

# *City of Casper*



***FY 2011 Adopted Budget***



*City of Casper, Wyoming*

**Fiscal Year 2011  
Adopted Annual  
Operating and Capital  
Budget**

*For the Fiscal Year  
Ending June 30, 2011*



# Table of Contents

<b>City Council and City Officials .....</b>	<b>1</b>
<b>City Council 2009-2011 Goals .....</b>	<b>5</b>
<b>City Manager Budget Message .....</b>	<b>15</b>
<b>General Information</b>	
Community and Economic Information .....	22
City Organization Tree and Explanation of Structure .....	27
Relationship Between Funds and Departments .....	34
 <b>Summaries</b>	
<b>All Funds Revenue and Expenditure Summary .....</b>	<b>37</b>
<b>Capital Summary .....</b>	<b>57</b>
<b>Personnel Summary .....</b>	<b>75</b>
<b>Fund Reserves Summary .....</b>	<b>83</b>
<b>Debt Summary .....</b>	<b>89</b>
<b>Performance Summary .....</b>	<b>93</b>
 <b>General Fund</b>	
<b>General Fund Summary .....</b>	<b>107</b>
General Fund Revenue .....	111
City Council .....	119
City Manager .....	125
City Attorney .....	133
Municipal Court .....	139
Finance .....	145
Health, Social & Community Services .....	153
Human Resources .....	157
Planning .....	163
Code Enforcement .....	169
Police .....	175
Fire .....	183
Engineering .....	191
Streets .....	197
Traffic .....	203
Cemetery .....	209
Fort Caspar .....	215
Parks .....	221
Transfers Out .....	227

## **Capital Funds**

<b>Capital Funds Summary .....</b>	<b>232</b>
Capital Projects .....	233
Capital Equipment .....	237
1% Local-Option Sales Tax #13 .....	241
American Recovery & Reinvestment Act .....	245

## **Enterprise Funds**

<b>All Enterprise Funds Consolidated Summary .....</b>	<b>252</b>
<b>Utility Enterprise Funds Summary .....</b>	<b>254</b>
Water Distribution .....	255
Water Treatment Plant .....	265
Sewer .....	273
Wastewater Treatment Plant .....	281
Refuse Collection .....	291
Balefill .....	301
<b>Leisure Enterprise Funds Summary .....</b>	<b>312</b>
Casper Events Center .....	313
Golf Course .....	321
Recreation Center .....	329
Aquatics .....	337
Ice Arena .....	345
Hogadon Ski Area .....	353
<b>Other Enterprise Funds</b>	
LifeSteps Campus .....	365
Parking Lots .....	371

## **Special Revenue Funds**

<b>Special Revenue Funds Summary .....</b>	<b>376</b>
Weed & Pest Control .....	377
Transit Services .....	383
Community Development Block Grant .....	387
Police Grants .....	393
Special Fire Assistance .....	397
Redevelopment Loan Fund .....	401
Revolving Land Fund .....	405
Metropolitan Planning Organization .....	409

## **Debt Service Funds**

<b>Special Assessments- Local Assessment Districts .....</b>	<b>415</b>
--	------------

## **Internal Service Funds**

<b>Internal Service Funds Summary .....</b>	<b>420</b>
Central Garage.....	421
Building & Grounds .....	427
City Campus.....	433
Property & Liability Insurance Fund .....	437
Information Technology.....	443

## **Trust & Agency Funds**

<b>Trust &amp; Agency Funds Summary .....</b>	<b>450</b>
Perpetual Care .....	451
Metro Animal Control .....	457
Public Safety Communication Center.....	463
Employee Health Insurance Fund.....	471

<b>Budget &amp; Financial Policies .....</b>	<b>477</b>
--	------------

<b>Glossary.....</b>	<b>491</b>
----------------------	------------





## **City Council**

**Bill Brauer, Mayor**

**Paul C. Bertoglio, Vice Mayor**

**Stefanie L. Boster, Councilmember**

**Glenn Januska, Councilmember**

**Kate Sarosy, Councilmember**

**Maury Daubin, Councilmember**

**Keith Goodenough, Councilmember**

**Kim Holloway, Councilmember**

**Kenyne Schlager, Councilmember**

## **City Officials**

**Thomas O. Forslund, City Manager**

**Linda Witko, Assistant City Manager**

**Bill Luben, City Attorney**

**V.H. McDonald, Administrative Services Director**

**Tracey Belser, Human Resources Director**

**Thomas Pagel, Chief of Police**

**Mark Young, Fire Chief**

**Gary Clough, Public Services Director**

**Doug Follick, Leisure Services Director**

**April Getchius, Planning & Community Development Director**

## Government Finance Officers Association Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Casper, Wyoming for its annual budget for the fiscal year beginning July 1, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The City of Casper has won the award three consecutive years in a row.

This award is valid for a period of one year only. We believe our budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Casper  
Wyoming**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director



# 2009-2011 CASPER CITY COUNCIL GOALS

*Updated April 2010*

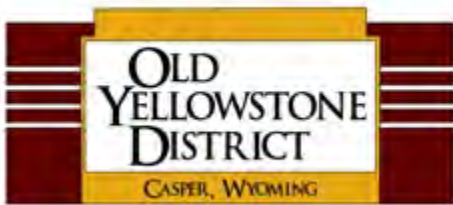
## High Priority Goals

### **Goal: Promote Redevelopment in the Core of the Community.**

- Construction began on rebuilding West Yellowstone Highway. This road project is a key component to encouraging infill development in the center of the City and is an important component in the overall Old Yellowstone District redevelopment plan. This project will extend the look and feel of downtown from David Street to Poplar Street, and includes the streets sidewalks, landscaping and lighting improvements.



Work has begun on the reconstruction of Old Yellowstone Highway in Casper. On April 14, crews began the work of removing old water lines beginning at the intersection of Yellowstone and Spruce. Zone 1 work began Monday, April 19. (WYDOT photo: Jeff Goetz).



- Community Development staff is actively working on potential property acquisitions and/or property swaps in the Old Yellowstone District. It is anticipated that staff will approach Council with specific recommendations in the next few months.
- Community Development staff is working with a national retailer that is interested in locating in the downtown.
- Staff is working with local banks, the Casper Area Economic Development Agency (CAEDA) and the National Development Council to arrange financing for several smaller development projects in the downtown. New market tax credits would provide the financing for the projects that might otherwise be too small individually to benefit from this program.

### **Goal: Develop a Strategic Plan Which Outlines the Support the City Government Will Provide for Social Services.**

- In February, Council met in Special Work Session to review all the activities of key social service agencies in Casper. The Executive Director of the Community Action Partnership is currently working on a strategic overview of all the human services currently available in Casper. Council opted to review the report when it is finished, and to decide on the appropriate role of the City Government at that time.

**Goal: Promote the Renewal of the Optional 1% Sales Tax.**

- A civic engagement process was formally launched on February 1<sup>st</sup>. The goal of the process is to educate the public and to get input on how the One Cent should be spent. A key feature of the process is a One Cent survey, which has been produced and customized for each of the seven participant jurisdictions. More than 6,000 survey responses have already been received. Other key features of the process include:



- The One Cent website, [www.onecentprocess.com](http://www.onecentprocess.com), which includes an online version of the survey, a repository of One Cent facts, and real time survey results.
- Interactive public meetings that present the survey in real-time to a live audience. Over 50 public meetings have either been hosted or scheduled.

**Lower Priority Goals**

**Goal: Enhance Water Recreational Opportunities in City Parks.**

- Aquatics staff have conducted research on spray parks and spray pads, and staff is considering proposing adding a spray pad to the city's network of pools.
- An analysis of the existing pools has identified simple amenities that might enhance their popularity. These include play items, like large floatable toy animals, and deck furniture.

**Goal: Explore the Feasibility of Having a Four-Year College/University Located in Casper.**

- No action has been taken by staff or Council to convene a consortium of stakeholders to explore expanding higher educational opportunities.

**Goal: Consider Annexing Properties Where Current or Prior Owners Have Signed Annexation Agreements.**

- Staff completed a map of all of the annexation agreements and presented a report to Council.
- Council directed staff to work with a council committee to look at areas that seem the most likely candidates for annexation, based on their proximity to the City limits.
- Staff is preparing a detailed report on the various areas, and will discuss this area with the annexation committee in the near future. Ultimately, the annexation committee will make a recommendation to Council concerning this area.

**Goal: Police Officer Average Response Time for Priority One Calls Fall Within a Three to Four Minute Range, 90% of the Time.**

- Staff has developed a protocol for tracking response times for police calls. The protocol includes both dispatch times and patrol travel times.
- The most recent report indicates that the response time for Police Priority One Calls are consistently in the 3.1-minute to 4.5-minute range, with the average at 3.6 minutes. This is for the time frame of October 2009 to December 2009.

**Goal: Facilitate Economic Development for the Casper Area.**

- CAEDA and Casper College received confirmation that the federal funding needed to construct the incubator on the Amoco Reuse Site was approved. Staff is working with representatives of CAEDA and Casper College to assist with the administration of the grant.



- An executive director for the business incubator has been hired, and \$100,000 in City funding will be provided to help with start-up costs for the incubator project.

**Goal: Conduct a comprehensive review of alcohol related issues.**

- Retail liquor establishments have only passed 60% of the compliance checks that were conducted. This represents a decrease from previous year's data.
- The Natrona County Liquor Dealers' Association has reinstituted monthly TIPS training for employees of liquor establishments.
- The Police Department has started conducting background investigations on all liquor license transfers or sales.
- The data released from local treatment providers indicate that 58% of individuals who have entered treatment have done so because of alcohol.
- The Tipsy Taxi Program became operational on December 9, 2009, and will be funded for the next 12 months.

**Goal: Enhance the Livability of the Downtown.**

- The City Council approved moving forward with the Downtown Street Enhancement Plan. The first project was the Beech Street Transfer Station. The next improvements will be made on Collins Drive.
- A portion of West Yellowstone Highway, in the Old Yellowstone District, will be reconstructed this coming year.
- David Street, between Midwest Avenue and Collins Drive, will be constructed this next year.



- Actions taken by the Weed and Seed Program during the last year include:
  - Focusing on reducing criminal activity within the program area.
  - Focusing on increased enforcement of codes related to litter and junk on private and public property.
  - Interaction with residents in support of clean-up programs and other beautification efforts has increased.
- The City has taken action to discourage and/or reduce irresponsible and unsafe management of rental properties through increased inspections and active enforcement of health and safety codes in the downtown.

**Goal: Reduce the Amount of Energy Used by the City Government.**

- Recommendations to reduce energy usage in City Hall have been implemented or are under contract, and include replacement of the lighting fixtures, installation of programmable controls for the HVAC system, upgrades to the data center, updating of electrical panels and air handling systems, and replacement of the 30 year old boilers and chiller.
- Recommendations for energy improvements for the two data centers (City Hall and Public Safety Communications Center) are in the process of final implementation. Separate meters have been installed to allow monitoring of energy usage by these two service areas.
- Renovations in the City Center Building included replacement of the old HVAC system with one that is more energy efficient, as well as replacement of an old roof with one with better insulation.
- The lighting system and the HVAC system for the former Brattis building were designed to meet the requirements of the Rocky Mountain Power energy efficiency program.
- Three federal grants have been approved for energy efficiency projects at the Casper Events Center.
- Long Energy Solutions has submitted the energy audit of City facilities. Contract negotiations are underway for projects that will reduce energy usage at LifeSteps Campus, Leisure Services facilities, fire stations, and the Casper Service Center. These facilities have the greatest potential for savings.
- Four hybrid vehicles have been added to the fleet to replace less fuel efficient units. These vehicles are being tracked to determine the amount of fuel that may be saved, as well the impact on maintenance costs.

- A “no idling” policy has been implemented. This policy changes standard operating procedures in departments, to require that no City vehicles be left idling for any period of time. It is expected this policy will have a significant impact on fuel use.

# Link between Council Goals and Department Goals

HIGH-PRIORITY COUNCIL GOALS	DEPARTMENT GOALS	
	Core Redevelopment	Planning Goal 1 & 2, Code Enforcement Goal 1, Engineering Goal 1.
	Social Services Support Plan	A strategic overview of all human services currently available in Casper is currently being produced by the Executive Director of Community Action Partnership.
	Renewal of the Optional 1% Sales Tax	City Manager Goal 3, Engineering Goal 1.

LOWER-PRIORITY COUNCIL GOALS	DEPARTMENT GOALS	
	Water Recreation in City Parks	Aquatics staff is considering proposing adding a spray park to the city's network of pools. Aquatics staff has also added simple amenities like play items and deck furniture to enhance the existing pool's popularity.
	Four Year College or University In Casper	No action has been taken on this goal.
	Annexing Properties with Signed Annexation Agreements	Staff has prepared a map and report identifying likely candidates for annexation, and will present this to the annexation committee in the near future.
	Police Officer Response Times	This Council Goal was largely achieved through process improvement during FY 2010. Additional improvements are planned as part of Public Safety Communication Goal 1.
	Economic Development	Planning Goal 2, Engineering Goal 1, Water Treatment Plant Goal 1.
	Comprehensive Approach to Alcohol	Police Department Patrol Goal 1 & 2.
	Enhance Downtown livability	Planning Goal 1 & 2, Code Enforcement Goal 1, Fire Goal 4, Refuse Collection Goal 4.
	Reduce City Government Energy usage	City Manager Goal 2, Finance Goal 2, Engineering Goal 1, Traffic Goal 1, Central Garage Goal 1, Building & Grounds Goal 1.

All other department goals not listed in the table above are related to ongoing improvements to operational efficiency and effectiveness. The City Manager encourages continual improvement among all City Departments, with a key example of this being a commitment to performance measurement illustrated throughout this document in each cost center's performance measures.

Further action by City Departments on some Council Goals will follow strategic action plans developed by the City Council and City Manager.

## Department Goals From Table Explained In Alphabetical Order

Building & Grounds Goal 1- Increase operational efficiency of existing City facilities. Page 428.

Central Garage Goal 1- Increase the effectiveness of the current fleet maintenance program. Page 422.

## Link between Council Goals and Department Goals cont'd

City Manager Goal 2- Reduce energy consumption of Casper City Government. Page 126.

City Manager Goal 3- Support renewal of the Optional 1% Sales Tax. Page 126.

Code Enforcement Goal 1- Increase effective enforcement of codes. Page 170.

Engineering Goal 1- Increase work output in order to award all capital projects within the year said projects are budgeted. Page 192.

Finance Goal 2-Create and continually expand the PARE program to report on major cost drivers of the City organization. Page 146.

Fire Goal 4- To ensure fire safe conditions within multi-family occupancies. Page 184.

Planning Goal 1- Improve the quality of life for Casper residents through efficient and creative land use planning. Page 164.

Planning Goal 2- To facilitate new investment in the Old Yellowstone District. Page 164.

Police Department Patrol Goal 1- Decrease the number of traffic collisions in Casper. Page 176.

Police Department Patrol Goal 2- Decrease the number of alcohol related crimes in Casper. Page 176.

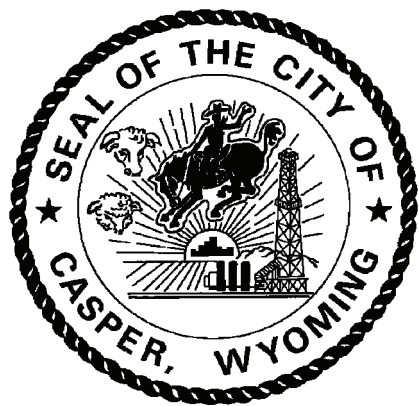
Public Safety Communication Goal 1- reduce patrol and dispatch response times and provide timely and effective response to crime and service calls. Page 464.

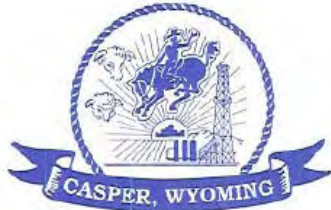
Refuse Collection Goal 4- Decrease the amount of graffiti throughout the City. Page 293.

Traffic Goal 1- To maintain all City-owned traffic signals, street lights "" as energy efficient as possible. Page 204.

Water Treatment Plant Goal 1- To increase the water available for new residential and commercial usage. Page 267.

## **Budget Message Section**





OFFICE OF THE CITY MANAGER

## CITY OF CASPER

200 NORTH DAVID STREET  
CASPER, WYOMING 82601-1815

PHONE (307) 235-8224

FAX: (307) 235-8313

[www.cityofcasperwy.com](http://www.cityofcasperwy.com)

To the Citizens of Casper,

I am pleased to present the City of Casper's FY 11 adopted budget. The City's adopted expenditure budget totals \$116,361,275. This budget was adopted at a public hearing on June 15, 2010. It serves as the policy and operational guide for the City for the upcoming fiscal year, which begins on July 1, 2010 and ends June 30, 2011.

### Outlook

It has been a challenging year. The national economy has continued to languish. The national unemployment rate has hovered near 10% most of the year. Issues related to the housing bust continue to be a drag on the economy. Industrial production remains soft, so there is less demand for energy, especially natural gas. The softened demand has significantly impacted the Wyoming economy. Numerous Wyoming companies have downsized, and the State's unemployment rate reached 7.7% in March. Declining energy production and lower prices reduced state government revenue to a point where during the last legislative session, the Governor and Legislature felt the need to cut a number of programs, including funding for local governments, so they could put additional money into their savings accounts to deal with potential future "rainy day" events.

The economic slow down has not missed Casper. During the last year, a number of local companies reduced the size of their work force. The unemployment rate for Natrona County reached 7.8% in March. Sales tax receipts for Casper through May, excluding the sales tax replacement for food, were 26.75% less than a year ago.

When sales tax failed to meet projections for the first quarter of the fiscal year, cost saving steps were begun to reduce spending throughout the organization. As a result, it is anticipated that FY10 General Fund expenditures will be approximately \$2.4 million less than was budgeted. Even with these cost savings, it is still projected that approximately \$3.6 million of General Fund reserves will be used during FY10 to balance the budget. The General Fund began FY10 with \$23 million in reserves.

The adopted FY11 budget is balanced as presented. In the General Fund, projected revenues meet projected expenses with \$200,000 of reserves used to fund Council Goals. This represents about 1% of total General Fund reserves. This year for the first time, Above-the-Cap mineral money is being used to fund operations.

While there are some signs the national economy is improving, it is still too early to say the recession is over. Even if the recession is receding, Casper's local economy tends to lag behind the national economy. Accordingly, there is a need to plan for another year of lower revenue.

## **Revenue**

### **Sales Tax**

Sales tax is the largest source of revenue for the City government. Sales tax revenue for the General Fund is budgeted at \$15.6 million for FY11. This is a 26.2% decrease, or \$5,531,426 less than the amount budgeted in FY10. Additionally, during the recent legislative session, the Governor and Legislature eliminated the backfill for lost sales tax on food. For the last four years, the City of Casper has been receiving an annual allocation of \$930,170 from the State of Wyoming to make up for the loss in sales tax revenue. When the Legislature removed the sales tax on food four years ago, the Legislators promised local governments that they would continue to allocate money to the local governments to make up for the loss. This year, the Governor and Legislature elected not to continue to fund this to commitment.

### **Mineral Revenue**

Mineral revenue is also expected to be lower next fiscal year. Mineral revenue is classified as either being "Below-the-Cap" or "Above-the-Cap." The Below-the-Cap mineral revenue comes automatically, through formulas written into state statutes. These formulas are used to distribute mineral severance and mineral royalties. As opposed to Below-the-Cap mineral revenue, Above-the-Cap mineral monies are allocated entirely through the legislative process. This year, the Governor and Legislature lowered the Above-the-Cap mineral money allocated to Casper by \$1,302,031, or 28%. This is in addition to the cut of \$930,170 from no longer funding the lost sales tax on food. Between these two cuts, the State of Wyoming is reducing its distribution to Casper next year by \$2.2 million, or nearly 40%.

Due to the State reducing its local government distribution, especially the back fill on lost sales tax on food, and because of the significant loss of general sales tax revenue, it is recommended that the Above-the-Cap mineral money be used for General Fund operations next fiscal year. This is contrary to past practice, but is



necessitated by the significant General Fund revenue loss. It is anticipated that the State Above-the-Cap mineral allocation will be the same for the next two fiscal years. Hopefully, sales tax receipts will recover sufficiently within the next year or two to allow these funds to once again be used for one-time capital expenditures in the FY13 budget.

Sales and mineral taxes represent 60% of the General Fund revenue budget. The remaining 35% of the revenue for the General Fund comes from 73 separate revenue sources. A reduction in any of the other revenue sources does not have the same impact on the budget as a reduction in sales tax or mineral revenues. Reductions in either of these two revenue sources can significantly impact the financial condition of the City. Sales tax, in particular, needs to be monitored closely throughout the next fiscal year. If sales tax continues to decrease during the next budget year, additional spending cuts will need to be taken during the year, as was done this year.

### City Utilities Fees

The previously approved rate increases that were implemented in January of 2010 for the Water, Sewer, Refuse Collection and Balefill Funds are included in the adopted budget. No other rate increases are budgeted.

## **Expenditures**

Since City revenue was projected to be significantly lower next fiscal year, departments were asked to submit proposed budgets that were as lean as possible, without resorting to layoffs. Initially, they were asked to develop 5%, 10% and 15% cut proposals. However, after the budgets were submitted for review, it became apparent that departments had already reduced their proposed spending, so it was not necessary to resort to standardized cuts. Standardized across-the-board cuts tend to penalize some departments more than others. This is especially true of smaller operations. It is also a mindless way to manage a budget process. Instead of resorting to across-the-board percentage cuts, departments eliminated vacant positions, where possible, reduced contractual service costs and reduced material and supply costs. Additionally, they reduced their capital replacement costs. The submitted cuts reduced the overall budget significantly.

The adopted City expenditure budget totals \$116,361,275. This is a reduction of 34% as compared to the FY10 budget. These expenditures are funded from current revenues and \$13,581,015 in reserves. After adjusting for depreciation and other non-cash expenses, \$12,372,919 in cash and investment reserves will be used during FY 2011. The main use of the reserves is for capital investment in the enterprise funds and in the Capital Projects Fund. In the Capital Projects Fund projects that were funded in the FY 10 budget but not completed were re-

budgeted in FY 2011. Since the revenue to pay for these projects has already been received the money was simply carried over to the new fiscal year.

Significant reductions have been made in new capital spending, as well as in operational spending. New capital spending has been reduced by 66%. Local engineers, architects, contractors, subcontractors and suppliers will feel the effects of the reduction in the City's capital spending in the next fiscal year.

City staffing was reduced by twenty-seven full-time positions for the proposed budget, with all of the eliminated positions currently being vacant. During the City Council budget reviews, a Health Promotion Manager was added. With these changes, full-time staffing was reduced by a total of twenty-six positions with 527 full-time positions budgeted for next year.

Funding for Council Goals has been reduced significantly to \$200,000 and funding for Community Promotions has been eliminated. Funding for outside agencies has also been reduced.

During the last legislative session, the Wyoming Legislature raised the required contributions to the Wyoming Retirement System. The Legislature increased the required employer contributions from 5.68% to 7.12%, and the employee contributions from 5.68% to 7%. This represents a 25.35% increase in contributions for both the City and the employees. The increase for the City's share of the contribution is included in the proposed budget. This increase does not impact the contributions for police officers and firefighters.

Health insurance costs continue to escalate. A 7% premium rate increase has been included in the budget.

For the second year, there is not a cost of living salary increase budgeted for employees.

### **Changes to Proposed Expenditures During Budget Reviews**

The City Council accepted the proposed budget and made two changes prior to adopting the budget. The first change added a full-time Health Promotion position to manage the Health Insurance Fund and related health activities and policies. The second change added \$200,000 for Council Goals. Council Goals funding has traditionally been used to fund nonprofits, miscellaneous projects and unexpected expenses.

These additional expenditures represent a .2% change from the FY 11 budget as proposed and reflect the conservative focus of matching planned expenditures to reduced revenues. These changes have been incorporated and are reflected in the adopted budget document.

## **Debt Levels**

The City of Casper generally follows a “pay-as-you-go” financing model for general government capital improvements. This policy keeps the City’s overall debt burden low. The City of Casper has used 0% of its legal general obligation debt capacity for general government projects such as parks and streets.

The amount of debt maintained by City enterprises, such as the water and sewer remains reasonable and easily serviceable by the revenues generated in the different enterprises. In the next fiscal year the City’s total outstanding debt will be reduced, through repayment, by \$1,240,388, or 5%.

## **Budget Process and Document**

The sources and uses of funds for the FY 11 budget can be found in the “Summaries” section of this budget, which is intended to allow citizens to quickly and easily get an overview of how the City obtains and uses its funds. This section summarizes revenues, expenditures, capital, reserves, debt, personnel, and performance information.

The adopted budget is subject to multiple layers of review to ensure that the fundamental aims and priorities of the City are met and that resources are allocated in a way that achieves the greatest public benefit.

The City of Casper budget process is an extended process that integrates strategic planning, long-term capital planning, short-term departmental goal creation, performance review, personnel costs, and operational budgets into the annual budget document.

The steps in the process are as follows:

- Long-term strategic goal setting by City Council (Overarching goals)
- Preparation of the capital inventory and condition report
- Creation of Capital Plan (5-year plan)
- Preparation of department’s goals and objectives
- Review by City Manager of departmental goals and objectives
- Compilation of performance measures and other data
- Performance review of ICMA and other performance measure data
- Personnel calculations - Salary and benefit cost calculation and accompanying related costs
- Operational budget creation by departments
- Creation of proposed budget
- Consideration and deliberation of proposed budget by City Council
- Capital and operational budget adoption

The first step involves long-term strategic goal setting by the City Council. The City Council sets their "Council Goals" for each two year election cycle. This broad view of the future of the community helps guide all other decisions that follow in the process.

## **Conclusion**

The adopted budget is extremely tight. There is very little budgetary room to handle unexpected or unusual events such as floods, large fires, or out of the ordinary winter storms, etc. If anything like this occurs, City reserves will have to be used.

While significant cuts are being made to the budget, it is felt that a comparable level of service can still be delivered to the public in the next fiscal year. However, there may be times when service delivery is slower than in the past. It is the goal of staff to minimize the effects of the cuts on the general public.

I wish to commend all of the people who worked on this budget. It was difficult for them to recommend cutting their respective operations; however, they realized that it is necessitated by the loss of revenue. They demonstrated their professionalism by taking on the challenge and developing a responsible spending plan for the organization for the next year.

As you read through the budget document, you will find information concerning each of the different cost centers and the cuts that are recommended. Hopefully, you will find the explanations useful for your understanding of the FY11 budget.

Thank you,

Thomas O. Forslund  
City Manager

# **General Information**

**Community Information  
City Organization**

## ***Economic Indicators Section FY 2011 Budget***

### **COMMUNITY DATA**

Casper, is the largest City in Natrona County, Wyoming, with about 54,000 people or 73.8% of total county population according to the 2007 Census estimate. Given the high proportion of County residents who are also City residents, County data should be representative of the City of Casper. Due to greater availability of data at the county level, Natrona County data was used when municipal level data was unavailable.

### **HOUSING**

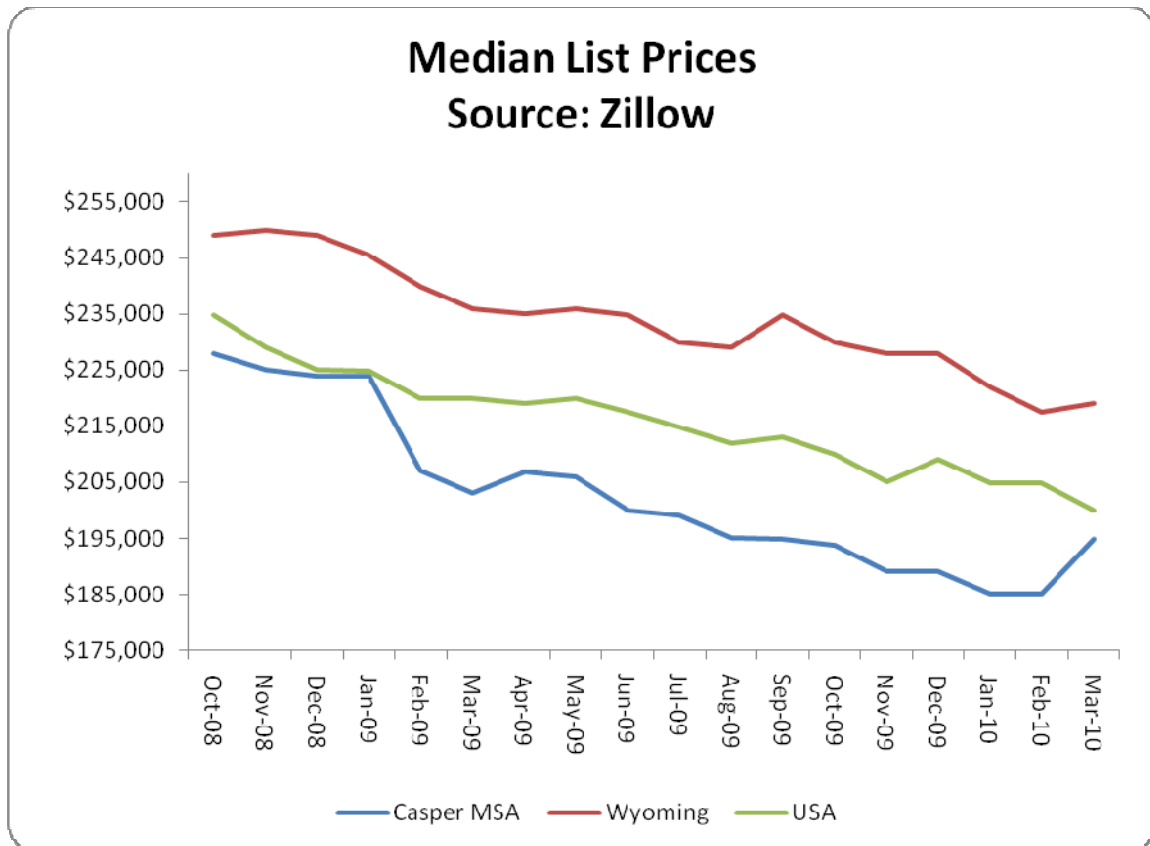
The average home sales price in 2008, according to County assessor data, was \$204,154.



Home prices have increased steadily in Natrona County since 1998, with the sharpest increase coming in 2007.

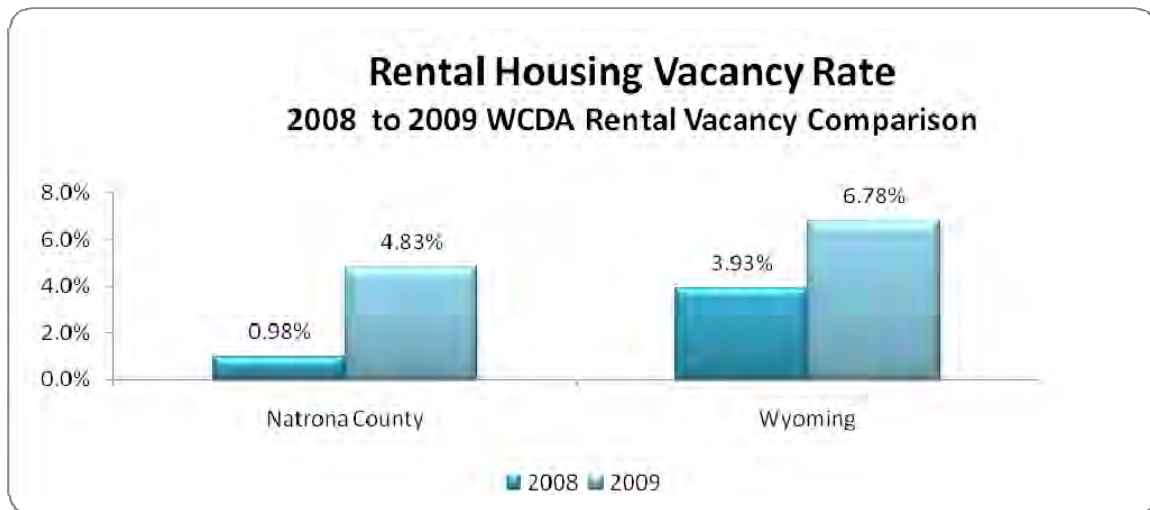


During 2009 Casper has experienced a substantial decline in home list prices among houses that are “For Sale” that follows national trends. In the chart below, from a home price estimating service Casper is shown in black, Wyoming’s average list price is shown in blue and the national average price is shown in green.

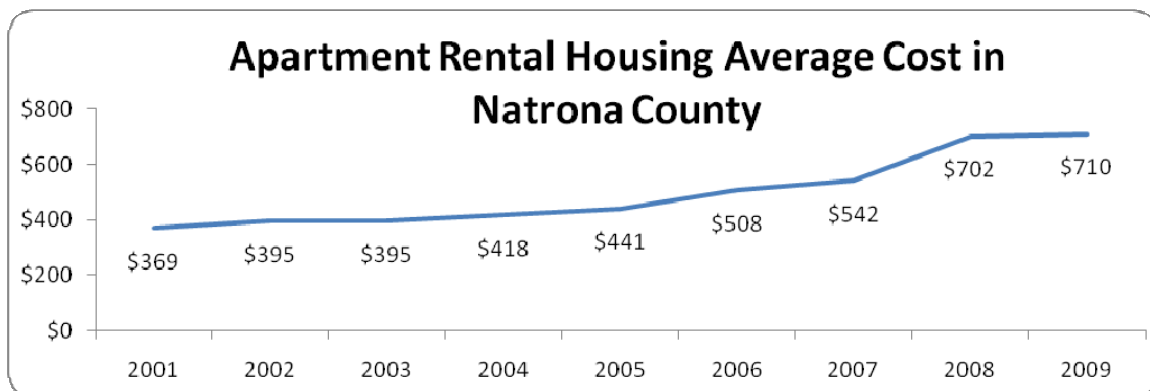


The Corporation for Economic Development ([www.cfed.org](http://www.cfed.org)) gave the State of Wyoming an “A” grade on its 2009-2010 overall scorecard. Contributing to “A” grade is Wyoming being first in the nation of percentage of people with bank accounts, the fourth lowest income poverty rate and the fifth lowest foreclosure rate.

The rental housing vacancy rate in Natrona County is lower than the Wyoming average vacancy rate. Natrona County's rental vacancy rate is nearly five times higher than it was in November 2008.



The scarcity of rental housing had been causing very sharp price increases in the price of rental housing with the rental price of housing in Casper increasing 92.41% since 2001. However, the increase from 2008 to 2009 was only 1.14%.

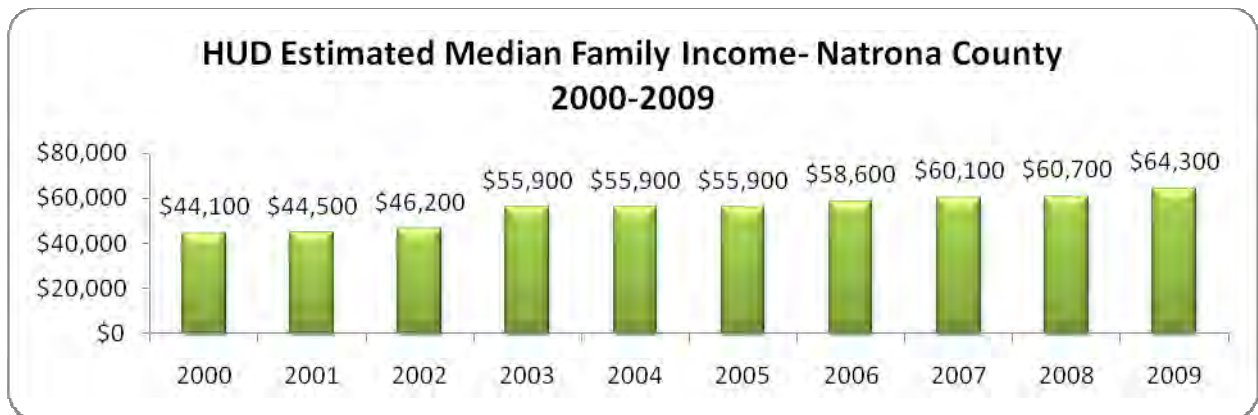


## WORK

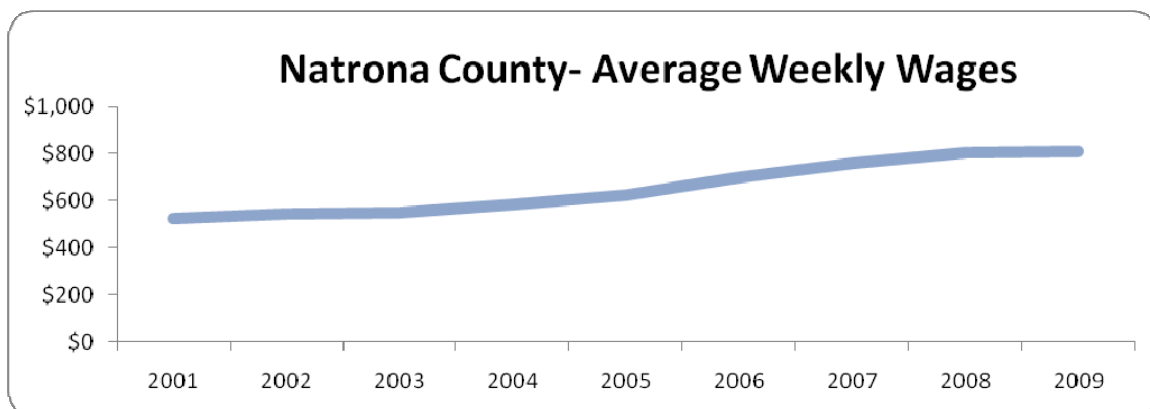
Casper was experiencing an economic boom based on energy prices until the national economic recession began and its economy has fared slightly better than the national economy thus far.

In 2009, the Federal Department of Housing and Urban Development (HUD) estimated the median family income of Natrona County to be \$64,300, slightly greater than the Wyoming Median Family income of \$63,900. The trend in median family income in the area can be seen in the table below, with Natrona County values noted.





The average wage in Natrona County increased less than 1% percent during 2009 according to date from the Wyoming Department of Administration and Information, Economic Analysis Division. A comparison chart can be seen below.

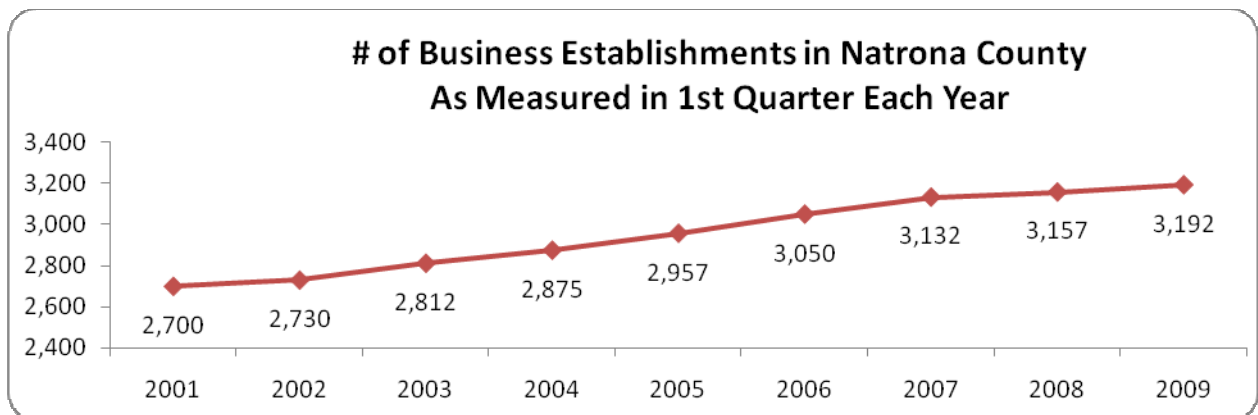


The City of Casper is proud of its strong working relationships with the local building community. The development process in Casper, from site plan to certificate of occupancy, is efficient and predictable. Casper is a regional leader in Smart Growth initiatives, as is exemplified by the Old Yellowstone District, which is currently being completely revitalized using smart growth principles.

Inc Magazine ranked Casper as the 11<sup>th</sup> Best Small Community to do business, and the 17<sup>th</sup> Best Place Overall in 2007. Casper was not ranked in 2008 due to a change in methodology by the magazine that dropped 59 smaller metropolitan statistical areas from the ranking.

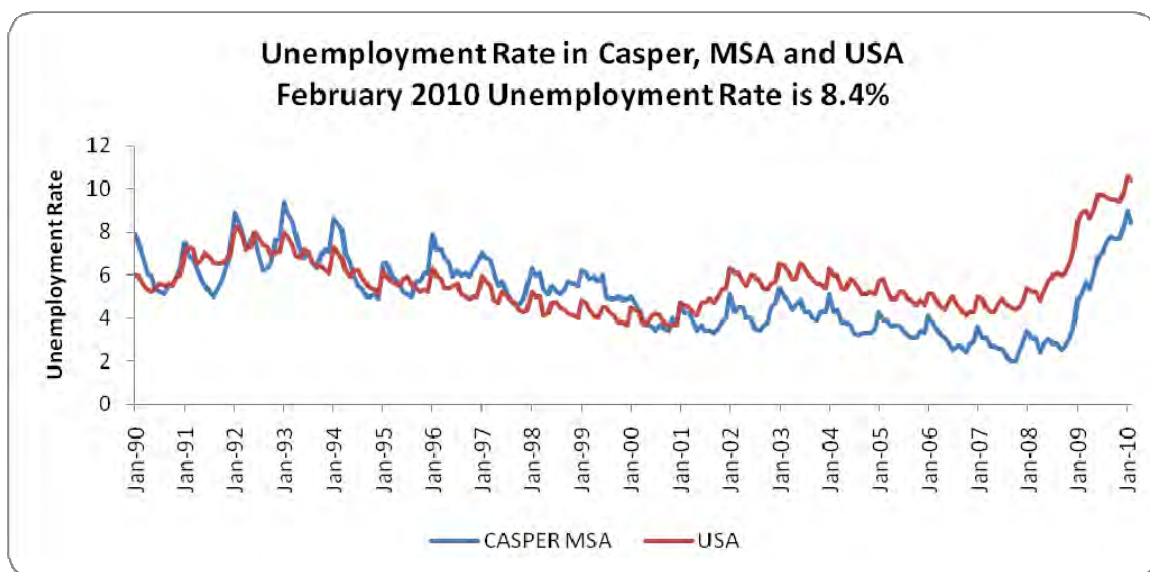
The Tax Foundation, a national tax policy group, has ranked the State of Wyoming as having the second best tax climate according to Tax Foundation's 2010 State Business Tax Climate Index ratings. The State of Wyoming had been ranked first in business tax climate every year since the Index began in 2003.

The number of businesses in Natrona County has grown steadily over the past 8 years as can be seen in the chart below.

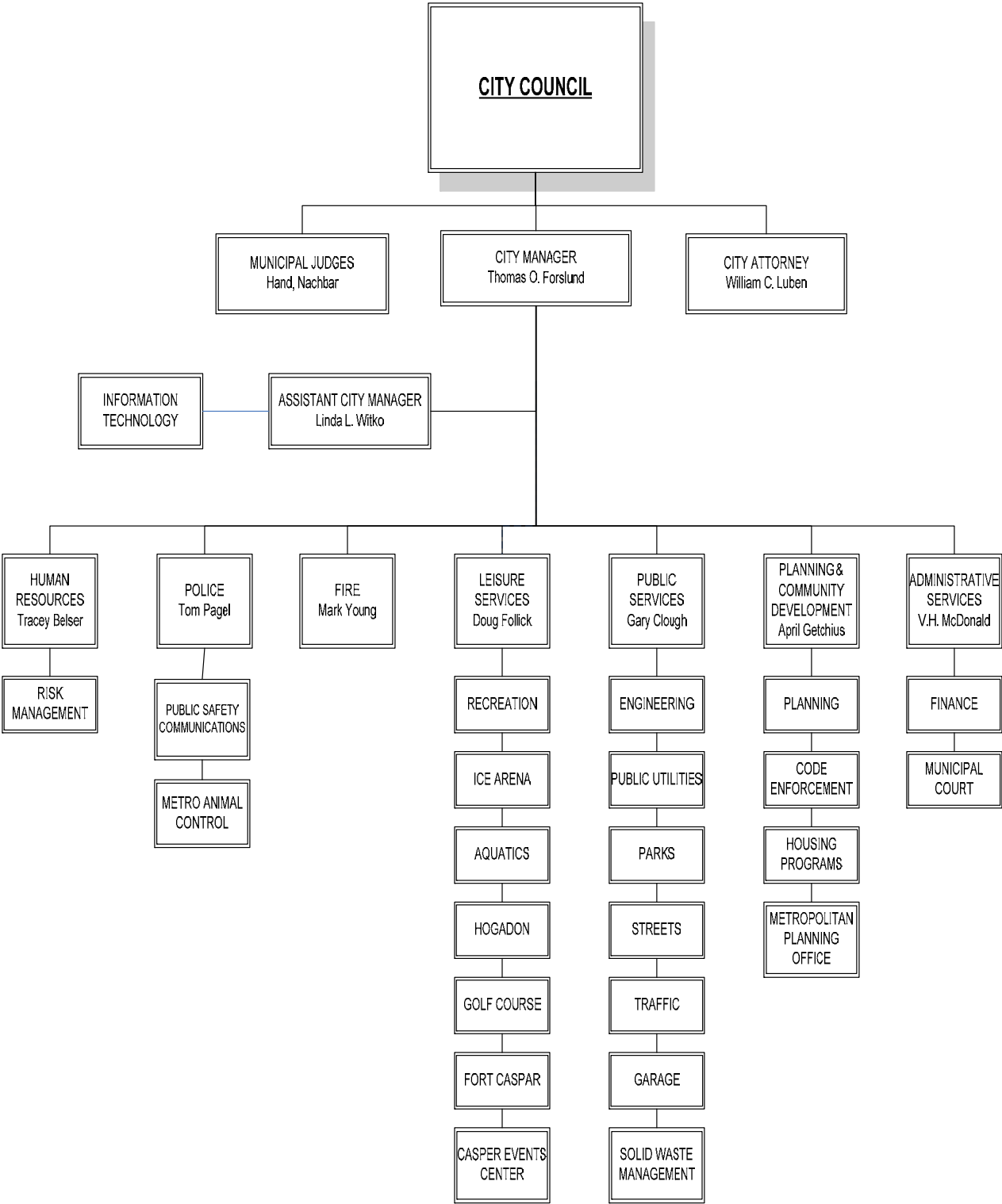


Source: 2009 State Employment Security Agencies-Quarterly Census of Employment & Wages

While the local economy is faring well relative to the national economy, the unemployment rate has increased in the last year to the highest level since February 1994.



# Organization of the City of Casper



# City Departments

The City of Casper is organized into nine departments as follows:

- City Manager's Office
- City Attorney's Office
- Administrative Services
- Community Development
- Fire-EMS
- Human Resources
- Leisure Services
- Police
- Public Services

In the General Fund, component units are referred to as cost centers. Outside of the General Fund, each component unit represents a separate fund.

## City Manager's Office

### ***Organization of the City Manager's Office***

The City Manager is the administrative head of the entire city organization. The City Manager is hired directly by the City Council to handle the day-to-day operations of the city government. All department heads except the City Attorney report directly to the City Manager. In addition to these executive responsibilities, the City Manager's Office also manages the city's Information Technology (IT). The City Manager's Office is budgeted in the City Manager cost center and the IT Fund. The City Manager's Office also provides direct oversight for the Capital Projects Fund and the Capital Equipment Fund.

### ***Functions of the City Manager's Office***

- ❖ Oversight of all city departments, including their operations and projects
- ❖ Control of city communications, including the issuance of policies regarding relations with citizens and the general public, and specific oversight of all relations and communications with the media and other governments.
- ❖ Approval of all contracts and major purchases that do not require direct approval from Council.
- ❖ Manages relations with City Council, including
  - Authors the agenda for all Council meetings
  - Execution of Council directives
  - Provision of advice and information to Council
  - Receipt of all Council requests
- ❖ Information Technology (IT) provides technological support to city departments, project management for future technological system improvements, as well as internet, intranet, and network management.
  - Geographic Information Systems (GIS) is an information system that can present information as a map or as a set of map locations.

# City Attorney's Office

## ***Organization of the City Attorney's Office***

The City Attorney is hired directly by the City Council to serve as the legal advisor for the City. In addition to this advisory role, the City Attorney and his staff perform a number of operational activities including document preparation and review, ranging from contracts to changes to city ordinances. The City Attorney and his staff also serve as the prosecutors of violations of city ordinances in Municipal Court. The City Attorney is budgeted in the City Attorney cost center.

# Administrative Services

## ***Organization of the Administrative Services Department***

The Administrative Services Department manages and coordinates a wide array of functions. The Administrative Services Director also serves as the Chief Financial Officer and City Clerk for the City organization. The Administrative Services Department is budgeted in two cost centers: Finance and Municipal Court. The Administrative Services Department also oversees the administration of the Health, Social & Community Services cost center, transfers to other funds from the General Fund, the Special Assessments Fund.

## ***Functions of the Administrative Services Department***

- ❖ Accounting Services is responsible for budgeting, forecasting, accounting, financial reporting, including the Comprehensive Annual Financial Report (CAFR); management of investment and debt portfolios and budget changes. The City of Casper participates in the premier Financial Reporting and Budget Presentation certification programs through the Government Finance Officers Association (GFOA) and has received the "Certificate for Excellence in Financial Reporting" every year since 1999.
- ❖ Customer Services manages utility billing (including processing and collection), as well as the City Hall Call Center.
- ❖ Business Services manages accounts payable, accounts receivable, collections, payroll processing, payroll benefit and tax reporting, as well as support and training for these functions throughout the City.
- ❖ Municipal Court administers the Municipal Court and provides the support to Municipal judges in the hearing of municipal cases. The Municipal Court processes city court cases handles misdemeanor charges within city limits, traffic & parking offenses, bond collection, issues bench warrants, and handles juvenile cases and probation.
- ❖ City Clerk is responsible for maintaining official records of city government, as well as issuing business, liquor and other city licenses.
- ❖ Administrative Support Services supports the City-wide use of the Enterprise Financial System, as well as the keeping of records. The City maintains records in both physical and electronic format utilizing the LaserFiche system.
- ❖ Performance Management and Analysis supports the City wide effort to use performance measurement and performance management to deliver better organizational results. The City participates in the International City and County Management Association (ICMA) Center for Performance Measurement benchmarking initiative.

# Community Development Department

## ***Organization of the Community Development Department***

The Community Development Department guides and regulates the development, redevelopment and use of private property within the City of Casper, as well as, administering a number of federally funded programs. The Community Development Department is budgeted in the following five cost centers or funds:

- Planning cost center
- Code Enforcement cost center
- Metropolitan Planning Office cost center
- Transit Services Fund
- Community Development Block Grant Fund
- Lifesteps Campus Fund

## ***Functions of the Community Development Department***

- ❖ Planning administers the policies, programs and regulations that manage the housing, commercial and industrial growth and development of the City of Casper. Its staff advises the City Manager, the Planning and Zoning Commission, and the City Council on matters affecting physical development within the City.
- ❖ Building Inspection promotes health, safety, and welfare of Casper by proactive enforcement of the City's adopted building codes. The building department conducts plan review, building inspections for new, altered or remodeled structures, and contractor licensing.
- ❖ Code Enforcement enforces City ordinances pertaining to zoning code violations, weeds, trash, junk cars, dangerous buildings and other miscellaneous nuisances.
- ❖ Housing and Community Development administers the Community Development Block Grant program (CDBG) funds for the City. The CDBG program provides funding for nonprofit organizations that serve many special needs populations, demolition and the owner occupied rehabilitation programs.
- ❖ Metropolitan Planning Organization provides the Casper urban area with a regional process for applying state and federal transportation funds to transportation planning, including the area's roadway network and the provision of transit services. Additional MPO members include the Towns of Bar Nunn, Evansville, Mills, Natrona County and the Wyoming Department of Transportation.

# Fire-EMS Department

## ***Organization of the Fire-EMS Department***

The Fire-EMS (Emergency Medical Service) Department helps guarantee the City's public safety by continuing to evolve to meet new threats as they develop. The Fire-EMS Department is budgeted in the Fire cost center and the Fire Grants Fund. All team members in the Fire-EMS Department are trained as firefighters and as Emergency Medical Technicians (EMTs).

## ***Function of the Fire-EMS Department***

In addition to traditional fire fighting activities, the department also performs all of the following:

- ❖ Hazardous materials incident response
- ❖ High angle rescue operations (cliff sides, etc.)
- ❖ Water rescue and swift water rescue
- ❖ Fire-related building inspections
- ❖ Traffic accident response
- ❖ Medical emergency response
- ❖ Weather emergency planning and coordination, including floods, blizzards, and tornadoes
- ❖ Evacuations and emergency management
- ❖ Public safety training, including first aid classes and fire safety classes for both children and adults

## **Human Resources Department**

### ***Organization of the Human Resources Department***

The Human Resources Department helps the City recruit, train, and retain the people it needs to deliver high-quality services to the community. The Department is committed to upholding all Federal, State and local employment law, the professional ethics of the field of human resources, as well delivering timely and efficient service to incumbent employees and prospective candidates for employment.

The Human Resources Department also includes the Risk Management workgroup. The Human Resources Department is budgeted in the Human Resources cost center, with Risk Management program personnel budgeted in the Property and Liability Fund. The Human Resources Department oversees the administration of the Health Insurance Fund and the Property and Liability Fund..

### ***Functions of the Human Resources Department***

- ❖ Human Resources is responsible for the recruitment, retention, pay and benefits for the City's employees, while ensuring that the City complies with all applicable laws.
- ❖ Risk Management works to minimize the City's cost from unexpected events including workers compensation, property damage and uninsured liability for City activities. The workgroup focuses on preventing injury, property damage and liability as much as possible through training and risk identification, while being responsive as unexpected events occur.

## **Leisure Services Department**

### ***Organization of the Leisure Services Department***

The Leisure Services Department helps improve the quality of life of the citizens of the City of Casper by creating opportunities for physical activity, entertainment, competition, education, cultural opportunities and personal growth. The Leisure Services Department is budgeted in the following seven cost centers or funds:

- Casper Events Center Fund
- Golf Course Fund
- Recreation Center Fund
- Aquatics Fund
- Ice Arena Fund

- Hogadon Ski Area Fund
- Fort Caspar Museum cost center

#### ***Functions of the Leisure Services Department***

- ❖ Casper Events Center is a multi-purpose facility utilized for activities such as concerts, tournaments, conventions, trade shows, and indoor rodeos.
- ❖ The Municipal Golf Course is a twenty-seven hole (27) facility which provides cart rental, lessons, a driving range, a Pro Shop and food services.
- ❖ The Recreation Center is a large recreation facility featuring meeting rooms, billiard tables, racquetball courts, basketball courts, horse-shoe pitching pits, exercise room, etc. The Center features classes in crafts, dance, sports and fitness, special interest and drop-in use of the facility. The Recreation Center staff also coordinate field sports programs.
- ❖ The Aquatics Section oversees the five (5) outdoor swimming pools and the Casper Family Aquatic Center. The outdoor pools are located in various neighborhoods throughout Casper, and are open from June through August. The Casper Family Aquatic Center includes two indoor pools and other water related areas and facilities, and is open year round.
- ❖ The Ice Arena features public skating, figure skating, and hockey, and it provides lessons and equipment rental.
- ❖ Hogadon Ski Area provides downhill skiing and snowboarding. It utilizes two (2) chair lifts and also provides lessons, equipment rental, and food service.
- ❖ Fort Caspar is a municipal museum and fort which preserves and displays artifacts from Casper's early pioneer history.

## **Police Department**

#### ***Organization of the Police Department***

The Police Department is divided into the following areas: Administration, Career Services, Patrol, Investigations, Weed and Seed, Records, Public Safety Communications Center (PSCC), and Metro Animal Control. These functions are budgeted in the following four cost centers or funds:

- ❖ Police cost center
- ❖ Police Grants Fund
- ❖ Public Safety Communication Center (PSCC) Fund
- ❖ Metro Animal Control Fund

#### ***Functions of the Police Department***

The Police Department is responsible for the safety and well-being of the people of Casper. Their duties include, but are not limited to:

- ❖ Investigations
- ❖ Emergency response
- ❖ 24-hour patrol services
- ❖ Traffic enforcement
- ❖ Accident investigations
- ❖ Crime prevention programs



# Public Services Department

## ***Organization of the Public Services Department***

The Public Services Department is the largest department in the City of Casper. It has the primary responsibility for overseeing the design, construction, physical operation and maintenance of city-owned lands, buildings, infrastructure, equipment and vehicles. The Public Services Department also operates a number of enterprise utility operations. The Public Services Department is budgeted in the following cost centers or funds:

- ❖ Engineering cost center
- ❖ Traffic cost center
- ❖ Streets cost center
- ❖ Cemetery cost center
- ❖ Parks cost center
- ❖ Water Distribution Fund
- ❖ Water Treatment Plant Fund
- ❖ Sewer Fund
- ❖ Wastewater Treatment Plant Fund
- ❖ Refuse Collection Fund
- ❖ Balefill Fund
- ❖ Weed & Pest Control Fund
- ❖ Central Garage Fund
- ❖ Building and Grounds Fund
- ❖ City Campus Fund

## ***Functions of the Public Services Department***

This Department is comprised of five (5) Divisions -- Parks, Buildings and Grounds, Engineering, Streets, Refuse Collection, Balefill/Landfill, Garage, Public Utilities, Cemetery, and Traffic.

- ❖ The Parks Division is responsible for handling traditional parks-related activities, it oversees the maintenance of all City-owned facilities, and is responsible for the operation and maintenance of Highland Park Cemetery.
- ❖ The Engineering Division performs a wide range of functions which include, but are not limited to, oversight of all construction projects, design of storm sewers, or other means of storm water relief, and inspections of buildings and sidewalks to insure compliance with City standards.
- ❖ The Streets/Traffic/Garage Division maintains all City-owned equipment and vehicles, and is responsible for maintenance of City streets, including snow removal. The Division also oversees the maintenance and operation of the traffic signal system and traffic control regulatory devices.
- ❖ The Solid Waste Division, which includes the Refuse Collection and Balefill/Landfill Sections, is responsible for the collection and disposal of the community's refuse.
- ❖ The Public Utilities Division controls, operates and maintains the water treatment, water distribution, wastewater collection, and wastewater treatment operations.

## A Guide to the Relationship Between Funds and Departments within the City of Casper for FY 2011

Funds are described in the Financial and Budget Policies Section

	Fund Type						
	General Fund	Capital Funds	Enterprise Funds	Special Revenue Funds	Debt Service Funds	Internal Service Funds	Trust & Agency Funds
<b>City Manager's Office</b>	City Manager, City Council (administration)	Capital Projects, Capital Equipment, Optional One Cent Sales Tax Funds	Parking Lots	Revolving Land Fund		Information Technology	
<b>City Attorney</b>	City Attorney						
<b>Police Department</b>	Police			Police Grants			PSCC, Metro Animal Control
<b>Fire Department</b>	Fire			Fire Grants			
<b>Human Resources Department</b>	Human Resources					Property & Liability Insurance	Health Insurance Fund
<b>Leisure Services Department</b>	Fort Caspar Museum		Casper Events Center, Golf Course, Casper Recreation Center, Aquatics, Ice Arena, Hogadon Ski Area				
<b>Public Services Department</b>	Engineering, Streets, Traffic, Cemetery, Parks		Water Distribution, Water Treatment Plant, Sewer, Wastewater Treatment Plant, Refuse Collection, Balefill	Weed & Pest Control		City Campus	
<b>Planning &amp; Community Development Department</b>	Planning, Code Enforcement		LifeSteps Campus	Transit Services Fund, Community Development Block Grant Fund, Metropolitan Planning Organization			
<b>Administrative Services Department</b>	Finance, Municipal Court, Health/Social & Community Services, Transfers to Other Funds			Redevelopment Loan Fund	Special Assessments	Perpetual Care	

# **Summaries** **For All Funds**

**Revenue and Expenditure Summary**

**Capital Summary**

**Personnel Summary**

**Fund Reserves Summary**

**Debt Summary**

**Performance Summary**



# **All Funds** **Revenue & Expenditure** **Summary**

**General Fund**  
**Capital Funds**  
**Utility Enterprise Funds**  
**Leisure Enterprise Funds**  
**Other Enterprise Funds**  
**Special Revenue Funds**  
**Debt Service Funds**  
**Internal Service Funds**  
**Trust & Agency Funds**

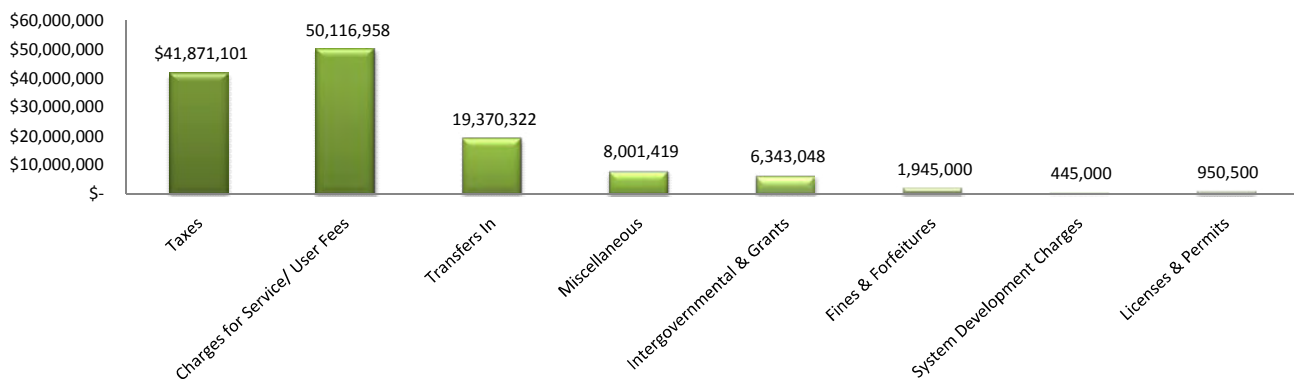
City of Casper  
**All Funds Revenue and Expenditure Summary**  
FY 2011

Listed below are the resources and expenditures for all City funds. City Resources lists all revenue resources of the City by category. Additional explanation and analysis of the City's major sources of revenue can be seen in the All Funds Revenue Summary section. City Expenditures lists the expenditures by fund type.

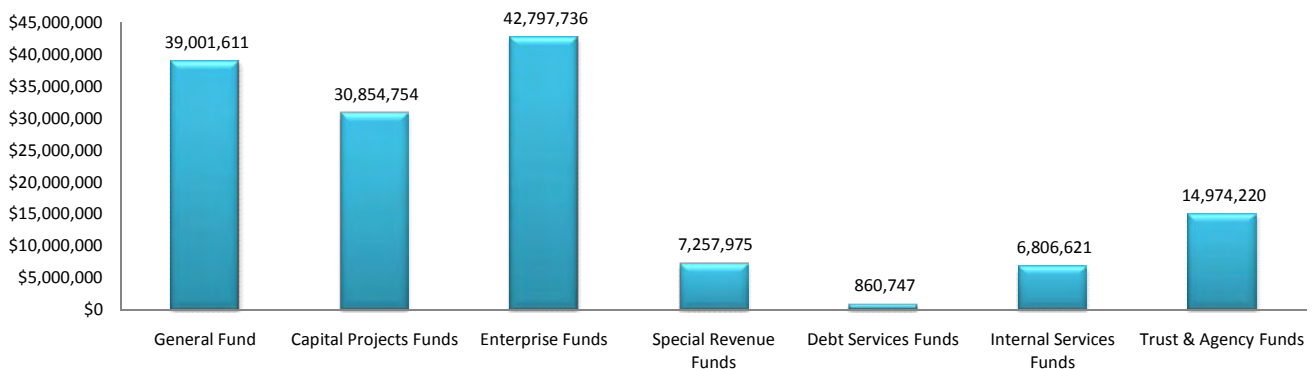
The General Fund is used for general government type expenditures, such as police, fire, streets and parks. Capital funds are used to purchase or build assets that have a longer life than the fiscal year and include land, infrastructure projects and capital equipment. Enterprise funds are used for business type activities that generally derive a large portion of their revenue from user fees or charges, such as water or the Casper Events Center. Special Revenue funds tend to have intergovernmental revenues, usually from the state or federal government, that can only be used for specified uses. Debt Service funds are used by the City to account for debts owed to the City for special assessments. Internal Service funds provide support services to other City functions. Trust & Agency funds are used to account for activities where the City serves as the agent or fiduciary for the funds.

Transfers represent appropriations from one City fund to another. With a transfer, revenue and expenditures are recorded in both funds. Therefore, these transfers are deducted from total City expenditures, eliminating the double counting of expenditures, to determine net City expenditures.

**FY 2011 City-Wide Resources by Type**



**FY 2011 City-Wide Expenditures by Fund**

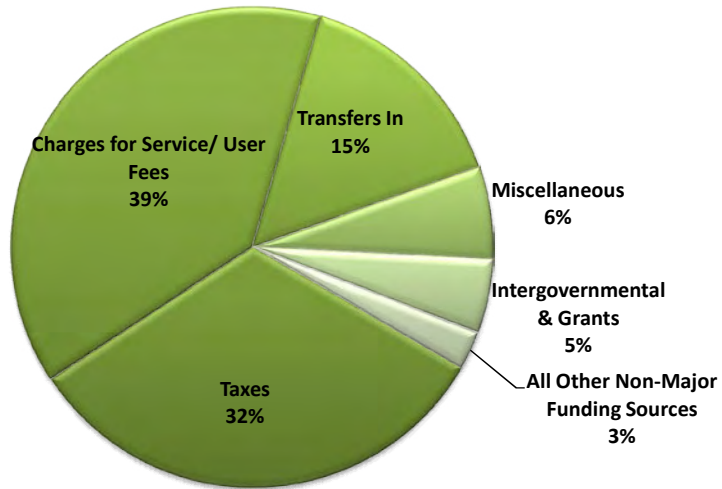


City of Casper  
**All Funds Revenue and Expenditure Summary**  
FY 2011

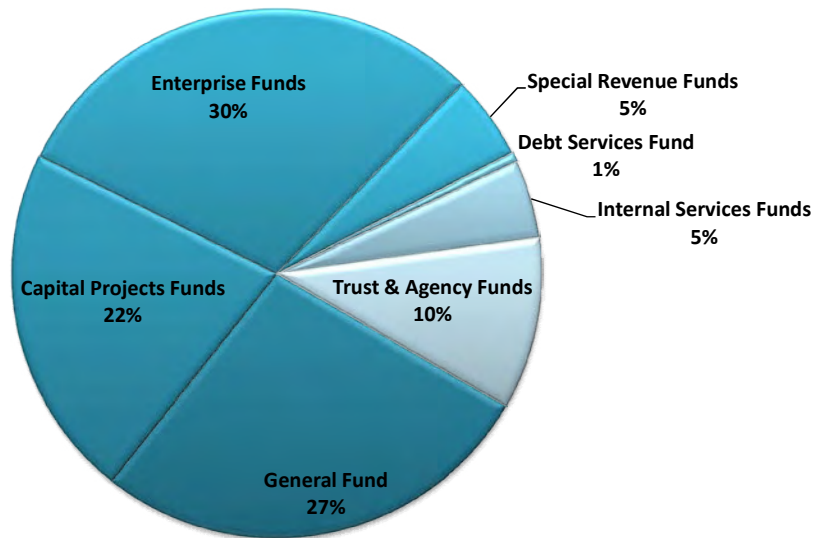
<b>City Resources</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
Taxes	\$ 57,343,172	\$ 58,272,806	\$ 48,013,846	\$ 41,871,101	-28%
Charges for Service/ User Fees	48,168,885	50,591,925	48,977,192	50,116,958	-1%
Transfers In	28,634,518	24,188,565	23,478,306	19,370,322	-20%
Miscellaneous	8,326,455	6,593,710	7,682,010	8,001,419	21%
Intergovernmental & Grants	7,413,984	16,387,298	22,161,072	6,343,048	-61%
Fines & Forfeitures	1,609,238	1,931,500	1,933,633	1,945,000	1%
System Development Charges	483,150	445,000	465,000	445,000	0%
Licenses & Permits	1,123,424	901,900	1,066,000	950,500	5%
<b>Total Revenue</b>	<b>153,102,826</b>	<b>159,312,704</b>	<b>153,777,058</b>	<b>129,043,348</b>	<b>-19%</b>
<b>Less Intragovernmental Transactions</b>					
Transfers In	26,844,717	25,065,395	24,373,160	19,370,322	-23%
Internal Services Charges	6,164,247	6,179,618	6,172,774	5,855,239	-5%
Administration Fees	1,160,468	1,058,843	1,042,526	1,037,527	-2%
<b>Total Intragovernmental</b>	<b>34,169,432</b>	<b>32,303,856</b>	<b>31,588,460</b>	<b>26,263,088</b>	<b>-19%</b>
<b>Total Available Resources</b>	<b>\$ 118,933,394</b>	<b>127,008,848</b>	<b>122,188,598</b>	<b>102,780,260</b>	<b>-19%</b>
<b>City Expenditures</b>					
General Fund	\$ 49,397,801	46,809,049	44,442,355	39,001,611	-17%
Capital Projects Funds	26,645,652	66,695,412	50,605,612	30,854,754	-54%
Enterprise Funds	49,256,434	66,794,178	63,002,681	42,797,736	-36%
Special Revenue Funds	3,435,144	6,848,876	3,774,394	7,257,975	6%
Debt Services Funds	(16,394)	363,813	4,100	860,747	137%
Internal Services Funds	6,622,172	7,319,793	6,893,174	6,806,621	-7%
Trust & Agency Funds	13,011,819	13,907,738	13,516,235	14,974,220	8%
<b>Total City Expenditures</b>	<b>148,352,628</b>	<b>208,738,859</b>	<b>182,238,551</b>	<b>142,553,664</b>	<b>-32%</b>
<b>Less Intragovernmental Transactions</b>					
Transfers Out	26,844,717	25,065,395	24,373,160	19,318,828	-23%
Internal Services Charges	6,164,247	6,179,618	6,172,774	5,853,005	-5%
Administration Fees	1,160,468	1,058,843	1,042,526	1,020,556	-4%
<b>Total Intragovernmental</b>	<b>34,169,432</b>	<b>32,303,856</b>	<b>31,588,460</b>	<b>26,192,389</b>	<b>-19%</b>
<b>Net City Expenditures</b>	<b>\$ 114,183,196</b>	<b>176,435,003</b>	<b>150,650,091</b>	<b>116,361,275</b>	<b>-34%</b>
<b>City Resources and Expenditures- Net Impact</b>					
Net Impact	4,750,198	-49,426,155	-28,461,493	-13,581,015	-73%

City of Casper  
**All Funds Revenue and Expenditure Summary**  
FY 2011

**City Resources by Category**  
FY 2011



**City Expenditures by Fund**  
FY 2011





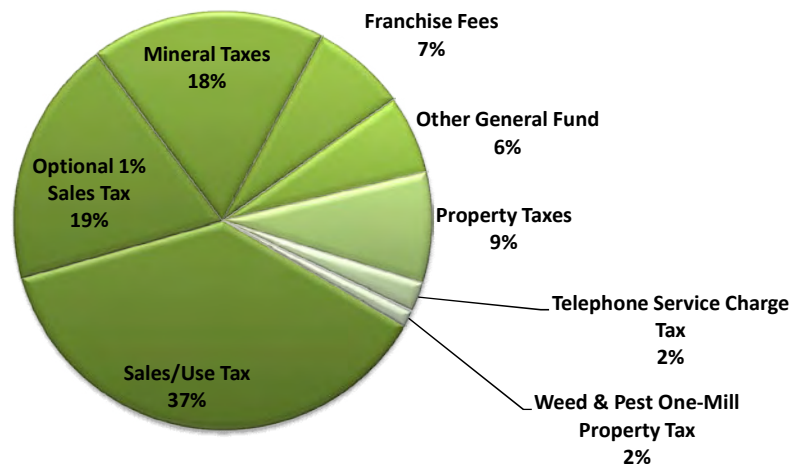
City of Casper  
**All Funds Revenue Summary**  
FY 2011

The City of Casper has two major revenue sources to finance operations and improvements:  
**Taxes and Charges for Service/ User Fees.**

**Taxes**

**Taxes-** The City projects to receive \$41,871,101 in taxes in FY 2011, a 12.8% decrease from the amount estimated for FY 2010. The main source of taxes is the state sales tax. However, the optional 1% local sales tax continues to be an important source of funds that enables the community to undertake major capital improvements. Mineral taxes paid by Wyoming's mineral extractive industries are the third greatest source of taxes. Mineral taxes are largely driven by the value and volume of the minerals extracted. However, due to declining mineral prices forecasted for FY 2010 estimate of future prices by the Wyoming Consensus Revenue Estimating Group, the State of Wyoming reduced the amount of aid provided in FY 2010 and again reduced them significantly for FY 2011. Together, the sales tax, the optional 1% local sales tax, and mineral taxes constitute 74.52% of all taxes projected for FY 2011.

**City of Casper Tax Sources for FY 2011**



The sales tax replacement from the State of Wyoming compensated the City for the impact of the elimination of the sales tax on food and groceries. However, it is important to note that this replacement was eliminated by the Wyoming State legislature for FY 2011. Other tax sources include franchise fees, other General Fund taxes such the auto and gasoline tax, the property tax, telephone service charges for the Public Safety Communication Centers, and a one-mill property tax for control of weeds & pests.

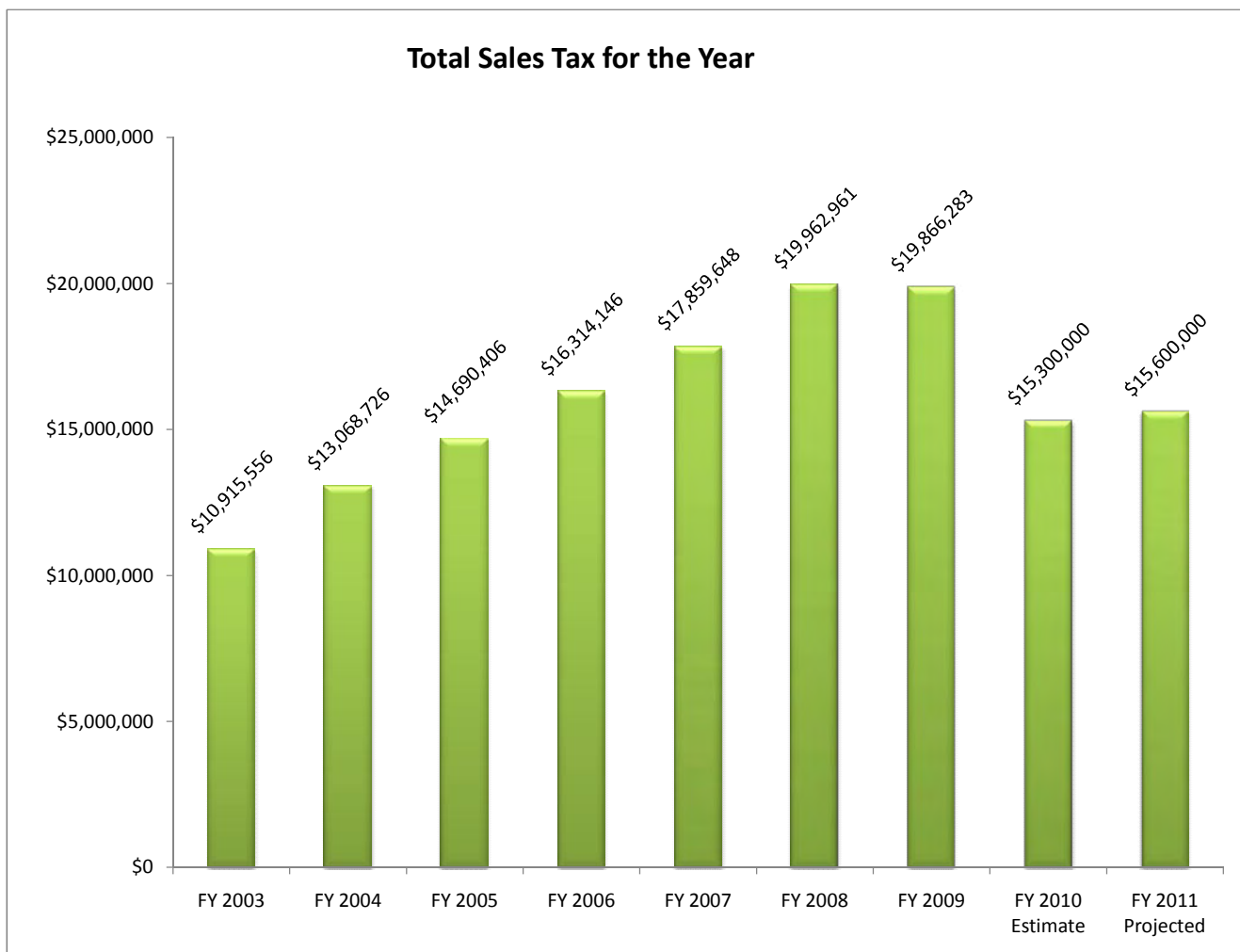
City of Casper  
**All Funds Revenue Summary**  
FY 2011

**Taxes**

The City projects to receive \$15,600,000 in FY 2011 for the General Sales Tax which does not include the replacement funding for food tax. The General Sales Tax is forecasted to rebound slightly by 1.9% next year after a sharp drop of 23% in FY 2010, as compared to actual amount recieved in FY 2009. This revenue is strongly connected to overall local economic activity. As sales increase, these revenues tend to increase as well. When the economy cools, these revenues tend to decrease by the same amount.

In addition, the City anticipates to receive \$0 for food tax replacement for FY 2011 in the General Fund. The backfill funding for the food tax was eliminated by the Wyoming Legislature for FY 2011. This represents a 100% drop from the \$930,170 allocated in FY 2010.

**The chart below is based solely on the general sales tax and excludes the food sales tax replacement.**

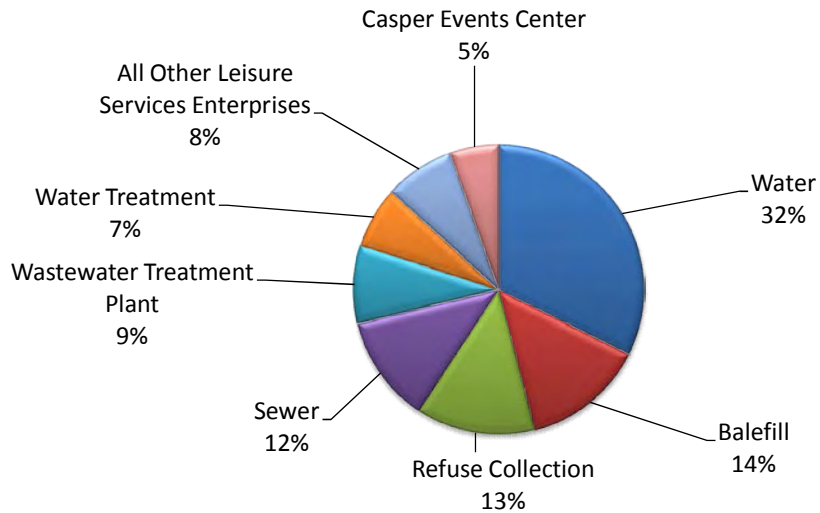


City of Casper  
**All Funds Revenue Summary**  
FY 2011

**Charges for Service & User Fees**

**Charges for Service & User Fees-** The City projects to have \$50,104,350 in charges for service and user fees in FY 2011. However, for the analysis below, interdepartmental and administrative charges in the General Fund, Internal Service funds and employee health insurance are excluded because these areas do not represent "original" revenue sources coming into the City but are only used to account for internal activities.

**Charges for Service & User Fees  
for FY 2011- Enterprise Operations**

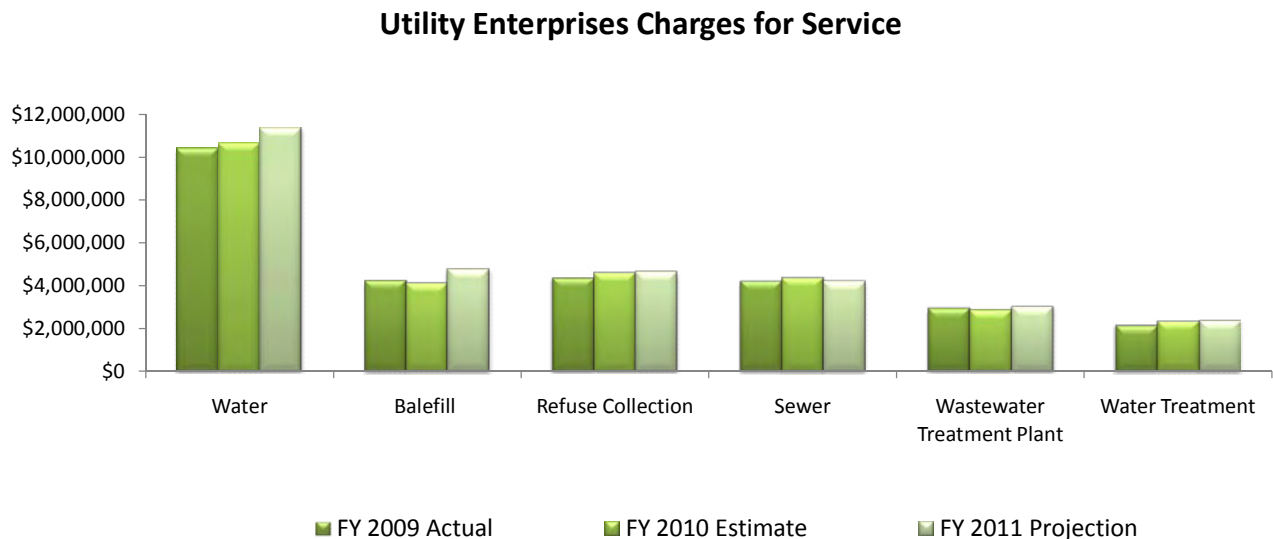
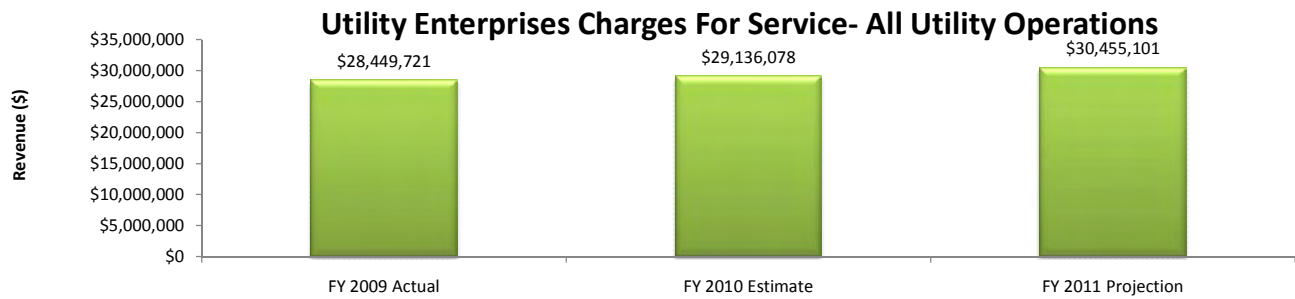


The remaining \$36,671,798 represents payment for services and goods provided by the City. Projections for the user charge revenues are generated by the managers of each operation that charges for services. The main factors impacting user fees are current demand for that service and the price charged for that service. For certain operations, such as Water, Golf or Hogadon, the weather can be significantly impacting demand for those services. For instance, a rainy year can depress revenues at the Golf Course due to fewer playable days and in the Water Fund due to decreased need for irrigation. For Hogadon Ski Area, a snowy year can equal additional skiing days and higher attendance per day. A hot summer usually translates into more people seeking relief from the heat and fun at City pools, while a mild or cold summer cuts attendance at the outdoor pools.

City of Casper  
**All Funds Revenue Summary**  
FY 2011

**Charges for Service & User Fees- Utility Enterprises**

The main source of user fees are related to the City's utility operations which consist of water, water treatment, sewer, wastewater treatment, refuse collection, and the balefill. Together these utility operations account for the six largest sources of user charges, totaling \$30,455,101 in revenue for the City. These utility operations have traditionally achieved full cost recovery of both operations costs and capital costs through user fees.

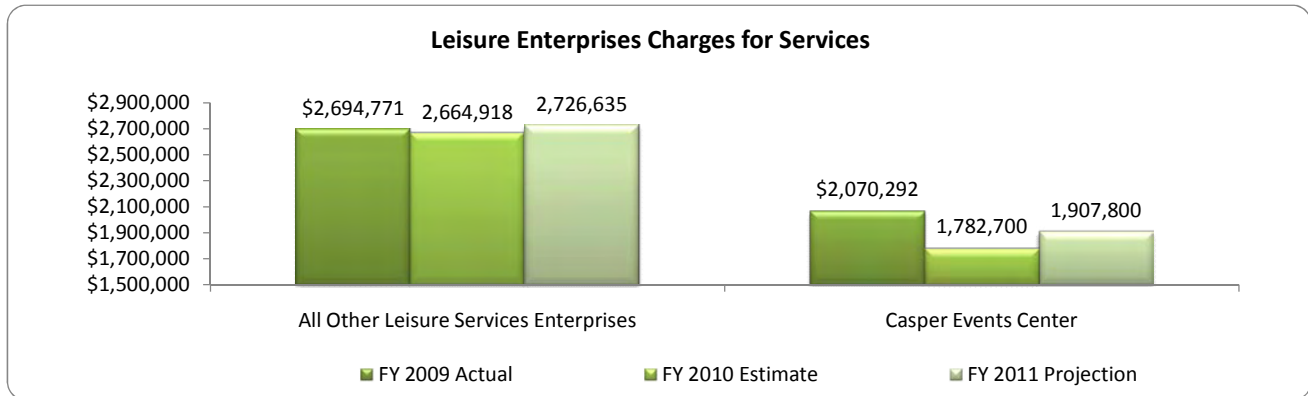


The only exception to these operations being financially independent enterprises is when the community chooses to supplement investments in capital through one-time monies or dedicated capital revenue sources. This helps avoid these being paid for through debt and bonds. This has occurred when mineral taxes were invested through the county consensus process in the regional landfill and through the 1% sales tax funding that was invested in water main replacements, which helps keep the rates lower than they would be if these capital items had to be paid for through the rate models of these operations.

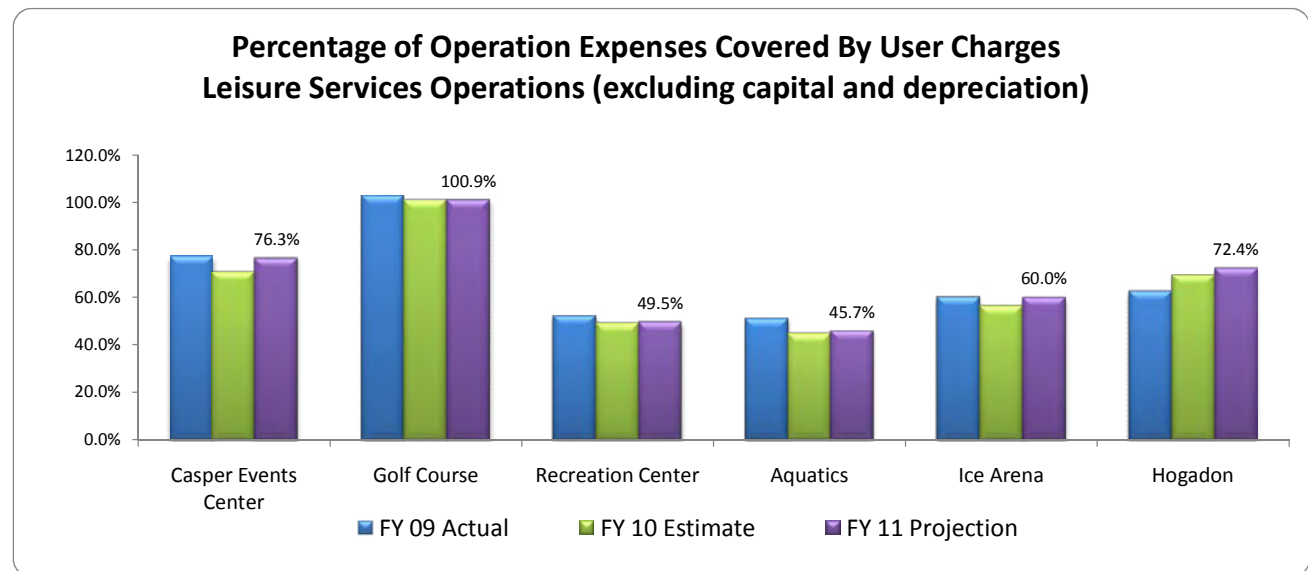
City of Casper  
**All Funds Revenue Summary**  
FY 2011

**Charges for Service & User Fees- Leisure Enterprises**

Leisure Service user charges include revenues from Casper Events Center, Casper Municipal Golf Course, Casper Recreation Center, Hogadon Ski Area, Casper Family Aquatics Center and other pools, and Casper Ice Arena. These Leisure Service enterprises are projected to generate \$4,634,435 in user charges in FY 2011.



