference
Solid Waste	\$ 2,973,942	\$ 2,949,920	\$ (24,022)	-0.81%
Golf Course	\$ 644,969	\$ 649,945	\$ 4,976	0.77%
Electric Utility	\$ 64,354,412	\$ 61,018,581	\$ (3,335,831)	-5.18%
Water Utility	\$ 6,638,520	\$ 5,473,350	\$ (1,165,170)	-17.55%
Wastewater Utility	\$ 21,801,474	\$ 15,976,939	\$ (5,824,535)	-26.72%
TOTAL ENTERPRISE FUNDS	\$ 96,413,317	\$ 86,068,735	\$ (10,344,582)	-10.73%

PERSONNEL

The 2011 Budget includes 551.9634 full-time equivalent (FTE) employees, a net reduction of **26.3596** FTE from the 2010 Budget. The costs savings associated with the FTE reduction is **\$1,380,268**. Most of the FTE reductions were part of the General Fund or Internal Service Fund; the graph below shows a summary of those reductions and new 2011 staffing levels by department.

The blue bars are the 2011 Adopted Budget FTE number. Red portions indicate where reductions were made.

STAFFING LEVELS AND REDUCTIONS FROM 2010 BUDGET:



***Note about graph: See the next page for the detail of the 26.3596 FTE reduction.

The total of each bar per department equals the previous 2010 FTE number. The blue bar, with a large bold number is the new 2011 FTE number authorized by the City Council with the Budget. The FTE reductions from 2010 are the red portion with the negative number at the top. Some departments did not have reductions.

PERSONNEL DETAILS

Personnel Allocation by Fund	2010 FTE	2011 Change	2011 FTE
Administration	3.000	-	3.0000
City Clerk	1.000	-	1.0000
Finance	27.000	(1.5000)	25.5000
Legal	3.000	-	3.0000
City Hall Buildings	2.000	-	2.0000
Human Resources	4.000	-	4.0000
Building Inspection	10.000	-	10.0000
Fire Services	75.000	(6.0000)	69.0000
Police Services	99.936	(8.5522)	91.3838
Emergency Management	17.000	(1.0000)	16.0000
Engineering	10.250	(1.0000)	9.2500
Streets and Transportation	28.000	(3.0000)	25.0000
Planning	2.620	-	2.6200
Library	27.348	(2.7924)	24.5556
Parks & Cemetery	31.570	(3.7200)	27.8500
Recreation	23.473	3.0800	26.5530
Public Information	2.000	(0.1500)	1.8500
Heartland Shooting Range	4.500	(0.5000)	4.0000
GENERAL FUND TOTALS	371.697	(25.1346)	346.5624
Community Youth Council	-	0.1500	0.1500
Backflow Prevention Program	-	-	-
Parking Facility District #2	0.400	(0.4000)	-
Parking District #1	0.225	(0.2250)	-
Community Development	2.000	-	2.0000
Enhanced 911 Communications	1.000	1.0000	2.0000
SPECIAL REVENUE TOTALS	3.6250	0.5250	4.1500
Sewer Utility	30.321	-	30.3210
Water Utility	11.500	-	11.5000
Electric Utility	129.380	-	129.3800
Golf Course	5.500	-	5.5000
Solid Waste	12.050	-	12.0500
ENTERPRISE TOTALS	188.751	-	188.7510
Fleet Services	6.750	(0.7500)	6.0000
Information Technology	7.500	(1.0000)	6.5000
INTERNAL SERVICE TOTALS	14.250	(1.7500)	12.5000
ALL FUND TOTALS	578.323	(26.3596)	551.9634

The number of FTE in the 2011 Budget has not been this low since 2003, when there were 544.818 FTE positions. However, population in Grand Island from 2003 to 2011 has grown; therefore, City staff per capita will be less in 2011.

Some portions of personnel costs were reallocated to another fund based on the staff time spent on those programs. This will allow for those programs to better cover the costs of the services they provide. For example -0.15 FTE of the Public Information Officer was moved to the CYC Fund. Those are not shown as a reduction in staff on the previous page.

Some reductions were made through reorganizing multiple positions into one. Other reductions were made through eliminating a vacant position.

Recreation has an increase in personnel due to a new program, the Community Field House opening.

NOTES:

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