Management, Finance & Administration



City provides wireless Internet access to residents

When the city of Pocahontas, Iowa (2,000), looked into providing its offices and residents with high-speed Internet access, it found that installing fiber-optic cable would be too expensive. But through an agreement with a private Internet service provider, Pocahontas now provides low-cost, high-speed, wireless Internet access to residents and also receives Internet service for free for all city offices.

Implementation notes

Leadership/staffing The Internet service is provided jointly by the city of Pocahontas and the private Internet service provider. Existing city staff oversee the billing, the provider handles the technical aspects of the service, and both share responsibility for marketing.

Timeline The city initially considered the creation of a telecommunications utility that would provide Internet access in 1998, but it dropped the idea due to cost constraints. The city began considering wireless Internet service providers in July 2001 and signed an agreement with its current provider in October. The service was pilot tested shortly thereafter and launched officially in December 2001.

Budget/funding The only fixed cost to the city was \$32,000 to purchase the main base transmitter unit, located on a water tower. The only maintenance costs to the city are those associated with signing up new customers, billing, and marketing.

Program description The Internet service provider purchased the routers, network servers, and equipment that goes into the customer's home or business. The city is responsible for all billing inquiries, while the Internet service provider handles all technical issues, including installation and technical support. As part of its agreement, the city's offices receive Internet access for free, while other customers pay \$30 a month through their utility bills for Internet access, seven e-mail accounts, Web space, and free virus checking. Unlike most wireless Internet services, the city's provider does not require that Greg Fritz City Administrator

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customers have a line of sight to the transmitter; customers simply need a computer and a standard network card that is connected to a 10-inch-tall antenna.

Results The city had hoped to have 150 customers in its first year and met that goal within three months. Currently, 205 of the 900 homes in Pocahontas have signed up for the service, which is approximately twice the average rate of Internet service customers in the country. The service works very well, with very few technical problems.

MGT-28

City rescues private cemetery

When Glendale Memorial Park, a privately owned cemetery in Glendale, Arizona (219,000), was failing in the early 1960s, the city decided to take it over. In doing so, the city faced three challenges: a depleted perpetual care fund, competition with eight private cemeteries in the area, and a steep learning curve. In 1985, the city council decreed that all proceeds from the sale of gravesites must go into the perpetual fund and all operational costs must be supported by the general fund. The cemetery is unusual among city units because it competes with private businesses and must set competitive prices. Sound management and proper maintenance have built up the perpetual care fund to \$4.25 million. Because the cemetery is owned by the city, resident of the perpetual care fund to the competities of the perpetual care fund to the competities of the cemetery is owned by the city, resident for the care fund to the cemetery is owned by the city, resident for the care fund to the care

dents can purchase gravesites at discounts of up to one-third off regular prices. As the city continues to sell the 3,000 remaining gravesites, proceeds will continue to go into the perpetual care fund until the fund reaches its target level. Michael Sills-Trausch Senior Management Assistant

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