The various Leisure service operations have different expectations about what percentage of their operations expenses they will be able to recover through user fees. Some operations, such as the Casper Municipal Golf Course, have traditionally been able to earn enough revenue to support all of their operations and some replacement capital, such as golf carts. Other operations have different targets for revenue recovery. One reason is to maintain affordability for users, so that the operation can be used by a large portion of Casper's population. This is particularly true for operations that serve the youth and seniors of the community.



To help support operations that were originally built with the one percent sales tax, the Perpetual Care Operations Trust was established. The interest earnings from this fund help fill the gap between what these operations can earn through user fees and their total cost. Since the Perpetual Care Operations Trust is not yet fully funded, it is only able to fund 36.4% of the operating transfers for the Casper Events Center, the Recreation Center, Aquatics, and the Ice Arena at this time. The other portion is made up by the General Fund.

City of Casper  
**All Funds Revenue Summary**  
 (Budget Basis)  
 FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Fund</b>					
<b>General Fund</b>					
Taxes	\$ 39,302,647	40,109,802	34,245,982	32,383,101	-19%
Licenses & Permits	1,100,645	877,400	1,041,000	926,000	6%
Intergovernmental	25,193	20,000	20,000	20,000	0%
Charges for Service/ User Fees	2,413,348	2,323,334	2,399,759	2,324,983	0%
Fines & Forfeitures	1,609,238	1,931,500	1,933,633	1,945,000	1%
Miscellaneous	1,390,827	949,030	936,069	1,073,286	13%
Transfers In	333,527	223,328	223,328	117,500	-47%
<b>Total General Fund</b>	<b>46,175,425</b>	<b>46,434,394</b>	<b>40,799,771</b>	<b>38,789,870</b>	<b>-16%</b>
<b>Capital Funds</b>					
Taxes	16,652,477	16,663,004	12,356,864	8,000,000	-52%
Miscellaneous	1,042,520	1,301,251	1,540,589	2,610,991	101%
Capital Transfer In	19,485,785	14,699,984	14,134,342	9,733,315	-34%
Grants	139,366	7,941,494	6,104,842	2,125,875	-73%
<b>Total Capital Funds</b>	<b>37,320,148</b>	<b>40,605,733</b>	<b>34,136,637</b>	<b>22,470,181</b>	<b>-45%</b>
<b>Enterprise Funds</b>					
Charges for Service	33,430,951	35,294,851	33,774,949	35,277,536	0%
Miscellaneous	2,355,291	1,936,464	2,569,194	1,918,538	-1%
Transfers In	3,764,419	4,001,540	3,968,138	3,682,627	-8%
System Development Charges	483,150	445,000	465,000	445,000	0%
Grants	5,145,577	5,151,028	13,591,192	663,300	-87%
<b>Total Enterprise Funds</b>	<b>45,179,388</b>	<b>46,828,883</b>	<b>54,368,473</b>	<b>41,987,001</b>	<b>-10%</b>
<b>Special Revenue Funds</b>					
Taxes	506,047	500,000	500,000	538,000	8%
Miscellaneous	450,365	483,555	266,309	508,731	5%
Transfer In	649,475	690,043	655,847	576,160	-17%
Grants	2,103,848	3,274,776	2,445,038	3,533,873	8%
<b>Total Special Revenue Funds</b>	<b>3,709,735</b>	<b>4,948,374</b>	<b>3,867,194</b>	<b>5,156,764</b>	<b>4%</b>
<b>Debt Services Funds</b>					
Principal, Interest, and Penalties	519,544	18,500	15,196	35,500	92%
<b>Total Debt Service Funds</b>	<b>\$ 519,544</b>	<b>18,500</b>	<b>15,196</b>	<b>35,500</b>	<b>92%</b>

City of Casper  
**All Funds Revenue Summary**  
 (Budget Basis)  
 FY 2011

<b>Fund</b>		<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Internal Services Funds</b>						
Charges for Service/ User Fees	\$	5,486,409	5,515,674	5,458,399	5,108,860	-7%
Miscellaneous		153,201	83,500	534,648	83,200	0%
Transfers In		1,554,295	1,689,206	1,641,928	1,589,559	-6%
Grants		-	-	-	-	0%
<b>Total Internal Service Funds</b>		<b>7,193,905</b>	<b>7,288,380</b>	<b>7,634,975</b>	<b>6,781,619</b>	<b>-7%</b>
<b>Trust &amp; Agency Funds</b>						
Charges for Services/ User Fees		6,838,177	7,458,066	7,344,085	7,405,579	-1%
Taxes		882,001	1,000,000	911,000	950,000	-5%
Miscellaneous		2,414,707	1,821,410	1,820,005	1,771,173	-3%
Transfers In		2,847,017	2,884,464	2,854,723	3,671,161	27%
Licenses		22,779	24,500	25,000	24,500	0%
<b>Total Trust &amp; Agency</b>		<b>13,004,681</b>	<b>13,188,440</b>	<b>12,954,813</b>	<b>13,822,413</b>	<b>5%</b>
<b>Total</b>		<b>153,102,826</b>	<b>159,312,704</b>	<b>153,777,058</b>	<b>129,043,348</b>	<b>-19%</b>
<b>Less Intragovernmental</b>						
Transfers In		(26,844,717)	(25,065,395)	(24,373,160)	(19,370,322)	-23%
Internal Services Charges		(6,164,247)	(6,179,618)	(6,172,774)	(5,855,239)	-5%
Administration Fees		(1,160,468)	(1,058,843)	(1,042,526)	(1,037,527)	-2%
<b>Total Intragovernmental</b>		<b>(34,169,432)</b>	<b>(32,303,856)</b>	<b>(31,588,460)</b>	<b>(26,263,088)</b>	<b>-19%</b>
<b>Total Available Resources</b>	\$	<b>118,933,394</b>	<b>127,008,848</b>	<b>122,188,598</b>	<b>102,780,260</b>	<b>-19%</b>

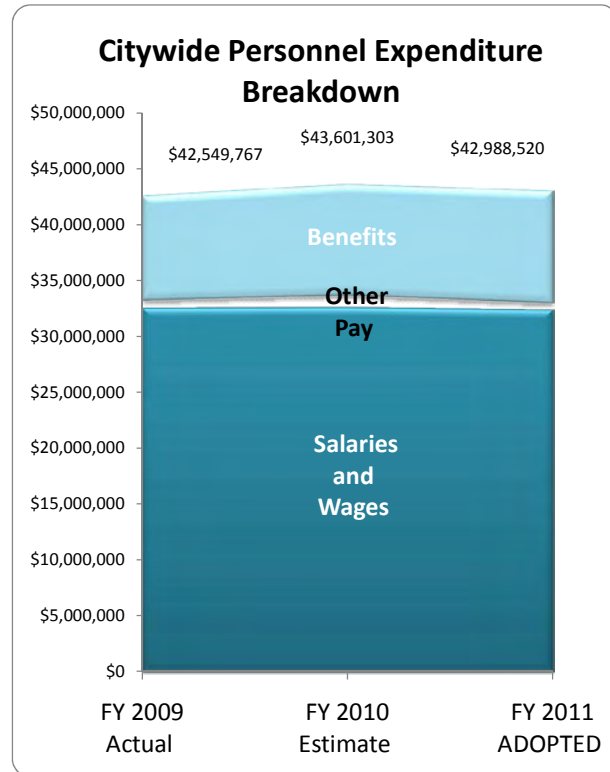
City of Casper  
**All Funds Expenditure Summary by Use**  
 FY 2011

**The City of Casper has three major expenditure uses in the FY 2011 Budget:  
 Personnel, Contractual Services and Capital.**

**Personnel**

The adopted budget for FY 2011 does not include any cost of living adjustments. 27 positions were eliminated from the City as part of a hiring freeze and one position was added during City Council budget reviews, for a total decrease of 26 positions for FY 2011. As presented, the FY 2011 adopted budget includes a 5.7% decrease in personnel expenditures, primarily due the elimination of vacant positions, and reductions in overtime. Rate increases for health insurance and retirement benefits were the main causes of cost increases in most departments.

The City's main expenditure in the personnel category is for the salaries and wages of employees. In FY 2011, salaries and wages represent 75.2% of total personnel expenditures. Benefits cost about 23.3% of personnel expenditures. Other pay items represent about 1.5% of personnel expenditures. Across the three year period, the proportions of salaries and wages, benefits, and other pay items to overall personnel expenditures have stayed relatively stable.



In FY 2011, 88.2% of all salary and wages are for full-time employees. Part-time salary and wages represent 6.9% of total salary and wages City-wide. However, the use of part-time employees varies widely throughout the City organization. For instance, in Leisure Services Enterprise funds, part-time represents 43.1% of all salary and wage expenditures. However, in the General Fund and Utility Enterprise Funds the proportion is 1.9% and 2.3% respectively.





City of Casper  
**All Funds Expenditure Summary by Use**  
FY 2011

**Contractual Services**

The contractual services category includes a wide array of expenditures ranging from lab services to electricity. Utilities is a major contractual services category needed to operate various departments. It includes sanitation services, solid waste disposal, water, sewer, electricity and natural gas. The largest utility sub-types are electricity, sewer, water and telecommunication expenditures. In FY 2011, the City of Casper is budgeted to spend \$2,601,830 for electricity, \$606,527 for natural gas, \$596,680 for water, and \$314,239 for telecommunications.

Many of the City's divisions operate as enterprises. This means that these divisions operate in a manner similar to private businesses. For this reason, many enterprise divisions are the primary customer of other enterprise divisions, such as the case with the relationship between Sewer and the Wastewater Treatment Plant. Also, the Refuse Collection fund is the largest customer of Balefill services. However, in some cases the largest expenditure for a utility type may be for non-enterprise type operations. For example, 69% of total City-wide budgeted water expenditures are related to the Park Division's maintenance of green areas in Parks and the Cemetery. This figure does not include bulk water purchased by the Water Division for resale.

The City is undertaking many efforts to reduce energy and water consumption throughout the organization. Nearly twenty City staff members have attended introduction to energy efficiency classes, while 12 have attended classes on Leadership in Energy and Environmental Design (LEED) building standards for existing and new buildings. Staff is using these new skills to identify policy changes and practices to allow the City save money by delivering the same service levels with less consumption of resources.

Internal policy changes related to energy and water usage include replacing toilets, urinals, and showers with low water use units and buying Energy Star rated computers, appliances, and equipment. Other internal policy changes related to the "greening" of City operations are using low VOC paint, recycled carpet and converting to green environmentally friendly cleaning products.

The City of Casper conducted an energy audit of City facilities that found projects with a payback period of less than 10 years. This means these projects have a 7% return on investment or better, which is significantly better than the City receives on its investment portfolio. By integrating energy improvement projects with expected replacements due to obsolescence or end of expected life, the returns on these investments are even greater.

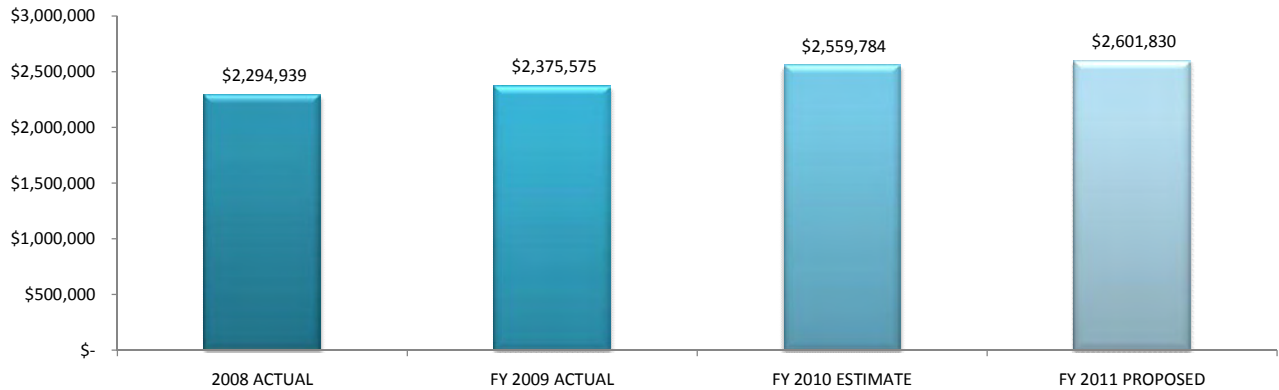
The City is also reviewing alternate fuel vehicles, including hybrids and electric vehicles, as well "right sizing" the fleet to the job. The City currently owns four hybrid vehicles and one electric vehicle and is evaluating their performance. The City also implemented an anti-idling policy for City vehicles in order to save fuel.

In general, City staff is preparing base lines for energy, natural gas, water, and fuel usage and are using energy efficiency and water conservation as a major consideration in the design and planning of all capital projects and equipment purchases.

City of Casper  
**All Funds Expenditure Summary by Use**  
 FY 2011

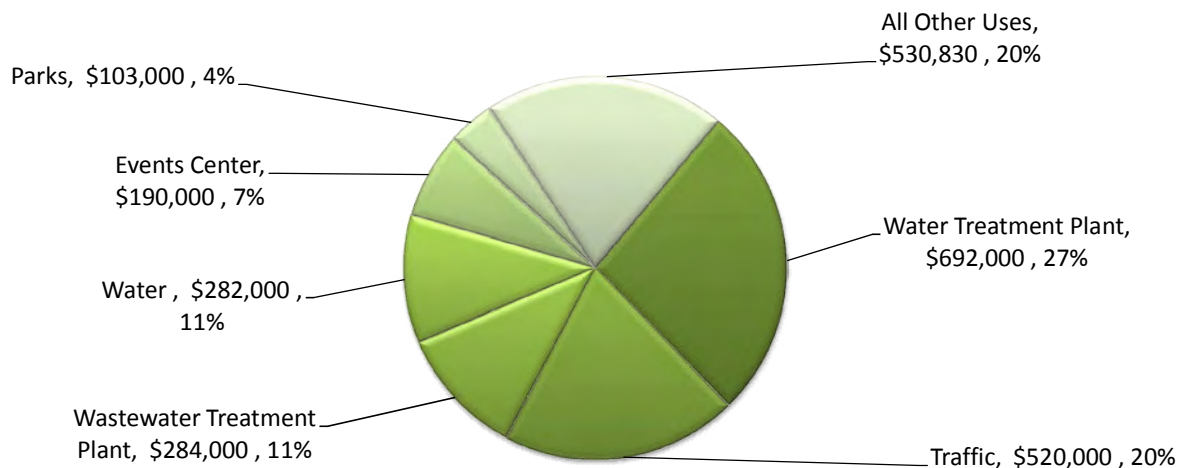
**Contractual Services**

**Electricity Expense All Areas**



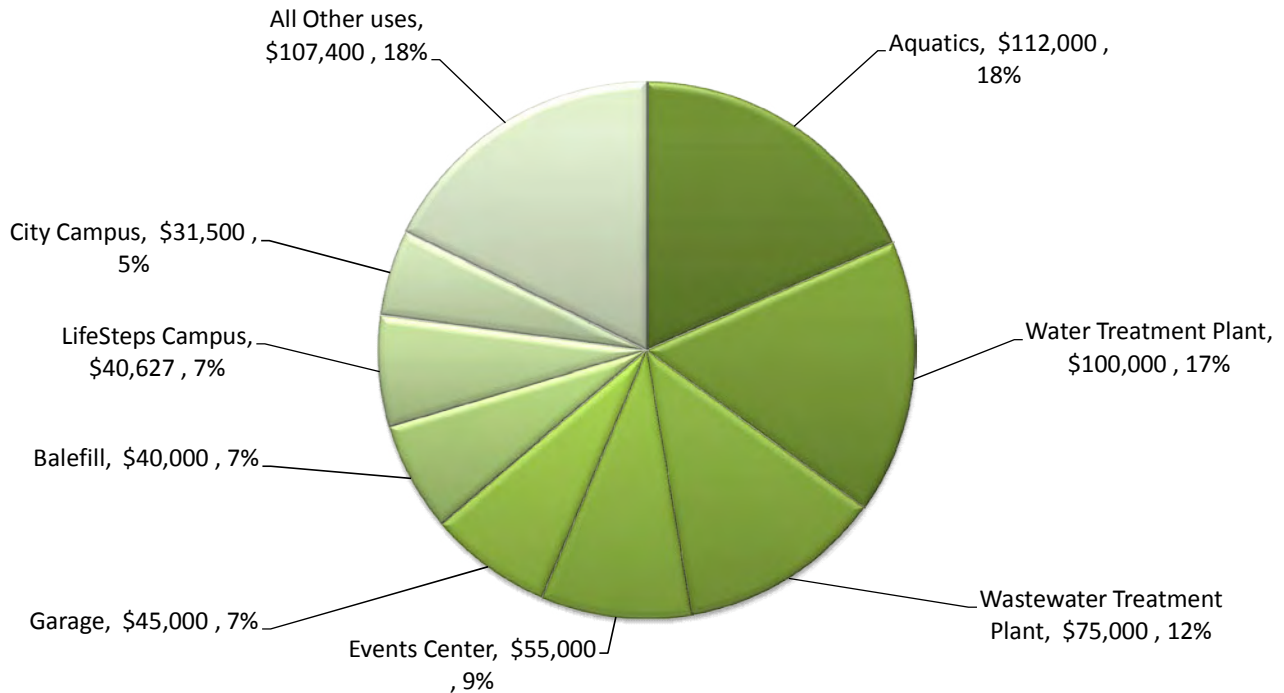
*Casper has averaged approximately \$2,300,000 in electricity costs in recent years. Even as the City operation reduces electricity use as measured in Kwh, regular rate increases by Rocky Mountain Power have offset these savings.*

**Expected Electricity Expenditures in FY 2011**



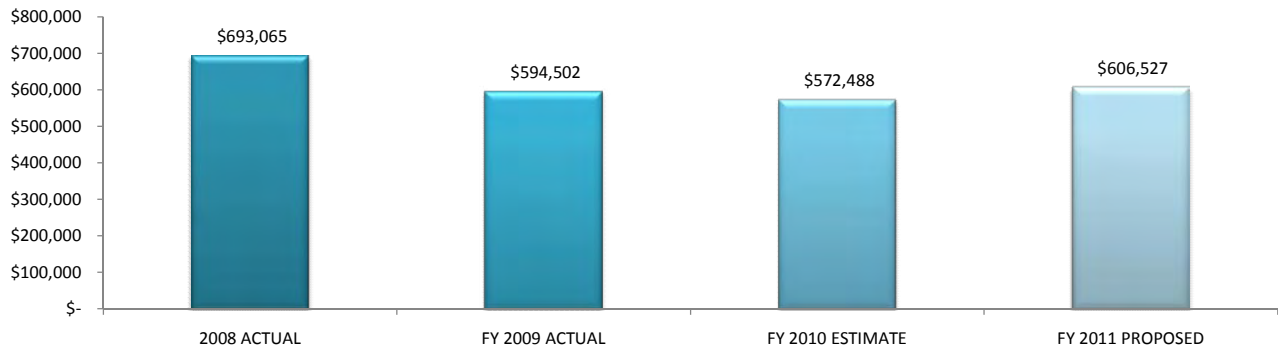
City of Casper  
**All Funds Expenditure Summary by Use**  
 FY 2011

**FY 2011 Budgeted Natural Gas Usage**



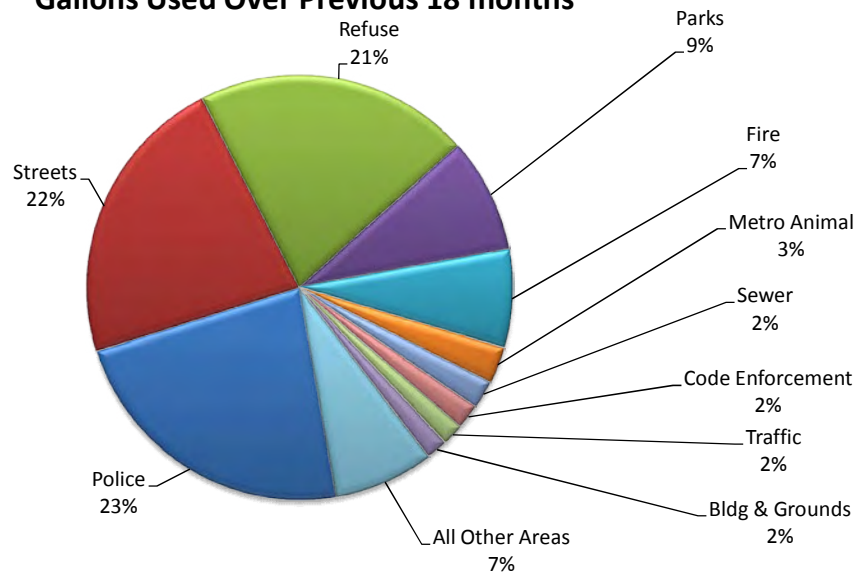
*\$601,288 is budgeted for natural gas in FY 2011. Since FY 2008, the Aquatics and Wastewater Treatment Plant have been able to cut natural gas expenditures significantly enough to offset price increases.*

**Natural Gas Expense All Areas**



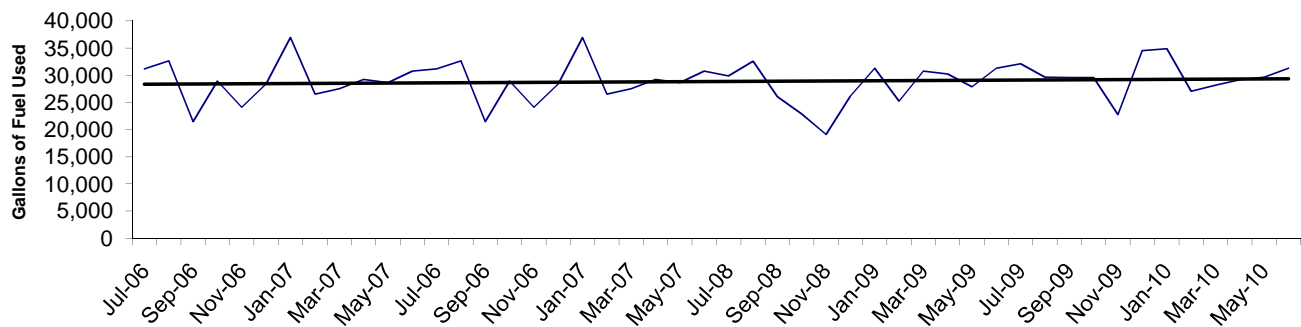
City of Casper  
**All Funds Expenditure Summary by Use**  
FY 2011

**Largest Citywide Diesel and Unleaded Fuel Users  
Gallons Used Over Previous 18 months**

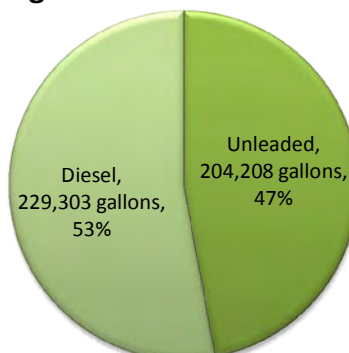


*Casper uses approximately 350,000 gallons of diesel and unleaded fuel each year, with the average cost per gallon varying each year based on market prices. In FY 2008, the average price per gallon was \$2.84 which declined to \$2.46 in FY 2009 and again to \$2.27 in FY 2010.*

**Unleaded & Diesel Gallons of Fuel Used**

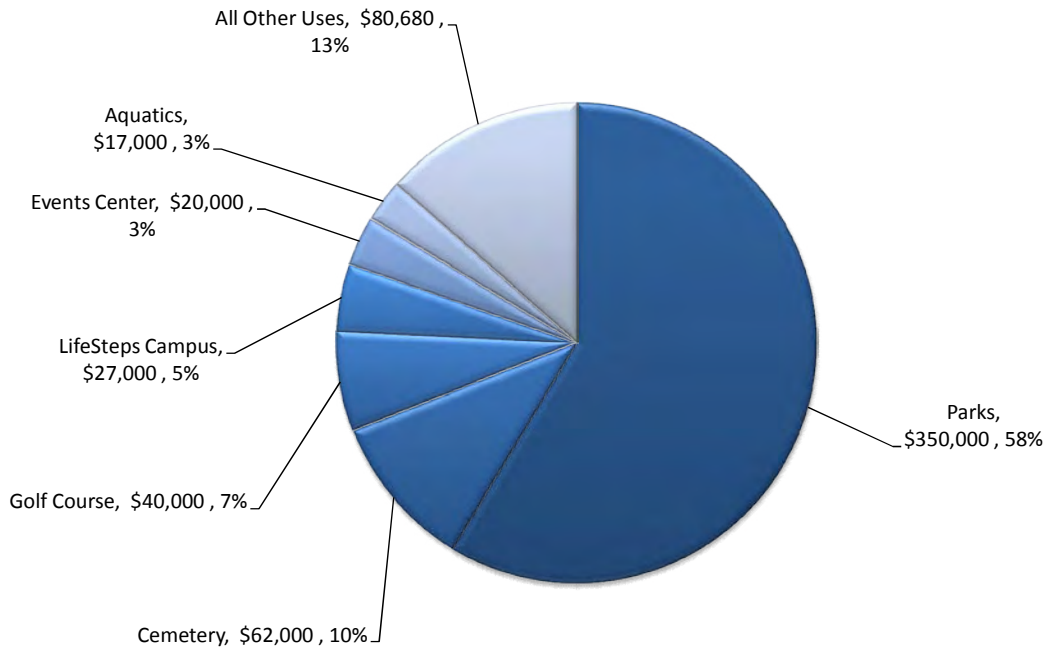


**Citywide Fuel Usage of Diesel and Unleaded Fuel in Gallons**



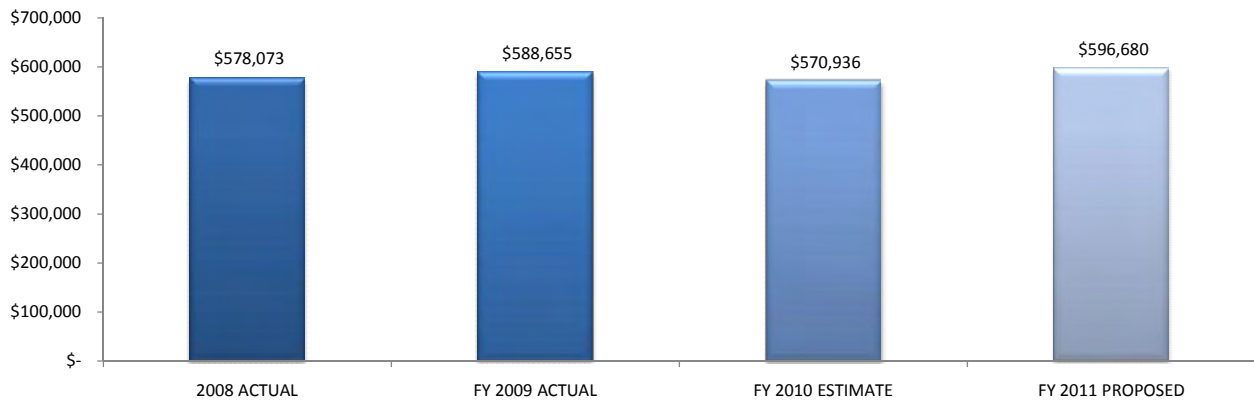
City of Casper  
**All Funds Expenditure Summary by Use**  
FY 2011

**FY 2011 Expected Water Usage**



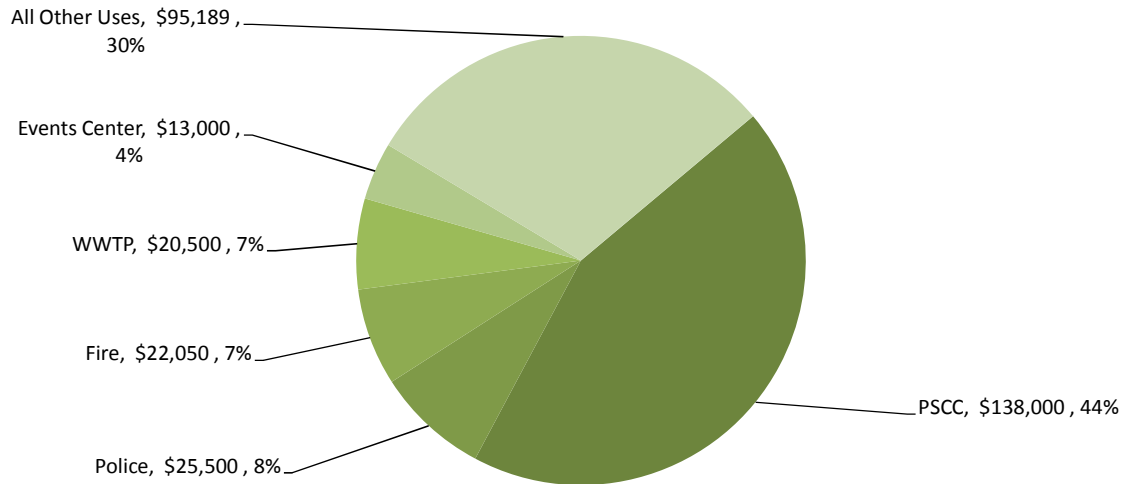
*Casper uses approximately \$600,000 in water each calendar year in its operations, excluding bulk water for resale, and depending on average rainfall.*

**Water Expense All Areas**



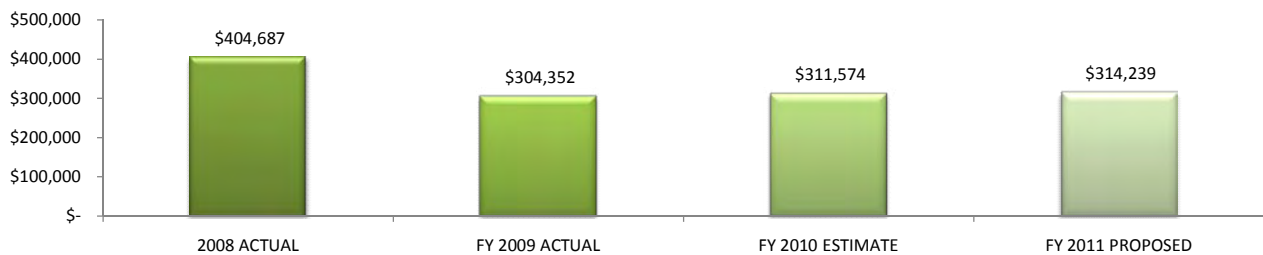
City of Casper  
**All Funds Expenditure Summary by Use**  
 FY 2011

**FY 2011 Proposed Telecommunications Usage**

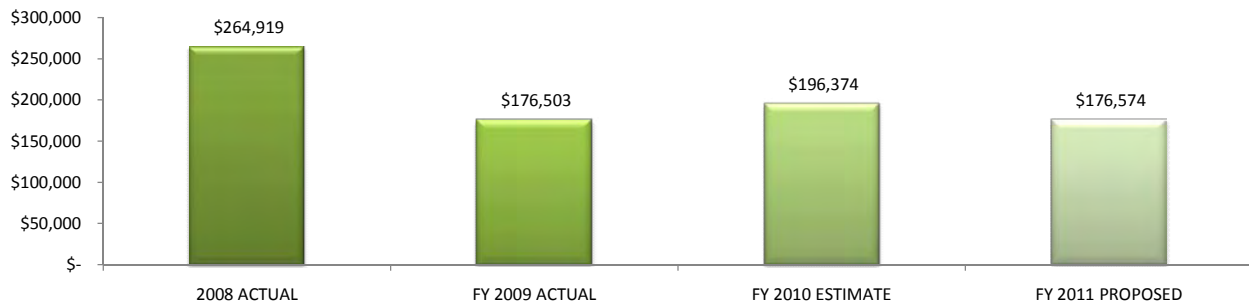


*The Voice Over Internet (VOIP) implementation has begun to deliver savings in telecommunications cost. All areas are now on the City VOIP system except the Public Safety Communications Center, the Balefill, and Hogadon.*

**Telecommunications Expense All Areas Including PSCC**



**Telecommunications Expense All Areas Excluding PSCC**



City of Casper  
**Adopted All Funds Expenditure Summary by Fund & Cost Center**  
 (Budget Basis)  
 FY 2011

<b>Fund</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 Adopted</b>	<b>% ▲</b>
<b>General Fund</b>	\$ 49,397,801	46,809,049	44,442,355	39,001,611	-17%
<b>Total General Fund</b>	49,397,801	46,809,049	44,442,355	39,001,611	-17%
<b>Capital Funds</b>					
Capital Projects Fund	11,953,505	36,469,508	23,746,938	12,991,853	-64%
Capital Equipment	1,478,824	5,043,719	2,722,199	3,699,300	-27%
Optional One Cent #13 Sales Tax	13,213,323	15,966,412	15,351,578	12,168,622	-24%
American Recovery Act Fund	-	9,215,773	8,784,897	1,994,979	-78%
<b>Total Capital Funds</b>	26,645,652	66,695,412	50,605,612	30,854,754	-54%
<b>Enterprise Funds</b>					
Water	13,366,726	21,889,422	20,428,451	13,327,375	-39%
Water Treatment Plant	2,168,258	2,565,396	2,368,631	2,406,690	-6%
Sewer	5,226,701	5,514,133	7,149,042	4,646,437	-16%
Wastewater Treatment Plant	5,414,453	7,521,412	6,438,479	4,777,250	-36%
Refuse Collection	4,638,357	5,241,170	4,348,836	4,963,029	-5%
Balefill	10,240,622	15,588,016	14,375,724	4,966,473	-68%
Casper Events Center	3,091,613	3,249,704	2,964,769	2,898,094	-11%
Golf Course	1,236,523	1,240,515	1,199,299	1,275,065	3%
Casper Recreation Center	1,115,919	1,188,283	1,132,235	1,120,660	-6%
Aquatics	970,894	1,051,803	947,543	971,607	-8%
Ice Arena	483,312	505,115	469,686	460,017	-9%
Hogadon Ski Area	1,039,671	952,628	938,417	753,006	-21%
Parking Lots	52,767	54,516	53,816	47,533	-13%
Life Steps Campus	210,618	232,065	187,753	184,500	-20%
<b>Total Enterprise Funds</b>	49,256,434	66,794,178	63,002,681	42,797,736	-36%
<b>Special Revenue Funds</b>					
Weed & Pest Control	500,008	499,315	450,779	612,857	23%
Transit Services	1,283,903	1,327,299	1,322,164	1,146,575	-14%
Community Development Block Grant	589,028	877,387	809,032	983,608	12%
Metropolitan Planning Office	447,910	646,908	656,276	712,379	10%
Police Grants	370,351	1,151,521	339,684	1,305,589	13%
Fire Grants	109,068	95,000	159,492	110,000	16%
Redevelopment Loan Fund	132,703	250,446	35,467	285,467	14%
Revolving Land Fund	2,173	2,001,000	1,500	2,101,500	5%
<b>Total Special Revenue Funds</b>	3,435,144	6,848,876	3,774,394	7,257,975	6%
<b>Debt Services Fund</b>					
Special Assessments	(16,394)	363,813	4,100	860,747	137%
<b>Total Debt Service Fund</b>	\$ (16,394)	363,813	4,100	860,747	137%

City of Casper  
**Adopted All Funds Expenditure Summary by Fund & Cost Center**  
 (Budget Basis)  
 FY 2011

<b>Fund</b>		<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 Adopted</b>	<b>% ▲</b>
<b>Internal Services Funds</b>						
Central Garage	\$	3,291,374	3,547,030	2,962,690	3,204,718	-10%
Information Technology		1,307,999	1,374,847	1,322,583	1,202,880	-13%
Buildings & Grounds		1,032,957	1,155,141	1,080,567	1,091,063	-6%
City Campus		326,007	397,250	383,986	391,561	-1%
Property & Liability Insurance		663,835	845,525	1,143,348	916,399	8%
<b>Total Internal Services Funds</b>		6,622,172	7,319,793	6,893,174	6,806,621	-7%
<b>Trust &amp; Agency Funds</b>						
Perpetual Care		1,708,065	2,115,870	1,954,784	2,830,249	34%
Metro Animal Control		856,088	916,464	895,497	891,811	-3%
Public Safety Communications		2,015,750	2,342,759	2,257,231	2,215,776	-5%
Health Insurance		8,431,916	8,532,645	8,408,723	9,036,384	6%
<b>Total Trust &amp; Agency Funds</b>		13,011,819	13,907,738	13,516,235	14,974,220	8%
<b>Total- All Funds</b>		148,352,628	208,738,859	182,238,551	142,553,664	-32%
<b>Less Intragovernmental Transactions</b>						
Transfers Out		26,844,717	25,065,395	24,373,160	19,318,828	-23%
Internal Services Charges		6,164,247	6,179,618	6,172,774	5,853,005	-5%
Administration Fees		1,160,468	1,058,843	1,042,526	1,020,556	-4%
<b>Total</b>		34,169,432	32,303,856	31,588,460	26,192,389	-19%
<b>Total Expenditures- All Funds</b>	\$	114,183,196	176,435,003	150,650,091	116,361,275	-34%



## **Capital Summary**

**Capital by Funding Sources**

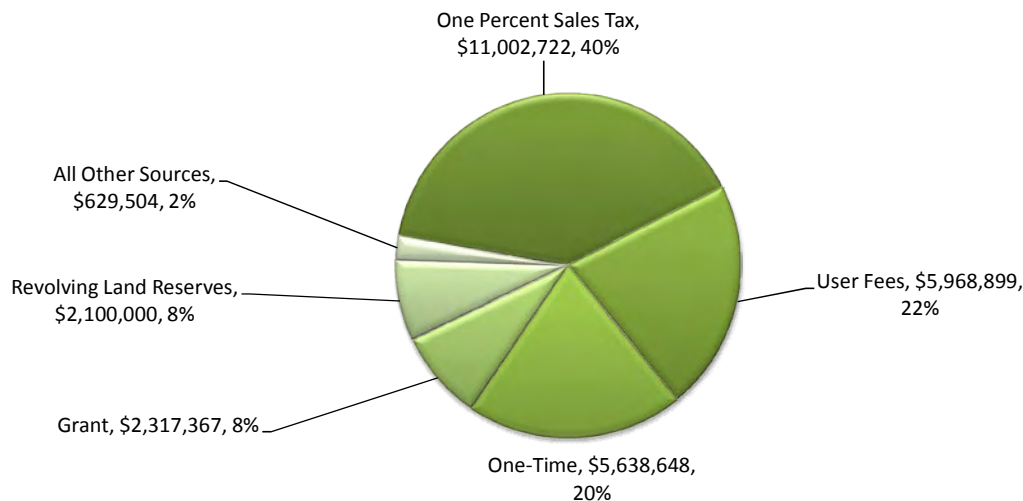
The largest funding source for capital in the FY 2011 ADOPTED budget is the Optional One Cent Sales Tax approved by voters. The current authorization of the Optional One Cent was approved by the voters in 2006 and will be collected from 2007 through 2011. The tax adds one penny of tax to every dollar spent on a taxable item. The Optional One Cent Sales Tax has been in place since 1975, and the citizens have voted regularly to renew the tax.

A new source of funding for capital in the past two years is the American Recovery and Reinvestment Act (ARRA). This federal funding is currently budgeted as providing \$1,574,797 for capital for FY 2011. The actual amount awarded to Casper may be greater than this amount depending on additional grant awards and funding allocations by Federal agencies.



Other major funding sources for capital over the past few years have been user fees, General Fund revenues, County Consensus mineral monies, water reserves, grants, and loans. User fees are the amounts paid for the services by users of those services. User fees from water, sewer, refuse collection, balefill, and other enterprises fund the majority of capital in those areas.

One-time amounts noted here were mainly mineral monies transferred in previous years to the Capital Projects Fund for projects approved by City Council in prior years. Due to a lag before the start of construction, funds from last year will be spent in the current year.

**Funding Sources for FY 2011 Adopted Capital**

The City of Casper maintains an ongoing capital improvement program. Many large dollar projects remain for the next few years and existing infrastructure requires upkeep and eventual replacement. A few examples of the largest long-term projects are street replacements, water distribution and sewer collection infrastructure, a new regional balefill, as well as the update and proper maintenance of existing infrastructure and buildings.

### Capital by Category

The table and chart on this page consolidate capital expenditures from all funds into the category of the intended use of that capital. The Water category contains capital used for the water distribution system including water mains, tanks, water lines, meters, and vehicles and equipment used by water distribution crews.

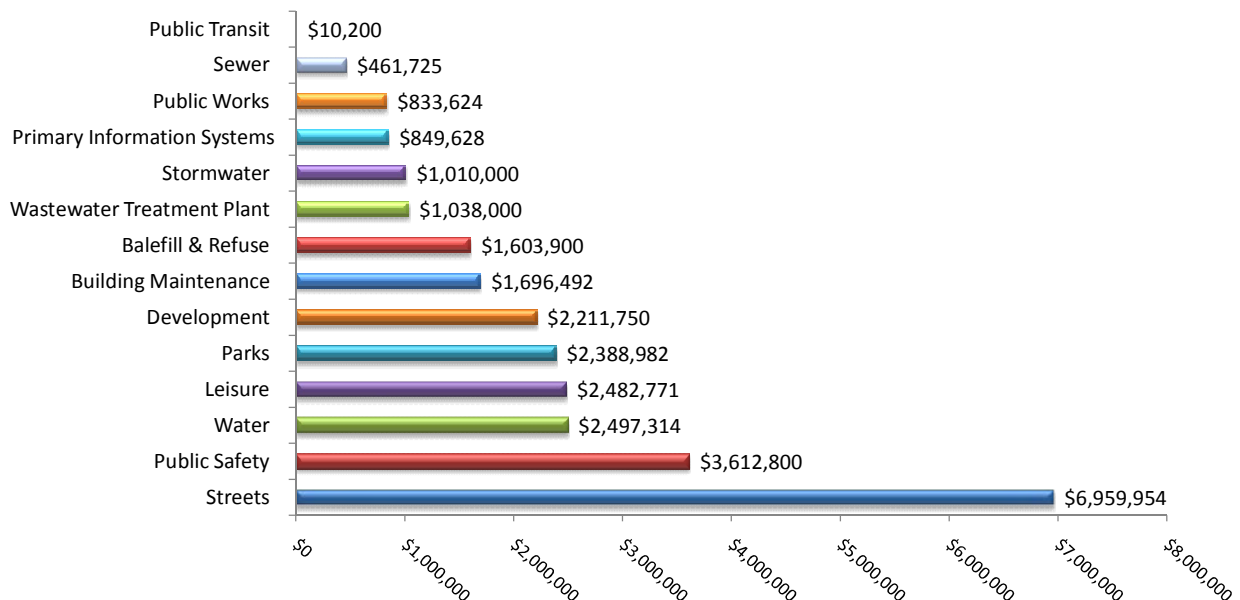
The Streets category contains all expenditures for streets, traffic lights, bike lanes and sidewalks. Generally, the Streets category includes items related to the creation and maintenance of the street system. The Public Safety category covers capital used by Police, Fire, Public Safety Communication Center, Metro Animal Control, and the Municipal Court.

The Balefill and Refuse Collection category reflects capital used for refuse collection and disposal. The Sewer category has capital items used in the wastewater collection system including sewer mains and equipment. The Wastewater Treatment Plant contains items related to the treatment of wastewater.

The Leisure category contains items for the Events Center, Recreation Center, the Aquatics Center and the outdoor pools, the Ice Arena, Hogadon Ski Area, and the Golf Course. The Parks category includes all capital related to the maintenance of existing and creation of new parks. Primary information systems are mainly technologies needed to operate the City organization with the largest expenditures being City-wide IT networks and systems shared by the City departments.

The Public Transit Category includes items used in the bus system by the Casper Area Transit Coalition (CATC). It includes vehicles, signage, bus stops, and capital needed for administration. Stormwater is a category related to the capture, control, retention, and discharge of stormwater runoff to avoid flooding and to meet environmental regulations.

### Adopted FY 2011 Capital Expenditures by Category- Total \$27.657,140



**Capital by Category**

<b>Category of Capital</b>	<b>FY 2011 Adopted</b>	<b>% of Total</b>
Streets	\$6,959,954	25.2%
Public Safety	\$3,612,800	13.1%
Water	\$2,497,314	9.0%
Leisure	\$2,482,771	9.0%
Parks	\$2,388,982	8.6%
Development	\$2,211,750	8.0%
Building Maintenance	\$1,696,492	6.1%
Balefill & Refuse	\$1,603,900	5.8%
Wastewater Treatment Plant	\$1,038,000	3.8%
Stormwater	\$1,010,000	3.7%
Primary Information Systems	\$849,628	3.1%
Public Works	\$833,624	3.0%
Sewer	\$461,725	1.7%
Public Transit	\$10,200	0.0%
<b>Total for All Categories Citywide</b>	<b>\$27,657,140</b>	<b>100.0%</b>

All capital contained in the adopted FY 2011 budget totals \$27,657,140. For FY 2011, the largest categories are Streets with \$6,959,954, Public Safety with \$3,612,800, and Water with \$2,497,314 of budgeted capital expenditures.

As can be seen in the table above, Streets projects are the largest category of capital and constitute 25.2% of all capital spending currently included in the FY 2011 budget. The second largest category is Public Safety with 13.1% of budgeted capital expenditures. A detailed explanation of the projects included in the Streets and Public Safety categories can be found in the next few pages of this section. The largest projects are also noted in the other categories.

## Capital - Streets

The largest project is street repairs to collector and arterial roads. These repairs are ongoing capital replacements to maintain the primary streets of the community and target the lower scoring streets on the street condition index, which takes into account the driving surface, the structural integrity of the road, and other factors.

The Collins Drive Reconstruction project is being done to extend the look and feel of the downtown area and is another major component to encouraging infill development in the center of the City. The David Street extension project will extend David Street through the downtown area. Together with other major projects in the downtown area such as the rebuilding West Yellowstone Highway and extending David Street, these street projects lay the foundation for further private investment in the downtown area.

Residential street repairs target residential streets throughout the community and attempt to remediate residential street problems before they become more serious issues.

The first phase of Cottonwood subdivision will rebuild the road in the Cottonwood subdivision. These roads were built to County standards before the area was annexed, and the roads are now failing and need to be completely rebuilt.

East 21st extension has two project segments: 1) Missouri to Rustic Ridge, and 2) Rustic Ridge to Kingsbury. The City may choose to do both segments at once in order to receive a lower price from the developer of the area, and will recover the costs from future developments that use the road.

Streets Capital	Cost
Collectors and arterials road repairs	2,200,000
Collins Drive	\$ 1,325,000
Cottonwood Subdivision street rebuild-Phase I	800,000
Residential Streets	500,000
East 21st extension from Rustic Ridge to Kingsbury	450,000
Heavy Equipment	400,000
Walkability Improvements	300,000
East 2nd Street Luminaires	250,000
East 21st extension from Missouri to Rustic Ridge	210,000
15th Street and Missouri Traffic Signal	153,000
East 2nd street paving repair	100,000
All other smaller items (9 items/projects)	271,954
Total Streets	\$ 6,959,954

### Capital - Public Safety

The public safety category includes capital for the Police Department, the Fire Department, and the Municipal Court. The Police Department includes Police, the Public Safety Communications Center, and Metro Animal Control.

The first stage of the Police Communication Wireless Network Upgrade was a Department of Justice Edward Byrne grant funded project budgeted in the American Recovery & Reinvestment Act Fund in FY 2010. The second stage totals \$1,200,000 for FY 2011.

The WYOLINK communication system is a Wyoming grant funded program to provide radio compatibility between all agencies in Wyoming to promote regional cooperation and compatibility.

Public Safety Capital	Cost
Wireless network upgrade	\$ 1,200,000
Wyolink state-wide interoperable communication system	800,000
Police vehicle replacement	400,000
Fire Truck- heavy equipment replacement	250,000
Fire light equipment replacements	182,800
Paging system and server	158,000
Fire Station #3 Replacement -wrap-up of FY 2010 project	105,580
Fire grants -Light equipment replacements	100,000
Technology- Homeland Security	72,000
Police Communications Center system technologies	66,970
All other smaller items (18 items/projects)	277,450
Total Public Safety	\$ 3,612,800

### Capital - Water Distribution

Raising the Sunrise III neighborhood water tank is intended to improve water pressure in the southern part of town. The Water Main Replacement is an ongoing effort to replace water mains as they reach the end of their useful life. This effort was supplemented by American Recovery Act grants and loans for water main replacements in Fy 2010.

Water Distribution Capital	Cost
Zone IV improvements including raising Sunrise III water tank and a transmission line	\$ 990,000
Scheduled water main replacements - rate model	750,000
Pavement as part of water main replacement program	150,000
One tandem axle dump truck	140,000
Emergency generator for booster stations	85,000
Water line materials	80,000
Repainting Paradise Valley water tank	75,000
All other smaller items (9 items/projects)	227,314
Total Water Distribution	\$ 2,497,314

## Capital - Leisure

The Leisure category contains items for the Events Center, Recreation Center, the Aquatics Center and the outdoor pools, the Ice Arena, Hogadon Ski Area, and the Golf Course.

A majority of Leisure capital is being spent to keep the Casper Events Center, a significant community asset, maintained and up-to-date in order to keep the facility competitive. Additional improvements are being made to the facility for energy efficiency and to add capabilities to improve the facility as an adequate emergency shelter. Much of this investment has been funded by energy conservation grants from the American Recovery and Reinvestment Act.

The main electrical service, including transformers, at Hogadon Ski Area is being upgraded so that the responsibility and maintenance of the electrical service can be transferred to Rocky Mountain Power. This was done at the Casper Events Center, and Hogadon was the last major electrical transmission piece maintained by the City.

Leisure Capital	Cost
Events Center boiler- ARRA and City match	\$ 774,677
Hogadon electrical service upgrade	473,829
Events Center pumps and motors- ARRA	444,790
Events Center lighting improvements- ARRA and City match	254,255
Leisure Services facility improvements from prior project savings	244,220
Golf carts replacement	100,000
All other smaller items (12 items/projects)	191,000
	<hr/>
Total Leisure	\$ 2,482,771

## Capital - Parks

The largest item is for maintenance and extension of the Platte River Parkway trail system. The raw water irrigation project is intended to reduce potable water usage by using water from the river to water a city parks complex.

Buckboard Park is a new park originally approved through the optional sales tax allocation process. The park will be built in the Robertson Road area and serve the western part of town. Other large items are to keep current parks maintained.

Parks Capital	Cost
Platte River Parkway project	\$ 619,919
Raw water irrigation system	507,037
Buckboard Park	500,000
Park maintenance and replacements for existing parks	476,625
Light equipment- Mowers and other equipment	110,000
Chemical storage building for Weed & Pest control	75,000
Gateway statue relocation	67,848
Cemetery Signage	18,496
Casper Legion Baseball	14,057
	<hr/>
Total Parks	\$ 2,388,982

## Capital - Development

The largest capital item budgeted for development is \$2,000,000 for revolving land purchases for redevelopment. This money is to be used to buy land in certain redevelopment areas, make improvements, and then to offer the land for sale. By buying and selling land, the funding "revolves" back into the fund and makes other land purchases possible. No specific land purchases are currently planned.

Development Capital	Cost
Land for redevelopment or resale	\$ 2,100,000
"Seed" capital for Weed & Seed area	50,000
All other smaller items (5 items/projects)	61,750
Total Development	\$ 2,211,750

## Capital - Building Maintenance

In recent years, the City has focused on the energy efficiency of City buildings and operations as a strategy for reducing costs. In FY 2011, a total of \$909,159 is budgeted in three projects for energy reduction improvements in City buildings. The energy conservation funding, the LONG energy contract, and the internal work by Buildings & Grounds crews will be used to implement the recommended improvements from an energy audit of City buildings. The American Recovery Act funded a new fire suppression system at the LifeSteps Campus and one-time monies funded an additional \$330,808 to make improvements to major building systems at the complex.

Building Maintenance Capital	Cost
Energy conservation projects	\$ 500,000
LifeSteps campus building enhancements	330,808
LONG energy contract	284,159
Insured property replacements-Property & Liability Fund	150,000
Energy audit recommendations- Internal implementation	125,000
LifeSteps Campus fire suppression system- ARRA	63,592
City Hall improvements	67,900
Lighting and building improvements	66,460
Miscellaneous roof repairs	50,000
All other smaller items (5 items/projects)	58,573
Total Building Maintenance	\$ 1,696,492

## Capital - Balefill & Refuse Collection

The two largest projects are County Consensus mineral tax funded projects. The Diversion Building will help divert materials that do not have to go to a lined landfill, such as construction materials, to an unlined portion. This will help extend the life of the lined landfill cells. The Yard Waste capital will only be spent if the City Council authorizes a yard waste program.

Balefill & Refuse Collection Capital	Cost
Front loader replacement	\$ 275,000
Side loader replacement	255,000
Baler building roof replacement	240,000
Compost screener refurbishment	\$ 225,000
Loader refurbishment	135,000
Litter fence	88,000
Route efficiency software	85,000
Foundation and installation of building for compost equipment	50,000
Replacement commercial bins and refurbishing parts	35,000
Replacement containers	30,000
All other smaller items (17 items/projects)	185,900
Total Balefill & Refuse Collection	\$ 1,603,900



## Capital - Wastewater Treatment Plant

Most capital items are routine replacements to maintain the system at current capacity.

The Waste water Treatment Plant is the third largest user of both electricity and natural gas among City operations. The lighting replacements and the building heater replacements are projects to begin reducing these energy costs over time. The energy use reduction study will evaluate major wastewater treatment processes so that future process changes can be made to increase efficiency without impacting water quality.

Wastewater Treatment Plant Capital	Cost
Headworks building bar screen replacements (two bar screens)	\$ 650,000
Unanticipated replacements due to equipment failure	70,000
Replacement of lighting to energy efficient fixtures	70,000
Secondary clarifier No. 3 renovation	65,000
Energy use reduction study	50,000
Headworks building heaters	50,000
Tank recoating for corrosion protection	35,000
All other smaller items (6 items/projects)	48,000
Total Wastewater Treatment Plant	\$ 1,038,000

## Capital - Stormwater

The Stormwater Master Plan will be used to comprehensively plan improvements to the system. The stormwater oversizing will reimburse a developer for building excess capacity for City use.

Stormwater Capital	Cost
Stormwater master plan	\$ 610,000
Waterford Street- Stormwater oversizing	400,000
Total Stormwater	\$ 1,010,000

## Capital - Primary Information Systems and Administration

This category contains centralized information systems that are shared by all City Departments. Examples for FY 2011 include the primary City network and a payroll time & attendance system. Other systems from previous years include the website, e-mail system, the intranet and other similar systems that benefit multiple departments.

Primary Information Systems and Administration	Cost
Network upgrade/update	\$ 481,000
Payroll time and attendance system	310,000
All other smaller items (5 items/projects)	58,628
Total	\$ 849,628

## Capital - Public Works

Public works covers the other activities and repairs performed by the Public Services department that do not fall into the other categories, such as Engineering, Central garage, and repairs other than buildings.

Public Works Capital	Cost
Miscellaneous Repairs	\$ 804,624
Technologies	\$ 29,000
Total Public Works	\$ 833,624

### Capital - Sewer

The largest project budgeted to begin in FY 2011 is manhole and main replacement, which is part of the sewer operation's ongoing capital reinvestment program.

A large \$2,400,000 American Recovery Act project was added in June of FY 2009 through a budget amendment, with half of the project cost coming from a state loan.

<b>Sewer Capital</b>	<b>Cost</b>
Manhole and sewer main replacement	\$ 400,000
One-ton service truck with crane	40,000
All other smaller items (3 items/projects)	\$ 21,725
Total Sewer	\$ 461,725

### Capital - Public Transit

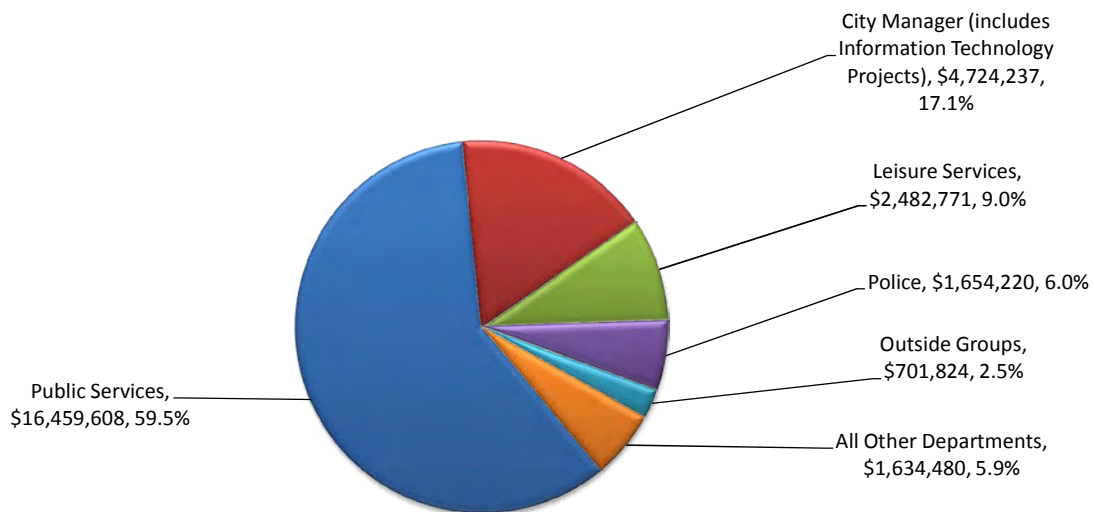
This category includes bus purchases and infrastructure for the Casper Area Transit Coalition, which is the regional agency that operates the public bus system. For FY 2011,

<b>Public Transit Capital</b>	<b>Cost</b>
Roof replacement at CATC office	\$ 10,200
Total Public Transit	\$ 10,200

**Capital by Originating City Department**

The Public Services Department is composed of the following funds and cost centers: Water, Sewer, Water Treatment Plant, Wastewater Treatment Plant, Refuse Collection, Balefill, Streets, Traffic, Central Garage, Parks, Cemetery, Buildings and Grounds, Weed & Pest Control, Parks and Engineering. The department also oversees the maintenance of City Hall and other City office space in the City Campus.

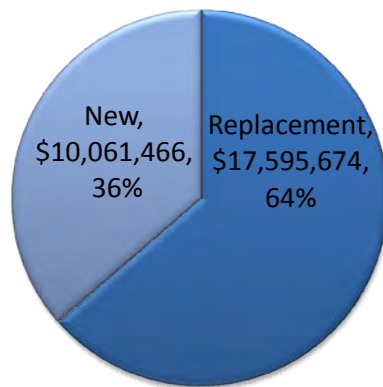
Much of the Public Services Department focus is capital construction and maintenance. This is demonstrated by the Public Services Department originating 59.4% of all capital spending for FY 2011. In addition, the Engineering Division either manages or gives technical assistance to many of the larger capital projects for other City departments.

**Capital Projects by Originating City Department**

**Capital by Type**

New capital items are expansions to the capital inventory. Examples would be the addition of a park, the extension of a street or increasing the number of vehicles in the fleet. Replacement capital maintains or replaces items in the City's current capital inventory. These items may be near the end of their useful life, are antiquated, need repair, or have other factors requiring replacement. Examples of replacement capital would be street resurfacing or reconstruction, a roof on an existing building or replacing an existing vehicle.

New capital items may be of concern from a planning standpoint because they represent a potential service level increase. Some new capital may have no impact or decrease operating expenditures in the short term; however, these items will need to be maintained and replaced at some point in the future. The largest new capital projects that involve any long-term expansion or change in the nature of City services are highlighted in more depth on the following page.

**New vs. Replacement Capital**

Replacement items, conversely, generally have beneficial or cost-saving effects on the operation by lowering maintenance costs or extending the life of an existing building or road. Also, these items can improve the quality or reliability of a service already provided such as is the case with street, sewer, stormwater, and water replacements.

**New Capital Item Impacts**

Below is a simplified explanation of the impacts of major new capital projects planned for FY 2011. For more detailed explanations can be found in the FY 2011 Capital Budget document.

Largest New Capital Projects in Declining Order According to Value:

New Capital	Category	Budget	Service Level Impact	Operations Cost Impact
Land for Redevelopment/Resale	Development	\$2,100,000	No impact	No impact
<p>This funding is to purchase land for resale to facilitate redevelopment in targeted areas. The land is intended to be resold into private ownership within a short time frame to avoid increasing City operations costs.</p>				
Public Safety Wireless Network	Public Safety	\$1,200,000	Significantly improved data access for public safety personnel	Reduced maintenance and repair compared to current outdated system.
<p>This funding is to build a modern wireless network for Public Safety. This primary users of this wireless system will be the Police and Fire Departments using mobile computers to access public safety information. This system is listed as new because it is a significant leap forward in both capability and reliability, and should increase the field capabilities of the Police and Fire Departments while reducing repair calls and connectivity problem made to the Information Technology division.</p>				
Zone IV Improvements including raising Sunrise III Tank and transmission line	Water	\$990,000	Improved water pressure	Minor O & M impacts.
<p>This project will involve raising the Sunrise No. 3 water storage tank by 16 feet and constructing a redundant 12" water transmission line within Zone IV. Zone IV services customers at the highest elevation in the City. Customers located near the Sunrise No. 3 water storage tank suffer from low water pressure. A solution offered by the 2006 Water Master Plan is to raise the Sunrise No. 3 water storage tank by 16 feet. In addition, a redundant 12-inch water transmission line is needed to complete the loop to the Sunrise Hills No. 5 and Stoneridge Addition areas. This project will have minor operations and maintenance impacts, as this is an existing storage tank that is already maintained.</p>				
Wyolink state-wide interoperable communication system	Public Safety	\$800,000	Improves inter-agency radio communication	To be determined.
<p>This is a project paid for by the State of Wyoming to ensure interoperable radio communications will be determined in the final agreement with the State of Wyoming before this project proceeds.</p>				

## New Capital Item Impacts-Continued

New Capital	Area	Budget	Service Level Impact	Operations Cost Impact
East 21st St Extension.-Missouri to Kingsbury	Streets	\$660,000	Improved road connectivity	Increased maintenance costs of \$500 per year
<p>The East 21st extension is composed of two projects, the extension of 21st Street from Missouri Street to Rustic Ridge (\$210,000) and the extension from Rustic Ridge to Kingsbury Street (\$450,000). In keeping with City policy for developers to construct "to and through" the full extent of their development property, the Missouri to Rustic Ridge portion of the project will be built wby the developer, with the City responsible for the cost of the south half of the construction. The extension of E. 21st St. in this corridor was identified as a priority construction in the Casper East Side Transportation Study, primarily to reduce traffic congestion issues on 15th Street. The new roadway section will add an estimated \$500 per year for crack filling, snow plowing, and future overlays.</p>				
Platte River Parkway Project	Parks	\$619,919	Additional walking and biking trails	No impact to City parks crews.
<p>This provided funding to the outside group, the Platte River Parkway Trust, to build additional walking and biking trails along the Platte River. This trail system is maintained by this outside group's staff, and not by City parks crews.</p>				
Raw Water Irrigation Project	Parks	\$507,037	No impact	Savings of 60% on irrigation costs
<p>This is a cost savings project that will use river water for irrigation of the Field of Dreams sprots complex, rather than fully treated municipal water. There is no expected impact on service levels and the cost differential between treated water and untreated water is expected to save over 60% of the yearly water cost.</p>				
Buckboard Park	Parks	\$500,000	Expands park access to newer neighborhoods	Increased irrigation cost
<p>The Riverwest neighborhood does not have a park. This neighborhood was one of 5 identified by the Leisure Services Advisory Board as an area lacking park facilities. Parks have now been built in 3 of 5 identified neighborhoods and the Riverwest neighborhood has been selected as the next neighborhood to recieve a park. Dedicated parkland already exists. The west side mowing crew currently maintains 2 parks in Paradise Valley. Buckboard Park will be added to the Paradise Valley amintenance schedule. It will add 3 hours of work time and 30 minutes of travel time to the Paradise Valley run. Neither additional staff nor equipment is needed to maintain this neighborhood park. The irrigation cost will depend on the final design and features of the park.</p>				
Hogadon Electric Service Upgrade	Leisure	\$473,829	Modernized electrical system on City's side of the service	Eliminates maintenance of high power transformer
<p>This project will result in the high power transformer that serves Hogadon to be turned over to Rocky Mountain Power for future maintenance, testing, and replacement. It also provides for upgrades to the exisitng electrical system that serves Hogadon on the City's side of the service.</p>				

## New Capital Item Impacts-Continued

New Capital	Area	Budget	Service Level Impact	Operations Cost Impact
Waterford St.- Stormwater Oversizing	Stormwater	\$400,000	Additional storm water capacity	\$200 per year
<p>This compensates the developer of Waterford Street for building excess storm water drainage capacity, and avoids more costly replacement projects to build capacity in the future. Operational impacts include approximately \$200 per year for the Streets Division for crack filling, periodic slurry sealing, and for routine storm drain cleaning.</p>				
Automated Payroll Time & Attendance System	Primary Information System	\$310,000	Improves employee accountability. Eliminates double data entry.	Potential staff savings. Increased software maintenance.
<p>With this system, employees would enter their hours worked and benefit time. The system helps create greater employee accountability for their own time entry and a better data source for reviewing hours worked on different activities. The new process will eliminate the double data entry of time worked, and should save hours preparing each payroll. The yearly software maintenance fees are expected to be between \$18,000 and \$36,000 depending on the purchase price of the software.</p>				
Walkability Improvements- Sidewalks	Streets	\$300,000	Increased pedestrian options and safety	No operations impact. Future replacement of improvements.
<p>The purpose of this project is to provide construction funding for the top priority walkability needs as defined in the Casper Area MPO Walkability Study. In Fiscal Year 2008, the Casper Area MPO completed a Walkability study to address possible pedestrian deficiencies and provide solutions to remediate the problems identified. Twenty two improvement areas were identified and ranked by priority.</p>				
East 2nd Street Luminaires	Streets	\$250,000	Improved driving safety	Increased costs of \$9,120 per year
<p>These new street lights will be along E. 2nd Street between Landmark Drive and Bentley Drive. This section of 2nd Street was developed in the County without provisions for street lighting. A number of complaints have been received about the dark conditions along this corridor and potentially hazardous driving conditions. The additional lighting will provide uniformity along the corridor, consistent with other City Streets and as provided by City Ordinance. The operational impact will be \$9,120 for 38 fixtures at \$20 per month payable to Rocky Mountain Power.</p>				
15th Street & Missouri Street Traffic Signal	Streets	\$153,000	Improved traffic control and safety	\$550 per year
<p>Developments of the Village at Sage Creek, Windsor Heights Addition, and the Proposed Preserve Addition are contributing to traffic generation rates that warrant a traffic signal at this intersection. Increased yearly cost to the Traffic cost center is estimated at \$300 for maintenance of signal components and \$250 for electricity costs.</p>				

### New Capital Item Impacts-Continued

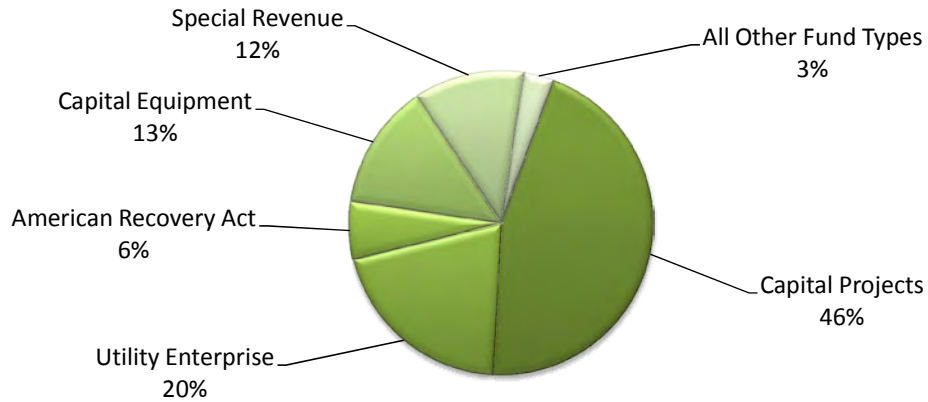
New Capital	Area	Budget	Service Level Impact	Operations Cost Impact
Emergency Generator for Booster Stations	Water	\$85,000	Increased disaster preparedness.	Minor maintenance and operations cost.
This will be the third emergency generator for water booster stations, and allows for water to continue to be pumped in case of a disaster or emergency.				
Route efficiency software	Balefill and Refuse Collection	\$85,000	Improved Refuse Collection efficiency.	Avoids or reduces operational cost increases.
This is a cost savings measure to improve the efficiency of existing routes and staffing to avoid adding an additional route and additional staffing. More efficient routing will also help reduce fuel usage.				



City of Casper  
**All Funds Expenditure Summary by Use**  
FY 2011

**Capital by Fund**

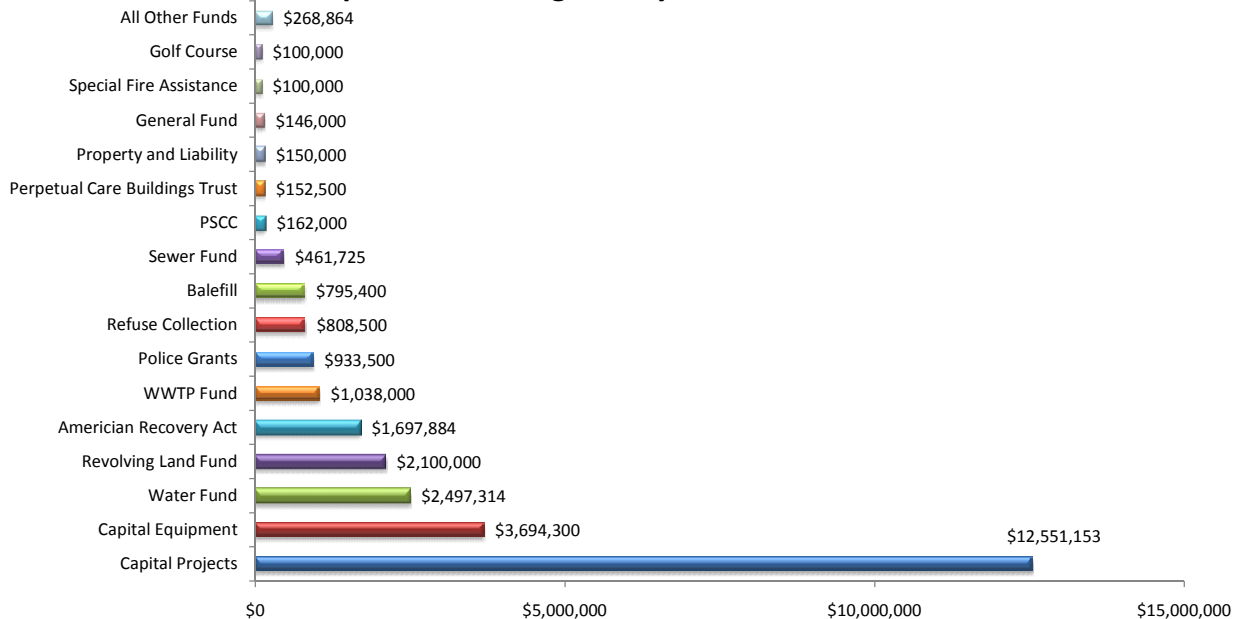
**Where are Capital Items Budgeted by Percentage in FY 2011?**



Due to the significance of cost and time requirements related to capital items, the City plans these purchases on a longer timeline than operating expenditures. The City Manager's Office coordinates a separate capital budgeting process to plan for capital projects and capital equipment expenditures on a five-year basis.

As can be seen from the charts on this page, most capital is budgeted either in the Capital Projects Fund, the American Recovery and Reinvestment Act Fund, the Capital Equipment fund, or Enterprise Funds. These funds are used to account for the larger capital items, like streets and water mains. Smaller items, like replacement computers and desks, are budgeted in the cost center that will use that item.

**Where are capital items budgeted by \$ amount in FY 2011?**





## **Personnel Summary**

City of Casper  
**Detailed Changes to Personnel**  
(Full-Time Position Basis)  
Change From FY 2010 to FY 2011

	Change in Full-Time Positions	Explanation of Change
<b>Fund</b>		
<b>General Fund</b>		
City Manager	See Comment	A vacant management fellowship position was eliminated. This position had been considered part-time because of its temporary contractual nature but received full benefits.
City Attorney	-1	A vacant City Attorney I position was eliminated.
Municipal Court	-1	A vacant Court Clerk II position was eliminated.
Human Resources	-2	Two Risk Management positions were moved to the Property and Liability Fund so that this fund would operate as a true self-funding internal service fund with all of its costs allocated to the areas it serves.
Metropolitan Planning Office	-2	This cost center was set-up as separate fund in FY 2011. The presentation of staffing was moved from the General Fund to the Special Revenue fund category.
Police	-11	The following vacant positions were eliminated for FY 2011: 1 Sergeant, 6 Police officers, 1 Police Support Services Manager, 1 Police Records Specialist, and 1 Crime Analysis Tech. 1 Police officer position was budgeted in the American Recovery Act Fund rather than the General Fund. The position was added in FY 2010 to the ARRA Fund.
Fire	-1	A vacant Firefighter trainee position was eliminated.
Engineering	-1	A vacant Associate Engineer position was eliminated.
Streets	-2	Two vacant Equipment Operator II associated with the Stormwater program were eliminated. This program will temporarily be staffed by existing staffing to meet stormwater regulation minimum regulations.
Parks	-3	One vacant Parks and Recreation Technician was eliminated. A Forester position was eliminated because the 1% sales tax allocation for the Forestry program was exhausted. A Parks Crew Supervisor that supervises Weed & Pest activities was transferred to the Weed & Pest Fund.

City of Casper  
**Detailed Changes to Personnel**  
(Full-Time Position Basis)  
Change From FY 2010 to FY 2011  
Continued from Previous Page

	Change in Full-Time Positions	Explanation of Change
<b>Enterprise Funds</b>		
Aquatics	-1	A vacant Custodial Maintenance Worker I was eliminated. This position was shared between the Ice Arena and the Aquatics Center.
Events Center	-3	The vacant Marketing Assistant and the vacant Food & Beverage Kitchen Supervisor positions were eliminated. The Assistant Box Office Manager became vacant as a result of the retirement of the Box Office Manager and was eliminated.
<b>Special Revenue Funds</b>		
Weed & Pest Control	1	A Parks Crew Supervisor that supervises Weed & Pest activities was transferred to the Weed & Pest Fund from Parks.
Metropolitan Planning Office	2	This cost center was set-up as separate fund in FY 2011. The presentation of staffing was moved from the General Fund to the Special Revenue fund category.
<b>Internal Service Funds</b>		
Central Garage	-1	A vacant Equipment Mechanic II position was eliminated.
Information Technology	-1	A vacant GIS Technician position was eliminated.
Property & Liability	2	Two Risk Management positions were moved to the Property and Liability Fund so that this fund would operate as a true self-funding internal service fund with all of its costs allocated to the areas it serves.
<b>Trust &amp; Agency Funds</b>		
Metro Animal Control	-1	A vacant Kennel Technician position was eliminated.
Public Safety Communication Center	-1	A vacant Call Taker position was eliminated.
Health Promotions Manager	1	A position was added by the City Council during budget reviews to manage the City's health insurance program in the Health Insurance fund, with a focus on limiting cost increases.
Total	-26	

City of Casper  
**All Funds Personnel Summary By Fund**  
(Full-Time Position Basis)  
FY 2011

<b>Fund</b>	<b>FY 2007 Authorized Positions</b>	<b>FY 2008 Authorized Positions</b>	<b>FY 2009 Authorized Positions</b>	<b>FY 2010 Authorized Positions</b>	<b>FY 2011 Adopted Positions</b>
<b>General Fund</b>					
City Manager	6	5	5	5	5
City Attorney	6	7	7	7	6
Municipal Court	7	8	8	8	7
Finance	21	21	21	21	21
Human Resources	7	7	7	7	5
Planning	4	5	5	5	5
Code Enforcement	11	12	12	12	12
Police	111	114	115	115	104
Fire	75	76	76	76	75
Engineering	13	13	14	14	13
Traffic	6	6	6	6	6
Streets	29	29	28	30	28
Cemetery	3	3	3	3	3
Parks	20	21	22	22	19
Fort Caspar	3	4	4	4	4
	322	331	333	335	313
<b>Enterprise Funds</b>					
Water	29	29	31	31	31
Water Treatment Plant	12	12	10	10	10
Sewer	7	7	7	7	7
Wastewater Treatment Plant	15	15	15	15	15
Refuse Collection	14	15	15	15	15
Balefill	15	17	18	18	18
Aquatics	3	3	4	4	3
Golf Course	5	5	5	5	5
Ice Arena	3	3	3	3	3
Recreation Center	9	9	8	8	8
Hogadon	3	4	4	4	4
Casper Events Center	14	16	18	18	15
	129	135	138	138	134

City of Casper  
**All Funds Personnel Summary By Fund cont'd**  
 (Full-Time Position Basis)  
 FY 2011

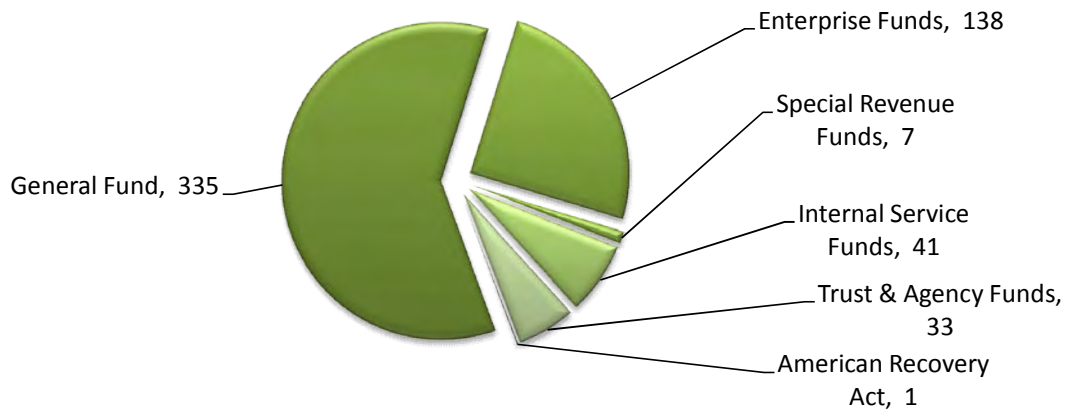
<b>Fund</b>	<b>FY 2007 Authorized Positions</b>	<b>FY 2008 Authorized Positions</b>	<b>FY 2009 Authorized Positions</b>	<b>FY 2010 Authorized Positions</b>	<b>FY 2011 Adopted Positions</b>
<b>Special Revenue Funds</b>					
Metropolitan Planning	2	2	2	2	2
Weed & Pest Control	1	1	2	2	3
Community Develop. Block Grant	2	2	2	2	2
Police Grants	-	1	1	1	1
	5	6	7	7	8
<b>Internal Services Funds</b>					
Central Garage	16	16	16	14	13
Information Technology & GIS	12	15	15	15	14
Buildings & Grounds	12	12	12	12	12
Property and Liability Fund	-	-	-	-	2
	40	43	43	41	41
<b>Trust &amp; Agency Funds</b>					
Metro Animal Control	11	11	11	11	10
Public Safety					
Communications	22	22	22	22	21
Health Insurance Fund	-	-	-	-	1
	33	33	33	33	32
<b>Capital/One-Time Funds</b>					
American Recovery Act	-	-	-	1	1
	-	-	-	1	1
<b>Total without City Council</b>	<b>529</b>	<b>548</b>	<b>554</b>	<b>555</b>	<b>529</b>



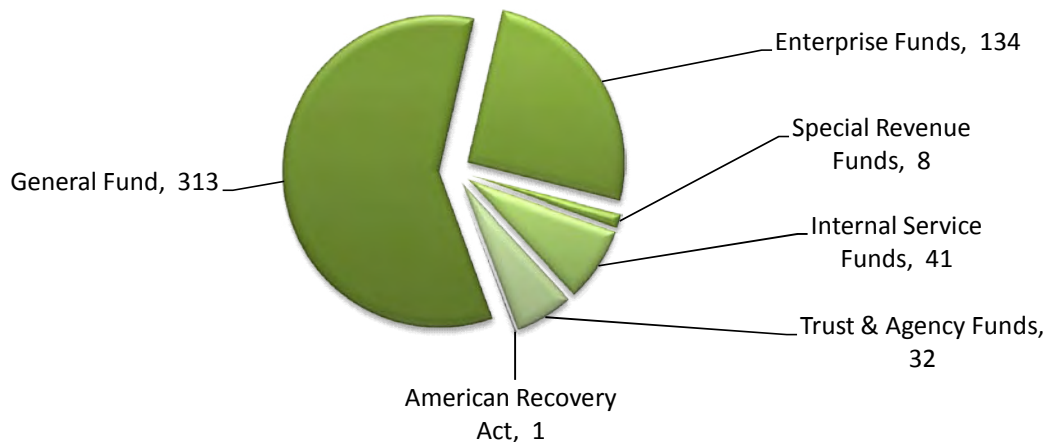
City of Casper  
**All Funds Personnel Summary By Fund**  
 (Full-Time Position Basis)  
 FY 2011

Fund	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Adopted Positions	Percent of Total City Staffing in FY 2011
General Fund	331	333	335	313	59.2%
Enterprise Funds	135	138	138	134	25.3%
Special Revenue Funds	6	7	7	8	1.5%
Internal Service Funds	43	43	41	41	7.8%
Trust & Agency Funds	33	33	33	32	6.0%
American Recovery Act	-	-	1	1	0.2%
<b>Total without City Council</b>	<b>548</b>	<b>554</b>	<b>555</b>	<b>529</b>	<b>100.0%</b>

**FY 2010 Full-Time Positions by Fund**



**FY 2011 Full-Time Positions by Fund**

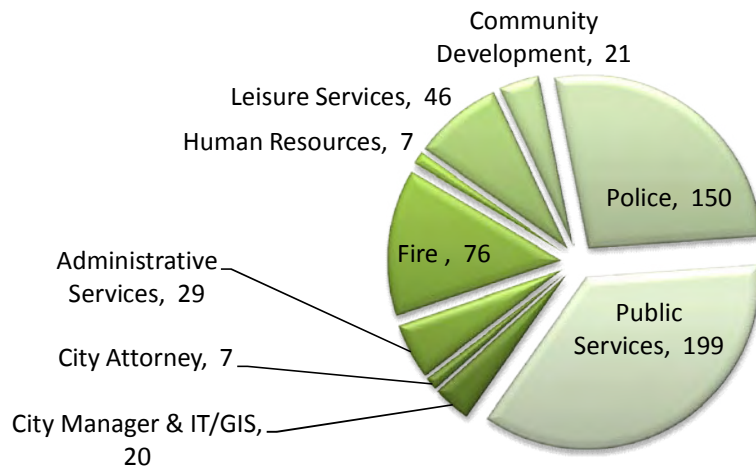




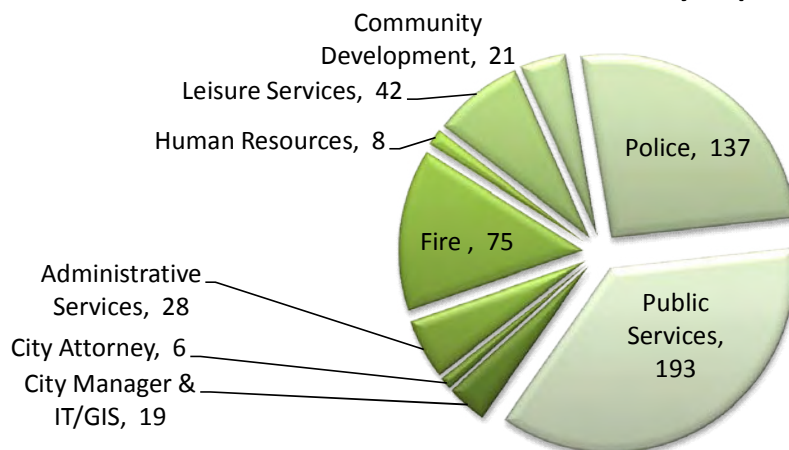
City of Casper  
**All Funds Personnel Summary By Department**  
 (Full-Time Position Basis)  
 FY 2011

Department	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Adopted Positions	Percent of Total City Staffing in FY 2011
City Manager & IT/GIS	20	20	20	19	3.6%
City Attorney	7	7	7	6	1.1%
Administrative Services	29	29	29	28	5.3%
Fire	76	76	76	75	14.2%
Human Resources	7	7	7	8	1.5%
Leisure Services	44	46	46	42	7.9%
Community Development	21	21	21	21	4.0%
Police	148	149	150	137	25.9%
Public Services	196	199	199	193	36.5%
<b>Total without City Council</b>	<b>548</b>	<b>554</b>	<b>555</b>	<b>529</b>	<b>100.0%</b>

**FY2010 Full-Time Positions By Department**



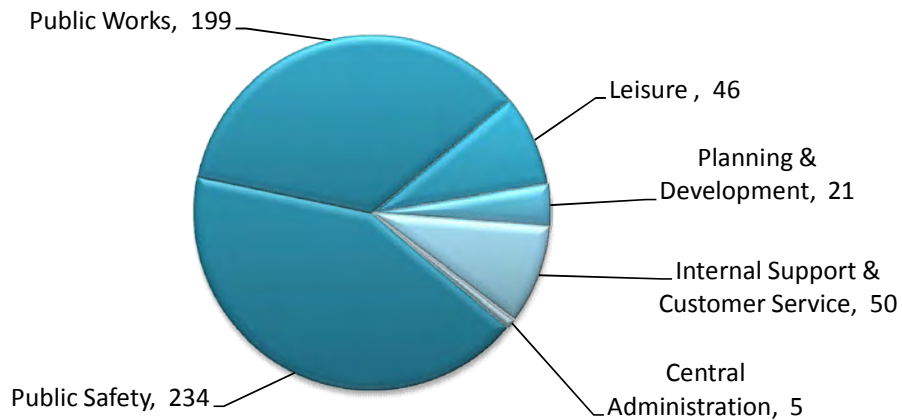
**FY 2011 Full-Time Positions by Department**



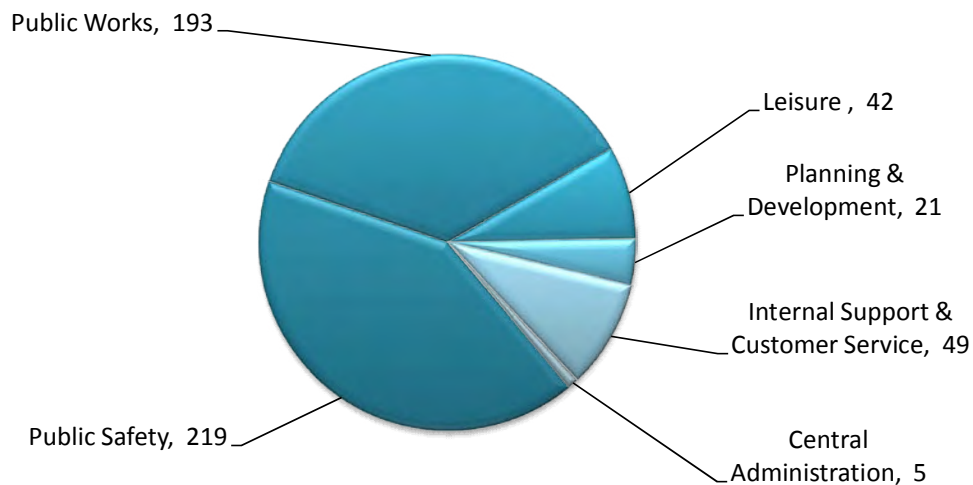
City of Casper  
**All Funds Personnel Summary By Function**  
 (Full-Time Position Basis)  
 FY 2011

Function	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Adopted Positions	Percent of Total City Staffing in FY 2011
Public Safety	232	233	234	219	41.4%
Public Works	196	199	199	193	36.5%
Leisure	44	46	46	42	7.9%
Planning & Development	21	21	21	21	4.0%
Internal Support & Customer Service	50	50	50	49	9.3%
Central Administration	5	5	5	5	0.9%
<b>Total without City Council</b>	<b>548</b>	<b>554</b>	<b>555</b>	<b>529</b>	<b>100.0%</b>

**FY 2010 Full-Time Positions by Function**



**FY 2011 Full-Time Positions by Function**



# **Fund Reserves** **Summary**

## **Fund Reserves**

As detailed in the Financial & Budget Policies, fund reserves balances should be maintained at adequate levels to safe-guard the financial condition of the City. Fund reserve balances are the resources of a certain fund with portions of these funds being designated or reserved for certain purposes by policy. Balances in excess of the City policy for that fund are considered to be undesignated and available for appropriation.

For most funds, fund reserves balances have components that are considered designated or reserved for certain purposes. These can be funds reserved to provide operating reserves, emergency and stabilization reserves, debt service reserves, capital asset replacement reserves, and reserves specific to certain unique operating aspect of a certain fund.

Any amounts that exceed the total calculated or designated reserved fund equity balances are considered undesignated fund equity and are available for appropriation.

### **Explanation of changes in fund reserve balances for FY 2011**

The following funds' reserve balances are anticipated to increase or decline by more than 10% during FY 2011:

- Capital Funds
  - Capital Projects (-46.19%)
  - Capital Equipment (-66.53%)
  - Optional One Cent #13 Sales Tax Fund (-22.88%)
- Water (26.34%)
- Sewer (18.87%)
- Wastewater Treatment Plant (-13.1%)
- Refuse Collection (10.86%)
- Balefill (14.08%)
- Golf Course (-22.99%)
- Weed & Pest Control (-21.57%)
- Revolving Land Fund (-98.78%)
- Special Assessments (-36.66%)
- Perpetual Care Accumulated Interest Earnings (-18.14%)
- Metro Animal Control (11.75%)
- ALL FUNDS (-13.82%)

### **Capital Funds**

For the three capital funds with reserves including capital projects, capital equipment, and 1% #13, the reserves balance will decrease by a total of

\$11,424,705. This decrease is mainly due to rebudgeting of expenditures for already funded capital projects from FY 2010 and the spending of reserves for new capital projects. The capital funds tend to fluctuate to reflect the scheduling of major capital projects. The ending reserve levels maintain a reserve in each capital fund sufficient for scheduled capital projects that are planned in the capital improvement plan for the future.

### **Water Fund, Sewer Fund, Refuse Collection, and Balefill Fund**

The Water Fund, Sewer Fund, Refuse Collection Fund and Balefill Fund will be replenishing reserves to pay for capital expenditures in future years, to avoid paying for these expenditures through debt.

These funds have had extensive capital replacement programs in recent years, including FY 2011, with significant investments made from accumulated reserves, user fees, and unexpected revenues such as grants. The desirable level of reserves is established through the rate models and debt stipulations for all four funds.

### **Wastewater Treatment Fund**

The Wastewater Treatment Plant Fund will be using reserves to pay for capital expenditures, to avoid paying for these expenditures through debt. The amount of reserves retained is within the policies adopted through rate models and debt stipulations for both funds.

### **Golf Course Fund**

The Golf Course Fund will be using reserves to pay for capital expenditures, to avoid paying for replacement golf carts through debt. However, the Golf Course has been unable to generate positive earnings in recent years so the reserve will likely not be replenished to fund further capital replacements in the future.

### **Weed & Pest Control Fund**

The Weed & Pest Control Fund will be using excess reserves to pay for operational expenditures. In recent years, Weed & Pest activities had been performed by personnel in the General Fund and the FY 2011 budget more accurately allocates weed and pest control activities to this dedicated funding source.

### **Revolving Land Fund**

Each year, the entire reserve balance of this fund is budgeted for land purchases to facilitate redevelopment in specified areas. For FY 2011, this amount is \$2,100,000. No specific purchases are planned for FY 2011.

## **Special Assessments**

The reserves of this fund are used as revolving funding for certain street projects to avoid issuing debt. These expenditures are assessed to property owners and as payments are made this fund will replenish over time. This reserve is being used in FY 2011 to fund a transfer to the Capital Projects Fund to pay for the local assessment district portion of the Fort Casper neighborhood project.

## **Metro Animal Control Fund**

This fund will be replenishing the depreciation reserves to pay for capital expenditures in future years, which usually entail replacement kennels, pickup trucks and similar capital items.

## **All Funds**

The City is currently budgeted to use \$12,372,919 from the reserves of all funds in FY 2011. This 13.82% decrease in overall reserves is mainly due to the City undertaking one-time capital projects and using savings rather than debt to pay for these projects. Any capital projects not completed during FY 2010 were added to reserves of those funds and rebudgeted for FY 2011. The decrease in reserves is not due to using reserves to fund operations, and the City's balance between operational revenues and expenditures is healthy.

City of Casper  
**Projected Ending Reserves**  
 (Budget Basis)  
 FY 2011

<b>Fund</b>	<b>June 30, 2010 Projected</b>	<b>FY 2011 Adopted Revenues</b>	<b>FY 2011 Adopted Expenditures**</b>	<b>June 30, 2011 Projected</b>	<b>Projected % Change in Reserves During FY 2011</b>
<b>General Fund</b>	\$ 19,809,314	\$ 38,789,870	\$ 39,001,611	\$ 19,597,573	-1.07%
<b>Capital Funds</b>					
Capital Projects Fund	10,221,783	8,270,070	12,991,853	5,500,000	-46.19%
Capital Equipment	3,922,165	1,090,000	3,699,300	1,312,865	-66.53%
Optional One Cent #13 Sales Tax	17,895,075	8,075,000	12,168,622	13,801,453	-22.88%
<b>Enterprise Funds</b>					
Water	6,086,160	14,130,574	12,527,375	7,689,359	26.34%
Water Treatment Plant	-	2,406,690	2,406,690	-	
Sewer	2,496,409	4,638,594	4,167,437	2,967,566	18.87%
Wastewater Treatment Plant	4,571,725	3,428,336	4,027,250	3,972,811	-13.10%
Refuse Collection	3,055,694	4,803,933	4,472,029	3,387,598	10.86%
Balefill	5,167,640	5,113,759	4,386,298	5,895,101	14.08%
Aquatics	-	971,607	971,607	-	0.00%
Golf Course	393,320	1,046,653	1,137,065	302,908	-22.99%
Ice Arena	29,622	459,685	460,017	29,290	-1.12%
Casper Recreation Center	102,017	1,120,660	1,120,660	102,017	0.00%
Hogadon	412,395	753,696	753,006	413,085	0.17%
Casper Events Center	22,122	2,898,094	2,898,094	22,122	0.00%
Parking Lots	515,973	30,220	29,533	516,660	0.13%
LifeSteps Campus	\$ 3,701	\$ 184,500	\$ 184,500	\$ 3,701	0.00%

\*\* FY 2011 Adopted Expenditures adjusted for depreciation and other non-cash expenses.

City of Casper  
**Projected Ending Reserves**  
 (Budget Basis)  
 FY 2011

<b>Fund</b>	<b>June 30, 2010 Projected</b>	<b>FY 2011 Adopted Revenues</b>	<b>FY 2011 Adopted Expenditures**</b>	<b>June 30, 2011 Projected</b>	<b>Projected % Change in Reserves During FY 2011</b>
<b>Special Revenue Funds</b>					
Weed & Pest Control	\$ 347,121	\$ 538,000	\$ 612,857	\$ 272,264	-21.57%
Redevelopment Loan Fund	156,794	296,307	285,467	167,634	6.91%
Transit Services	14,739	1,146,575	1,146,575	14,739	0.00%
Police Grants	120,638	1,305,589	1,305,589	120,638	0.00%
Special Fire Assistance	78,491	110,000	110,000	78,491	0.00%
Revolving Land Fund	2,114,698	12,546	2,101,500	25,744	-98.78%
Community Development Block Grant	-	983,874	983,608	266	#DIV/0!
MPO	-	712,379	712,379	-	0.00%
<b>Debt Services Funds</b>					
Special Assessments	2,251,103	35,500	860,747	1,425,856	-36.66%
<b>Internal Services Funds</b>					
Central Garage	848,449	3,179,716	3,204,718	823,447	-2.95%
City Campus Fund	25,174	391,561	391,561	25,174	0.00%
Information Technology & GIS	28,754	1,202,880	1,202,880	28,754	0.00%
Buildings & Grounds	126,369	1,091,063	1,091,063	126,369	0.00%
Property & Liability Insurance	565,419	916,399	916,399	565,419	0.00%
<b>Trust &amp; Agency Funds</b>					
Perpetual Care	274,114	3,530,523	2,830,249	224,388	-18.14%
Metro Animal Control	255,405	891,811	861,811	285,405	11.75%
Public Safety Communications	1,147,125	2,112,662	2,122,928	1,136,859	-0.89%
Health Insurance	\$ 6,500,535	\$ 7,287,417	\$ 7,436,384	\$ 6,351,568	-2.29%
<b>Total - All Funds</b>	<b>89,560,043</b>	<b>123,956,743</b>	<b>135,579,662</b>	<b>77,187,123</b>	<b>-13.82%</b>

\*\* FY 2011 Adopted Expenditures adjusted for depreciation and other non-cash expenses.



## **Debt Summary**

**City of Casper**  
**Outstanding Debt by Type**  
**Last Ten Fiscal Years**

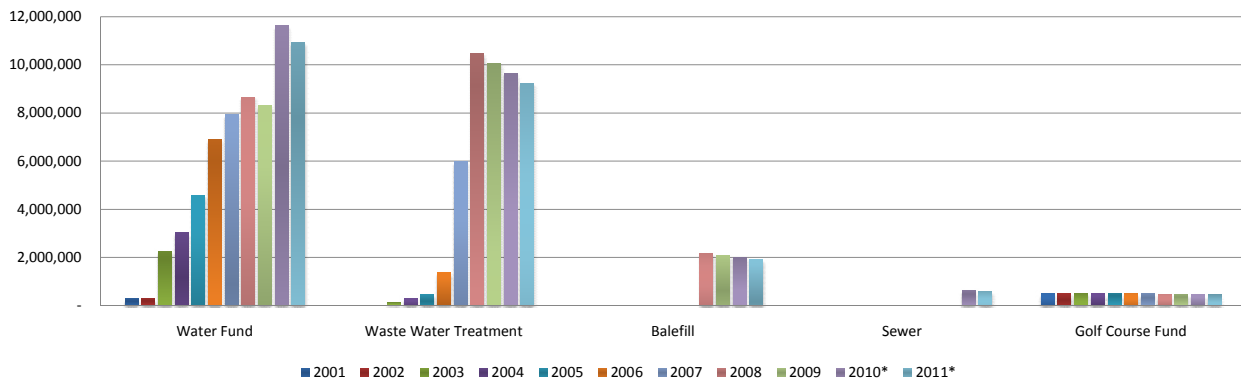
Business-Type Activities							Total Primary Government
At End of Fiscal Year	Water Fund	Waste Water Treatment	Balefill	Sewer	Golf Course Fund		
2001	295,406	-	-	-	529,754		825,160
2002	282,941	-	-	-	524,939		807,880
2003	2,274,167	127,738	-	-	519,931		2,921,836
2004	3,036,832	325,767	-	-	514,723		3,877,322
2005	4,601,870	476,017	-	-	509,306		5,587,193
2006	6,930,584	1,401,017	-	-	503,673		8,835,274
2007	7,952,944	5,995,891	-	-	497,814		14,446,649
2008	8,661,925	10,500,000	2,189,530	-	491,721		21,843,176
2009	8,313,693	10,088,955	2,106,137	-	485,384		20,994,169
2010*	11,631,935	9,667,634	2,018,339	\$ 637,492	478,794		24,434,194 Projected
2011*	\$ 10,945,496	\$ 9,235,780	\$ 1,927,481	\$ 612,847	\$ 472,202	\$	23,193,806 Projected

\*If related projects have not been completed, repayment schedules are estimated based on the best available information.

All outstanding debts shown are as of the last day of each fiscal year (June 30).

The City of Casper has no General Obligation debt. Small copier leases are excluded from this schedule.

**Debt Changes in Enterprise Operations**  
**FY 2001 to 2011**



**Outstanding Debt Amounts as of 6/30/09**

Fund	Lender	During FY 2009			Amount Outstanding as of 6/30/09	Payment Frequency	Rate	Last Payment Date
		Principal Payment Amount	Interest Payment Amount	Total Payment Amount				
Water*	WWDC	\$ -	\$ -	***	\$ 47,447	Annual	4.00%	***
Water	WWDC	\$ 16,404	\$ 7,878	\$ 24,282	\$ 180,545	Annual	4.00%	6/1/2017
Water	SLIB	\$ 66,072	\$ 30,148	\$ 96,220	\$ 1,125,273	Annual	2.50%	10/1/2022
Water	SLIB	\$ 61,694	\$ 34,526	\$ 96,220	\$ 1,319,397	Annual	2.50%	4/1/2025
Water	SLIB	\$ 64,816	\$ 31,404	\$ 96,220	\$ 1,191,345	Annual	2.50%	6/1/2024
Water	SLIB	\$ 60,189	\$ 36,031	\$ 96,220	\$ 1,381,090	Annual	2.50%	9/1/2026
Water	SLIB	\$ 22,752	\$ 13,620	\$ 36,372	\$ 522,056	Annual	2.50%	8/1/2026
Water	SLIB	\$ 58,721	\$ 37,499	\$ 96,220	\$ 1,441,279	Annual	2.50%	8/1/2027
Water	SLIB	\$ 45,031	\$ 38,360	\$ 83,391	\$ 1,105,261	Annual	2.50%	4/1/2028
Balefill	SLIB	\$ 83,392	\$ 56,780	\$ 140,172	\$ 2,106,138	Annual	2.50%	4/1/2028
Waste Water Treatment Plant	SLIB	\$ 411,045	\$ 262,500	\$ 673,545	\$ 10,088,955	Annual	2.50%	12/1/2027
Golf	WWDC	\$ 6,337	\$ 19,669	\$ 26,006	\$ 485,384	Annual	4.00%	12/1/2043
		<b>\$ 896,453</b>	<b>\$ 568,415</b>	<b>\$ 1,464,868</b>	<b>\$ 20,994,170</b>			

Outstanding Debt Amounts as of 6/30/10  
Projected & Unaudited

Fund	Lender	During FY 2010				Payment Frequency	Rate	Last Payment Date
		Principal Payment Amount	Interest Payment Amount	Total Payment Amount	Amount Outstanding as of 6/30/10			
Water	WWDC	\$ 771	\$ -	\$ **	\$ 1,055,229	Annual	4.00%	**
Water	WWDC	\$ 17,060	\$ 7,222	\$ 24,282	\$ 163,485	Annual	4.00%	6/1/2017
Water	SLIB	\$ 68,099	\$ 28,121	\$ 96,220	\$ 1,057,174	Annual	2.50%	10/1/2022
Water	SLIB	\$ 63,236	\$ 32,984	\$ 96,220	\$ 1,256,161	Annual	2.50%	4/1/2025
Water	SLIB	\$ 66,437	\$ 29,783	\$ 96,220	\$ 1,124,908	Annual	2.50%	6/1/2024
Water	SLIB	\$ 61,693	\$ 34,527	\$ 96,220	\$ 1,319,397	Annual	2.50%	9/1/2026
Water	SLIB	\$ 23,320	\$ 13,052	\$ 36,372	\$ 498,736	Annual	2.50%	8/1/2026
Water	SLIB	\$ 60,189	\$ 36,031	\$ 96,220	\$ 1,381,090	Annual	2.50%	8/1/2027
Water	SLIB	\$ 46,156	\$ 37,235	\$ 83,391	\$ 1,059,105	Annual	2.50%	4/1/2028
Water*	SLIB ARRA**	\$ -	\$ -	\$ -	\$ 2,716,650	Annual	2.50%	**
Sewer*	SLIB ARRA**	\$ -	\$ -	\$ -	\$ 637,492	Annual	2.50%	**
Balefill	SLIB	\$ 87,799	\$ 52,653	\$ 140,452	\$ 2,018,339	Annual	2.50%	4/1/2028
Waste Water Treatment Plant	SLIB	\$ 421,321	\$ 252,224	\$ 673,545	\$ 9,667,634	Annual	2.50%	12/1/2027
Golf	WWDC	\$ 6,590	\$ 19,415	\$ 26,005	\$ 478,794	Annual	4.00%	12/1/2043
		<u>\$ 922,671</u>	<u>\$ 543,247</u>	<u>\$ 1,465,147</u>	<u>\$ 24,434,194</u>			

Outstanding Debt Amounts as of 6/30/11  
Projected & Unaudited

Fund	Lender	During FY 2011				Payment Frequency	Rate	Last Payment Date
		Principal Payment Amount	Interest Payment Amount	Total Payment Amount	Amount Outstanding as of 6/30/11			
Water	WWDC	\$ 17,743	\$ 6,540	\$ 24,283	\$ 1,037,486	Annual	4.00%	**
Water	WWDC	\$ 163,485	\$ -	\$ 24,282	\$ -	Annual	4.00%	6/1/2017
Water	SLIB	\$ 69,801	\$ 26,420	\$ 96,221	\$ 987,373	Annual	2.50%	10/1/2022
Water	SLIB	\$ 68,098	\$ 28,123	\$ 96,221	\$ 1,188,063	Annual	2.50%	4/1/2025
Water	SLIB	\$ 64,817	\$ 31,404	\$ 96,221	\$ 1,060,091	Annual	2.50%	6/1/2024
Water	SLIB	\$ 63,236	\$ 32,985	\$ 96,221	\$ 1,256,161	Annual	2.50%	9/1/2026
Water	SLIB	\$ 23,904	\$ 12,468	\$ 36,372	\$ 474,832	Annual	2.50%	8/1/2026
Water	SLIB	\$ 61,694	\$ 34,527	\$ 96,221	\$ 1,319,396	Annual	2.50%	8/1/2027
Water	SLIB	\$ 47,311	\$ 36,080	\$ 83,391	\$ 1,011,794	Annual	2.50%	4/1/2028
Water*	SLIB ARRA**	\$ 106,350	\$ 101,875	\$ 208,225	\$ 2,610,300	Annual	2.50%	**
Sewer*	SLIB ARRA**	\$ 24,645	\$ 23,608	\$ 48,253	\$ 612,847	Annual	2.50%	**
Balefill	SLIB	\$ 90,858	\$ 49,757	\$ 140,172	\$ 1,927,481	Annual	2.50%	4/1/2028
Waste Water Treatment Plant	SLIB	\$ 431,854	\$ 241,691	\$ 673,545	\$ 9,235,780	Annual	2.50%	12/1/2027
Golf	WWDC	\$ 6,592	\$ 19,416	\$ 26,006	\$ 472,202	Annual	4.00%	12/1/2043
		<u>\$ 1,240,388</u>	<u>\$ 644,892</u>	<u>\$ 1,745,632</u>	<u>\$ 23,193,806</u>			

WWDC is the Wyoming Water Development Commission, an agency of the State of Wyoming.  
SLIB is the Wyoming State Land and Investment Board, an agency of the State of Wyoming

\*If related projects have not been completed, repayment schedules are estimated based on the best available information.

\*\*\* FY 09- Wyoming Water Development Commission has authorized this loan in the amount of \$1,056,000 for use in project construction costs. The note will become payable in annual installments including principal and interest beginning one year after the substantial completion of the project at 4.0% interest rate. The loan is currently being drawn down as the project progresses.

\*\* FY 10 & FY 11- Wyoming State Land and Investment Board has authorized an American Recovery Act loan in the amount of \$2,716,650 for Water and \$637,492 for Sewer. The note will become payable in annual installments including principal and interest beginning one year after the substantial completion of the project at 2.5% interest rate. The loan is currently being drawn down as the project progresses.



# **Performance Summary**

## **A guide to using the FY 2008-2010 Casper ICMA Performance Management Section**

The City of Casper has been participating in the International City/County Management Association (ICMA) Center for Performance Measurement (CPM) performance management initiative since FY 2004. To ensure relevancy to the budget, only the three most recent years of available data are used in this report.

The following is a summary snapshot of important measures from the City of Casper's performance management program. It is intended to give quick insight into the performance of the City operation using a color coded system. This section but is a much abbreviated version of the total amount of data available through the ICMA CPM survey. Preliminary FY 2010 data is used for this report because the ICMA data collection process occurs after the fiscal year is completed, with final FY 2010 data not yet available at the time of budget creation.

While the ICMA data is comprehensive for the areas covered, many areas are not covered, such as water utilities among others. For this reason, the City built an internal performance measurement system built around the goals for each cost center that was deployed during FY 2010. Most areas have performance reported alongside the goal and budget information throughout this document.

These measures are be used to supplement ICMA-CPM data in this year's budget document to give a multiple views of the performance of the organization. The City will continue to refine the measures included in the budget document in FY 2011 so that the measures included are helpful to understanding how the City of Casper is operating.

## City of Casper Performance Information compared to the ICMA Center for Performance Measurement Group

The trend and measures are compared to the desired trend and assigned a color corresponding to the following legend

Excellent	
Good	
Warning or Of Concern	
Poor	

ICMA Medians are shown only on standardized measures to avoid comparison between dissimilar size cities. For measures that are not standardized, ICMA medians will be shown as Not Applicable.

General Demographics	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Population	53,003	54,047	54,680	Slowly Increasing	Slowly Increasing	Not Applicable
Square miles of jurisdiction	25.88	26.01	26.1	Slowly Increasing	Slowly Increasing	Not Applicable
Population density	2048.02	2163.6	2,180.7	Slightly increasing	Stable or increasing due to infill	2085.2
Median household income	\$43,807	\$46,669	43,813.0	Increasing	Increasing	\$56,163
Percentage of individuals below poverty level	9.4%	10.5%	11.00%	Increasing	Decreasing	9.5%
Percentage of families below poverty level	6.8%	7.3%	7.75%	Increasing	Decreasing	7.0%
Unemployment rate	2.7%	6.2%	7.65%	Increasing	Stable	7.4%

Police	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
UCR Part I violent crimes reported per 1,000 population	2.92	2.68	2.79	Decreasing	Decreasing	2.5
UCR Part I property crimes reported per 1,000 population	46.9	43.6	41.2	Decreasing	Decreasing	31.0
Juvenile arrests for UCR Part I crimes as percentage of total arrests for UCR Part I crimes	35%	36%	30.63%	Decreasing	Decreasing	23%
Percentage of UCR Part I violent and property crimes cleared	28.7%	25.0%	29.5%	Increasing	Increasing	26.0%
Percentage of UCR Part I violent crimes cleared	60.6%	40.7%	50.0%	Below ICMA median	Increasing	58.2%
Percentage of UCR Part I property crimes cleared	26.7%	24.5%	28.9%	Increasing	Increasing	22.1%
Juvenile arrests for Part II Drug Abuse Offenses as a percentage of total arrests for UCR Part II Drug Offenses	33.7%	25.0%	26.0%	Decreasing	Decreasing	10.6%
DUI Arrests per 1,000 Population	11.58	10.5	9.6	Decreasing but significantly higher than ICMA median	Decreasing due to deterrence & prevention	4.27
DUI Arrests per 1,000 Traffic Stops	42.62	36.7	35	Decreasing but significantly higher than ICMA median	Decreasing due to deterrence & prevention	18.41
Fatal traffic accidents per 1,000 population	0.04	0.037	0.037	Stable & below ICMA median	Decreasing	0.043
Injury producing traffic accidents per 1,000 population	6.07	6.5	6	Stable, but significantly above ICMA median	Decreasing	4.70
Total average time from receipt of call to arrival on scene	Not available	823*	258	Through process redesign and a focus on the dispatching function, this area has improved dramatically.	Total target is less than 4 minutes 30 seconds. This had been a specific focus area of the City Council and the Police Department.	367.00



Fire and EMS	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Residential structure fire incidents per 1,000 residential structures	1.78	2.04	1.7	Stable & lower than median	Decreasing	2.13
One or two family residential structure fire incidents: Confined to room of origin	78%	63%	69.6%	Need to maintain.	Increasing. Goal is 100%	67%
One or two family residential structure fire incidents: Confined to room or structure of origin (Combined) Casper created measure	89%	100%	100.00%	3 yr trend is very good. Maintain progress.	100% is the desired target	96.49%
Fire incidents involving structures	43	43	40	Stable	Decreasing	Not applicable
Total fire incidents (structure and non-structure)	158	127	111	Decreasing	Decreasing	Not applicable
Total structure fire incidents per 1,000 structures	2.23	2.22	2.0	Lower than median and decreasing	Decreasing	2.59
Total structure fire incidents per 100,000 population	81.1	79.6	71.8	Decreasing & significantly lower than ICMA median	Decreasing	111.00
Total fire incidents (structure and non-structure) per 1,000 population	2.98	2.35	2.0	Lower than median and decreasing	Decreasing	2.83
Total non-fire incidents requiring a response	5,012	5,662	5954.50	Increasing due to more demand for non fire services.	Stable or decreasing	Not applicable
Total fire and non-fire incidents per 10,000 population	975	1071	1103.80	Increasing significantly above ICMA median due to non-fire incidents	Stable or decreasing	666
Percentage of commercial and industrial structures inspected	123%	109%	105.0%	Above 100% is possible with multiple inspections.	100%	100%
Percentage of residential, commercial and industrial structures inspected	9.2%	8.1%	8.85%	Increasing	Increasing due to addition of multi-family residential rental properties	5.9%

Leisure Services	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Total number of participants in all aquatics programs for the FY (Lessons, open swim, teams, etc)	160,490	166,715	167,905	Increasing	Increasing	Not Applicable
Percent of lesson programs (including camps) filled to capacity)	14%	25%	27%	Increasing	Increasing	26%
\$ of Revenue generated per hole -Golf Course (Casper has 27 holes)	34,758	\$37,196	38,191	Increasing	Increasing	\$50,871
Percentage of swimming pool expenditures recovered through user fees and charges	37%	58%	45%	Increasing	Target is at least 50% recovered through user fees	43%
Net Annual operating impact of Leisure Service activities (excluding utilities)	-\$243,554	-\$735,038	-\$1,703,530	Loss increasing	Decreasing..	Not Applicable
Net Annual operating impact of Leisure Service activities including utilities	-\$1,057,537	-\$1,473,780	-\$2,379,142	Loss increasing	Decreasing..	Not Applicable
Net annual subsidy (loss) per capita (including utilities) for Leisure Services activities	-\$20	-\$27	-\$44	Loss increasing	Decreasing..	-13
Percent of Leisure Service expenditures recovered through user fees	83%	79%	67%	This measure has suffered due to economy.	Target is 100%	71%

<b>Fire and EMS</b>	<b>Casper FY 2008 Actual</b>	<b>Casper FY 2009 Actual</b>	<b>Casper FY 2010 Estimate</b>	<b>Current Trend</b>	<b>Desired Trend or Target</b>	<b>ICMA 2009 Actual Median</b>
Response Times- % of emergency calls with response times under 5 minutes from call entry to arrival	Not available	Not available	53.60%	1st year with quality data. Currently better than median.	No target yet set for year	41.3%
Response Times- % of emergency calls with response times under 8 minutes from call entry to arrival	Not available	Not available	93.40%	1st year with quality data. Currently better than median.	100% of priority 1 emergency calls in less than 8 minutes	86.2%
Response Times- % of emergency calls with response times under 5 minutes from dispatch to arrival	Not available	Not available	87.80%	1st year with quality data. Currently better than median.	100% of priority 1 emergency calls in less than 5 minutes	65.0%

<b>Streets and Traffic</b>	<b>Casper FY 2008 Actual</b>	<b>Casper FY 2009 Actual</b>	<b>Casper FY 2010 Estimate</b>	<b>Current Trend</b>	<b>Desired Trend or Target</b>	<b>ICMA 2009 Actual Median</b>
Percentage of paved lane miles assessed as being in satisfactory or better condition	Not available	90%	91%	Increasing	Goal is 100%	82.47%
Number of linear miles swept by street sweepers	18,784	10,612	15,000	No clear trend	Increasing	Not applicable
Street sweeping expenditures per linear mile swept	\$25.07	\$37.98	\$25.00	No clear trend	Stable below 5yr average of \$27	\$36.03
Number of lane miles treated per hour paid for snow and ice control	2.93	2.84	2.90	Stable at higher productivity than median.	Stable	2.6
Average response time in working days to complete traffic signal repair	0.25	0.25	0.25	Stable	Stable	1.0
Average response time in working days to complete traffic signal replacement	1	1	1	Stable	Stable	1

Refuse and Recycling	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Number of residential refuse accounts	17035	17411	17,610	Increasing	Increasing	Not Applicable
Number of non-residential accounts (classified as commercial in Casper)	956	1041	1,048	Increasing	Increasing	Not Applicable
Total number of refuse collection accounts served by jurisdiction	17991	18452	18,658	Increasing	Increasing	Not Applicable
Tons of refuse collected from residential and non-residential accounts	30,578	30,342	30,500	Stable	Stable or decreasing due to diversion	Not Applicable
Average tons collected per account	1.70	1.60	1.63	Stable	Stable or decreasing due to diversion	1.32
Tons of yard waste composted	3,228	3,596	4,092	Increasing	Increasing	Not Applicable
Tons of recyclable material collected as a % of all material collected	5.5%	6.8%	7.1%	Increasing but significantly lower than comparison communities	Increasing	14.4%

Risk Management	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Total property loss, premiums, and other expenditures per \$1,000 of valuation of all property at risk	\$1.95	\$2.10	\$3.00	Increased due to July 3 Flood in FY 2010	Stable or Decreasing	\$2.30
Total cost of risk- Sum of all types for Casper	\$1,409,440	\$1,645,922	\$1,800,000	Increased due to July 3 Flood in FY 2010	Decreasing	Not Applicable
Total cost of risk per capita	\$24	\$30	\$33	Increased due to July 3 Flood in FY 2010	Decreasing	\$18
Number of workers' comp claims per 100 FTEs	10	11	9	Decreasing	Decreasing	9.8
Number of workers' comp claims	67	74	66	Decreasing	Decreasing	Not Applicable
Expenditures for workers' comp per \$100 of total jurisdiction salaries and benefits	\$2.02	\$1.89	\$1.80	Steady decline for three years in a row	Decreasing	\$2.09
Workers Comp- Total # of days lost to injury	265	473	454	Variable no clear trend	Decreasing	Not Applicable

Parks	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Developed park acres per 1,000 population	Not available	6.2	6.2	Stable	Stable or Increasing	7.30
Total park acreage per 1,000 population	Not available	30.3	30.3	High versus median	Stable or increasing	14.30
Percentage of park acreage that is developed	Not available	20%	20%	Stable	No target.	67.8%
Total miles of bike, walking, and hiking trails	24.10	24.00	24.10	Increasing	Increasing	Not Applicable
Total miles of bike, walking, and hiking trails per 10,000 Population	4.55	4.44	4.41	Stable. Population is increasing at faster rate than addition of trails.	Increasing due to trail development by rails to trails, and Platte River Parkway	2.1
Estimated number of trees for which jurisdiction is responsible for	13,300	13,574	13,750	Steadily increasing	Increasing	Not Applicable
Number of trees pruned during fiscal year	575	514	525	No clear trend	Increasing	Not Applicable
Estimated percentage of trees pruned during fiscal year	4.32%	3.79%	4.00%	No clear trend	Increasing	5.90%
Utility expenditures	\$522,850	\$557,274	\$458,500	Variable based on rainfall. Taking steps to increase conservation.	Stable or decreasing due to conservation	Not Applicable
Parks expenditures per acre- general maintenance plus utilities	\$1,971	\$1,710	\$1,650	Decreasing	Decreasing due to process improvements	\$1,841
Total Parks expenditures per capita	\$49	\$52	\$51	Decreasing due to budget cuts and additional efficiencies.	Stable	\$30

Human Resources	Casper FY 2008 Actual	Casper FY 2009 Actual	Casper FY 2010 Estimate	Current Trend	Desired Trend or Target	ICMA 2009 Actual Median
Turnover rates among Full-Time permanent employees	11.0%	5.7%	5.0%	Increased during boom, now decreasing	Decreasing	4.6%
Turnover rates among Full-Time permanent public safety employees	8.8%	5.3%	4.8%	Decreasing	Decreasing	3.1%
Sick leave hours used per 1,000 scheduled work hours- All City full-time employees	40.2	32.4	30.0	Decreasing	Decreasing	30.5
Sick leave hours used per 1,000 scheduled work hours- Public Safety employees	46.9	34.7	32.0	Decreasing	Decreasing	30.3
Centralized Human Resources FTEs per 100 total Jurisdiction FTEs	0.69	0.73	0.75	Stable	Stable	0.92
Number of Jurisdiction Employees at end of reporting period	1169	1196	1150	Slightly decreased due to limited part-time hiring	Slightly Increasing	Not Applicable
Employee Benefits as a percentage of total salary and wages (excluding overtime)	31.5%	31.5%	31.5%	Stable	Stable	36.3%
Number of job classifications	220	220	220	Stable	Stable	167
% of salary and benefit expenditures that were overtime	4.3%	3.7%	3.25%	Stable	Stable	2.8%
Total jurisdiction FTEs per 1,000 population	13.0	12.97	12.5	Slightly decreasing due to elimination of vacant positions and limitations on overtime and part-time	Stable	9.5
Benefit Expenditures per jurisdiction FTE	\$13,136	\$13,979	\$14,958	Average Increase of 3.65%	Increase below inflation	\$17,021

Obesity Prevention (New survey for FY 2009)	Casper FY 2009	Casper FY 2010 Estimate	Analysis	ICMA 2009 median
# of Grocery Stores per 10,000 pop - in the 3 Largest Under Served Census Tracts	1.4	1.4	There is only one grocery store in Casper's three underserved Census tracts. An additional grocery store in any these areas would make them comparable with other areas off the City in access to groceries.	1.63
Farmers Market- Farmer Days per 10,000 population	57.4	65	Increasing as more people are aware of Downtown Farmer's Market in its second year. As demand increases at the market, more farmers have been participating in Casper's two farmers markets.	59.21
% of residences within 1/2 mile of outdoor recreation facilities or parks	93%	93%	While this is currently stable, with the addition of Alta Vista Park and Buckboard Park planned for FY 2011, this will continue to increase	50.34%
Percentage of total shared-use paths and bike lanes to the total mileage of paved streets managed and paid for by jurisdiction	4.70%	4.70%	While this is currently stable, additional path miles are planned by the Platte River Parkway Trust pathway system and the Rails to Trails System.	5.69%
Percentage of paved sidewalks mileage to paved streets mileage	84%	86%	Based on the recommendations of the Walkability Study, the City has identified major areas in need of sidewalks and has been funding the addition of sidewalks on City-owned properties	48.92%
Percentage of Residential and commercial parcels within 1/4-mile network distance of a bus stop or within 1/2 mile network distance of a train stop	62.30%	63%	Increasing due to infill residential developments, including the construction of new apartment complexes near	40.63%
Percentage of zoned acres within jurisdiction zoned as mixed-use.	14.40%	14.40%	No major changes were made during FY 2010. The long-term goal is to have mixed use zoning Increase due to zoning reclassification of additional areas. However, the City is focusing first on the redevelopment of the Old Yellowstone district, which was rezoned to a new mixed use zoning classification.	10.39%

Obesity Prevention Continued	Casper FY 2009	Casper FY 2010 Estimate	Analysis	ICMA 2009 median
Percent of Vacant Buildings	4.43%	4.40%	Stable. The national economic downturn has counteracting other efforts, such as stepped up code enforcement, to reduce vacant properties.	See comment below

The other two cities that were able to answer the vacant buildings question were Bridgeport, CT with 14% vacancy and Coral Springs, FL with 1.52%

\*\*\*\*Other Obesity Prevention questions on this survey are related to Natrona County School district policies related to exercise, access to facilities, quality of food in schools, policies regarding walkability and bikability of school locations, and other school policies. Casper answered these questions for the Casper area on the ICMA survey but these measures are not under City of Casper control.

Sustainability survey for FY 2009)	(New	Casper FY 2009	Casper FY 2010 Estimate	Analysis	ICMA 2009 median
Residential Water usage per capita		44,033.95	42,000.00	The primary use of water in Casper is for irrigation. This will vary with the weather with FY 2010 being a wet year with low water sales. No major programs have been initiated for water conservation.	30,713 Range is from 20,558 gallons to 91,244
Residential wastewater usage/generated per capita		3,440.37	3,440.00	No major programs have been initiated for residential, commercial, or industrial water conservation.	Median 3440. Range is from 1,843 to 5,845.
Residential electricity usage per capita		13,322,265	13,000,000	Electricity usage will likely be reduced by increased rates and the implementation of demand charges by Rocky Mtn Power. In addition, Rocky Mtn Power is funding efficiency programs and incentives for eliminating old appliances and buying Energy Star appliances.	Median is 16,812,029. Range is from 1,470,976 (Alaska) to 36,978,283 (Sarasota, FI).
Acres of open space per capita		0.03	0.03	Casper has about double the open space as the ICMA median. No specific target has been set locally for a target amount of open space.	0.015
Total refuse diversion rate (refuse and recyclables collected not but not landfilled)		15.61%	16.50%	To increase the diversion rate, Casper is focusing on large volumen categories of waste that can be diverted from the landfill. A pilot program is planned for FY 2011 for residential yard waste pickup in a separate bin.	Median is 26.1%. Range is from 3.5% (Oklahoma City, OK) to 70% (Elk Grove, CA).



# **General Fund**

General Fund Summary

General Fund Revenue

City Council

City Manager

City Attorney

Municipal Court

Finance

Human Resources

Health, Social, and Community Services

Planning

Code Enforcement

Police

Fire-EMS

Engineering

Streets

Traffic

Cemetery

Parks

Fort Caspar Museum

Transfers Out

## General Fund

General Fund Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	% of Total FY 2011 Budget
<b>Revenues</b>						
Taxes	\$39,302,647	\$40,109,802	\$34,245,982	\$32,383,101	-19%	83%
Licenses & Permits	1,100,645	877,400	1,041,000	926,000	6%	2%
Intergovernmental	25,193	20,000	20,000	20,000	0%	0%
Charges for Service	2,413,348	2,323,334	2,399,759	2,324,983	0%	6%
Fines & Forfeitures	1,609,238	1,931,500	1,933,633	1,945,000	1%	5%
Miscellaneous	1,390,827	949,030	936,069	1,073,286	13%	3%
Transfers In	333,527	223,328	223,328	117,500	-47%	0%
<b>Total Revenues</b>	<b>\$46,175,425</b>	<b>\$46,434,394</b>	<b>\$40,799,771</b>	<b>\$38,789,870</b>	<b>-16%</b>	<b>100%</b>
<b>Expenditures</b>						
Personnel	\$25,647,357	\$27,547,284	\$26,302,577	\$25,395,520	-8%	65%
Contractual Services	6,568,320	6,626,160	6,385,612	6,065,684	-8%	16%
Materials & Supplies	1,856,721	2,028,580	1,844,297	1,777,466	-12%	5%
Other	2,083,568	2,752,509	2,199,020	1,360,653	-51%	3%
Capital	266,473	207,785	190,710	146,000	-30%	0%
Transfers Out	12,975,362	7,646,731	7,520,139	4,256,288	-44%	11%
<b>Total Expenditures</b>	<b>\$49,397,801</b>	<b>\$46,809,049</b>	<b>\$44,442,355</b>	<b>\$39,001,611</b>	<b>-17%</b>	<b>100%</b>
<b>Net All General Fund</b>	<b>\$ (3,222,376)</b>	<b>\$ (374,655)</b>	<b>\$ (3,642,584)</b>	<b>\$ (211,741)</b>	<b>-43%</b>	

## **General Fund Summary**

## General Fund Summary

(Budget Basis)

FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Revenues</u></b>					
Mineral Taxes					
Severance	\$ 2,087,180	\$ 2,103,970	\$ 2,103,970	\$ 2,103,970	0%
Royalties	2,084,432	2,081,560	2,081,560	2,081,560	0%
Above-The -Cap	5,244,002	4,719,602	4,981,799	3,417,571	-28%
Natrona County Consensus	161,342	-	-	-	0%
Sales & Use Tax					
General	19,866,283	21,131,426	15,300,000	15,600,000	-26.2%
Food Tax Replacement	949,049	930,170	930,170	-	-100%
Property Tax	3,393,834	3,393,176	3,400,000	3,570,000	5%
Auto Tax	1,206,504	1,206,504	1,103,658	1,100,000	-9%
Fuel Taxes	987,369	1,050,000	920,000	1,020,000	-3%
Cigarette Tax	440,841	455,000	400,000	440,000	-3%
Franchise Fees	2,881,811	3,038,394	3,024,825	3,050,000	0%
Licenses & Permits	1,100,645	877,400	1,041,000	926,000	6%
Intergovernmental	25,193	20,000	20,000	20,000	0%
Charges for Services	2,413,348	2,323,334	2,399,759	2,324,983	0%
Fines & Forfeitures	1,609,238	1,931,500	1,933,633	1,945,000	1%
Interest	1,029,877	800,000	800,000	800,000	0%
Miscellaneous	360,950	149,030	136,069	273,286	83%
Transfers In	333,527	223,328	223,328	117,500	-47%
Total Revenue	\$ 46,175,425	\$ 46,434,394	\$ 40,799,771	\$ 38,789,870	-16%
<b><u>Expenditures</u></b>					
City Council	\$ 885,637	\$ 1,081,450	\$ 620,286	\$ 484,241	-55%
City Manager	707,986	834,124	715,153	693,611	-17%
City Attorney	629,026	733,859	652,606	663,277	-10%
Municipal Court	624,058	657,918	612,225	601,140	-9%
Finance	1,856,871	1,942,155	1,900,427	1,920,953	-1%
Health, Social & Community Svcs.	1,350,691	1,686,365	1,671,174	986,559	-41%
Human Resources	637,025	663,961	617,847	447,552	-33%
Planning	545,414	556,433	532,599	521,368	-6%
Code Enforcement	982,509	1,098,658	1,050,658	1,055,856	-4%
Police	10,783,433	11,405,236	10,953,317	10,311,203	-10%
Fire	7,116,844	7,461,001	7,354,626	7,355,337	-1%
Engineering	1,237,474	1,356,863	1,268,960	1,163,821	-14%
Streets	3,956,076	4,234,942	3,964,661	3,839,341	-9%
Traffic	1,332,428	1,370,218	1,266,516	1,276,516	-7%
Cemetery	445,708	489,386	440,148	438,407	-10%
Fort Caspar	469,207	531,407	500,363	438,233	-18%
Parks	2,862,052	3,058,342	2,800,650	2,547,908	-17%
Transfers Out	12,975,362	7,646,731	7,520,139	4,256,288	-44%
Total Expenditures	\$ 49,397,801	\$ 46,809,049	\$ 44,442,355	\$ 39,001,611	-16.7%
Net Fund	\$ (3,222,376)	\$ (374,655)	\$ (3,642,584)	\$ (211,741)	

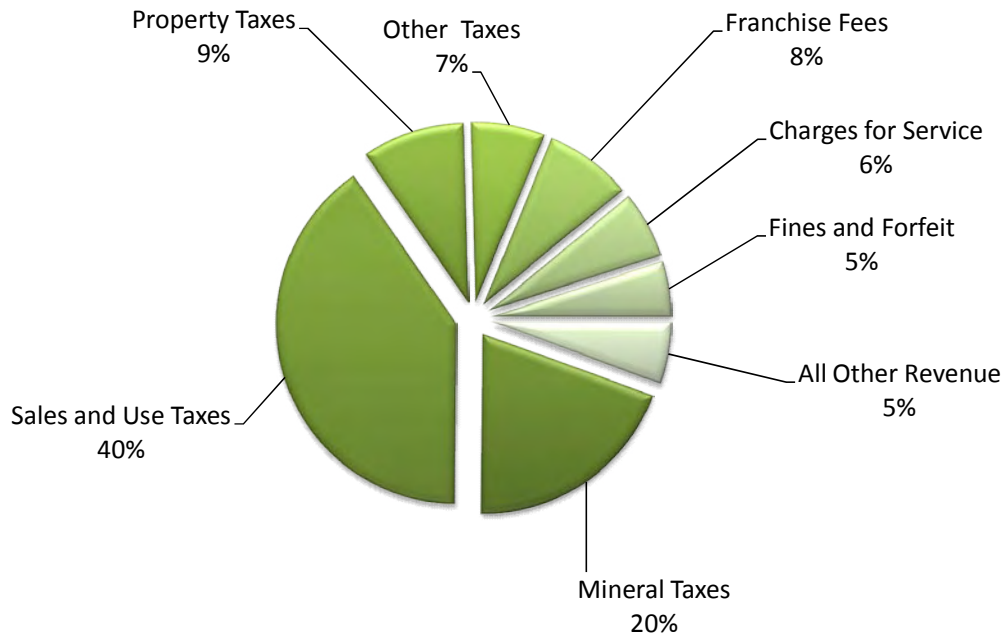
## General Fund Summary

(Budget Basis)

FY 2011

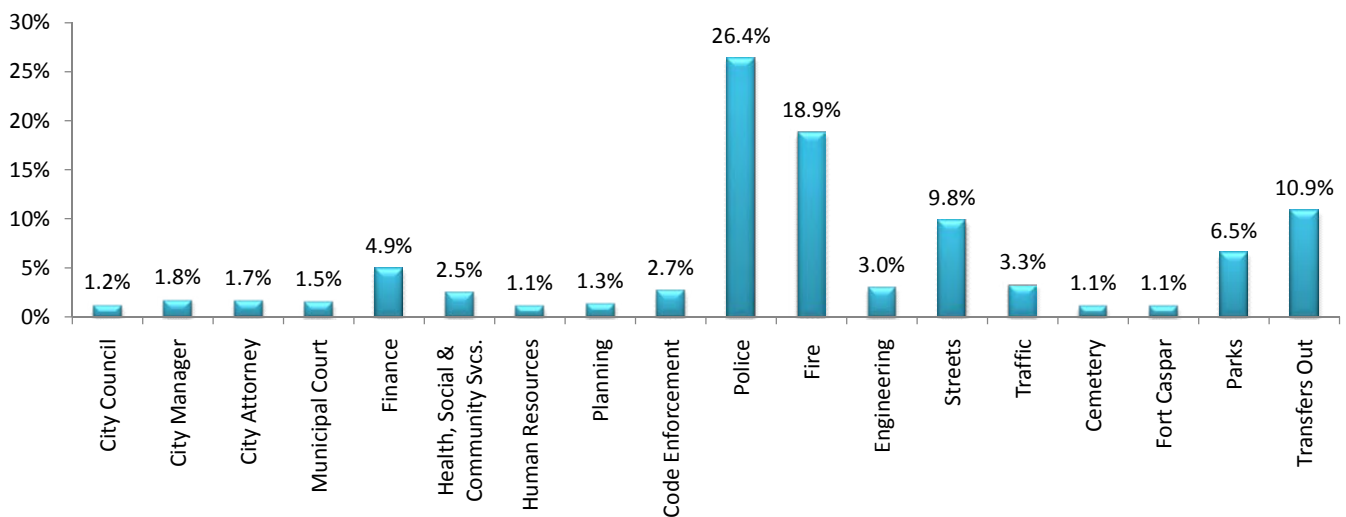
### General Fund Revenues by Category

FY 2011



### General Fund Expenditures by Cost Center

FY 2011





## **General Fund Revenue**

## ***GENERAL FUND REVENUE ANALYSIS BY MAJOR CATEGORIES***

### **MINERAL TAXES**

**Adopted FY 11 Revenue Amount:** \$ 7,603,101

**Trend:** Declining

**% Change in Category from FY 2010 Budget to FY 2011 Adopted:** -15%.

**Explanation of Major Items:** The amount of Mineral Taxes distributed to local governments is set by the Wyoming state legislature. These taxes represent 20% of total General Fund revenue.

Above-the Cap funding is set by the General Government Appropriations bill by the Wyoming legislature for two year periods, with the current allocation covering FY 2011 and FY 2012. This information is provided to the City of Casper by the Office of State Lands and Investments. Please note that this revenue was cut by the Wyoming State legislature by 28% in FY 2011.

Information on the Federal Mineral Royalty and Federal Severance Taxes distribution is provided by the Wyoming Association of Municipalities. This revenue item is set according to a fixed distribution formula and will be flat for FY 2008, FY 2009, and FY 2010.

Above-the-cap revenue is determined by the Wyoming State legislature and does not use a set allocation formula from year to year.

### **SALES AND OTHER TAXES**

**Adopted FY 11 Revenue Amount:** \$18,160,000

**Trend:** Declined rapidly in the beginning of FY 2010 and has stabilized since then

**% Change in Category from FY 2010 Budget to FY 2011 Adopted:** -27%

**Explanation of Major Items:** This category of taxes tends to be elastic with activity in the economy. As sales increase, these revenues tend to increase as well. These taxes represent 47% of General Fund revenue.

The exception in this group is the state sales tax replacement on food, which is allocated by the state legislature when the legislature eliminated taxes on groceries and was eliminated for FY 2011. The overall decrease since FY 2008 is from \$2,109,100 to \$0.

Even with food sales exempted, the City had seen strong growth in sales tax in FY 2004-2009. However, during FY 2010 revenues declined by 21.5% from the actual amount received in FY 2009. Sales tax receipts appear to have stabilized at this new lower level.

As the national recession became more severe, it has made it difficult to rely on traditional trend based models for revenue projection. These models do not work well with rapid changes to revenue as occurred at the end of FY 2009 and during FY 2010. For this reason, the revenue projections for sales tax is based on observations of FY 2010 actual revenues, local conditions, and anecdotal information of whether the economy will continue to decline, will be flat, or will slightly increase. The revenue projection for FY 2011 sales tax is based on a slight increase over the actual revenue levels to date for FY 2010.

The Auto Tax, Cigarette Tax, Gasoline Tax, and Special Fuels tax are all forecasted to have flat revenue growth due to diminished activity that takes into account estimates for FY 2010 year-end revenues. These revenues correspond with overall decreases in activity in other parts of the local economy.



## **PROPERTY TAXES**

**Adopted FY 11 Revenue Amount:** \$ 3,570,000

**Trend:** Increasing at a decreasing rate

**% Change in Category from FY 2010 Budget to FY 2011 Adopted:** 5%

**Explanation of Major Items:** This category of taxes tends to be traditionally relatively stable and represent 9% of General Fund revenue. However, in FY 2008 and FY 2009, this category had large percentage increases. FY 2010 has a smaller percentage increase. This can be tied to both increases in value of existing property and new property developments coming onto the property tax rolls.

Due to continued property development coming onto the taxable rolls during FY 2010, general property taxes were forecasted to increase by 5% over the FY 2011 estimated revenues.

However, if property values continue to decline for both residential and commercial properties or if building slows, these taxes could be flat or have a negative growth rate in the future after reassessment of property values by the County Assessor.

## **FRANCHISE FEES**

**Adopted FY 11 Revenue Amount:** \$ 3,050,000

**Trend:** Flat

**% Change in Category from FY 2010 Budget to FY 2011 Adopted:** 0%

**Explanation of Major Items:** Together, franchise fees represent 8% of General Fund revenue.

QWEST franchise fees have declined an average of six percent a year since FY 2005. These continued declines have impacted the franchise fee category's performance.

Source Gas franchise fees are based on the number of the therms sold rather than the price per therm, and varies with usage dependent on weather and temperature conditions.

The increases in some franchise fee categories such as the cable television franchise have been offset by decreases in other franchise fee revenue categories, namely the telephone franchise.

## **LICENSES**

**Adopted FY 11 Revenue Amount:** \$ 242,000

**Trend:** Declining due to weaker demand

**% Change in Category from FY 2010 Budget to FY 2011 Adopted:** -4%

**Explanation of Major Items:** Each license type has stable pricing or fees, with revenue only generally increasing with volume. With volume being limited either by market demand or by state law (liquor licenses) the room for growth in license revenue is generally constrained. Licenses represent 1% of General Fund revenues.

The primary drops are in licenses related to construction, such as electrician licenses and contractor licenses.

## **PERMITS**

**Adopted FY 11 Revenue Amount:** \$ 684,000

**Trend:** Increasing after a sharp drop during FY 2010

**% Change in Category from FY 2010 Budget to FY 2011 Adopted: 10%**

**Explanation of Major Items:** Each permit type has stable pricing or fees, with revenue only generally increasing or decreasing with volume. Volume in the case of permits is generally a reflection of construction activity. Permits represent 2% of General Fund revenues.

The Community Development Department personnel have provided information that construction activity is slowing with fewer major projects currently planned for FY 2011. These revenue estimates were based on information provided by personnel in the building inspection division. However, because the slowdown in FY 2010 was not as severe as was budgeted for, this revenue is expected to increase 10% from the FY 2010 budget.

## **CHARGES FOR SERVICE**

**Adopted FY 10 Revenue Amount: \$ 2,324,983**

**Trend: Flat**

**% Change in Category from FY 2010 Budget to FY 2011 Adopted: 0%**

**Explanation of Major Items:** Some charges for service have increased for FY 2011, with revenue projections based on the FY 2010 estimates.

However, the drop in reimbursed revenue from the Wyoming Department of Criminal Investigations (DCI), which is now budgeted in the American Recovery Act (ARRA) Fund, kept this category from showing any growth for FY 2011. Overall, this change caused a net savings to the General Fund, as the American Recovery Act picked up 100% of the police officer assigned to DCI.

Charges for service represent 6% of General Fund revenues.

## **FINES AND FORFEITURES**

**Adopted FY 11 Revenue Amount: \$ 1,945,000**

**Trend: Flat in FY 2011 after a large increase in FY 2010 due to increased fine schedule**

**% Change in Category from FY 2010 Budget to FY 2011 Adopted: 1%**

**Explanation of Major Items:** The revenue type "Fines and Forfeitures" increased an estimated 20% during FY 2010, which was budgeted for in FY 2010. This revenue item was driven by increases to the municipal fine and bond schedule by the Municipal judges near the end of FY 2009. Further increases are not projected during FY 2011, so this revenue is budgeted to remain flat.

Parking fines also increased due to new higher fine rates that were implemented in FY 2009. Increased enforcement have kept actual revenue stronger than budgeted in FY 2010, with a 23% increase over FY 2010 budgeted for FY 2011.

Fines and Forfeitures represent 5% of General Fund revenues.

## **MISCELLANEOUS**

**Adopted FY 11 Revenue Amount: \$ 1,073,286**

**Trend: Positive growth in the short-term**

**% Change in Category from FY 2010 Budget to FY 2011 Adopted: 13%**

**Explanation of Major Items:** The largest revenue source in this group is interest income, which represents 77% of this category.

Miscellaneous revenue sources represent 3% of General Fund revenues.

## **TRANSFERS IN**

**Adopted FY 11 Revenue Amount:** \$ 117,500

**Trend:** One-Time decline as Forestry program ends due to exhausting 1% #13 sales tax allocation

**% Change in Category from FY 2010 Budget to FY 2011 Adopted:** -47%

**Explanation of Major Items:** The transfer in to the General Fund originates in the 1% #13 fund. \$87,500 of the transfer provides funding for the Community Action Partnership. This is part of a four year allocation that began in FY 2009. The balance of the transfer is related to budgeted costs for the forestry program in Parks, which are down significantly for FY 2011 as the Forestry program exhausts its' 1% #13 sales tax allocation.

Transfers In represents less than 1% of General Fund revenues.

**FY 2011 Budget  
(Budget Basis)  
General Fund Revenues**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>	<b>% of Total FY 2011 Budget</b>
<b>Taxes</b>						
<b>Mineral Taxes</b>						
Mineral Severance Tax	\$ 2,087,180	\$ 2,103,970	\$ 2,103,970	\$ 2,103,970	0%	
Mineral Royalties Tax	2,084,432	2,081,560	2,081,560	2,081,560	0%	
Mineral Taxes - Supplemental	-	-	-	-	0%	
Mineral - Above-The-Cap Funding	5,244,002	4,719,602	4,981,799	3,417,571	-28%	
Natrona County Consensus**	161,342	-	-	-	0%	
<b>Total Mineral Taxes</b>	<b>\$ 9,576,956</b>	<b>\$ 8,905,132</b>	<b>\$ 9,167,329</b>	<b>\$ 7,603,101</b>	<b>-15%</b>	<b>20%</b>
**\$14,000,000 of FY 2009 Natrona County Consensus revenue monies are budgeted in the Balefill Fund.						
<b>Other Taxes</b>						
Auto Tax	\$ 1,206,504	\$ 1,206,504	\$ 1,103,658	\$ 1,100,000	-9%	
Cigarette Tax	440,841	455,000	400,000	440,000	-3%	
Sales/Use Tax	19,866,283	21,131,426	15,300,000	15,600,000	-26%	
Sales Tax - Food Tax Replacement	949,049	930,170	930,170	-	-100%	
Gasoline Tax	665,366	720,000	620,000	680,000	-6%	
Special Fuels Tax	322,003	330,000	300,000	340,000	3%	
<b>Total Other Taxes</b>	<b>\$23,450,046</b>	<b>\$24,773,100</b>	<b>\$18,653,828</b>	<b>\$18,160,000</b>	<b>-27%</b>	<b>47%</b>
<b>Property Taxes</b>						
Property Tax	\$ 3,393,834	\$ 3,393,176	\$ 3,400,000	\$ 3,570,000	5%	
<b>Total Property Tax</b>	<b>\$ 3,393,834</b>	<b>\$ 3,393,176</b>	<b>\$ 3,400,000</b>	<b>\$ 3,570,000</b>	<b>5%</b>	<b>9%</b>
<b>Franchise Fees</b>						
Bresnan Franchise	\$ 692,595	\$ 723,519	\$ 731,236	\$ 750,000	4%	
QWEST Franchise	150,153	137,150	133,589	130,000	-5%	
Rocky Mtn. Power Franchise	1,430,784	1,507,725	1,490,000	1,500,000	-1%	
Source Gas Franchise	608,279	670,000	670,000	670,000	0%	
<b>Total Franchise Fees</b>	<b>\$ 2,881,811</b>	<b>\$ 3,038,394</b>	<b>\$ 3,024,825</b>	<b>\$ 3,050,000</b>	<b>0%</b>	<b>8%</b>
<b>Total Taxes</b>	<b>\$39,302,647</b>	<b>\$40,109,802</b>	<b>\$34,245,982</b>	<b>\$32,383,101</b>	<b>-19%</b>	<b>83%</b>
<b>Licenses</b>						
Liquor Licenses	\$ 138,505	\$ 128,000	\$ 129,000	\$ 133,000	4%	
Health Licenses	39,909	29,000	36,000	36,000	24%	
Alarm/False Alarms	20,015	20,000	7,000	7,000	-65%	
Other Licenses	21,147	20,000	22,000	15,000	-25%	
Contractor Licenses	37,466	32,000	28,000	30,000	-6%	
Electrician Licenses	15,749	15,000	15,000	12,000	-20%	
Plumber Licenses	7,161	9,000	10,000	9,000	0%	
<b>Total Licenses</b>	<b>\$ 279,952</b>	<b>\$ 253,000</b>	<b>\$ 247,000</b>	<b>\$ 242,000</b>	<b>-4%</b>	<b>1%</b>

**FY 2011 Budget  
(Budget Basis)  
General Fund Revenues**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>	<b>% of Total FY 2011 Budget</b>
<b>Permits</b>						
Building Permits	\$ 560,670	\$ 400,000	\$ 600,000	\$ 500,000	25%	
Electrical Permits	112,891	85,000	75,000	75,000	-12%	
Mechanical Permits	52,935	35,000	30,000	30,000	-14%	
Plumbing Permits	77,535	90,000	65,000	65,000	-28%	
Other Permits	13,302	10,000	20,000	10,000	0%	
Sidewalk & Curb Cuts Permit	3,360	4,400	4,000	4,000	-9%	
<b>Total Permits</b>	<b>\$ 820,693</b>	<b>\$ 624,400</b>	<b>\$ 794,000</b>	<b>\$ 684,000</b>	<b>10%</b>	<b>2%</b>
<b>Total License &amp; Permits</b>	<b>\$ 1,100,645</b>	<b>\$ 877,400</b>	<b>\$ 1,041,000</b>	<b>\$ 926,000</b>	<b>6%</b>	<b>2%</b>
<b>Intergovernmental Revenue</b>						
Summer Youth Wages	\$ 148	\$ -	\$ -	\$ -	0%	
WYDOT I-25	20,000	20,000	20,000	20,000	0%	
Federal Grants- Kistler Building	45	-	-	-	0%	
Federal Grant SHPO Brochure	5,000	-	-	-	0%	
<b>Total Intergovernmental</b>	<b>\$ 25,193</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>0%</b>	<b>0%</b>
<b>Charges for Services</b>						
<b>Planning &amp; Community Development</b>						
P & CD - Rental Fees	\$ 3,995	\$ 4,100	\$ 4,100	\$ 4,100	0%	
P & CD - Plan Checking Fees	216,790	120,000	200,000	160,000	33%	
P & CD - Zoning/Subdivision	19,567	27,000	12,000	12,000	-56%	
P & CD - C.A.T.C. Building Rent	8,425	8,450	8,450	8,450	0%	
P & CD - Weed/Litter Abatement	5,464	3,500	26,000	3,500	0%	
P & CD - Building Inspection	46,758	40,000	75,000	75,000	88%	
<b>Total Planning &amp; Comm. Dev</b>	<b>\$ 300,999</b>	<b>\$ 203,050</b>	<b>\$ 325,550</b>	<b>\$ 263,050</b>	<b>30%</b>	<b>0.7%</b>
<b>Miscellaneous Charges</b>						
Ft. Caspar Admissions	\$ 25,882	\$ 22,000	\$ 23,375	\$ 22,000	0%	
Ft. Caspar Building Rent	3,084	3,000	2,000	3,000	0%	
Ft. Caspar Concessions	58,083	65,000	55,000	60,000	-8%	
Other Charges	932	2,000	1,000	-	-100%	
Cemetery Fees	97,320	85,000	65,000	80,000	-6%	
NCSD #1 Crossing Guards	20,000	20,000	20,000	20,000	0%	
<b>Total Miscellaneous Charges</b>	<b>\$ 205,301</b>	<b>\$ 197,000</b>	<b>\$ 166,375</b>	<b>\$ 185,000</b>	<b>-6%</b>	<b>0.5%</b>
<b>Interdepartmental</b>						
Administrative Fees	\$ 154,973	\$ 100,992	\$ 100,992	\$ 101,141	0%	
Interdepartmental Charges	1,506,405	1,560,992	1,560,992	1,544,242	-1%	
<b>Total Interdepartmental</b>	<b>\$ 1,661,378</b>	<b>\$ 1,661,984</b>	<b>\$ 1,661,984</b>	<b>\$ 1,645,383</b>	<b>-1%</b>	<b>4%</b>

**FY 2011 Budget  
(Budget Basis)  
General Fund Revenues**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>	<b>% of Total FY 2011 Budget</b>
<b>Public Safety Fees</b>						
Police Contract Wages	\$ 22,815	\$ 25,000	\$ 15,000	\$ 15,000	-40%	
Police Accident Reports	9,171	8,500	8,000	8,000	-6%	
Police VIN	19,085	14,000	15,000	15,500	11%	
Police Miscellaneous	17,938	16,000	36,500	35,000	119%	
Police NCSD #1 Officer	103,000	105,000	105,000	105,000	0%	
Police Restitution Fines	303	800	550	550	-31%	
Police - DCI	73,358	92,000	65,800	52,500	-43%	
<b>Total Public Safety Fees</b>	<b>\$ 245,670</b>	<b>\$ 261,300</b>	<b>\$ 245,850</b>	<b>\$ 231,550</b>	<b>-11%</b>	<b>1%</b>
<b>Total Charges For Services</b>	<b>\$ 2,413,348</b>	<b>\$ 2,323,334</b>	<b>\$ 2,399,759</b>	<b>\$ 2,324,983</b>	<b>0%</b>	<b>6%</b>
<b>Fines &amp; Forfeitures</b>						
Court Fines and Forfeitures	\$ 1,473,508	\$ 1,800,000	\$ 1,783,837	\$ 1,800,000	0%	
Court Costs	74,394	75,000	75,000	75,000	0%	
Parking Fines	56,815	53,000	71,296	65,000	23%	
Court Appointed Attorney	4,521	3,500	3,500	5,000	43%	
<b>Total Fines &amp; Forfeitures</b>	<b>\$ 1,609,238</b>	<b>\$ 1,931,500</b>	<b>\$ 1,933,633</b>	<b>\$ 1,945,000</b>	<b>1%</b>	<b>5%</b>
<b>Miscellaneous</b>						
Interest On Investments	\$ 1,029,877	\$ 800,000	\$ 800,000	\$ 800,000	0%	
Gain/Loss On Investments	50,347	-	(5,334)	-	0%	
Contributions - Fort Educator	42,373	46,630	41,403	37,611	-19%	
Fire Staffing Reimbursements	-	-	-	35,675	100%	
Miscellaneous	268,230	102,400	100,000	200,000	95%	
<b>Total Miscellaneous</b>	<b>\$ 1,390,827</b>	<b>\$ 949,030</b>	<b>\$ 936,069</b>	<b>\$ 1,073,286</b>	<b>13%</b>	<b>3%</b>
<b>Transfers In</b>						
Transfers In LAD Repayment of Loan	-	-	-	-	0%	
Transfers In 1% #13	333,527	223,328	223,328	117,500	-47%	
<b>Total Transfers In</b>	<b>\$ 333,527</b>	<b>\$ 223,328</b>	<b>\$ 223,328</b>	<b>\$ 117,500</b>	<b>-47%</b>	<b>0.3%</b>
<b>Total Revenue</b>	<b>\$46,175,425</b>	<b>\$46,434,394</b>	<b>\$40,799,771</b>	<b>\$38,789,870</b>	<b>-16%</b>	<b>100%</b>

# **City Council**

## **City Council**

**Mission Statement:** To set the direction for the City organization to promote public health, safety and well being of all citizens and visitors in Casper.

**Goal Setting:** The Casper City Council met in April 2009 to establish goals for FY2010 and FY2011.

### **High Priority Goals**

1. To develop a plan for the acquisition of land and for active recruitment of businesses in the Old Yellowstone District and downtown, including an anchor project.
2. To evaluate and develop a comprehensive plan including financial resources for the support of social services.
3. To promote passage of the November 2010 County-wide Optional 1% Sales Tax.

### **Lower Priority Goals**

1. To explore alternatives for the use of the outdoor pools.
2. To review the City's annexation policy.
3. To develop a strategy to obtain 3-4 minute police response time for high priority calls.
4. To convene a consortium of stakeholders to explore expansion of higher education options to include a four year college/university in Casper.
5. To review the current economic development strategies which are pursued by the City and CAEDA.
6. To develop a multi-faceted plan to deal with alcohol issues using the meth program approach as a model.
7. To adopt and implement the first phase of the downtown street enhancement study.
8. To commit to and implement a plan for energy efficiency in City facilities.

**Highlights from FY 2010:** Progress was made on the first High Priority Goal with the award of the construction contract for Yellowstone Highway reconstruction from David Street to Spruce Street with a combination of local and federal funds. This area has also seen some additional investment by existing property owners and opportunities for property acquisition and/or property swaps to bring in new investment. The reconstruction of Beech Street adjacent to the NIC was made possible through Federal Transportation Administration stimulus funding. The KC Apartments were closed and a new owner identified for a future redevelopment project that will result in demolition and reconstruction of a new affordable housing project.

The second goal was addressed with a special Work Session in February 2010 to look at a better way for Council to determine the appropriate role of City government in the provision of



social services. Council decided to work closely with the Community Action Partnership on a strategic assessment of all the human service needs in Casper.

A formal citizen engagement process was initiated this year to educate the public and to get their input on how the Optional 1% Sales Tax should be spent. A survey, website and public meetings utilizing keypad polling to solicit responses have been implemented.

**Highlights for FY 2011:** This budget was reduced by 55% primarily through a 67% reduction of the Council Goals line item and a 62% reduction in travel and training.

Despite these reductions, additional progress is planned on several of the Lower Priority Goals, including enhancing livability of the Downtown with major street improvement projects on David Street and Collins Drive. The City Council is also working with local landlords on a new inspection program and active enforcement of health and safety codes in rental properties in the Downtown.

The City's Sustainability Committee is working with staff on identifying ways to reduce energy usage and will be tracking the impact of the Long Energy Solutions contract to make improvements in City facilities that will result in more energy efficiency savings. Three energy conservation projects will be completed at the Casper Events Center during FY2011 using Federal Stimulus Funds and one-time monies from the Capital Fund. An Energy Assurance Plan will also be prepared for the City organization.

## General Fund Expenditures

### City Council

City Council Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
City Council Members	9	9	9	9
<b>Total</b>	9	9	9	9
<b>Part Time Employees (Budget)</b>	\$ -	\$ -	\$ -	\$ -

City Council Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 72,826	\$ 87,104	\$ 106,700	\$ 86,604	-1%
Contractual Services	124,692	138,328	105,249	114,637	-17%
Materials & Supplies	2,909	4,000	3,000	3,000	-25%
Other	679,744	847,018	402,837	275,000	-68%
Capital	5,466	5,000	2,500	5,000	0%
<b>Total Expenditures</b>	\$ 885,637	\$ 1,081,450	\$ 620,286	\$ 484,241	-55%

**FY 2011 Budget  
(Budget Basis)  
City Council**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 67,400	\$ 80,000	\$ 100,000	\$ 80,000	0%
<b>Total Salaries &amp; Wages</b>	<u>\$ 67,400</u>	<u>\$ 80,000</u>	<u>\$ 100,000</u>	<u>\$ 80,000</u>	<u>0%</u>
<b>Benefits</b>					
FICA/Medicare Tax	\$ 5,027	\$ 6,104	\$ 6,200	\$ 6,104	0%
Workers' Compensation	399	1,000	500	500	-50%
<b>Total Benefits</b>	<u>\$ 5,426</u>	<u>\$ 7,104</u>	<u>\$ 6,700</u>	<u>\$ 6,604</u>	<u>-7%</u>
<b>Total Personnel</b>	<u>\$ 72,826</u>	<u>\$ 87,104</u>	<u>\$ 106,700</u>	<u>\$ 86,604</u>	<u>-1%</u>
<b>Contractual Services</b>					
Elections	\$ 2,000	\$ -	\$ -	\$ 2,000	100%
Survey Services	-	5,000	-	-	-100%
Insurance & Bonds	2,928	2,928	2,928	2,637	-10%
Telecommunications	1,615	1,500	1,500	1,500	0%
Postage/Shipping	595	500	500	500	0%
Advertising	43,332	35,000	35,000	35,000	0%
Printing/Reproduction	7,960	8,000	8,000	8,000	0%
Travel & Training	19,254	26,000	5,000	10,000	-62%
Other Contractual	-	9,400	5,000	5,000	-47%
Association Dues	47,008	50,000	47,321	50,000	0%
<b>Total Contractual Services</b>	<u>\$ 124,692</u>	<u>\$ 138,328</u>	<u>\$ 105,249</u>	<u>\$ 114,637</u>	<u>-17%</u>

**FY 2010 Budget  
(Budget Basis)  
City Council**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,159	\$ 2,000	\$ 2,000	\$ 2,000	0%
Books, Periodicals, Maps	750	1,000	500	500	-50%
Awards	0	1,000	500	500	-50%
<b>Total Materials &amp; Supplies</b>	<b>\$ 2,909</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>-25%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 64,211	\$ 82,451	\$ 82,451	\$ 25,000	-70%
ADA Compliance	3,765	14,310	15,000	-	-100%
Council Goals	342,141	614,870	200,000	200,000	-67%
Public Information Initiative	94,272	5,387	5,386	-	-100%
Community Interaction Initiative	15,000	45,000	45,000	-	-100%
Police & Support Funding	74,400	-	-	-	0%
CEC Operations Study	37,540	-	-	-	0%
Newsletters	3,416	10,000	-	-	-100%
National Development Council	4,999	10,000	10,000	10,000	0%
CNFR	40,000	40,000	40,000	40,000	0%
Civic Engagement Process	-	25,000	5,000	-	
<b>Total Other Expenses</b>	<b>\$ 679,744</b>	<b>\$ 847,018</b>	<b>\$ 402,837</b>	<b>\$ 275,000</b>	<b>-68%</b>
<b>Capital - New</b>					
Technologies	\$ 5,466	\$ 5,000	\$ 2,500	\$ 5,000	0%
<b>Total Capital - New</b>	<b>\$ 5,466</b>	<b>\$ 5,000</b>	<b>\$ 2,500</b>	<b>\$ 5,000</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 885,637</b>	<b>\$ 1,081,450</b>	<b>\$ 620,286</b>	<b>\$ 484,241</b>	<b>-55%</b>

## **City Manager's Office**

## **City Manager**

**Mission Statement:** To provide the administration and coordination of day-to-day operations of City government, and for the implementation of goals, objectives and policies established by the City Council.

**1. FY 2011 Goal: Improve the efficiency and effectiveness of the City Council packet process.**

Objective: Receive 90% of Council Agenda items in the proper format with all attachments by 12:00 noon on the Wednesday prior to the regular Council meeting date.

Objective: Electronically deliver 100% of Council Packets to City Councilmember by noon on the Friday, prior to the regular Council meeting date.

Objective: Amend no more than 1% of agenda items after the agenda has been published and delivered to the City Council.

Objective: Implement the Agenda Manager software system to submit, review and finalize all agenda packet materials by December 31, 2010.

**2. FY 2011 Goal: Reduce the energy consumption of Casper City Government.**

Objective: Reduce the amount of electricity (KWHs) consumed by the City government for its operations.

Objective: Reduce the amount of natural gas (BTUs) consumed by the City government for its operations.

Objective: Reduce the amount of gasoline and diesel fuel (gallons) consumed by the City government for its operations.

**3. FY 2011 Goal: Support the renewal of the Optional 1% Sales Tax.**

Objective: Prepare a list of projects to be funded by Optional 1%#14 by July 30, 2010.

Objective: Respond to citizen comments and questions within 24 hours utilizing the One Cent Process Website, individual phone calls or email.

Objective: Attend group meetings, when invited, to discuss the 1% Process and the use of 1% funds in an attempt to speak to more than 1,000 citizens by November 1, 2010.

Objective: Prepare a final report on the citizen engagement process by December 31, 2010.

**Highlights from FY 2010:** The Special Projects Coordinator position was vacant most of the year due to the transfer of the individual to the Human Resources Department as a full-time HR Analyst. While working for the City Manager's office the individual had successfully secured funding for two major energy grants under the ARRA program through the Department of Energy and the Wyoming Business Council. Existing staff in the City Manager's office assumed responsibility for managing these grants as well as the overall stimulus funding program requirements. Two additional energy grants were received and are in the process of implementation for FY 2011. Much of the travel and training budget was not utilized in recognition of the need to reduce costs.

The Council Packet process was changed to eliminate the delivery of paper packets and the interface of the agenda packets with the video streaming software during the regular meetings. Additional steps are planned to continue to improve the process by which packets are submitted, reviewed and published on the internet.

The office worked closely with the Engineering Division to develop a design/build contract for energy efficiency upgrades to City buildings. An energy audit was completed in 2009 and the final report will be presented to the City Council in July 2010.

The Optional 1% Process was revised and initiated through the City Manager's office in February 2010. A survey form was developed, a new website initiated, public meetings conducted and educational materials distributed in an effort to engage the public in a discussion about how their tax money should be spent. Results of the survey process will be compiled by the end of June, and a proposed list of projects will be developed that reflect the priorities of the community.

#### **FY 2010 Performance Measures and Goals Reporting**

<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Plan</b>	<b>FY 2010 YTD Actual</b>	<b>FY 2011 Target</b>
Council Goals Implementation	N/A	Since Council Goals are on a two year cycle, ideally 50% of goals would see progress each year.	Tangible progress made on 10 of 11 (90.9%) of 2010-2011 Council Goals. A detailed progress report can be found on pages 5-8.	To make tangible progress on all uncompleted 2010-2011 Council Goals.
Work Session Agenda Items submitted on time	Estimate 75%	Increased timeliness of items submitted	95% On Time	95% On Time
Regular session agenda items submitted to City Attorney on time	Estimate 75%	Increased timeliness of items submitted	90% On Time	90% On Time

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 YTD Actual	FY 2011 Target
Regular session agenda item submitted to City Manager's Office On-Time	Estimate 75%	Increased timeliness of items submitted	81% On Time	90% On Time
Paperless Council Meeting packets	0%	Implement paperless process by December 31, 2009. with 50% of meetings in year with digital packets.	50% of work session packets and 41.6% of regular Council packets were paperless.	100% of council packets produced electronically

**Highlights for FY 2011:** The budget has been reduced by 16.8%. It eliminates the Special Projects Coordinator position and reduces travel and training by 50%.

Staff will continue to work on the 1% process by engaging the public in a discussion about the use of 1% funds. The next step in the packet process will be working with the departments to have items submitted in digital form so that the internal review can take place without having to print the materials.



# City Manager

City Manager Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Administrative Analyst	1	1	1	1
Administrative Secretary	1	1	1	1
Assistant City Manager	1	1	1	1
City Manager	1	1	1	1
Exec Secretary/ Laserfiche Administrator	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
The personnel budget for FY 2010 also included a contractual position for a special projects coordinator that has been eliminated for FY 2011.				
<b>Part Time Employees (Budget)</b>	\$	-	\$	-

City Manager Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 647,001	\$ 677,031	\$ 623,604	\$ 609,207	-10%
Contractual Services	34,428	35,158	26,658	25,687	-27%
Materials & Supplies	4,287	4,000	3,000	4,000	0%
Other	5,872	107,935	56,891	49,717	-54%
Capital	16,398	10,000	5,000	5,000	-50%
<b>Total Expenditures</b>	<b>\$ 707,986</b>	<b>\$ 834,124</b>	<b>\$ 715,153</b>	<b>\$ 693,611</b>	<b>-17%</b>

**FY 2011 Budget  
(Budget Basis)  
City Manager**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 440,432	\$ 445,880	\$ 407,645	\$ 398,106	-11%
Part Time	-	-	-	-	0%
Overtime	3,140	3,000	3,000	3,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 443,572</b>	<b>\$ 448,880</b>	<b>\$ 410,645</b>	<b>\$ 401,106</b>	<b>-11%</b>
<b>Other Pay</b>					
Contractual Pay	\$ 57,459	\$ 63,000	\$ 62,489	\$ 57,489	-9%
Disability Leave Buy-Back	5,830	8,000	8,000	8,000	0%
Other Allowances	1,020	1,200	1,200	1,200	0%
<b>Total Other Pay</b>	<b>\$ 64,309</b>	<b>\$ 72,200</b>	<b>\$ 71,689</b>	<b>\$ 66,689</b>	<b>-8%</b>
<b>Benefits</b>					
Health Insurance	\$ 52,944	\$ 58,224	\$ 58,224	\$ 49,572	-15%
Other Insurance Benefits	2,980	4,739	3,000	3,824	-19%
FICA/Medicare Tax	32,926	40,614	35,748	35,748	-12%
Retirement Contributions	42,979	45,435	37,359	45,288	0%
Unemployment Compensation	68	0	0	0	0%
Workers' Compensation	7,223	6,939	6,939	6,980	1%
<b>Total Benefits</b>	<b>\$ 139,120</b>	<b>\$ 155,951</b>	<b>\$ 141,270</b>	<b>\$ 141,412</b>	<b>-9%</b>
<b>Total Personnel</b>	<b>\$ 647,001</b>	<b>\$ 677,031</b>	<b>\$ 623,604</b>	<b>\$ 609,207</b>	<b>-10%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 221	\$ 600	\$ 600	\$ 600	0%
Insurance & Bonds	6,572	6,572	6,572	5,919	-10%
Telecommunications	1,193	1,000	1,000	1,000	0%
Postage/Shipping	390	500	500	500	0%
Printing/Reproduction	1,454	1,500	1,500	1,500	0%
Travel & Training	16,969	16,000	8,000	8,000	-50%
Interdepartmental Services	2,747	3,486	3,486	3,168	-9%
Other Contractual	312	500	500	500	0%
Association Dues	4,570	5,000	4,500	4,500	-10%
<b>Total Contractual Services</b>	<b>\$ 34,428</b>	<b>\$ 35,158</b>	<b>\$ 26,658</b>	<b>\$ 25,687</b>	<b>-27%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,857	\$ 2,000	\$ 1,000	\$ 2,000	0%
Books, Periodicals, Maps	2,430	2,000	2,000	2,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 4,287</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ 4,000</b>	<b>0%</b>

**FY 2010 Budget  
(Budget Basis)  
City Manager**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Programs & Projects	2,764	11,044	10,000	10,000	-9%
Operating Contingency	3,108	96,891	46,891	39,717	-59%
Staffing Contingency	-	-	-	-	0%
<b>Total Other Expenses</b>	<b>\$ 5,872</b>	<b>\$ 107,935</b>	<b>\$ 56,891</b>	<b>\$ 49,717</b>	<b>-54%</b>
<b>Capital - New</b>					
Light Equipment	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 16,398	\$ 10,000	\$ 5,000	\$ 5,000	-50%
<b>Total Capital - Replacement</b>	<b>\$ 16,398</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>-50%</b>
<b>Total Expenses</b>	<b>\$ 707,986</b>	<b>\$ 834,124</b>	<b>\$ 715,153</b>	<b>\$ 693,611</b>	<b>-16.8%</b>



## **City Attorney's Office**

## **City Attorney**

**Mission Statement:** To provide legal counsel for the City Council, City Manager, City Departments and City Boards/Commissions which are not separate legal entities. Represent the City in all lawsuits and administrative proceedings that are not referred to outside counsel, and to prosecute criminal cases before the Municipal Court.

1. **Goal: Maximize efficiency for review of contracts and other documents for the administration of City government.**

Objective: Develop form files for 90% of the standard contracts, resolutions and ordinances for the Engineering Division by December 31, 2010.

2. **Goal: Increase staff's knowledge in governmental, civil rights, real estate, criminal and employment law.**

Objective: Have each attorney attend at least two seminars/training programs in their respective areas of practice for the City, and for cross training purposes.

3. **Goal: Develop a document management system that tracks response time for short-term and long-term projects, with the goal of improving response time to written requests for document review and legal opinions.**

Objective: Respond to 90% of written requests for short-term document review or legal opinions within 5 working days of the receipt of the request.

**Highlights from FY 2010:** The City Attorney's Office, in addition to representing the City Council, supports the operations of all of the other City Departments and enforces the Casper City Code by prosecuting code violations in the Casper Municipal Court.

The office plays an instrumental role in (and handles legal issues arising from) employment and personnel relations, workers' compensation and Title VII discrimination issues. The office also oversees and monitors all litigation cases filed against the City. The office is further responsible for the review of all contracts; subdivision and site plan agreements for new developments, easements, and land related issues, including the documents for the acquisition and sale of real property by the City.

**Highlights for FY 2011:** This budget was reduced by 10%. The travel and training lines were reduced by 30%, and a vacant Assistant City Attorney I position has been eliminated.

## City Attorney

City Attorney Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Assistant City Attorney I	2	2	2	1
Assistant City Attorney II	1	1	1	1
City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Legal Secretary	1	-	-	-
Administrative Secretary	-	1	1	1
Paralegal	1	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>
<b>Part Time Employees (Budget)</b>		\$ -	\$ -	\$ -

City Attorney Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 554,128	\$ 648,610	\$ 577,230	\$ 587,744	-9%
Contractual Services	48,717	55,769	49,396	49,053	-12%
Materials & Supplies	19,484	21,930	19,430	20,930	-5%
Other	-	3,500	3,500	3,500	0%
Capital	6,697	4,050	3,050	2,050	-49%
<b>Total Expenditures</b>	<b>\$ 629,026</b>	<b>\$ 733,859</b>	<b>\$ 652,606</b>	<b>\$ 663,277</b>	<b>-10%</b>

**FY 2010 Budget  
(Budget Basis)  
City Attorney**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 416,694	\$ 491,670	\$ 430,974	\$ 438,112	-11%
<b>Total Salaries &amp; Wages</b>	<u>\$ 416,694</u>	<u>\$ 491,670</u>	<u>\$ 430,974</u>	<u>\$ 438,112</u>	<u>-11%</u>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 6,000	\$ 6,000	\$ -	-100%
Disability Leave Buy-Back	1,149	2,890	1,200	1,200	-58%
Accrued Leave Payoff	53	-	-	-	0%
Other Allowances	-	-	-	5,400	100%
<b>Total Other Pay</b>	<u>\$ 1,202</u>	<u>\$ 8,890</u>	<u>\$ 7,200</u>	<u>\$ 6,600</u>	<u>-26%</u>
<b>Benefits</b>					
Health Insurance	\$ 65,016	\$ 64,860	\$ 64,860	\$ 62,328	-4%
Other Insurance Benefits	2,876	3,767	3,304	3,304	-12%
FICA/Medicare Tax	30,721	38,852	33,605	33,605	-14%
Unemployment Contributions	1,905	-	-	-	0%
Retirement Contributions	29,431	33,867	30,728	37,236	10%
Workers' Compensation	6,283	6,704	6,559	6,559	-2%
<b>Total Benefits</b>	<u>\$ 136,232</u>	<u>\$ 148,050</u>	<u>\$ 139,056</u>	<u>\$ 143,032</u>	<u>-3%</u>
<b>Total Personnel</b>	<u>\$ 554,128</u>	<u>\$ 648,610</u>	<u>\$ 577,230</u>	<u>\$ 587,744</u>	<u>-9%</u>
<b>Contractual Services</b>					
Outside Legal	\$ 26,824	\$ 30,000	\$ 30,000	\$ 30,000	0%
Medical Testing Services	-	300	300	300	0%
Insurance & Bonds	3,057	3,057	3,057	2,753	-10%
Telecommunications	1,442	2,000	2,000	2,000	0%
Postage/Shipping	731	1,000	1,000	1,000	0%
Printing/Reproduction	1,411	1,500	1,500	1,500	0%
Travel & Training	8,945	11,440	5,000	8,000	-30%
Interdepartmental Services	3,240	2,972	2,972	-	-100%
Other Contractual	3,067	2,200	2,200	2,200	0%
Association Dues	-	1,300	1,367	1,300	0%
<b>Total Contractual Services</b>	<u>\$ 48,717</u>	<u>\$ 55,769</u>	<u>\$ 49,396</u>	<u>\$ 49,053</u>	<u>-12%</u>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,144	\$ 3,430	\$ 3,430	\$ 3,430	0%
Books, Periodicals, Maps	16,340	18,500	16,000	17,500	-5%
<b>Total Materials &amp; Supplies</b>	<u>\$ 19,484</u>	<u>\$ 21,930</u>	<u>\$ 19,430</u>	<u>\$ 20,930</u>	<u>-5%</u>



**FY 2010 Budget  
(Budget Basis)  
City Attorney**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Principal Payments	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	0%
<b>Total Other Expenses</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>0%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Light Equipment	\$ 848	\$ 1,000	\$ -	\$ -	-100%
Technologies	2,539	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ 3,387</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 1,923	\$ -	\$ -	\$ -	0%
Technologies	1,387	3,050	3,050	2,050	-33%
<b>Total Capital - Replacement</b>	<b>\$ 3,310</b>	<b>\$ 3,050</b>	<b>\$ 3,050</b>	<b>\$ 2,050</b>	<b>-33%</b>
<b>Total Expenses</b>	<b>\$ 629,026</b>	<b>\$ 733,859</b>	<b>\$ 652,606</b>	<b>\$ 663,277</b>	<b>-10%</b>



# **Municipal Court**

## **Municipal Court**

**Mission Statement:** To provide competent and timely judicial and administrative services to citizens and court participants.

**1. Goal: Increase the rate of revenue collection.**

Objective: Increase the Municipal Court Account Receivable Turnover Ratio by 15% over previous year same month by December 2010.

**Highlights from FY 2010:** A video arraignment system was implemented and has been in use since March 2010. The system has eliminated the need to transport prisoners from the Natrona County Jail for arraignments at the Hall of Justice. This has helped resolve a problem with guarding prisoners at the Hall of Justice that arose when the Natrona County Courts moved to the new courthouse.

**Highlights for FY 2011:** This budget was reduced by 9%, primarily by eliminating a vacant Court Clerk II position that is currently vacant.

An upgrade to the case management software system is planned for implementation in August 2010.

# Municipal Court

Municipal Court Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Court Bailiff	2	2	2	2
Court Clerk II	3	3	3	2
Customer Service Representative	2	2	2	2
Municipal Court Manager	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>
<b>Part Time Employees (Budget)</b>		\$ 104,520	\$ 104,000	\$ 104,000

Municipal Court Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 544,777	\$ 577,290	\$ 539,077	\$ 525,305	-9%
Contractual Services	68,608	67,228	61,948	63,435	-6%
Materials & Supplies	3,961	5,400	4,200	4,200	-22%
Other	(194)	4,000	4,000	4,000	0%
Capital	6,906	4,000	3,000	4,200	5%
<b>Total Expenditures</b>	<b>\$ 624,058</b>	<b>\$ 657,918</b>	<b>\$ 612,225</b>	<b>\$ 601,140</b>	<b>-9%</b>

**FY 2011 Budget  
(Budget Basis)  
Municipal Court**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 313,373	\$ 328,556	\$ 287,784	\$ 292,862	-11%
Part Time	104,520	104,000	104,000	104,000	0%
Overtime	1,283	1,500	4,636	1,500	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 419,176</b>	<b>\$ 434,056</b>	<b>\$ 396,420</b>	<b>\$ 398,362</b>	<b>-8%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 8,000	\$ 9,000	\$ -	-100%
Disability Leave Buy-Back	1,651	2,210	1,259	2,100	-5%
Accrued Leave Payoff	196	-	5,828	-	0%
Other Allowances	3,600	3,600	3,600	3,600	0%
<b>Total Other Pay</b>	<b>\$ 5,447</b>	<b>\$ 13,810</b>	<b>\$ 19,687</b>	<b>\$ 5,700</b>	<b>-59%</b>
<b>Benefits</b>					
Health Insurance	\$ 63,780	\$ 70,140	\$ 69,791	\$ 62,328	-11%
Other Insurance Benefits	2,745	3,080	2,461	2,627	-15%
FICA/Medicare Tax	30,972	31,547	30,245	30,908	-2%
Retirement Contributions	17,872	19,288	16,188	20,396	6%
Workers' Compensation	4,785	5,369	4,285	4,984	-7%
<b>Total Benefits</b>	<b>\$ 120,154</b>	<b>\$ 129,424</b>	<b>\$ 122,970</b>	<b>\$ 121,243</b>	<b>-6%</b>
<b>Total Personnel</b>	<b>\$ 544,777</b>	<b>\$ 577,290</b>	<b>\$ 539,077</b>	<b>\$ 525,305</b>	<b>-9%</b>
<b>Contractual Services</b>					
Legal Services - Court Appointed					
Attorneys	\$ 9,493	\$ 10,000	\$ 10,000	\$ 10,000	0%
Other Professional Services	452	500	750	500	0%
Jury Expenses	590	3,000	2,000	2,000	-33%
Maintenance Agreements	-	6,400	6,400	-	-100%
Building Rent	26,982	22,000	22,000	22,000	0%
Insurance & Bonds	3,648	3,648	3,648	3,285	-10%
Telecommunications	2,104	2,430	1,900	2,500	3%
Postage/Shipping	2,298	2,000	2,000	2,000	0%
Printing/Reproduction	455	1,000	1,000	1,000	0%
Travel & Training	4,397	5,000	1,000	2,500	-50%
Other Contractual	18,189	11,000	11,000	17,400	58%
Association Dues	-	250	250	250	0%
<b>Total Contractual Services</b>	<b>\$ 68,608</b>	<b>\$ 67,228</b>	<b>\$ 61,948</b>	<b>\$ 63,435</b>	<b>-6%</b>

**FY 2011 Budget  
(Budget Basis)  
Municipal Court**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,033	\$ 3,900	\$ 2,700	\$ 2,700	-31%
Uniforms	257	500	500	500	0%
Books, Periodicals, Maps	671	1,000	1,000	1,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 3,961</b>	<b>\$ 5,400</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>-22%</b>
<b>Other Expenses</b>					
Principal Payments/Debt Service	-	4,000	4,000	4,000	0%
Programs & Projects	\$ (194)	\$ -	\$ -	\$ -	0%
<b>Total Other Expenses</b>	<b>\$ (194)</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>0%</b>
<b>Capital - New</b>					
Light Equipment	\$ 335	\$ -	\$ -	\$ -	0%
Technologies	6258	-	0	-	0%
<b>Total Capital - New</b>	<b>\$ 6,593</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ -	\$ 1,000	\$ -	\$ 1,200	20%
Technologies	313	3,000	3,000	3,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 313</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ 4,200</b>	<b>5%</b>
<b>Total Expenses</b>	<b>\$ 624,058</b>	<b>\$ 657,918</b>	<b>\$ 612,225</b>	<b>\$ 601,140</b>	<b>-9%</b>





# **Finance Division**

## Finance Division

**Mission Statement:** To maintain the financial health of the City.

**1. Goal: Reduce the delays in vendor payment transaction processing Citywide.**

Objective: Increase the accuracy of how invoice dates are entered, in order to increase the accuracy of expense reporting. Implement a 100% standard for correctly entering actual invoice dates by September 2010.

Objective: Decrease the time, from the date of invoice to the date a bill is entered, to meet a standard of seven days by December 2010.

Objective: Identify the number of exceptions to normal processes, including the number of pre-writes on projects and other payments to identify exceptions that may be causing discrepancies in financial reporting by December 2010.

**2. Goal: Create and continually expand the PARE (Persistent Analysis of Revenue and Expenses) program to report on major cost drivers of the City organization. This program currently includes dashboard reporting, and in-depth reports on overtime, part-time, and seasonal workers.**

Objective: Create and issue two quarterly reports on purchasing activity and leases/contracts by December 2010.

Objective: Create and issue a monthly energy report for electricity and natural gas use by October 2010.

**3. Goal: To increase the timeliness of collecting revenues owed to the City.**

Objective: Accurate and realistic reporting of the incident and billable dates by departments, with representative test sample being 100% accurate each month by September 2010.

Objective: Increase the percentage of city bills issued by the average “days to bill” standard of five days for non-utility billings by June 2011 to 95%. This represents the number of days between the date a revenue or reimbursement is available to bill and the date it is actually billed.

Objective: Reduce delinquency rates for utility and non-utility accounts from prior year, same month, by June 2011.

**Highlights from FY 2010:** The Finance operation focused on the FY 2010 goal of increasing the timeliness of collecting revenues owed to the City. Specifically, Finance worked on setting up monitoring processes to ensure that all revenues owed to the City are billed by City departments. In addition, delinquency rates for both utility and non-utility accounts were managed by consistently applying delinquency notifications, shut-off and cash only policies, and collections practices.

An additional focus area was on reducing the costs of the Finance function. The Finance Division successfully negotiated discounts on future software maintenance, which will save the City \$16,786 total over the next three years. Also, a discount on trust custody fees of 35% coupled with decreased fees from the City's new investment manager will save the city approximately \$180,000 a year in investment management and trust fees for all City funds compared to previous years. For the General Fund only, investment fees were \$68,176 in FY08 and are projected to be \$18,000 in FY 2011, a savings of \$50,176 per year.

#### **FY 2010 Performance Measures and Goals Reporting**

<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Plan</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Target</b>
Days to bill for non-utility billings	No cost centers were meeting five day standard. Initial range was 6.6 days to 40.4 days to bill among different cost centers	Five days to bill average	Out of 23 billing cost centers- 6 (26%) met 5 days standard, 11 (48%) were in 5 days to 10 day range, and 6 (26%) took greater than 10 days.	5 days to bill average
% of utility accounts receiving delinquent notices	7.7%	Less than 5% average delinquency rate	11.1%	5% or less
% of customer meeting terms of their utility arrangement	72%	100%	100%	100%
% of customers with payment arrangements	0.64%	Less than 0.05% of total customers	0.128%	Less than 0.05% of total customers

**Highlights for FY 2011:** This budget has been reduced by 1%. It reflects a substantial decrease in investment fees thanks to a discount from the City's current trust services provider that became effective in FY 2010. Postage was decreased by 42% by implementing electronic

billing for the City's general accounts receivable in FY 2010. Finance is also working with the current utility bill printing vendor to add online account access and electronic billing as well, and should hopefully realize savings of \$0.17 per utility bill requested in that format. Finance is currently negotiating a contract to accept utility payments issued from personal bill paying centers (internet checks) in electronic format versus the paper format. By being able to import a flat file electronically, the lockbox function will be bypassed and Finance anticipates a reduction of approximately \$4,000 a year.

Finance reduced the travel and training line item. Two people normally attend the GFOA annual conference and four people normally attend the GEMS User Conference. This has been eliminated in the FY 2011 budget for a total savings of \$10,900.

# Finance

Finance Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Accountant	1	1	1	1
Accounting Clerk II	2	1	1	1
Accounting Technician	1	1	1	1
Admin Services Representative	5	5	5	5
Admin Services Specialist	2	3	3	3
Administrative Analyst	1	1	1	1
Administrative Services Director	1	1	1	1
Business Services Supervisor	1	1	1	1
Customer Services Supervisor	1	1	1	1
Finance Division Manager	1	1	1	1
Finance Technician	4	4	4	4
Records Management Specialist	1	1	1	1
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
<b>Part Time Employees (Budget)</b>		\$ 3,607	\$ -	\$ -

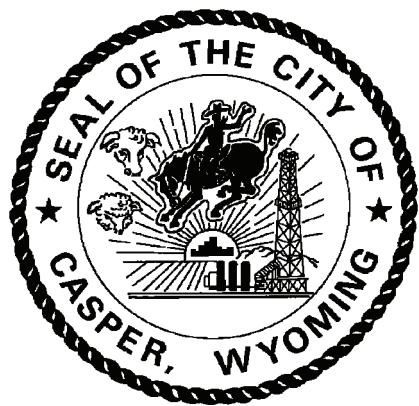
Finance Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 1,374,264	\$ 1,428,136	\$ 1,406,297	\$ 1,464,818	3%
Contractual Services	450,364	492,719	467,730	439,735	-11%
Materials & Supplies	15,875	13,300	13,300	10,300	-23%
Other	(30)	-	100	100	100%
Capital	16,398	8,000	13,000	6,000	-25%
<b>Total Expenditures</b>	<b>\$ 1,856,871</b>	<b>\$ 1,942,155</b>	<b>\$ 1,900,427</b>	<b>\$ 1,920,953</b>	<b>-1%</b>

**FY 2011 Budget  
(Budget Basis)  
Finance**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,067,167	\$ 1,085,547	\$ 1,079,615	\$ 1,095,158	1%
Part Time	3,607	-	-	-	0%
Overtime	-	-	-	-	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,070,774</b>	<b>\$ 1,085,547</b>	<b>\$ 1,079,615</b>	<b>\$ 1,095,158</b>	<b>1%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 21,000	\$ 18,000	\$ -	-100%
Disability Leave Buy-Back	5,566	8,887	4,886	8,887	0%
Accrued Leave Payoff	-	-	-	-	0%
Other Allowances	9,000	9,000	9,000	9,000	0%
<b>Total Other Pay</b>	<b>\$ 14,566</b>	<b>\$ 38,887</b>	<b>\$ 31,886</b>	<b>\$ 17,887</b>	<b>-54%</b>
<b>Benefits</b>					
Health Insurance	\$ 123,852	\$ 129,576	\$ 129,576	\$ 165,672	28%
Other Insurance Benefits	8,900	9,314	9,304	9,548	3%
FICA/Medicare Tax	78,656	88,899	81,327	85,144	-4%
Retirement Contributions	66,265	68,254	67,276	82,830	21%
Unemployment Compensation	3,135	-	-	-	0%
Workers' Compensation	8,116	7,659	7,313	8,579	12%
<b>Total Benefits</b>	<b>\$ 288,924</b>	<b>\$ 303,702</b>	<b>\$ 294,796</b>	<b>\$ 351,773</b>	<b>16%</b>
<b>Total Personnel</b>	<b>\$ 1,374,264</b>	<b>\$ 1,428,136</b>	<b>\$ 1,406,297</b>	<b>\$ 1,464,818</b>	<b>3%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 35,841	\$ 28,500	\$ 16,165	\$ 18,000	-37%
Accounting & Auditing	127,836	139,964	139,964	134,800	-4%
Medical Testing Services	147	300	200	300	0%
Security Services	4,200	6,100	4,200	4,200	-31%
Office Machine Repairs	36	500	400	400	-20%
Maintenance Agreements	64,347	71,400	71,619	70,000	-2%
Insurance & Bonds	26,355	26,255	26,255	10,135	-61%
Telecommunications	3,312	5,000	3,060	3,200	-36%
Postage/Shipping	25,215	24,500	16,264	14,100	-42%
Advertising	3,261	4,500	1,800	2,500	-44%
Printing/Reproduction	7,903	10,000	6,222	6,000	-40%
Travel & Training	14,498	17,500	11,971	7,100	-59%
Other Contractual	128,052	149,200	160,610	160,000	7%
Association Dues	9,361	9,000	9,000	9,000	0%
<b>Total Contractual Services</b>	<b>\$ 450,364</b>	<b>\$ 492,719</b>	<b>\$ 467,730</b>	<b>\$ 439,735</b>	<b>-11%</b>

**FY 2011 Budget  
(Budget Basis)  
Finance**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 14,588	\$ 12,000	\$ 12,000	\$ 9,000	-25%
Uniforms	150	500	500	500	0%
Books, Periodicals, Maps	1,137	800	800	800	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 15,875</b>	<b>\$ 13,300</b>	<b>\$ 13,300</b>	<b>\$ 10,300</b>	<b>-23%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ (30)	\$ -	\$ 100	\$ 100	100%
<b>Total Other Expenses</b>	<b>\$ (30)</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>100%</b>
<b>Capital - New</b>					
Light Equipment	\$ 1,130	\$ 250	\$ 250	\$ -	-100%
Technologies	15,268	7,750	12,750	6,000	-23%
<b>Total Capital - New</b>	<b>\$ 16,398</b>	<b>\$ 8,000</b>	<b>\$ 13,000</b>	<b>\$ 6,000</b>	<b>-25%</b>
<b>Total Expenses</b>	<b>\$ 1,856,871</b>	<b>\$ 1,942,155</b>	<b>\$ 1,900,427</b>	<b>\$ 1,920,953</b>	<b>-1%</b>





# **Health, Social, and Community Services**

### **Health Social and Community Services**

**Highlights for FY 2011:** This budget was reduced by 42%. Funding for the City-County Health Department was reduced by 30% per their funding request letter. Funding for the Blue Envelope Health Fair and Community Promotions has been eliminated. Funding for the Science Zone, Child Advocacy Project, and the Youth Empowerment Council were all cut by 10% each. Funding for the Chamber of Commerce was reduced back to FY 2009 levels, and funding for the Community Action Partnership was reduced to 5% below FY 2009 levels.

## Health, Social, and Community Services

Health, Social & Community Services Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Other	\$ 1,350,691	\$ 1,686,365	\$ 1,671,174	\$ 986,559	-41%
<b>Total Expenditures</b>	\$ 1,350,691	\$ 1,686,365	\$ 1,671,174	\$ 986,559	-41%

Health, Social & Community Services Groups Recommended for funding					
<b>Municipal Band</b>					
The recommended funding for the municipal band is equal to the anticipated tax revenue of one quarter of one mill legally designated for the Municipal Band dating back to a citizen referendum from the 1920s.					
<b>Human Services Commission-</b>					
The Human Services Commission was created by the City of Casper and Natrona County to allocate funds for human service needs. The Commission receives funding from the City, County, State and Federal governments. In FY 2011, the Human Services Commission is currently budgeted to receive \$203,666 in City funding, of which \$127,367 is for agency allocations and \$76,299 is for administration.					
The following agency allocations are funded from the City of Casper General Fund (\$37,872) and the City Optional One % Sales Tax #13 (\$87,500), as well as Natrona County General Fund (\$?) and the Natrona County Optional One % Sales Tax (\$87,500).					
The following organizations are funded by the Human Services Commission:					
	FY 2008 Allocation	FY 2009 Allocation	FY 2010 Allocation	FY 2011 Allocation	
The ARC of Natrona County	No Request	No Request	\$ 6,700	\$ 9,852	
CASA	10,500	10,500	9,875	8,852	
Casper Day Care- Child Development	19,604	19,046	15,500	10,860	
Central Wyoming Counseling Center	13,400	13,400	11,250	8,852	
Central Wyoming Rescue Mission	20,000	17,943	12,000	9,000	
Healthcare for the Homeless Clinic	22,430	26,284	25,705	24,852	
Meals on Wheels	12,000	11,794	12,000	11,852	
Mercer House	17,700	19,257	18,750	18,352	
Central Wyoming Senior Services	34,600	34,171	32,500	29,852	
Self Help Center	45,000	45,004	40,054	31,852	
Life Steps Transitional Housing	31,900	31,900	32,200	32,200	
Wyoming Senior Citizens, Inc.	10,600	9,943	9,200	9,852	
Youth Crisis Center- Henry Home	17,000	15,572	15,000	14,852	
Children's Advocacy Project, Inc.	No Request	No Request	14,000	18,931	
<b>TOTAL</b>	<b>\$ 254,734</b>	<b>\$ 254,814</b>	<b>\$ 254,734</b>	<b>\$ 240,011</b>	
The Community Action Partnership of Natrona County held agency meetings for City and County human services funding in July 2010 to determine the FY 2011 recommended allocations. Based on available funding from all sources, the Community Action Partnership was able to fund \$240,011 for community agencies.					

**FY 2011 Budget  
(Budget Basis)  
Health, Social & Community Services**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Other Expenses</b>					
Municipal Band (Pass-through)	\$ 126,143	\$ 123,000	\$ 126,143	\$ 126,143	3%
Human Services - General	39,867	39,867	39,867	39,867	0%
Human Services - 1% Sales Tax Funded	87,500	87,500	87,500	87,500	0%
Human Services - Admin	72,959	76,299	76,299	76,299	0%
Blue Envelope Health Fair	14,000	14,000	-	-	-100%
Health Department	750,000	750,000	750,000	525,000	-30%
Casper Mtn Fire District	7,500	7,500	7,500	7,500	0%
Chamber of Commerce	38,750	42,000	42,000	38,750	-8%
Community Promotions	97,083	90,699	90,699	-	-100%
The Science Zone	15,000	15,000	15,000	13,500	-10%
Youth Empowerment Council	29,000	16,500	16,500	15,000	-9%
United Way Kickoff Event	-	9,000	6,712	7,000	-22%
Youth Crisis Center	20,000	20,000	20,000	20,000	0%
Parkway Administration Cost**	50,000	-	-	-	0%
CAEDA Incubator Project	-	100,000	100,000	-	-100%
Child Advocacy Project	-	30,000	30,000	30,000	0%
Combat Challenge Team- Fire Department	2,889	15,000	12,954	-	-100%
12/24 Club- Facility	-	250,000	250,000	-	-100%
<b>Total Other Expenses</b>	<b>\$ 1,350,691</b>	<b>\$ 1,686,365</b>	<b>\$ 1,671,174</b>	<b>\$ 986,559</b>	<b>-41%</b>
<b>Total Expenses</b>	<b>\$ 1,350,691</b>	<b>\$ 1,686,365</b>	<b>\$ 1,671,174</b>	<b>\$ 986,559</b>	<b>-41%</b>

# **Human Resources**

## Human Resources

**Mission Statement:** To act as a support function to all Departments of the City by maximizing the potential of its human resources.

- 1. Goal: Increase the record keeping efficiency in the Human Resources Department.**

Objective: Create a new categorization system for personnel records; train all HR staff on the system; and re-categorize 12 personnel file drawers into the new system.

Objective: Reduce the number of unofficial personnel files kept by individual supervisors by training payroll clerks and supervisors on proper personnel record procedures, and by transferring unofficial personnel records to the HR offices.

- 2. Goal: Provide management with timely personnel data on such key performance areas as the vacancy turnover rate, disciplinary actions, training attendance, retirement eligibility, and employee performance evaluations.**

Objective: Produce monthly, quarterly, and/or annual reports, as applicable, on key performance areas.

**Highlights from FY 2010:** The Human Resources Department planned and completed the City's first annual health fair in July of 2009. Employees were educated in various facets of physical, mental, and fiscal health during the fair. Health risk assessments including blood draws were performed and 67% of eligible plan members participated along with several community groups and vendors.

The Human Resources Department innovated its applicant tracking system by going paperless. By doing so, the Department reduced its paper consumption by 40% without any additional costs to change the system.

Periodic management reports, dealing with personnel items, were generated and distributed throughout the fiscal year.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Reduce amount of paper employment applications distributed	0%	50% paperless process	100% paperless	100% paperless
Decrease physical file storage necessary to run HR operation	0 Cabinets reduced	Reduce number of file cabinets by four by implementing paperless processes.	The need for ten cabinets was eliminated or 50%. Currently there are 10 filing cabinets needed, down from 20 cabinets.	Continue reducing number of files stored in paper format
Speed of hiring manager access to employment applications	Available 1-2 days after position closes	Available same day position closes	Available same day position closes	Maintain same day availability
Decrease monthly paper usage and costs by implementing electronic processes	22 boxes of office paper used per month	12 boxes of office paper used per month	12 boxes of office paper used per month (a 45% decrease from previous year)	10 boxes of paper per month

**Highlights for FY 2011:** The total Human Resources and Risk Management costs are down 13%, but it should be noted that the Risk Management function is now budgeted in the Property & Liability fund. Contractual services, materials and supplies, and programs and projects were all cut significantly. The Employee Leadership program will not be offered in FY 2011, and the employee recognition program is moving to less expensive alternatives.

The HR Department will hold its second annual health fair in July 2010, and plans to increase participation in the blood drive and health risk assessments. Increased participation in health risk assessments should enable the City to target the largest cost drivers in the health plan and form strategies to reduce those costs.

# Human Resources

Human Resources Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Benefit Technician	1	1	1	1
HR Information & Systems Tech	1	1	1	1
Human Resources Analyst	1	1	1	1
Human Resources Director	1	1	1	1
Administrative Secretary	1	1	1	1
Risk Manager	1	1	1	-
RM Injury/Claims Coordinator	1	1	1	-
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5</b>
<b>Part Time Employees (Budget)</b>		\$ 9,875	\$ 17,893	\$ -

Human Resources Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 519,441	\$ 540,037	\$ 521,864	\$ 388,159	-28%
Contractual Services	71,236	83,424	66,016	45,393	-46%
Materials & Supplies	9,372	11,000	6,700	3,000	-73%
Other	31,013	22,500	16,957	7,500	-67%
Capital	5,963	7,000	6,310	3,500	-50%
<b>Total Expenditures</b>	<b>\$ 637,025</b>	<b>\$ 663,961</b>	<b>\$ 617,847</b>	<b>\$ 447,552</b>	<b>-33%</b>



**FY 2011 Budget  
(Budget Basis)  
Human Resources**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 378,872	\$ 390,313	\$ 378,547	\$ 286,333	-27%
Part Time	9,875	17,893	12,238	-	-100%
Overtime	151	1,000	-	50	-95%
<b>Total Salaries &amp; Wages</b>	<b>\$ 388,898</b>	<b>\$ 409,206</b>	<b>\$ 390,785</b>	<b>\$ 286,383</b>	<b>-30%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 7,000	\$ 7,000	\$ -	-100%
Disability Leave Buy-Back	3,902	4,600	2,368	3,000	-35%
Accrued Leave Payoff	-	-	1,900	-	0%
Other Allowances	9,140	9,000	9,580	5,500	-39%
<b>Total Other Pay</b>	<b>\$ 13,042</b>	<b>\$ 20,600</b>	<b>\$ 20,848</b>	<b>\$ 8,500</b>	<b>-59%</b>
<b>Benefits</b>					
Health Insurance	\$ 52,944	\$ 39,672	\$ 39,672	\$ 36,816	-7%
Other Insurance Benefits	3,077	3,430	3,430	2,568	-25%
FICA/Medicare Tax	29,111	33,534	33,534	22,954	-32%
Retirement Contributions	26,094	27,369	27,369	26,154	-4%
Workers' Compensation	6,275	6,226	6,226	4,784	-23%
<b>Total Benefits</b>	<b>\$ 117,501</b>	<b>\$ 110,231</b>	<b>\$ 110,231</b>	<b>\$ 93,276</b>	<b>-15%</b>
<b>Total Personnel</b>	<b>\$ 519,441</b>	<b>\$ 540,037</b>	<b>\$ 521,864</b>	<b>\$ 388,159</b>	<b>-28%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 19,414	\$ 20,000	\$ 14,000	\$ 10,000	-50%
Employee Family Assistance	1,818	11,593	9,171	11,593	0%
Insurance & Bonds	10,568	10,568	10,568	1,000	-91%
Telecommunications	1,729	2,000	2,000	1,000	-50%
Postage/Shipping	4,502	3,500	3,100	2,500	-29%
Printing/Reproduction	2,568	3,400	2,600	2,400	-29%
Travel & Training	16,765	19,000	15,900	15,000	-21%
Other Contractual	9,301	10,000	5,585	1,500	-85%
Association Dues	655	1,000	730	400	-60%
Wellness Program Services	3,916	2,363	2,362	-	-100%
<b>Total Contractual Services</b>	<b>\$ 71,236</b>	<b>\$ 83,424</b>	<b>\$ 66,016</b>	<b>\$ 45,393</b>	<b>-46%</b>

**FY 2011 Budget  
(Budget Basis)  
Human Resources**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 4,636	\$ 4,500	\$ 4,000	\$ 1,500	-67%
Books, Periodicals, Maps	3,335	2,500	700	1,500	-40%
Civil Service Commission Supplies	164	-	-	-	0%
Risk Management Supplies	1,237	4,000	2,000	-	-100%
<b>Total Materials &amp; Supplies</b>	<b>\$ 9,372</b>	<b>\$ 11,000</b>	<b>\$ 6,700</b>	<b>\$ 3,000</b>	<b>-73%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 31,013	\$ 22,500	\$ 16,957	\$ 7,500	-67%
<b>Total Other Expenses</b>	<b>\$ 31,013</b>	<b>\$ 22,500</b>	<b>\$ 16,957</b>	<b>\$ 7,500</b>	<b>-67%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 956	\$ 2,000	\$ 2,110	\$ 1,000	-50%
Technologies	5,007	5,000	4,200	2,500	-50%
<b>Total Capital - Replacement</b>	<b>\$ 5,963</b>	<b>\$ 7,000</b>	<b>\$ 6,310</b>	<b>\$ 3,500</b>	<b>-50%</b>
<b>Total Expenses</b>	<b>\$ 637,025</b>	<b>\$ 663,961</b>	<b>\$ 617,847</b>	<b>\$ 447,552</b>	<b>-33%</b>

# **Planning Division**

## Planning Division

**Mission Statement:** To provide for the preparation of sustainable, community supported long-range plans for the physical development of the community that protects the City core and City resources, as well as coincides with the goals established by the City Council. In the short term, implement those plans through community participation and the compliance review of specific development proposals, to include annexations, replats, rezonings, conditional use permits, exceptions and site plans.

**1. Goal: Improve the quality of life for Casper residents through efficient and creative land use planning.**

Objective: Organize long range planning activities by creating a Comprehensive Plan update that is supported and adopted by the City Council, MPO Policy Committee, and the MPO membership jurisdictions.

Objective: Increase housing density within the City of Casper by encouraging efficient land uses.

Objective: Increase neighborhood connectedness by increasing the acreage of land that is zoned to allow both residential and commercial uses.

**2. Goal: To facilitate new investment in the Old Yellowstone District.**

Objective: Facilitate three new developments (each valued at \$1 million or more of construction investment) in the Old Yellowstone District that are either completed or ongoing by June 30, 2011.

**Highlights from FY 2010:** Although the Planning Division has seen a downturn in certain activities such as platting and subdivision development, staff has been kept busy with numerous activities. A primary focus of Planning's efforts has been the Vision and Comprehensive Plan Update. Several public involvement meetings have been held and will lead to the development of a new, updated plan for the Council's consideration. Ultimately the new plan will lead to policy and ordinance changes that lead to the vision's implementation.

The Urban Renewal Coordinator was instrumental in promoting the re-use and redevelopment of the empty Coliseum Motors building in the downtown. The 12/24 Club was able to acquire the building and redevelop it into a new facility for their operations as well as first floor commercial and office. This will allow the old 12/24 Building, near Park School, to be razed so a new school building can be constructed.

**Highlights for FY 2011:** The FY 2011 budget was reduced by 6%. This included a reduction of 69% from travel and training, a 50% reduction in programs and projects, and a 49% cut from other professional services.

The Planning Division will focus on the finalization and adoption of the Vision and Comprehensive Plan Update. The intent is that the Plan be an active document from which new policies and ordinances, again in line with the community vision and Council goals, can be implemented. Staff will also continue to aggressively work on bringing development opportunities to the Downtown and OYD. The redevelopment and growth of these areas is a long-term goal that will take many years to realize. Staff believes, however, that the goal of three new developments is certainly realistic, but cautious even in these economic times.

# Planning

Planning Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Administrative Secretary	1	1	1	1
Associate Planner	1	1	1	1
Community Development Director	1	1	1	1
Planning Technician	1	1	1	1
Urban Development Specialist	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Part Time Employees (Budget)</b>				
	\$	8,473	\$	8,520
			\$	-

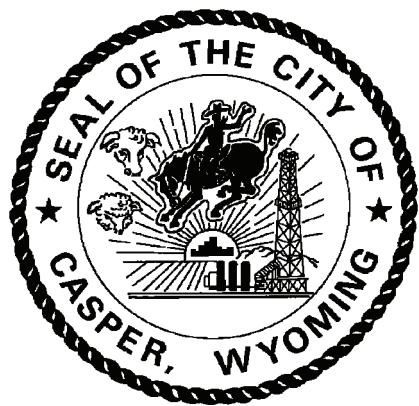
Planning Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 462,464	\$ 484,406	\$ 473,669	\$ 471,597	-3%
Contractual Services	64,833	57,316	46,069	38,560	-33%
Materials & Supplies	5,614	4,500	3,400	3,500	-22%
Other	3,329	8,961	8,961	6,461	-28%
Capital	9,174	1,250	500	1,250	0%
<b>Total Expenditures</b>	<b>\$ 545,414</b>	<b>\$ 556,433</b>	<b>\$ 532,599</b>	<b>\$ 521,368</b>	<b>-6%</b>

**FY 2011 Budget  
(Budget Basis)  
Planning**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 327,118	\$ 333,931	\$ 333,931	\$ 334,620	0%
Part Time	8,473	8,520	-	-	-100%
Overtime	3,232	4,500	1,215	1,000	-78%
<b>Total Salaries &amp; Wages</b>	<b>\$ 338,823</b>	<b>\$ 346,951</b>	<b>\$ 335,146</b>	<b>\$ 335,620</b>	<b>-3%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 5,000	\$ 5,116	\$ -	-100%
Disability Leave Buy-Back	1,560	1,560	2,512	2,500	60%
Accrued Leave Payoff	58	-	-	-	0%
Other Allowances	10,500	10,500	10,500	10,500	0%
<b>Total Other Pay</b>	<b>\$ 12,118</b>	<b>\$ 17,060</b>	<b>\$ 18,128</b>	<b>\$ 13,000</b>	<b>-24%</b>
<b>Benefits</b>					
Health Insurance	\$ 54,180	\$ 59,580	\$ 59,580	\$ 56,676	-5%
Other Insurance Benefits	2,474	2,775	2,775	2,807	1%
FICA/Medicare Tax	25,390	28,264	28,264	27,588	-2%
Retirement Contributions	24,131	24,665	24,665	30,048	22%
Workers' Compensation	5,348	5,111	5,111	5,858	15%
<b>Total Benefits</b>	<b>\$ 111,523</b>	<b>\$ 120,395</b>	<b>\$ 120,395</b>	<b>\$ 122,977</b>	<b>2%</b>
<b>Total Personnel</b>	<b>\$ 462,464</b>	<b>\$ 484,406</b>	<b>\$ 473,669</b>	<b>\$ 471,597</b>	<b>-3%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 30	\$ 300	\$ 150	\$ 300	0%
Other Professional Services	9,661	9,875	12,750	5,000	-49%
Insurance & Bonds	2,396	2,396	2,396	2,157	-10%
Telecommunications	874	1,524	1,524	1,524	0%
Postage/Shipping	2,772	4,500	2,500	3,500	-22%
Advertising	8,360	7,000	6,000	7,000	0%
Printing/Reproduction	2,848	5,000	5,500	5,000	0%
Travel & Training	28,203	16,000	5,000	5,000	-69%
Interdepartmental Services	6,271	7,306	7,306	5,899	-19%
Association Dues	3,418	3,415	2,943	3,180	-7%
<b>Total Contractual Services</b>	<b>\$ 64,833</b>	<b>\$ 57,316</b>	<b>\$ 46,069</b>	<b>\$ 38,560</b>	<b>-33%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 4,397	\$ 3,500	\$ 2,800	\$ 2,500	-29%
Books, Periodicals, Maps	1,217	1,000	600	1,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 5,614</b>	<b>\$ 4,500</b>	<b>\$ 3,400</b>	<b>\$ 3,500</b>	<b>-22%</b>

**FY 2011 Budget  
(Budget Basis)  
Planning**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Principal Payments	\$ 1,320	\$ 3,961	\$ 3,961	\$ 3,961	0%
Programs & Projects	2,009	5,000	5,000	2,500	-50%
<b>Total Other Expenses</b>	<b>\$ 3,329</b>	<b>\$ 8,961</b>	<b>\$ 8,961</b>	<b>\$ 6,461</b>	<b>-28%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Technologies	\$ 5,350	\$ 1,250	\$ 500	\$ -	-100%
<b>Total Capital - New</b>	<b>\$ 5,350</b>	<b>\$ 1,250</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Technologies	\$ -	\$ -	\$ -	\$ 1,250	100%
Light Equipment	3,824	-	-	-	0%
<b>Total Capital - Replacement</b>	<b>\$ 3,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,250</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 545,414</b>	<b>\$ 556,433</b>	<b>\$ 532,599</b>	<b>\$ 521,368</b>	<b>-6.3%</b>





# **Code Enforcement & Building Inspections**

## Building Inspections / Code Enforcement

**Mission Statement:** To promote health, safety, welfare and beautification by proactive enforcement of building, electrical and plumbing codes and City ordinances related to weeds, trash, junk cars, dangerous buildings and other ordinances.

### 1. **Goal: Increase effective enforcement of codes.**

Objective: To increase the administrative and legal training for code inspection staff in FY 2011 to the goal of 96 hours per year as recommended by the Insurance Services Office (ISO).

**Highlights from FY 2010:** The Building Inspections Division continued to be busy despite the periodic lull in construction activity. For calendar year 2009, the building permit valuations were down approximately \$5 million (for a total of \$139,745,986) from calendar year 2008. Early 2010 are showing a rebound in revenues, however.

### FY 2010 Performance Measures and Goals Reporting

These measures are on a calendar year basis and are included as economic indicator measures of the local economy and construction sector. Building inspections does not control the value or quantity of construction in the community.				
	<b>2007 Actual Jan- Dec</b>	<b>2008 Actual Jan-Dec</b>	<b>2009 Actual Jan-Dec</b>	<b>2010 Year to date Jan -June</b>
Building permits	1,229	1,322	1,284	684 to date
Building permit Valuation	\$198,947,130	\$143,622,135	\$139,745,986	3% increase compared to same point in 2009.  <ul style="list-style-type: none"> <li>• June 2010: \$79,624,127</li> <li>• June 2009: \$77,290,133</li> </ul>
Average Single Family Dwelling valuation	315 single family dwellings at average value of \$198,554	259 single family dwellings at average value of \$170,648	106 single family dwellings at average value of \$144,759	57 single family (compared to 43 in June 2009) at average value of \$144,232
Total Inspections (a permit may have multiple inspections)	<i>Full Year:</i> Building- 2,988 Electrical- 3,450 Plumbing- 3,786 Mechanical-934 Total- 11,158 inspections	<i>Full Year:</i> Building- 2,706 Electrical- 4,211 Plumbing- 3,582 Mechanical-1,073 Total- 11,572 inspections	<i>Full Year:</i> Building- 2,437 Electrical- 3,675 Plumbing- 3,245 Mechanical-1,258 Total- 10,615 inspections	<i>Jan – June 2010:</i> Building- 1,213 Electrical- 1,838 Plumbing- 1,589 Mechanical- 585 Total- 5,225 inspections

**Highlights for FY 2011:** This budget was reduced by 4%. The Nuisance and Abatement budget was reduced by 55%, travel and training was reduced by 50%, and computer replacements budget will be reduced by 50%.

Building permit revenue is projected to decline from FY 2010 levels because the national economic downturn will likely have a continuing impact on the pace of local construction.

## Code Enforcement

Code Enforcement Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Accounting Technician	1	1	1	1
Building Code Enforcement Manager	1	1	1	1
Building Inspector II	6	6	6	6
Code Enforcement Inspector	2	2	2	2
Code Enforcement Supervisor	1	1	1	1
Secretary II	1	1	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Part Time Employees (Budget)</b>	\$	-	\$	-

Code Enforcement Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 857,233	\$ 931,106	\$ 927,306	\$ 936,177	1%
Contractual Services	109,158	152,052	107,852	108,179	-29%
Materials & Supplies	7,215	6,500	6,500	6,500	0%
Other	823	1,000	1,000	1,000	0%
Capital	8,080	8,000	8,000	4,000	-50%
<b>Total Expenditures</b>	<b>\$ 982,509</b>	<b>\$ 1,098,658</b>	<b>\$ 1,050,658</b>	<b>\$ 1,055,856</b>	<b>-4%</b>

**FY 2011 Budget  
(Budget Basis)  
Code Enforcement**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 663,330	\$ 689,757	\$ 689,757	\$ 691,255	0%
Overtime	241	530	530	530	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 663,571</b>	<b>\$ 690,287</b>	<b>\$ 690,287</b>	<b>\$ 691,785</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 12,000	\$ 11,478	\$ -	-100%
Disability Leave Buy-Back	7,099	8,000	8,072	8,100	1%
Accrued Leave Payoff	6,142	250	-	250	0%
Other Allowances	4,650	10,100	7,000	10,100	0%
<b>Total Other Pay</b>	<b>\$ 17,891</b>	<b>\$ 30,350</b>	<b>\$ 26,550</b>	<b>\$ 18,450</b>	<b>-39%</b>
<b>Benefits</b>					
Health Insurance	\$ 72,620	\$ 99,252	\$ 99,252	\$ 106,248	7%
Other Insurance Benefits	4,572	5,603	5,603	5,610	0%
FICA/Medicare Tax	50,109	55,863	55,863	54,331	-3%
Retirement Contributions	38,314	39,679	39,679	48,172	21%
Workers' Compensation	10,156	10,072	10,072	11,581	15%
<b>Total Benefits</b>	<b>\$ 175,771</b>	<b>\$ 210,469</b>	<b>\$ 210,469</b>	<b>\$ 225,942</b>	<b>7%</b>
<b>Total Personnel</b>	<b>\$ 857,233</b>	<b>\$ 931,106</b>	<b>\$ 927,306</b>	<b>\$ 936,177</b>	<b>1%</b>
<b>Contractual Services</b>					
Nuisance Abatement	\$ 24,882	\$ 66,000	\$ 30,000	\$ 30,000	-55%
Equipment Repairs	163	2,000	700	2,000	0%
Insurance & Bonds	10,451	10,451	10,451	9,411	-10%
Telecommunications	3,697	3,500	3,100	3,500	0%
Postage/Shipping	6,240	6,000	6,000	6,000	0%
Printing/Reproduction	4,609	4,500	4,500	4,500	0%
Travel & Training	10,994	10,000	3,500	5,000	-50%
Interdepartmental Services	47,057	48,536	48,536	46,703	-4%
Association Dues	1,065	1,065	1,065	1,065	0%
<b>Total Contractual Services</b>	<b>\$ 109,158</b>	<b>\$ 152,052</b>	<b>\$ 107,852</b>	<b>\$ 108,179</b>	<b>-29%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 5,008	\$ 5,000	\$ 5,000	\$ 5,000	0%
Books, Periodicals, Maps	2,207	1,500	1,500	1,500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 7,215</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>0%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 823	\$ 1,000	\$ 1,000	\$ 1,000	0%
<b>Total Other Expenses</b>	<b>\$ 823</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>0%</b>

**FY 2011 Budget  
(Budget Basis)  
Code Enforcement**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital - Replacement</b>					
Technologies	\$ 8,080	\$ 8,000	\$ 8,000	\$ 4,000	-50%
<b>Total Capital - Replacement</b>	\$ 8,080	\$ 8,000	\$ 8,000	\$ 4,000	-50%
<b>Total Expenses</b>	\$ 982,509	\$ 1,098,658	\$ 1,050,658	\$ 1,055,856	-3.9%

# **Police Department**

## **Police Department**

**Mission:** All members of the Casper Police Department are committed to providing professional and progressive police services to enhance the quality of life in our community.

### **Police Department – Patrol Section**

**1. Goal: Decrease the number of traffic collisions in Casper.**

Objective: Decrease the number of traffic collisions in Casper by 5% over 2009 totals.

Objective: Reduce the 85<sup>th</sup> percentile speeds on selected streets to no more than five miles per hour over the posted speed limits.

Objective: Reduce the aggregate number of collisions at historically high volume accident locations by 5%.

**2. Goal: Decrease the number of alcohol related crimes in Casper.**

Objective: Decrease the average DUI blood alcohol content (BAC) to 0.14%.

Objective: Decrease the number of citizen reported complaints regarding public intoxication by 5%.

Objective: Decrease the number of alcohol related collisions by 5% over 2009 totals.

### **Police Department – Investigations**

**3. Goal: Reduce the number of larcenies and maintain the level of burglaries.**

Objective: Reduce the number of larcenies in Casper by 5% over 2009 totals.

Objective: Maintain the low level of burglaries in Casper, based upon ICMA comparison figures.

### **Police Department – Weed and Seed Program**

**4. Goal: To decrease drugs and violent crime while improving the physical appearance of neighborhoods in the designated Weed and Seed area.**

Objective: To maintain a drug arrest ratio per thousand residents of 25.

Objective: To decrease violent crime incidents by 5% over 2009 totals.

Objective: To conduct 2,500 Code Enforcement inspections and re-inspections in the Weed & Seed area.

Objective: To involve 300 sentenced juveniles in supervised Community Service projects.



Objective: To conduct 100 community service projects by sentenced juveniles.

Objective: To provide pre-natal services to 25 expectant mothers in the Weed & Seed area.

Objective: To sponsor the 8<sup>th</sup> Annual Methamphetamine/Substance Abuse Conference.

Objective: To provide home renovations for 9 homes by World Changers in the Weed & Seed area.

Objective: To provide 16 drug free late night youth activities in the Weed and Seed area.

Objective: To distribute 2,000 Casper Ghost tickets in the “Good Ticket” program to area youth.

Objective: To coordinate 14 neighborhood cleanup projects in the Weed and Seed area.

Objective: To identify 200 local businesses who require random drug testing and promote random drug testing in Casper.

**Highlights from FY 2010:** Both drunk driving arrests (593) and public intoxication arrests (752) declined slightly from the previous year, but the average blood alcohol content continued to be nearly twice the legal limit at .155.

A partnership between local law enforcement, the Natrona County Liquors Dealer’s Association and the local cab companies resulted in the implementation of the “Tipsy Taxi” Program in Natrona County. This is a cooperative effort to attempt to decrease the number of drunk drivers. In regards to illicit drugs, enforcement, prevention and treatment programs are beginning to show positive results in our communities. There is a decrease in the use of methamphetamine, which correlates to a decrease in many crime categories.

Traffic accidents decreased 3.5% during the last year. This can be partially attributed to increased enforcement.

This was the second year that Casper PD has conducted its own basic academy for new officers. The results have been positive.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Collisions Citywide	3,032	2,168	2,548	Decrease by 5% to 2,421
<b>Collisions - Targeted Intersections</b>				
2 <sup>nd</sup> St and WY Blvd	54	48	48	Decrease by 5% to 46
CY and WY Blvd	44	33	29	Decrease by 5% to 28
1 <sup>st</sup> and Poplar	20	21	10	Decrease by 5% to 10
12 <sup>th</sup> and Beverly	26	21	19	Decrease by 5% to 18
CY and Poplar	28	21	16	Decrease by 5% to 15

Average DUI Blood Alcohol Content	.16	.14	.15	.14
Alcohol Related Collisions	121	89	92	Decrease by 5% to 87
Citizen complaints about public intoxication	324	271	238	Decrease by 5% to 226
Number of Priority 1 calls	6416	6500 expected	5337	No target. Included as a workload measure.
Priority 1 Response Times- Average	6:18	5:00	4:18	Maintain at less than 5:00
Priority 2 Response Times- Average	52:50	15:00	14:32	Maintain at less than 15:00
Priority 3 Response Times- Average	1:58:45	45:00	32:17	Maintain at less than 45:00
Total number of burglaries	964	1,019	1,111	Maintain this low level relative to ICMA comparison
Total number of larcenies	1,296	1,193	1,194	Reduce by 5%
Weed & Seed Area- Drug arrest ratio per 1,000 residents	25	25	24	To maintain a drug arrest ratio per thousand residents of 25
Weed & Seed Area- Reported violent Felony crimes	114	108	88	Decrease violent crime by at least 5%

**Highlights for FY 2011:** The Police budget was reduced by 9.6%, largely by eliminating ten vacant positions, including one Sergeant, one Crime Analysis Technician, one Police Records specialist, one Police Support Services Manager, and six Police Officers. Cuts were also made to travel and training, and police recruitment.

The Police Department will continue to expand its data driven decision-making in FY 2011. Directed traffic patrols should continue to impact the traffic accidents, and a continuing emphasis will be placed on decreasing the number of drunk drivers. This will include enforcement, education and prevention efforts, such as “Tipsy Taxi.”

# Police

Police Staffing Summary					
		FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>					
<b>Sworn</b>					
Police Chief		1	1	1	1
Police Captain		-	1	1	1
Police Lieutenant		5	4	4	4
Police Sergeant		9	9	9	8
Police Officer		83	83	83	76
Total Sworn		98	98	98	90
<b>Non-Sworn</b>					
Administrative Secretary		1	1	1	1
Community Services Officer		3	3	3	3
Crime Analysis Technician		1	1	1	-
Lead Police Records Specialist		1	1	1	1
Police Records Specialist		4	4	4	3
Police Records Supervisor		1	1	1	1
Property Evidence Technician		2	2	2	2
Budget Specialist		1	1	1	1
Secretary II		1	1	1	1
Victim Services Coordinator		1	1	1	1
Police Support Services Manager		-	1	1	-
Total Non-Sworn		16	17	17	14
<b>Total</b>		<b>114</b>	<b>115</b>	<b>115</b>	<b>104</b>
<b>Part Time Employees (Budget)</b>		\$	17,527	\$	18,578

Police Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 8,327,103	\$ 9,060,194	\$ 8,560,982	\$ 8,074,191	-11%
Contractual Services	2,172,362	2,116,844	2,194,535	2,035,112	-4%
Materials & Supplies	213,874	162,398	160,800	166,900	3%
Other	-	30,800	-	-	-100%
Capital	70,094	35,000	37,000	35,000	0%
<b>Total Expenditures</b>	<b>\$ 10,783,433</b>	<b>\$ 11,405,236</b>	<b>\$ 10,953,317</b>	<b>\$ 10,311,203</b>	<b>-9.6%</b>

**FY 2011 Budget  
(Budget Basis)  
Police**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 6,024,861	\$ 6,470,511	\$ 6,130,802	\$ 5,873,740	-9%
Part Time	17,527	18,578	18,578	18,578	0%
Overtime	194,114	215,000	200,000	215,000	0%
Holiday Pay	119,677	100,642	119,000	110,000	9%
<b>Total Salaries &amp; Wages</b>	<b>\$ 6,356,179</b>	<b>\$ 6,804,731</b>	<b>\$ 6,468,380</b>	<b>\$ 6,217,318</b>	<b>-9%</b>
<b>Other Pay</b>					
Court Pay	\$ 9,712	\$ 15,000	\$ 12,500	\$ 15,000	0%
Supplemental Pay	16,872	128,200	128,200	-	-100%
Disability Leave Buy-Back	53,460	60,000	54,102	60,000	0%
Accrued Leave Payoff	54,059	36,400	35,400	50,600	39%
Other Allowances	16,140	17,800	15,560	17,800	0%
<b>Total Other Pay</b>	<b>\$ 150,243</b>	<b>\$ 257,400</b>	<b>\$ 245,762</b>	<b>\$ 143,400</b>	<b>-44%</b>
<b>Benefits</b>					
Health Insurance	\$ 990,588	\$ 970,044	\$ 970,044	\$ 874,044	-10%
Other Insurance Benefits	46,422	58,175	48,500	53,437	-8%
FICA/Medicare Tax	132,199	293,548	155,000	133,577	-54%
Retirement Contributions	535,059	560,940	560,940	534,032	-5%
Unemployment Compensation	-	1,500	1,500	1,500	0%
Workers' Compensation	111,435	107,356	107,356	110,383	3%
Clothing Allowance	4,978	6,500	3,500	6,500	0%
<b>Total Benefits</b>	<b>\$ 1,820,681</b>	<b>\$ 1,998,063</b>	<b>\$ 1,846,840</b>	<b>\$ 1,713,473</b>	<b>-14%</b>
<b>Total Personnel</b>	<b>\$ 8,327,103</b>	<b>\$ 9,060,194</b>	<b>\$ 8,560,982</b>	<b>\$ 8,074,191</b>	<b>-11%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 11,350	\$ 10,000	\$ 5,500	\$ 10,000	0%
Investigation Services	8,535	15,000	12,500	15,000	0%
Recruitment Services	30,210	35,000	22,800	20,000	-43%
Prisoner Care - Adult	1,012,933	987,200	1,115,000	1,000,000	1%
Prisoner Care - Juvenile	23,449	77,800	90,000	90,000	16%
Energy- Electricity	2,950	3,000	-	3,000	0%
Building Rent	150,333	125,000	98,000	110,000	-12%
Insurance & Bonds	168,595	170,000	170,500	150,147	-12%
Telecommunications	22,741	26,600	25,200	25,500	-4%
Radio	22,163	15,000	15,500	15,000	0%
Postage/Shipping	13,949	11,000	16,000	12,500	14%
Printing/Reproduction	19,977	7,000	8,000	7,000	0%

**FY 2011 Budget  
(Budget Basis)  
Police**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services Cont.</b>					
Travel & Training	95,826	105,109	85,000	95,109	-10%
Interdepartmental Services	468,195	475,535	475,535	426,856	-10%
Admin/Mgmt Fees	71,705	-	-	-	0%
Other Contractual	49,451	53,600	55,000	55,000	3%
<b>Total Contractual Services</b>	<b>\$ 2,172,362</b>	<b>\$ 2,116,844</b>	<b>\$ 2,194,535</b>	<b>\$ 2,035,112</b>	<b>-4%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 41,810	\$ 28,498	\$ 30,000	\$ 30,000	5%
Operational Supplies	30,164	25,000	28,000	28,000	12%
Uniforms	102,483	65,000	65,000	65,000	0%
Other Materials & Supplies	29,290	35,900	30,000	35,900	0%
Evidence Supplies	10,127	8,000	7,800	8,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 213,874</b>	<b>\$ 162,398</b>	<b>\$ 160,800</b>	<b>\$ 166,900</b>	<b>3%</b>
<b>Other Expenses</b>					
Programs & Projects	0	30,800	0	0	-100%
Bad Debt Expense	0	0	0	0	0%
<b>Total Other Expenses</b>	<b>\$ -</b>	<b>\$ 30,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 27,818	\$ 25,000	\$ 25,000	\$ 25,000	0%
Light Equipment	\$ 42,276	\$ 10,000	\$ 12,000	\$ 10,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 70,094</b>	<b>\$ 35,000</b>	<b>\$ 37,000</b>	<b>\$ 35,000</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 10,783,433</b>	<b>\$ 11,405,236</b>	<b>\$ 10,953,317</b>	<b>\$ 10,311,203</b>	<b>-9.6%</b>

# **Fire-EMS Department**

## **Fire-EMS Department**

**Mission Statement:** To respond to the public safety needs of the community with skill and compassion.

**1. Goal: To reduce the health risks of department members**

Objective: To identify and retire 100% of all PPE Turnout Ensembles (turnout coat and pant) that are over 10 years old.

Objective: To identify and retire all PPE Turnout Ensembles that fail routine inspection.

Objective: To train 100% of operation division personnel to perform routine inspections and cleaning of PPE Turnout Ensembles.

Objective: To maintain detailed record keeping of 100% of all PPE Turnout Ensembles.

Objective: To identify best practices used to prevent cardiac problems in firefighters.

**2. Goal: To reduce the frequency of false alarm calls**

Objective: To decrease the number of malicious false alarms by 25%.

Objective: To decrease the number of unintentional false alarms by 25%.

**3. Goal: Enhance management and leadership skills of Company Officers**

Objective: Identify and adopt minimum company officer training standards.

Objective: Develop company officer training curriculum.

Objective: Conduct four (4) in-house company officer training sessions for all participants.

Objective: Provide an opportunity for all participants to attend one (1) approved out of department company officer training session per year.

Objective: Conduct and host one (1) company officer symposium per year.

**4. Goal: To ensure fire safe conditions within multi-family occupancies.**

Objective: Conduct initial on-site surveys of all identified multi-family occupancies.

Objective: Classify multi-family occupancies as either high-risk, medium risk or low risk.

Objective: Develop inspection/code enforcement program for medium and low risk classifications.



Objective: Conduct annual inspections of all identified high-risk occupancies.

Objective: Conduct annual inspections of all hotels, motels, dormitories and high-rise residential occupancies.

Objective: Develop a self-inspection program for some identified low risk multi-family occupancies.

**Highlights from FY 2010:** In FY 2010, one fire inspector was certified as a State of Wyoming Peace Officer. This certification enables the department to conduct “beginning to end” cause and origin fire investigations, and it allows for increased ability to participate in the prosecution of arson related cases in the community.

Video conferencing capabilities were installed allowing fire companies the ability to receive trainings and attend department meetings without leaving their first response districts. Two new fire pumpers were purchased and put into service, replacing two aging fire pumpers. One rescue truck was ordered to replace the existing rescue truck that is experiencing significant mechanical issues. Fire Administration, Fire Prevention and Fire Training moved into new office spaces in the City Center Building. The City Center Building also opened its new Public Safety Training Center, which serves the training and classroom needs of the Fire-EMS Department, Police Department and other City Departments and Divisions.

Construction began on new Fire Station #3. It is replacing existing Fire Station #3 which is over 50 years old and is experiencing slow response times to new growth areas on the south side of the community. It is planned that Station #3 will be placed into service in March 2011. The new site will provide better response times to the new growth areas on the south side of Casper, while maintaining good response times to neighborhoods in the north.

A new performance analysis management process was initiated in FY 2010. The new management process focuses significant accountability on the department’s Company Officers in measuring the performance of their companies. The company officers and administrative staff will use these measurements to strategically plan for the future.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Average dispatch time for emergent calls	N/A	Average of 1 minute or less	59 seconds	1 minute or less
Average turnout times on emergent calls	Average of 2:59 minutes	Average of 1 minute or less	1:16 minutes	Average of 1 minute or less
Average travel times to emergent calls	Average of 5:05 minutes	Average of 4 minutes or less	2:58 minutes	Average of 4 minutes or less
# of operation personnel actively certified in identified high risk/ low frequency disciplines	0	60	22	60
# of fire prevention division personnel certified as peace officers for beginning to end prosecution of arson cases	0	1	1	1
# of IAAI certified arson investigators within the fire prevention division	1	2	2	2

**Highlights for FY 2011:** The FY 2011 budget was reduced by 1.4%. This includes the elimination of one vacant full-time position as well as reductions in overtime, travel and training, and various other operational line items. It is believed that these cuts will not result in any significant reductions to the core services provided to the community.

The Department will implement a Company Officer Development program in FY 2011. This program will enhance the supervisory, management and leadership skill sets of existing Captains and those aspiring to become Captains. The Fire Prevention Division will set inspection priorities for multi-family residential occupancies in the community and will inspect high priority occupancies.

# Fire

Fire Staffing Summary					
		FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>					
<b>Sworn</b>					
Fire Chief		1	1	1	1
Fire Division Chief		3	3	3	3
Fire Shift Commander		3	3	3	3
Fire Captain		15	15	15	15
Fire Engineer		21	21	21	21
Fire Prevention Officer II		4	4	4	4
Firefighter		27	27	27	26
Total Sworn		74	74	74	73
<b>Non-Sworn</b>					
Administrative Secretary		1	1	1	1
Secretary II		1	1	1	1
Total Non-Sworn		2	2	2	2
<b>Total</b>		76	76	76	75
<b>Part Time Employees (Budget)</b>		\$	-	\$	-

Fire Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
Expenditures					
Personnel	\$ 6,217,050	\$ 6,531,981	\$ 6,466,580	\$ 6,467,590	-1%
Contractual Services	641,465	676,690	660,366	658,477	-3%
Materials & Supplies	191,133	195,850	176,450	185,290	-5%
Other	1,320	3,980	3,980	3,980	0%
Capital	65,876	52,500	47,250	40,000	-24%
Total Expenditures	\$ 7,116,844	\$ 7,461,001	\$ 7,354,626	\$ 7,355,337	-1.4%

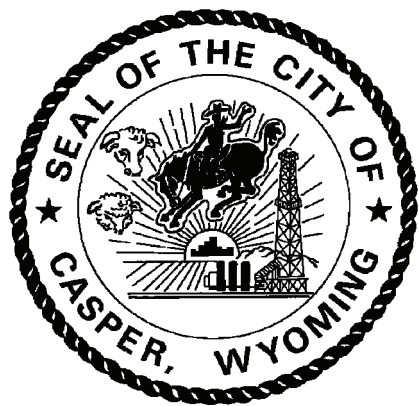
**FY 2011 Budget  
(Budget Basis)**

**Fire**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 4,076,923	\$ 4,373,404	\$ 4,345,300	\$ 4,329,739	-1%
Overtime	323,999	300,000	250,000	275,000	-8%
Overtime - Scheduled	280,967	320,000	310,000	305,068	-5%
Holiday Pay	93,980	105,994	100,000	103,972	-2%
<b>Total Salaries &amp; Wages</b>	<b>\$ 4,775,869</b>	<b>\$ 5,099,398</b>	<b>\$ 5,005,300</b>	<b>\$ 5,013,779</b>	<b>-2%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 44,850	\$ 6,000	\$ 6,000	\$ -	-100%
Disability Leave Buy-Back	1,931	5,000	3,600	5,000	0%
Accrued Leave Payoff	41,749	20,000	18,100	20,000	0%
Education Pay	720	-	-	-	0%
Other Allowances	7,410	6,500	7,680	6,500	0%
<b>Total Other Pay</b>	<b>\$ 96,660</b>	<b>\$ 37,500</b>	<b>\$ 35,380</b>	<b>\$ 31,500</b>	<b>-16%</b>
<b>Benefits</b>					
Health Insurance	\$ 647,400	\$ 713,316	\$ 713,000	\$ 715,476	0%
Other Insurance Benefits	10,356	11,465	10,900	10,882	-5%
FICA/Medicare Tax	63,893	63,038	66,400	61,573	-2%
Retirement Contributions	536,229	537,273	558,500	564,999	5%
Workers' Compensation	86,643	69,991	77,100	69,381	-1%
<b>Total Benefits</b>	<b>\$ 1,344,521</b>	<b>\$ 1,395,083</b>	<b>\$ 1,425,900</b>	<b>\$ 1,422,311</b>	<b>2%</b>
<b>Total Personnel</b>	<b>\$ 6,217,050</b>	<b>\$ 6,531,981</b>	<b>\$ 6,466,580</b>	<b>\$ 6,467,590</b>	<b>-1%</b>

**FY 2011 Budget  
(Budget Basis)  
Fire**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 49,697	\$ 34,500	\$ 39,500	\$ 39,500	14%
Water	11,196	10,560	10,500	10,500	-1%
Energy - Electricity	15,787	18,000	17,000	18,000	0%
Energy - Natural Gas	17,109	22,000	21,000	22,000	0%
Equipment Repairs	37,600	50,000	45,000	40,800	-18%
Maintenance Agreements	7,147	13,475	15,000	25,125	86%
Insurance & Bonds	25,216	25,216	25,216	22,707	-10%
Telecommunications	25,852	24,500	25,000	22,050	-10%
Postage/Shipping	1,507	1,200	1,500	1,000	-17%
Advertising	1,131	500	250	500	0%
Printing/Reproduction	3,127	3,000	3,000	2,500	-17%
Travel & Training	67,768	56,900	46,700	47,610	-16%
Interdepartmental Services	375,377	413,839	407,700	404,185	-2%
Association Dues	2,951	3,000	3,000	2,000	-33%
<b>Total Contractual Services</b>	<b>\$ 641,465</b>	<b>\$ 676,690</b>	<b>\$ 660,366</b>	<b>\$ 658,477</b>	<b>-3%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 9,969	\$ 5,500	\$ 4,900	\$ 4,500	-18%
Operational Supplies	89,988	96,500	86,850	92,500	-4%
Uniforms	63,943	57,610	51,900	57,610	0%
Custodial Supplies	11,839	14,880	13,400	12,680	-15%
Safety Equipment/Supplies	1,677	2,000	2,000	-	-7%
Training Supplies	13,717	19,360	17,400	18,000	-5%
<b>Total Materials &amp; Supplies</b>	<b>\$ 191,133</b>	<b>\$ 195,850</b>	<b>\$ 176,450</b>	<b>\$ 185,290</b>	<b>-5%</b>
<b>Other Expenses</b>					
Principal Payments/Debt Service	\$ 1,320	\$ 3,980	\$ 3,980	\$ 3,980	0%
<b>Total Other Expenses</b>	<b>\$ 1,320</b>	<b>\$ 3,980</b>	<b>\$ 3,980</b>	<b>\$ 3,980</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 30,212	\$ 27,500	\$ 24,750	\$ 20,000	-27%
Technologies	35,664	25,000	22,500	20,000	-20%
<b>Total Capital - Replacement</b>	<b>\$ 65,876</b>	<b>\$ 52,500</b>	<b>\$ 47,250</b>	<b>\$ 40,000</b>	<b>-24%</b>
<b>Total Expenses</b>	<b>\$ 7,116,844</b>	<b>\$ 7,461,001</b>	<b>\$ 7,354,626</b>	<b>\$ 7,355,337</b>	<b>-1.4%</b>



# **Engineering Division**

## Engineering Division

**Mission Statement:** To enhance community livability by providing stewardship of the public infrastructure and community environment through professional oversight of infrastructure construction projects and management of infrastructure impacts.

1. **Goal: Increase work output in order to award all capital projects within the year said projects are budgeted.**

Objective: Keep all capital projects within 10% of the original contract price.

Objective: Award 100% of the capital projects from the approved FY 2011 budget within the FY 2011 budget year.

Objective: Increase completion of all development project reviews from Community Development by the assigned deadline to 95% by June 1, 2011.

Objective: Maintain completion rate of within 48 hours of request for all required locates during the year.

Objective: Maintain 100% compliance (zero violations) with Phase II NPDES Storm Water Rules and Regulations.

**Highlights from FY 2010:** Numerous capital improvement projects were completed or put under contract in FY 2010. The City's first LEED certified building, the Special Waste and Diversion Building at the landfill, was completed. The Casper Events Center roof was replaced. Several miles of water main were replaced, and several miles of sanitary sewer were replaced or relined. Phase II of the Fort Casper neighborhood improvement was completed, and Paradise Drive and West Yellowstone Highway were reconstructed. Fire Station #3 was designed and is now under construction. The Rail Trail was extended under and past Beverly Street. Oversight was provided to private development projects such as Mesa Addition No. 5, which includes CY Middle School; Mesa Addition No. 3; and Gosfield Village Addition, which includes Summit Elementary School.



### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Keep all capital projects within 10% of the original contract price	<i>New measure for FY 2010</i>	100% within 10% of original contract price	30 of 34 (88%) were within the standard	100% within standard
Complete capital projects budgeted in same fiscal year as budgeted	<i>New measure for FY 2010</i>	100% except multiyear projects	100% except multiyear projects	100% except multiyear projects
Perform all utility locates within 48 hours, as required by Wyoming law	<i>New measure for FY 2010</i>	100% completed within 48 hours	100% completed within 48 hours	100% completed within 48 hours
Maintain compliance with Phase II NPDES stormwater rules and regulations	<i>New measure for FY 2010</i>	100% compliant	100% compliant	100% compliant

**Highlights for FY 2011:** This budget reflects a 14% reduction from FY 2010. One vacant Associate Engineer position was eliminated. Travel and training was reduced by 86%, and the materials and supplies line item was reduced by 21%.

Several major capital projects are scheduled to be completed in FY 2011: the Upper Rock Creek Reservoir Project which will allow remote monitoring and control of the reservoir and conveyance of water to the WTP; Zone 3 water distribution improvements including a new booster station and storage tank to improve fire flows; and master plans for storm water and North Platte River restoration.

# Engineering

Engineering Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Administrative Analyst	1	1	1	1
Administrative Secretary	1	1	1	1
Associate Engineer	3	4	4	3
City Engineer	1	1	1	1
City Surveyor	1	1	1	1
Engineering Technician II	2	2	2	2
Public Services Director	1	1	1	1
Secretary II	1	1	1	1
Senior Engineering Technician	2	2	2	2
<b>Total</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>13</b>
<b>Part Time Employees (Budget)</b>				
	\$	8,982	\$	13,419
			\$	-

Engineering Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 1,127,193	\$ 1,232,524	\$ 1,190,440	\$ 1,098,142	-11%
Contractual Services	84,868	93,472	51,453	41,729	-55%
Materials & Supplies	12,417	13,867	10,067	10,950	-21%
Capital	12,996	17,000	17,000	13,000	-24%
<b>Total Expenditures</b>	<b>\$ 1,237,474</b>	<b>\$ 1,356,863</b>	<b>\$ 1,268,960</b>	<b>\$ 1,163,821</b>	<b>-14%</b>

**FY 2011 Budget  
(Budget Basis)  
Engineering**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 850,474	\$ 899,082	\$ 861,270	\$ 810,774	-10%
Part Time	8,982	13,419	13,419	-	-100%
Overtime	689	2,250	800	1,200	-47%
<b>Total Salaries &amp; Wages</b>	<b>\$ 860,145</b>	<b>\$ 914,751</b>	<b>\$ 875,489</b>	<b>\$ 811,974</b>	<b>-11%</b>
<b>Other Pay</b>					
Standby Time	\$ 1,875	\$ 4,260	\$ 1,100	\$ 1,300	-69%
Supplemental Pay	-	12,000	13,200	-	-100%
Disability Leave Buy-Back	5,654	4,500	2,150	2,200	-51%
Accrued Leave Payoff	10,885	12,118	11,581	-	-100%
Other Allowances	3,810	3,075	5,100	5,100	66%
<b>Total Other Pay</b>	<b>\$ 22,224</b>	<b>\$ 35,953</b>	<b>\$ 33,131</b>	<b>\$ 8,600</b>	<b>-76%</b>
<b>Benefits</b>					
Health Insurance	\$ 105,888	\$ 128,364	\$ 128,364	\$ 130,308	2%
Other Insurance Benefits	5,752	7,438	7,438	6,457	-13%
FICA/Medicare Tax	64,447	73,852	73,852	63,548	-14%
Retirement Contributions	54,385	58,332	58,332	63,332	9%
Workers' Compensation	14,352	13,834	13,834	13,773	0%
Clothing Allowance	-	-	-	150	
<b>Total Benefits</b>	<b>\$ 244,824</b>	<b>\$ 281,820</b>	<b>\$ 281,820</b>	<b>\$ 277,568</b>	<b>-2%</b>
<b>Total Personnel</b>	<b>\$ 1,127,193</b>	<b>\$ 1,232,524</b>	<b>\$ 1,190,440</b>	<b>\$ 1,098,142</b>	<b>-11%</b>
<b>Contractual Services</b>					
Engineering Services	\$ 2,870	\$ 3,000	\$ 2,181	\$ 3,000	0%
Insurance & Bonds	8,773	8,773	8,773	7,900	-10%
Telecommunications	2,725	3,300	2,600	2,600	-21%
Postage/Shipping	2,261	2,000	2,000	2,000	0%
Printing/Reproduction	1,910	2,000	1,000	1,000	-50%
Travel & Training	10,248	14,000	7,000	2,000	-86%
Interdepartmental Services	16,176	16,399	16,399	14,343	-13%
Other Contractual	35,600	40,000	7,500	4,886	-88%
Association Dues	4,305	4,000	4,000	4,000	0%
<b>Total Contractual Services</b>	<b>\$ 84,868</b>	<b>\$ 93,472</b>	<b>\$ 51,453</b>	<b>\$ 41,729</b>	<b>-55%</b>

**FY 2011 Budget  
(Budget Basis)  
Engineering**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 11,106	\$ 11,667	\$ 9,567	\$ 10,000	-14%
Books, Periodicals, Maps	1,183	1,200	400	450	-63%
Safety Equipment/Supplies	128	1,000	100	500	-50%
<b>Total Materials &amp; Supplies</b>	<b>\$ 12,417</b>	<b>\$ 13,867</b>	<b>\$ 10,067</b>	<b>\$ 10,950</b>	<b>-21%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 12,996	\$ 17,000	\$ 17,000	\$ 13,000	-24%
<b>Total Capital - Replacement</b>	<b>\$ 12,996</b>	<b>\$ 17,000</b>	<b>\$ 17,000</b>	<b>\$ 13,000</b>	<b>-24%</b>
<b>Total Expenses</b>	<b>\$ 1,237,474</b>	<b>\$ 1,356,863</b>	<b>\$ 1,268,960</b>	<b>\$ 1,163,821</b>	<b>-14%</b>

# Streets

## Streets Division

**Mission Statement:** To maintain a safe, efficient, connected and comprehensive City street and storm sewer system for all users.

**1. Goal: To increase the quality and satisfaction of City streets.**

Objective: Decrease the amount of pothole calls from FY 2010 by 10%.

Objective: Increase the pavement management system ratings so that 95% of the streets exceed a rating of 70.

Objective: Increase frequency of cleaning and inspection of storm sewers so that one third of all storm sewers are cleaned each year.

Objective: Increase frequency of cleaning and inspection of storm sewers so that one third of all storm sewers are cleaned and inspected each year.

Objective: Increase frequency of cleaning and inspection of manholes so that one third of all manholes are cleaned and inspected each year.

Objective: Increase frequency of cleaning and inspection of outfalls so that one third of all outfalls are cleaned and inspected each year.

Objective: Maintain reduction in overtime related to snow fighting efforts.

**Highlights from FY 2010:** Streets personnel swept 15,000 miles of streets and spent 6,000 hours on snow removal and ice control using 7,000 tons of Ice Slicer. Eight hundred tons of pothole patching material were used to repair 923 potholes (as of 4/14/10). Seven lane miles were paved and the Streets crews repaired thirteen miles. The Streets crew partnered with contractors to mill and overlay an additional 7.6 lane miles of streets. Nearly 2,000 catch basins, 7,000 feet of storm sewer, and 5,000 feet of drainage ditches were cleaned. The Street Division used 1,218 hours to clean up after the July 3<sup>rd</sup> flooding and approximately 400 tons of asphalt to repair pavement damage from the storm.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Mileage of streets with a rating of greater than 70 on the pavement condition rating index	<i>Pavement condition index changed for FY 2010.</i>	Improve 5 miles of streets to better than 70 rating	15.1 miles of streets were improved to better than a 70 rating	95% of streets exceed a rating of 70
Increase streets satisfaction rating on citizen satisfaction survey	As of 2008: 24% satisfied, 43% neutral, 33% dissatisfied	Increase satisfaction rating by 10 points	<i>Citizen survey was not conducted</i>	Increase rating by 10 points

**Highlights for FY 2011:** The Streets budget was reduced by 9%, primarily by eliminating two vacant Equipment Operator II positions. The equipment rental line was reduced by 81%, and the materials and supplies line item was reduced by 10%.

A major change to the Streets operations will be the use of a new poly patch machine. This machine will allow the Streets division to patch potholes in concrete or asphalt year round. Streets will continue to utilize all Public Services Department resources to improve snow-fighting efficiency, improve equipment utilization, and reduce overtime costs. The storm water activities will be a new expanded program for FY 2011, combining all storm water operational activities to meet the newly issues NPDES permit requirements.

## Streets

Streets Staffing Summary					
	FY 2008	FY 2009	FY 2010	FY 2011	
<b>Full Time Positions</b>					
<b>Streets Program</b>					
Street Superintendent	-	1	1	1	
Infrastructure Maintenance Coordinator	1	-	-	-	
Street Supervisor	3	2	2	2	
Equipment Operator I	11	11	11	11	
Equipment Operator II	14	14	14	14	
<b>Stormwater Program</b>					
Equipment Operator II	-	-	2	-	
<b>Total</b>	<b>29</b>	<b>28</b>	<b>30</b>	<b>28</b>	
<b>Part Time Employees (Budget)</b>					
		\$ 24,907	\$ 30,000	\$ -	

Streets Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 2,243,475	\$ 2,369,282	\$ 2,169,431	\$ 2,134,787	-10%
Contractual Services	739,139	709,275	683,177	689,322	-3%
Materials & Supplies	962,616	1,111,500	1,076,053	995,346	-10%
Other	6,239	32,000	26,000	18,386	-43%
Capital	4,607	12,885	10,000	1,500	-88%
<b>Total Expenditures</b>	<b>\$ 3,956,076</b>	<b>\$ 4,234,942</b>	<b>\$ 3,964,661</b>	<b>\$ 3,839,341</b>	<b>-9%</b>
<b>Program Explanation</b>					
Stormwater Program Expenditures	\$ -	\$ 106,928	\$ 48,184	\$ 84,438	-21%



**FY 2011 Budget  
(Budget Basis)  
Streets**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,413,428	\$ 1,543,123	\$ 1,420,689	\$ 1,452,154	-6%
Part Time	24,907	30,000	14,900	-	-100%
Overtime	283,373	148,844	110,000	90,000	-40%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,721,708</b>	<b>\$ 1,721,967</b>	<b>\$ 1,545,589</b>	<b>\$ 1,542,154</b>	<b>-10%</b>
<b>Other Pay</b>					
Standby Time	\$ -	\$ 3,500	\$ 3,500	\$ 3,200	-9%
Supplemental Pay	\$ 260	\$ 28,780	\$ 26,546	\$ -	-100%
Disability Leave Buy-Back	6,408	10,000	6,357	6,500	-35%
Accrued Leave Payoff	1,843	10,284	7,000	-	-100%
Other Allowances	1,440	1,500	1,440	1,440	-4%
<b>Total Other Pay</b>	<b>\$ 9,951</b>	<b>\$ 54,064</b>	<b>\$ 44,843</b>	<b>\$ 11,140</b>	<b>-79%</b>
<b>Benefits</b>					
Health Insurance	\$ 255,120	\$ 312,384	\$ 312,384	\$ 308,892	-1%
Other Insurance Benefits	11,585	15,125	14,349	13,497	-11%
FICA/Medicare Tax	121,831	139,334	132,430	120,943	-13%
Retirement Contributions	93,388	96,867	91,739	106,766	10%
Workers' Compensation	29,892	28,541	27,097	28,770	1%
Clothing Allowance	-	1,000	1,000	2,625	163%
<b>Total Benefits</b>	<b>\$ 511,816</b>	<b>\$ 593,251</b>	<b>\$ 578,999</b>	<b>\$ 581,493</b>	<b>-2%</b>
<b>Total Personnel</b>	<b>\$ 2,243,475</b>	<b>\$ 2,369,282</b>	<b>\$ 2,169,431</b>	<b>\$ 2,134,787</b>	<b>-10%</b>
<b>Contractual Services</b>					
Equipment Rental	\$ 7,775	\$ 10,631	\$ -	\$ 2,000	-81%
Insurance & Bonds	18,859	18,859	18,859	16,983	-10%
Telecommunications	1,032	1,700	900	1,000	-41%
Radio	366	2,000	1,000	2,000	0%
Printing/Reproduction	1,812	2,000	1,000	1,250	-38%
Travel & Training	2,443	7,000	1,000	3,000	-57%
Interdepartmental Services	700,844	655,918	655,918	654,889	0%
Balefill	206	1,750	500	700	-60%
Other Contractual	5,802	9,417	4,000	7,500	-20%
<b>Total Contractual Services</b>	<b>\$ 739,139</b>	<b>\$ 709,275</b>	<b>\$ 683,177</b>	<b>\$ 689,322</b>	<b>-3%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 695	\$ 3,500	\$ 3,100	\$ 3,200	-9%
Operational Supplies	68,002	45,000	15,000	42,750	-5%
Other Materials & Supplies	160	2,000	170	1,000	-50%
Uniforms	9,279	9,000	8,300	8,500	-6%
Books, Periodicals, Maps	-	500	-	-	-100%

**FY 2011 Budget  
(Budget Basis)  
Streets**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies Cont.</b>					
Safety Equipment/Supplies	\$ 6,083	\$ 3,500	\$ 3,500	\$ 3,500	0%
Storm Sewer Supplies	6,412	6,000	10,483	6,000	0%
Small Tools & Supplies	10,168	10,000	7,500	8,000	-20%
Base Course	28,741	42,000	38,000	42,000	0%
Hot Mix	300,065	300,000	300,000	300,000	0%
Concrete	58,341	40,000	40,000	40,000	0%
Ice Control Supplies	474,670	650,000	650,000	540,396	-17%
<b>Total Materials &amp; Supplies</b>	<b>\$ 962,616</b>	<b>\$ 1,111,500</b>	<b>\$ 1,076,053</b>	<b>\$ 995,346</b>	<b>-10%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 6,239	\$ 32,000	\$ 26,000	\$ 18,386	-43%
<b>Total Other Expenses</b>	<b>\$ 6,239</b>	<b>\$ 32,000</b>	<b>\$ 26,000</b>	<b>\$ 18,386</b>	<b>-43%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 4,607	\$ 12,885	\$ 10,000	\$ 1,500	-88%
<b>Total Capital - Replacement</b>	<b>\$ 4,607</b>	<b>\$ 12,885</b>	<b>\$ 10,000</b>	<b>\$ 1,500</b>	<b>-88%</b>
<b>Total Expenses</b>	<b>\$ 3,956,076</b>	<b>\$ 4,234,942</b>	<b>\$ 3,964,661</b>	<b>\$ 3,839,341</b>	<b>-9.3%</b>

# Traffic

## Traffic

**Mission Statement:** To maintain City-owned traffic signals, traffic signs, and street signs.

1. **Goal: To maintain all City-owned traffic signals, street lights, striping and signage, in accordance with the Manual of Uniform Traffic Design Standards, City standards, and recommended standards for an aging population, and as energy efficient as possible.**

Objective: Reduce the number of 8-inch traffic signal heads in the City system to zero, by June 1, 2011.

Objective: Increase the lettering size of at least 100 street name signs for arterial and collector streets to six-inch lettering, by June 1, 2011.

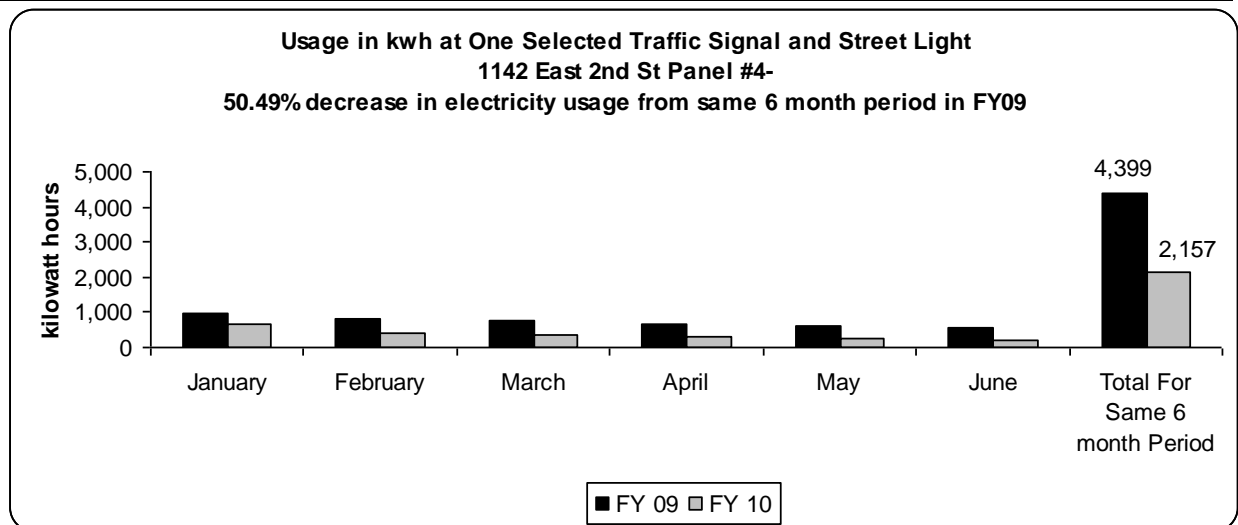
Objective: Decrease energy consumption (KWh) for City-owned decorative/street lighting by 3%, by June 30, 2011.

**Highlights from FY 2010:** The Traffic Section continued efforts to enhance traffic signals, markings, signage and street lighting including conversion of 150 eight-inch traffic signal heads to twelve-inch heads. Street name upgrades several arterial street name signs, and conversion of 90% of striping from four-inch wide to six-inch wide. Traffic also over saw the installation and programmed four new signals along the east 2<sup>nd</sup> Street corridor. All regulatory signs were upgraded to meet reflectivity requirements.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 YTD Actual	FY 2011 Target
Make traffic signals easier to see- % of Traffic Signals that are 12" traffic signal heads	918 of 1055 are 12" (87%)	981 of 1055 are 12" ( 93%)	1,003 of 1055 are 12" (95%)	100% converted to 12 inch heads at year end.
Decrease energy consumption	<i>Not available</i>	3% decrease	Projected decrease of 7% system wide from this year's improvements. Decrease in energy use at areas with change in traffic and street lights is very significant (see chart below).	Large improvements (50% or more) are possible with LED traffic lights and new street light technologies. Decrease of at least 3% overall.

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 YTD Actual	FY 2011 Target
Increase striping from 4 inch lines to 6 inch thick lines	<i>Not available</i>	Convert 5 miles	90% of streets have been converted to 6 inch lines. 36 miles converted to 6 inch lines during FY 2010.	100% of collectors and arterials with 6 inch lines.



**Highlights for FY 2011:** This budget was reduced by 7%. Staffing costs were cut by reducing the amount budgeted for part-time (by 53%) and overtime (by 63%). Electricity continues to be the largest line item, but the electrical budget has been reduced by \$30,000 due to the upgrade of traffic signals to LED lights and the conversion of decorative street lights to more energy efficient lighting.

## Traffic

Traffic Staffing Summary					
	FY 2008	FY 2009	FY 2010	FY 2011	
<b>Full Time Positions</b>					
Traffic Maintenance Supervisor	1	1	1	1	
Traffic Technician II	4	4	4	4	
Signal Electrical Tech II	1	1	1	1	
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	
<b>Part Time Employees (Budget)</b>		\$ 35,252	\$ 42,152	\$ 20,000	

Traffic Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 460,033	\$ 493,486	\$ 461,452	\$ 458,572	-7%
Contractual Services	676,340	658,070	627,719	612,644	-7%
Materials & Supplies	196,055	210,062	173,345	180,800	-14%
Capital	-	8,600	4,000	24,500	185%
<b>Total Expenditures</b>	<b>\$ 1,332,428</b>	<b>\$ 1,370,218</b>	<b>\$ 1,266,516</b>	<b>\$ 1,276,516</b>	<b>-7%</b>

**FY 2011 Budget  
(Budget Basis)  
Traffic**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 290,394	\$ 299,498	\$ 299,498	\$ 304,653	2%
Part Time	35,252	42,152	34,152	20,000	-53%
Overtime	27,144	27,000	5,000	10,000	-63%
<b>Total Salaries &amp; Wages</b>	<b>\$ 352,790</b>	<b>\$ 368,650</b>	<b>\$ 338,650</b>	<b>\$ 334,653</b>	<b>-9%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 520	\$ 6,780	\$ 6,000	\$ -	-100%
Disability Leave Buy-Back	1,545	2,000	1,546	2,000	0%
Accrued Leave Payoff	2,648		-	-	
Other Allowances	720	720	720	720	0%
<b>Total Other Pay</b>	<b>\$ 5,433</b>	<b>\$ 9,500</b>	<b>\$ 8,266</b>	<b>\$ 2,720</b>	<b>-71%</b>
<b>Benefits</b>					
Health Insurance	\$ 47,448	\$ 58,224	\$ 58,224	\$ 62,328	7%
Other Insurance Benefits	2,304	2,973	2,973	2,717	-9%
FICA/Medicare Tax	26,675	28,029	28,029	27,056	-3%
Retirement Contributions	18,435	18,661	18,661	21,786	17%
Workers' Compensation	6,491	5,649	5,649	6,437	14%
Clothing Allowance	457	1,800	1,000	875	-51%
<b>Total Benefits</b>	<b>\$ 101,810</b>	<b>\$ 115,336</b>	<b>\$ 114,536</b>	<b>\$ 121,199</b>	<b>5%</b>
<b>Total Personnel</b>	<b>\$ 460,033</b>	<b>\$ 493,486</b>	<b>\$ 461,452</b>	<b>\$ 458,572</b>	<b>-7%</b>
<b>Contractual Services</b>					
Water	\$ 179	\$ 300	\$ 250	\$ 250	-17%
Energy - Electricity	563,529	551,000	530,000	520,000	-6%
Equipment Repairs	14,936	10,500	9,200	10,500	0%
Insurance & Bonds	12,008	12,008	12,008	10,813	-10%
Telecommunications	6,398	8,500	6,500	7,000	-18%
Travel & Training	8,606	7,000	1,000	2,500	-64%
Interdepartmental Services	40,013	38,255	38,255	36,581	-4%
Other Contractual	30,671	30,507	30,506	25,000	-18%
<b>Total Contractual Services</b>	<b>\$ 676,340</b>	<b>\$ 658,070</b>	<b>\$ 627,719</b>	<b>\$ 612,644</b>	<b>-7%</b>

**FY 2011 Budget  
(Budget Basis)  
Traffic**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Uniforms	729	1,100	850	900	-18%
Traffic Signal Supplies	40,440	41,950	24,000	27,800	-34%
Operational Supplies	154,886	167,012	148,495	152,100	-9%
<b>Total Materials &amp; Supplies</b>	<b>\$ 196,055</b>	<b>\$ 210,062</b>	<b>\$ 173,345</b>	<b>\$ 180,800</b>	<b>-14%</b>
<b>Capital - Replacement</b>					
Technologies	\$ -	\$ 8,600	\$ 4,000	\$ 24,500	185%
<b>Total Capital - Replacement</b>	<b>\$ -</b>	<b>\$ 8,600</b>	<b>\$ 4,000</b>	<b>\$ 24,500</b>	<b>185%</b>
<b>Total Expenses</b>	<b>\$ 1,332,428</b>	<b>\$ 1,370,218</b>	<b>\$ 1,266,516</b>	<b>\$ 1,276,516</b>	<b>-7%</b>



# **Cemetery**

## Cemetery

**Mission Statement:** To provide internment services at Highland Park Cemetery.

**1. Goal: To maintain the highest standards possible for the maintenance of facilities.**

Objective: Maintain consistent compliance with rules and regulations related to decorations such that all gravesites are inspected quarterly and 90% of occupied gravesites are determined to be compliant.

Objective: Maintain graves that are leveled and grounds that are free from debris and litter such that all gravesites are inspected twice annually and found to be compliant.

**2. Goal: To maintain timely, professional assistance to the public in providing final internment services**

Objective: Increase visibility and access by completing new offices and entrance to cemetery.

Objective: Maintain an accessible and accurate record of all existing and un-used grave sites such that no recording errors are reported or discovered.

**Highlights from FY 2010:** Highland Park Cemetery had 103 internments with approximately 46% being inurnments. The last phase of the wrought iron perimeter fence and new entrance gate on Lowell Street was completed. Renovations of the new office and operations building on East 12<sup>th</sup> Street were completed. Administrative staff and operations crews moved into the new building, and primary access to the cemetery was moved to Lowell Street from East 12<sup>th</sup> Street.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Maintain an accurate and accessible record of all existing and unused gravesites	New project for FY 2010 to assess completeness of records.	100% of gravesites are readily identified by cemetery records	100% of gravesites identified in records and tracked	Maintain 100% record keeping

**Highlights for FY 2011:** The Cemetery budget was reduced by 10% this year. Personnel costs were reduced by cutting the allocations for part time (24%) and overtime (38%).

A new cemetery master plan will be completed this year.

# Cemetery

Cemetery Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Cemetery Supervisor	1	1	1	1
Equipment Operator I	2	2	2	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Part Time Employees (Budget)</b>		\$ 76,074	\$ 93,184	\$ 70,500

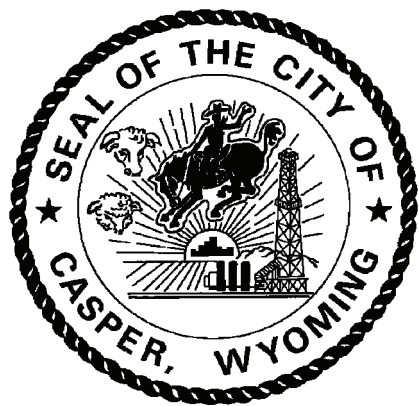
Cemetery Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 322,361	\$ 349,631	\$ 304,641	\$ 314,181	-10%
Contractual Services	92,261	109,437	108,297	106,226	-3%
Materials & Supplies	16,632	30,318	27,210	18,000	-41%
Capital	14,454	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 445,708</b>	<b>\$ 489,386</b>	<b>\$ 440,148</b>	<b>\$ 438,407</b>	<b>-10%</b>

**FY 2011 Budget  
(Budget Basis)  
Cemetery**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 161,070	\$ 161,449	\$ 161,449	\$ 161,449	0%
Part Time	76,074	93,184	62,000	70,500	-24%
Overtime	11,855	16,000	3,000	10,000	-38%
<b>Total Salaries &amp; Wages</b>	<b>\$ 248,999</b>	<b>\$ 270,633</b>	<b>\$ 226,449</b>	<b>\$ 241,949</b>	<b>-11%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 2,020	\$ 7,180	\$ 7,180	\$ -	-100%
Disability Leave Buy-Back	-	1,200	619	2,500	108%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 2,500</b>	<b>\$ 8,860</b>	<b>\$ 8,279</b>	<b>\$ 2,980</b>	<b>-66%</b>
<b>Benefits</b>					
Health Insurance	\$ 20,436	\$ 22,476	\$ 22,476	\$ 24,060	7%
Other Insurance Benefits	1,232	1,592	1,592	1,511	-5%
FICA/Medicare Tax	19,508	22,571	22,571	18,670	-17%
Retirement Contributions	10,276	10,148	10,148	11,969	18%
Unemployment Compensation	14,800	8,000	8,000	8,000	0%
Workers' Compensation	4,441	4,526	4,526	4,442	-2%
Clothing Allowance	169	825	600	600	-27%
<b>Total Benefits</b>	<b>\$ 70,862</b>	<b>\$ 70,138</b>	<b>\$ 69,913</b>	<b>\$ 69,252</b>	<b>-1%</b>
<b>Total Personnel</b>	<b>\$ 322,361</b>	<b>\$ 349,631</b>	<b>\$ 304,641</b>	<b>\$ 314,181</b>	<b>-10%</b>
<b>Contractual Services</b>					
Water	51,418	65,000	65,000	62,000	-5%
Energy - Electricity	952	1,400	1,400	1,200	-14%
Energy - Natural Gas	5,064	3,500	3,500	3,900	11%
Insurance & Bonds	3,225	3,225	3,225	2,904	-10%
Telecommunications	703	610	970	970	59%
Training	53	1,500	0	500	-67%
Interdepartmental Services	30,846	34,202	34,202	34,752	2%
<b>Total Contractual Services</b>	<b>\$ 92,261</b>	<b>\$ 109,437</b>	<b>\$ 108,297</b>	<b>\$ 106,226</b>	<b>-3%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 16,632	\$ 30,318	\$ 27,210	\$ 18,000	-41%
<b>Total Materials &amp; Supplies</b>	<b>\$ 16,632</b>	<b>\$ 30,318</b>	<b>\$ 27,210</b>	<b>\$ 18,000</b>	<b>-41%</b>

**FY 2011 Budget  
(Budget Basis)  
Cemetery**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital - Replacement</b>					
Light Equipment	14454	0	0	0	0%
Technologies	0	0	0	0	0%
<b>Total Capital - Replacement</b>	<b>\$ 14,454</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 445,708</b>	<b>\$ 489,386</b>	<b>\$ 440,148</b>	<b>\$ 438,407</b>	<b>-10%</b>



# **Fort Caspar Museum and Historic Site**

## Fort Caspar Museum and Historic Site

**Mission Statement:** To educate visitors about the cultural history of Fort Caspar, the City of Casper, Natrona County and central Wyoming, by acquiring, preserving and exhibiting artifacts, interpreting historic buildings, and offering school and public programs.

### 1. Goal: Increase gross revenue for Fort Caspar.

Objective: Increase the total number of visits to Fort Caspar to 16,500, by June 30, 2011.

Objective: Increase daily admissions revenue at Fort Caspar to \$22,000, by June 30, 2011.

Objective: Increase gift shop revenue at Fort Caspar to \$60,000, by June 30, 2011.

**Highlights from FY 2010:** The museum completed a number of improvements including: collection storage furniture for housing the collections, a new pathway around the fort for access and safety for impaired visitors, daubing on all the historic fort buildings for preservation, and a re-landscaped entrance to address vehicle safety concerns. Museum staff exceeded goals in installing temporary and traveling exhibits, including the National Endowment for the Humanities "On the Road" exhibit about the American Bison.

The Fort Caspar Museum Association (FCMA) provided over \$20,000 in exhibit upgrades in the permanent gallery and served as the fiscal agent for programming grants to include: Reading Wyoming, the summer lecture series, and the Frontier Festival.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Number of school children participating in Discovery program	4,405	Maintain at least FY 2009 levels of participation	4,872	Maintain at least FY 2010 levels of participation
Total Museum Visits	16,585	15,500	16,263	16,500

**Highlights for FY 2011:** This budget was reduced by 18%. Advertising was reduced by 36%, and travel and training was reduced by 19%. The overtime budget was reduced by 61%, and there was a 78% reduction in anticipated part-time expenditures due to the elimination of a program that had been funded by the school district. The personnel budget reductions will result in reduced summer hours of operation (June, July, and August) from 11 to 10 hours per day.

The 150<sup>th</sup> Anniversary of the Pony Express Trail occurs in 2010 and should result in an increase in visitation for the museum if this anniversary follows the same pattern as the Oregon, California, and Mormon Trail anniversaries. Museum staff will be working throughout the year to re-house museum collections into the new collection storage furniture installed in the spring of 2010. In addition to the re-housing of collectables, the data in the museum's collection management program will need to be input.



The museum has been very successful in installing both traveling and temporary exhibits throughout the year, and that will continue in the coming fiscal year. There has been an increase in participation in our educational programming, and staff will try to build on that success by expanding programs that appeal to schools, youth, and families.

# Fort Caspar

Fort Caspar Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Museum Manager	1	1	1	1
Museum Curator	2	2	2	2
Secretary II	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Part Time Employees (Budget)</b>		\$ 24,650	\$ 43,055	\$ 9,500

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 303,285	\$ 342,716	\$ 318,460	\$ 306,976	-10%
Contractual Services	95,922	95,191	97,341	90,057	-5%
Materials & Supplies	43,520	54,550	46,842	35,750	-34%
Other	4,761	4,450	3,620	4,450	0%
Capital	21,719	34,500	34,100	1,000	-97%
<b>Total Expenditures</b>	<b>\$ 469,207</b>	<b>\$ 531,407</b>	<b>\$ 500,363</b>	<b>\$ 438,233</b>	<b>-18%</b>

**FY 2011 Budget  
(Budget Basis)  
Fort Caspar**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 205,017	\$ 205,781	\$ 205,781	\$ 210,012	2%
Part Time	24,650	43,055	26,015	9,500	-78%
Overtime	4,942	6,400	3,997	2,500	-61%
<b>Total Salaries &amp; Wages</b>	<b>\$ 234,609</b>	<b>\$ 255,236</b>	<b>\$ 235,793</b>	<b>\$ 222,012</b>	<b>-13%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 4,000	\$ 4,000	\$ -	-100%
Disability Leave Buy-Back	2,416	3,000	1,288	1,500	-50%
Accrued Leave Payoff	-	6,275	3,174	-	-100%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 2,896</b>	<b>\$ 13,755</b>	<b>\$ 8,942</b>	<b>\$ 1,980</b>	<b>-86%</b>
<b>Benefits</b>					
Health Insurance	\$ 31,272	\$ 34,392	\$ 34,392	\$ 43,920	28%
Other Insurance Benefits	1,718	2,403	2,403	1,819	-24%
FICA/Medicare Tax	17,076	20,518	20,518	18,056	-12%
Retirement Contributions	11,924	12,826	12,826	14,895	16%
Workers' Compensation	3,790	3,586	3,586	4,294	20%
<b>Total Benefits</b>	<b>\$ 65,780</b>	<b>\$ 73,725</b>	<b>\$ 73,725</b>	<b>\$ 82,984</b>	<b>13%</b>
<b>Total Personnel</b>	<b>\$ 303,285</b>	<b>\$ 342,716</b>	<b>\$ 318,460</b>	<b>\$ 306,976</b>	<b>-10%</b>
<b>Contractual Services</b>					
Water	\$ 2,089	\$ 2,000	\$ 2,000	\$ 2,000	0%
Energy - Electricity	9,251	10,000	13,500	10,000	0%
Energy - Natural Gas	5,381	6,000	5,850	6,000	0%
Maintenance Agreements	586	540	540	540	0%
Alarm	1,400	1,700	1,650	1,700	0%
Insurance & Bonds	5,508	5,508	5,508	4,960	-10%
Telecommunications	1,638	1,400	1,650	2,000	43%
Postage/Shipping	554	650	550	650	0%
Advertising	3,900	5,500	4,845	3,500	-36%
Printing/Reproduction	6,570	1,600	955	1,600	0%
Travel & Training	12,780	6,313	6,313	5,100	-19%
Interdepartmental Services	22,755	26,016	26,016	25,047	-4%
Admin/Mgmt Fees	14,705	14,764	14,764	15,960	8%
Other Contractual	8,805	13,200	13,200	11,000	-17%
<b>Total Contractual Services</b>	<b>\$ 95,922</b>	<b>\$ 95,191</b>	<b>\$ 97,341</b>	<b>\$ 90,057</b>	<b>-5%</b>

**FY 2011 Budget  
(Budget Basis)  
Fort Caspar**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 689	\$ 1,250	\$ 800	\$ 1,250	0%
Operational Supplies	1,916	2,500	2,500	2,000	-20%
Uniforms	408	500	312	500	0%
Safety Equipment/Supplies	1,241	800	730	800	0%
Resale Supplies	33,303	42,500	36,500	30,000	-29%
Artifacts	4,626	5,000	4,000	-	-100%
Caspar Collins Day Supplies	1,200	1,200	1,200	1,200	0%
Living History Supplies	137	800	800	-	-100%
<b>Total Materials &amp; Supplies</b>	<b>\$ 43,520</b>	<b>\$ 54,550</b>	<b>\$ 46,842</b>	<b>\$ 35,750</b>	<b>-34%</b>
<b>Other Expenses</b>					
Programs & Projects	790	1,200	720	1,200	0%
Sales Tax	3,971	3,250	2,900	3,250	0%
<b>Total Other Expenses</b>	<b>\$ 4,761</b>	<b>\$ 4,450</b>	<b>\$ 3,620</b>	<b>\$ 4,450</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Buildings	\$ 4,906	\$ 28,500	\$ 28,500	\$ 1,000	-96%
Technologies	16,813	6,000	5,600	-	-100%
<b>Total Capital - Replacement</b>	<b>\$ 21,719</b>	<b>\$ 34,500</b>	<b>\$ 34,100</b>	<b>\$ 1,000</b>	<b>-97%</b>
<b>Total Expenses</b>	<b>\$ 469,207</b>	<b>\$ 531,407</b>	<b>\$ 500,363</b>	<b>\$ 438,233</b>	<b>-18%</b>

# Parks

## **Parks Division**

**Mission Statement:** To enhance community livability by providing stewardship of public parks and open spaces, drainage ways, athletic fields, trails, and beautification zones.

- 1. Goal: Maintain the green and built infrastructure in the existing City parks, athletic fields, public rights-of way, open spaces, and landscaped areas**

Objective: Increase the number of trees inspected and pruned in parks to 100% annually by instituting a winter tree-pruning program with Parks staff.

Objective: Maintain 100% of City-owned playgrounds to meet national safety standards such that no violations are identified during regularly scheduled playground inspections.

Objective: Increase the number of trees on public property by 300 trees.

**Highlights from FY 2010:** Walkability increased through the installation of several sidewalk projects including the sidewalk along K Street from the Boys & Girls Club to Bryan Stock Trail; the Sage Creek service road at 15<sup>th</sup> Street; the sidewalks installed along Paradise Drive; the sidewalk installed along Conwell by the cemetery; and the extension of the Rail Trail including the Beverly Street underpass.

Other highlights include renovations at the North Casper Club House and the fitness course addition to Paradise Valley Park. Landscaping enhancements were installed along the Rail Trail from the intersection of First and Yellowstone to Lennox. The collaborative effort with downtown merchants, landscapers, and the Downtown Development Authority was successfully implemented for its second year. A winter alley tree-trimming project improved the health of the urban forest while also making the alleys passable for utility trucks refuse collection trucks, and alley graders. North Casper ball fields were upgraded with crowned infields and French drains to improve surface drainage and decrease rain delays. Ninety-eight new trees were planted throughout the community on public property.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Clear alleys of tree limbs that create clearance problems and hazards	0% of alleys cleared	100% of alleys cleared	100% of alleys were cleared of hazardous tree limbs	Maintain alleys 100% free of hazardous tree limbs
Increased walkability through increased sidewalks and trails	New measure for FY 2010.	To increase walkability in community. No specific target set.	64,262 square feet of new sidewalk were added	\$300,00 of walkability improvements to continue implementation of Walkability Study
Number of trees planted	700 new trees planted on public property	To increase number and health of trees in urban forest	98 new trees planted on public property	300 new trees planted on public property

**Highlights for FY 2011:** This budget has been reduced by 17%. A vacant Parks and Recreation Technician position was eliminated. The materials and supplies line was reduced by 28%, and contractual services and utilities were reduced by 13%.

In FY 2011, the Parks Division will upgrade the irrigation at North Mike Sedar Park, install the Curtis Street underpass landscape improvements, and complete the parks, trails and cemetery master plans.

# Parks

Parks Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Parks Manager	1	1	1	1
Parks Crew Supervisor	4	4	4	3
Municipal Service Worker II	10	9	9	9
Grounds Maint Technician II	1	1	1	1
Equipment Operator II	1	1	1	1
CEC Grounds Technician	1	1	1	1
Secretary II	1	1	1	1
Contruction Maint Worker I	1	1	1	1
Forester	1	1	1	-
Parks and Recreation Technician	-	2	2	1
<b>Total</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>19</b>
<b>Part Time Employees (Budget)</b>				
	\$	163,949	\$	213,278
	\$		\$	137,000

Parks Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 1,614,723	\$ 1,793,750	\$ 1,654,844	\$ 1,471,470	-18%
Contractual Services	1,093,927	1,085,187	1,031,806	947,438	-13%
Materials & Supplies	151,757	179,405	114,000	129,000	-28%
Other	-	-	-	-	0%
Capital	1,645	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 2,862,052</b>	<b>\$ 3,058,342</b>	<b>\$ 2,800,650</b>	<b>\$ 2,547,908</b>	<b>-17%</b>



**FY 2011 Budget  
(Budget Basis)  
Parks**

	<b>FY 2008 ACTUAL</b>	<b>FY 2009 REVISED</b>	<b>FY 2009 ESTIMATE</b>	<b>FY 2010 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,034,138	\$ 1,062,917	\$ 1,044,298	\$ 921,158	-13%
Part Time	163,949	213,278	141,000	137,000	-36%
Overtime	27,827	60,000	20,000	25,000	-58%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,225,914</b>	<b>\$ 1,336,195</b>	<b>\$ 1,205,298</b>	<b>\$ 1,083,158</b>	<b>-19%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 3,180	\$ 26,900	\$ 24,000	\$ -	-100%
Disability Leave Buy-Back	9,805	15,000	11,581	14,000	-7%
Accrued Leave Payoff	806	-	-	-	0%
Other Allowances	2,860	2,400	2,160	1,920	-20%
<b>Total Other Pay</b>	<b>\$ 16,651</b>	<b>\$ 44,300</b>	<b>\$ 37,741</b>	<b>\$ 15,920</b>	<b>-64%</b>
<b>Benefits</b>					
Health Insurance	\$ 185,304	\$ 203,784	\$ 203,784	\$ 186,984	-8%
Other Insurance Benefits	8,609	9,802	9,802	8,301	-15%
FICA/Medicare Tax	91,705	108,407	108,407	84,843	-22%
Retirement Contributions	60,659	64,067	64,067	66,195	3%
Unemployment Compensation	1,130	1,000	1,000	1,000	0%
Workers' Compensation	21,722	21,245	21,245	19,544	-8%
Clothing Allowance	3,029	4,950	3,500	5,525	12%
<b>Total Benefits</b>	<b>\$ 372,158</b>	<b>\$ 413,255</b>	<b>\$ 411,805</b>	<b>\$ 372,392</b>	<b>-10%</b>
<b>Total Personnel</b>	<b>\$ 1,614,723</b>	<b>\$ 1,793,750</b>	<b>\$ 1,654,844</b>	<b>\$ 1,471,470</b>	<b>-18%</b>

**FY 2011 Budget  
(Budget Basis)  
Parks**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Water	\$ 388,554	\$ 350,000	\$ 345,000	\$ 350,000	0%
Energy - Electricity	93,514	115,000	110,000	103,000	-10%
Energy - Natural Gas	4,405	3,500	3,500	3,500	0%
Equipment Rental	98,469	80,000	65,000	60,000	-25%
Insurance & Bonds	56,500	56,500	56,500	51,504	-9%
Telecommunications	5,688	5,800	5,500	5,500	-5%
Radio	296	1,200	-	250	-79%
Postage/Shipping	429	500	150	200	-60%
Travel and Training	8,599	12,800	2,000	2,000	-84%
Interdepartmental Services	411,355	427,156	427,156	345,984	-19%
Balefill	13,364	12,000	12,000	12,000	0%
Other Contractual	12,754	20,731	5,000	13,500	-35%
<b>Total Contractual Services</b>	<b>\$ 1,093,927</b>	<b>\$ 1,085,187</b>	<b>\$ 1,031,806</b>	<b>\$ 947,438</b>	<b>-13%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 75,834	\$ 83,600	\$ 50,000	\$ 60,000	-28%
Landscape Maintenance Supplies	22,576	25,000	18,000	18,000	-28%
I-25 Cleanup	7,592	18,805	2,000	5,000	-73%
Athletic Field Supplies	18,167	20,000	18,000	18,000	-10%
Irrigation Supplies	27,588	32,000	26,000	28,000	-13%
<b>Total Materials &amp; Supplies</b>	<b>\$ 151,757</b>	<b>\$ 179,405</b>	<b>\$ 114,000</b>	<b>\$ 129,000</b>	<b>-28%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Other Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital - New</b>					
Technologies	\$ 1,645	\$ -	\$ -	\$ -	0%
<b>Total Capital - New</b>	<b>\$ 1,645</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 2,862,052</b>	<b>\$ 3,058,342</b>	<b>\$ 2,800,650</b>	<b>\$ 2,547,908</b>	<b>-17%</b>

# Transfers Out

## Transfers Out

### Transfers Out Highlights for FY 2010

The \$1,800,000 transfer to the capital projects fund funded \$150,000 for downtown street enhancements, \$1,500,000 for Events Center metal roofing, \$50,000 for Eastdale storm drainage, \$50,000 for miscellaneous roof repairs, and \$50,000 for improvements in the Weed & Seed area. The \$100,000 transfer to the Capital Equipment fund was used for Crime View pin mapping software.

### Transfers Out Highlights for FY 2011

Included in transfers out is the \$1,610,050 transfer to the Perpetual Care Fund needed to supplement the interest earnings of the Operations Account. To simplify the transfer schedule, all operations funded by Perpetual Care interest earnings are now shown in that fund. If Perpetual Care interest earnings increase, a greater portion of the costs will be paid by Perpetual Care, reducing the General Fund Transfer. The overall operational funding from the General Fund to outside funds is reduced in this year by ten percent.

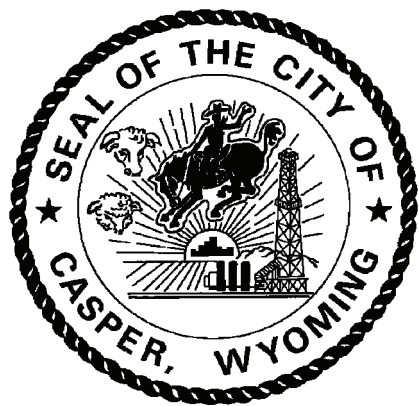
### General Fund Transfers Out Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Expenditures</b>					
Transfers Out	\$ 12,975,362	\$ 7,646,731	\$ 7,520,139	\$ 4,256,288	-44%
<b>Total Expenditures</b>	\$ 12,975,362	\$ 7,646,731	\$ 7,520,139	\$ 4,256,288	-44%

**FY 2011 Budget  
(Budget Basis)  
Transfers Out**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Expenses</b>					
<b>Transfers Out</b>					
<b>Transfers For One-Time Expenses</b>					
Capital Projects	\$ 7,465,375	\$ 1,800,000	\$ 1,800,000	\$ -	-100%
Capital Equipment	506,300	100,000	100,000	-	-100%
Health Insurance -OPEB Contribution	-	1,000,000	1,000,000	-	-100%
Special Assessments - LAD	458,488	-	-	-	0%
<b>Transfers for One-Time Expenses</b>	<b>\$ 8,430,163</b>	<b>\$ 2,900,000</b>	<b>\$ 2,900,000</b>	<b>\$ -</b>	<b>-100%</b>
<b>Transfers for Operations</b>					
Hogadon	307,800	312,480	312,480	217,196	-30%
Transit Services	397,658	352,985	352,985	337,272	-4%
Police Grants	62,055	86,036	86,036	69,700	-19%
Information Technology & GIS	668,047	688,814	641,537	530,978	-23%
Perpetual Care**	1,893,435	1,889,815	1,826,672	1,610,050	-15%
Metro Animal Control	598,527	642,261	642,261	622,408	-3%
PSCC	608,966	712,688	712,688	688,703	-3%
Property & Liability Fund	-	-	-	128,487	100%
Metropolitan Planning Organization	8,711	61,652	45,480	51,494	-16%
<b>Transfers for Operations</b>	<b>4,545,199</b>	<b>4,746,731</b>	<b>4,620,139</b>	<b>4,256,288</b>	<b>-10%</b>
<b>Total Transfers Out</b>	<b>\$ 12,975,362</b>	<b>\$ 7,646,731</b>	<b>\$ 7,520,139</b>	<b>\$ 4,256,288</b>	<b>-44%</b>
<b>Total Expenses</b>	<b>\$ 12,975,362</b>	<b>\$ 7,646,731</b>	<b>\$ 7,520,139</b>	<b>\$ 4,256,288</b>	<b>-44%</b>

\*\*Perpetual Care supports the Events Center, Aquatics, Recreation Center, Ice Arena, City Campus, and Buildings and Grounds.



# **Capital Funds**

Capital Projects

Capital Equipment

Optional One Cent #13

American Recovery &  
Reinvestment Act

## Capital Funds Consolidated

Capital Funds Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 16,652,477	\$ 16,663,004	\$ 12,356,864	\$ 8,000,000	-52%
Miscellaneous	1,042,520	1,301,251	1,540,589	2,610,991	101%
Transfer In	19,485,785	14,699,984	14,134,342	9,733,315	-34%
Grants	139,366	7,941,494	6,104,842	2,125,875	-73%
<b>Total Revenues</b>	<b>\$ 37,320,148</b>	<b>\$ 40,605,733</b>	<b>\$ 34,136,637</b>	<b>\$ 22,470,181</b>	<b>-45%</b>
<b>Expenditures</b>					
Contractual Services	\$ 1,041,499	\$ 1,227,808	\$ 851,808	\$ 1,028,500	-16%
Personnel	\$ -	\$ -	\$ 23,870	\$ 101,842	100%
Capital	13,413,789	50,211,761	34,829,839	17,943,337	-64%
Transfers Out	12,190,364	14,944,512	14,623,870	11,585,822	-22%
<b>Total Expenditures</b>	<b>\$ 26,645,652</b>	<b>\$ 66,384,081</b>	<b>\$ 50,329,387</b>	<b>\$ 30,659,501</b>	<b>-54%</b>
<b>Net All Capital Funds</b>	<b>\$ 10,674,496</b>	<b>\$ (25,778,348)</b>	<b>\$ (16,192,750)</b>	<b>\$ (8,189,320)</b>	<b>-68%</b>



# **Capital Projects**

## Capital Projects Fund

The Capital Projects Fund accounts for the funding and expenditures for construction or acquisition of major projects. Funding sources include the Optional One Percent Sales Tax, grants, proceeds from the occasional sale of property, and General Fund transfers.

<b>Capital Projects Budget Summary</b>					
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Miscellaneous	\$ 686,902	\$ 374,751	\$ 471,147	\$ 130,455	-65%
Transfer In	17,189,485	11,669,526	11,706,242	8,139,615	-30%
Grants	139,366	697,179	1,940,582	-	-100%
<b>Total Revenues</b>	<b>\$ 18,015,753</b>	<b>\$ 12,741,456</b>	<b>\$ 14,117,971</b>	<b>\$ 8,270,070</b>	<b>-35%</b>
<b>Expenditures</b>					
Contractual Services	\$ 13,758	\$ 12,000	\$ 11,000	\$ 11,000	-8%
Capital	11,939,747	36,268,600	23,627,838	12,551,153	-65%
Transfers Out	-	188,908	108,100	429,700	
<b>Total Expenditures</b>	<b>\$ 11,953,505</b>	<b>\$ 36,469,508</b>	<b>\$ 23,746,938</b>	<b>\$ 12,991,853</b>	<b>-64%</b>
<b>Net Capital Projects Fund</b>	<b>\$ 6,062,248</b>	<b>\$ (23,728,052)</b>	<b>\$ (9,628,967)</b>	<b>\$ (4,721,783)</b>	<b>-80%</b>
Actual Reserves on June 30, 2009				\$ 19,850,750	
Projected Reserves on June 30, 2010				\$ 10,221,783	
Projected Reserves on June 30, 2011				\$ 5,500,000	

## Capital Projects for FY 2011

Project Name	Type	Category of Project	Funding Source	Funding Amount
<b>REBUDGETED PROJECTS FROM FY 2010</b>				
Payroll Time & Attendance**	New	Gen. Admin	One-Time	310,000
City Hall Improvements	Replacement	Buildings	1% #13	67,900
LifeSteps Campus Building Enhancements	Replacement	Buildings	One-Time	250,000
LifeSteps Campus Building Enhancements	Replacement	Buildings	One-Time	80,808
LONG Energy Contract	Replacement	Buildings	One-Time	284,159
Service Center Lights	Replacement	Buildings	1% #13	22,073
Leisure Services Facility Improvements**	Replacement	Leisure	One-Time	244,220
Hogadon Electrical Upgrade**	New	Leisure	One-Time	473,829
Cemetery Signage**	New	Parks	One-Time	18,496
Park Improvements	Replacement	Parks	1% #13	476,625
Raw Water Irrigation Project	New	Parks	1% #13	350,000
Raw Water Irrigation Project	New	Parks	One-Time	157,037
Platte River Parkway Project	New	Parks	1% #13	619,919
Gateway Statue Relocation	New	Parks	1% #13	67,848
Weed & Seed- "Seed" Capital for Area	New	Development	One-Time	50,000
Fire Station #3 Replacement**	Replacement	Public Safety	One-Time	105,580
Stormwater Master Plan**	Replacement	Stormwater	One-Time	610,000
Waterford St.- Stormwater Oversizing**	New	Stormwater	One-Time	400,000
Fort Casper Street Improvements	Replacement	Streets	1% #13	1,000
Paradise Drive Reconstruction	Replacement	Streets	1% #13	1,000
Collins Drive	Replacement	Streets	1% #13	1,325,000
Collins Drive Enhancements- Small Items	New	Streets	One-Time	41,900
Casper Legion Baseball	Replacement	Outside Group	1% #13	14,057
<b>NEW PROJECTS FOR FY 2011</b>				
Software Licenses	New	Gen. Admin	One-Time	27,078
ADA Compliance- Ongoing	New	Gen. Admin	One-Time	10,000
Hall of Justice Maintenance- Ongoing	Replacement	Public Safety	One-Time	50,000
Miscellaneous Roof Repairs	Replacement	Buildings	One-Time	50,000
Energy Audit Recommendations	Replacement	Buildings	One-Time	125,000
Buckboard Park	New	Parks	1% #13	500,000
Walkability Improvements- Sidewalks**	New	Streets	One-Time	300,000
Residential Streets	Replacement	Streets	1% #13	500,000
East 21st St.-Rustic Ridge to Kingsbury	New	Streets	One-Time	450,000
East 21st St.-Missouri to Rustic Ridge	New	Streets	1% #13	210,000
East 2nd Street Luminaires	New	Streets	One-Time	250,000
15th Street & Missouri Traffic Signal	New	Streets	1% #13	153,000
Bryan Stock Trail Bridge- WYDOT	Replacement	Streets	One-Time	50,000
East 2nd Street Paving Repair	Replacement	Streets	One-Time	100,000
Collectors and Arterial Repairs	Replacement	Streets	1% #13	2,200,000
Cottonwood Subdivision- Phase I	Replacement	Streets	1% #13	800,000
Miscellaneous Repairs	Replacement	Internal Service	One-Time	804,624
Transfer Out For American Recovery Act Match for Events Center Boilers			One-Time	258,177
Transfer Out For American Recovery Act Match for Beech Street			One-Time	155,220
Transfer Out For American Recovery Act Match for Events Center Lights			One-Time	16,303
Investment Fees				11,000

**Total** **\$12,991,853**

\*\* Rebudgeted from FY 2010. The General Fund has already transferred in one-time funding for these projects.

**FY 2011 Budget  
(Budget Basis)  
Capital Projects**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Intergovernmental</b>					
Grants	\$ 139,366	\$ 697,174	\$ 796,750	\$ -	-100%
Mineral Tax- Natrona County					
Consensus	\$ -	\$ 5	\$ 1,143,832	\$ -	
<b>Total Intergovernmental</b>	<b>\$ 139,366</b>	<b>\$ 697,179</b>	<b>\$ 1,940,582</b>	<b>\$ -</b>	<b>-100%</b>
<b>Charges For Services</b>					
Lease Fees	\$ 55,055	\$ 54,756	\$ 55,455	\$ 55,455	1%
<b>Total Charges For Services</b>	<b>\$ 55,055</b>	<b>\$ 54,756</b>	<b>\$ 55,455</b>	<b>\$ 55,455</b>	<b>1%</b>
<b>Miscellaneous</b>					
Gain/Loss On Sale Of Investments	\$ (16,343)	\$ -	\$ (9,308)	\$ -	0%
Contributions	405,150	120,000	350,000	-	-100%
Interest Income	243,040	199,995	75,000	75,000	-62%
<b>Total Miscellaneous</b>	<b>\$ 631,847</b>	<b>\$ 319,995</b>	<b>\$ 415,692</b>	<b>\$ 75,000</b>	<b>-77%</b>
<b>Transfers</b>					
Transfers In-General Fund	\$ 7,465,375	\$ 1,800,000	\$ 1,800,000	\$ -	-100%
Transfers In - 1%#13	7,403,388	9,869,526	9,906,242	7,308,422	-26%
Transfers In - LAD Fund	-	-	-	831,193	
Transfers In-One Cent #12	2,320,722	-	-	-	
<b>Total Transfers</b>	<b>\$ 17,189,485</b>	<b>\$ 11,669,526</b>	<b>\$ 11,706,242</b>	<b>\$ 8,139,615</b>	<b>-30%</b>
<b>Total Revenue</b>	<b>\$ 18,015,753</b>	<b>\$ 12,741,456</b>	<b>\$ 14,117,971</b>	<b>\$ 8,270,070</b>	<b>-35%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 13,758	\$ 12,000	\$ 11,000	\$ 11,000	-8%
<b>Total Contractual Services</b>	<b>\$ 13,758</b>	<b>\$ 12,000</b>	<b>\$ 11,000</b>	<b>\$ 11,000</b>	<b>-8%</b>
<b>Capital</b>					
Buildings- New	\$ 2,048,888	\$ 7,143,510	\$ 1,618,048	\$ -	-100%
Improve Other Than Buildings - New	1,447,728	4,538,375	3,505,203	3,282,281	-28%
Technologies - New	383,558	329,455	18,500	310,000	-6%
Buildings- Replacement	2,760,917	7,685,964	5,795,058	1,045,581	-86%
Imprv Other Than Buildings - Replace	5,120,938	15,712,429	12,504,279	6,457,532	-59%
Technologies - Replacement	43,455	87,000	186,750	27,078	-69%
Other Capital Projects	\$ 134,263	\$ 771,867	\$ -	\$ 1,428,681	85%
<b>Total Capital</b>	<b>\$ 11,939,747</b>	<b>\$ 36,268,600</b>	<b>\$ 23,627,838</b>	<b>\$ 12,551,153</b>	<b>-65%</b>
<b>Transfers</b>					
Transfers Out	\$ -	\$ 188,908	\$ 108,100	\$ 429,700	127%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ 188,908</b>	<b>\$ 108,100</b>	<b>\$ 429,700</b>	<b>127%</b>
<b>Total Expenses</b>	<b>\$ 11,953,505</b>	<b>\$ 36,469,508</b>	<b>\$ 23,746,938</b>	<b>\$ 12,991,853</b>	<b>-64%</b>
<b>Net Fund</b>	<b>\$ 6,062,248</b>	<b>\$ (23,728,052)</b>	<b>\$ (9,628,967)</b>	<b>\$ (4,721,783)</b>	<b>-80%</b>

# **Capital Equipment**

## Capital Equipment Fund

The Capital Equipment Fund accounts for funding and expenditures related to the acquisition of major capital equipment, with the majority of the funding derived from grants, the Optional One Percent Sales Tax, and transfers from the General Fund.

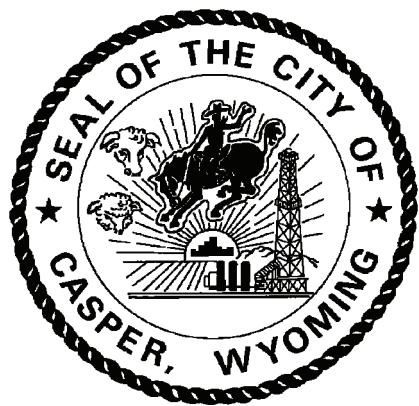
Capital Equipment for FY 2011			
Operating Area	Type	Description of Capital Equipment	FY 11 Expenditure
Information Technology	Replacement	Network Upgrade	\$ 481,000
Information Technology	New	Public Safety Wireless Network	1,200,000
City Manager	Replacement	Energy Conservation	500,000
Code Enforcement	Replacement	Light Equipment	45,000
Police Department	Replacement	Light Equipment	400,000
Fire	Replacement	Heavy Equipment	250,000
Fire	Replacement	Light Equipment	182,800
Casper Events Center	Replacement	Light Equipment	10,000
Casper Ice Arena	Replacement	Light Equipment	2,000
Casper Recreation Center	Replacement	Light Equipment	29,000
Aquatics	Replacement	Light Equipment	14,500
Parks	Replacement	Light Equipment	110,000
Streets	Replacement	Heavy Equipment	400,000
Streets	Replacement	Light Equipment	50,000
Traffic	Replacement	Light Equipment	20,000
	Investment Fees		5,000
<b>All Capital Equipment</b>			<b>\$ 3,699,300</b>

\*\*The funding remaining for any FY 2010 capital equipment are rebudgeted for FY 2011.

Capital Equipment Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 85,241	\$ 65,500	\$ 27,061	\$ 30,000	-54%
Transfer In	2,296,300	1,850,000	1,850,000	1,060,000	-43%
Grants	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 2,381,541</b>	<b>\$ 1,915,500</b>	<b>\$ 1,877,061</b>	<b>\$ 1,090,000</b>	<b>-43%</b>
<b>Expenditures</b>					
Contractual Services	\$ 4,782	\$ 5,000	\$ 5,000	\$ 5,000	0%
Capital	1,474,042	5,038,719	2,717,199	3,694,300	-27%
Transfers Out	-	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 1,478,824</b>	<b>\$ 5,043,719</b>	<b>\$ 2,722,199</b>	<b>\$ 3,699,300</b>	<b>-27%</b>
<b>Net Capital Equipment Fund</b>	<b>\$ 902,717</b>	<b>\$ (3,128,219)</b>	<b>\$ (845,138)</b>	<b>\$ (2,609,300)</b>	<b>-17%</b>
Actual Reserves on June 30, 2009				4,767,303	
Projected Reserves on June 30, 2010				\$ 3,922,165	
Projected Reserves on June 30, 2011				\$ 1,312,865	

**FY 2011 Budget  
(Budget Basis)  
Capital Equipment**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Interest	\$ 83,268	\$ 65,500	\$ 30,000	\$ 30,000	-54%
Miscellaneous Revenue	7,431	-	-	-	0%
Gain/Loss On Sale Of Investments	(5,458)	-	(2,939)	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 85,241</b>	<b>\$ 65,500</b>	<b>\$ 27,061</b>	<b>\$ 30,000</b>	<b>-54%</b>
<b>Transfers</b>					
Transfers In	\$ 2,296,300	\$ 1,850,000	\$ 1,850,000	\$ 1,060,000	-43%
<b>Total Transfers</b>	<b>\$ 2,296,300</b>	<b>\$ 1,850,000</b>	<b>\$ 1,850,000</b>	<b>\$ 1,060,000</b>	<b>-43%</b>
<b>Total Revenue</b>	<b>\$ 2,381,541</b>	<b>\$ 1,915,500</b>	<b>\$ 1,877,061</b>	<b>\$ 1,090,000</b>	<b>-43%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 4,782	\$ 5,000	\$ 5,000	\$ 5,000	0%
<b>Total Contractual Services</b>	<b>\$ 4,782</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>0%</b>
<b>Capital</b>					
Replacement Light Equipment	\$ 475,618	\$ 1,886,076	\$ 1,201,747	\$ 1,363,300	-28%
Replacement Heavy Equipment	535,556	1,190,340	1,184,452	650,000	-45%
Replacement Technologies	92,659	-	16,000	481,000	100%
New Technologies	370,209	1,962,303	315,000	1,200,000	-39%
<b>Total Capital</b>	<b>\$ 1,474,042</b>	<b>\$ 5,038,719</b>	<b>\$ 2,717,199</b>	<b>\$ 3,694,300</b>	<b>-27%</b>
<b>Total Expenses</b>	<b>\$ 1,478,824</b>	<b>\$ 5,043,719</b>	<b>\$ 2,722,199</b>	<b>\$ 3,699,300</b>	<b>-27%</b>
<b>Net Fund</b>	<b>\$ 902,717</b>	<b>\$ (3,128,219)</b>	<b>\$ (845,138)</b>	<b>\$ (2,609,300)</b>	<b>-17%</b>





**Optional One Cent #13**  
**Sales Tax**

# One Cent # 13 Sales Tax Fund

This fund accounts for the revenue and expenditures of the Optional One Cent #13 sales tax. The four year tax period for Optional One Cent #13 began in FY 2007 will end in FY 2011. The #13 denotes that this is the 13th funding period the optional sales tax has been approved by voter referendum.

## One Cent #13 Sales Tax Fund Highlights and Issues for FY 2011

Projects and programs to be funded in FY 2011 by Optional One Cent #13 Sales Tax include:

	Proposed Budget for FY 2011
Investment Fees	\$ 12,500
<b>Outside Agencies</b>	
Casper Area Economic Development Agency (For operations )	400,000
YMCA (Building Improvements)	375,000
Natrona County Library	225,000
<b>Transfers to Other Funds</b>	
American Recovery & Reinvestment Act	104,000
Aquatics Fund (For operations of outdoor pools)	250,000
Capital Equipment	1,060,000
Capital Projects	7,308,422
General Fund (For the tree purchases and Community Action Partnership)	117,500
Perpetual Care (Adds to principal of the Buildings and Operations Trust)	750,000
Transit Services Fund- CATC	66,200
Water Fund (Miscellaneous water main replacements)	1,500,000
<b>Total Expenditures</b>	<b>\$12,168,622</b>

## One Cent # 13 Sales Tax Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 16,652,477	\$ 16,663,004	\$ 12,356,864	\$ 8,000,000	-52%
Miscellaneous	270,377	250,000	63,775	75,000	-70%
<b>Total Revenues</b>	<b>\$ 16,922,854</b>	<b>\$ 16,913,004</b>	<b>\$ 12,420,639</b>	<b>\$ 8,075,000</b>	<b>-52%</b>
<b>Expenditures</b>					
Contractual Services	\$ 1,022,959	\$ 1,210,808	\$ 835,808	\$ 1,012,500	-16%
Transfers Out	12,190,364	14,755,604	14,515,770	11,156,122	-24%
<b>Total Expenditures</b>	<b>\$ 13,213,323</b>	<b>\$ 15,966,412</b>	<b>\$ 15,351,578</b>	<b>\$ 12,168,622</b>	<b>-24%</b>
<b>Net One Cent #13 Fund</b>	<b>\$ 3,709,531</b>	<b>\$ 946,592</b>	<b>\$ (2,930,939)</b>	<b>\$ (4,093,622)</b>	<b>-532%</b>
Actual Reserves on June 30, 2009				\$ 20,826,014	
Projected Reserves on June 30, 2010				\$ 17,895,075	
Projected Reserves on June 30, 2011				\$ 13,801,453	

**FY 2011 Budget  
(Budget Basis)  
One Cent #13**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Taxes</b>					
Sales Taxes	\$ 16,652,477	\$ 16,663,004	\$ 12,356,864	\$ 8,000,000	-52%
<b>Total Taxes</b>	<u>\$ 16,652,477</u>	<u>\$ 16,663,004</u>	<u>\$ 12,356,864</u>	<u>\$ 8,000,000</u>	<u>-52%</u>
<b>Miscellaneous</b>					
Interest Income	\$ 289,522	\$ 250,000	\$ 75,000	\$ 75,000	-70%
Gain/Loss On Investments	(19,145)	-	(11,225)	-	0%
<b>Total Miscellaneous</b>	<u>\$ 270,377</u>	<u>\$ 250,000</u>	<u>\$ 63,775</u>	<u>\$ 75,000</u>	<u>-70%</u>
<b>Total Revenue</b>	<u>\$ 16,922,854</u>	<u>\$ 16,913,004</u>	<u>\$ 12,420,639</u>	<u>\$ 8,075,000</u>	<u>-52%</u>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 15,183	\$ 12,500	\$ 12,500	\$ 12,500	0%
Community Health Center	322,761	93,323	93,323	-	-100%
Chamber of Commerce- Visitor Center	26,614	23,386	23,386	-	-100%
Casper Area Economic Dev. Agency	400,000	400,000	400,000	400,000	0%
Natrona County Public Library	220,000	220,000	220,000	225,000	2%
Casper YMCA	38,401	461,599	86,599	375,000	-19%
<b>Total Contractual Services</b>	<u>\$ 1,022,959</u>	<u>\$ 1,210,808</u>	<u>\$ 835,808</u>	<u>\$ 1,012,500</u>	<u>-16%</u>
<b>Transfers Out</b>					
Transfer Out- Aquatics Fund	250,000	250,000	250,000	250,000	0%
Transfer Out- Capital Equipment	1,790,000	1,750,000	1,750,000	1,060,000	-39%
Transfer Out- Capital Projects	7,403,388	9,869,526	9,906,242	7,308,422	-26%
Transfer Out- General Fund	333,527	223,328	223,328	117,500	-47%
Transfer Out- Perpetual Care	750,000	750,000	750,000	750,000	0%
Transfer Out - Transit Services CATC	163,449	66,200	66,200	66,200	0%
Transfer Out- Water Fund	1,500,000	1,500,000	1,500,000	1,500,000	0%
Transfer Out- American Recovery Act	-	346,550	70,000	104,000	-70%
<b>Total Transfers Out</b>	<u>\$ 12,190,364</u>	<u>\$ 14,755,604</u>	<u>\$ 14,515,770</u>	<u>\$ 11,156,122</u>	<u>-24%</u>
<b>Total Expenses</b>	<u>\$ 13,213,323</u>	<u>\$ 15,966,412</u>	<u>\$ 15,351,578</u>	<u>\$ 12,168,622</u>	<u>-24%</u>
<b>Net Fund</b>	<u>\$ 3,709,531</u>	<u>\$ 946,592</u>	<u>\$ (2,930,939)</u>	<u>\$ (4,093,622)</u>	<u>-532%</u>



**American Recovery &  
Reinvestment Act Fund**

# American Recovery & Reinvestment Act Fund

## "Stimulus" Fund

The American Recovery & Reinvestment Act (ARRA) was passed in 2009.

Recovery Act Projects for FY 2011				
Project	Granting Agency	Funding Source	FY 11 Budget	
<b>Police Staffing - DCI</b>				
Police Staffing- Passthrough from Wyoming DCI	DCI	ARRA	\$	101,842
<b>Police Communications - Edward Byrne</b>				
Police Communications - Edward Byrne including Town of Mills portion	DOJ	ARRA	\$	130,723
<b>Sewer Main Replacement- SRF Funding</b>				
Sewer Main Replacement		ARRA	\$	265
Sewer Main Replacement		Loan	\$	235
<b>Energy Efficiency - Events Center Pumps and Motors and Street Lighting</b>				
Casper Events Center- Pumps and Motors	DOE	ARRA	\$	444,790
Street Lighting	DOE	ARRA	\$	53,600
<b>Energy Efficiency - Events Center Boiler</b>				
Casper Events Center - Boiler Replacement	DOE	ARRA	\$	534,750
Casper Events Center - Boiler Replacement	Transfer in from Capital Reserves		\$	240,927
<b>Energy Efficiency - Events Center Lighting</b>				
Lighting Improvements Events Center	DOE	ARRA	\$	115,235
Lighting Improvements Events Center		Rocky Mtn Power Rebate	\$	23,800
Lighting Improvements Events Center	Transfer in from Capital Reserves		\$	155,220
<b>Energy Assurance Plan</b>				
Energy Assurance Plan for City Operations	DOE	ARRA	\$	130,000
<b>LifeSteps Campus Fire Suppression</b>				
LifeSteps Campus Fire Suppression	HUD- CDBG	ARRA	\$	63,592
<b>ARRA Funding Portion of these Projects</b>			<b>\$</b>	<b>1,574,797</b>
<b>Total Spending In ARRA Fund (ARRA, other Funding Sources and City Match)</b>			<b>\$</b>	<b>1,994,979</b>

American Recovery Act Budget Summary				
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED
<b>Revenues</b>				
Transfer In (City Match)	-	1,180,458	578,100	533,700
Loans	-	611,000	978,606	2,375,536
Other	-	-	-	23,800
Grants	-	7,244,315	4,164,260	2,125,875
<b>Total Revenues</b>	\$ -	\$ 9,035,773	\$ 5,720,966	\$ 5,058,911
<b>Expenditures</b>				
Capital	-	8,904,442	8,484,802	1,697,884
Contractual Services	-	311,331	276,225	195,253
Personnel	-	-	23,870	101,842
<b>Total Expenditures</b>	\$ -	\$ 9,215,773	\$ 8,784,897	\$ 1,994,979
<b>Net American Recovery Act Fund</b>	\$ -	\$ (180,000)	\$ (3,063,931)	\$ 3,063,932
Actual Reserves on June 30, 2009				
			\$	-
Projected Reserves on June 30, 2010				
			\$	-
Projected Reserves on June 30, 2011				
			\$	-

**FY 2011 Budget  
(Budget Basis)  
American Recovery and Reinvestment Act Fund**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	
<b>Revenues</b>					
<b>Grants</b>					
Other Grants	\$ -	\$ 250,000	\$ 250,000	\$ -	-100%
ARRA Grants	-	6,994,315	3,914,260	\$ 2,125,875	-70%
ARRA Principal Forgiveness Loans					
<b>Total Grants</b>	<b>\$ -</b>	<b>\$ 7,244,315</b>	<b>\$ 4,164,260</b>	<b>\$ 2,125,875</b>	<b>-71%</b>
<b>Loans</b>					
Loans	\$ -	\$ 611,000	\$ 978,606	\$ 2,375,536	289%
<b>Total Loans</b>	<b>\$ -</b>	<b>\$ 611,000</b>	<b>\$ 978,606</b>	<b>\$ 2,375,536</b>	<b>289%</b>
<b>Other</b>					
Rebates- Rocky Mtn Power	\$ -	\$ -	\$ -	\$ 23,800	100%
<b>Total Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,800</b>	<b>100%</b>
<b>Transfers</b>					
Transfers In- 1% #13	\$ -	\$ 346,550	\$ 70,000	\$ 104,000	-70%
Transfers In- Capital Project	-	188,908	108,100	429,700	127%
Transfers In- Water Fund	-	645,000	400,000	-	-100%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ 1,180,458</b>	<b>\$ 578,100</b>	<b>\$ 533,700</b>	<b>-55%</b>
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 9,035,773</b>	<b>\$ 5,720,966</b>	<b>\$ 5,058,911</b>	<b>-44%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ -	\$ -	\$ 23,870	\$ 65,918	100%
Overtime	-	-	-	15,857	100%
<b>Total Salaries &amp; Wages</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,870</b>	<b>\$ 81,775</b>	<b>100%</b>
<b>Benefits</b>					
Health Insurance	\$ -	\$ -	\$ -	\$ 5,652	100%
Other Insurance Benefits	-	-	-	556	100%
FICA/Medicare Tax	-	-	-	5,371	100%
Retirement Contributions	-	-	-	7,032	100%
Workers' Compensation	-	-	-	1,456	100%
<b>Total Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,067</b>	<b>100%</b>
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,870</b>	<b>\$ 101,842</b>	<b>100%</b>
<b>Contractual Services</b>					
Engineering	\$ -	\$ 307,578	\$ 276,225	\$ 60,000	-80%
Other Contractual	-	-	-	129,000	100%
Advertising	-	400	-	2,900	625%
Travel & Training	-	3,353	-	3,353	0%
<b>Total Contractual Services</b>	<b>\$ -</b>	<b>\$ 311,331</b>	<b>\$ 276,225</b>	<b>\$ 195,253</b>	
<b>City Funded Capital- General Funding</b>					
Replace Improve. Other Than Bldgs.	\$ -	\$ 645,000	\$ 400,000	\$ 419,717	-35%
New Improvements Other Than Bldgs.	-	454,650	298,403	-	-100%
<b>Total City Portion Capital</b>	<b>\$ -</b>	<b>\$ 1,099,650</b>	<b>\$ 698,403</b>	<b>\$ 419,717</b>	<b>-62%</b>



**FY 2011 Budget  
(Budget Basis)  
American Recovery and Reinvestment Act Fund**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	
<b>ARRA Grants, ARRA Loans, And Other Grant Funded Capital</b>					
Replacement Light Equipment	\$ -	\$ 607,074	\$ 494,990	\$0	-100%
Replacement Technologies	-	29,128	29,128	-	-100%
Replacement Buildings	-	3,500,000	-	-	-100%
Replace Improve. Other Than Bldgs.	-	1,096,100	5,000,000	1,147,605	5%
New Improvements Other Than Bldgs.	-	2,385,490	2,143,012	63,592	-97%
New Technologies	-	187,000	119,269	66,970	-64%
<b>Total ARRA Capital</b>	<b>\$ -</b>	<b>\$ 7,804,792</b>	<b>\$ 7,786,399</b>	<b>\$1,278,167</b>	<b>-84%</b>
<b>Total Capital Expenses</b>	<b>\$ -</b>	<b>\$ 8,904,442</b>	<b>\$ 8,484,802</b>	<b>\$ 1,697,884</b>	<b>-81%</b>
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ 9,215,773</b>	<b>\$ 8,784,897</b>	<b>\$ 1,994,979</b>	<b>-78%</b>
<b>Net Fund</b>	<b>\$ -</b>	<b>\$ (180,000)</b>	<b>\$ (3,063,931)</b>	<b>\$ 3,063,932</b>	



# **Enterprise Funds**

## **Utility Enterprise Funds**

Water Distribution

Water Treatment Plant (WTP)

Sewer

Wastewater Treatment Plant (WWTP)

Refuse Collection

Balefill

## **Leisure Enterprise Funds**

Casper Events Center

Golf Course

Casper Recreation Center

Aquatics

Ice Arena

Hogadon Ski Area

## **Other Enterprise Funds**

LifeSteps Campus

Parking Lots

# All Enterprise Funds Consolidated

## Utility, Leisure, and Other Enterprise Funds Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 33,430,951	\$ 35,294,851	\$ 33,774,949	\$ 35,277,536	0%
Miscellaneous	2,355,291	1,936,464	2,569,194	1,918,538	-1%
Transfer In	3,764,419	4,001,540	3,968,138	3,682,627	-8%
System Development Charges	483,150	445,000	465,000	445,000	0%
Grants	5,145,577	5,151,028	13,591,192	663,300	-87%
<b>Total Revenues</b>	<b>\$ 45,179,388</b>	<b>\$ 46,828,883</b>	<b>\$ 54,368,473</b>	<b>\$ 41,987,001</b>	<b>-10%</b>
<b>Expenditures</b>					
Personnel	\$ 11,421,402	\$ 12,158,654	\$ 11,681,582	\$ 11,768,664	-3%
Contractual Services	13,442,988	14,405,595	13,679,342	12,946,088	-10%
Materials & Supplies	7,056,397	7,309,993	6,789,101	7,031,179	-4%
Other	5,324,270	5,007,073	4,820,080	5,317,866	6%
Capital	12,011,377	27,267,863	25,632,576	5,733,939	-79%
Transfers Out	-	645,000	400,000	-	-100%
<b>Total Expenditures</b>	<b>\$ 49,256,434</b>	<b>\$ 66,794,178</b>	<b>\$ 63,002,681</b>	<b>\$ 42,797,736</b>	<b>-36%</b>
<b>Net All Enterprise Funds</b>	<b>\$ (4,077,046)</b>	<b>\$ (19,965,295)</b>	<b>\$ (8,634,208)</b>	<b>\$ (810,735)</b>	<b>-96%</b>

# **Utility Enterprise Funds**

Water Distribution

Water Treatment Plant (WTP)

Sewer

Wastewater Treatment Plant (WWTP)

Refuse Collection

Balefill

## Utility Enterprise Funds Consolidated

Utility Enterprise Funds Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 28,449,721	\$ 30,058,932	\$ 29,136,078	\$ 30,455,101	1%
Miscellaneous	1,869,584	1,452,722	2,112,755	1,458,485	0%
Transfer In	1,500,000	1,500,000	1,500,000	1,500,000	0%
System Development Charges	483,150	445,000	465,000	445,000	0%
Grants	5,145,577	5,151,028	13,591,192	663,300	-87%
<b>Total Revenues</b>	<b>\$ 37,448,032</b>	<b>\$ 38,607,682</b>	<b>\$ 46,805,025</b>	<b>\$ 34,521,886</b>	<b>-11%</b>
<b>Expenditures</b>					
Personnel	\$ 7,058,320	\$ 7,462,211	\$ 7,289,205	\$ 7,394,102	-1%
Contractual Services	10,961,768	11,874,666	11,324,174	10,601,390	-11%
Materials & Supplies	6,339,804	6,586,782	6,145,526	6,395,464	-3%
Other	4,957,645	4,708,278	4,522,933	5,095,359	8%
Capital	11,737,580	27,042,612	25,427,325	5,600,939	-79%
Transfers Out	-	645,000	400,000	-	-100%
<b>Total Expenditures</b>	<b>\$ 41,055,117</b>	<b>\$ 58,319,549</b>	<b>\$ 55,109,163</b>	<b>\$ 35,087,254</b>	<b>-40%</b>
<b>Net All Enterprise Funds</b>	<b>\$ (3,607,085)</b>	<b>\$ (19,711,867)</b>	<b>\$ (8,304,138)</b>	<b>\$ (565,368)</b>	<b>-97%</b>

# **Water Distribution**

**Water**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 10,422,203	\$ 11,582,556	\$ 10,665,625	\$ 11,348,790	-2%
Administration/Management Fees	76,560	81,425	81,425	81,484	0%
<b>Total Revenues</b>	<b>10,498,763</b>	<b>11,663,981</b>	<b>10,747,050</b>	<b>11,430,274</b>	<b>-2%</b>
<b>Expenses</b>					
Personnel Services	2,327,445	2,445,285	2,393,604	2,380,561	-3%
Contractual	1,648,962	2,248,116	2,011,132	1,656,573	-26%
Materials & Supplies	5,001,115	5,003,137	4,794,738	4,987,664	0%
Depreciation	700,000	700,000	700,000	800,000	14%
Debt Service & Interest	636,396	615,552	615,552	987,263	60%
<b>Total Expenses</b>	<b>10,313,918</b>	<b>11,012,090</b>	<b>10,515,026</b>	<b>10,812,061</b>	<b>-2%</b>
<b>Operating Income (Loss)</b>	<b>184,845</b>	<b>651,891</b>	<b>232,024</b>	<b>618,213</b>	<b>-5%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	313,086	230,000	271,734	250,000	9%
Miscellaneous	116,121	55,000	97,473	57,000	4%
<b>Total Revenues</b>	<b>429,207</b>	<b>285,000</b>	<b>369,207</b>	<b>307,000</b>	<b>8%</b>
<b>Expenses</b>					
Bad Debt	16,550	12,000	4,988	15,000	25%
Claims	-	5,000	-	3,000	-40%
<b>Total Expenses</b>	<b>16,550</b>	<b>17,000</b>	<b>4,988</b>	<b>18,000</b>	<b>6%</b>
<b>Non-operating Income (Loss)</b>	<b>412,657</b>	<b>268,000</b>	<b>364,219</b>	<b>289,000</b>	<b>8%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
Capital Grants & Loans	124,077	1,646,972	4,244,787	663,300	-60%
System Development Fees	243,600	230,000	200,000	230,000	0%
Contributions	-	-	410,850	-	0%
Transfers In	1,500,000	1,500,000	1,500,000	1,500,000	0%
<b>Total Sources</b>	<b>1,867,677</b>	<b>3,376,972</b>	<b>6,355,637</b>	<b>2,393,300</b>	<b>-29%</b>
<b>Uses</b>					
New Capital	241,390	7,184,349	5,424,576	1,165,889	-84%
Replacement Capital	2,794,868	3,030,983	4,083,861	1,331,425	-56%
Transfer Out	-	645,000	400,000	-	-100%
<b>Total Uses</b>	<b>3,036,258</b>	<b>10,860,332</b>	<b>9,908,437</b>	<b>2,497,314</b>	<b>-77%</b>
<b>Capital Income (Loss)</b>	<b>(1,168,581)</b>	<b>(7,483,360)</b>	<b>(3,552,800)</b>	<b>(104,014)</b>	<b>-99%</b>
<b>Net Income (Loss)</b>	<b>\$ (571,079)</b>	<b>\$ (6,563,469)</b>	<b>\$ (2,956,557)</b>	<b>\$ 803,199</b>	<b>-112%</b>



## Public Utilities Division

### Water Distribution

**Mission Statement:** To maintain and expand the City's tanks, booster stations, and pipelines to ensure a high quality public water distribution system.

1. **Goal: To maintain a safe potable water supply meeting all regulatory requirements.**

Objective: Maintain an adequate supply of water to meet growing population needs such that a minimum level of water is always available in the water distribution system.

Objective: Implement water conservation strategies that will reduce average per capita consumption by 3% by December 2011.

Objective: Increase the effectiveness of distribution system nitrification control methodologies by December 2010.

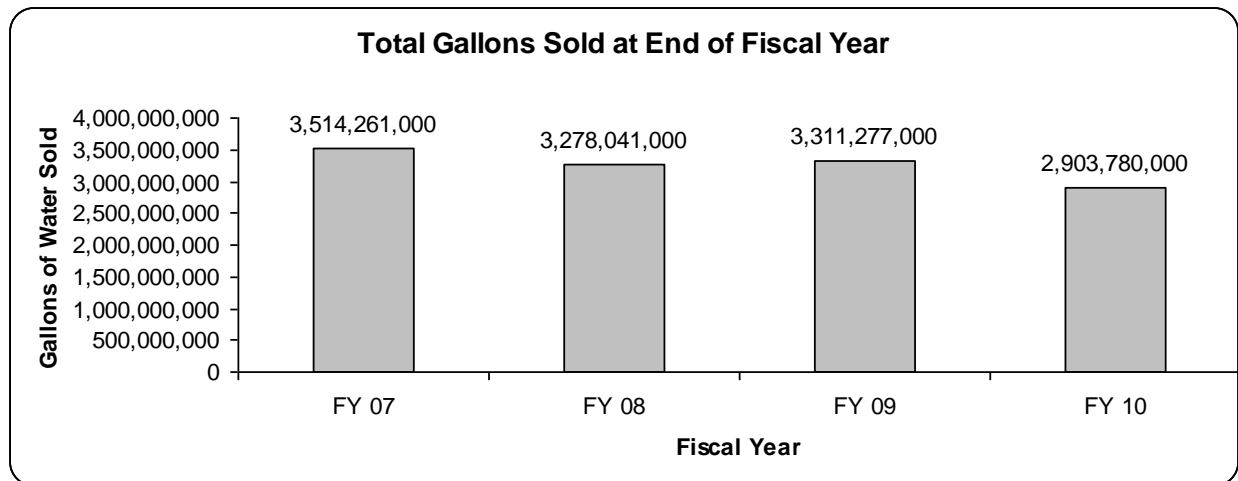
**Highlights from FY 2010:** In FY 2010 to date, Casper's water distribution system was in 100% compliance with all Department of Environmental Quality and Environmental Protection Agency regulations. Water sales for FY 2010 through March were very poor (worst volume sold in over 25 years) mainly because of the cool wet summer of 2009.

Water main replacements associated with the ARRA 2009 miscellaneous water main replacement project were awarded and are under construction. This \$5.6 M project reduced in scope and size the amount of miscellaneous water main replacements needed for the next 3-4 years. The Paradise Valley water transmission line, Upper Rock Creek Reservoir improvements and the Zone III water system improvements project were awarded. A project to improve the low-pressure water area in the central portion of the City, which was identified in the CEPI low-pressure water zone report, was completed in FY 2010.

Two mechanical mixers were purchased and placed in RWS and City tanks to reduce the yearly nitrification problems experienced each fall.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Compliance with water distribution regulations	100% compliance with regulations.	100% compliance with regulations	100% compliance with regulations	100% compliance with regulations
Reduce water consumption (as measured in gallons of water sold)	Water use increased by 1% from FY 2008 levels	Reduce by 3%	Water use declined by 12.31% from FY 2009 levels.	Reduce by 3%
Average per capita yearly water consumption	61,266 gallons based on Census population estimate of 54,047 residents.	Reduce by 3% per capita	52,917 gallons based on Census population estimate of 54,874 residents. A 13.63% decrease per capita.	Reduce average per capita consumption by 3% by December 2011



**Highlights for FY 2011:** This budget was reduced by 39%. This includes a 2% overall reduction in the operations budget and other reductions associated with a community-wide reduction in street repair projects.

This budget reflects the rate increase that was approved to begin in January 2010. The operations expenditures in the FY 2011 are projected to be \$250,000 less than the FY 2010 budget. Due to the timing of new and replacement capital projects, the FY 2011 budget anticipates approximately \$1.0 surplus overall budget. FY 2011 capital projects include Zone IV improvements to raise the Sunrise III tank sixteen feet and \$750,000 of miscellaneous water main replacements.

# Water Fund

## Water FY 2011 Capital Summary

Replacement Capital		New Capital	
Water Main Replacement Program- Scheduled Water Main Replacements	\$ 750,000	Zone IV Improvements including raising Sunrise III Tank and transmission line	\$ 990,000
Pavement as part of Water Main Replacement Program	150,000	Oversizing Reimbursements for developers	20,000
Water Line Materials	80,000	Meters and Automatic Meter Reading System	63,889
Repainting Paradise Valley Water Tank	75,000	Emergency Generator for Booster Stations	85,000
Pumps & Control Valves	30,000	Snow Plow Attachment	7,000
Roof Replacement- Little Garage at Water Distribution Garage	25,000		
Signs and Barricade Replacements	4,000		
Meters, meter heads, and meter parts	66,600		
One Tandem Axle Dump Truck	140,000		
Automatic Data Collector for Meter Reading	10,000		
Computer- A portion of the cost of a computer for Administration	825		
Total	\$ 1,331,425		\$ 1,165,889

## Water Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Administrative Secretary	1	1	1	1
Cross Connection Inspe	1	1	1	1
Equipment Operator II	4	4	4	4
Hydrant Maintenance Supervisor	1	1	1	1
Meter Records Clerk	1	1	1	1
Meter Service Supervisor	1	1	1	1
Meter Service Worker	2	2	2	2
Public Utilities Manager	1	1	1	1
Secretary II	1	1	1	1
Senior Meter Service Worker	4	4	4	4
Utility Superintendent	1	1	1	1
Utility Supervisor	3	3	3	3
Utility Worker I	4	4	4	4
Utility Worker II	2	5	5	5
Water Equipment Operator	1	-	-	-
Water Operations Tech	1	1	1	1
<b>Total</b>	<b>29</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>Part Time Employees (Budget)</b>				
	\$ 13,897	\$ 35,000	\$ 17,000	

<b>Water Budget Summary</b>					
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Charges for Service	\$ 10,422,203	\$ 11,582,556	\$ 10,665,625	\$ 11,348,790	-2%
Miscellaneous	505,767	366,425	450,632	388,484	6%
Contributions	-	-	410,850	-	0%
Transfers In	1,500,000	1,500,000	1,500,000	1,500,000	0%
System Development Charges	243,600	230,000	200,000	230,000	0%
Grants	124,077	1,646,972	4,244,787	663,300	-60%
<b>Total Revenues</b>	<b>\$ 12,795,647</b>	<b>\$ 15,325,953</b>	<b>\$ 17,471,894</b>	<b>\$ 14,130,574</b>	<b>-8%</b>
<b>Expenditures</b>					
Personnel	\$ 2,327,445	\$ 2,445,285	\$ 2,393,604	\$ 2,380,561	-3%
Contractual Services	1,648,962	2,248,116	2,011,132	1,656,573	-26%
Materials & Supplies	5,001,115	5,003,137	4,794,738	4,987,664	0%
Other	1,352,946	1,332,552	1,320,540	1,805,263	35%
Capital	3,036,258	10,215,332	9,508,437	2,497,314	-76%
Transfers Out	-	645,000	400,000	-	-100%
<b>Total Expenditures</b>	<b>\$ 13,366,726</b>	<b>\$ 21,889,422</b>	<b>\$ 20,428,451</b>	<b>\$ 13,327,375</b>	<b>-39%</b>
<b>Net Water Fund</b>	<b>\$ (571,079)</b>	<b>\$ (6,563,469)</b>	<b>\$ (2,956,557)</b>	<b>\$ 803,199</b>	<b>-112%</b>
	Actual Reserves on June 30, 2009			\$ 8,342,717	
	Projected Reserves on June 30, 2010			\$ 6,086,160	
	Projected Reserves on June 30, 2011			\$ 7,689,359	

**FY 2011 Budget  
(Budget Basis)  
Water**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Charges For Services</b>					
User Fees	\$ 9,839,641	\$ 10,938,600	\$ 10,081,555	\$ 10,703,248	-2%
Wholesale Water Sales	272,022	294,644	259,925	297,973	1%
Hydrant Water Usage	92,089	100,000	65,736	80,000	-20%
Services Reconnection	28,495	25,000	59,349	58,000	132%
Meter Sales & Installation	30,790	40,000	25,000	30,000	-25%
Construction Connections	10,427	15,000	17,229	20,000	33%
Other Charges	17,093	29,995	17,514	21,000	-30%
Interdepartmental Services	131,646	139,317	139,317	138,569	-1%
<b>Total Charges For Services</b>	<b>\$ 10,422,203</b>	<b>\$ 11,582,556</b>	<b>\$ 10,665,625</b>	<b>\$ 11,348,790</b>	<b>-2%</b>
<b>Miscellaneous Revenue</b>					
Lease Fees	\$ 58,750	\$ 55,000	\$ 57,000	\$ 57,000	4%
Administrative Fees	76,560	81,425	81,425	81,484	0%
Interest	313,086	230,000	271,734	250,000	9%
Gain/Loss On Investments	57,371	-	40,473	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 505,767</b>	<b>\$ 366,425</b>	<b>\$ 450,632</b>	<b>\$ 388,484</b>	<b>6%</b>
<b>Total Operating Revenue</b>	<b>\$ 10,927,970</b>	<b>\$ 11,948,981</b>	<b>\$ 11,116,257</b>	<b>\$ 11,737,274</b>	<b>-2%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,627,524	\$ 1,637,492	\$ 1,637,492	\$ 1,635,308	0%
Part Time	13,897	35,000	10,761	17,000	-51%
Overtime	91,131	106,000	70,000	71,500	-33%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,732,552</b>	<b>\$ 1,778,492</b>	<b>\$ 1,718,253</b>	<b>\$ 1,723,808</b>	<b>-3%</b>
<b>Other Pay</b>					
Standby Time	\$ 27,967	\$ 28,900	\$ 28,900	\$ 28,400	-2%
Supplemental Pay	-	31,000	31,239	-	-100%
Disability Leave Buy-Back	14,558	16,000	17,026	17,040	7%
Accrued Leave Payoff	533	-	11,550	-	0%
Other Allowances	3,360	4,560	3,360	3,360	-26%
Clothing Allowance	1,441	4,350	1,293	5,650	30%
<b>Total Other Pay</b>	<b>\$ 47,859</b>	<b>\$ 84,810</b>	<b>\$ 93,368</b>	<b>\$ 54,450</b>	<b>-36%</b>

**FY 2011 Budget  
(Budget Basis)  
Water**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 270,755	\$ 291,120	\$ 291,120	\$ 298,884	3%
Other Insurance Benfits	13,244	15,690	15,690	15,379	-2%
FICA/Medicare Tax	130,121	145,447	145,447	136,038	-6%
Retirement Contributions	99,860	101,588	101,588	121,296	19%
Unemployment Compensation	2,501	-	-	-	0%
Workers' Compensation	30,553	28,138	28,138	30,706	9%
<b>Total Benefits</b>	<b>\$ 547,034</b>	<b>\$ 581,983</b>	<b>\$ 581,983</b>	<b>\$ 602,303</b>	<b>3%</b>
<b>Total Personnel</b>	<b>\$ 2,327,445</b>	<b>\$ 2,445,285</b>	<b>\$ 2,393,604</b>	<b>\$ 2,380,561</b>	<b>-3%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 9,444	\$ 10,000	\$ 5,515	\$ 6,000	-40%
Engineering Services	187,158	339,970	378,534	6,000	-98%
Refuse Collection	4,424	1,600	1,756	1,250	-22%
Energy - Electricity	199,042	293,000	251,046	282,000	-4%
Energy - Natural Gas	12,456	12,000	5,686	6,500	-46%
Equipment Repairs	442	1,700	2,191	1,000	-41%
Street Repairs	137,896	468,787	298,264	250,000	-47%
Maintenance Agreements	6,227	7,000	7,000	7,000	0%
Insurance & Bonds	78,084	78,084	78,084	88,821	14%
Telecommunications	7,255	6,800	10,779	12,200	79%
Postage/Shipping	2,136	2,750	963	1,300	-53%
Printing/Reproduction	-	1,000	-	500	-50%
Travel & Training	18,041	29,500	1,649	17,500	-41%
Interdepartmental Services	781,373	796,374	796,374	795,781	0%
Admin/Mgmt Fees	54,693	28,651	28,651	27,729	-3%
Other Contractual	137,761	159,100	134,579	140,892	-11%
Association Dues	4,606	3,800	3,618	3,800	0%
Laundry & Towel Service	7,924	8,000	6,443	8,300	4%
<b>Total Contractual Services</b>	<b>\$ 1,648,962</b>	<b>\$ 2,248,116</b>	<b>\$ 2,011,132</b>	<b>\$ 1,656,573</b>	<b>-26%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 41,617	\$ 50,250	\$ 24,493	\$ 40,500	-19%
Water/Sewer Line Materials	41,797	90,000	110,000	90,000	0%
Engineering Supplies	425	1,200	39	500	-58%
Building Supplies	3,187	8,607	4,727	5,500	-36%
Meter Supplies	978	5,000	4,000	3,000	-40%
Instrumentation	8,771	8,000	2,400	7,000	-13%
Booster/Lift Station Supplies	7,458	11,000	5,000	9,900	-10%
Other Structures	18,393	20,400	10,096	12,000	-41%

**FY 2011 Budget  
(Budget Basis)  
Water**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies Cont.</b>					
Vehicle Supplies	\$ 3,479	\$ 4,500	\$ 5,263	\$ 4,500	0%
Bulk Water	4,797,272	4,722,180	4,560,000	4,741,764	0%
Bulk Fuel	77,738	82,000	68,720	73,000	-11%
<b>Total Material &amp; Supplies</b>	<b>\$ 5,001,115</b>	<b>\$ 5,003,137</b>	<b>\$ 4,794,738</b>	<b>\$ 4,987,664</b>	<b>0%</b>
<b>Other Expenses</b>					
Debt Service	\$ 396,042	\$ 406,194	\$ 406,194	\$ 686,439	69%
Depreciation	700,000	700,000	700,000	800,000	14.29%
Interest	240,354	209,358	209,358	300,824	44%
Bad Debt	16,550	12,000	4,988	15,000	25%
Claims	-	5,000	-	3,000	-40%
<b>Total Other Expenses</b>	<b>\$ 1,352,946</b>	<b>\$ 1,332,552</b>	<b>\$ 1,320,540</b>	<b>\$ 1,805,263</b>	<b>35%</b>
<b>Total Operating Expenses</b>	<b>\$ 10,330,468</b>	<b>\$ 11,029,090</b>	<b>\$ 10,520,014</b>	<b>\$ 10,830,061</b>	<b>-2%</b>
<b>Operating Income (Loss)</b>	<b>\$ 597,502</b>	<b>\$ 919,891</b>	<b>\$ 596,243</b>	<b>\$ 907,213</b>	<b>-1%</b>
<b>Capital Revenue</b>					
<b>Grants</b>					
State Grants/Loans	\$ 124,077	\$ 1,646,972	\$ 4,244,787	\$ 663,300	-60%
Federal Grants	-	-	-	-	0%
<b>Total Grants</b>	<b>\$ 124,077</b>	<b>\$ 1,646,972</b>	<b>\$ 4,244,787</b>	<b>\$ 663,300</b>	<b>-60%</b>
<b>Operating Transfers</b>					
System Development Charges	\$ 243,600	\$ 230,000	\$ 200,000	\$ 230,000	0%
Transfers In	1,500,000	1,500,000	1,500,000	1,500,000	0%
Contributions	-	-	410,850	-	0%
<b>Total Operating Transfers</b>	<b>\$ 1,743,600</b>	<b>\$ 1,730,000</b>	<b>\$ 2,110,850</b>	<b>\$ 1,730,000</b>	<b>0%</b>
<b>Total Capital Revenue</b>	<b>\$ 1,867,677</b>	<b>\$ 3,376,972</b>	<b>\$ 6,355,637</b>	<b>\$ 2,393,300</b>	<b>-29%</b>
<b>Capital Expenses</b>					
<b>Capital - New</b>					
Improve Other Than Buildings	\$ 162,231	\$ 6,905,649	\$ 5,172,926	\$ 1,010,000	-85%
Light Equipment	77,283	88,700	64,650	70,889	-20%
Heavy Equipment	-	185,000	185,000	85,000	-54%
Intangibles	-	5,000	2,000	-	-100%
Technologies	1,876	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ 241,390</b>	<b>\$ 7,184,349</b>	<b>\$ 5,424,576</b>	<b>\$ 1,165,889</b>	<b>-84%</b>

**FY 2011 Budget  
(Budget Basis)  
Water**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	2,482,869	2,673,922	3,793,500	1,110,000	-58%
Light Equipment	152,431	143,561	82,361	70,600	-51%
Heavy Equipment	153,403	210,000	205,000	140,000	-33%
Technologies	6,165	3,500	3,000	10,825	209%
<b>Total Capital - Replacement</b>	<b>\$ 2,794,868</b>	<b>\$ 3,030,983</b>	<b>\$ 4,083,861</b>	<b>\$ 1,331,425</b>	<b>-56%</b>
<b>Total Capital Expenses</b>	<b>\$ 3,036,258</b>	<b>\$ 10,215,332</b>	<b>\$ 9,508,437</b>	<b>\$ 2,497,314</b>	<b>-76%</b>
<b>Net Capital</b>	<b>\$ (1,168,581)</b>	<b>\$ (6,838,360)</b>	<b>\$ (3,152,800)</b>	<b>\$ (104,014)</b>	<b>-98%</b>
<b>Transfers Out</b>					
Transfer to ARRA Fund for Match	\$ -	\$ 645,000	\$ 400,000	\$ -	-100%
<b>Total Transfers Out</b>	<b>\$ -</b>	<b>\$ 645,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>-100%</b>
<b>Net Fund</b>	<b>\$ (571,079)</b>	<b>\$ (6,563,469)</b>	<b>\$ (2,956,557)</b>	<b>\$ 803,199</b>	<b>-112%</b>



# **Water Treatment Plant (WTP)**

## Water Treatment Plant Operations

### Income Statement

(Budget Basis)

FY 2011

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 2,168,258	\$ 2,565,396	\$ 2,368,631	\$ 2,406,690	-6%
<b>Total Revenues</b>	2,168,258	2,565,396	2,368,631	2,406,690	-6%
<b>Expenses</b>					
Personnel Services	688,896	746,479	726,359	750,616	1%
Contractual	943,749	1,158,417	1,034,684	1,073,124	-7%
Materials & Supplies	535,613	660,500	607,588	582,950	-12%
<b>Total Expenses</b>	2,168,258	2,565,396	2,368,631	2,406,690	-6%
<b>Operating Income (Loss)</b>	-	-	-	-	0%
<b>Net Income (Loss)</b>	\$ -	\$ -	\$ -	\$ -	0%

## Public Utilities Division

### Water Treatment Plant Operations

The City of Casper operates the water treatment plant on behalf of Central Wyoming Regional Water System Treatment Plant Joint Powers Board, and accounts for operational costs in this fund. Capital costs are not shown in this fund but are accounted for in the Joint Powers Board's separate financial statements.

**Mission Statement:** To operate the Central Wyoming Regional Water System Treatment Plant Joint Powers Board's water treatment plant, to produce and deliver high quality water to the members of the Regional Water System.

**1. Goal: To increase the water available for new residential and commercial usage**

Objective: Increase available firm water supplies by 10% by December 2011.

Objective: Maintain the five-year moving average peak water demand to increases no greater than the growth rate over the next 3 years. (The current demand is 27,347,000 gallons.)

**2. Goal: To maintain a reliable power source to provide treated water to customers at all times.**

Objective: Increase the reliability of power by constructing emergency generation systems for the WTP and water distribution booster stations.

Objective: Reduce to zero the number of minutes without electrical power at the Water Treatment Plant.

**Highlights from FY 2010:** Water produced during FY 2010 was in 100% compliance with all Environmental Protection Agency and Department of Environmental Quality regulations. This year recorded the lowest volume sold in over 25 years due to the cool wet summer of 2009; this had a significant impact on revenues from water sold. The Board completed a revised wholesale water rate model and updated capital improvement plan.

Projects completed included Wardwell Zone IIIB water system; Upper Rock Creek Reservoir improvements; design of water treatment plant emergency generator; and the purchase of two portable generators.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Compliance with water treatment regulations	100% Compliance. No violations.	100% Compliance. No violations.	100% Compliance. No violations.	100% Compliance. No violations.
Maintain five year moving average peak water demand to increases no greater than the growth rate	Five year average peak water demand 27,347, 000 gallons	Maintain peak increase to no greater than five year growth rate	Average peak declined to 26, 353,000 because the peak during FY 2010 was only 22,905,000	Maintain peak increase to no greater than five year growth rate

**Highlights for FY 2011:** The operations expenditures in the FY 2011 budget were reduced by \$150,000 (6%) from FY 2010, primarily by reducing expenditures on natural gas (by 31%) and materials and supplies (12%).

Major capital items at the Water Treatment Plant include the construction of an emergency power generator. In addition, an alternate backwash water supply project will be undertaken in order to take the large 2.6 million gallon tank at the WTP out of service for major maintenance and repainting. The Bryan Stock Trail Booster Station and Amoco Road Water Main Project is scheduled to be designed and constructed. This booster station/water main will serve as a redundant source for water service to the northern portion of the RWS system.

# Water Treatment Plant Operations Fund

Water Treatment Plant Operations Staffing Summary							
	FY 2008	FY 2009	FY 2010	FY 2011			
Full Time Positions							
Custodial Maintenance Worker I	1	1	1	1	0%		
Plant Mechanic I	1	1	1	1	0%		
Secretary II	1	1	1	1	0%		
Utility Worker II	2	-	-	-	0%		
Water Operations Specialist	2	2	2	2	0%		
Water Plant Operator	1	1	1	1	0%		
Water Plant Operation Tech	3	3	3	3	0%		
WTP Operations Manager	1	1	1	1	0%		
Total	12	10	10	10	0%		
Part Time Employees (Budget)							
	\$	74.616	\$	100.608	\$	113.352	13%

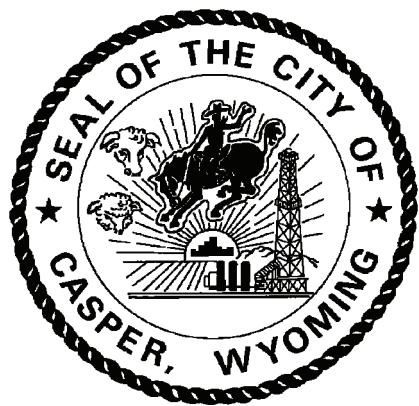
Water Treatment Plant Operations Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 2,168,258	\$ 2,565,396	\$ 2,368,631	\$ 2,406,690	-6%
<b>Total Revenues</b>	<b>\$ 2,168,258</b>	<b>\$ 2,565,396</b>	<b>\$ 2,368,631</b>	<b>\$ 2,406,690</b>	<b>-6%</b>
<b>Expenditures</b>					
Personnel	\$ 688,896	\$ 746,479	\$ 726,359	\$ 750,616	1%
Contractual Services	943,749	1,158,417	1,034,684	1,073,124	-7%
Materials & Supplies	535,613	660,500	607,588	582,950	-12%
<b>Total Expenditures</b>	<b>\$ 2,168,258</b>	<b>\$ 2,565,396</b>	<b>\$ 2,368,631</b>	<b>\$ 2,406,690</b>	<b>-6%</b>
<b>Net Water Treatment Plant Operations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Projected Reserves on June 30, 2009				\$0	
Projected Reserves on June 30, 2010				\$0	
Projected Reserves on June 30, 2011				\$0	

**FY 2011 Budget  
(Budget Basis)  
Water Treatment Plant Operations**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Charges For Services</b>					
Intergovernmental Reimbursements	\$ 2,168,258	\$ 2,565,396	\$ 2,368,631	\$ 2,406,690	-6%
<b>Total Charges For Services</b>	<u>\$ 2,168,258</u>	<u>\$ 2,565,396</u>	<u>\$ 2,368,631</u>	<u>\$ 2,406,690</u>	<u>-6%</u>
<b>Total Operating Revenue</b>	<u>\$ 2,168,258</u>	<u>\$ 2,565,396</u>	<u>\$ 2,368,631</u>	<u>\$ 2,406,690</u>	<u>-6%</u>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 496,465	\$ 505,462	\$ 490,339	\$ 506,114	0%
Overtime	23,432	28,000	22,000	20,000	-29%
<b>Total Salaries &amp; Wages</b>	<u>\$ 519,897</u>	<u>\$ 533,462</u>	<u>\$ 512,339</u>	<u>\$ 526,114</u>	<u>-1%</u>
<b>Other Pay</b>					
Standby Time	\$ 5,204	\$ 5,500	\$ 5,500	\$ 5,500	0%
Supplemental Pay	-	10,000	10,000	-	-100%
Disability Leave Buy-Back	5,566	6,600	7,403	9,000	36%
Accrued Leave Payout	-	-	1,005	-	
Other Allowances	1,920	1,920	1,920	1,920	0%
Clothing Allowance	516	1,350	545	1,800	33%
<b>Total Other Pay</b>	<u>\$ 13,206</u>	<u>\$ 25,370</u>	<u>\$ 26,373</u>	<u>\$ 18,220</u>	<u>-28%</u>
<b>Benefits</b>					
Health Insurance	\$ 74,616	\$ 100,608	\$ 100,608	\$ 113,352	13%
Other Insurance Benefits	4,165	4,732	4,732	4,714	0%
FICA/Medicare Tax	38,265	43,343	43,343	41,641	-4%
Retirement Contributions	29,825	30,761	30,761	37,195	21%
Workers' Compensation	8,922	8,203	8,203	9,380	14%
<b>Total Benefits</b>	<u>\$ 155,793</u>	<u>\$ 187,647</u>	<u>\$ 187,647</u>	<u>\$ 206,282</u>	<u>10%</u>
<b>Total Personnel</b>	<u>\$ 688,896</u>	<u>\$ 746,479</u>	<u>\$ 726,359</u>	<u>\$ 750,616</u>	<u>1%</u>
<b>Contractual Services</b>					
Lab Services	\$ 41,201	\$ 43,500	\$ 40,000	\$ 43,500	0%
Sewer	169	250	152	200	-20%
Refuse Collection	627	60,650	40,000	40,000	-34%
Energy - Electricity	628,747	700,000	687,000	692,000	-1%
Energy - Natural Gas	90,083	145,000	78,000	100,000	-31%
Equipment Repairs	27,474	30,000	19,000	25,000	-17%
Maintenance Agreements	16,838	25,650	25,425	24,655	-4%
Telecommunications	1,522	1,500	1,457	1,500	0%
Postage/Shipping	471	1,500	376	850	-43%
Advertising	383	600	585	550	-8%

**FY 2011 Budget  
(Budget Basis)  
Water Treatment Plant Operations**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services Cont.</b>					
Printing / Reproduction	\$ -	\$ 400	\$ -	\$ 100	-75%
Travel	1,540	6,000	500	2,500	-58%
Interdepartmental Charges	131,646	139,317	139,317	138,569	-1%
Other Contractual	-	500	-	250	-50%
Association Dues	818	1,150	650	1,150	0%
Laundry & Towel Service	2,230	2,400	2,222	2,300	-4%
<b>Total Contractual Services</b>	<b>\$ 943,749</b>	<b>\$ 1,158,417</b>	<b>\$ 1,034,684</b>	<b>\$ 1,073,124</b>	<b>-7%</b>
<b>Materials &amp; Supplies</b>					
Chemicals	\$ 497,824	\$ 580,000	\$ 550,000	\$ 525,000	-9%
Other Materials & Supplies	22,275	38,500	28,405	28,300	-26%
Water/Sewer Line Materials	5,269	12,000	7,800	9,000	-25%
Instrumentation	2,831	8,000	5,000	5,000	-38%
Booster/Lift Station Supplies	918	2,000	2,498	2,000	0%
Uniforms	1,282	1,500	500	150	-90%
Other Structures	1,587	12,500	9,000	8,000	-36%
Vehicle Supplies	3,627	6,000	4,385	5,500	-8%
<b>Total Materials &amp; Supplies</b>	<b>\$ 535,613</b>	<b>\$ 660,500</b>	<b>\$ 607,588</b>	<b>\$ 582,950</b>	<b>-12%</b>
<b>Total Expenses</b>	<b>\$ 2,168,258</b>	<b>\$ 2,565,396</b>	<b>\$ 2,368,631</b>	<b>\$ 2,406,690</b>	<b>-6%</b>
<b>Net Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>





# Sewer

**Sewer**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 4,250,746	\$ 4,103,200	\$ 4,400,000	\$ 4,202,573	2%
Administration/Management Fees	272,061	258,046	258,046	251,021	-3%
<b>Total Revenues</b>	<b>4,522,807</b>	<b>4,361,246</b>	<b>4,658,046</b>	<b>4,453,594</b>	<b>2%</b>
<b>Expenses</b>					
Personnel Services	496,245	504,377	470,125	489,955	-3%
Contractual	3,009,669	3,123,027	3,369,187	3,128,554	0%
Materials & Supplies	17,409	26,750	17,639	23,450	-12%
Depreciation	435,000	435,000	435,000	479,000	10%
<b>Total Expenses</b>	<b>3,958,323</b>	<b>4,089,154</b>	<b>4,291,951</b>	<b>4,120,959</b>	<b>1%</b>
<b>Operating Income (Loss)</b>	<b>564,484</b>	<b>272,092</b>	<b>366,095</b>	<b>332,635</b>	<b>22%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	135,291	90,000	136,621	110,000	22%
Miscellaneous	17,190	-	9,241	10,000	100%
Gain/Loss on Sale of Investments	27,440	-	20,349	-	0%
<b>Total Revenues</b>	<b>179,921</b>	<b>90,000</b>	<b>166,211</b>	<b>120,000</b>	<b>33%</b>
<b>Expenses</b>					
Bad Debt	7,574	15,000	3,000	7,500	-50%
Claims	6,948	10,000	1,875	8,000	-20%
<b>Total Expenses</b>	<b>14,522</b>	<b>25,000</b>	<b>4,875</b>	<b>15,500</b>	<b>-38%</b>
<b>Non-operating Income (Loss)</b>	<b>165,399</b>	<b>65,000</b>	<b>161,336</b>	<b>104,500</b>	<b>61%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
System Development Fees	69,370	65,000	70,000	65,000	0%
<b>Total Sources</b>	<b>69,370</b>	<b>65,000</b>	<b>70,000</b>	<b>65,000</b>	<b>0%</b>
<b>Uses</b>					
New Capital	41,796	157,089	110,000	18,000	-89%
Replacement Capital	1,212,060	1,242,890	2,742,216	443,725	-64%
<b>Total Uses</b>	<b>1,253,856</b>	<b>1,399,979</b>	<b>2,852,216</b>	<b>461,725</b>	<b>-67%</b>
<b>Capital Income (Loss)</b>	<b>(1,184,486)</b>	<b>(1,334,979)</b>	<b>(2,782,216)</b>	<b>(396,725)</b>	<b>-70%</b>
<b>Net Income (Loss)</b>	<b>\$ (454,603)</b>	<b>\$ (997,887)</b>	<b>\$ (2,254,785)</b>	<b>\$ 40,410</b>	<b>-104%</b>

## Public Utilities Division

### Sewer Fund

**Mission Statement:** To collect and transport liquid waste to the Wastewater Treatment Plant in a safe and environmentally sound fashion.

- Goal: To decrease the number of sewer main failures (backups and overflows) in the system.**

Objective: To increase to 100% the accuracy of the asset inventory of sewer main age, material and size to establish an appropriate scheduling of CCTV work and cleaning based on the age and material of the mains.

Objective: To reduce the number of sewer main backups by 15% from 2010 through the FY 2011 year.

**Highlights from FY 2010:** This budget reflects the rate increase that was approved to begin in January 2010. Sewer main rehabilitations associated with the ARRA 2009 miscellaneous sewer main rehabilitation project were awarded and are under construction. Phase II of the miscellaneous sewer main rehabilitation was awarded in spring 2010. These projects will reduce in scope and size the amount of miscellaneous sewer main rehabilitation projects needed for the next 3-4 years. The Sewer Master Plan study was awarded this includes updating and correcting GIS coverage. Twenty-five sewer backups occurred. Crews cleaned 475,000 feet of sewer and televised 60,000 feet of sewer.

#### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
# of sewer backups	24	Reduce sewer backups by 15% to 20	24	Reduce sewer backups by 15% to 20

**Highlights for FY 2011:** This budget reflects a \$41,000 (16%) reduction in the cost of operations. Increases in depreciation expenses actually caused the overall budget to increase by 1%. This budget reflects the rate increase that was approved in January 2010.

# Sewer Fund

## Sewer FY 2011 Capital Summary

Replacement Capital		New Capital	
	\$ 400,000	Oversizing reimbursement for developers	15,000
Manhole and sewer main replacement	40,000	Sewer cleaning balls for areas inaccessible with vacuum truck	3,000
One-ton service truck with crane	3,725		
Toughbook field computer and partial cost for a computer for Utilities administration			\$ 18,000
<b>Total</b>	<b>\$ 443,725</b>		

## Sewer Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Utility Supervisor	1	1	1	1
Utility Worker I	1	1	1	1
Utility Worker II	5	5	5	5
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Part Time Employees (Budget)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Sewer Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 4,250,746	\$ 4,103,200	\$ 4,400,000	\$ 4,202,573	2%
Miscellaneous	451,982	348,046	424,257	371,021	7%
System Development Charges	69,370	65,000	70,000	65,000	0%
<b>Total Revenues</b>	<b>\$ 4,772,098</b>	<b>\$ 4,516,246</b>	<b>\$ 4,894,257</b>	<b>\$ 4,638,594</b>	<b>3%</b>
<b>Expenditures</b>					
Personnel	\$ 496,245	\$ 504,377	\$ 470,125	\$ 489,955	-3%
Contractual Services	3,009,669	3,123,027	3,369,187	3,128,554	0%
Materials & Supplies	17,409	26,750	17,639	23,450	-12%
Other	449,522	460,000	439,875	542,753	18%
Capital	1,253,856	1,399,979	2,852,216	461,725	-67%
<b>Total Expenditures</b>	<b>\$ 5,226,701</b>	<b>\$ 5,514,133</b>	<b>\$ 7,149,042</b>	<b>\$ 4,646,437</b>	<b>-16%</b>
<b>Net Sewer Fund</b>	<b>\$ (454,603)</b>	<b>\$ (997,887)</b>	<b>\$ (2,254,785)</b>	<b>\$ (7,843)</b>	<b>-99%</b>
Projected Reserves on June 30, 2009					\$ 4,316,194
Projected Reserves on June 30, 2010					\$ 2,496,409
Projected Reserves on June 30, 2011					\$ 2,967,566

**FY 2011 Budget  
(Budget Basis)  
Sewer**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Charges For Services</b>					
User Fees	\$ 4,250,746	\$ 4,103,200	\$ 4,400,000	\$ 4,202,573	2%
<b>Total Charges For Services</b>	<b>\$ 4,250,746</b>	<b>\$ 4,103,200</b>	<b>\$ 4,400,000</b>	<b>\$ 4,202,573</b>	<b>2%</b>
<b>Miscellaneous Revenue</b>					
Miscellaneous	\$ 17,190	\$ -	\$ 9,241	\$ 10,000	100%
Administrative Fees	272,061	258,046	258,046	251,021	-3%
Interest	135,291	90,000	136,621	110,000	22%
Gain/Loss On Sale Of Investments	27,440	-	20,349	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 451,982</b>	<b>\$ 348,046</b>	<b>\$ 424,257</b>	<b>\$ 371,021</b>	<b>7%</b>
<b>Total Operating Revenue</b>	<b>\$ 4,702,728</b>	<b>\$ 4,451,246</b>	<b>\$ 4,824,257</b>	<b>\$ 4,573,594</b>	<b>3%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 340,359	\$ 348,484	\$ 317,671	\$ 336,731	-3%
Overtime	30,171	20,000	14,847	17,000	-15%
<b>Total Salaries &amp; Wages</b>	<b>\$ 370,530</b>	<b>\$ 368,484</b>	<b>\$ 332,518</b>	<b>\$ 353,731</b>	<b>-4%</b>
<b>Other Pay</b>					
Standby Time	\$ 10,587	\$ 12,000	\$ 12,000	\$ 12,000	0%
Supplemental Pay	-	7,000	7,000	-	-100%
Disability Leave Buy-Back	396	750	1,908	2,700	260%
Accrued Leave Payoff	11,194	3,000	4,046	-	-100%
Other Allowances	480	480	480	480	0%
Clothing Allowance	416	1,050	560	675	-36%
<b>Total Other Pay</b>	<b>\$ 23,073</b>	<b>\$ 24,280</b>	<b>\$ 25,994</b>	<b>\$ 15,855</b>	<b>-35%</b>
<b>Benefits</b>					
Health Insurance	\$ 42,726	\$ 49,371	\$ 49,371	\$ 56,676	15%
Other Insurance Benefits	2,765	3,543	3,543	3,347	-6%
FICA/Medicare Tax	28,530	30,703	30,703	28,274	-8%
Retirement Contributions	21,629	21,825	21,825	25,346	16%
Workers' Compensation	6,992	6,171	6,171	6,726	9%
<b>Total Benefits</b>	<b>\$ 102,642</b>	<b>\$ 111,613</b>	<b>\$ 111,613</b>	<b>\$ 120,369</b>	<b>8%</b>
<b>Total Personnel</b>	<b>\$ 496,245</b>	<b>\$ 504,377</b>	<b>\$ 470,125</b>	<b>\$ 489,955</b>	<b>-3%</b>

**FY 2011 Budget  
(Budget Basis)  
Sewer**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Investment Fees	\$ 4,067	\$ 4,500	\$ 2,517	\$ 3,500	-22%
Energy - Electricity	3,062	4,000	3,525	4,000	0%
Equipment Repairs	935	6,000	472	4,000	-33%
Insurance & Bonds	36,823	39,401	39,401	41,887	6%
Telecommunications	1,377	8,250	1,587	1,800	-78%
Travel & Training	9,005	11,450	2,200	7,500	-34%
Interdepartmental Services	456,737	483,456	483,456	480,094	-1%
Admin/Mgmt Fees	105,993	81,424	81,424	81,484	0%
Other Contractual	45,722	59,149	8,502	46,000	-22%
Association Dues	697	450	189	445	-1%
Laundry & Towel Service	3,933	4,000	2,989	3,500	-13%
Sewer	2,341,318	2,420,947	2,742,925	2,454,344	1%
<b>Total Contractual Services</b>	<b>\$ 3,009,669</b>	<b>\$ 3,123,027</b>	<b>\$ 3,369,187</b>	<b>\$ 3,128,554</b>	<b>0%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 10,019	\$ 9,750	\$ 4,907	\$ 8,450	-13%
Water/Sewer Line Materials	2,072	10,000	8,194	9,000	-10%
Engineering Supplies	-	1,000	-	500	-50%
Booster/Lift Station Supplies	2,678	5,000	3,500	4,500	-10%
Vehicle Supplies	2,640	1,000	1,038	1,000	0%
<b>Total Material &amp; Supplies</b>	<b>\$ 17,409</b>	<b>\$ 26,750</b>	<b>\$ 17,639</b>	<b>\$ 23,450</b>	<b>-12%</b>
<b>Other Expenses</b>					
Depreciation	\$ 435,000	\$ 435,000	\$ 435,000	\$ 479,000	10%
Bad Debt	7,574	15,000	3,000	7,500	-50%
Claims	6,948	10,000	1,875	8,000	-20%
<b>Total Other Expenses</b>	<b>\$ 449,522</b>	<b>\$ 460,000</b>	<b>\$ 439,875</b>	<b>\$ 494,500</b>	<b>8%</b>
<b>Total Operating Expenses</b>	<b>\$ 3,972,845</b>	<b>\$ 4,114,154</b>	<b>\$ 4,296,826</b>	<b>\$ 4,136,459</b>	<b>1%</b>
<b>Operating Income (Loss)</b>	<b>\$ 729,883</b>	<b>\$ 337,092</b>	<b>\$ 527,431</b>	<b>\$ 437,135</b>	<b>30%</b>
<b>Capital</b>					
<b>Capital Charges</b>					
System Development Charges	\$ 69,370	\$ 65,000	\$ 70,000	\$ 65,000	0%
<b>Total Capital Charges</b>	<b>\$ 69,370</b>	<b>\$ 65,000</b>	<b>\$ 70,000</b>	<b>\$ 65,000</b>	<b>0%</b>
<b>Total Capital Revenue</b>	<b>\$ 69,370</b>	<b>\$ 65,000</b>	<b>\$ 70,000</b>	<b>\$ 65,000</b>	<b>0%</b>

**FY 2011 Budget  
(Budget Basis)  
Sewer**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital Expenses</b>					
<b>Debt Service</b>					
Principal	\$ -	\$ -	\$ -	\$ 24,645	100%
Interest Expense	\$ -	\$ -		\$ 23,608	100%
<b>Totl Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,253</b>	<b>100%</b>
<b>Capital Expenses</b>					
<b>Capital - New</b>					
Improve Other Than Buildings	\$ -	\$ 35,000	\$ -	\$ 15,000	-57%
Light Equipment	\$ -	\$ 13,000	\$ -	\$ 3,000	-77%
Intangibles	40,911	109,089	110,000	-	-100%
Technologies	885	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ 41,796</b>	<b>\$ 157,089</b>	<b>\$ 110,000</b>	<b>\$ 18,000</b>	<b>-89%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	975,454	1,240,715	2,740,716	400,000	-68%
Light Equipment	7,998	-	-	-	0%
Heavy Equipment	227,729	-	-	40,000	100%
Technologies	879	2,175	1,500	3,725	71%
<b>Total Capital - Replacement</b>	<b>\$ 1,212,060</b>	<b>\$ 1,242,890</b>	<b>\$ 2,742,216</b>	<b>\$ 443,725</b>	<b>-64%</b>
<b>Total Capital Expenses</b>	<b>\$ 1,253,856</b>	<b>\$ 1,399,979</b>	<b>\$ 2,852,216</b>	<b>\$ 461,725</b>	<b>-67%</b>
<b>Total Non-Operating Expenses</b>	<b>\$ 1,253,856</b>	<b>\$ 1,399,979</b>	<b>\$ 2,852,216</b>	<b>\$ 509,978</b>	<b>-64%</b>
<b>Net Capital</b>	<b>\$ (1,184,486)</b>	<b>\$ (1,334,979)</b>	<b>\$ (2,782,216)</b>	<b>\$ (444,978)</b>	<b>-67%</b>
<b>Net Fund</b>	<b>\$ (454,603)</b>	<b>\$ (997,887)</b>	<b>\$ (2,254,785)</b>	<b>\$ (7,843)</b>	<b>-99%</b>





# **Wastewater Treatment Plant**

**Wastewater Treatment Plant**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 2,955,967	\$ 3,044,820	\$ 2,908,838	\$ 3,050,607	0%
Administration/Management Fees	28,374	28,651	28,651	27,729	-3%
<b>Total Revenues</b>	<b>2,984,341</b>	<b>3,073,471</b>	<b>2,937,489</b>	<b>3,078,336</b>	<b>0%</b>
<b>Expenses</b>					
Personnel Services	1,123,121	1,192,193	1,199,170	1,186,414	0%
Contractual	899,892	947,059	891,704	859,791	-9%
Materials & Supplies	208,562	277,500	223,295	269,500	-3%
Depreciation	750,000	750,000	750,000	750,000	0%
<b>Total Expenses</b>	<b>2,981,575</b>	<b>3,166,752</b>	<b>3,064,169</b>	<b>3,065,705</b>	<b>-3%</b>
<b>Operating Income (Loss)</b>	<b>2,766</b>	<b>(93,281)</b>	<b>(126,680)</b>	<b>12,631</b>	<b>-114%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	277,390	120,000	225,556	200,000	67%
Gain/ Loss on Sale of Investments	56,260	-	33,595	-	0%
<b>Total Revenues</b>	<b>333,650</b>	<b>120,000</b>	<b>259,151</b>	<b>200,000</b>	<b>67%</b>
<b>Expenses</b>					
Debt Service	411,044	421,321	421,321	431,854	2%
Interest Expense	646,817	252,224	252,224	241,691	-4%
<b>Total Expenses</b>	<b>1,057,861</b>	<b>673,545</b>	<b>673,545</b>	<b>673,545</b>	<b>0%</b>
<b>Non-operating Income (Loss)</b>	<b>(724,211)</b>	<b>(553,545)</b>	<b>(414,394)</b>	<b>(473,545)</b>	<b>-14%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
Capital Grants & Loans	-	-	-	-	0%
System Development Fees	170,180	150,000	195,000	150,000	0%
<b>Total Sources</b>	<b>170,180</b>	<b>150,000</b>	<b>195,000</b>	<b>150,000</b>	<b>0%</b>
<b>Uses</b>					
New Capital	35,887	249,308	251,000	2,500	-99%
Replacement Capital	1,339,130	3,431,807	2,449,765	1,035,500	-70%
<b>Total Uses</b>	<b>1,375,017</b>	<b>3,681,115</b>	<b>2,700,765</b>	<b>1,038,000</b>	<b>-72%</b>
<b>Capital Income (Loss)</b>	<b>(1,204,837)</b>	<b>(3,531,115)</b>	<b>(2,505,765)</b>	<b>(888,000)</b>	<b>-75%</b>
<b>Net Income (Loss)</b>	<b>\$ (1,926,282)</b>	<b>\$ (4,177,941)</b>	<b>\$ (3,046,839)</b>	<b>\$ (1,348,914)</b>	<b>-68%</b>

## Public Utilities Division

### Wastewater Treatment Plant

**Mission Statement:** To operate the wastewater plant for treatment of regional sanitary wastewater.

**Goal:** To maintain 100% compliance for all discharges of sewage through the plant into the North Platte River.

Objective: Maintain a capital replacement schedule of the remaining original plant infrastructure to avoid failure of any of the necessary equipment or process controls.

Objective: Increase reliable power source by constructing an emergency generation system.

Objective: Reduce to zero the number of minutes without electrical power at the Wastewater Treatment Plant.

**Highlights from FY 2010:** The \$15.3 million WWTP improvements project was finished in FY09. The new operation processes allow the plant to meet the new Environmental Protection Agency and Department of Environmental Quality discharge permit requirements, and expanded the capacity of the plant to 10 million gallons per day.

The replacement of the anaerobic digester #3 cover, which was constructed in 1983, was awarded FY 2010. This digester is critical in order for the plant to continue to produce Class B biosolids. Another major capital project was the construction, by City construction crews of the biosolids & yard waste co-composting facility at the landfill. This will greatly reduce the disposal costs of the biosolids, while providing a composted material suitable for intermediate cover and final cover on the landfill cells. This project started in FY 2010 and will be finished in FY 2011. Two major lift stations serving the Town of Bar Nunn and the Wardwell Water and Sewer District were replaced. An emergency generator study recommended the replacement of a front-end generator to replace three old generators throughout the plant. An Equipment Condition Assessment and Process Energy Audit was awarded to help develop a capital replacement program for the years ahead.

#### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Maintain 100% compliance for all discharged into the North Platte River	100% compliance	100% compliance	Out of compliance for ammonia and e-coli for month of May 2010	100% compliance

**Highlights for FY 2011:** The operations expenditures in the FY 2011 WWTP budget is \$86,000 (3%) less than FY 2010. The one major project planned for the upcoming year is the replacement of the head and bar screens (the existing bar screens are 27 years old and are obsolete). A study for sustainable WTP/WWTP utility requirements and expenses is planned for FY 2011.

# Wastewater Treatment Plant Fund

## Wastewater Treatment Plant FY 2011 Capital Summary

Replacement Capital		New Capital	
Replacement of lighting throughout plant to energy efficient fixtures	\$ 70,000	Shop Equipment	\$ 2,500
Sludge grinder	10,000		
Lab Equipment	2,000	<b>Total</b>	<u>\$ 2,500</u>
Headworks Building Bar Screens	650,000		
Replacements (Two Bar Screens)			
Headworks Building Heaters	50,000		
Secondary Clarifier No. 3 Renovations	65,000		
	35,000		
Tank Recoating for Corrosion Protection			
Plant Valves	20,000		
WWTP Energy Use Reduction Study	50,000		
Process Operations Software	9,000		
Unanticipated Replacements Due to Equipment Failure	70,000		
Computer Replacements	4,500		
<b>Total</b>	<u>\$ 1,035,500</u>		

## Wastewater Treatment Plant Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Industrial Pretreatment Supervisor	1	1	1	1
Instrument and Controls Tech	1	1	1	1
Laboratory Technician II	1	1	1	1
Plant Maintenance Supervisor	1	1	1	1
Plant Mechanic I	1	1	1	1
Plant Mechanic II	2	2	2	2
Secretary II	1	1	1	1
Wastewater Treatment Plant Manager	1	1	1	1
Wastewater Plant Operator I	1	2	2	2
Wastewater Plant Operator IV	5	4	3	3
Chief Operator	-	-	1	1
<b>Total</b>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>
<b>Part Time Employees (Budget)</b>	\$ -	\$ -	\$ -	\$ -

A Wastewater Plant Operator IV position was upgraded to a Chief Operator position as part of the FY 2010 Budget.

### Wastewater Treatment Plant Budget Summary

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Charges for Service	\$ 2,955,967	\$ 3,044,820	\$ 2,908,838	\$ 3,050,607	0%
Miscellaneous	362,024	148,651	287,802	227,729	53%
System Development Charges	170,180	150,000	195,000	150,000	0%
Grants	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 3,488,171</b>	<b>\$ 3,343,471</b>	<b>\$ 3,391,640</b>	<b>\$ 3,428,336</b>	<b>3%</b>
<b>Expenditures</b>					
Personnel	\$ 1,123,121	\$ 1,192,193	\$ 1,199,170	\$ 1,186,414	0%
Contractual Services	899,892	947,059	891,704	859,791	-9%
Materials & Supplies	208,562	277,500	223,295	269,500	-3%
Other	1,807,861	1,423,545	1,423,545	1,423,545	0%
Capital	1,375,017	3,681,115	2,700,765	1,038,000	-72%
<b>Total Expenditures</b>	<b>\$ 5,414,453</b>	<b>\$ 7,521,412</b>	<b>\$ 6,438,479</b>	<b>\$ 4,777,250</b>	<b>-36%</b>
<b>Net Wastewater Treatment Plant Fund</b>	<b>\$ (1,926,282)</b>	<b>\$ (4,177,941)</b>	<b>\$ (3,046,839)</b>	<b>\$ (1,348,914)</b>	<b>-68%</b>
Actual Reserves on June 30, 2009					\$ 6,868,564
Projected Reserves on June 30, 2010					\$ 4,571,725
Projected Reserves on <u>June 30, 2011</u>					\$ 3,972,811

**FY 2011 Budget  
(Budget Basis)  
Wastewater Treatment Plant**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
Sump & Septic Waste Charges	\$ 188,338	\$ 204,000	\$ 197,180	\$ 204,000	0%
Intergovernmental User Charges	2,767,629	2,840,820	2,711,658	2,846,607	0%
<b>Total Charges For Services</b>	<b>\$ 2,955,967</b>	<b>\$ 3,044,820</b>	<b>\$ 2,908,838</b>	<b>\$ 3,050,607</b>	<b>0%</b>
<b>Miscellaneous Revenue</b>					
Administrative Fees	\$ 28,374	\$ 28,651	\$ 28,651	\$ 27,729	-3%
Interest Income	277,390	120,000	225,556	200,000	67%
Gain/Loss On Investments	56,260	-	33,595	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 362,024</b>	<b>\$ 148,651</b>	<b>\$ 287,802</b>	<b>\$ 227,729</b>	<b>53%</b>
<b>Total Operating Revenue</b>	<b>\$ 3,317,991</b>	<b>\$ 3,193,471</b>	<b>\$ 3,196,640</b>	<b>\$ 3,278,336</b>	<b>3%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 806,493	\$ 832,524	\$ 847,603	\$ 845,375	2%
Overtime	40,919	40,500	33,287	31,500	-22%
<b>Total Salaries &amp; Wages</b>	<b>\$ 847,412</b>	<b>\$ 873,024</b>	<b>\$ 880,890</b>	<b>\$ 876,875</b>	<b>0%</b>
<b>Other Pay</b>					
Standby Time	\$ 6,970	\$ 7,850	\$ 7,671	\$ 6,950	-11%
Supplemental Pay	-	15,000	15,000	-	-100%
Disability Leave Buy-Back	8,378	8,875	7,139	8,475	-5%
Accrued Leave Payoff	3,891	-	-	-	0%
Other Allowances	1,480	1,440	1,440	1,440	0%
Clothing Allowance	-	2,250	1,000	1,425	-37%
<b>Total Other Pay</b>	<b>\$ 20,719</b>	<b>\$ 35,415</b>	<b>\$ 32,250</b>	<b>\$ 18,290</b>	<b>-48%</b>
<b>Benefits</b>					
Health Insurance	\$ 122,759	\$ 141,636	\$ 141,636	\$ 138,865	-2%
Other Insurance Benefits	6,474	7,583	7,666	7,535	-1%
FICA/Medicare Tax	62,525	70,575	71,678	68,479	-3%
Retirement Contributions	48,528	50,295	51,123	60,828	21%
Workers' Compensation	14,704	13,665	13,927	15,542	14%
<b>Total Benefits</b>	<b>\$ 254,990</b>	<b>\$ 283,754</b>	<b>\$ 286,030</b>	<b>\$ 291,249</b>	<b>3%</b>
<b>Total Personnel</b>	<b>\$ 1,123,121</b>	<b>\$ 1,192,193</b>	<b>\$ 1,199,170</b>	<b>\$ 1,186,414</b>	<b>0%</b>

**FY 2011 Budget  
(Budget Basis)  
Wastewater Treatment Plant**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Investment Management	\$ 8,684	\$ 12,000	\$ 4,434	\$ 4,500	-63%
Other Purchased Services	16,164	19,500	18,500	18,600	-5%
Refuse Collection	27,606	35,000	31,572	30,000	-14%
Energy - Electricity	274,357	335,000	281,140	284,000	-15%
Energy - Natural Gas	52,339	50,000	78,000	75,000	50%
Maintenance Agreements	7,901	19,600	13,000	11,379	-42%
Insurance & Bonds	39,934	39,934	39,934	45,425	14%
Telecommunications	22,668	21,500	19,472	20,500	-5%
Postage/Shipping	828	1,350	669	1,000	-26%
Printing/Reproduction	1,780	3,500	1,017	1,750	-50%
Travel & Training	8,681	13,000	11,439	6,000	-54%
Interdepartmental Services	69,161	72,578	72,578	72,816	0%
Admin/Mgmt Fees	271,598	258,046	258,046	251,021	-3%
Other Contractual	87,804	53,551	50,000	26,500	-51%
Laundry & Towel Service	10,387	12,500	11,903	11,300	-10%
<b>Total Contractual Services</b>	<b>\$ 899,892</b>	<b>\$ 947,059</b>	<b>\$ 891,704</b>	<b>\$ 859,791</b>	<b>-9%</b>
<b>Materials &amp; Supplies</b>					
Chemicals	\$ 73,792	\$ 151,000	\$ 140,000	\$ 160,000	6%
Other Materials & Supplies	51,519	61,500	49,819	55,000	-11%
Instrumentation	6,542	10,000	7,325	9,500	-5%
Booster/Lift Station Supplies	42,751	15,000	7,600	10,000	-33%
Other Structures	33,958	40,000	18,551	35,000	-13%
<b>Total Materials &amp; Supplies</b>	<b>\$ 208,562</b>	<b>\$ 277,500</b>	<b>\$ 223,295</b>	<b>\$ 269,500</b>	<b>-3%</b>
<b>Other Expenses</b>					
Debt Service - Principal Payments	\$ 411,044	\$ 421,321	\$ 421,321	\$ 431,854	2%
Interest Expense	646,817	252,224	252,224	241,691	-4%
Depreciation	750,000	750,000	750,000	750,000	0%
<b>Total Other Expenses</b>	<b>\$ 1,807,861</b>	<b>\$ 1,423,545</b>	<b>\$ 1,423,545</b>	<b>\$ 1,423,545</b>	<b>0%</b>
<b>Total Operating Expenses</b>	<b>\$ 4,039,436</b>	<b>\$ 3,840,297</b>	<b>\$ 3,737,714</b>	<b>\$ 3,739,250</b>	<b>-3%</b>
<b>Operating Income (Loss)</b>	<b>\$ (721,445)</b>	<b>\$ (646,826)</b>	<b>\$ (541,074)</b>	<b>\$ (460,914)</b>	<b>-29%</b>



**FY 2011 Budget  
(Budget Basis)  
Wastewater Treatment Plant**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital Revenue</b>					
<b>Development Charges</b>					
System Development Charges	\$ 170,180	\$ 150,000	\$ 195,000	\$ 150,000	0%
<b>Total Development Charges</b>	<u>\$ 170,180</u>	<u>\$ 150,000</u>	<u>\$ 195,000</u>	<u>\$ 150,000</u>	<u>0%</u>
<b>Total Capital Revenue</b>	<u>\$ 170,180</u>	<u>\$ 150,000</u>	<u>\$ 195,000</u>	<u>\$ 150,000</u>	<u>0%</u>
<b>Capital Expenditures</b>					
<b>Capital - New</b>					
Improve Other Than Buildings	\$ 29,691	\$ 246,808	\$ 250,000	\$ -	-100%
Light Equipment	-	2,500	1,000	2,500	0%
Technologies	6,196	-	-	-	0%
<b>Total Capital - New</b>	<u>\$ 35,887</u>	<u>\$ 249,308</u>	<u>\$ 251,000</u>	<u>\$ 2,500</u>	<u>-99%</u>
<b>Capital - Replacement</b>					
Buildings	\$ 63,260	\$ 80,000	\$ 28,000	\$ 70,000	-13%
Improve Other Than Buildings	1,108,908	3,058,990	2,219,948	832,000	-73%
Light Equipment	165,784	79,817	79,817	70,000	-12%
Technologies	1,178	13,000	5,000	4,500	-65%
Intangibles	-	200,000	117,000	59,000	-71%
<b>Total Capital - Replacement</b>	<u>\$ 1,339,130</u>	<u>\$ 3,431,807</u>	<u>\$ 2,449,765</u>	<u>\$ 1,035,500</u>	<u>-70%</u>
<b>Total Capital Expenditures</b>	<u>\$ 1,375,017</u>	<u>\$ 3,681,115</u>	<u>\$ 2,700,765</u>	<u>\$ 1,038,000</u>	<u>-72%</u>
<b>Net Capital</b>	<u>\$ (1,204,837)</u>	<u>\$ (3,531,115)</u>	<u>\$ (2,505,765)</u>	<u>\$ (888,000)</u>	<u>-75%</u>
<b>Net Fund</b>	<u>\$ (1,926,282)</u>	<u>\$ (4,177,941)</u>	<u>\$ (3,046,839)</u>	<u>\$ (1,348,914)</u>	<u>-68%</u>



# **Refuse Collection**

**Refuse Collection**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 4,380,737	\$ 4,573,712	\$ 4,629,578	\$ 4,661,282	2%
Administration/Management Fees	26,199	49,200	49,200	30,051	-39%
Recycling Revenue	58,516	15,000	46,000	46,000	207%
<b>Total Revenues</b>	<b>4,465,452</b>	<b>4,637,912</b>	<b>4,724,778</b>	<b>4,737,333</b>	<b>2%</b>
<b>Expenses</b>					
Personnel Services	1,115,063	1,165,186	1,125,522	1,163,936	0%
Contractual	2,366,715	2,429,316	2,378,089	2,359,243	-3%
Materials & Supplies	31,102	32,535	29,900	29,400	-10%
Depreciation	491,126	490,383	490,384	491,000	0%
Debt Service & Interest	-	-	-	-	0%
<b>Total Expenses</b>	<b>4,004,006</b>	<b>4,117,420</b>	<b>4,023,895</b>	<b>4,043,579</b>	<b>-2%</b>
<b>Operating Income (Loss)</b>	<b>461,446</b>	<b>520,492</b>	<b>700,883</b>	<b>693,754</b>	<b>33%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	54,570	44,000	48,852	48,000	9%
Gain/ Loss on Sale of Investments	10,922	-	8,563	-	0%
Contributions -Platte River Revival	57,029	92,000	38,436	18,600	-80%
<b>Total Revenues</b>	<b>122,521</b>	<b>136,000</b>	<b>95,851</b>	<b>66,600</b>	<b>-51%</b>
<b>Expenses</b>					
Bad Debt Expense	6,094	-	-	-	0%
Keep Casper Beautiful	47,874	163,600	9,741	110,950	-32%
Program and Projects	-	-	-	-	0%
<b>Total Expenses</b>	<b>53,968</b>	<b>163,600</b>	<b>9,741</b>	<b>110,950</b>	<b>-32%</b>
<b>Non-operating Income (Loss)</b>	<b>68,553</b>	<b>(27,600)</b>	<b>86,110</b>	<b>(44,350)</b>	<b>61%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
Capital Grants & Loans	9,330	4,500	-	-	-100%
Transfers In	-	-	-	-	0%
<b>Total Sources</b>	<b>9,330</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>-100%</b>
<b>Uses</b>					
New Capital	116,698	617,450	111,200	135,000	-78%
Replacement Capital	463,685	342,700	204,000	673,500	97%
<b>Total Uses</b>	<b>580,383</b>	<b>960,150</b>	<b>315,200</b>	<b>808,500</b>	<b>-16%</b>
<b>Capital Income (Loss)</b>	<b>(571,053)</b>	<b>(955,650)</b>	<b>(315,200)</b>	<b>(808,500)</b>	<b>-15%</b>
<b>Net Income (Loss)</b>	<b>\$ (41,054)</b>	<b>\$ (462,758)</b>	<b>\$ 471,793</b>	<b>\$ (159,096)</b>	<b>-66%</b>

## **Refuse Collection**

**Mission Statement:** To provide a high level of service in collection of residential and commercial solid waste.

**1. Goal: Increase efficiency in collection of residential and commercial solid waste.**

Objective: Decrease the amount of missed pickups to less than 5 per week due to any reason including blocked by vehicles, not set out on curb, etc., by June 30, 2011.

Objective: Maintain route efficiency, such that no more than five residential, two commercial, and three recycling routes (community depots, cardboard & plastics) are needed in FY 2011.

**2. Goal: Increase public awareness of refuse collection and diversion efforts, including diversion of materials from the landfill.**

Objective: Increase information available on the web site to include 100% of the solid rules, rates and information related to the curbside yard waste collection program, by December 15, 2010.

Objective: Increase compliance with solid waste rules by issuing 5% more non-compliance notices during FY 2011.

**3. Goal: Increase City's partnerships with community groups and citizens to combat litter.**

Objective: Increase the number of cigarette litter prevention program areas by 1 over 2010 totals, by June 30, 2011.

**4. Goal: Decrease the amount of graffiti throughout the City.**

Objective: Improve the City's response to graffiti by removing all graffiti on private property that is visible from public rights-of-way (such as a street, alley, or sidewalk) within 48 hours, by June 30, 2011.

**Highlights from FY 2010:** The plastics recycling program was implemented and included an educational campaign and containers for Number 1 and Number 2 Plastics at each of the community recycling depots. Containers for additional plastics storage were purchased and added to the Casper Solid Waste Facility on-site compactors. Plastic materials were baled during Saturday operations during the winter to minimize overtime. Approximately two tons of plastics Number 1 and two tons of plastics Number 2 have been collected weekly since January 2010. One semi-trailer of mixed plastics (Number 1 – 7) was generated from October 2009 to January 2010. Rocky Mountain Recycling from Salt Lake City, Utah agreed to pickup and transport the plastics to their recycling facility at no cost to the City of Casper.

Several cleanups were held, and several graffiti cleanups of buildings that had been a particular issue were organized and successfully executed. The third annual Platte River Revival was held on September 19, 2009. Nearly 500 volunteers participated and the debris removal total

went over the one million ton mark for the three years of the Revival. Funding commitments from Council and Wyoming Wildlife Natural Resource Trust for the river restoration master plan and hydrology plan were secured in July 2009. A contract for the master plan was awarded in June 2010.

Total annual tons of cardboard collected for recycling increased by 17.5%, and the number of commercial recycling customers increased by 10.7 %. A cart dumper for recycling trucks was purchased to automate pickup of white paper for commercial customers.

#### **FY 2010 Performance Measures and Goals Reporting**

<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Plan</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Target</b>
Increased route efficiency	New measure for FY 2010	Maintain five residential collection routes with existing staffing	Maintained five residential collection routes with existing staffing, with reduced overtime	Maintain five residential routes, two commercial, and three recycling routes with existing staffing

**Highlights for FY 2011:** The refuse collection budget has been reduced by 5%, including a 3% reduction in contractual services and a 32% reduction in to the budget of Keep Casper Beautiful.

Another focus area for FY 2011 will be increasing citizen compliance on solid waste rules as they pertain to containers. Keep Casper Beautiful will work to reduce graffiti and have it removed from non-public property within 48 hours.

## Refuse Collection Fund

### Refuse Collection FY 2011 Capital Summary

<b>Replacement Capital</b>		<b>New Capital</b>	
Commercial bins and refurbishing parts	\$ 35,000	Route efficiency software	\$ 85,000
Depot recycling depot concrete and parts	15,000	Commercial containers	25,000
Replacement containers	30,000	Residential containers	20,000
Pickup truck	28,000	Yard Waste Bins for Pilot	5,000
Power Washer	9,000		
Front Loader	275,000		
Side Loader	255,000		
Computer replacement	1,500		
CAT Building Exhaust and Heating	25,000		
<b>Total</b>	<b>\$ 673,500</b>	<b>Total</b>	<b>\$ 135,000</b>

### Refuse Collection Staffing Summary

	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Full Time Positions</b>				
Construction Maint Worker I	1	1	1	1
Sanitation Equipment Oper II	5	5	5	5
Secretary II	1	1	1	1
Senior Sanitation Equip Oper	5	5	5	5
SW Coll Route/ Vehicle Maintenance Co	1	1	1	1
SW Collection Supervisor	1	1	1	1
Municipal Worker III	1	1	1	1
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Part Time Employees (Budget)</b>		<b>\$ 37,542</b>	<b>\$ 48,000</b>	<b>\$ 45,000</b>

# **Refuse Collection Budget Summary**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Charges for Service	\$ 4,380,737	\$ 4,573,712	\$ 4,629,578	\$ 4,661,282	2%
Miscellaneous	207,236	200,200	191,051	142,651	-29%
Transfer In	-	-	-	-	0%
Grants	9,330	4,500	-	-	-100%
<b>Total Revenues</b>	<b>\$ 4,597,303</b>	<b>\$ 4,778,412</b>	<b>\$ 4,820,629</b>	<b>\$ 4,803,933</b>	<b>1%</b>
<b>Expenditures</b>					
Personnel	\$ 1,115,063	\$ 1,165,186	\$ 1,125,522	\$ 1,163,936	0%
Contractual Services	2,366,715	2,429,316	2,378,089	2,359,243	-3%
Materials & Supplies	31,102	32,535	29,900	29,400	-10%
Other	545,094	653,983	500,125	601,950	-8%
Capital	580,383	960,150	315,200	808,500	-16%
<b>Total Expenditures</b>	<b>\$ 4,638,357</b>	<b>\$ 5,241,170</b>	<b>\$ 4,348,836</b>	<b>\$ 4,963,029</b>	<b>-5%</b>
<b>Net Refuse Collection Fund</b>	<b>\$ (41,054)</b>	<b>\$ (462,758)</b>	<b>\$ 471,793</b>	<b>\$ (159,096)</b>	<b>-66%</b>
Actual Reserves on June 30, 2009					\$ 2,093,517
Projected Reserves on June 30, 2010					\$ 3,055,694
Projected Reserves on June 30, 2011					\$ 3,387,598



**FY 2011 Budget  
(Budget Basis)  
Refuse Collection**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Grants</b>					
State Grants/Loans	\$ 9,330	\$ 4,500	\$ -	\$ -	-100%
<b>Total Grants</b>	<u>\$ 9,330</u>	<u>\$ 4,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-100%</u>
<b>Charges For Services</b>					
Commercial Charges	\$ 1,164,987	\$ 1,239,187	\$ 1,260,590	\$ 1,260,590	2%
Residential Charges	3,215,750	3,334,525	3,368,988	3,400,692	2%
<b>Total Charges For Services</b>	<u>\$ 4,380,737</u>	<u>\$ 4,573,712</u>	<u>\$ 4,629,578</u>	<u>\$ 4,661,282</u>	<u>2%</u>
<b>Miscellaneous Revenue</b>					
Recycle Revenue	\$ 58,516	\$ 15,000	\$ 46,000	\$ 46,000	207%
Interest On Investments	54,570	44,000	48,852	48,000	9%
Gain/Loss On Sale Of Investments	10,922	-	8,563	-	0%
Contributions	57,029	92,000	38,436	18,600	-80%
Admin/Mgmt Fees	26,199	49,200	49,200	30,051	-39%
<b>Total Miscellaneous</b>	<u>\$ 207,236</u>	<u>\$ 200,200</u>	<u>\$ 191,051</u>	<u>\$ 142,651</u>	<u>-29%</u>
<b>Total Operating Revenue</b>	<u>\$ 4,597,303</u>	<u>\$ 4,778,412</u>	<u>\$ 4,820,629</u>	<u>\$ 4,803,933</u>	<u>1%</u>
<b>Operating Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 727,906	\$ 732,574	\$ 728,168	\$ 743,823	2%
Part Time	37,542	48,000	44,888	45,000	-6%
Overtime	71,279	75,200	61,700	57,700	-23%
<b>Total Salaries &amp; Wages</b>	<u>\$ 836,727</u>	<u>\$ 855,774</u>	<u>\$ 834,756</u>	<u>\$ 846,523</u>	<u>-1%</u>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 16,000	\$ 16,500	\$ -	-100%
Disability Leave Buy-Back	2,566	2,700	3,342	3,343	24%
Accrued Leave Payoff	292	-	-	-	0%
Other Allowances	1,200	1,680	1,200	960	-43%
<b>Total Other Pay</b>	<u>\$ 4,058</u>	<u>\$ 20,380</u>	<u>\$ 21,042</u>	<u>\$ 4,303</u>	<u>-79%</u>

**FY 2011 Budget  
(Budget Basis)  
Refuse Collection**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 145,667	\$ 146,916	\$ 146,916	\$ 164,376	12%
Other Insurance Benefits	6,090	7,032	6,348	7,232	3%
FICA/Medicare Tax	61,152	70,508	63,796	66,432	-6%
Retirement Contributions	45,436	43,635	44,620	55,639	28%
Unemployment Compensation	-	2,000	-	2,000	0%
Workers' Compensation	14,988	14,461	7,464	15,806	9%
Clothing Allowance	945	4,480	580	1,625	-64%
<b>Total Benefits</b>	<b>\$ 274,278</b>	<b>\$ 289,032</b>	<b>\$ 269,724</b>	<b>\$ 313,110</b>	<b>8%</b>
<b>Total Personnel</b>	<b>\$ 1,115,063</b>	<b>\$ 1,165,186</b>	<b>\$ 1,125,522</b>	<b>\$ 1,163,936</b>	<b>0%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 1,674	\$ 1,455	\$ 1,400	\$ 1,400	-4%
Office Machine Repairs	-	750	250	250	-67%
Insurance & Bonds	21,617	21,617	21,617	20,423	-6%
Telecommunications	1,012	2,000	1,400	1,400	-30%
Radio	1,186	1,200	600	600	-50%
Postage/Shipping	62	350	500	500	43%
Advertising	4,057	7,550	1,550	1,550	-79%
Printing/Reproduction	1,474	3,000	2,500	2,500	-17%
Travel & Training	1,369	5,500	1,500	1,500	-73%
Interdepartmental Services	743,235	727,164	727,164	717,875	-1%
Admin/Mgmt Fees	198,600	198,600	198,600	198,600	0%
Balefill	1,283,924	1,333,500	1,324,701	1,337,254	0%
Other Contractual	37,551	38,130	35,965	15,220	-60%
Association Dues	342	350	342	171	-51%
Recycling Services	70,612	88,150	60,000	60,000	-32%
<b>Total Contractual Services</b>	<b>\$ 2,366,715</b>	<b>\$ 2,429,316</b>	<b>\$ 2,378,089</b>	<b>\$ 2,359,243</b>	<b>-3%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,220	\$ 2,000	\$ 2,000	\$ 1,500	-25%
Operating Supplies	21,240	20,000	20,000	20,000	0%
Other Materials & Supplies	2,852	3,000	3,000	3,000	0%
Uniforms	760	1,100	1,500	1,500	36%
Safety Equipment/Supplies	3,376	4,435	2,400	2,400	-46%
Small Tools & Supplies	1,654	2,000	1,000	1,000	-50%
<b>Total Materials &amp; Supplies</b>	<b>\$ 31,102</b>	<b>\$ 32,535</b>	<b>\$ 29,900</b>	<b>\$ 29,400</b>	<b>-10%</b>

**FY 2011 Budget  
(Budget Basis)  
Refuse Collection**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Depreciation	\$ 491,126	\$ 490,383	\$ 490,384	\$ 491,000	0%
Bad Debt Expense	6,094	-	-	-	0%
Keep Casper Beautiful	47,874	163,600	9,741	110,950	-32%
<b>Total Other Expenses</b>	<b>\$ 545,094</b>	<b>\$ 653,983</b>	<b>\$ 500,125</b>	<b>\$ 601,950</b>	<b>-8%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Intangibles	\$ -	\$ 85,000	\$ -	\$ 85,000	0%
Heavy Equipment	-	240,000	3,000	-	-100%
Light Equipment	116,698	292,450	108,200	50,000	-83%
<b>Total Capital - New</b>	<b>\$ 116,698</b>	<b>\$ 617,450</b>	<b>\$ 111,200</b>	<b>\$ 135,000</b>	<b>-78%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 74,949	\$ 97,000	\$ 50,000	\$ 117,000	21%
Improvements Other Than Bldgs.	-	90,000	-	25,000	-72%
Heavy Equipment	386,886	150,000	150,000	530,000	253%
Technologies	1,850	5,700	4,000	1,500	-74%
<b>Total Capital - Replacement</b>	<b>\$ 463,685</b>	<b>\$ 342,700</b>	<b>\$ 204,000</b>	<b>\$ 673,500</b>	<b>97%</b>
<b>Total Capital</b>	<b>\$ 580,383</b>	<b>\$ 960,150</b>	<b>\$ 315,200</b>	<b>\$ 808,500</b>	<b>-16%</b>
<b>Total Expenses</b>	<b>\$ 4,638,357</b>	<b>\$ 5,241,170</b>	<b>\$ 4,348,836</b>	<b>\$ 4,963,029</b>	<b>-5%</b>
<b>Net Fund</b>	<b>\$ (41,054)</b>	<b>\$ (462,758)</b>	<b>\$ 471,793</b>	<b>\$ (159,096)</b>	<b>-66%</b>



# Balefill

**Balefill**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 4,271,810	\$ 4,189,248	\$ 4,163,406	\$ 4,785,159	14%
Administration/Management Fees	198,600	198,600	198,600	198,600	0%
<b>Total Revenues</b>	<b>4,470,410</b>	<b>4,387,848</b>	<b>4,362,006</b>	<b>4,983,759</b>	<b>14%</b>
<b>Expenses</b>					
Personnel Services	1,307,550	1,408,691	1,374,425	1,422,620	1%
Contractual	2,092,781	1,968,731	1,639,378	1,524,105	-23%
Materials & Supplies	546,003	586,360	472,366	502,500	-14%
Depreciation	551,374	592,176	592,176	410,175	-31%
Sales tax	892	850	1,500	1,500	76%
Landfill Closure/Post-closure	105,000	105,000	105,000	170,000	62%
<b>Total Expenses</b>	<b>4,603,600</b>	<b>4,661,808</b>	<b>4,184,845</b>	<b>4,030,900</b>	<b>-14%</b>
<b>Operating Income (Loss)</b>	<b>(133,190)</b>	<b>(273,960)</b>	<b>177,161</b>	<b>952,859</b>	<b>-448%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	149,006	134,000	104,276	110,000	-18%
Miscellaneous	(5,031)	56,800	45,287	20,000	-65%
<b>Total Revenues</b>	<b>143,975</b>	<b>190,800</b>	<b>149,563</b>	<b>130,000</b>	<b>-32%</b>
<b>Expenses</b>					
Bad Debt	4,415	-	-	-	0%
Principal and Interest Payments	140,541	140,172	140,172	140,173	0%
<b>Total Expenses</b>	<b>144,956</b>	<b>140,172</b>	<b>140,172</b>	<b>140,173</b>	<b>0%</b>
<b>Non-operating Income (Loss)</b>	<b>(981)</b>	<b>50,628</b>	<b>9,391</b>	<b>(10,173)</b>	<b>-120%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
Grants & Loans	5,012,170	3,499,556	9,346,405	-	-100%
<b>Total Sources</b>	<b>5,012,170</b>	<b>3,499,556</b>	<b>9,346,405</b>	<b>-</b>	<b>-100%</b>
<b>Uses</b>					
New Capital	3,958,416	6,378,790	5,859,152	95,000	-99%
Replacement Capital	1,533,650	4,407,246	4,191,555	700,400	-84%
<b>Total Uses</b>	<b>5,492,066</b>	<b>10,786,036</b>	<b>10,050,707</b>	<b>795,400</b>	<b>-93%</b>
<b>Capital Income (Loss)</b>	<b>(479,896)</b>	<b>(7,286,480)</b>	<b>(704,302)</b>	<b>(795,400)</b>	<b>-89%</b>
<b>Net Income (Loss)</b>	<b>\$ (614,067)</b>	<b>\$ (7,509,812)</b>	<b>\$ (517,750)</b>	<b>\$ 147,286</b>	<b>-102%</b>

## **Balefill**

**Mission Statement:** To dispose of municipal solid waste.

1. **Goal: Maintain environmental compliance with regard to solid waste permitting.**

Objective: Maintain the number of DEQ violations to zero.

2. **Goal: Increase available landfill space and on-site soils by implementing an on-site biosolids composting facility.**

Objective: Increase on-site soils available (in cubic yards) for closing future landfill cells by 100% by January 2017.

Objective: Decrease burying biosolids (in cubic yards) from the local wastewater treatment plant by 100% by December 1, 2010.

3. **Goal: Decrease litter at the Casper Regional Landfill and local construction sites.**

Objective: Decrease wind-blown material (pounds of bagged litter) from disposal at the construction & demolition landfill area by 50% by June 30, 2012.

Objective: Work with construction companies to decrease the number of community litter free rule violations by 50% by June 30, 2012.

**Highlights from FY 2010:** During FY 2010, construction contracts were awarded for replacement of the Household Hazardous Waste building, as well as new construction for a storage building to house landfill equipment. Construction contracts to build a construction and demolition residential drop off area, close the old balefill/landfill, and implement baler building modifications to accommodate new replacement balers were all completed on time and within budget.

A twenty year Integrated Solid Waste Plan for Casper's planning area was approved by City Council and submitted to the Wyoming Department of Environmental Quality on July 1, 2009. Several tours of the Casper Regional Solid Waste Facility were conducted with Council Advisory Committee members and elected officials and staff of communities who may deliver trash to Casper. Negotiations with the City of Rawlins and the Glenrock Area Solid Waste Disposal District were ongoing and a signed contract agreement is anticipated by July 1, 2010 by both communities.

Balefill staff members initiated construction activities including earthwork and installation of a lined stormwater detention pond for the new Biosolids Composting Facility. A contract to purchase and install a pre-fabricated pole barn building was awarded to store compost equipment to protect it against the weather, thereby extending the life of the equipment. The entrance to the Casper Regional Solid Waste Facility was widened and repaved, and an overhead sign was installed in an effort to improve customer traffic flow.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Number of DEQ violations	Zero violations	Zero violations	Zero violations	Zero violations
Diversion rate (with compost)	5.34%	Increase diversion of materials by 2%	6.25%, a 17% increase from prior year	At least 2% increase in diversion rate
Diversion rate (not including compost)	2.35%	Increase diversion of materials by 2%	2.61%, a 11% increase from prior year	At least 2% increase in diversion rate

**Highlights for FY 2011:** The overall Balefill budget has been reduced by 68%, including a 14% reduction in operational expenses. Engineering expenditures have been reduced by 38%, and the bulk fuel budget has been reduced by 14%.

A small yard waste pilot program will be proposed during FY 2011. It may involve banning yard waste, including tree branches, from the landfill.

To combat litter at the Casper Regional Solid Waste Facility and throughout the community, the Balefill staff will work with construction and demolition companies on techniques to decrease wind-blown litter.



# Balefill Fund

## Balefill FY 2011 Capital Summary

Replacement Capital		New Capital	
Litter Fence	\$ 88,000	Foundation and installation of building for compost equipment	\$ 50,000
Decomission diesel UST at CAT shed	4,000	Irrigation sprayer for vegetation establishment	20,000
Baler building roof replacement	240,000	Methane detectors	15,000
		Methane mitigation system for Metro Animal Control (if necessary)	10,000
Loader Refurbish	135,000		
Compost screener refurbishment	225,000		
Copier/scanner	3,900		
Computers (2)	3,600		
Baler building environmental box	600		
Compost software	300		
Total	\$ 700,400	Total	\$ 95,000

## Balefill Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Balefill Clerk	2	2	2	2
Balefill Supervisor	1	1	1	1
Baler Operator	4	4	4	4
Environmental Safety Technician	1	1	1	1
Equipment Operator II	5	5	5	5
Keep Casper Beautiful Coordinator	1	1	1	1
Municipal Service Worker II	1	1	1	1
Solid Waste Division Manager	1	1	1	1
SW Diversion/ Special Waste Superviso	1	1	1	1
Baler Operations Coordinator	-	1	1	1
<b>Total</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>Part Time Employees (Budget)</b>				
	\$ 44,331	\$ 50,628	\$ 60,650	

<b>Balefill Budget Summary</b>					
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Charges for Service	\$ 4,271,810	\$ 4,189,248	\$ 4,163,406	\$ 4,785,159	14%
Miscellaneous	342,575	389,400	348,163	328,600	-16%
Grants	5,012,170	3,499,556	9,346,405	-	-100%
<b>Total Revenues</b>	<b>\$ 9,626,555</b>	<b>\$ 8,078,204</b>	<b>\$ 13,857,974</b>	<b>\$ 5,113,759</b>	<b>-37%</b>
<b>Expenditures</b>					
Personnel	\$ 1,307,550	\$ 1,408,691	\$ 1,374,425	\$ 1,422,620	1%
Contractual Services	2,092,781	1,968,731	1,639,378	1,524,105	-23%
Materials & Supplies	546,003	586,360	472,366	502,500	-14%
Other	802,222	838,198	838,848	721,848	-14%
Capital	5,492,066	10,786,036	10,050,707	795,400	-93%
<b>Total Expenditures</b>	<b>\$ 10,240,622</b>	<b>\$ 15,588,016</b>	<b>\$ 14,375,724</b>	<b>\$ 4,966,473</b>	<b>-68%</b>
<b>Net Balefill Fund</b>	<b>\$ (614,067)</b>	<b>\$ (7,509,812)</b>	<b>\$ (517,750)</b>	<b>\$ 147,286</b>	<b>-102%</b>
Actual Reserves on June 30, 2009				\$ 4,988,214	
Projected Reserves on June 30, 2010				\$ 5,167,640	
Projected Reserves on June 30, 2011				\$ 5,895,101	
The reserve change and net for each year differ due to depreciation and post-closure expense, which are non-cash expenses.					

**FY 2011 Budget  
(Budget Basis)  
Balefill**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Grants</b>					
State Grants/Loans including County Consensus	\$ 5,012,170	\$ 3,499,556	\$ 9,346,405	\$ -	-100%
<b>Total Grants</b>	<b>\$ 5,012,170</b>	<b>\$ 3,499,556</b>	<b>\$ 9,346,405</b>	<b>\$ -</b>	<b>-100%</b>
<b>Charges For Services</b>					
Commercial Charges	\$ 411,340	\$ 378,500	\$ 366,889	\$ 370,107	-2%
Residential Charges	892,930	980,000	982,898	992,147	1%
Private Commercial Charges	2,746,307	2,615,000	2,641,123	2,675,749	2%
Contaminated Soil	95,410	85,000	70,000	85,000	0%
Other Charges	125,823	130,748	102,496	102,496	-22%
Out-Of-County Agreement-Baled	-	-	-	402,900	100%
Out-Of-County Agreement-Loose	-	-	-	131,460	100%
Out-of-County- Non-Agreement	-	-	-	25,300	100%
<b>Total Charges For Services</b>	<b>\$ 4,271,810</b>	<b>\$ 4,189,248</b>	<b>\$ 4,163,406</b>	<b>\$ 4,785,159</b>	<b>14%</b>
<b>Miscellaneous Revenue</b>					
Sales - Compost/Tarps/Woodchips	\$ 17,869	\$ 16,000	\$ 29,700	\$ 20,000	25%
Credit Card Service Fees	\$ -	\$ 40,800	\$ -	\$ -	-100%
Interest On Investments	149,006	134,000	104,276	110,000	-18%
Gain/Loss On Sale Of Investments	30,221	-	15,587	-	0%
Contributions	(53,121)				
Admin/Mgmt Fees	198,600	198,600	198,600	198,600	0%
<b>Total Miscellaneous</b>	<b>\$ 342,575</b>	<b>\$ 389,400</b>	<b>\$ 348,163</b>	<b>\$ 328,600</b>	<b>-16%</b>
<b>Total Operating Revenue</b>	<b>\$ 9,626,555</b>	<b>\$ 8,078,204</b>	<b>\$ 13,857,974</b>	<b>\$ 5,113,759</b>	<b>-37%</b>
<b>Operating Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 892,808	\$ 923,926	\$ 918,320	\$ 942,401	2%
Part Time	44,331	50,628	48,240	60,650	20%
Overtime	55,155	56,000	38,300	34,800	-38%
Standby Time	-	9,500	6,700	7,300	-23%
<b>Total Salaries &amp; Wages</b>	<b>\$ 992,294</b>	<b>\$ 1,040,054</b>	<b>\$ 1,011,560</b>	<b>\$ 1,045,151</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 20,000	\$ 18,271	\$ -	-100%
Disability Leave Buy-Back	6,966	7,300	9,459	9,530	31%
Accrued Leave Payoff	4,439	-	-	-	0%
Other Allowances	6,760	7,200	6,780	6,000	-17%
<b>Total Other Pay</b>	<b>\$ 18,165</b>	<b>\$ 34,500</b>	<b>\$ 34,510</b>	<b>\$ 15,530</b>	<b>-55%</b>

**FY 2011 Budget  
(Budget Basis)  
Balefill**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 141,959	\$ 162,756	\$ 162,758	\$ 179,880	11%
Other Insurance Benefits	7,376	8,720	7,706	8,883	2%
FICA/Medicare Tax	74,309	83,395	82,296	81,521	-2%
Retirement Contributions	54,453	56,415	55,869	68,540	21%
Unemployment Compensation	313	3,200	1,000	1,000	-69%
Workers' Compensation	18,067	16,931	16,986	19,395	15%
Clothing Allowance	614	2,720	1,740	2,720	0%
<b>Total Benefits</b>	<b>\$ 297,091</b>	<b>\$ 334,137</b>	<b>\$ 328,355</b>	<b>\$ 361,939</b>	<b>8%</b>
<b>Total Personnel</b>	<b>\$ 1,307,550</b>	<b>\$ 1,408,691</b>	<b>\$ 1,374,425</b>	<b>\$ 1,422,620</b>	<b>1%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 4,479	\$ 4,000	\$ 2,020	\$ 2,020	-50%
Medical Testing Services	1,561	2,500	1,600	1,600	-36%
Engineering Services	674,129	624,690	338,377	390,300	-38%
Other Testing	59,626	73,250	61,130	53,430	-27%
Water	8,963	10,800	9,000	9,500	-12%
Energy - Electricity	55,985	54,411	77,000	80,000	47%
Energy - Natural Gas	37,422	40,000	40,000	40,000	0%
Alarm	1,200	800	850	850	6%
Equipment Rental	106,434	27,600	18,000	20,000	-28%
Insurance & Bonds	17,954	17,954	17,954	20,423	14%
State Landfill Assurance Prg	1,785	3,000	3,000	1,500	-50%
Telecommunications	7,577	7,600	8,680	7,600	0%
Radio	110	1,200	300	600	-50%
Postage/Shipping	290	300	200	200	-33%
Advertising	1,374	2,250	1,050	1,050	-53%
Printing/Reproduction	1,609	3,000	1,000	2,500	-17%
Travel & Training	10,416	11,900	4,534	2,500	-79%
Interdepartmental Services	833,177	744,115	744,115	623,110	-16%
Admin/Mgmt Fees	26,199	49,200	49,200	30,051	-39%
Other Contractual	241,231	289,000	260,240	235,710	-18%
Association Dues	1,260	1,161	1,128	1,161	0%
<b>Total Contractual Services</b>	<b>\$ 2,092,781</b>	<b>\$ 1,968,731</b>	<b>\$ 1,639,378</b>	<b>\$ 1,524,105</b>	<b>-23%</b>

**FY 2011 Budget  
(Budget Basis)  
Balefill**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,794	\$ 3,000	\$ 3,000	\$ 3,000	0%
Operating Supplies	321,296	347,600	285,900	295,400	-15%
Other Materials & Supplies	3,208	4,500	3,200	3,200	-29%
Uniforms	4,544	3,660	3,616	3,650	0%
Safety Equipment/Supplies	8,455	11,500	8,500	8,900	-23%
Cover Materials	18,122	20,000	20,000	20,000	0%
Building Supplies	5,391	3,000	2,300	2,500	-17%
Infectious Waste Disposal Supplies	9,856	10,000	7,500	7,500	-25%
Paint & Sign Supplies	6,750	7,100	7,100	7,100	0%
Small Tools & Supplies	2,425	2,500	1,250	1,250	-50%
Bulk Fuel	163,162	173,500	130,000	150,000	-14%
<b>Total Materials &amp; Supplies</b>	<b>\$ 546,003</b>	<b>\$ 586,360</b>	<b>\$ 472,366</b>	<b>\$ 502,500</b>	<b>-14%</b>
<b>Other Expenses</b>					
Depreciation	\$ 551,374	\$ 592,176	\$ 592,176	\$ 410,175	-31%
Landfill Closure/Post Closure Costs	105,000	105,000	105,000	170,000	62%
Principal Payments	86,116	88,240	88,240	90,416	2%
Interest Expense	54,425	51,932	51,932	49,757	-4%
Bad Debt Expense	4,415	-	-	-	0%
Sales Tax	892	850	1,500	1,500	76%
<b>Total Other Expenses</b>	<b>\$ 802,222</b>	<b>\$ 838,198</b>	<b>\$ 838,848</b>	<b>\$ 721,848</b>	<b>-14%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Buildings	\$ 176,217	\$ 3,485,090	\$ 3,435,089	\$ 50,000	-99%
Light Equipment	141,869	60,700	41,800	-	-100%
Heavy Equipment	170,000	-	-	-	0%
Improve Other Than Buildings	3,467,301	2,828,000	2,377,263	45,000	-98%
Technologies	3,029	5,000	5,000	-	-100%
<b>Total Capital - New</b>	<b>\$ 3,958,416</b>	<b>\$ 6,378,790</b>	<b>\$ 5,859,152</b>	<b>\$ 95,000</b>	<b>-99%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 75,901	\$ 12,500	\$ 12,500	\$ 92,000	636%
Buildings	427,166	735,216	717,216	240,000	-67%
Light Equipment	19,675	74,500	66,809	-	-100%
Heavy Equipment	1,007,937	3,558,930	3,368,930	360,000	-90%
Technologies	2,971	26,100	26,100	8,400	-68%
<b>Total Capital - Replacement</b>	<b>\$ 1,533,650</b>	<b>\$ 4,407,246</b>	<b>\$ 4,191,555</b>	<b>\$ 700,400</b>	<b>-84%</b>
<b>Total Capital</b>	<b>\$ 5,492,066</b>	<b>\$ 10,786,036</b>	<b>\$ 10,050,707</b>	<b>\$ 795,400</b>	<b>-93%</b>
<b>Total Expenses</b>	<b>\$ 10,240,622</b>	<b>\$ 15,588,016</b>	<b>\$ 14,375,724</b>	<b>\$ 4,966,473</b>	<b>-68%</b>
<b>Net Fund</b>	<b>\$ (614,067)</b>	<b>\$ (7,509,812)</b>	<b>\$ (517,750)</b>	<b>\$ 147,286</b>	<b>-102%</b>



# **Leisure** **Enterprise Funds**

Casper Events Center  
Golf Course  
Casper Recreation Center  
Aquatics  
Ice Arena  
Hogadon Ski Area

## Leisure Enterprise Funds Consolidated

Leisure Enterprise Funds Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 4,765,063	\$ 4,995,311	\$ 4,447,618	\$ 4,634,435	-7%
Miscellaneous	449,279	455,632	424,938	433,333	-5%
Transfer In	2,264,419	2,501,540	2,468,138	2,182,627	-13%
<b>Total Revenues</b>	<b>\$ 7,478,761</b>	<b>\$ 7,952,483</b>	<b>\$ 7,340,694</b>	<b>\$ 7,250,395</b>	<b>-9%</b>
<b>Expenditures</b>					
Personnel	\$ 4,363,082	\$ 4,696,443	\$ 4,392,377	\$ 4,374,562	-7%
Contractual Services	2,252,890	2,280,348	2,149,599	2,150,165	-6%
Materials & Supplies	716,593	723,211	643,575	632,215	-13%
Other	348,625	280,795	279,147	204,507	-27%
Capital	256,742	207,251	187,251	117,000	-44%
<b>Total Expenditures</b>	<b>\$ 7,937,932</b>	<b>\$ 8,188,048</b>	<b>\$ 7,651,949</b>	<b>\$ 7,478,449</b>	<b>-9%</b>
<b>Net All Leisure Enterprise Funds</b>	<b>\$ (459,171)</b>	<b>\$ (235,565)</b>	<b>\$ (311,255)</b>	<b>\$ (228,054)</b>	<b>-3%</b>



# **Casper Events Center**

**Casper Events Center**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 2,070,292	\$ 2,102,700	\$ 1,782,700	\$ 1,907,800	-9%
Administration/Management Fees	269,058	274,077	274,077	287,615	5%
<b>Total Revenues</b>	<b>2,339,350</b>	<b>2,376,777</b>	<b>2,056,777</b>	<b>2,195,415</b>	<b>-8%</b>
<b>Expenses</b>					
Personnel Services	1,915,589	2,088,359	1,934,543	1,904,560	-9%
Contractual	817,660	783,895	726,540	729,634	-7%
Materials & Supplies	312,149	323,450	268,186	263,900	-18%
Other	1,490	-	-	-	0%
<b>Total Expenses</b>	<b>3,046,888</b>	<b>3,195,704</b>	<b>2,929,269</b>	<b>2,898,094</b>	<b>-9%</b>
<b>Operating Income (Loss)</b>	<b>(707,538)</b>	<b>(818,927)</b>	<b>(872,492)</b>	<b>(702,679)</b>	<b>-14%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	2,513	4,000	200	200	-95%
Miscellaneous	8,597	14,500	13,000	16,500	14%
Transfers In	744,670	854,427	854,427	685,979	-20%
<b>Total Revenues</b>	<b>755,780</b>	<b>872,927</b>	<b>867,627</b>	<b>702,679</b>	<b>-20%</b>
<b>Non-operating Income (Loss)</b>	<b>755,780</b>	<b>872,927</b>	<b>867,627</b>	<b>702,679</b>	<b>-20%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Capital	44,725	54,000	35,500	-	-100%
<b>Total Uses</b>	<b>44,725</b>	<b>54,000</b>	<b>35,500</b>	<b>-</b>	<b>-100%</b>
<b>Capital Income (Loss)</b>	<b>(44,725)</b>	<b>(54,000)</b>	<b>(35,500)</b>	<b>-</b>	<b>-100%</b>
<b>Net Income (Loss)</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ (40,365)</b>	<b>\$ -</b>	<b>0%</b>

## Casper Events Center

**Mission Statement:** To provide a community resource that provides a variety of entertainment and events for the citizens of Natrona County and the State of Wyoming, while generating positive economic impact for the community.

**1. Goal: To decrease the subsidy.**

Objective: Increase the number of concerts by 3 by June 30, 2011.

Objective: Increase the number of conventions, conferences, and tradeshow by 2 by June 30, 2011.

Objective: Increase Internet ticket sales by 5% by June 30, 2011.

Objective: Increase event sponsorships by 50% by June 30, 2011.

**Highlights from FY 2010:** The concession stand roll-up doors, electrical system and grease trap project has been completed. The paving of parking lot #11 and the re-surfacing of Three Trails Road and the back lot is complete. A new ADA Stage Lift was also purchased this year.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Number of total event days	188	240	169	200
Number of turnstile customers	240,864	250,000	226,596	250,000

**Highlights for FY 2011:** The total budget of the Events Center has been reduced by 9% for the upcoming year. This includes the elimination of three positions that are currently vacant, a 24% reduction in the overtime budget, and an 18% reduction in the budget for materials and supplies. The General Fund subsidy for the CEC will be 20% lower in FY 2011 than it was in 2010.

The metal roof replacement project started last year but was temporarily shut down due to weather. The project will resume in May and should be completed this year. Theatrical lighting equipment will be installed during the summer months. A project to replace the electronic components for the passenger elevator will begin shortly.

## Food and Beverage Division

### Casper Events Center

#### 1. Goal: To increase profitability of the Food and Beverage Operation at the Casper Events Center

Objective: To decrease the Cost of Sales (concessions, catering and alcohol costs) to 25% of goods sold by June 30, 2011.

Objective: To decrease the Payroll Costs (total cost of labor) to 30% by June 30, 2011.

Objective: To decrease the Prime Costs (food costs, labor costs and alcohol costs) to 55% of goods sold by June 30, 2011.

**Highlights from FY 2010:** Overall revenues were impacted by the economic downturn this year. Despite the downturn, the catering work group has continued to serve some large events including the Range Beef Cow Symposium, Special Olympics Banquet, Youth for Christ, Boys and Girls Club Breakfast, Boys and Girls Club Annual Fundraiser, CASA and Rotary International. Catering also provided the backstage catering requirements for performers of the CEC shows.

Per capita expenditures on concessions rose this year. Improvements have been made to the four large concession stands (new roll-up doors, grease traps and electrical systems), the kitchen (repairs to the cooler doors, back kitchen door and the convection steamer) and serving implements (additional water goblets, wine glasses, serving trays and chafing dishes).

#### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Cost of Sales (Concessions+ catering+ alcohol) /Total Revenue)	29.3%	40%	27.5% up to end of May	25%
Payroll Costs (Total Payroll/Total Revenue)	38.2%	35%	45.6% up to end of May	30%
Prime Costs (Food, Alcohol + Labor Costs/ Total Revenue)	67.5%	75%	73.1% up to end of May	55%

# Casper Events Center Fund

## Casper Events Center Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Leisure Services Director	1	1	1	1
Events Center Manager	1	1	1	1
Accounting Technician	1	1	1	1
CEC Office Coordinator	1	1	1	1
Audio Visual Technician	1	1	1	1
Assistant Box Office Manager	1	1	1	-
Box Office Manager	1	1	1	1
Event Coordinator	1	1	1	1
Food & Bev Superintendent	1	1	1	1
Food & Beverage Manager	1	1	1	1
Maintenance Crew Chief	1	1	1	1
Maintenance Supervisor	1	1	1	1
Marketing Assistant	1	1	1	-
Marketing Promotions Manager	1	1	1	1
Operations Manager	1	1	1	1
Special Facilities Superintendent	1	1	1	1
Food & Beverage Service Coordinator	-	1	1	1
Food & Beverage Kitchen Supervisor	-	1	1	-
<b>Total</b>	<b>16</b>	<b>18</b>	<b>18</b>	<b>15</b>
<b>Part Time Employees (Budget)</b>		\$ 641,314	\$ 645,791	\$ 632,540

## Casper Events Center Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 2,070,292	\$ 2,102,700	\$ 1,782,700	\$ 1,907,800	-9%
Miscellaneous	280,168	292,577	287,277	304,315	4%
Transfer In	744,670	854,427	854,427	685,979	-20%
<b>Total Revenues</b>	<b>\$ 3,095,130</b>	<b>\$ 3,249,704</b>	<b>\$ 2,924,404</b>	<b>\$ 2,898,094</b>	<b>-11%</b>
<b>Expenditures</b>					
Personnel	\$ 1,915,589	\$ 2,088,359	\$ 1,934,543	\$ 1,904,560	-9%
Contractual Services	817,660	783,895	726,540	729,634	-7%
Materials & Supplies	312,149	323,450	268,186	263,900	-18%
Capital	44,725	54,000	35,500	-	-100%
<b>Total Expenditures</b>	<b>\$ 3,091,613</b>	<b>\$ 3,249,704</b>	<b>\$ 2,964,769</b>	<b>\$ 2,898,094</b>	<b>-11%</b>
<b>Net Casper Events Center Fund</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ (40,365)</b>	<b>\$ -</b>	<b>0%</b>
Actual Reserves on June 30, 2009					\$ 62,487
Projected Reserves on June 30, 2010					\$ 22,122
Projected Reserves on June 30, 2011					\$ 22,122

**FY 2011 Budget  
(Budget Basis)  
Casper Events Center**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
ATM Fees	\$ 6,856	\$ 5,700	\$ 5,700	\$ 5,800	2%
Catering	223,299	275,000	245,000	255,000	-7%
Gratuities - Service Fee	23,274	36,000	30,000	36,000	0%
Building Rental	240,636	195,000	170,000	200,000	3%
Equipment Fees	71,442	42,000	50,000	50,000	19%
Concessions	370,057	370,000	350,000	370,000	0%
Alcohol Sales	283,949	360,000	200,000	210,000	-42%
Parking Income	117,114	100,000	95,000	100,000	0%
Exhibitor Services	22,532	21,000	20,000	21,000	0%
Service Fees	226,695	259,000	190,000	210,000	-19%
Reimbursable Wages	431,388	414,000	402,000	425,000	3%
Lease Fees	53,050	25,000	25,000	25,000	0%
<b>Total Charges For Services</b>	<b>\$ 2,070,292</b>	<b>\$ 2,102,700</b>	<b>\$ 1,782,700</b>	<b>\$ 1,907,800</b>	<b>-9%</b>
<b>Miscellaneous</b>					
Interest on Investments	\$ 2,513	\$ 4,000	\$ 200	\$ 200	-95%
Administrative Fees	269,058	274,077	274,077	287,615	5%
Unclassified Miscellaneous	8,597	14,500	13,000	16,500	14%
<b>Total Miscellaneous</b>	<b>\$ 280,168</b>	<b>\$ 292,577</b>	<b>\$ 287,277</b>	<b>\$ 304,315</b>	<b>4%</b>
<b>Transfers</b>					
Transfers In	\$ 744,670	\$ 854,427	\$ 854,427	\$ 685,979	-20%
<b>Total Transfers</b>	<b>\$ 744,670</b>	<b>\$ 854,427</b>	<b>\$ 854,427</b>	<b>\$ 685,979</b>	<b>-20%</b>
<b>Total Revenue</b>	<b>\$ 3,095,130</b>	<b>\$ 3,249,704</b>	<b>\$ 2,924,404</b>	<b>\$ 2,898,094</b>	<b>-11%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 843,531	\$ 942,254	\$ 882,147	\$ 837,946	-11%
Part Time	641,314	645,791	580,321	632,540	-2%
Overtime	34,359	32,927	28,085	25,046	-24%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,519,204</b>	<b>\$ 1,620,972</b>	<b>\$ 1,490,553</b>	<b>\$ 1,495,532</b>	<b>-8%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 25,355	\$ 56,328	\$ 52,501	\$ 31,928	-43%
Disability Leave Buy-Back	7,888	10,800	8,957	8,600	-20%
Accrued Leave Payoff	971	-	6,500	-	0%
Other Allowances	20,580	20,400	20,326	20,400	0%
<b>Total Other Pay</b>	<b>\$ 54,794</b>	<b>\$ 87,528</b>	<b>\$ 88,284</b>	<b>\$ 60,928</b>	<b>-30%</b>

**FY 2011 Budget  
(Budget Basis)  
Casper Events Center**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 135,924	\$ 149,484	\$ 149,484	\$ 121,752	-19%
Other Insurance Benefits	6,633	7,863	7,863	6,879	-13%
FICA/Medicare Tax	116,491	133,959	114,163	119,224	-11%
Retirement Contributions	54,343	59,976	57,091	67,288	12%
Unemployment Compensation	2,779	2,000	4,420	5,300	165%
Workers' Compensation	25,421	26,577	22,685	27,657	4%
<b>Total Benefits</b>	<b>\$ 341,591</b>	<b>\$ 379,859</b>	<b>\$ 355,706</b>	<b>\$ 348,100</b>	<b>-8%</b>
<b>Total Personnel</b>	<b>\$ 1,915,589</b>	<b>\$ 2,088,359</b>	<b>\$ 1,934,543</b>	<b>\$ 1,904,560</b>	<b>-9%</b>
<b>Contractual Services</b>					
Water	19,723	24,000	20,000	20,000	-17%
Refuse Collection	3,667	3,000	2,600	2,700	-10%
Energy - Electricity	164,783	180,000	182,000	190,000	6%
Energy - Natural Gas	61,911	65,000	60,000	55,000	-15%
Equipment Repairs	7,927	15,600	15,600	15,600	0%
Maintenance Agreements	99,612	101,000	101,000	103,000	2%
Insurance & Bonds	38,740	38,740	38,740	34,885	-10%
Telecommunications	17,695	18,000	13,000	13,000	-28%
Postage/Shipping	3,929	3,600	3,500	3,600	0%
Advertising	28,256	26,400	19,000	20,250	-23%
Printing/Reproduction	6,458	6,000	6,000	5,700	-5%
Travel & Training	10,939	14,900	9,900	10,300	-31%
Interdepartmental Services	28,950	30,913	30,913	34,458	11%
Admin/Mgmt Fees	27,221	28,992	28,992	29,141	1%
Other Contractual	213,973	120,200	100,000	100,000	-17%
Association Dues	2,239	2,550	2,295	2,000	-22%
Credit Card Service Charges	73,150	83,000	63,000	70,000	-16%
Production Service	8,487	22,000	30,000	20,000	-9%
<b>Total Contractual Services</b>	<b>\$ 817,660</b>	<b>\$ 783,895</b>	<b>\$ 726,540</b>	<b>\$ 729,634</b>	<b>-7%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 14,435	\$ 14,750	\$ 10,600	\$ 11,500	-22%
Catering Supplies	92,280	99,000	88,200	86,700	-12%
Other Materials & Supplies	8,086	3,000	9,000	4,250	42%
Uniforms	2,995	3,300	2,800	3,000	-9%
Safety Equipment/Supplies	1,864	2,400	1,950	2,250	-6%
Alcohol Supplies	71,109	77,000	52,200	50,200	-35%
Building Supplies	32,193	26,000	26,000	26,000	0%
Concession Supplies	89,187	98,000	77,436	80,000	-18%
<b>Total Materials &amp; Supplies</b>	<b>\$ 312,149</b>	<b>\$ 323,450</b>	<b>\$ 268,186</b>	<b>\$ 263,900</b>	<b>-18%</b>

**FY 2011 Budget  
(Budget Basis)  
Casper Events Center**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Debt Service	\$ 1,490	\$ -	\$ -	\$ -	0%
<b>Total Other Expenses</b>	<b>\$ 1,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital</b>					
<b>Capital New</b>					
Improve Other Than Buildings	\$ 907	\$ 12,000	\$ 4,000	\$ -	-100%
Technologies	\$ 12,027	\$ 10,000	\$ 9,500	\$ -	
<b>Total Capital New</b>	<b>\$ 12,934</b>	<b>\$ 22,000</b>	<b>\$ 13,500</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital Replacement</b>					
Improve Other Than Buildings	\$ 31,791	\$ 32,000	\$ 22,000	\$ -	-100%
<b>Total Capital Replacement</b>	<b>\$ 31,791</b>	<b>\$ 32,000</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>-100%</b>
<b>Total Capital</b>	<b>\$ 44,725</b>	<b>\$ 54,000</b>	<b>\$ 35,500</b>	<b>\$ -</b>	<b>-100%</b>
<b>Total Expenses</b>	<b>\$ 3,091,613</b>	<b>\$ 3,249,704</b>	<b>\$ 2,964,769</b>	<b>\$ 2,898,094</b>	<b>-11%</b>
<b>Net Fund</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ (40,365)</b>	<b>\$ -</b>	<b>0%</b>



# **Municipal Golf Course**

**Golf Course  
Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 957,223	\$ 1,054,285	\$ 986,500	\$ 1,011,785	-4%
Administration/Management Fees	20,778	23,113	23,113	24,368	5%
<b>Total Revenues</b>	<b>978,001</b>	<b>1,077,398</b>	<b>1,009,613</b>	<b>1,036,153</b>	<b>-4%</b>
<b>Expenses</b>					
Personnel Services	421,292	463,752	447,732	439,896	-5%
Contractual	360,477	370,395	355,095	384,447	4%
Materials & Supplies	163,241	169,661	160,765	153,515	-10%
Depreciation	138,000	138,000	138,000	138,000	0%
Debt Service & Interest	26,004	51,007	51,007	51,007	0%
Other	6,254	8,200	8,200	8,200	0%
<b>Total Expenses</b>	<b>1,115,268</b>	<b>1,201,015</b>	<b>1,160,799</b>	<b>1,175,065</b>	<b>-2%</b>
<b>Operating Income (Loss)</b>	<b>(137,267)</b>	<b>(123,617)</b>	<b>(151,186)</b>	<b>(138,912)</b>	<b>12%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	15,533	13,000	14,000	5,000	-62%
Miscellaneous	10,760	4,500	7,550	5,500	22%
<b>Total Revenues</b>	<b>26,293</b>	<b>17,500</b>	<b>21,550</b>	<b>10,500</b>	<b>-40%</b>
<b>Non-operating Income (Loss)</b>	<b>26,293</b>	<b>17,500</b>	<b>21,550</b>	<b>10,500</b>	<b>-40%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
New Capital	13,724	-	-	-	0%
Replacement Capital	107,531	39,500	38,500	100,000	153%
<b>Total Uses</b>	<b>121,255</b>	<b>39,500</b>	<b>38,500</b>	<b>100,000</b>	<b>153%</b>
<b>Capital Income (Loss)</b>	<b>(121,255)</b>	<b>(39,500)</b>	<b>(38,500)</b>	<b>(100,000)</b>	<b>153%</b>
<b>Net Income (Loss)</b>	<b>\$ (232,229)</b>	<b>\$ (145,617)</b>	<b>\$ (168,136)</b>	<b>\$ (228,412)</b>	<b>57%</b>

## Municipal Golf Course

**Mission Statement:** To provide an affordable, challenging, enjoyable, pleasant and safe golf course with appropriate amenities for residents and visitors to Casper.

**1. Goal: Increase gross revenue at the Municipal Golf Course.**

Objective: Increase the number of season passes sold by \$5,000, by June 30, 2010.

Objective: Maintain the FY 2010 level of golf cart rental revenue through FY 2011.

Objective: Increase green fee revenue by \$5,000 by June 30, 2010.

**Highlights from FY 2010:** The golf course made several user group requested cart path improvements. New concrete pathways were installed on #1 Park tee box and #8 Highlands green. Work on the #3 Park green and #8 Highlands tee areas will be completed in this spring.

An irrigation audit of the Park and Highlands courses was completed to determine the costs of installing a new, more efficient irrigation system. A second pump, motor, and electronics system were installed in the Links course pump house to decrease irrigation times and provide a backup to the system.

A fertigation system (liquid fertilizer injected into the irrigation system) was purchased to reduce costs and improve efficiency of the golf course fertilization process. Three new greens mowers were purchased to replace older units. New decorative fencing materials were purchased to replace the pipe and cable fencing on Oakcrest Avenue.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Number of Golf Days in Season	226	230	213 due to cold and wet weather	230
Season pass rounds	23,288	24,000	21,772	24,000
Number of daily 9 & 18 hole rounds	19,136	20,000	16,767	20,000

**Highlights for FY 2011:** The budget of the Municipal Golf Course has been reduced by 2% this year. This includes a 34% reduction in overtime and a 50% reduction in travel and training.

The four-year-old fleet of golf carts will be replaced at the end of the 2010 golf season. The new fertigation system will be put into use on the golf course, to help reduce the more expensive and labor intensive granular applications. Installation of the vinyl fencing materials along Oakcrest, scheduled to be completed prior to the 2011 season.

## Food and Beverage Division

### 19<sup>th</sup> Hole Restaurant

#### 1. Goal: To increase profitability of the Food and Beverage Operation

Objective: To decrease the Cost of Sales (concessions, catering and alcohol costs) to 30% of goods sold by June 30, 2011.

Objective: To decrease the Payroll Costs (total cost of labor) to 45% by June 30, 2011.

Objective: To decrease the Prime Costs (food costs, labor costs and alcohol costs) to 75% of goods sold by June 30, 2011.

**Highlights from FY 2010:** Restaurant and Lounge revenue is largely dependent on the weather, but catering revenue tends to be more consistent. A number of successful events were held at the 19<sup>th</sup> Hole Restaurant and Lounge, including the PTA Founder's Day Banquet, and dances both during the season and in the off-season.

In an attempt to determine the best days and times to operate the beverage cart, the cart was run every day for the entire month of July. It was found that Wednesday evening, Saturday during the day, and Sunday during the day were profitable time periods, so the schedule will be adjusted accordingly.

#### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Cost of Sales (Concessions+ catering+ alcohol) /Total Revenue)	45.1%	40%	33.9% up to end of May	30%
Payroll Costs (Total Payroll/Total Revenue)	66.6%	35%	66.2%% up to end of May	45%
Prime Costs (Food, Alcohol + Labor Costs/ Total Revenue)	97.6%	75%	100.1% up to end of May	75%

## Golf Course Fund

Golf Course Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Food & Beverage Manager	1	1	1	1
Golf Course Mechanic	1	1	1	1
Golf Course Supervisor	1	1	1	1
Golf Course Technician	1	1	1	1
Irrigation Technician	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Part Time Employees (Budget)</b>		\$ 95,999	\$ 111,364	\$ 96,000

Golf Course Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 957,223	\$ 1,054,285	\$ 986,500	\$ 1,011,785	-4%
Miscellaneous	47,071	40,613	44,663	34,868	-14%
<b>Total Revenues</b>	<b>\$ 1,004,294</b>	<b>\$ 1,094,898</b>	<b>\$ 1,031,163</b>	<b>\$ 1,046,653</b>	<b>-4%</b>
<b>Expenditures</b>					
Personnel	\$ 421,292	\$ 463,752	\$ 447,732	\$ 439,896	-5%
Contractual Services	360,477	370,395	355,095	384,447	4%
Materials & Supplies	163,241	169,661	160,765	153,515	-10%
Other	170,258	197,207	197,207	197,207	0%
Capital	121,255	39,500	38,500	100,000	153%
<b>Total Expenditures</b>	<b>\$ 1,236,523</b>	<b>\$ 1,240,515</b>	<b>\$ 1,199,299</b>	<b>\$ 1,275,065</b>	<b>3%</b>
<b>Net Golf Course Fund</b>	<b>\$ (232,229)</b>	<b>\$ (145,617)</b>	<b>\$ (168,136)</b>	<b>\$ (228,412)</b>	<b>57%</b>
Actual Reserves on June 30, 2009 \$ 423,456					
Projected Reserves on June 30, 2010 \$ 393,320					
Projected Reserves on June 30, 2011 \$ 302,908					

**FY 2011 Budget  
(Budget Basis)  
Golf Course**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges For Services</b>					
Catering	\$ 12,236	\$ 17,285	\$ 12,500	\$ 17,285	0%
Gratuities	4,520	4,500	4,500	4,500	0%
Golf Cart Rental	228,025	275,000	240,000	240,000	-13%
Concessions	42,417	55,000	44,000	42,500	-23%
Alcohol Sales	76,774	92,000	80,000	92,000	0%
Other Charges	-	500	500	500	0%
Season Passes	251,569	260,000	255,000	260,000	0%
Green Fees	341,682	350,000	350,000	355,000	1%
<b>Total Charges For Services</b>	<b>\$ 957,223</b>	<b>\$ 1,054,285</b>	<b>\$ 986,500</b>	<b>\$ 1,011,785</b>	<b>-4%</b>
<b>Miscellaneous Revenue</b>					
Interest	15,533	13,000	14,000	5,000	-62%
Administrative Fees	20,778	23,113	23,113	24,368	5%
Gain/Loss On Sale Of Investments	3,150	-	2,050	-	0%
Miscellaneous Revenue	7,610	4,500	5,500	5,500	22%
<b>Total Miscellaneous</b>	<b>\$ 47,071</b>	<b>\$ 40,613</b>	<b>\$ 44,663</b>	<b>\$ 34,868</b>	<b>-14%</b>
<b>Total Operating Revenue</b>	<b>\$ 1,004,294</b>	<b>\$ 1,094,898</b>	<b>\$ 1,031,163</b>	<b>\$ 1,046,653</b>	<b>-4%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 217,876	\$ 224,426	\$ 224,426	\$ 228,327	2%
Part Time	95,999	111,364	102,944	96,000	-14%
Overtime	16,355	16,000	11,100	10,605	-34%
<b>Total Salaries &amp; Wages</b>	<b>\$ 330,230</b>	<b>\$ 351,790</b>	<b>\$ 338,470</b>	<b>\$ 334,932</b>	<b>-5%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 5,708	\$ 15,648	\$ 13,548	\$ 6,148	-61%
Disability Leave Buy-Back	2,139	2,200	2,200	3,265	48%
Other Allowances	960	960	960	960	0%
<b>Total Other Pay</b>	<b>\$ 8,807</b>	<b>\$ 18,808</b>	<b>\$ 16,708</b>	<b>\$ 10,373</b>	<b>-45%</b>

**FY 2011 Budget  
(Budget Basis)  
Golf Course**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 30,036	\$ 33,036	\$ 33,036	\$ 35,364	7%
Other Insurance Benefits	1,888	2,068	2,068	2,029	-2%
FICA/Medicare Tax	25,262	30,741	30,741	26,794	-13%
Retirement Contributions	12,919	13,312	13,312	16,230	22%
Unemployment Compensation	6,133	7,800	7,200	7,800	0%
Workers' Compensation	6,017	6,197	6,197	6,374	3%
<b>Total Benefits</b>	<b>\$ 82,255</b>	<b>\$ 93,154</b>	<b>\$ 92,554</b>	<b>\$ 94,591</b>	<b>2%</b>
<b>Total Personnel</b>	<b>\$ 421,292</b>	<b>\$ 463,752</b>	<b>\$ 447,732</b>	<b>\$ 439,896</b>	<b>-5%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 485	\$ 1,600	\$ 400	\$ 400	-75%
Contractual Supervisors	113,417	100,000	109,000	110,000	10%
Water	12,407	36,000	20,000	40,000	11%
Energy - Electricity	37,706	40,000	38,500	40,000	0%
Energy - Natural Gas	4,402	4,000	3,600	4,000	0%
Equipment Repairs	960	1,000	1,500	1,000	0%
Maintenance Agreements	1,244	500	450	500	0%
Insurance & Bonds	4,495	4,495	4,495	4,048	-10%
Telecommunications	2,654	3,000	2,700	3,000	0%
Advertising	3,005	1,700	1,750	250	-85%
Travel & Training	4,196	5,000	4,700	2,500	-50%
Interdepartmental Services	43,494	41,984	41,984	42,512	1%
Admin/Mgmt Fees	107,348	111,816	111,816	121,937	9%
Other Contractual	22,586	17,000	12,100	12,000	-29%
Association Dues	780	800	800	800	0%
Credit Card Service Charges	1,298	1,500	1,300	1,500	0%
<b>Total Contractual Services</b>	<b>\$ 360,477</b>	<b>\$ 370,395</b>	<b>\$ 355,095</b>	<b>\$ 384,447</b>	<b>4%</b>

**FY 2011 Budget  
(Budget Basis)  
Golf Course**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 370	\$ 900	\$ 550	\$ 550	-39%
Operating Supplies	13,210	8,000	13,500	13,000	63%
Other Materials & Supplies	171	1,500	1,500	1,500	0%
Uniforms	574	700	350	350	-50%
Safety Equipment/Supplies	395	1,000	650	650	-35%
Golf Course Supplies	5,005	5,000	4,500	4,000	-20%
Alcohol Supplies	29,419	31,096	28,250	30,000	-4%
Concession Supplies	31,431	23,465	23,465	19,465	-17%
Landscape Maintenance Supplies	43,199	52,000	45,000	46,000	-12%
Irrigation Supplies	12,701	20,000	18,000	13,000	-35%
Bulk Fuel	25,624	25,000	24,000	24,000	-4%
Small Tools & Supplies	1,142	1,000	1,000	1,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 163,241</b>	<b>\$ 169,661</b>	<b>\$ 160,765</b>	<b>\$ 153,515</b>	<b>-10%</b>
<b>Other Expenses</b>					
Depreciation	\$ 138,000	\$ 138,000	\$ 138,000	\$ 138,000	0%
Principal Payments/Debt Service	6,336	31,591	31,591	31,591	0%
Interest Expense	19,668	19,416	19,416	19,416	0%
Sales Tax	6,254	8,200	8,200	8,200	0%
<b>Total Other Expenses</b>	<b>\$ 170,258</b>	<b>\$ 197,207</b>	<b>\$ 197,207</b>	<b>\$ 197,207</b>	<b>0%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Technologies	\$ 374	\$ -	\$ -	\$ -	0%
Light Equipment	13,350	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ 13,724</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Buildings	\$ 20,000	\$ 2,500	\$ 2,000	\$ -	-100%
Improvements Other Than Buildings	26,436	27,000	26,500	-	-100%
Light Equipment	8,805	-	-	100,000	100%
Heavy Equipment	48,865	-	-	-	0%
Technologies	3,425	10,000	10,000	-	-100%
<b>Total Capital - Replacement</b>	<b>\$ 107,531</b>	<b>\$ 39,500</b>	<b>\$ 38,500</b>	<b>\$ 100,000</b>	<b>153%</b>
<b>Total Capital</b>	<b>\$ 121,255</b>	<b>\$ 39,500</b>	<b>\$ 38,500</b>	<b>\$ 100,000</b>	<b>153%</b>
<b>Total Expenses</b>	<b>\$ 1,236,523</b>	<b>\$ 1,240,515</b>	<b>\$ 1,199,299</b>	<b>\$ 1,275,065</b>	<b>3%</b>
<b>Net Fund</b>	<b>\$ (232,229)</b>	<b>\$ (145,617)</b>	<b>\$ (168,136)</b>	<b>\$ (228,412)</b>	<b>57%</b>



# **Recreation Center**

**Casper Recreation Center**  
**Income Statement**  
(Budget Basis)  
FY 2011

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 578,639	\$ 583,025	\$ 550,900	\$ 554,350	-5%
<b>Total Revenues</b>	<b>578,639</b>	<b>583,025</b>	<b>550,900</b>	<b>554,350</b>	<b>-5%</b>
<b>Expenses</b>					
Personnel Services	816,925	852,942	835,451	839,477	-2%
Contractual	235,355	271,702	240,191	237,208	-13%
Materials & Supplies	50,246	49,600	43,287	42,050	-15%
Promotional Expenses	152	200	80	200	0%
Sales Tax	7,254	513	-	-	-100%
Debt Service & Interest	290	175	75	225	29%
<b>Total Expenses</b>	<b>1,110,222</b>	<b>1,175,132</b>	<b>1,119,084</b>	<b>1,119,160</b>	<b>-5%</b>
<b>Operating Income (Loss)</b>	<b>(531,583)</b>	<b>(592,107)</b>	<b>(568,184)</b>	<b>(564,810)</b>	<b>-5%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Transfers In	541,361	605,258	581,335	566,310	-6%
<b>Total Revenues</b>	<b>541,361</b>	<b>605,258</b>	<b>581,335</b>	<b>566,310</b>	<b>-6%</b>
<b>Non-operating Income (Loss)</b>	<b>541,361</b>	<b>605,258</b>	<b>581,335</b>	<b>566,310</b>	<b>-6%</b>
<b><u>Capital Activity</u></b>					
<b>Capital</b>					
New Capital	-	11,651	11,651	-	-100%
Replacement Capital	5,697	1,500	1,500	1,500	0%
<b>Total Uses</b>	<b>5,697</b>	<b>13,151</b>	<b>13,151</b>	<b>1,500</b>	<b>-89%</b>
<b>Capital Income (Loss)</b>	<b>(5,697)</b>	<b>(13,151)</b>	<b>(13,151)</b>	<b>(1,500)</b>	<b>-89%</b>
<b>Net Income (Loss)</b>	<b>\$ 4,081</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Recreation Center

**Mission Statement:** To provide recreation services that enhance the quality of life for Casper area residents and visitors. Services promote positive recreational opportunities, skill development, and good health in friendly and well-maintained environments.

**1. Goal: Increase the gross revenue at the Casper Recreation Center.**

Objective: Increase the total number of visits to 270,000, by June 30, 2011.

Objective: Maintain the FY 2010 number of registered class participants in recreation classes.

Objective: Maintain the F 10 level of recreation annual pass revenue.

**Highlights from FY 2010:** A new playhouse, toys, wall decorations, and flooring were purchased to replace worn equipment and improve the atmosphere in the Indoor Park. The Game Room was upgraded with a flat screen TV and air hockey table. Fitness and weight room upgrades included two new elliptical machines, a replacement treadmill, pull up bar, and weight bench. Steam room tiles in women's locker room were grouted. Improved lobby lighting and wireless Internet hotspots were installed to update the Recreation Center.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
# of special promotions	14	20	17	20
# of tournaments and league	19	20	22	Maintain at 22
Total visits	262,462	227,000	214,135	Increase visits to 270,000
% of classes meeting minimum number of participants	49%	Improve to 60%	65%	Maintain at 65% or higher

**Highlights for FY 2011:** The operating budget of the Recreation Center has been reduced by 5%. The overtime budget has been reduced by 54%, the materials and supplies budget has been reduced by 15%, and the Rec Guide will be distributed electronically this year to save printing and delivery costs. The subsidy from the General Fund has been reduced by 6%.

A grant and a cooperative agreement with Wyoming Game and Fish will allow the for expanded programs for youth and teens in golf, archery, and canoeing.

# Casper Recreation Center Fund

Casper Recreation Center Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Custodial Maintenance Worker I	2	1	1	1
Recreation Coordinator	2	2	2	2
Recreation Superintendent	1	1	1	1
Recreation Supervisor	2	2	2	2
Secretary II	1	1	1	1
Senior Custodial Maint Worker	1	1	1	1
<b>Total</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Part Time Employees (Budget)</b>		\$ 288,083	\$ 294,736	\$ 289,486

Casper Recreation Center Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 578,639	\$ 583,025	\$ 550,900	\$ 554,350	-5%
Transfers In	541,361	605,258	581,335	566,310	-6%
<b>Total Revenues</b>	<b>\$ 1,120,000</b>	<b>\$ 1,188,283</b>	<b>\$ 1,132,235</b>	<b>\$ 1,120,660</b>	<b>-6%</b>
<b>Expenditures</b>					
Personnel	\$ 816,925	\$ 852,942	\$ 835,451	\$ 839,477	-2%
Contractual Services	235,355	271,702	240,191	237,208	-13%
Materials & Supplies	50,246	49,600	43,287	42,050	-15%
Other	7,696	888	155	425	-52%
Capital	5,697	13,151	13,151	1,500	-89%
<b>Total Expenditures</b>	<b>\$ 1,115,919</b>	<b>\$ 1,188,283</b>	<b>\$ 1,132,235</b>	<b>\$ 1,120,660</b>	<b>-6%</b>
<b>Net Casper Recreation Center Fund</b>	<b>\$ 4,081</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Actual Reserves on June 30, 2009					
			\$	102,017	
Projected Reserves on June 30, 2010					
			\$	102,017	
Projected Reserves on June 30, 2011					
			\$	102,017	

**FY 2011 Budget  
(Budget Basis)  
Casper Recreation Center**

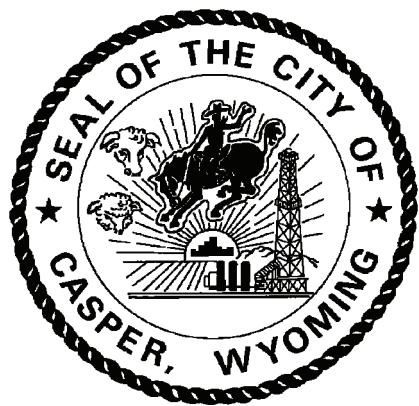
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges For Services</b>					
Park User Fees	\$ 16,573	\$ 14,300	\$ 14,300	\$ 14,300	0%
Recreation Passes	79,918	78,000	78,000	78,000	0%
Courts	4,291	5,000	5,000	5,000	0%
Classes	288,394	295,000	270,000	270,000	-8%
Locker Rental	6,413	5,600	5,600	5,600	0%
Room Rental	26,448	21,000	20,000	21,000	0%
Towel Rental	1,328	1,100	1,100	1,500	36%
Equipment Fees	856	700	750	750	7%
League User Fees	30,942	31,500	30,000	31,000	-2%
Pro Shop Sales	6,091	4,300	4,200	4,500	5%
Foundation Contribution	6,376	6,000	7,750	10,000	67%
Concessions	9,371	9,500	7,500	7,000	-26%
Ball Field User Fees	66,187	68,500	66,000	65,000	-5%
Admissions	34,727	42,000	40,000	40,000	-5%
Tennis Court User Fees	724	525	700	700	33%
<b>Total Charges For Services</b>	<b>\$ 578,639</b>	<b>\$ 583,025</b>	<b>\$ 550,900</b>	<b>\$ 554,350</b>	<b>-5%</b>
<b>Transfers</b>					
Transfers In	\$ 541,361	\$ 605,258	\$ 581,335	\$ 566,310	-6%
<b>Total Transfers</b>	<b>\$ 541,361</b>	<b>\$ 605,258</b>	<b>\$ 581,335</b>	<b>\$ 566,310</b>	<b>-6%</b>
<b>Total Operating Revenue</b>	<b>\$ 1,120,000</b>	<b>\$ 1,188,283</b>	<b>\$ 1,132,235</b>	<b>\$ 1,120,660</b>	<b>-6%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 362,798	\$ 380,206	\$ 380,206	\$ 385,560	1%
Part Time	288,083	294,736	287,908	289,486	-2%
Overtime	7,734	8,750	2,050	4,000	-54%
<b>Total Salaries &amp; Wages</b>	<b>\$ 658,615</b>	<b>\$ 683,692</b>	<b>\$ 670,164</b>	<b>\$ 679,046</b>	<b>-1%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 10,000	\$ 10,500	\$ -	-100%
Disability Leave Buy-Back	3,437	5,750	3,246	5,750	0%
Accrued Leave Payoff	794	-	-	-	0%
Other Allowances	4,560	4,560	4,560	4,560	0%
<b>Total Other Pay</b>	<b>\$ 8,791</b>	<b>\$ 20,310</b>	<b>\$ 18,306</b>	<b>\$ 10,310</b>	<b>-49%</b>

**FY 2011 Budget  
(Budget Basis)  
Casper Recreation Center**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 62,544	\$ 56,868	\$ 56,868	\$ 53,772	-5%
Other Insurance Benefits	3,107	3,269	2,326	3,263	0%
FICA/Medicare Tax	50,262	54,794	54,175	53,503	-2%
Retirement Contributions	21,694	22,022	22,022	26,993	23%
Unemployment Compensation	514	1,446	1,200	500	-65%
Workers' Compensation	11,398	10,541	10,390	12,090	15%
<b>Total Benefits</b>	<b>\$ 149,519</b>	<b>\$ 148,940</b>	<b>\$ 146,981</b>	<b>\$ 150,121</b>	<b>1%</b>
<b>Total Personnel</b>	<b>\$ 816,925</b>	<b>\$ 852,942</b>	<b>\$ 835,451</b>	<b>\$ 839,477</b>	<b>-2%</b>
<b>Contractual Services</b>					
Water	\$ 15,058	\$ 14,500	\$ 15,000	\$ 16,000	10%
Office Equipment Repairs	720	700	350	700	0%
Maintenance Agreements	10,459	18,500	13,800	14,600	-21%
Insurance & Bonds	13,021	13,021	13,021	11,726	-10%
Energy - Electricity	44,534	54,500	54,500	55,000	1%
Energy - Natural Gas	20,375	19,000	8,000	19,000	0%
Telecommunications	4,455	5,000	4,900	4,500	-10%
Postage/Shipping	2,800	2,500	2,100	2,100	-16%
Advertising	5,827	7,500	7,500	5,000	-33%
Printing/Reproduction	13,010	25,900	22,750	15,750	-39%
Travel & Training	5,939	7,250	3,520	5,000	-31%
Interdepartmental Services	59,846	57,239	57,239	46,811	-18%
Admin/Mgmt Fees	29,409	29,527	29,527	31,921	8%
Other Contractual	9,011	15,500	7,000	8,000	-48%
Association Dues	891	1,065	984	1,100	3%
<b>Total Contractual Services</b>	<b>\$ 235,355</b>	<b>\$ 271,702</b>	<b>\$ 240,191</b>	<b>\$ 237,208</b>	<b>-13%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 4,611	\$ 5,350	\$ 4,700	\$ 4,700	-12%
Operating Supplies	20,419	20,000	19,087	17,500	-13%
Other Materials & Supplies	1,313	750	900	900	20%
Uniforms	1,728	4,000	2,600	2,700	-33%
Custodial Supplies	12,636	13,500	10,000	10,500	-22%
Photo Supplies	1,292	1,000	1,000	750	-25%
Safety Equipment/Supplies	-	-	-	-	0%
Resale Supplies	7,687	4,500	4,500	4,500	0%
Small Tools & Supplies	560	500	500	500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 50,246</b>	<b>\$ 49,600</b>	<b>\$ 43,287</b>	<b>\$ 42,050</b>	<b>-15%</b>

**FY 2011 Budget  
(Budget Basis)  
Casper Recreation Center**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Promotional Expenses	\$ 152	\$ 200	\$ 80	\$ 200	0%
Principal Payments / Debt Service	7,254	513	-	-	-100%
Sales Tax	290	175	75	225	29%
<b>Total Other Expenses</b>	<b>\$ 7,696</b>	<b>\$ 888</b>	<b>\$ 155</b>	<b>\$ 425</b>	<b>-52%</b>
<b>Capital - New</b>					
Technologies	\$ -	\$ 11,651	\$ 11,651	\$ -	-100%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ 11,651</b>	<b>\$ 11,651</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 5,697	\$ 1,500	\$ 1,500	\$ 1,500	0%
<b>Total Capital - Replacement</b>	<b>\$ 5,697</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>0%</b>
<b>Total Capital</b>	<b>\$ 5,697</b>	<b>\$ 13,151</b>	<b>\$ 13,151</b>	<b>\$ 1,500</b>	<b>-89%</b>
<b>Total Expenses</b>	<b>\$ 1,115,919</b>	<b>\$ 1,188,283</b>	<b>\$ 1,132,235</b>	<b>\$ 1,120,660</b>	<b>-6%</b>
<b>Net Fund</b>	<b>\$ 4,081</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>





# Aquatics

**Aquatics**  
**Income Statement**  
(Budget Basis)  
FY 2011

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 456,113	\$ 464,401	\$ 402,447	\$ 423,950	-9%
Administration/Management Fees	17,088	16,317	-	-	-100%
Miscellaneous Revenue	20,195	21,125	19,711	19,250	-9%
<b>Total Revenues</b>	<b>493,396</b>	<b>501,843</b>	<b>422,158</b>	<b>443,200</b>	<b>-12%</b>
<b>Expenses</b>					
Personnel Services	592,012	643,614	551,279	576,698	-10%
Contractual	311,448	345,289	333,992	332,384	-4%
Materials & Supplies	63,792	58,250	57,837	59,550	2%
Other	914	1,150	935	975	-15%
<b>Total Expenses</b>	<b>968,166</b>	<b>1,048,303</b>	<b>944,043</b>	<b>969,607</b>	<b>-8%</b>
<b>Operating Income (Loss)</b>	<b>(474,770)</b>	<b>(546,460)</b>	<b>(521,885)</b>	<b>(526,407)</b>	<b>-4%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Transfers In	477,525	539,960	530,481	528,407	-2%
<b>Total Revenues</b>	<b>477,525</b>	<b>539,960</b>	<b>530,481</b>	<b>528,407</b>	<b>-2%</b>
<b>Non-operating Income (Loss)</b>	<b>477,525</b>	<b>539,960</b>	<b>530,481</b>	<b>528,407</b>	<b>-2%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Capital - New	1,613	1,500	1,500	-	-100%
Capital - Replacement	1,115	2,000	2,000	2,000	0%
<b>Total Uses</b>	<b>2,728</b>	<b>3,500</b>	<b>3,500</b>	<b>2,000</b>	<b>-43%</b>
<b>Capital Income (Loss)</b>	<b>(2,728)</b>	<b>(3,500)</b>	<b>(3,500)</b>	<b>(2,000)</b>	<b>-43%</b>
<b>Net Income (Loss)</b>	<b>\$ 27</b>	<b>\$ (10,000)</b>	<b>\$ 5,096</b>	<b>\$ -</b>	<b>-100%</b>

## Aquatics

**Mission Statement:** To provide well-oriented recreation services which enhance the quality of life of Casper area residents and visitors. Services should promote positive recreational opportunities, skill development, and good health in a friendly and well-maintained environment.

**1. Goal: Increase the gross revenue at all aquatics facilities.**

Objective: To record a minimum number of 105,000 visits to all Aquatics facilities by June 30, 2011.

Objective: Increase the annual pass and daily admission revenue at Aquatics facilities to \$281,000, by June 30, 2011.

Objective: Increase the Aquatics lesson fees to \$94,000 by June 30, 2011.

**Highlights from FY 2010:** The addition of two new slides at Paradise Valley Pool helped generate excitement and an enhanced overall swimmer experience. Special event swim numbers increased in FY 2010 compared to previous years at the Casper Family Aquatic Center in part due to the addition of a floating toy feature placed in the lap pool. A completed replacement valve project improved the efficiency of operations for the Casper Family Aquatic Center lap pool. The two Casper Family Aquatic Center ultraviolet systems received an overhaul, which has helped aid sanitation and air quality. Lastly, electronic openers were added to the Casper Family Aquatic Center doors making entry to the facility much more user friendly for all patrons.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Number of bad weather days.  <i>Outdoor pool attendance is believed to be highly weather dependent.</i>	Outdoor closed three days	No target. Weather dependent.	Closed two days completely, closed early on 6 other days, marginal weather on 9 additional days. East Casper was closed for 9 days due to boiler issue.	No target. Weather dependent.
Number of special promotions	93	100	118	At least 100 special promotions
Total visits- Aquatics Center and outdoor pools	166,715	165,000	154,688	165,000
Total visits- Aquatics Center	117,064	110,000	101,487	110,000
Total visits- Outdoor pools	49,651	55,000	53,201	55,000

**Highlights for FY 2011:** The Aquatics operating budget has been reduced by 8% from FY 2010 levels. The part time budget has been reduced by 4%, the overtime budget has been reduced by 86%, and one vacant full time position has been eliminated.

A new drain will be installed at Paradise Valley Pool to help with backwashing procedure. This should help to reduce unnecessary shutdowns.

The floating toy feature that was purchased last year will be moved to various outdoor pools throughout the season to add enjoyment and interactivity for swimmers. An anchoring system will be installed in the lap pool to help secure the floating toy feature while it is at the Casper Family Aquatic Center.

# Aquatics Fund

Aquatics Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Recreation Coordinator	1	1	1	1
Recreation Supervisor	1	1	1	1
Custodial Maintenance Worker I	-	1	1	-
Senior Custodial Maint Worker	1	1	1	1
<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b>Part Time Employees (Budget)</b>		\$ 343,869	\$ 365,331	\$ 351,521

Aquatics Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Charges for Service	\$ 456,113	\$ 464,401	\$ 402,447	\$ 423,950	-9%	
Miscellaneous	37,283	37,442	19,711	19,250	-49%	
Transfer In	477,525	539,960	530,481	528,407	-2%	
<b>Total Revenues</b>	<b>\$ 970,921</b>	<b>\$ 1,041,803</b>	<b>\$ 952,639</b>	<b>\$ 971,607</b>	<b>-7%</b>	
<b>Expenditures</b>						
Personnel	\$ 592,012	\$ 643,614	\$ 551,279	\$ 576,698	-10%	
Contractual Services	311,448	345,289	333,992	332,384	-4%	
Materials & Supplies	63,792	58,250	57,837	59,550	2%	
Other	914	1,150	935	975	-15%	
Capital	2,728	3,500	3,500	2,000	-43%	
<b>Total Expenditures</b>	<b>\$ 970,894</b>	<b>\$ 1,051,803</b>	<b>\$ 947,543</b>	<b>\$ 971,607</b>	<b>-8%</b>	
<b>Net Aquatics Fund</b>	<b>\$ 27</b>	<b>\$ (10,000)</b>	<b>\$ 5,096</b>	<b>\$ -</b>	<b>-100%</b>	
Actual Reserves on June 30, 2009				\$ (5,096)		
Projected Reserves on June 30, 2010				\$ -		
Projected Reserves on June 30, 2011				\$ -		

**FY 2011 Budget  
(Budget Basis)  
Aquatics**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Operations</b>					
<b>Charges For Services</b>					
Daily Admissions	\$ 205,187	\$ 220,000	\$ 194,588	\$ 200,000	-9%
Special Events - Admission	12,681	8,000	7,676	8,000	0%
Lesson Fees	108,746	109,500	82,288	94,000	-14%
Season Passes	86,430	85,000	78,900	81,000	-5%
Locker Rental	4,189	3,550	2,800	3,250	-8%
Pool Rentals	24,292	24,801	23,035	23,250	-6%
Building Rent - Party	9,747	9,200	9,200	10,000	9%
Pro Shop Sales	4,841	4,350	3,960	4,450	2%
<b>Total Charges For Services</b>	<b>\$ 456,113</b>	<b>\$ 464,401</b>	<b>\$ 402,447</b>	<b>\$ 423,950</b>	<b>-9%</b>
<b>Miscellaneous Revenue</b>					
Concessions	\$ 20,195	\$ 21,125	\$ 19,711	\$ 19,250	-9%
Admin Fees	17,088	16,317	-	-	-100%
<b>Total Miscellaneous Revenue</b>	<b>\$ 37,283</b>	<b>\$ 37,442</b>	<b>\$ 19,711</b>	<b>\$ 19,250</b>	<b>-49%</b>
<b>Transfers</b>					
Transfer In	\$ 477,525	\$ 539,960	\$ 530,481	\$ 528,407	-2%
<b>Total Transfers</b>	<b>\$ 477,525</b>	<b>\$ 539,960</b>	<b>\$ 530,481</b>	<b>\$ 528,407</b>	<b>-2%</b>
<b>Total Operating Revenue</b>	<b>\$ 970,921</b>	<b>\$ 1,041,803</b>	<b>\$ 952,639</b>	<b>\$ 971,607</b>	<b>-7%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 149,969	\$ 163,508	\$ 135,355	\$ 139,329	-15%
Part Time	343,869	365,331	318,985	351,521	-4%
Overtime	14,077	14,500	8,838	2,000	-86%
<b>Total Salaries &amp; Wages</b>	<b>\$ 507,915</b>	<b>\$ 543,339</b>	<b>\$ 463,178</b>	<b>\$ 492,850</b>	<b>-9%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 1,000	\$ 9,000	\$ 7,000	\$ -	-100%
Disability Leave Buy-Back	-	500	618	1,500	200%
Accrued Leave Payoff	-	-	42	-	0%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 1,480</b>	<b>\$ 9,980</b>	<b>\$ 8,140</b>	<b>\$ 1,980</b>	<b>-80%</b>

**FY 2011 Budget  
(Budget Basis)  
Aquatics**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 25,235	\$ 27,756	\$ 25,116	\$ 24,060	-13%
Other Insurance Benefits	1,290	1,453	1,241	1,205	-17%
FICA/Medicare Tax	38,389	42,937	37,247	37,855	-12%
Retirement Contributions	8,646	9,400	7,772	9,742	4%
Workers' Compensation	9,057	8,749	8,585	9,006	3%
<b>Total Benefits</b>	<b>\$ 82,617</b>	<b>\$ 90,295</b>	<b>\$ 79,961</b>	<b>\$ 81,868</b>	<b>-9%</b>
<b>Total Personnel</b>	<b>\$ 592,012</b>	<b>\$ 643,614</b>	<b>\$ 551,279</b>	<b>\$ 576,698</b>	<b>-10%</b>
<b>Contractual Services</b>					
Water	\$ 18,041	\$ 20,500	\$ 16,600	\$ 17,000	-17%
Equipment Repairs	854	750	600	750	0%
Insurance & Bonds	14,264	15,004	15,004	12,838	-14%
Energy - Electricity	58,069	62,250	61,543	62,250	0%
Energy - Natural Gas	120,665	119,500	122,000	112,000	-6%
Telecommunications	1,853	2,000	1,960	1,950	-3%
Postage & Shipping	325	500	500	500	0%
Advertising	14,910	27,000	15,500	11,000	-59%
Travel & Training	4,679	3,800	3,300	3,500	-8%
Interdepartmental Services	56,958	76,221	76,221	92,626	22%
Admin/Mgmt Fees	14,705	14,764	14,764	11,970	-19%
Other Contractual	6,125	3,000	6,000	6,000	100%
<b>Total Contractual Services</b>	<b>\$ 311,448</b>	<b>\$ 345,289</b>	<b>\$ 333,992</b>	<b>\$ 332,384</b>	<b>-4%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,345	\$ 1,800	\$ 1,687	\$ 1,250	-31%
Operating Supplies	39,703	35,300	37,700	39,450	12%
Other Materials & Supplies	1,703	1,000	600	650	-35%
Uniforms	5,496	3,600	3,450	3,250	-10%
Custodial Supplies	3,069	4,200	3,400	3,600	-14%
Photo Supplies	495	1,500	1,000	1,000	-33%
Safety Equipment/Supplies	2,842	1,750	1,700	1,500	-14%
Resale Supplies	1,851	1,600	1,600	1,600	0%
Concession Supplies	7,288	7,500	6,700	7,250	-3%
<b>Total Materials &amp; Supplies</b>	<b>\$ 63,792</b>	<b>\$ 58,250</b>	<b>\$ 57,837</b>	<b>\$ 59,550</b>	<b>2%</b>
<b>Other Expenses</b>					
Sales Tax	\$ 914	\$ 1,150	\$ 935	\$ 975	-15%
<b>Total Other Expenses</b>	<b>\$ 914</b>	<b>\$ 1,150</b>	<b>\$ 935</b>	<b>\$ 975</b>	<b>-15%</b>

**FY 2011 Budget  
(Budget Basis)  
Aquatics**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital</b>					
<b>Capital - New</b>					
Technologies	\$ 1,613	\$ 1,500	\$ 1,500	\$ -	-100%
<b>Total Capital - New</b>	\$ 1,613	\$ 1,500	\$ 1,500	\$ -	-100%
<b>Capital - Replacement</b>					
Light Equipment	\$ 1,115	\$ 2,000	\$ 2,000	\$ 2,000	0%
<b>Total Capital - Replacement</b>	\$ 1,115	\$ 2,000	\$ 2,000	\$ 2,000	0%
<b>Total Capital</b>	\$ 2,728	\$ 3,500	\$ 3,500	\$ 2,000	-43%
<b>Total Expenses</b>	\$ 970,894	\$ 1,051,803	\$ 947,543	\$ 971,607	-8%
<b>Net Fund</b>	\$ 27	\$ (10,000)	\$ 5,096	\$ -	-100%



# Ice Arena

**Ice Arena**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 225,232	\$ 241,700	\$ 203,675	\$ 211,250	-13%
Miscellaneous Revenue	65,032	74,000	60,100	63,700	-14%
<b>Total Revenues</b>	<b>290,264</b>	<b>315,700</b>	<b>263,775</b>	<b>274,950</b>	<b>-13%</b>
<b>Expenses</b>					
Personnel Services	272,545	299,372	286,610	279,472	-7%
Contractual	159,508	156,993	137,276	135,395	-14%
Materials & Supplies	46,699	44,500	41,950	41,250	-7%
Other	3,096	2,750	2,350	2,400	-13%
<b>Total Expenses</b>	<b>481,848</b>	<b>503,615</b>	<b>468,186</b>	<b>458,517</b>	<b>-9%</b>
<b>Operating Income (Loss)</b>	<b>(191,584)</b>	<b>(187,915)</b>	<b>(204,411)</b>	<b>(183,567)</b>	<b>-2%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Transfers	193,063	189,415	189,415	184,735	-2%
<b>Total Revenues</b>	<b>193,063</b>	<b>189,415</b>	<b>189,415</b>	<b>184,735</b>	<b>-2%</b>
<b>Non-operating Income (Loss)</b>	<b>193,063</b>	<b>189,415</b>	<b>189,415</b>	<b>184,735</b>	<b>-2%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Replacement Capital	1,464	1,500	1,500	1,500	0%
<b>Total Uses</b>	<b>1,464</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>0%</b>
<b>Capital Income (Loss)</b>	<b>(1,464)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>0%</b>
<b>Net Income (Loss)</b>	<b>\$ 15</b>	<b>\$ -</b>	<b>\$ (16,496)</b>	<b>\$ (332)</b>	<b>100%</b>

## Ice Arena

**Mission Statement:** To provide recreation services which enhance the quality of life of Casper area residents and visitors. Services promote positive recreational opportunities, skill development, and good health in a friendly and well-maintained environment.

**1. Goal: Increase the gross revenue at all aquatics facilities.**

Objective: Increase the total number of visits to 124,000, by June 30, 2010.

Objective: Increase the ice time revenue to \$140,000, by June 30, 2010.

Objective: Increase the season pass revenue to \$6,000, by June 30, 2010.

**Highlights from FY 2010:** The installation of energy efficient lighting and a low-emissivity ceiling over the arena are expected to significantly reduce heating and lighting related expenses in future years. The “soft start” added to the Ice Arena compressors will prevent electrical spikes as compressors engage and will also prevent unnecessary wear on the equipment. The aging sound system was replaced. The Learn To Skate program was renamed to the Casper Skating School. An in-house adult hockey league, administered by Ice Arena staff, was formed and had a successful start-up.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Number of special promotions	9	16	25	25
Number of tournaments	17 events	21 events	15 events	17 events
Total visits	101,845	124,000	84,356	124,000

**Highlights for FY 2011:** The operating budget of the Ice Arena has been reduced by 8%. One full time employee will now be shared between the Ice Arena and Aquatics, thereby reducing the cost of administration and management.

Significant efforts will be made over the year to enhance programs offered through the Casper Skating School. Staff will utilize technology to manage concession inventories, communicate with potential program participants, and streamline the registration processes.

## Ice Arena Fund

Ice Arena Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Recreation Coordinator	1	1	1	1
Recreation Supervisor	1	1	1	1
Senior Custodial Maint Worker	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Part Time Employees (Budget)</b>		\$ 108,366	\$ 108,573	\$ 88,487

Ice Arena Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Charges for Service	\$ 225,232	\$ 241,700	\$ 203,675	\$ 211,250	-13%	
Miscellaneous	65,032	74,000	60,100	63,700	-14%	
Transfer In	193,063	189,415	189,415	184,735	-2%	
<b>Total Revenues</b>	<b>\$ 483,327</b>	<b>\$ 505,115</b>	<b>\$ 453,190</b>	<b>\$ 459,685</b>	<b>-9%</b>	
<b>Expenditures</b>						
Personnel	\$ 272,545	\$ 299,372	\$ 286,610	\$ 279,472	-7%	
Contractual Services	159,508	156,993	137,276	135,395	-14%	
Materials & Supplies	46,699	44,500	41,950	41,250	-7%	
Other	3,096	2,750	2,350	2,400	-13%	
Capital	1,464	1,500	1,500	1,500	0%	
<b>Total Expenditures</b>	<b>\$ 483,312</b>	<b>\$ 505,115</b>	<b>\$ 469,686</b>	<b>\$ 460,017</b>	<b>-9%</b>	
<b>Net Ice Arena Fund</b>	<b>\$ 15</b>	<b>\$ -</b>	<b>\$ (16,496)</b>	<b>\$ (332)</b>	<b>100%</b>	
Actual Reserves on June 30, 2009				\$ 46,118		
Projected Reserves on June 30, 2010				\$ 29,622		
Projected Reserves on June 30, 2011				\$ 29,290		

**FY 2011 Budget  
(Budget Basis)  
Ice Arena**

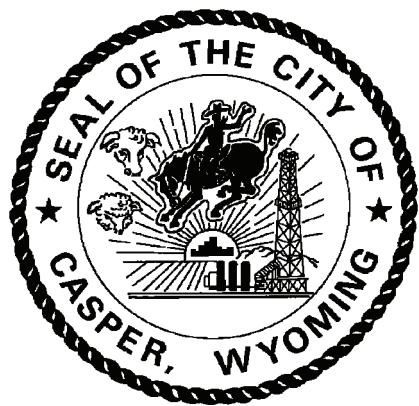
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges For Services</b>					
Daily Admissions	\$ 22,296	\$ 22,000	\$ 20,400	\$ 23,000	5%
Special Events Admissions	1,083	1,000	1,000	1,000	0%
Group User Fees	132,535	145,000	97,600	100,000	-31%
School Group Instructions	5,322	4,500	4,500	4,500	0%
Season Passes	4,536	6,000	22,500	22,000	267%
Skating Classes	30,882	33,000	32,000	33,000	0%
Locker Rental	1,547	1,600	1,700	2,000	25%
Party Rentals	12,386	13,000	13,000	13,000	0%
Skate Rentals	8,969	8,100	5,700	7,500	-7%
Service Fees	5,728	6,000	5,250	5,250	-13%
Other Charges	(52)	1,500	25	-	-100%
<b>Total Charges For Services</b>	<b>\$ 225,232</b>	<b>\$ 241,700</b>	<b>\$ 203,675</b>	<b>\$ 211,250</b>	<b>-13%</b>
<b>Miscellaneous Revenue</b>					
Concessions	\$ 63,367	\$ 72,000	\$ 58,500	\$ 62,000	-14%
Pro Shop Sales	1,665	2,000	1,600	1,700	-15%
<b>Total Miscellaneous</b>	<b>\$ 65,032</b>	<b>\$ 74,000</b>	<b>\$ 60,100</b>	<b>\$ 63,700</b>	<b>-14%</b>
<b>Transfers</b>					
Transfers In	\$ 193,063	\$ 189,415	\$ 189,415	\$ 184,735	-2%
<b>Total Transfers In</b>	<b>\$ 193,063</b>	<b>\$ 189,415</b>	<b>\$ 189,415</b>	<b>\$ 184,735</b>	<b>-2%</b>
<b>Total Operating Revenue</b>	<b>\$ 483,327</b>	<b>\$ 505,115</b>	<b>\$ 453,190</b>	<b>\$ 459,685</b>	<b>-9%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 115,208	\$ 128,252	\$ 128,252	\$ 132,829	4%
Part Time	108,366	108,573	97,996	88,487	-18%
Overtime	42	2,750	426	750	-73%
<b>Total Salaries &amp; Wages</b>	<b>\$ 223,616</b>	<b>\$ 239,575</b>	<b>\$ 226,674</b>	<b>\$ 222,066</b>	<b>-7%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 4,000	\$ 4,500	\$ -	-100%
Disability Leave Buy-Back	-	-	-	-	0%
Accrued Leave Payoff	1,824	-	-	-	0%
Other Allowances	380	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 2,204</b>	<b>\$ 4,480</b>	<b>\$ 4,980</b>	<b>\$ 480</b>	<b>-89%</b>

**FY 2011 Budget  
(Budget Basis)  
Ice Arena**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 20,435	\$ 23,832	\$ 23,832	\$ 25,512	7%
Other Insurance Benefits	727	1,157	1,157	1,148	-1%
FICA/Medicare Tax	15,954	19,046	18,901	17,024	-11%
Retirement Contributions	5,824	7,440	7,440	9,192	24%
Workers' Compensation	3,785	3,842	3,626	4,050	5%
<b>Total Benefits</b>	<b>\$ 46,725</b>	<b>\$ 55,317</b>	<b>\$ 54,956</b>	<b>\$ 56,926</b>	<b>3%</b>
<b>Total Personnel</b>	<b>\$ 272,545</b>	<b>\$ 299,372</b>	<b>\$ 286,610</b>	<b>\$ 279,472</b>	<b>-7%</b>
<b>Contractual Services</b>					
Water	\$ 6,894	\$ 11,000	\$ 7,300	\$ 7,500	-32%
Energy - Electricity	51,401	46,000	51,000	46,000	0%
Energy - Natural Gas	16,599	17,000	14,500	15,000	-12%
Equipment Repairs	2,296	2,750	2,300	2,500	-9%
Insurance & Bonds	5,727	5,727	5,727	5,157	-10%
Telecommunications	859	880	880	880	0%
Advertising	2,355	5,750	5,950	5,000	-13%
Promotional Expenses	248	1,250	800	700	-44%
Travel & Training	1,741	2,600	100	1,800	-31%
Interdepartmental Services	37,152	33,396	33,396	34,638	4%
Admin/Mgmt Fees	28,116	27,390	11,073	11,970	-56%
Other Contractual	5,438	2,500	3,500	3,500	40%
Association Dues	682	750	750	750	0%
<b>Total Contractual Services</b>	<b>\$ 159,508</b>	<b>\$ 156,993</b>	<b>\$ 137,276</b>	<b>\$ 135,395</b>	<b>-14%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,718	\$ 1,500	\$ 1,500	\$ 1,500	0%
Other Materials & Supplies	3,472	2,500	2,700	2,500	0%
Uniforms	1,196	1,000	-	1,000	0%
Custodial Supplies	4,690	4,000	4,000	3,500	-13%
Photo Supplies	24	250	250	250	0%
Concession Supplies	26,838	25,000	18,500	21,000	-16%
Operating Supplies	8,761	10,250	15,000	11,500	12%
<b>Total Materials &amp; Supplies</b>	<b>\$ 46,699</b>	<b>\$ 44,500</b>	<b>\$ 41,950</b>	<b>\$ 41,250</b>	<b>-7%</b>

**FY 2011 Budget  
(Budget Basis)  
Ice Arena**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Sales Tax	\$ 3,096	\$ 2,750	\$ 2,350	\$ 2,400	-13%
<b>Total Other Expenses</b>	<b>\$ 3,096</b>	<b>\$ 2,750</b>	<b>\$ 2,350</b>	<b>\$ 2,400</b>	<b>-13%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 1,464	\$ 1,500	\$ 1,500	\$ 1,500	0%
<b>Total Capital - Replacement</b>	<b>\$ 1,464</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>0%</b>
<b>Total Capital</b>	<b>\$ 1,464</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 483,312</b>	<b>\$ 505,115</b>	<b>\$ 469,686</b>	<b>\$ 460,017</b>	<b>-9%</b>
<b>Net Fund</b>	<b>\$ 15</b>	<b>\$ -</b>	<b>\$ (16,496)</b>	<b>\$ (332)</b>	<b>100%</b>





# **Hogadon Ski Area**

**Hogadon Ski Area**  
**Income Statement**  
(Budget Basis)  
FY 2011

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 477,564	\$ 549,200	\$ 521,396	\$ 525,300	-4%
<b>Total Revenues</b>	<b>477,564</b>	<b>549,200</b>	<b>521,396</b>	<b>525,300</b>	<b>-4%</b>
<b>Expenses</b>					
Personnel Services	344,719	348,404	336,762	334,459	-4%
Contractual	368,442	352,074	356,505	331,097	-6%
Materials & Supplies	80,466	77,750	71,550	71,950	-7%
Depreciation	162,208	75,000	75,000	-	-100%
Sales Tax	2,963	3,800	3,500	3,500	-8%
<b>Total Expenses</b>	<b>958,798</b>	<b>857,028</b>	<b>843,317</b>	<b>741,006</b>	<b>-14%</b>
<b>Operating Income (Loss)</b>	<b>(481,234)</b>	<b>(307,828)</b>	<b>(321,921)</b>	<b>(215,706)</b>	<b>-30%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	16,150	10,000	10,000	10,000	0%
Gain/Loss on Sale of Investments	3,275	-	1,987	-	0%
Building Rent	300	1,000	1,200	1,200	20%
Transfer In	307,800	312,480	312,480	217,196	-30%
<b>Total Revenues</b>	<b>327,525</b>	<b>323,480</b>	<b>325,667</b>	<b>228,396</b>	<b>-29%</b>
<b>Non-operating Income (Loss)</b>	<b>327,525</b>	<b>323,480</b>	<b>325,667</b>	<b>228,396</b>	<b>-29%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Replacement Capital	80,873	95,600	95,100	12,000	-87%
<b>Total Uses</b>	<b>80,873</b>	<b>95,600</b>	<b>95,100</b>	<b>12,000</b>	<b>-87%</b>
<b>Capital Income (Loss)</b>	<b>(80,873)</b>	<b>(95,600)</b>	<b>(95,100)</b>	<b>(12,000)</b>	<b>-87%</b>
<b>Net Income (Loss)</b>	<b>\$ (234,582)</b>	<b>\$ (79,948)</b>	<b>\$ (91,354)</b>	<b>\$ 690</b>	<b>-101%</b>

## Hogadon Ski Area

**Mission Statement:** To provide a ski area at a reasonable cost for user groups and the general public, that is conducive to the safety and recreational needs of skiers and snowboarders.

**1. Goal: Increase the gross revenue at the Hogadon Ski Area.**

Objective: To increase Early Bird season passes sold by \$3,000 by June 30, 2011.

Objective: To increase Pre-Season season passes sold by \$5,000 by June 30, 2011.

Objective: To maintain the FY 2010 levels of daily lift ticket revenue by June 30, 2011.

Objective: To maintain the FY 2010 level of Learn to Ski/Snowboard participants by June 30, 2011.

Objective: To maintain the FY 2010 level of free season passes issued by June 30, 2011.

**Highlights from FY 2010:** Three sections of snowmaking water line were replaced during the summer and fall of 2009, which improved water efficiencies. The administration building, which houses the Casper Mountain Racers, Hogadon Ski School, ticketing and administrative office, was reroofed prior to the 2009-2010 ski season. A ski area electrical assessment and chair lift electrical circuit inspections were conducted prior to the ski season to ensure continuous and safe power delivery. Tension-eveners frames (which keep a constant level of tension on the haul rope) were replaced on the main chair lift to ensure proper lift cable performance.

A new ski patrol toboggan was placed into service during the ski season to provide a safer and more efficient method of transporting injured patrons to the ski patrol hut. A replacement snowmobile was purchased to ensure reliable ski area transportation for staff and injured patrons.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Season Pass Revenue- Early Bird & Pre Season	\$174,470	Increase by \$20,000 to \$194,470	\$171,525	Increase by \$8,000 to \$179,525
Daily Lift Ticket Sales	\$168,319	\$168,319	\$191,388	Maintain 2010 daily lift ticket revenue levels.
Number of Learn to Ski and Snowboard participants	242	Increase by 20 to 262.	281	Maintain level of participation at 2010 levels. 281 participants.

**Highlights for FY 2011:** The budget for the upcoming year has been reduced by 30%, including a 21% reduction in the allocation for part time positions and a 44% reduction in overtime.

Hours of operation will be reduced to 9:30 a.m. to 3:30 p.m. (a 1 hour per day reduction) to assist in the budget reduction efforts. The High Voltage Electrical System Upgrade project is scheduled to begin in early June, with completion in late September. The new season pass printing and scanning system is scheduled to be operational for the 2010-2011 ski season. Painting of the second chair lift (Red Chair) will be completed by the end of June.

## Food and Beverage Division

### Hogadon Lodge

- Goal: To increase profitability of the Food and Beverage Operation at Hogadon Lodge.**

Objective: To decrease the Cost of Sales (concessions, catering and alcohol costs) to 35% of goods sold by June 30, 2011.

Objective: To decrease the Payroll Costs (total cost of labor) to 40% by June 30, 2011.

Objective: To decrease the Prime Costs (food costs and labor costs) to 75% of goods sold by June 30, 2011.

**Highlights from FY 2010:** Weather plays an extremely important part of the season. A lack of snow kept the ski area closed until December 15, 2009. Despite that fact, revenue increased by almost \$4,000 over FY 2009, and expenses decreased by approximately \$20,000.

#### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Cost of Sales (Concessions+ catering+ alcohol) /Total Revenue)	46.6%	40%	41.2%	35%
Payroll Costs (Total Payroll/Total Revenue)	71.8%	35%	60.6%	40%
Prime Costs (Food, Alcohol + Labor Costs/ Total Revenue)	118.4%	75%	101.8%	75%

# Hogadon Ski Area Fund

Hogadon Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Ski Area Manager	1	1	1	1
Ski Area Mechanic	1	1	1	1
Ski Area Operations Technician	1	1	1	1
Ski Area Operations Supervisor	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Part Time Employees (Budget)</b>		\$ 64,683	\$ 53,713	\$ 42,413

Hogadon Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 477,564	\$ 549,200	\$ 521,396	\$ 525,300	-4%
Miscellaneous	19,725	11,000	13,187	11,200	2%
Transfer In	307,800	312,480	312,480	217,196	-30%
<b>Total Revenues</b>	<b>\$ 805,089</b>	<b>\$ 872,680</b>	<b>\$ 847,063</b>	<b>\$ 753,696</b>	<b>-14%</b>
<b>Expenditures</b>					
Personnel	\$ 344,719	\$ 348,404	\$ 336,762	\$ 334,459	-4%
Contractual Services	368,442	352,074	356,505	331,097	-6%
Materials & Supplies	80,466	77,750	71,550	71,950	-7%
Other	165,171	78,800	78,500	3,500	-96%
Capital	80,873	95,600	95,100	12,000	-87%
<b>Total Expenditures</b>	<b>\$ 1,039,671</b>	<b>\$ 952,628</b>	<b>\$ 938,417</b>	<b>\$ 753,006</b>	<b>-21%</b>
<b>Net Hogadon Fund</b>	<b>\$ (234,582)</b>	<b>\$ (79,948)</b>	<b>\$ (91,354)</b>	<b>\$ 690</b>	<b>-101%</b>
Actual Reserves on June 30, 2009					\$ 428,749
Projected Reserves on June 30, 2010					\$ 412,395
Projected Reserves on June 30, 2011					\$ 413,085

**FY 2011 Budget  
(Budget Basis)  
Hogadon**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges for Services</b>					
Catering	\$ 2,423	\$ 3,500	\$ 3,000	\$ 3,500	0%
Lift Tickets - Half Day	62,107	60,000	62,000	60,000	0%
Lift Tickets - Adult	51,858	55,000	72,000	55,000	0%
Lift Tickets - Student	26,563	38,000	37,000	33,000	-13%
Lift Tickets - Child	20,896	21,500	24,600	22,000	2%
Lift Tickets - POMA	6,894	5,500	7,142	6,000	9%
Group User Fees	19,195	20,000	10,190	20,000	0%
Ski School	5,913	4,000	4,500	4,600	15%
Season Passes	211,132	250,000	226,305	230,000	-8%
Ski Rentals	8,550	12,500	10,875	11,000	-12%
Concessions	60,024	78,200	61,784	78,200	0%
Other Charges	2,009	1,000	2,000	2,000	100%
<b>Total Charges For Services</b>	<b>\$ 477,564</b>	<b>\$ 549,200</b>	<b>\$ 521,396</b>	<b>\$ 525,300</b>	<b>-4%</b>
<b>Miscellaneous Revenue</b>					
Building Rent	\$ 300	\$ 1,000	\$ 1,200	\$ 1,200	20%
Interest Income	16,150	10,000	10,000	10,000	0%
Gain/Loss on Sale of Investments	3,275	-	1,987	-	0%
<b>Total Miscellaneous</b>	<b>\$ 19,725</b>	<b>\$ 11,000</b>	<b>\$ 13,187</b>	<b>\$ 11,200</b>	<b>2%</b>
<b>Transfers</b>					
Transfer In	\$ 307,800	\$ 312,480	\$ 312,480	\$ 217,196	-30%
<b>Total Transfers</b>	<b>\$ 307,800</b>	<b>\$ 312,480</b>	<b>\$ 312,480</b>	<b>\$ 217,196</b>	<b>-30%</b>
<b>Total Operating Revenue</b>	<b>\$ 805,089</b>	<b>\$ 872,680</b>	<b>\$ 847,063</b>	<b>\$ 753,696</b>	<b>-14%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 200,103	\$ 203,696	\$ 203,696	\$ 207,143	2%
Part Time	64,683	53,713	54,300	42,413	-21%
Overtime	12,805	12,763	1,450	7,126	-44%
<b>Total Salaries &amp; Wages</b>	<b>\$ 277,591</b>	<b>\$ 270,172</b>	<b>\$ 259,446</b>	<b>\$ 256,682</b>	<b>-5%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 840	\$ 4,000	\$ 4,500	-	-100%
Disability Leave Buy-Back	653	3,000	3,102	3,100	3%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 1,973</b>	<b>\$ 7,480</b>	<b>\$ 8,082</b>	<b>\$ 3,580</b>	<b>-52%</b>

**FY 2011 Budget  
(Budget Basis)  
Hogadon**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 25,236	\$ 27,756	\$ 27,756	\$ 29,712	7%
Other Insurance Benefits	1,635	1,796	1,494	1,779	-1%
FICA/Medicare Tax	20,738	22,570	21,013	20,906	-7%
Retirement Contributions	11,923	12,052	12,052	14,677	22%
Unemployment Compensation	664	2,000	2,150	2,150	8%
Workers' Compensation	4,959	4,578	4,769	4,973	9%
<b>Total Benefits</b>	<b>\$ 65,155</b>	<b>\$ 70,752</b>	<b>\$ 69,234</b>	<b>\$ 74,197</b>	<b>5%</b>
<b>Total Personnel</b>	<b>\$ 344,719</b>	<b>\$ 348,404</b>	<b>\$ 336,762</b>	<b>\$ 334,459</b>	<b>-4%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 496	\$ 500	\$ 500	\$ 500	0%
Other Professional Services	1,367	3,000	2,200	1,500	-50%
Refuse Collection	1,464	1,100	1,450	1,450	32%
Energy - Electricity	56,268	50,000	55,000	55,000	10%
Energy - Natural Gas	8,004	10,000	9,500	10,000	0%
Equipment Repairs	8,197	6,400	10,000	5,800	-9%
Water System Repairs	97	500	400	400	-20%
Maintenance Agreements	1,075	500	500	500	0%
Insurance & Bonds	33,263	33,263	33,263	29,953	-10%
Telecommunications	3,227	3,000	3,000	3,000	0%
Advertising	26,109	22,500	22,250	20,250	-10%
Printing/Reproduction	722	2,000	2,500	500	-75%
Travel & Training	8,606	7,200	7,751	4,950	-31%
Interdepartmental Services	83,955	79,995	79,995	64,449	-19%
Admin/Mgmt Fees	112,641	115,246	115,246	118,225	3%
Other Contractual	22,214	15,870	12,600	14,370	-9%
Association Dues	512	500	100	-	-100%
Credit Card Service Charges	225	500	250	250	-50%
<b>Total Contractual Services</b>	<b>\$ 368,442</b>	<b>\$ 352,074</b>	<b>\$ 356,505</b>	<b>\$ 331,097</b>	<b>-6%</b>



**FY 2011 Budget  
(Budget Basis)  
Hogadon**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,627	\$ 2,500	\$ 2,200	\$ 2,200	-12%
Operational Supplies	5,933	6,500	6,000	6,000	-8%
Other Materials & Supplies	1,746	3,000	2,500	2,000	-33%
Uniforms	1,054	2,100	1,600	1,600	-24%
Custodial Supplies	193	350	350	350	0%
Safety Equipment/Supplies	1,200	1,000	1,000	1,000	0%
Concession Supplies	30,668	25,800	25,000	24,300	-6%
Landscape Maintenance Supplies	803	1,000	1,000	1,000	0%
Snowmaking Supplies	2,720	4,000	2,000	2,000	-50%
Small Tools & Supplies	3,075	2,500	2,400	2,500	0%
Bulk Fuel	31,447	29,000	27,500	29,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 80,466</b>	<b>\$ 77,750</b>	<b>\$ 71,550</b>	<b>\$ 71,950</b>	<b>-7%</b>
<b>Other Expenses</b>					
Depreciation	\$ 162,208	\$ 75,000	\$ 75,000	\$ -	-100%
Sales Tax	2,963	3,800	3,500	3,500	-8%
<b>Total Other Expenses</b>	<b>\$ 165,171</b>	<b>\$ 78,800</b>	<b>\$ 78,500</b>	<b>\$ 3,500</b>	<b>-96%</b>
<b>Capital</b>					
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 50,816	\$ 28,000	\$ 27,500	\$ -	-100%
Light Equipment	22,455	30,100	30,100	10,000	-67%
Technologies	7,602	37,500	37,500	2,000	-95%
<b>Total Capital - Replacement</b>	<b>\$ 80,873</b>	<b>\$ 95,600</b>	<b>\$ 95,100</b>	<b>\$ 12,000</b>	<b>-87%</b>
<b>Total Capital</b>	<b>\$ 80,873</b>	<b>\$ 95,600</b>	<b>\$ 95,100</b>	<b>\$ 12,000</b>	<b>-87%</b>
<b>Total Expenses</b>	<b>\$ 1,039,671</b>	<b>\$ 952,628</b>	<b>\$ 938,417</b>	<b>\$ 753,006</b>	<b>-21%</b>
<b>Net Fund</b>	<b>\$ (234,582)</b>	<b>\$ (79,948)</b>	<b>\$ (91,354)</b>	<b>\$ 690</b>	<b>-101%</b>



# **Other Enterprise Funds**

LifeSteps Campus  
Parking Lots



# **LifeSteps Campus**

**LifeSteps Campus**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Expenses</b>					
Contractual	\$ 210,618	\$ 232,065	\$ 187,753	\$ 177,000	-24%
Materials and Supplies	-	-	-	3,500	100%
<b>Total Expenses</b>	<b>210,618</b>	<b>232,065</b>	<b>187,753</b>	<b>180,500</b>	<b>-22%</b>
<b>Operating Income (Loss)</b>	<b>(210,618)</b>	<b>(232,065)</b>	<b>(187,753)</b>	<b>(180,500)</b>	<b>-22%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	-	-	-	-	0%
Gain/Loss on Sale of Investments	-	-	-	-	0%
Building Rent	212,945	237,108	187,753	162,500	-31%
Transfer In	-	-	-	-	0%
<b>Total Revenues</b>	<b>212,945</b>	<b>237,108</b>	<b>187,753</b>	<b>162,500</b>	<b>-31%</b>
<b>Non-operating Income (Loss)</b>	<b>212,945</b>	<b>237,108</b>	<b>187,753</b>	<b>162,500</b>	<b>-31%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Replacement Capital	-	-	-	4,000	100%
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	<b>100%</b>
<b>Capital Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,000)</b>	<b>100%</b>
<b>Net Income (Loss)</b>	<b>\$ 2,327</b>	<b>\$ 5,043</b>	<b>\$ 0</b>	<b>\$ (22,000)</b>	<b>-536%</b>

## LifeSteps Campus

**Mission Statement:** Account for revenues and expenditures incurred through the management of the LifeSteps campus property in order to ensure that it successfully supports its tenants and the non-profit community.

1. **Goal: Establish LifeSteps as a successful, sustainable resource that supports the non-profit service community, as well as low-income citizens.**

Objective: Be financially self-supporting in 2011 with a small, positive cash flow. Cash flow should cover both operating expenses and routine capital expenses (maintenance).

Objective: Maintain a vacancy rate at or below 10%.

Objective: Invest in necessary capital repairs and replacements by funding and completing all projects on the predetermined replacement schedule.

**Highlights from FY 2010:** There have been a number of tenant changes that have reduced the expected revenues at the LifeSteps.

The City received ARRA funds for the installation of a fire suppression system that will be complete prior to the end of FY 2010.

**Highlights for FY 2011:** The total budget of the LifeSteps Campus has been reduced by 20%. A boiler that was recently replaced should reduce future natural gas expenditures by 35%. Other physical improvements to the campus should reduce the need for small maintenance projects. The “other contractual” line item has therefore been reduced by 49%.

In previous years, the LifeSteps Campus budget assumed full occupancy of the facilities, but tenants tend to change, and a certain amount of vacant space is inevitable. As a result, revenue projections were reduced to assume a 10% vacancy rate.

# LifeSteps Campus

## LifeSteps Campus Highlights

No major changes in this fund are planned.

## LifeSteps Campus Budget Summary

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Charges for Service	\$ 212,945	\$ 237,108	\$ 187,753	\$ 184,500	-22%
Transfer In	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 212,945</b>	<b>\$ 237,108</b>	<b>\$ 187,753</b>	<b>\$ 184,500</b>	<b>-22%</b>
<b>Expenditures</b>					
Contractual Services	\$ 210,618	\$ 232,065	\$ 187,753	\$ 177,000	-24%
Materials and Supplies	-	-	-	3,500	100%
Capital	-	-	-	4,000	100%
<b>Total Expenditures</b>	<b>\$ 210,618</b>	<b>\$ 232,065</b>	<b>\$ 187,753</b>	<b>\$ 184,500</b>	<b>-20%</b>
<b>Net LifeSteps Campus Fund</b>	<b>\$ 2,327</b>	<b>\$ 5,043</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>-100%</b>
Actual Reserves on June 30, 2009					\$ 3,701
Projected Reserves on June 30, 2010					\$ 3,701
Projected Reserves on June 30, 2011					\$ 3,701



**FY 2011 Budget  
(Budget Basis)  
LifeSteps Campus**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges for Service</b>					
Building Rental	\$ 212,945	\$ 237,108	\$ 187,753	\$ 162,500	-31%
Leases	\$ -	\$ -	\$ -	\$ 22,000	100%
<b>Total Charges for Service</b>	<b>\$ 212,945</b>	<b>\$ 237,108</b>	<b>\$ 187,753</b>	<b>\$ 184,500</b>	<b>-22%</b>
<b>Transfers</b>					
Transfers In	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Revenue</b>	<b>\$ 212,945</b>	<b>\$ 237,108</b>	<b>\$ 187,753</b>	<b>\$ 184,500</b>	<b>-22%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Water	\$ 25,682	\$ 27,000	\$ 27,000	\$ 27,000	0%
Energy - Electricity	20,921	24,000	22,500	25,000	4%
Energy - Natural Gas	38,073	62,500	33,452	40,627	-35%
Telecommunications	-	-	-	960	100%
Maintenance Agreements	12,493	13,680	13,680	10,000	-27%
Insurance & Bonds	5,508	5,508	5,508	4,960	-10%
Admin/Mgmt Fees	32,535	35,273	35,273	35,518	1%
Other Contractual	75,406	63,764	50,000	32,595	-49%
Alarm	-	340	340	340	0%
<b>Total Contractual Services</b>	<b>\$ 210,618</b>	<b>\$ 232,065</b>	<b>\$ 187,753</b>	<b>\$ 177,000</b>	<b>-24%</b>
<b>Materials and Supplies</b>					
Small Tools and Supplies	\$ -	\$ -	\$ -	\$ 3,500	100%
<b>Total Materials and Supplies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>100%</b>
<b>Capital - Replacement</b>					
Improvements Other Than Bldgs	\$ -	\$ -	\$ -	\$ 4,000	100%
<b>Total Capital - Replacement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>100%</b>
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 210,618</b>	<b>\$ 232,065</b>	<b>\$ 187,753</b>	<b>\$ 184,500</b>	<b>-20%</b>
<b>Net Fund</b>	<b>\$ 2,327</b>	<b>\$ 5,043</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>-100%</b>



# Parking Lots

**Parking**  
**Income Statement**  
(Budget Basis)  
FY 2011

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 3,222	\$ 3,500	\$ 3,500	\$ 3,500	0%
Miscellaneous Revenue	15,153	16,110	16,110	14,220	-12%
<b>Total Revenues</b>	<b>18,375</b>	<b>19,610</b>	<b>19,610</b>	<b>17,720</b>	<b>-10%</b>
<b>Expenses</b>					
Contractual	17,712	18,516	17,816	17,533	-5%
Depreciation	18,000	18,000	18,000	18,000	0%
<b>Total Expenses</b>	<b>35,712</b>	<b>36,516</b>	<b>35,816</b>	<b>35,533</b>	<b>-3%</b>
<b>Operating Income (Loss)</b>	<b>(17,337)</b>	<b>(16,906)</b>	<b>(16,206)</b>	<b>(17,813)</b>	<b>5%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Gain/Loss on Sale of Investments	3,587	-	2,391	-	0%
Interest	17,688	12,000	13,000	12,500	4%
<b>Total Revenues</b>	<b>21,275</b>	<b>12,000</b>	<b>15,391</b>	<b>12,500</b>	<b>4%</b>
<b>Non-operating Income (Loss)</b>	<b>21,275</b>	<b>12,000</b>	<b>15,391</b>	<b>12,500</b>	<b>4%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Capital	17,055	18,000	18,000	12,000	-33%
<b>Total Uses</b>	<b>17,055</b>	<b>18,000</b>	<b>18,000</b>	<b>12,000</b>	<b>-33%</b>
<b>Capital Income (Loss)</b>	<b>(17,055)</b>	<b>(18,000)</b>	<b>(18,000)</b>	<b>(12,000)</b>	<b>-33%</b>
<b>Net Income (Loss)</b>	<b>\$ (13,117)</b>	<b>\$ (22,906)</b>	<b>\$ (18,815)</b>	<b>\$ (17,313)</b>	<b>-24%</b>

# Parking Fund

## Parking Fund Highlights

Capital for FY 2010 includes additional security cameras (\$8,000) and sidewalk replacement in an area that is causing drainage problems for the elevator shaft (\$10,000).

Capital for FY 2011 includes \$12,000 for painting the fifth floor, parking stops for the 1st Street parking lot and two additional security cameras.

## Parking Budget Summary

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Charges for Service	\$ 3,222	\$ 3,500	\$ 3,500	\$ 3,500	0%
Miscellaneous	36,428	28,110	31,501	26,720	-5%
<b>Total Revenues</b>	<b>\$ 39,650</b>	<b>\$ 31,610</b>	<b>\$ 35,001</b>	<b>\$ 30,220</b>	<b>-4%</b>
<b>Expenditures</b>					
Contractual Services	\$ 17,712	\$ 18,516	\$ 17,816	\$ 17,533	-5%
Other	18,000	18,000	18,000	18,000	0%
Capital	17,055	18,000	18,000	12,000	-33%
<b>Total Expenditures</b>	<b>\$ 52,767</b>	<b>\$ 54,516</b>	<b>\$ 53,816</b>	<b>\$ 47,533</b>	<b>-13%</b>
<b>Net Parking Fund</b>	<b>\$ (13,117)</b>	<b>\$ (22,906)</b>	<b>\$ (18,815)</b>	<b>\$ (17,313)</b>	<b>-24%</b>
Actual Reserves on June 30, 2009					\$ 516,788
Projected Reserves on June 30, 2010					\$ 515,973
Projected Reserves on June 30, 2011					\$ 516,660

**FY 2011 Budget  
(Budget Basis)  
Parking**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
Parking Permits	\$ 3,222	\$ 3,500	\$ 3,500	\$ 3,500	0%
<b>Total Charges For Services</b>	<b>\$ 3,222</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>0%</b>
<b>Miscellaneous Revenue</b>					
Rent - Chamber Of Commerce	\$ 15,153	\$ 16,110	\$ 16,110	\$ 14,220	-12%
Interest Income	17,688	12,000	13,000	12,500	4%
Gain/ Loss on Sale of Invest	3,587	-	2,391	-	0%
<b>Total Miscellaneous</b>	<b>\$ 36,428</b>	<b>\$ 28,110</b>	<b>\$ 31,501</b>	<b>\$ 26,720</b>	<b>-5%</b>
<b>Total Revenue</b>	<b>\$ 39,650</b>	<b>\$ 31,610</b>	<b>\$ 35,001</b>	<b>\$ 30,220</b>	<b>-4%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 540	\$ 600	\$ 400	\$ 400	-33%
Insurance & Bonds	12,891	12,891	12,891	11,608	-10%
Energy - Electricity	2,157	2,500	2,000	2,000	-20%
Interdepartmental Services	525	525	525	525	0%
Other Contractual	1,599	2,000	2,000	3,000	50%
<b>Total Contractual Services</b>	<b>\$ 17,712</b>	<b>\$ 18,516</b>	<b>\$ 17,816</b>	<b>\$ 17,533</b>	<b>-5%</b>
<b>Other Expenses</b>					
Depreciation	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	0%
<b>Total Other Expenses</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>0%</b>
<b>Total Operating Expenses</b>	<b>\$ 35,712</b>	<b>\$ 36,516</b>	<b>\$ 35,816</b>	<b>\$ 35,533</b>	<b>-3%</b>
<b>Operating Income (Loss)</b>	<b>\$ 3,938</b>	<b>\$ (4,906)</b>	<b>\$ (815)</b>	<b>\$ (5,313)</b>	<b>8%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 17,055	\$ 18,000	\$ 18,000	\$ 12,000	-33%
<b>Total Capital - Replacement</b>	<b>\$ 17,055</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 12,000</b>	<b>-33%</b>
<b>Total Expenses</b>	<b>\$ 52,767</b>	<b>\$ 54,516</b>	<b>\$ 53,816</b>	<b>\$ 47,533</b>	<b>-13%</b>
<b>Net Fund</b>	<b>\$ (13,117)</b>	<b>\$ (22,906)</b>	<b>\$ (18,815)</b>	<b>\$ (17,313)</b>	<b>-24%</b>

# **Special Revenue Funds**

Weed & Pest

Transit Services

Community Development  
Block Grant

Police Grants

Special Fire Assistance

Redevelopment Loan

Revolving Land

Metropolitan Planning Organization

## Special Revenue Funds Consolidated

Special Revenue Funds Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 506,047	\$ 500,000	\$ 500,000	\$ 538,000	8%
Miscellaneous	450,365	483,555	266,309	508,731	5%
Transfers In	649,475	690,043	655,847	576,160	-17%
Grants	2,103,848	3,274,776	2,445,038	3,533,873	8%
<b>Total Revenues</b>	<b>\$ 3,709,735</b>	<b>\$ 4,948,374</b>	<b>\$ 3,867,194</b>	<b>\$ 5,156,764</b>	<b>4%</b>
<b>Expenditures</b>					
Personnel	\$ 593,385	\$ 639,596	\$ 632,299	\$ 731,874	14%
Contractual Services	1,551,397	1,554,296	1,522,849	1,465,063	-6%
Materials and Supplies	134,016	169,258	138,023	156,202	-8%
Other	696,926	1,294,176	1,023,077	1,553,452	20%
Capital	308,164	3,040,366	306,963	3,220,200	6%
Transfers Out	151,256	151,184	151,183	131,184	
<b>Total Expenditures</b>	<b>\$ 3,435,144</b>	<b>\$ 6,848,876</b>	<b>\$ 3,774,394</b>	<b>\$ 7,257,975</b>	<b>6%</b>
<b>Net All Special Revenue Funds</b>	<b>\$ 274,591</b>	<b>\$ (1,900,502)</b>	<b>\$ 92,800</b>	<b>\$ (2,101,211)</b>	<b>11%</b>



# **Weed and Pest Control**

## **Weed and Pest Control**

The Wyoming Weed & Pest Control Act of 1973, under W.S. 11-5-102, created Weed & Pest Districts.

The county commissioners annually levy a tax on all property in the Natrona County Weed & Pest Control district and it does not exceed one (1) mill on each one dollar (\$1.00) of assessed valuation. The tax is not part of the general county or city mill levies. All taxes levied and collected are remitted to the district, which use it to carry out weed & pest control activities. The Natrona County Weed & Pest Control District allocates the tax within Natrona County, with the City of Casper being allocated a portion of it.

**Mission Statement:** To enhance the community's livability by providing noxious weed, pest and mosquito control.

**1. Goal: To decrease the number of acres affected by invasive and noxious weeds.**

Objective: Decrease the amount of land infected by the most common noxious weeds in the community by reducing the size of Canadian Thistle and Russian Knapweed infestation areas by 10% by November 2011.

Objective: Eliminate Dalmatian Toadflax along the North Platte River by December 2011.

Objective: Increase the acreage of land that receives soil additives that improve soil, reduce water consumption, and reduce noxious weeds.

**Highlights from FY 2010:** 311 acres of a total 378 acres were treated for invasive and noxious weeds during FY 2010. Over 44 acres of open parks and athletic fields were treated with soil amendments to reduce necessary irrigation, fertilizers, and herbicides. This is the second year of a pilot project to reduce irrigation demands. Efforts were made to eliminate Canadian Thistle at the Hogadon Ski Area; Dalmatian Toadflax in the North Platte Park; and, reduce Hounds Tongue and Common Burdock at Rotary Park.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Eliminate noxious weeds-Common Teasel	Small areas with presence of weed species	Reduce by at least 20%	Eliminated from area	Maintain the elimination of this weed
Eliminate noxious weeds-Diffuse Knapweed	Small areas with presence of weed species	Reduce by at least 20%	Eliminated from area	Maintain the elimination of this weed
Eliminate noxious weeds-Purple Loosestrife	Small areas with presence of weed species	Reduce by at least 20%	Eliminated from area	Maintain the elimination of this weed
Eliminate noxious weeds-Dalmatian Toadflax	56.2 acres	Reduce by at least 20%	41 acres or 27%	Continue to try to fully eliminate, reduce by at least 20%
Eliminate noxious weeds-Houndstongue	17.7 acres	Reduce by at least 20%	2.06 acres or 88%	Fully eliminate from Rotary Park area

**Highlights for FY 2011:** This budget is essentially unchanged from FY 2010 with the exception of transferring the Weed & Pest supervisor salary from Parks to Weed & Pest. Efforts will continue to eliminate Canada thistle, Dalmatian Toadflax, Hounds Tongue and Common Burdock, and to control rodents. The City Weed and Pest staff will work with Natrona County Weed and Pest staff to address the anticipated grasshopper infestation.

## Weed & Pest Fund

Weed & Pest Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Municipal Service Worker II	1	2	2	2
Parks Crew Supervisor	-	-	-	1
<b>Total</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>Part Time Employees (Budget)</b>		\$ 24,176	\$ 35,561	\$ 13,000

Weed & Pest Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 506,047	\$ 500,000	\$ 500,000	\$ 538,000	8%
Miscellaneous	\$ 1,015	\$ -	\$ -	\$ -	0%
<b>Total Revenues</b>	<b>\$ 507,062</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 538,000</b>	<b>8%</b>
<b>Expenditures</b>					
Personnel	\$ 136,923	\$ 160,397	\$ 131,361	\$ 226,807	41%
Contractual Services	231,511	264,418	253,718	233,050	-12%
Materials & Supplies	62,778	74,500	63,000	78,000	5%
Capital	68,796	-	2,700	75,000	100%
<b>Total Expenditures</b>	<b>\$ 500,008</b>	<b>\$ 499,315</b>	<b>\$ 450,779</b>	<b>\$ 612,857</b>	<b>23%</b>
<b>Net All Weed &amp; Pest Fund</b>	<b>\$ 7,054</b>	<b>\$ 685</b>	<b>\$ 49,221</b>	<b>\$ (74,857)</b>	<b>-11028%</b>
Actual Reserves on June 30, 2009					\$ 297,900
Projected Reserves on June 30, 2010					\$ 347,121
Projected Reserves on June 30, 2011					\$ 272,264

**FY 2011 Budget  
(Budget Basis)  
Weed And Pest**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Taxes</b>					
Property Taxes	\$ 506,047	\$ 500,000	\$ 500,000	\$ 538,000	8%
<b>Total Taxes</b>	<u>\$ 506,047</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 538,000</u>	<u>8%</u>
<b>Miscellaneous</b>					
Interest	\$ 1,015	\$ -	\$ -	\$ -	0%
<b>Total Miscellaneous</b>	<u>\$ 1,015</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0%</u>
<b>Total Revenue</b>	<u>\$ 507,062</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 538,000</u>	<u>8%</u>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 79,154	\$ 82,691	\$ 66,691	\$ 145,342	76%
Part Time	24,176	35,561	26,625	13,000	-63%
Overtime	1,783	2,000	1,000	1,500	-25%
<b>Total Salaries &amp; Wages</b>	<u>\$ 105,113</u>	<u>\$ 120,252</u>	<u>\$ 94,316</u>	<u>\$ 159,842</u>	<u>33%</u>
<b>Other Pay</b>					
Supplemental Pay	\$ 500	\$ 2,720	\$ 2,000	\$ -	-100%
Disability Leave Buy-Back	-	1,200	-	1,500	25%
Other Allowances	-	480	-	-	-100%
<b>Total Other Pay</b>	<u>\$ 500</u>	<u>\$ 4,400</u>	<u>\$ 2,000</u>	<u>\$ 1,500</u>	<u>-66%</u>
<b>Benefits</b>					
Health Insurance	\$ 15,636	\$ 17,196	\$ 17,196	\$ 38,268	123%
Other Insurance Benefits	707	782	782	1,245	59%
FICA/Medicare Tax	7,826	9,807	9,807	12,377	26%
Retirement Contributions	4,731	4,879	4,879	10,206	109%
Workers' Compensation	1,932	1,981	1,981	2,944	49%
Clothing Allowance	478	1,100	400	425	-61%
<b>Total Benefits</b>	<u>\$ 31,310</u>	<u>\$ 35,745</u>	<u>\$ 35,045</u>	<u>\$ 65,465</u>	<u>83%</u>
<b>Total Personnel</b>	<u>\$ 136,923</u>	<u>\$ 160,397</u>	<u>\$ 131,361</u>	<u>\$ 226,807</u>	<u>41%</u>

**FY 2011 Budget  
(Budget Basis)  
Weed And Pest**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Insurance & Bonds	\$ 1,843	\$ 1,843	\$ 1,843	\$ 1,660	-10%
Travel & Training	1,644	5,500	500	500	-91%
Interdepartmental Services	79,239	89,075	89,075	65,890	-26%
Admin/Mgmt Fees	65,000	65,000	65,000	65,000	0%
Other Contractual	83,785	103,000	97,300	100,000	-3%
<b>Total Contractual Services</b>	<b>\$ 231,511</b>	<b>\$ 264,418</b>	<b>\$ 253,718</b>	<b>\$ 233,050</b>	<b>-12%</b>
<b>Materials &amp; Supplies</b>					
Operating Supplies	\$ 53,043	\$ 60,000	\$ 51,000	\$ 60,000	0%
Other Materials & Supplies	9,735	14,500	12,000	18,000	24%
<b>Total Materials &amp; Supplies</b>	<b>\$ 62,778</b>	<b>\$ 74,500</b>	<b>\$ 63,000</b>	<b>\$ 78,000</b>	<b>5%</b>
<b>Capital - New</b>					
Technologies	\$ -	\$ -	\$ 2,700	\$ -	0%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,700</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 68,796	\$ -	\$ -	\$ -	0%
Buildings	\$ -	\$ -	\$ -	\$ 75,000	
<b>Total Capital - Replacement</b>	<b>\$ 68,796</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>100%</b>
<b>Total Capital</b>	<b>\$ 68,796</b>	<b>\$ -</b>	<b>\$ 2,700</b>	<b>\$ 75,000</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 500,008</b>	<b>\$ 499,315</b>	<b>\$ 450,779</b>	<b>\$ 612,857</b>	<b>23%</b>
<b>Net Fund</b>	<b>\$ 7,054</b>	<b>\$ 685</b>	<b>\$ 49,221</b>	<b>\$ (74,857)</b>	<b>-11028%</b>

# **Transit Services**

## Transit Services

**Mission Statement:** To serve the transportation needs of the elderly, disabled and low-income individuals who lack personal transportation, as well as those who wish to avail themselves of fixed route transit services. The Casper Area Transportation Coalition (CATC) is a contracted agency that provides ground transportation services on the City's behalf.

### 1. **Goal: Increase utilization of transit.**

Objective: Increase accessibility to transit for key populations and/or neighborhoods thereby increasing ridership by 10% on *The Bus*.

**Highlights from FY 2010:** FY 2010 will see the completion of the *Transit Development Plan*. CATC, in cooperation with the MPO, will need to review the implementation strategies and make recommendations on moving forward with appropriate key elements.

As noted in the MPO budget section, ARRA funds received through the Federal Transit Administration funded the completion of the Beech Street Transit Plaza and the acquisition of capital items such as new computers and security cameras for the buses.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
# of riders on CATC on-call service	53,361	Maintain service levels and ridership	56,697. Ridership increased 6.3%.	Maintain service levels and ridership
# of riders on The Bus fixed route service	118,849	Increase ridership by 20% through increased accessibility	125,549. Ridership increased 5.6%.	Increase ridership by 10%

**Highlights for FY 2011:** The contract amount with CATC has been reduced by 2% for FY 2011.



# Transit Fund

## Transit Highlights

**Highlights from FY 2010:** No capital is budgeted in this fund due to American Recovery & Reinvestment Act funding being used for capital purposes. Some capital was encumbered and carried over from FY 2009.

**Highlights from FY 2011:** .A replacement roof for the Casper Area Transit Coalition's office is budgeted for FY 2011.

Transit Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Transfers In	\$ 569,998	\$ 480,703	\$ 478,851	\$ 403,472	-16%
Grants	836,860	846,596	843,513	743,103	-12%
<b>Total Revenues</b>	<b>\$ 1,406,858</b>	<b>\$ 1,327,299</b>	<b>\$ 1,322,364</b>	<b>\$ 1,146,575</b>	<b>-14%</b>
<b>Expenditures</b>					
Contractual Services	\$ 1,154,909	\$ 1,156,939	\$ 1,156,739	\$ 1,134,549	-2%
Materials & Supplies	224	500	500	1,826	265%
Capital	128,770	169,860	164,925	10,200	-94%
<b>Total Expenditures</b>	<b>\$ 1,283,903</b>	<b>\$ 1,327,299</b>	<b>\$ 1,322,164</b>	<b>\$ 1,146,575</b>	<b>-14%</b>
<b>Net Transit Fund</b>	<b>\$ 122,955</b>	<b>\$ (0)</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>-100%</b>
Actual Reserves on June 30, 2009				\$ 14,539	
Projected Reserves on June 30, 2010				\$ 14,739	
Projected Reserves on June 30, 2011				\$ 14,739	

**FY 2011 Budget  
(Budget Basis)  
CATC- Transit Services**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Intergovernmental</b>					
Federal Grants	\$ 836,860	\$ 846,596	\$ 843,513	\$ 743,103	-12%
<b>Total Intergovernmental</b>	<b>\$ 836,860</b>	<b>\$ 846,596</b>	<b>\$ 843,513</b>	<b>\$ 743,103</b>	<b>-12%</b>
<b>Transfers In</b>					
Transfers In-General Fund	397,658	352,985	352,985	337,272	-4%
Transfer In- One Cent	\$ 163,449	\$ 66,200	\$ 66,200	\$ 66,200	0%
Budget Amendment Needed-GF	-	61,518	59,666	-	-100%
Misc Revenue	8,891	-	-	-	0%
<b>Total Transfers</b>	<b>\$ 569,998</b>	<b>\$ 480,703</b>	<b>\$ 478,851</b>	<b>\$ 403,472</b>	<b>-16%</b>
<b>Total Revenue</b>	<b>\$ 1,406,858</b>	<b>\$ 1,327,299</b>	<b>\$ 1,322,364</b>	<b>\$ 1,146,575</b>	<b>-14%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Telecommunications	\$ 14	\$ 200	\$ -	\$ 200	0%
Association Dues	1,674	2,000	2,000	2,000	0%
Other Contractual	2,572	3,137	3,137	3,137	0%
Travel & Training	6,998	7,000	7,000	7,000	0%
Interdepartmental Services	1,994	1,325	1,325	-	-100%
Admin/Mgmt Fees	-	150	150	150	0%
Programs & Projects	1,141,657	1,143,127	1,143,127	1,122,062	-2%
<b>Total Contractual Services</b>	<b>\$ 1,154,909</b>	<b>\$ 1,156,939</b>	<b>\$ 1,156,739</b>	<b>\$ 1,134,549</b>	<b>-2%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 224	\$ 500	\$ 500	\$ 1,826	265%
<b>Total Materials &amp; Supplies</b>	<b>\$ 224</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 1,826</b>	<b>265%</b>
<b>Capital - Replacement</b>					
Buildings	\$ -	\$ -	\$ -	\$ 10,200	
Light Equipment	128,770	169,860	164,925	-	-100%
<b>Total Capital - Replacement</b>	<b>\$ 128,770</b>	<b>\$ 169,860</b>	<b>\$ 164,925</b>	<b>\$ 10,200</b>	<b>-94%</b>
<b>Total Expenses</b>	<b>\$ 1,283,903</b>	<b>\$ 1,327,299</b>	<b>\$ 1,322,164</b>	<b>\$ 1,146,575</b>	<b>-14%</b>
<b>Net Fund</b>	<b>\$ 122,955</b>	<b>\$ (0)</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>-100%</b>

# **Community Development Block Grant**

## **Community Development Block Grant**

**Mission Statement:** To promote and support community activities that provides decent and affordable housing, community-based services, economic development activities, and a suitable environment directly benefiting low- to moderate-income citizens of Casper.

- 1. Goal: Improve the living conditions of low and moderate-income residents in Casper.**

Objective: To improve 20 homes through the World Changers Program and the Emergency Repair program in FY 2011.

**Highlights from FY 2010:** CDBG continues to be a significant source of funding for housing and neighborhood improvement. This year, the program celebrated the improvement of its 400<sup>th</sup> home through the World Changers program. This program has made a dramatic improvement to residential quality of life.

CDBG continues to support and work with the Weed and Seed Program as well, providing assistance for neighborhood cleanups and partial funding for a code enforcement officer.

**Highlights for FY 2011:** The program line item for this budget will see a slight increase as a result in an increase in federal funding. Overall, the City will receive an additional \$28,253 as part of its entitlement amount.

# Community Development Block Grant (CDBG) Fund

## Proposed Projects with Federal CDBG Funds

The proposed projects for the FY11 Community Development Block Grant are as follows:

Project Name	Proposed Activities	Allocation
Public Services- CATC Transit Support	Ridership tickets for low-moderate income persons to include elderly, disabled and homeless	78,434
Code Enforcement	Dumpsters, tipping fees, tree trimming in low-moderate income areas, 1/2 salary of code enforcement officer	75,000
Clearance and/or Demolition	Asbestos testing, clearance and/or demolition of buildings that are a health hazard or have outlived economic usefulness	25,000
City Core Redevelopment Activities	Economic Development Assistance Program loans, façade loans to businesses, dumpsters, tipping fees, clearance/demolition for redevelopment, tap fees.	186,256
Housing Rehabilitation Assistance Program	Emergency repairs to repair homes where a condition exists that threatens health or safety of occupants, and contract inspectors to oversee rehabilitation projects.	40,000
World Changers	FY 10- \$65,000 FY 11--\$75,000. Housing rehabilitation through a public-private partnership	140,000
Rental Rehabilitation Program	Loans to rental property owners to bring rental property to meet code and provide affordable rental housing.	100,000
LifeSteps Campus	Assistance with payments of maintenance agreements and small unanticipated repairs.	35,000
Local Assessment District Assistance	FY 10- \$75,000. FY 11--\$75,000 Assistance to help homeowners in the Ft. Casper Phase II LAD project area with the costs of the assessment	150,000
<b>Total</b>		<b>829,690</b>

**Community Development Block Grant Budget Summary**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Grants	\$ 440,124	\$ 787,474	\$ 706,510	\$ 898,356	14%
Miscellaneous	117,612	87,573	102,522	85,518	-2%
<b>Total Revenues</b>	<b>\$ 557,736</b>	<b>\$ 875,047</b>	<b>\$ 809,032</b>	<b>\$ 983,874</b>	<b>12%</b>
<b>Expenditures</b>					
Personnel	\$ 168,499	\$ 145,752	\$ 145,754	\$ 145,668	0%
Contractual Services	11,684	12,883	11,131	7,350	-43%
Materials & Supplies	1,439	1,200	960	900	-25%
Other	407,406	717,552	651,187	829,690	16%
<b>Total Expenditures</b>	<b>\$ 589,028</b>	<b>\$ 877,387</b>	<b>\$ 809,032</b>	<b>\$ 983,608</b>	<b>12%</b>
<b>Net CDBG Fund</b>	<b>\$ (31,292)</b>	<b>\$ (2,340)</b>	<b>\$ -</b>	<b>\$ 266</b>	<b>-111%</b>
Actual Reserves on June 30, 2009					\$ -
Projected Reserves on June 30, 2010					\$ -
Projected Reserves on June 30, 2011					\$ 266

**FY 2011 Budget  
(Budget Basis)  
Community Development Block Grant**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Intergovernmental Revenues</b>					
Federal Grants	\$ 440,124	\$ 787,474	\$ 706,510	\$ 898,356	14%
<b>Total Intergovernmental</b>	<b>\$ 440,124</b>	<b>\$ 787,474</b>	<b>\$ 706,510</b>	<b>\$ 898,356</b>	<b>14%</b>
<b>Miscellaneous</b>					
Administrative Fees	\$ 32,535	\$ 35,273	\$ 35,273	\$ 35,518	1%
Interest On Rehab Loans	7,718	2,300	5,350	5,000	117%
Principal Payments - Loans	45,662	20,000	45,000	45,000	125%
Miscellaneous	31,697	30,000	16,899	-	-100%
<b>Total Miscellaneous</b>	<b>\$ 117,612</b>	<b>\$ 87,573</b>	<b>\$ 102,522</b>	<b>\$ 85,518</b>	<b>-2%</b>
<b>Total Revenue</b>	<b>\$ 557,736</b>	<b>\$ 875,047</b>	<b>\$ 809,032</b>	<b>\$ 983,874</b>	<b>12%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 110,732	\$ 110,994	\$ 110,996	\$ 110,996	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 110,732</b>	<b>\$ 110,994</b>	<b>\$ 110,996</b>	<b>\$ 110,996</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 2,000	\$ 2,000	\$ -	-100%
Other Allowances	5,310	4,560	4,560	4,560	0%
<b>Total Other Pay</b>	<b>\$ 5,310</b>	<b>\$ 6,560</b>	<b>\$ 6,560</b>	<b>\$ 4,560</b>	<b>-30%</b>
<b>Benefits</b>					
Health Insurance	\$ 27,232	\$ 10,560	\$ 10,560	\$ 11,304	7%
Other Insurance Benefits	2,866	867	867	867	0%
FICA/Medicare Tax	11,718	9,180	9,180	8,840	-4%
Retirement Contributions	8,424	6,305	6,305	7,638	21%
Workers' Compensation	2,217	1,286	1,286	1,463	14%
<b>Total Benefits</b>	<b>\$ 52,457</b>	<b>\$ 28,198</b>	<b>\$ 28,198</b>	<b>\$ 30,112</b>	<b>7%</b>
<b>Total Personnel</b>	<b>\$ 168,499</b>	<b>\$ 145,752</b>	<b>\$ 145,754</b>	<b>\$ 145,668</b>	<b>0%</b>

**FY 2011 Budget  
(Budget Basis)  
Community Development Block Grant**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Insurance & Bonds	\$ 1,183	\$ 1,183	\$ 1,420	\$ -	-100%
Telecommunications	170	2,500	175	175	-93%
Postage/Shipping	266	500	150	150	-70%
Advertising	590	500	2,000	750	50%
Printing/Reproduction	83	500	250	250	-50%
Travel & Training	4,389	2,500	1,936	1,000	-60%
Interdepartmental Services	3,921	4,127	4,127	4,225	2%
Association Dues	1,082	1,073	1,073	800	-25%
<b>Total Contractual Services</b>	<b>\$ 11,684</b>	<b>\$ 12,883</b>	<b>\$ 11,131</b>	<b>\$ 7,350</b>	<b>-43%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,439	\$ 1,200	\$ 960	\$ 900	-25%
<b>Total Materials &amp; Supplies</b>	<b>\$ 1,439</b>	<b>\$ 1,200</b>	<b>\$ 960</b>	<b>\$ 900</b>	<b>-25%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 7,761	\$ 17,781	\$ 1,000	\$ -	-100%
CDBG Projects	399,645	699,771	650,187	829,690	19%
<b>Total Other Expenses</b>	<b>\$ 407,406</b>	<b>\$ 717,552</b>	<b>\$ 651,187</b>	<b>\$ 829,690</b>	<b>16%</b>
<b>Total Expenses</b>	<b>\$ 589,028</b>	<b>\$ 877,387</b>	<b>\$ 809,032</b>	<b>\$ 983,608</b>	<b>12%</b>
<b>Net Fund</b>	<b>\$ (31,292)</b>	<b>\$ (2,340)</b>	<b>\$ -</b>	<b>\$ 266</b>	<b>-111%</b>



# **Police Grants**

## Police Grants Fund

This fund accounts for the revenue and expenditures related to grants and other special funding received to provide specialized police services and programs to the public.

### Police Grants Highlights

**Highlights from FY 2010:** The major change in this fund is that an \$800,000 Wyolink Police Communication System was budgeted for FY 2010. This capital project will create a state-wide interoperable communication system. This project was not started during FY 2010 and was rebudgeted for FY 2011

**Highlights from FY 2011:** The Wyolink Police Communication System is rebudgeted from FY 2010.

### Police Grants Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Code Enforcement Inspector	1	1	1	1
<b>Total</b>	1	1	1	1
<b>Part Time Employees (Budget)</b>		\$ 62,248	\$ 90,210	\$ 98,325

### Police Grants Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Grants	\$ 224,093	\$ 975,285	\$ 159,625	\$ 1,137,564	17%
Miscellaneous	62,248	90,210	91,562	98,325	9%
Transfers In	62,055	86,036	86,036	69,700	-19%
<b>Total Revenues</b>	\$ 348,396	\$ 1,151,531	\$ 337,223	\$ 1,305,589	13%
<b>Expenditures</b>					
Personnel	\$ 169,376	\$ 185,701	\$ 207,809	\$ 235,162	27%
Contractual Services	85,872	69,756	52,111	64,351	-8%
Materials & Supplies	66,869	90,059	70,564	72,476	-20%
Other	-	1,000	-	100	-90%
Capital	48,234	805,005	9,200	933,500	16%
<b>Total Expenditures</b>	\$ 370,351	\$ 1,151,521	\$ 339,684	\$ 1,305,589	13%
<b>Net Police Grants Fund</b>	\$ (21,955)	\$ 10	\$ (2,461)	\$ -	

Actual Reserves on June 30, 2009 \$ 123,099

Projected Reserves on June 30, 2010 \$ 120,638

Projected Reserves on June 30, 2011 \$ 120,638

**FY 2011 Budget  
(Budget Basis)  
Police Grants**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Intergovernmental Revenue</b>					
State Grants	\$ -	\$ 800,010	\$ 6,800	\$ 857,138	7%
Federal Grants	224,093	175,275	152,825	280,426	60%
<b>Total Intergovernmental</b>	<b>\$ 224,093</b>	<b>\$ 975,285</b>	<b>\$ 159,625</b>	<b>\$ 1,137,564</b>	<b>17%</b>
<b>Miscellaneous</b>					
Interest Income	\$ 407	\$ -	\$ 62	\$ -	0%
Contributions	-	-	36,000	26,825	100%
Miscellaneous	61,841	90,210	55,500	71,500	-21%
<b>Total Miscellaneous</b>	<b>\$ 62,248</b>	<b>\$ 90,210</b>	<b>\$ 91,562</b>	<b>\$ 98,325</b>	<b>9%</b>
<b>Transfers</b>					
Transfer In	\$ 62,055	\$ 86,036	\$ 86,036	\$ 69,700	-19%
<b>Total Transfers In</b>	<b>\$ 62,055</b>	<b>\$ 86,036</b>	<b>\$ 86,036</b>	<b>\$ 69,700</b>	<b>-19%</b>
<b>Total Revenue</b>	<b>\$ 348,396</b>	<b>\$ 1,151,531</b>	<b>\$ 337,223</b>	<b>\$ 1,305,589</b>	<b>13%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 48,191	\$ 52,480	\$ 52,480	\$ 53,065	1%
Part Time	74,487	81,083	71,760	78,984	-3%
Overtime	39,699	24,786	56,232	75,413	204%
<b>Total Salaries &amp; Wages</b>	<b>\$ 162,377</b>	<b>\$ 158,349</b>	<b>\$ 180,472</b>	<b>\$ 207,462</b>	<b>31%</b>
<b>Benefits</b>					
Health Insurance	\$ -	\$ 11,136	\$ 11,136	\$ 12,756	15%
Other Insurance Benefits	-	610	615	425	-30%
Retirement Contributions	-	2,991	2,991	3,014	1%
FICA/Medicare Tax	5,674	10,218	10,218	10,099	-1%
Workers' Compensation	1,325	2,377	2,377	1,406	-41%
Other Allowances	-	(5)	-	-	
Disability Buyback	-	25	-	-	-100%
<b>Total Benefits</b>	<b>\$ 6,999</b>	<b>\$ 27,352</b>	<b>\$ 27,337</b>	<b>\$ 27,700</b>	<b>1%</b>
<b>Total Personnel</b>	<b>\$ 169,376</b>	<b>\$ 185,701</b>	<b>\$ 207,809</b>	<b>\$ 235,162</b>	<b>27%</b>
<b>Contractual Services</b>					
Travel & Training	\$ 3,977	\$ 2,994	\$ 5,500	\$ 1,487	-50%
Other Contractual	81,895	66,762	46,611	62,864	-6%
<b>Total Contractual Services</b>	<b>\$ 85,872</b>	<b>\$ 69,756</b>	<b>\$ 52,111</b>	<b>\$ 64,351</b>	<b>-8%</b>
<b>Materials &amp; Supplies</b>					
Operating Supplies	\$ 66,869	\$ 90,059	\$ 70,564	\$ 72,476	-20%
<b>Total Materials &amp; Supplies</b>	<b>\$ 66,869</b>	<b>\$ 90,059</b>	<b>\$ 70,564</b>	<b>\$ 72,476</b>	<b>-20%</b>

**FY 2011 Budget  
(Budget Basis)  
Police Grants**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Programs & Projects	\$ -	\$ 1,000	\$ -	\$ 100	-90%
<b>Total Other Expenses</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>-90%</b>
<b>Capital</b>					
Light Equipment	\$ 48,234	\$ 804,505	\$ 7,400	\$ 857,500	7%
Technologies	-	500	1,800	76,000	15100%
<b>Total Capital</b>	<b>\$ 48,234</b>	<b>\$ 805,005</b>	<b>\$ 9,200</b>	<b>\$ 933,500</b>	<b>16%</b>
<b>Total Expenses</b>	<b>\$ 370,351</b>	<b>\$ 1,151,521</b>	<b>\$ 339,684</b>	<b>\$ 1,305,589</b>	<b>13%</b>
<b>Net Fund</b>	<b>\$ (21,955)</b>	<b>\$ 10</b>	<b>\$ (2,461)</b>	<b>\$ -</b>	<b>-100%</b>

# **Special Fire Assistance**

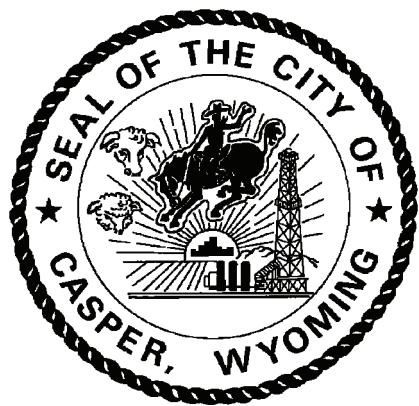
## Special Fire Assistance Fund

This fund accounts for fire related grants and special reimbursements the City occasionally receives for equipment provided to other entities; primarily, Federal and State agencies.

<b>Special Fire Assistance Budget Summary</b>						
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>	
<b>Revenues</b>						
Grants and Intergovernmental	\$ 163,572	\$ 95,049	\$ 139,478	\$ 110,000	16%	
<b>Total Revenues</b>	\$ 163,572	\$ 95,049	\$ 139,478	\$ 110,000	16%	
<b>Expenditures</b>						
Contractual Services	\$ 48,994	\$ 30,000	\$ 29,855	\$ 10,000	-67%	
Capital	60,074	65,000	129,637	100,000	54%	
<b>Total Expenditures</b>	\$ 109,068	\$ 95,000	\$ 159,492	\$ 110,000	16%	
<b>Net Special Fire Assistance Fund</b>	\$ 54,504	\$ 49	\$ (20,014)	\$ -	-100%	
Actual Reserves on June 30, 2009				\$ 98,505		
Projected Reserves on June 30, 2010				\$ 78,491		
Projected Reserves on June 30, 2011				\$ 78,491		

**FY 2011 Budget  
(Budget Basis)  
Special Assistance - Fire Assistance**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Intergovernmental</b>					
Federal Grants	\$ 69,886	\$ 65,049	\$ 128,956	\$ 100,000	54%
Miscellaneous	10,777	-	522	-	0%
Reimbursements - Fire Services	82,909	30,000	10,000	10,000	-67%
<b>Total Intergovernmental</b>	<b>\$ 163,572</b>	<b>\$ 95,049</b>	<b>\$ 139,478</b>	<b>\$ 110,000</b>	<b>16%</b>
<b>Total Revenues</b>	<b>\$ 163,572</b>	<b>\$ 95,049</b>	<b>\$ 139,478</b>	<b>\$ 110,000</b>	<b>16%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Fire Services	\$ 2,594	\$ -	\$ -	\$ -	0%
Operating Supplies	46,400	30,000	29,855	10,000	-67%
<b>Total Contractual Services</b>	<b>\$ 48,994</b>	<b>\$ 30,000</b>	<b>\$ 29,855</b>	<b>\$ 10,000</b>	<b>-67%</b>
<b>Capital</b>					
Light Equipment - Fire	\$ 60,074	\$ 65,000	\$ 129,637	\$ 100,000	54%
<b>Total Capital</b>	<b>\$ 60,074</b>	<b>\$ 65,000</b>	<b>\$ 129,637</b>	<b>\$ 100,000</b>	<b>54%</b>
<b>Total Expenses</b>	<b>\$ 109,068</b>	<b>\$ 95,000</b>	<b>\$ 159,492</b>	<b>\$ 110,000</b>	<b>16%</b>
<b>Net Fund</b>	<b>\$ 54,504</b>	<b>\$ 49</b>	<b>\$ (20,014)</b>	<b>\$ -</b>	<b>-100%</b>





# **Redevelopment Loan Fund**

## Redevelopment Loan Fund

This fund accounts for the funding activity and debt service received by the City from the property developer of the Old Firehouse Project, and, in turn, paid by the City to the Federal Housing and Urban Development (HUD) agency. In FY 2009, this fund was expanded to account for additional HUD 108 economic development loans.

### Redevelopment Loan Highlights

**Highlights for FY 2010:** No loans were disbursed in FY 2010.

**Highlights for FY 2011:** \$250,000 of loans are budgeted for economic development purposes, although no specific loans have been identified at this time.

### Redevelopment Loan Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 230,234	\$ 255,888	\$ 46,307	\$ 296,307	16%
<b>Total Revenues</b>	\$ 230,234	\$ 255,888	\$ 46,307	\$ 296,307	16%
<b>Expenditures</b>					
Other Expenses	\$ 132,703	\$ 250,446	\$ 35,467	\$ 285,467	14%
<b>Total Expenditures</b>	\$ 132,703	\$ 250,446	\$ 35,467	\$ 285,467	14%
<b>Net Redevelopment Loan Fund</b>	\$ 97,531	\$ 5,442	\$ 10,840	\$ 10,840	99%
Actual Reserves on June 30, 2009				\$ 145,954	
Projected Reserves on June 30, 2010				\$ 156,794	
Projected Reserves on June 30, 2011				\$ 167,634	

**FY 2011 Budget  
(Budget Basis)  
Redevelopment Loan**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Loan Payments	\$ 44,710	\$ 40,506	\$ 46,157	\$ 46,157	14%
Interest Income	157	382	150	150	-61%
HUD 108 Proceeds	185,367	215,000	-	250,000	16%
<b>Total Revenue</b>	<u>\$ 230,234</u>	<u>\$ 255,888</u>	<u>\$ 46,307</u>	<u>\$ 296,307</u>	<u>16%</u>
<b>Expenses</b>					
<b>Loan Expenses</b>					
Debt Service - Interest Expense	\$ 38,203	\$ 35,446	\$ 35,467	\$ 35,467	0%
HUD 108 Loans Disbursements	94,500	215,000	-	250,000	16%
<b>Total Expenses</b>	<u>\$ 132,703</u>	<u>\$ 250,446</u>	<u>\$ 35,467</u>	<u>\$ 285,467</u>	<u>14%</u>
<b>Net Fund</b>	<u>\$ 97,531</u>	<u>\$ 5,442</u>	<u>\$ 10,840</u>	<u>\$ 10,840</u>	<u>99%</u>



# **Revolving Land Fund**

## Revolving Land Fund

This fund accounts for the acquisition and resale of real property. This was a new fund established in FY 2008 to acquire and resell land for redevelopment.

Revolving Land Staffing Summary					
		FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>					
None		-	-	-	-
<b>Total</b>		-	-	-	-
<b>Part Time Employees (Budget)</b>			\$ -	\$ -	\$ -

Revolving Land Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Miscellaneous	\$ 39,256	\$ 35,000	\$ 11,034	\$ 12,546	-64%	
Transfers In	-	-	-	-	0%	
<b>Total Revenues</b>	\$ 39,256	\$ 35,000	\$ 11,034	\$ 12,546	-64%	
<b>Expenditures</b>						
Other Expenses	\$ 2,173	\$ 1,000	\$ 1,500	\$ 1,500	50%	
Capital	-	2,000,000	-	2,100,000	5%	
<b>Total Expenditures</b>	\$ 2,173	\$ 2,001,000	\$ 1,500	\$ 2,101,500	5%	
<b>Net Revolving Land Fund</b>	\$ 37,083	\$ (1,966,000)	\$ 9,534	\$ (2,088,954)	6%	
Actual Reserves on June 30, 2009 \$ 2,105,164						
Projected Reserves on June 30, 2010 \$ 2,114,698						
Projected Reserves on June 30, 2011 \$ 25,744						

**FY 2011 Budget  
(Budget Basis)  
Revolving Land**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Lease Fees	\$ 2,546	\$ 5,000	\$ 2,546	\$ 2,546	-49%
Interest On Investments	39,483	30,000	10,000	10,000	-67%
Gain/Loss On Sale of Investments	(2,773)	-	(1,512)	-	0%
<b>Total Miscellaneous</b>	<u>\$ 39,256</u>	<u>\$ 35,000</u>	<u>\$ 11,034</u>	<u>\$ 12,546</u>	<u>-64%</u>
<b>Transfers</b>					
Transfers In	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Transfers</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0%</u>
<b>Total Revenue</b>	<u>\$ 39,256</u>	<u>\$ 35,000</u>	<u>\$ 11,034</u>	<u>\$ 12,546</u>	<u>-64%</u>
<b>Expenses</b>					
<b>Other Expenses</b>					
Investment Fees	\$ 2,173	\$ 1,000	\$ 1,500	\$ 1,500	50%
<b>Total Other Expenses</b>	<u>\$ 2,173</u>	<u>\$ 1,000</u>	<u>\$ 1,500</u>	<u>\$ 1,500</u>	<u>50%</u>
<b>Capital Expenses</b>					
Land	\$ -	\$ 2,000,000	\$ -	\$ 2,100,000	5%
<b>Total Capital Expenses</b>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ -</u>	<u>\$ 2,100,000</u>	<u>5%</u>
<b>Total Expenses</b>	<u>\$ 2,173</u>	<u>\$ 2,001,000</u>	<u>\$ 1,500</u>	<u>\$ 2,101,500</u>	<u>5%</u>
<b>Net Fund</b>	<u>\$ 37,083</u>	<u>\$ (1,966,000)</u>	<u>\$ 9,534</u>	<u>\$ (2,088,954)</u>	<u>6%</u>





# **Metropolitan Planning Organization (MPO)**

## Metropolitan Planning Organization (MPO)

**Mission Statement:** To administer the Federal transportation dollars available to the Casper metropolitan area and develop plans for the extension, expansion and enhancement of the street, trail and transit facilities and transportation services in the community.

1. **Goal: To expand the existing transportation network of the City of Casper area to accommodate multiple modes of transportation.**

Objective: To increase the ratio of bike lane miles to street centerline miles within the City of Casper.

Objective: To increase the ratio of sidewalk miles (including off-street paths) to street centerline miles within the City of Casper.

**Highlights from FY 2010:** The Metropolitan Planning Organization (MPO) has been actively fulfilling its mission of transportation planning. Studies, including the *Transit Development Plan* and the *Safe Routes to School Study*, will set the direction for improving the access and walkability of the community for years to come.

In addition, the MPO and CATC were granted American Recovery and Reinvestment Act (ARRA) funds for capital improvements. The most significant is the Beech Street Transit Plaza which, combined with City funds, was completed this year. Secondly, additional ARRA funding was used for the purchase of vehicles and equipment for the operation of CATC.

In addition, as the funding source, the MPO has been instrumental in the development of the Casper Area Comprehensive Plan Update.

**Highlights for FY 2011:** No new personnel or programs are included in the FY 2011 budget. The budget of the MPO is largely determined by the presence of federal funding.

With several new plans completed, MPO staff will begin to prepare semi-annual reports on the status of plan implementation. This will allow member jurisdictions to focus on plans they have participated in and accepted. Specifically, the *Transit Development Plan* and the *Safe Routes to School Study* will be the focus.

Lastly, the management of grant funds is always a challenge. It is critical that grant management processes and policies are implemented that comply with both federal grant requirements and single audit standards. This will be a priority for the MPO.

# Metropolitan Planning Organization

This fund accounts for the Metropolitan Planning Organization, which is a Federally funded planning operation to promote regional transportation planning.

Metropolitan Planning Organization Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Accounting Technician	1	1	1	1
MPO Planner	1	-	-	-
MPO Supervisor	-	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Part Time Employees (Budget)</b>	\$	-	\$ 25,000	\$ -

Metropolitan Planning Organization Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ -	\$ 14,884	\$ 14,884	\$ 16,035	8%
Grants	\$ 439,199	\$ 570,372	\$ 595,912	\$ 644,850	
Transfers In	8,711	61,652	45,480	51,494	-16%
<b>Total Revenues</b>	<b>\$ 447,910</b>	<b>\$ 646,908</b>	<b>\$ 656,276</b>	<b>\$ 712,379</b>	<b>10%</b>
<b>Expenditures</b>					
Personnel	\$ 118,587	\$ 147,746	\$ 147,375	\$ 124,237	-16%
Contractual Services	18,427	20,300	19,295	15,763	-22%
Materials & Supplies	2,706	2,999	2,999	3,000	0%
Other	154,644	324,178	334,923	436,695	35%
Capital	2,290	501	501	1,500	199%
Transfers Out	151,256	151,184	151,183	131,184	
<b>Total Expenditures</b>	<b>\$ 447,910</b>	<b>\$ 646,908</b>	<b>\$ 656,276</b>	<b>\$ 712,379</b>	<b>10%</b>
<b>Net MPO Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Actual Reserves on June 30, 2009 \$ -

Projected Reserves on June 30, 2010 \$ -

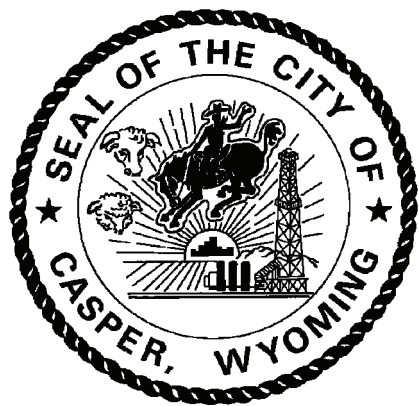
Projected Reserves on June 30, 2011 \$ -

**FY 2011 Budget  
(Budget Basis)  
Metropolitan Planning Organization**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Intergovernmental Revenue</b>					
Federal Grants- MPO	439,199	570,372	595,912	644,850	13%
MPO Member Contributions	-	14,884	14,884	16,035	8%
<b>Total Intergovernmental</b>	<b>\$ 439,199</b>	<b>\$ 585,256</b>	<b>\$ 610,796</b>	<b>\$ 660,885</b>	<b>13%</b>
<b>Transfers</b>					
Transfers In from General Fund	\$ 8,711	\$ 61,652	\$ 45,480	\$ 51,494	-16%
<b>Total Transfers</b>	<b>\$ 8,711</b>	<b>\$ 61,652</b>	<b>\$ 45,480</b>	<b>\$ 51,494</b>	<b>-16%</b>
<b>Total Revenue</b>	<b>\$ 447,910</b>	<b>\$ 646,908</b>	<b>\$ 656,276</b>	<b>\$ 712,379</b>	<b>10%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 89,268	\$ 98,393	\$ 98,393	\$ 100,279	2%
Part-Time	\$ -	\$ 25,000	\$ 24,960	\$ -	
Overtime	2,539	501	170	500	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 91,807</b>	<b>\$ 123,894</b>	<b>\$ 123,523</b>	<b>\$ 100,779</b>	<b>-19%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 2,000	\$ 2,000	\$ -	-100%
Other Allowances	254	1,019	1,019	1,019	
<b>Total Other Pay</b>	<b>\$ 254</b>	<b>\$ 3,019</b>	<b>\$ 3,019</b>	<b>\$ 1,019</b>	<b>-66%</b>
<b>Benefits</b>					
Health Insurance	\$ 13,095	\$ 5,280	\$ 5,280	\$ 5,652	7%
Other Insurance Benefits	709	833	833	832	0%
FICA/Medicare Tax	6,583	7,996	7,996	7,787	-3%
Retirement Contributions	5,069	5,686	5,686	6,934	22%
Workers' Compensation	1,070	1,038	1,038	1,234	19%
<b>Total Benefits</b>	<b>\$ 26,526</b>	<b>\$ 20,833</b>	<b>\$ 20,833</b>	<b>\$ 22,439</b>	<b>8%</b>
<b>Total Personnel</b>	<b>\$ 118,587</b>	<b>\$ 147,746</b>	<b>\$ 147,375</b>	<b>\$ 124,237</b>	<b>-16%</b>
<b>Contractual Services</b>					
Insurance & Bonds	\$ 5,142	\$ 5,143	\$ 5,143	\$ -	-100%
Telecommunications	372	374	374	374	0%
Other Contractual	5,918	5,000	5,000	8,500	70%
Travel & Training	2,185	2,394	2,394	1,750	-27%
Interdepartmental Services	3,652	5,789	5,084	3,539	-39%
Association Dues	1,158	1,600	1,300	1,600	0%
<b>Total Contractual Services</b>	<b>\$ 18,427</b>	<b>\$ 20,300</b>	<b>\$ 19,295</b>	<b>\$ 15,763</b>	<b>-22%</b>

**FY 2011 Budget  
(Budget Basis)  
Metropolitan Planning Organization**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,706	\$ 2,999	\$ 2,999	\$ 3,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 2,706</b>	<b>\$ 2,999</b>	<b>\$ 2,999</b>	<b>\$ 3,000</b>	<b>0%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 154,644	\$ 324,178	\$ 334,923	\$ 436,695	35%
<b>Total Other Expenses</b>	<b>\$ 154,644</b>	<b>\$ 324,178</b>	<b>\$ 334,923</b>	<b>\$ 436,695</b>	<b>35%</b>
<b>Capital - New</b>					
Technologies	\$ 2,290	\$ 501	\$ 501	\$ 1,500	199%
<b>Total Capital - New</b>	<b>\$ 2,290</b>	<b>\$ 501</b>	<b>\$ 501</b>	<b>\$ 1,500</b>	<b>199%</b>
<b>Transfer Out</b>					
Transfer to IT/GIS	\$ 151,256	\$ 151,184	\$ 151,183	\$ 131,184	-13%
<b>Total Transfer Out</b>	<b>\$ 151,256</b>	<b>\$ 151,184</b>	<b>\$ 151,183</b>	<b>\$ 131,184</b>	<b>-13%</b>
<b>Total Expenses</b>	<b>\$ 447,910</b>	<b>\$ 646,908</b>	<b>\$ 656,276</b>	<b>\$ 712,379</b>	<b>10%</b>
<b>Net Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>



# **Special Assessments**

## Local Assessment Districts Fund

### Local Assessment Districts Highlights

**FY 2011 Highlights:** The Local Assessment District portion of the Fort Casper neighborhood project (\$831,193) will be transferred to the Capital Projects Fund in FY 2011. The unused remainder of the curb cut program (\$28,454) is budgeted for FY 2011 in capital.

### Local Assessment Districts Budget Summary

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Miscellaneous	\$ 519,544	\$ 18,500	\$ 15,196	\$ 35,500	92%
<b>Total Revenues</b>	<b>\$ 519,544</b>	<b>\$ 18,500</b>	<b>\$ 15,196</b>	<b>\$ 35,500</b>	<b>92%</b>
<b>Expenditures</b>					
Contractual Services	\$ 2,126	\$ 1,000	\$ 1,100	\$ 1,100	10%
Other	-	-	-	-	0%
Capital	(18,520)	362,813	3,000	28,454	-92%
Transfers Out	-	-	-	831,193	100%
<b>Total Expenditures</b>	<b>\$ (16,394)</b>	<b>\$ 363,813</b>	<b>\$ 4,100</b>	<b>\$ 860,747</b>	<b>137%</b>
<b>Net Local Assessment District Fund</b>	<b>\$ 535,938</b>	<b>\$ (345,313)</b>	<b>\$ 11,096</b>	<b>\$ (825,247)</b>	<b>139%</b>
Actual Reserves on June 30, 2009					\$ 2,240,007
Projected Reserves on June 30, 2010					\$ 2,251,103
Projected Reserves on June 30, 2011					\$ 1,425,856



**FY 2011 Budget  
(Budget Basis)  
Local Assessment Districts**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
LAD Assessment Principal	\$ 20,269	\$ 10,000	\$ 1,760	\$ 25,000	150%
LAD Assessment Interest	4,373	3,000	3,501	5,000	67%
LAD Assessment Penalties	3,448	500	3,280	500	0%
Interest On Investment	35,474	5,000	8,000	5,000	0%
Gain/Loss On Sale of Investments	(2,508)	-	(1,345)	-	0%
Transfer In	458,488	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 519,544</b>	<b>\$ 18,500</b>	<b>\$ 15,196</b>	<b>\$ 35,500</b>	<b>92%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 2,126	\$ 1,000	\$ 1,100	\$ 1,100	10%
<b>Total Contractual Services</b>	<b>\$ 2,126</b>	<b>\$ 1,000</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>	<b>10%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ (18,520)	\$ 362,813	\$ 3,000	\$ 28,454	-92%
<b>Total Capital - Replacement</b>	<b>\$ (18,520)</b>	<b>\$ 362,813</b>	<b>\$ 3,000</b>	<b>\$ 28,454</b>	<b>-92%</b>
<b>Transfers</b>					
Transfers Out-Capital Projects	\$ -	\$ -	\$ -	\$ 831,193	100%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 831,193</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ (16,394)</b>	<b>\$ 363,813</b>	<b>\$ 4,100</b>	<b>\$ 860,747</b>	<b>137%</b>
<b>Net Fund</b>	<b>\$ 535,938</b>	<b>\$ (345,313)</b>	<b>\$ 11,096</b>	<b>\$ (825,247)</b>	<b>139%</b>



# **Internal Service Funds**

Central Garage

Buildings & Grounds

City Campus

Property & Liability Insurance

Information Technology

## Internal Service Funds Consolidated

Internal Service Funds Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/User Fees	\$ 5,486,409	\$ 5,515,674	\$ 5,458,399	\$ 5,108,860	-7%
Miscellaneous	153,201	83,500	534,648	83,200	0%
Transfers In	1,554,295	1,689,206	1,641,928	1,589,559	-6%
Grants	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 7,193,905</b>	<b>\$ 7,288,380</b>	<b>\$ 7,634,975</b>	<b>\$ 6,781,619</b>	<b>-7%</b>
<b>Expenditures</b>					
Personnel	\$ 2,845,440	\$ 3,030,018	\$ 2,836,865	\$ 2,942,665	-3%
Contractual Services	1,642,358	1,823,927	1,635,084	1,662,353	-9%
Materials and Supplies	1,963,196	2,160,888	1,811,605	1,950,143	-10%
Other	19,769	30,000	455,964	12,500	-58%
Capital	151,409	274,960	153,656	238,960	-13%
<b>Total Expenditures</b>	<b>\$ 6,622,172</b>	<b>\$ 7,319,793</b>	<b>\$ 6,893,174</b>	<b>\$ 6,806,621</b>	<b>-7%</b>
<b>Net All Internal Service Funds</b>	<b>\$ 571,733</b>	<b>\$ (31,413)</b>	<b>\$ 741,801</b>	<b>\$ (25,002)</b>	<b>-20%</b>

# **Central Garage**

## Central Garage

**Mission Statement:** To enhance community livability by providing stewardship of vehicles and equipment used for maintaining the public infrastructure, maintaining community safety, providing community recreation, and administering City operations.

**1. Goal: Increase the effectiveness of the current fleet maintenance program.**

Objective: Maintain 90% of all automobile and light truck vehicle scheduled and unscheduled maintenance and mechanical repairs (excluding engine and transmission replacements and body work), within 24 hours of availability of parts.

Objective: Decrease fuel consumption by 3%, by June 30, 2011.

Objective: Decrease the fleet by 5 vehicles, or replace at least 5 vehicles with more energy-efficient vehicles by June 30, 2011.

Objective: Maintain an average of at least 90% of the fleet available for daily operations.

Objective: Decrease unscheduled work orders to less than 20% of the total work orders.

**Highlights from FY 2010:** Internal and external repair costs were reduced. Repairs that were previously sent out to other repair shops have been reduced. Strides were made to increase billable hours as a percentage of total hours. Shifts were modified to provide better service to operations that work hours outside the 8 am to 5 pm window on Monday to Friday. The garage invests nearly 1,386 hours per month fulfilling almost 333 work orders per month. Fuel consumption showed signs of reduction due to fuel-efficient vehicle replacement of total vehicle and implementation of the idling policy.

**Highlights for FY 2011:** The FY 2011 budget has been reduced by 10%. A vacant Equipment Mechanic II position has been eliminated. Materials and supplies, including bulk fuel, were reduced by 10% to reflect expected savings from efficiency measures such as the idling policy and new, more efficient vehicles replacing older vehicles.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Complete 90% of all scheduled and unscheduled maintenance and mechanical repairs (excluding engine and transmission replacements and body work) within 24 hours of availability of parts	Not available	Meeting 90% standard for 24 hour turnaround	Yes	Yes. Maintain standard.
Decrease size of fleet or replace fleet with more efficient vehicles	281 vehicles with 8 alternative/high efficiency vehicles, or 2.8% of fleet. 4 hybrids, 1 full electric, and 3 propane vehicles	Decrease size of fleet or replace at least 5 with more energy efficient vehicles	277 vehicles with 10 alternative/ high efficiency vehicles, or 3.6% of fleet. 6 hybrids, 1 full electric, and 3 propane vehicles.	Decrease size of fleet or replace at least 5 with more energy efficient vehicles
Gasoline Fuel Usage (excluding fuel sales to CATC)	136,663 gallons used	Decrease fuel consumption by 3%	131,570 gallons used, a 3.7% decrease from FY 2009	Decrease fuel consumption by 3% from FY 2010
Diesel Fuel Usage (excluding fuel sales to CATC)	151,686 gallons used	Decrease fuel consumption by 3%	143,500 gallons used, a 5.4% decrease from FY 2009	Decrease fuel consumption by 3% from FY 2010
Maintain 90% fleet availability for daily operations	Not available	At least 90% availability	Currently above 98% ready on a daily basis	Maintain availability above 90%
Billable hours as a percentage of total available hours	Not available	At least 70%	66% and increasing each month	Increase billable hours to at least 70% of total available hours
Unscheduled work orders as percentage of total work orders	Not available	Decrease to less than 30% of total work orders	Now less than 10% of total work orders	Maintain unscheduled work orders to less than 10% of total work orders

# Central Garage Fund

## Central Garage Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Equipment Mechanic I	1	1	-	-
Equipment Mechanic II	8	9	9	8
Equipment Mechanic Supervisor	1	1	1	1
Equipment Service Worker	1	-	-	-
Equipment Tire Service Worker	1	1	1	1
Fleet Maintenance Manager	1	1	-	-
Secretary II	1	1	1	1
Warehouse Technician	2	2	2	2
<b>Total</b>	16	16	14	13

<b>Part Time Employees (Budget)</b>	\$	15,316	\$	17,491	\$	3,355
-------------------------------------	----	--------	----	--------	----	-------

## Central Garage Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 3,591,456	\$ 3,531,090	\$ 3,481,090	\$ 3,179,716	-10%
Miscellaneous	181	-	-	-	0%
Transfers In	-	-	-	-	0%
<b>Total Revenues</b>	\$ 3,591,637	\$ 3,531,090	\$ 3,481,090	\$ 3,179,716	-10%
<b>Expenditures</b>					
Personnel	\$ 927,513	\$ 966,356	\$ 841,321	\$ 840,970	-13%
Contractual Services	481,140	467,069	369,869	434,288	-7%
Materials and Supplies	1,861,157	2,047,145	1,723,500	1,847,000	-10%
Capital	21,564	66,460	28,000	82,460	24%
<b>Total Expenditures</b>	\$ 3,291,374	\$ 3,547,030	\$ 2,962,690	\$ 3,204,718	-10%
<b>Net Central Garage Fund</b>	\$ 300,263	\$ (15,940)	\$ 518,400	\$ (25,002)	57%

Actual Reserves on June 30, 2009 \$ 330,049

Projected Reserves on June 30, 2010 \$ 848,449

Projected Reserves on June 30, 2011 \$ 823,447



**FY 2011 Budget  
(Budget Basis)  
Central Garage**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
Intergovernmental Services	\$ 3,394,703	\$ 3,261,090	\$ 3,261,090	\$ 2,954,716	-9%
Wyoming Medical Center	27,192	50,000	-	-	-100%
CATC	169,561	220,000	220,000	225,000	2%
<b>Total Charges For Services</b>	<b>\$ 3,591,456</b>	<b>\$ 3,531,090</b>	<b>\$ 3,481,090</b>	<b>\$ 3,179,716</b>	<b>-10%</b>
<b>Miscellaneous Revenue</b>					
Miscellaneous Revenue	\$ 181	\$ -	\$ -	\$ -	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 181</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Transfers</b>					
Transfers In	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Revenue</b>	<b>\$ 3,591,637</b>	<b>\$ 3,531,090</b>	<b>\$ 3,481,090</b>	<b>\$ 3,179,716</b>	<b>-10%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 619,908	\$ 647,050	\$ 570,428	\$ 592,332	-8%
Part Time	15,316	17,491	12,200	3,355	-81%
Standby Pay	5,645	10,000	2,200	5,000	-50%
Overtime	30,136	25,000	8,000	7,000	-72%
<b>Total Salaries &amp; Wages</b>	<b>\$ 671,005</b>	<b>\$ 699,541</b>	<b>\$ 592,828</b>	<b>\$ 607,687</b>	<b>-13%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 13,500	\$ 12,500	\$ -	-100%
Disability Leave Buy-Back	2,962	4,600	2,803	3,000	-35%
Other Allowances	280	480	480	480	0%
Clothing Allowance	-	500	500	750	50%
<b>Total Other Pay</b>	<b>\$ 3,242</b>	<b>\$ 19,080</b>	<b>\$ 16,283</b>	<b>\$ 4,230</b>	<b>-78%</b>
<b>Benefits</b>					
Health Insurance	\$ 138,396	\$ 135,000	\$ 135,000	\$ 124,656	-8%
Accrued Leave Payoff	11,094	-	-	-	0%
Other Insurance Benefits	5,218	5,997	5,100	5,304	-12%
FICA/Medicare Tax	49,712	56,274	47,000	46,815	-17%
Retirement Contributions	37,317	38,774	34,850	41,783	8%
Unemployment Compensation	-	960	960	-	-
Workers' Compensation	11,529	10,730	9,300	10,495	-2%
<b>Total Benefits</b>	<b>\$ 253,266</b>	<b>\$ 247,735</b>	<b>\$ 232,210</b>	<b>\$ 229,053</b>	<b>-8%</b>
<b>Total Personnel</b>	<b>\$ 927,513</b>	<b>\$ 966,356</b>	<b>\$ 841,321</b>	<b>\$ 840,970</b>	<b>-13%</b>

**FY 2011 Budget  
(Budget Basis)  
Central Garage**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Other Testing	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0%
Water	9,900	13,500	12,000	13,000	-4%
Energy - Electricity	39,130	45,000	40,000	45,000	0%
Energy - Natural Gas	46,558	45,000	37,000	45,000	0%
Equipment Repairs	5,591	8,000	7,000	8,000	0%
Insurance & Bonds	20,700	20,700	20,700	18,640	-10%
Telecommunications	4,387	4,000	4,000	4,000	0%
Printing/Reproduction	3,025	3,000	2,500	3,000	0%
Travel & Training	5,510	8,000	700	4,000	-50%
Interdepartmental Services	151,812	156,169	156,169	155,648	0%
Other Contractual	5,393	5,200	3,000	5,000	-4%
Laundry & Towel Service	6,131	7,000	5,300	6,500	-7%
Outside Services	183,003	150,000	80,000	125,000	-17%
<b>Total Contractual Services</b>	<b>\$ 481,140</b>	<b>\$ 467,069</b>	<b>\$ 369,869</b>	<b>\$ 434,288</b>	<b>-7%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,352	\$ 2,000	\$ 1,500	\$ 2,000	0%
Operating Supplies	6,774	7,000	4,000	7,000	0%
Building Supplies	29,495	14,000	14,000	14,000	0%
Vehicle Supplies	988,048	810,145	790,000	810,000	0%
Small Tools & Equipment	11,037	14,000	14,000	14,000	0%
Bulk Fuel	824,451	1,200,000	900,000	1,000,000	-17%
<b>Total Materials &amp; Supplies</b>	<b>\$ 1,861,157</b>	<b>\$ 2,047,145</b>	<b>\$ 1,723,500</b>	<b>\$ 1,847,000</b>	<b>-10%</b>
<b>Capital</b>					
Light Equipment	\$ 16,565	\$ -	\$ -	\$ -	0%
Technologies	4,999	30,000	22,000	16,000	-47%
Heavy Equipment	-	-	-	-	0%
Buildings	-	36,460	6,000	66,460	82%
<b>Total Capital</b>	<b>\$ 21,564</b>	<b>\$ 66,460</b>	<b>\$ 28,000</b>	<b>\$ 82,460</b>	<b>24%</b>
<b>Total Expenses</b>	<b>\$ 3,291,374</b>	<b>\$ 3,547,030</b>	<b>\$ 2,962,690</b>	<b>\$ 3,204,718</b>	<b>-10%</b>
<b>Net Fund</b>	<b>\$ 300,263</b>	<b>\$ (15,940)</b>	<b>\$ 518,400</b>	<b>\$ (25,002)</b>	<b>57%</b>

# **Buildings and Grounds**

## **Buildings and Grounds**

**Mission Statement:** To enhance community livability by providing stewardship of the City-owned buildings, including energy use management, preventive maintenance, repair and renovation, grounds maintenance, and landscaping.

**1. Goal: To increase the operational efficiency of existing City facilities.**

Objective: Decrease citywide consumption of electricity (KWh) by 10% by June 2011.

Objective: Increase staff's knowledge and use of energy efficient technologies by attending at least 2 energy saver classes by December 31, 2010.

**Highlights from FY2010:** The use of eco-friendly cleaning supplies and green building materials like recycled carpeting was increased. The internal renovation work of the City Center Building was completed and Human Resources, Fire Administration, and Public Safety Training Center moved in. Buildings & Grounds completed work on the Brattis Building and consolidated BAGS functions into the building.

**Highlights for FY2011:** This budget has been reduced by 6%, primarily by cutting contractual services (by 4%) and materials and supplies (by 10%).

All manual plumbing fixtures with low water pressure in City buildings will be replaced with automated fixtures. Training on the use of eco-friendly cleaning supplies will be developed and provided to City staff.

## Buildings and Grounds Fund

Buildings and Grounds Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Buildings & Grounds Superintendent	1	1	1	1
Buildings & Grounds Supervisor	1	1	1	1
Construction Maint Worker II	5	5	5	5
Custodial Maintenance Worker I	4	4	4	4
Senior Custodial Maint Worker	1	1	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Part Time Employees (Budget)</b>		\$ 24,186	\$ 61,332	\$ 25,000

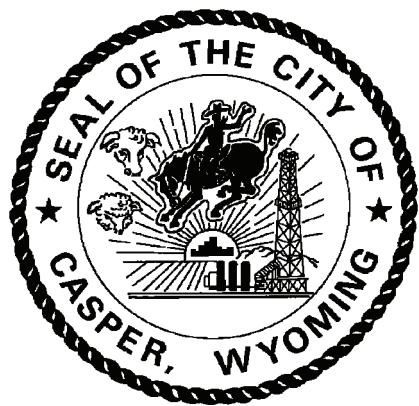
Building and Grounds Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 603,885	\$ 677,396	\$ 677,396	\$ 678,194	0%
Transfers In	429,085	466,958	466,958	412,869	-12%
<b>Total Revenues</b>	<b>\$ 1,032,970</b>	<b>\$ 1,144,354</b>	<b>\$ 1,144,354</b>	<b>\$ 1,091,063</b>	<b>-5%</b>
<b>Expenditures</b>					
Personnel	\$ 800,612	\$ 880,381	\$ 837,854	\$ 834,389	-5%
Contractual Services	136,329	168,837	161,108	161,251	-4%
Materials and Supplies	93,602	103,423	81,605	92,923	-10%
Capital	2,414	2,500	-	2,500	0%
<b>Total Expenditures</b>	<b>\$ 1,032,957</b>	<b>\$ 1,155,141</b>	<b>\$ 1,080,567</b>	<b>\$ 1,091,063</b>	<b>-6%</b>
<b>Net Buildings and Grounds Fund</b>	<b>\$ 13</b>	<b>\$ (10,787)</b>	<b>\$ 63,787</b>	<b>\$ -</b>	<b>-100%</b>
Actual Reserves on June 30, 2009					
				\$ 62,582	
Projected Reserves on June 30, 2010					
				\$ 126,369	
Projected Reserves on June 30, 2011					
				\$ 126,369	

**FY 2011 Budget  
(Budget Basis)  
Buildings And Grounds**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
Intergovernmental Services	\$ 603,885	\$ 677,396	\$ 677,396	\$ 678,194	0%
<b>Total Charges For Services</b>	<u>\$ 603,885</u>	<u>\$ 677,396</u>	<u>\$ 677,396</u>	<u>\$ 678,194</u>	<u>0%</u>
<b>Transfers</b>					
Transfers In	\$ 429,085	\$ 466,958	\$ 466,958	\$ 412,869	-12%
<b>Total Transfers</b>	<u>\$ 429,085</u>	<u>\$ 466,958</u>	<u>\$ 466,958</u>	<u>\$ 412,869</u>	<u>-12%</u>
<b>Total Revenue</b>	<u>\$ 1,032,970</u>	<u>\$ 1,144,354</u>	<u>\$ 1,144,354</u>	<u>\$ 1,091,063</u>	<u>-5%</u>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 568,194	\$ 573,340	\$ 573,340	\$ 573,992	0%
Part Time	24,186	61,332	30,543	25,000	-59%
Overtime	3,570	6,500	2,500	4,000	-38%
<b>Total Salaries &amp; Wages</b>	<u>\$ 595,950</u>	<u>\$ 641,172</u>	<u>\$ 606,383</u>	<u>\$ 602,992</u>	<u>-6%</u>
<b>Other Pay</b>					
Supplemental Pay	\$ 480	\$ 13,500	\$ 12,000	\$ -	-100%
Disability Leave Buy-Back	9,361	10,000	5,562	6,500	-35%
Accrued Leave Payoff	-	-	-	-	0%
Other Allowances	2,160	2,160	2,160	2,160	0%
<b>Total Other Pay</b>	<u>\$ 12,001</u>	<u>\$ 25,660</u>	<u>\$ 19,722</u>	<u>\$ 8,660</u>	<u>-66%</u>
<b>Benefits</b>					
Health Insurance	\$ 99,852	\$ 109,812	\$ 109,812	\$ 117,552	7%
Other Insurance Benefits	4,725	5,012	5,012	4,915	-2%
FICA/Medicare Tax	44,241	51,563	51,563	46,942	-9%
Retirement Contributions	32,462	33,501	33,501	40,212	20%
Workers' Compensation	10,843	10,361	10,361	11,166	8%
Clothing Allowance	538	3,300	1,500	1,950	-41%
<b>Total Benefits</b>	<u>\$ 192,661</u>	<u>\$ 213,549</u>	<u>\$ 211,749</u>	<u>\$ 222,737</u>	<u>4%</u>
<b>Total Personnel</b>	<u>\$ 800,612</u>	<u>\$ 880,381</u>	<u>\$ 837,854</u>	<u>\$ 834,389</u>	<u>-5%</u>

**FY 2011 Budget  
(Budget Basis)  
Buildings And Grounds**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Water	\$ 1,543	\$ 1,550	\$ 1,436	\$ 1,550	0%
Energy - Electricity	747	1,880	1,880	1,880	0%
Energy - Natural Gas	2,959	3,000	2,900	2,500	-17%
Building Maintenance	21,426	33,000	29,585	28,830	-13%
Maintenance Agreements	17,741	32,099	32,099	32,099	0%
Insurance & Bonds	7,104	7,104	7,104	7,037	-1%
Telecommunications	627	750	750	650	-13%
Travel and Training	285	1,800	-	500	-72%
Interdepartmental Services	67,551	69,654	69,654	70,205	1%
Other Contractual	5,838	6,000	4,200	5,000	-17%
Electrical Repairs	10,508	12,000	11,500	11,000	-8%
<b>Total Contractual Services</b>	<b>\$ 136,329</b>	<b>\$ 168,837</b>	<b>\$ 161,108</b>	<b>\$ 161,251</b>	<b>-4%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 22,281	\$ 35,500	\$ 17,905	\$ 28,500	-20%
Custodial Supplies	19,433	18,000	16,500	18,000	0%
Building Supplies	39,797	37,923	32,000	34,423	-9%
Electrical Supplies	12,091	12,000	15,200	12,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 93,602</b>	<b>\$ 103,423</b>	<b>\$ 81,605</b>	<b>\$ 92,923</b>	<b>-10%</b>
<b>Capital</b>					
Light Equipment	\$ 2,414	\$ 2,500	\$ -	\$ 2,500	0%
<b>Total Capital</b>	<b>\$ 2,414</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 1,032,957</b>	<b>\$ 1,155,141</b>	<b>\$ 1,080,567</b>	<b>\$ 1,091,063</b>	<b>-6%</b>
<b>Net Fund</b>	<b>\$ 13</b>	<b>\$ (10,787)</b>	<b>\$ 63,787</b>	<b>\$ -</b>	<b>-100%</b>





## **City Campus Fund**

## City Campus

The City Campus fund is used to pay for general maintenance of several city government buildings. In FY 10 the campus consisted of five buildings. In FY 11, the City Campus will consist of four buildings.

- **City Hall** is located at 200 North David Street. It is the main administrative building of the Casper city government. It contains the Council Chambers where the city council holds its regular council meetings along with administrative space for the City Manager's Office, the City Attorney's Office, Finance, Engineering, Community Development, and the Information Technology Division.
- The **City Center Building** is located at 101 West "B" Street. The ground floor of this building houses the Public Safety Training Center. The administrative offices of the Leisure Services Department and the Human Resources Department are located on the second floor. The administrative offices of the Fire-EMS Department are located on the third floor.
- The **Marathon Building** is a storage building at 342 North Market Street. It is used to store vehicles, equipment, and historical files. A small portion of this building is leased to Natrona County.
- The **Miller Street Dormitory** is a single family home located at 4131 Miller Street. The building was acquired because of its proximity to the Water Treatment Plant, but it has since been set up as a dormitory for housing city employees on a short term basis. Typically, rooms in the dormitory are rented by newly hired employees who have not yet found permanent housing.
- The **Brattis Building** is located at 310 West "A" Street. This building has been renovated and now used for the operations of the Buildings and Grounds work group.

**Highlights for FY 10:** Renovations of the Brattis Building were also completed, which allowed the BAGS work group to move there from their old offices at the Community Service Center. Renovations of the City Center building are ongoing but are nearly complete. The Fire-EMS and Human Resources offices relocated there in March and February 2010.

**Highlights for FY 11:** Total expenditures are budgeted to be down by 1%, primarily through expected lower maintenance costs for the buildings. The Brattis Building will be removed from this cost center and added to BAGS.

## City Campus Buildings Fund

City Campus Buildings Staffing Summary					
		FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>					
None		-	-	-	-
	<b>Total</b>	-	-	-	-
<b>Part Time Employees (Budget)</b>		\$	-	\$	-

City Campus Buildings Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Charges for Services/ User Fees	\$ 20,108	\$ 15,000	\$ 9,360	\$ 5,520	-63%	
Transfer In/ Operating Transfer	305,907	382,250	382,250	386,041	1%	
<b>Total Revenues</b>	\$ 326,015	\$ 397,250	\$ 391,610	\$ 391,561	-1%	
<b>Expenditures</b>						
Contractual Services	\$ 319,374	\$ 383,930	\$ 378,563	\$ 385,491	0%	
Materials and Supplies	459	2,320	1,500	2,070	-11%	
Capital	6,174	11,000	3,923	4,000	-64%	
<b>Total Expenditures</b>	\$ 326,007	\$ 397,250	\$ 383,986	\$ 391,561	-1%	
<b>Net City Campus Fund</b>	\$ 8	\$ -	\$ 7,624	\$ -	0%	
Actual Reserves on June 30, 2009				\$ 13,050		
Projected Reserves on June 30, 2010				\$ 25,174		
Projected Reserves on June 30, 2010				\$ 25,174		

**FY 2011 Budget  
(Budget Basis)  
City Campus Buildings**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
Building Rental	\$ 20,108	\$ 15,000	\$ 9,360	\$ 5,520	-63%
<b>Total Charges For Services</b>	<b>\$ 20,108</b>	<b>\$ 15,000</b>	<b>\$ 9,360</b>	<b>\$ 5,520</b>	<b>-63%</b>
<b>Transfers</b>					
Transfers In	\$ 305,907	\$ 382,250	\$ 382,250	\$ 386,041	1%
<b>Total Transfers</b>	<b>\$ 305,907</b>	<b>\$ 382,250</b>	<b>\$ 382,250</b>	<b>\$ 386,041</b>	<b>1%</b>
<b>Total Revenue</b>	<b>\$ 326,015</b>	<b>\$ 397,250</b>	<b>\$ 391,610</b>	<b>\$ 391,561</b>	<b>-1%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Water	\$ 12,537	\$ 15,980	\$ 13,600	\$ 13,880	-13%
Energy - Electricity	49,003	55,900	70,000	76,000	36%
Energy - Natural Gas	37,114	46,500	30,500	31,500	-32%
Alarm	322	300	658	658	119%
Insurance & Bonds	12,420	12,420	12,420	11,184	-10%
Telecommunications	4,580	5,566	5,066	5,066	-9%
Interdepartmental Services	195,315	246,309	246,309	247,203	0%
Other Contractual	8,083	955	10	-	-100%
<b>Total Contractual Services</b>	<b>\$ 319,374</b>	<b>\$ 383,930</b>	<b>\$ 378,563</b>	<b>\$ 385,491</b>	<b>0%</b>
<b>Materials &amp; Supplies</b>					
Operational Supplies	\$ 329	\$ 720	\$ -	\$ 470	-35%
Other Materials & Supplies	130	100	-	100	0%
Small Tools & Equipment	-	1,500	1,500	1,500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 459</b>	<b>\$ 2,320</b>	<b>\$ 1,500</b>	<b>\$ 2,070</b>	<b>-11%</b>
<b>Total Operating Expenses</b>	<b>\$ 319,833</b>	<b>\$ 386,250</b>	<b>\$ 380,063</b>	<b>\$ 387,561</b>	<b>0%</b>
<b>Operating Income (Loss)</b>	<b>\$ 6,182</b>	<b>\$ 11,000</b>	<b>\$ 11,547</b>	<b>\$ 4,000</b>	<b>-64%</b>
<b>Capital-Replacement</b>					
Improve Other Than Buildings	\$ 6,174	\$ 10,000	\$ 3,013	\$ 4,000	-60%
Light Equipment	\$ -	\$ 1,000	\$ 910	\$ -	
<b>Total Replacement Capital</b>	<b>\$ 6,174</b>	<b>\$ 11,000</b>	<b>\$ 3,923</b>	<b>\$ 4,000</b>	<b>-64%</b>
<b>Total Capital</b>	<b>\$ 6,174</b>	<b>\$ 11,000</b>	<b>\$ 3,923</b>	<b>\$ 4,000</b>	<b>-64%</b>
<b>Total Expenses</b>	<b>\$ 326,007</b>	<b>\$ 397,250</b>	<b>\$ 383,986</b>	<b>\$ 391,561</b>	<b>-1%</b>
<b>Net Fund</b>	<b>\$ 8</b>	<b>\$ -</b>	<b>\$ 7,624</b>	<b>\$ -</b>	<b>0%</b>

# **Property and Liability Insurance Fund**

## **Property and Liability Insurance Fund**

**Mission Statement:** To provide financing related to the City's property and liability insurance, including premiums, deductible and repairs/replacement costs of property that is less than the current deductibles.

**1. Goal: Reduce the number of injuries and accidents involving city employees.**

Objective: Reduce the number of vehicular accidents at which employees were "at fault."

Objective: Reduce the total number of reported injuries.

Objective: Reduce the number of lost time injuries by 10%.

Objective: Produce monthly reports on a selected injury focus areas.

Objective: Increase attendance levels at monthly Health and Safety Meetings.

Objective: Increase the number of safety training sessions by 3%, and increase the overall attendance at safety training sessions by 5%.

**Highlights from FY 2010:** Risk Management continued tracking data more consistently with each property and liability claim made. This is the first step toward receiving accurate information, which will determine losses and assessments for each Department. The next step is to create a cost allocation program based on actual cost. The cost allocation to be used will encompass two primary factors: the first being the payroll distribution to the departments, and the second being the trending losses (experience rating) for the departments.

A large portion of the time and effort spent by the Risk Management staff this fiscal year has gone into the discovery, arrest, and recovery of losses suffered during the flash flood event of July 3, 2009. The quick and decisive actions taken by Risk Management staff served to curtail the extent of damage done by the flood and the resulting water damage.

**Highlights for FY 2011:** The Risk management function was transferred to this fund from the Human Resources Cost center. Staffing was added to this fund so that the full costs of the Risk Management and insurance function can be allocated to the activities that generate risk and property liability.

The Safety Focus program will give the City-wide Health & Safety Committee the data it needs to act as agents of knowledge and change in their respective departments.

## Property and Liability Insurance Fund

Property and Liability Insurance Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Risk Manager	-	-	-	1
RM Injury/Claims Coordinator	-	-	-	1
<b>Total</b>	-	-	-	2
<b>Part Time Employees (Budget)</b>		\$ -	\$ -	\$ -

Property and Liability Insurance Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Charges for Services/ User Fees	\$ 761,890	\$ 763,525	\$ 761,890	\$ 705,912	-8%	
Miscellaneous	147,696	82,000	533,448	82,000	0%	
Transfers In	-	-	-	128,487	100%	
<b>Total Revenues</b>	\$ 909,586	\$ 845,525	\$ 1,295,338	\$ 916,399	8%	
<b>Expenditures</b>						
Personnel	\$ -	\$ -	\$ -	\$ 157,899	100%	
Contractual Services	565,114	640,525	584,151	592,500	-7%	
Materials and Supplies	-	-	-	3,500	100%	
Other	2,341	30,000	455,964	12,500	-58%	
Capital	96,380	175,000	103,233	150,000	-14%	
<b>Total Expenditures</b>	\$ 663,835	\$ 845,525	\$ 1,143,348	\$ 916,399	8%	
<b>Net Property and Liability Fund</b>	\$ 245,751	\$ -	\$ 151,990	\$ -	0%	
Actual Reserves on June 30, 2009				\$ 413,429		
Projected Reserves on June 30, 2010				\$ 565,419		
Projected Reserves on June 30, 2011				\$ 565,419		

**FY 2011 Budget  
(Budget Basis)  
Property & Liability Insurance**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Interdepartmental Charges	\$ 761,890	\$ 763,525	\$ 761,890	\$ 705,912	-8%
Interest Income	3,200	7,000	3,600	7,000	0%
Insurance Reimbursements	144,717	75,000	530,000	75,000	0%
Gain / Loss on Sale of Investments	(221)	-	(152)	-	0%
Transfer In	-	-	-	128,487	100%
<b>Total Revenue</b>	<b>\$ 909,586</b>	<b>\$ 845,525</b>	<b>\$ 1,295,338</b>	<b>\$ 916,399</b>	<b>8%</b>
<b>Expenses</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ -	\$ -	\$ -	\$ 114,660	100%
Overtime	-	-	-	50	100%
<b>Total Salaries &amp; Wages</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 114,710</b>	<b>100%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ -	\$ -	-	0%
Other Allowances	-	-	-	4,080	100%
Disability Leave Buy-Back	-	-	-	1,000	100%
<b>Total Other Pay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,080</b>	<b>100%</b>
<b>Benefits</b>					
Health Insurance	\$ -	\$ -	\$ -	\$ 18,408	100%
Other Insurance Benefits	-	-	-	891	100%
FICA/Medicare Tax	-	-	-	8,772	100%
Retirement Contributions	-	-	-	7,951	100%
Workers' Compensation	-	-	-	2,087	100%
<b>Total Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 38,109</b>	<b>100%</b>
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 157,899</b>	<b>100%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 214	\$ 400	\$ 200	\$ 400	0%
Telecommunications	-	-	-	1,000	100%
Postage & Shipping	-	-	-	1,000	100%
Printing/Reproduction	-	-	-	500	100%
Travel & Training	-	-	-	1,000	100%
Other Contractual	-	-	-	3,000	100%
Association Dues	-	-	-	600	100%
Insurance and Bonds	564,900	640,125	583,951	585,000	-9%
<b>Total Contractual Services</b>	<b>\$ 565,114</b>	<b>\$ 640,525</b>	<b>\$ 584,151</b>	<b>\$ 592,500</b>	<b>-7%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ -	\$ -	\$ -	\$ 500	100%
Books, Periodicals, Maps	-	-	-	1,000	100%
Risk Management Supplies	-	-	-	2,000	100%
<b>Total Materials &amp; Supplies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>100%</b>



**FY 2011 Budget  
(Budget Basis)  
Property & Liability Insurance**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Claims	\$ -	30,000	455,964	5,000	-83%
Programs & Projects	\$ -	-	-	2,500	100%
Bad Debt Expense	2,341	-	-	5,000	100%
<b>Total Other Expenses</b>	<b>\$ 2,341</b>	<b>\$ 30,000</b>	<b>\$ 455,964</b>	<b>\$ 12,500</b>	<b>-58%</b>
<b>Capital</b>					
Buildings	\$ 30,350	\$ 60,000	\$ 11,077	\$ 35,000	-42%
Light Equipment	45,736	75,000	58,687	75,000	0%
Heavy Equipment	20,294	40,000	33,469	40,000	0%
<b>Total Capital</b>	<b>\$ 96,380</b>	<b>\$ 175,000</b>	<b>\$ 103,233</b>	<b>\$ 150,000</b>	<b>-14%</b>
<b>Total Expenses</b>	<b>\$ 663,835</b>	<b>\$ 845,525</b>	<b>\$ 1,143,348</b>	<b>\$ 916,399</b>	<b>8%</b>
<b>Net Fund</b>	<b>\$ 245,751</b>	<b>\$ -</b>	<b>\$ 151,990</b>	<b>\$ -</b>	<b>0%</b>



# **Information Technology**

## Information Technology

**Mission Statement:** To provide an efficient and economical state-of-the-art computing capability of City departments under a networking system, which allows interaction between work, stations at various sites throughout the community.

1. **Goal: Increase access for users and the public to a reliable Geographic Information System database.**

Objective: Complete auditing of the data contained in the utility, property ownership, parcel and street layers of the GIS by December 31, 2010.

Objective: Coordinate a new flight and database update to the GIS Base Map and associated layers for the MPO service area by June 30, 2011.

Objective: Implement a process to select a consultant and update the GIS Strategic Plan for the MPO service area by January 30, 2011.

2. **Goal: Improve utilization of the existing Public Safety Wireless Mobile Data Network.**

Objective: Install hardware and software for Wi-Fi hot spots and Net motion mobility software by July 31, 2010.

Objective: Define the recommended solution and design a new network to secure increased bandwidth and improved coverage for the Public Safety Wireless Network by February 28, 2011.

Objective: Evaluate the costs and benefits of expanding the Public Safety Wireless Mobile Data Network to serve other governmental services such as Public Works and Code Enforcement.

3. **Goal: Evaluate ways to maximize the use of current technology systems to support efforts to reduce the size of City government.**

Objective: Implement the use of State Link (NCIC) by Casper Police Department Field Officers to reduce the number of calls coming into the Public Safety Communication Center by November 30, 2010.

Objective: Define, design, and deploy three external mapping applications for the City's website by April 1, 2011 to reduce the impact of public calls for information on various departments.

Objective: Migrate and train City staff on the new e-mail archiving capabilities by January 30, 2011 to reduce space management responsibilities of IT staff.

**Highlights from FY2010:** A GIS Technician position became vacant during the year and was not refilled. The Phase II Website Improvement project was completed with several new interactive capabilities added. This new website will be launched in July, 2010. A consultant's report on the Public Safety Wireless Mobile Data Network was completed and additional research was requested on the implementation of new technology. Stimulus funding was utilized to purchase new hardware and software upgrades for the Wireless Network to improve the access and coverage. The remaining funds will be used for an Engineering study to determine the coverage and design requirements for a new mobile data network to be constructed using new technology and newly released FCC frequencies dedicated to Public Safety. A contract was approved with Sanborn Technologies to conduct a new flight and database update for the GIS system.

**Highlights for FY2011:** The Information Technology budget has been reduced by 13%. A vacant GIS Technician position has been eliminated, along with two part-time internship positions. Budgeted expenses for materials and supplies have been reduced by 42%.

Work will continue on the GIS database but at a slower timeline due to the eliminated GIS Technician position. A committee of stakeholders will be put in place to help provide quality control over the new GIS database that will result from the flight. Work will continue on the Public Safety Wireless Network and options will be examined to implement video surveillance of some City facilities over the City's network. IT staff is implementing new technology for the network, which allows virtualization of certain databases to better manage the access and security of the system. A power management system will be purchased to assist in reducing energy usage by the various segments of the computer system. This includes individual desktops computers, servers and switches as well as printers and copiers.

## Information Technology (IT) & Geographic Information Services (GIS)

Information Technology and GIS Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
<b>Information Technology</b>				
CAD Systems Technician	1	1	1	1
Financial Systems Technician	1	1	1	1
Management Inform Serv Manager	1	1	1	1
Network Engineer	1	1	1	1
Systems & Database Administrator	1	1	1	1
User Support Technician	5	5	5	5
WAN Network Administrator	1	1	1	1
<b>GIS</b>				
GIS Coordinator	1	-	-	-
GIS Technician	2	3	3	2
Senior GIS Technician	1	-	-	-
GIS Analyst	-	1	1	1
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>14</b>
<b>Part Time Employees (Budget)</b>				
	\$	19,126	\$	22,152
			\$	-

Information Technology & GIS Fund Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 509,070	\$ 528,663	\$ 528,663	\$ 539,518	2%
Grants	-	-	-	-	0%
Miscellaneous	5,324	1,500	1,200	1,200	-20%
Transfers In	819,303	839,998	792,720	662,162	-21%
<b>Total Revenues</b>	<b>\$ 1,333,697</b>	<b>\$ 1,370,161</b>	<b>\$ 1,322,583</b>	<b>\$ 1,202,880</b>	<b>-12%</b>
<b>Expenditures</b>					
Personnel	\$ 1,117,315	\$ 1,183,281	\$ 1,157,690	\$ 1,109,407	-6%
Contractual Services	140,401	163,566	141,393	88,823	-46%
Materials and Supplies	7,978	8,000	5,000	4,650	-42%
Other	17,428	-	-	-	0%
Capital	24,877	20,000	18,500	-	-100%
<b>Total Expenditures</b>	<b>\$ 1,307,999</b>	<b>\$ 1,374,847</b>	<b>\$ 1,322,583</b>	<b>\$ 1,202,880</b>	<b>-13%</b>
<b>Net IT &amp; GIS Fund</b>	<b>\$ 25,698</b>	<b>\$ (4,686)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>-100%</b>
Actual Reserves on June 30, 2009					\$ 28,754
Projected Reserves on June 30, 2010					\$ 28,754
Projected Reserves on June 30, 2011					\$ 28,754

**FY 2011 Budget  
(Budget Basis)  
Information Services & GIS**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Grants and Loans</b>					
Federal Grants	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Grants and Loans</b>	\$ -	\$ -	\$ -	\$ -	0%
<b>Charges For Services</b>					
Intergovernmental Services	\$ 509,070	\$ 528,663	\$ 528,663	\$ 539,518	2%
<b>Total Charges For Services</b>	\$ 509,070	\$ 528,663	\$ 528,663	\$ 539,518	2%
<b>Miscellaneous Revenue</b>					
Unclassified Miscellaneous	\$ 5,324	\$ 1,500	\$ 1,200	\$ 1,200	-20%
<b>Total Miscellaneous Revenue</b>	\$ 5,324	\$ 1,500	\$ 1,200	\$ 1,200	-20%
<b>Transfers</b>					
Transfers In- From General Fund	\$ 668,047	\$ 688,814	\$ 641,537	\$ 530,978	-23%
Transfers In- From MPO	\$ 151,256	\$ 151,184	\$ 151,183	\$ 131,184	-13%
<b>Total Transfers</b>	\$ 819,303	\$ 839,998	\$ 792,720	\$ 662,162	-21%
<b>Total Revenue</b>	\$ 1,333,697	\$ 1,370,161	\$ 1,322,583	\$ 1,202,880	-12%
<b>Expenditures</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 849,188	\$ 871,827	\$ 869,570	\$ 836,372	-4%
Part Time	19,126	22,152	5,381	-	-100%
Overtime	5,049	2,500	2,000	-	-100%
<b>Total Salaries &amp; Wages</b>	\$ 873,363	\$ 896,479	\$ 876,951	\$ 836,372	-7%
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ 15,500	\$ 12,000	\$ -	-100%
Other Allowances	1,500	1,500	1,500	-	-100%
Disability Leave Buy-Back	2,976	4,770	2,207	3,500	-27%
<b>Total Other Pay</b>	\$ 4,476	\$ 21,770	\$ 15,707	\$ 3,500	-84%
<b>Benefits</b>					
Health Insurance	\$ 105,888	\$ 121,728	\$ 121,728	\$ 124,656	2%
Other Insurance Benefits	6,718	7,232	7,232	6,606	-9%
FICA/Medicare Tax	63,622	71,694	71,694	64,556	-10%
Retirement Contributions	48,520	49,933	49,933	57,956	16%
Workers' Compensation	14,728	14,445	14,445	15,761	9%
<b>Total Benefits</b>	\$ 239,476	\$ 265,032	\$ 265,032	\$ 269,535	2%
<b>Total Personnel</b>	\$ 1,117,315	\$ 1,183,281	\$ 1,157,690	\$ 1,109,407	-6%

**FY 2011 Budget  
(Budget Basis)  
Information Services & GIS**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Contractual Services</b>					
Consulting Fees	\$ 14,882	\$ 16,874	\$ 15,000	\$ -	-100%
Maintenance Agreements	72,327	85,589	78,750	51,812	-39%
Insurance & Bonds	12,286	12,286	12,286	10,923	-11%
Telecommunications	3,939	3,974	3,864	3,974	0%
Postage	307	600	250	600	0%
Printing/Reproduction	813	1,400	1,400	1,400	0%
Travel & Training	27,453	33,000	20,000	12,995	-61%
Interdepartmental Services	1,950	2,193	2,193	1,469	-33%
Other Contractual	1,204	2,000	2,000	-	-100%
Association Dues	5,240	5,650	5,650	5,650	0%
<b>Total Contractual Services</b>	<b>\$ 140,401</b>	<b>\$ 163,566</b>	<b>\$ 141,393</b>	<b>\$ 88,823</b>	<b>-46%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 6,653	\$ 6,700	\$ 4,000	\$ 3,350	-50%
Books, Periodicals, Maps	1,325	1,300	1,000	1,300	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 7,978</b>	<b>\$ 8,000</b>	<b>\$ 5,000</b>	<b>\$ 4,650</b>	<b>-42%</b>
<b>Capital - New</b>					
Light Equipment	\$ 3,999	\$ 4,000	\$ 2,500	\$ -	-100%
Technologies	20,878	16,000	16,000	-	-100%
<b>Total Capital - New</b>	<b>\$ 24,877</b>	<b>\$ 20,000</b>	<b>\$ 18,500</b>	<b>\$ -</b>	<b>-100%</b>
<b>Other</b>					
Programs & Projects	\$ 17,428	\$ -	\$ -	\$ -	0%
<b>Total Other</b>	<b>\$ 17,428</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$ 1,307,999</b>	<b>\$ 1,374,847</b>	<b>\$ 1,322,583</b>	<b>\$ 1,202,880</b>	<b>-13%</b>
<b>Net Fund</b>	<b>\$ 25,698</b>	<b>\$ (4,686)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>-100%</b>



# **Trust and Agency Funds**

Perpetual Care

Metro Animal Control

Public Safety  
Communication Center

Employee Health  
Insurance Fund

## Trust & Agency Funds Consolidated

Trust & Agency Funds Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 6,838,177	\$ 7,458,066	\$ 7,344,085	\$ 7,405,579	-1%
Taxes	882,001	1,000,000	911,000	950,000	-5%
Miscellaneous	2,414,707	1,821,410	1,820,005	1,771,173	-3%
Transfer In	2,847,017	2,884,464	2,854,723	3,671,161	27%
Licenses	22,779	24,500	25,000	24,500	0%
<b>Total Revenues</b>	<b>\$ 13,004,681</b>	<b>\$ 13,188,440</b>	<b>\$ 12,954,813</b>	<b>\$ 13,822,413</b>	<b>5%</b>
<b>Expenditures</b>					
Personnel	\$ 2,042,183	\$ 2,212,730	\$ 2,147,980	\$ 2,149,797	-3%
Contractual Services	8,491,372	7,626,069	7,464,934	8,048,883	6%
Materials and Supplies	55,929	97,970	63,339	64,840	-34%
Other	768,037	1,903,094	1,779,032	1,850,109	-3%
Capital	126,563	389,907	382,982	346,250	-11%
Transfers Out	1,527,735	1,677,968	1,677,968	2,514,341	50%
<b>Total Expenditures</b>	<b>\$ 13,011,819</b>	<b>\$ 13,907,738</b>	<b>\$ 13,516,235</b>	<b>\$ 14,974,220</b>	<b>8%</b>
<b>Net All Trust &amp; Agency Funds</b>	<b>\$ (7,138)</b>	<b>\$ (719,298)</b>	<b>\$ (561,423)</b>	<b>\$ (1,151,807)</b>	<b>60%</b>

# **Perpetual Care**

## Perpetual Care Fund

**Mission:** The Perpetual Care Fund was established to account for funds set aside to support certain City facilities and operations. The principal dollars set aside are not to be expended, only the interest earnings are to be used. There are four sub-accounts in this fund: the North Platte Park Trust, Buildings Trust, Operations Trust, and the Urban Forestry Trust.

**Building Trust-** The interest earnings from this account are used for repairs of buildings and replacement of furnishings in all City facilities constructed or improved with Optional Once Cent Sales Tax funds. On June 30, 2010, there will be a projected \$4,167,971 of principal and \$174,316 of spendable interest in this account. Interest earned during FY 2011 is also budgeted to be expended. The budget includes the following expenditures for facility repair and improvements:

**FY 2011**

City Hall Facility Improvements	\$	10,000
Hall of Justice- Capital Fund Payments		25,000
Fire Station #5 Remodel Dorm Area		20,000
Swimming Pools- Ladders and Doors		7,500
Recreation Center- Replace Gym Divider Curtains		45,000
Ice Arena- Bleacher Heating		25,000
Casper Service Center- Window and Door Replacement		20,000
	\$	152,500

**North Platte Park Trust -** The interest earnings from this account are used for improvements in the original North Platte Park area. This area includes the exterior of the Events Center, Crossroads Park, Casper Speedway, Skeet Range, Casper Air-Modelers' Facility and other vacant lands to the north and east of the Casper Events Center. The motorcross area and horseback riding area are excluded due to provisions in those organizations' lease agreements. On June 30, 2010, there will be a projected \$1,217,295 principal balance and \$99,798 of spendable interest in this account.

**Urban Forestry Trust -** An initial \$75,000 was donated to the City in 1998 by the William McNamara estate for use in the parks. This account was established using those funds. Since the initial donation, additional funds have been contributed. The interest earnings from this donation are used for the planting and maintenance of City-owned trees. On June 30, 2010, there will be a projected \$273,986 principal balance, and no spendable interest in this account.

**Operations Trust** - The interest earnings from this account are used for operations and maintenance of facilities originally constructed or improved with Optional One Cent Sales Tax funds. On June 30, 2010, there will be a projected \$22,569,763 principal balance and no spendable interest in this account. The budget includes the following transfers and operating expenditures:

	<b>FY 2011</b>	
<b>Operations Trust</b>	<b>Projected</b>	<b>% of Total</b>
<b>Operating Revenues</b>	<b>Revenue</b>	<b>Revenue</b>
Operations Trust Interest Earnings	922,291	36.4%
General Fund Transfer In	1,610,050	63.6%
<b>Total</b>	<b>\$ 2,532,341</b>	

<b>Operations Trust</b>		<b>% Supported</b>	<b>% Supported</b>
<b>Operating Expenses</b>		<b>By Perpetual</b>	<b>by General</b>
		<b>Care Interest</b>	<b>Fund</b>
		<b>Earnings</b>	<b>Transfer In</b>
Casper Events Center	\$ 685,979	36.4%	63.6%
Ice Arena	184,735	36.4%	63.6%
Aquatics	278,407	36.4%	63.6%
Recreation Center	566,310	36.4%	63.6%
City Campus	386,041	36.4%	63.6%
Buildings & Grounds	412,869	36.4%	63.6%
Investment Fees	18,000		
	<b>\$ 2,532,341</b>		

<b>Interest Earnings To Fund 100% of</b>	
<b>These Operations</b>	\$ 2,532,341
<b>Current Interest Earnings</b>	\$ 922,291
<b>Short Fall</b>	<b>\$ 1,610,050</b>

**Current Principal Balance 6/30/2010** \$ 22,569,763

**Principal Balance Necessary To  
Generate 100% Of Interest Earnings  
To Support These Operations** \$ 61,969,961

### Perpetual Care Highlights for FY 2011

The Transfers In consist of:

A \$750,000 transfer of One Cent #13 funding that will be added to the non-spendable principal balances of the Building Trust Account (\$135,000) and the Operations Trust Account (\$615,000).

A \$1,610,050 transfer from the General Fund to the Operations Account to supplement the amount of interest earnings needed to support the operations based in facilities that were constructed with Optional Sales Tax revenue. The current interest earnings do not generate enough income to fully fund the requirements of the Operations Account. Ideally with higher principal and interest earnings, the Ice Arena, Aquatics, Recreation Center, Casper Events Center, City Campus, and Buildings & Grounds could be fully funded by Perpetual Care. However for FY 2011, Perpetual Care interest earnings are projected to be only able to fund 36.4% of the total cost of these operations.

### Perpetual Care Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 6,600	\$ 7,200	\$ 7,200	\$ 7,200	0%
Interest Income	1,250,898	1,160,000	1,181,292	1,151,793	-1%
Principal Repayment	2,223	2,160	11,480	11,480	431%
Transfer In	1,639,524	1,529,515	1,499,774	2,360,050	54%
<b>Total Revenues</b>	<b>\$ 2,899,245</b>	<b>\$ 2,698,875</b>	<b>\$ 2,699,746</b>	<b>\$ 3,530,523</b>	<b>31%</b>
<b>Expenditures</b>					
Contractual Services	\$ 39,578	\$ 34,510	\$ 24,777	\$ 25,407	-26%
Materials and Supplies	7,220	38,330	11,039	10,740	-72%
Other	63,039	198,096	74,034	127,261	-36%
Capital	70,493	166,966	166,966	152,500	-9%
Transfers Out	1,527,735	1,677,968	1,677,968	2,514,341	50%
<b>Total Expenditures</b>	<b>\$ 1,708,065</b>	<b>\$ 2,115,870</b>	<b>\$ 1,954,784</b>	<b>\$ 2,830,249</b>	<b>34%</b>
<b>Net Perpetual Care</b>	<b>\$ 1,191,180</b>	<b>\$ 583,005</b>	<b>\$ 744,962</b>	<b>\$ 700,274</b>	<b>20%</b>
Interest Reserves on June 30, 2009					\$ 279,152
Projected Interest Reserves on June 30, 2010					\$ 274,114
Projected Interest Reserves on June 30, 2011					\$ 224,388
<b><i>The interest reserves exclude non-spendable principal amounts.</i></b>					
Principal Reserves on June 30, 2009					\$ 28,229,016
Projected Principal Reserves on June 30, 2010					\$ 28,979,016
Projected Principal Reserves on June 30, 2011					\$ 29,729,016
<b><i>The principal reserves are designated non-spendable amounts.</i></b>					

**FY 2011 Budget  
(Budget Basis)  
Perpetual Care  
North Platte Park Trust**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Gain or Loss On Investments	\$ (626)	\$ -	\$ (235)	\$ -	0%
N Platte Park Interest	48,422	54,520	49,879	48,382	-11%
<b>Total Revenues</b>	<b>\$ 47,796</b>	<b>\$ 54,520</b>	<b>\$ 49,644</b>	<b>\$ 48,382</b>	<b>-11%</b>
<b>Expenditures</b>					
Investment Fees	\$ 1,433	\$ 1,532	\$ 700	\$ 750	-51%
Programs & Projects	-	124,062	-	-	-100%
<b>Total Expenditures</b>	<b>\$ 1,433</b>	<b>\$ 125,594</b>	<b>\$ 700</b>	<b>\$ 750</b>	<b>-99%</b>
<b>Total North Platte Park Trust</b>	<b>\$ 46,363</b>	<b>\$ (71,074)</b>	<b>\$ 48,944</b>	<b>\$ 47,632</b>	<b>-167%</b>

**Building Trust**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Building Trust Gain/(Loss) On Inv	\$ (3,276)	\$ -	\$ (1,230)	\$ -	0%
Building Trust Interest	253,335	170,520	175,495	170,230	0%
Senior Citizens Building Rent	6,600	7,200	7,200	7,200	0%
Transfers In	135,000	135,000	135,000	135,000	0%
<b>Total Revenues</b>	<b>\$ 391,659</b>	<b>\$ 312,720</b>	<b>\$ 316,465</b>	<b>\$ 312,430</b>	<b>0%</b>
<b>Expenditures</b>					
Buildings	\$ 48,789	\$ 166,966	\$ 166,966	\$ 152,500	-9%
Interdepartmental Services	1,923	2,427	2,427	2,707	12%
Investment Fees	7,779	4,286	3,500	3,500	-18%
Programs & Projects	63,039	74,034	74,034	127,261	72%
<b>Total Expenditures</b>	<b>\$ 121,530</b>	<b>\$ 247,713</b>	<b>\$ 246,927</b>	<b>\$ 285,968</b>	<b>15%</b>
<b>Total Building Trust</b>	<b>\$ 270,129</b>	<b>\$ 65,007</b>	<b>\$ 69,538</b>	<b>\$ 26,462</b>	<b>-59%</b>

**FY 2011 Budget  
(Budget Basis)  
Perpetual Care  
Urban Forestry**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Gain/(Loss) On Investments	\$ (102)	\$ -	\$ (38)	\$ -	0%
Interest Income	7,944	12,760	11,227	10,890	-15%
<b>Total Urban Forestry Revenues</b>	<b>\$ 7,842</b>	<b>\$ 12,760</b>	<b>\$ 11,189</b>	<b>\$ 10,890</b>	<b>-15%</b>
<b>Expenditures</b>					
Investment Fees	\$ 218	\$ 358	\$ 150	\$ 150	-58%
Operating Supplies	7,220	38,330	11,039	10,740	-72%
<b>Total Urban Forestry Expenditures</b>	<b>\$ 7,438</b>	<b>\$ 38,688</b>	<b>\$ 11,189</b>	<b>\$ 10,890</b>	<b>-72%</b>
<b>Total for Urban Forestry</b>	<b>\$ 404</b>	<b>\$ (25,928)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>

**Operations Trust**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
Gain/(Loss) On Investments	\$ (12,302)	\$ -	\$ (4,621)	\$ -	0%
Interest Income	957,503	922,200	950,815	922,291	0%
Debt Repayment - Interfund Advnc	2,223	2,160	11,480	11,480	431%
Transfers In-General Fund	889,524	779,515	749,774	1,610,050	107%
Transfers In-Principal from 1%	615,000	615,000	615,000	615,000	0%
<b>Total Operations Revenues</b>	<b>\$ 2,451,948</b>	<b>\$ 2,318,875</b>	<b>\$ 2,322,448</b>	<b>\$ 3,158,821</b>	<b>36%</b>
<b>Expenditures</b>					
Investment Fees	\$ 28,225	\$ 25,907	\$ 18,000	\$ 18,300	-29%
Light Equipment for Other Funds	21,704	-	-	-	
Transfers Out	1,527,735	1,677,968	1,677,968	2,514,341	50%
<b>Total Operations Expenditures</b>	<b>\$ 1,577,664</b>	<b>\$ 1,703,875</b>	<b>\$ 1,695,968</b>	<b>\$ 2,532,641</b>	<b>49%</b>
<b>Total for Operations Trust</b>	<b>\$ 874,284</b>	<b>\$ 615,000</b>	<b>\$ 626,480</b>	<b>\$ 626,180</b>	<b>2%</b>



# **Metro Animal Control**

## Metro Animal Control

**Mission Statement:** To provide animal control service in a clean environment that includes: housing stray animals, abuse investigation, catching stray animals, dealing with complaints from the public, returning pets home to their owners, adoptions of stray animals, and euthanasia.

**1. Goal: Increase the number of positive placements for animals under the care of Metro.**

Objective: To maintain the number of animals accepted by rescue groups at 450.

Objective: To maintain the total number of adoptions from Metro at 1,200.

Objective: To maintain the number of unwanted animals that are euthanized at 1,200.

**Highlights from FY 2010:** Metro Animal Control's calls for service rose by 13% this year to 9,690. Calls for service include most animal control services including dogs at large, wild animal sightings, collection of lost animals, and animal cruelty investigations. Most of this increase is attributed to new housing development and increasing populations in the towns surrounding Casper, especially Bar Nunn and Evansville.

Metro achieved most of its goals for calendar year 2009. Animal adoptions rose 9% to 1,290, thereby exceeding Metro's stated goal of 1,200. 1,180 animals were successfully returned to their owners. Metro also met its goal to limit euthanasias to no more than 1,300: by year's end, only 1,107 euthanasias were actually performed.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Calls for service	8,575	No target. Included as a workload measure.	9,690, an increase of 13%	N/A
Unwanted animals euthanized	1,155	Less than 1,200	1,145	Less than 1,200
Number of animals accepted by rescue groups	382	450	361	450
Increase the number of animals adopted	1,301	More than 1,200	1,139	More than 1,200

**Highlights for FY 2011:** The Metro budget has been reduced by 3%. One vacant full time kennel technician position will be eliminated.

## Metro Animal Control Fund

Metro Animal Control Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Animal Protection Officer II	6	6	6	6
Kennel Technician	3	3	3	2
Lead Animal Protection Officer	1	1	1	1
Metro Animal Control Manager	1	1	1	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>
<b>Part Time Employees (Budget)</b>		\$ 10,458	\$ 15,677	\$ 15,677

Metro Animal Control Budget Summary						
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Licenses	\$ 22,779	\$ 24,500	\$ 25,000	\$ 24,500	0%	
Charges for Services/ User Fees	194,034	240,703	240,203	240,703	0%	
Miscellaneous	6,755	9,000	3,701	4,200	-53%	
Transfer In	598,527	642,261	642,261	622,408	-3%	
<b>Total Revenues</b>	<b>\$ 822,095</b>	<b>\$ 916,464</b>	<b>\$ 911,165</b>	<b>\$ 891,811</b>	<b>-3%</b>	
<b>Expenditures</b>						
Personnel	\$ 649,630	\$ 694,551	\$ 687,999	\$ 661,734	-5%	
Contractual Services	119,679	125,863	127,048	124,027	-1%	
Materials and Supplies	37,571	52,150	39,800	44,300	-15%	
Other	12,150	12,150	12,150	30,000	147%	
Capital	37,058	31,750	28,500	31,750	0%	
<b>Total Expenditures</b>	<b>\$ 856,088</b>	<b>\$ 916,464</b>	<b>\$ 895,497</b>	<b>\$ 891,811</b>	<b>-3%</b>	
<b>Net Metro Animal Control</b>	<b>\$ (33,993)</b>	<b>\$ -</b>	<b>\$ 15,668</b>	<b>\$ -</b>	<b>0%</b>	
Actual Reserves on June 30, 2009				\$ 227,587		
Projected Reserves on June 30, 2010				\$ 255,405		
Projected Reserves on June 30, 2011				\$ 285,405		

**FY 2011 Budget  
(Budget Basis)  
Metro Animal Control**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Licenses</b>					
Pet Licenses	\$ 22,779	\$ 24,500	\$ 25,000	\$ 24,500	0%
<b>Total Licenses</b>	<u>\$ 22,779</u>	<u>\$ 24,500</u>	<u>\$ 25,000</u>	<u>\$ 24,500</u>	<u>0%</u>
<b>Charges For Services</b>					
Boarding Fees	\$ 4,103	\$ 3,500	\$ 4,000	\$ 3,500	0%
Adoption Fees	35,150	41,000	40,000	41,000	0%
Intergovernmental User Charges	154,781	196,203	196,203	196,203	0%
<b>Total Charges For Services</b>	<u>\$ 194,034</u>	<u>\$ 240,703</u>	<u>\$ 240,203</u>	<u>\$ 240,703</u>	<u>0%</u>
<b>Miscellaneous Revenue</b>					
Interest Income	\$ 3,904	\$ 6,000	\$ 1,050	\$ 1,200	-80%
Misc Revenue	3,127	3,000	2,800	3,000	0%
Gain/Loss On Investments	(276)	-	(149)	-	0%
<b>Total Miscellaneous</b>	<u>\$ 6,755</u>	<u>\$ 9,000</u>	<u>\$ 3,701</u>	<u>\$ 4,200</u>	<u>-53%</u>
<b>Transfers</b>					
Transfers In	\$ 598,527	\$ 642,261	\$ 642,261	\$ 622,408	-3%
<b>Total Transfers</b>	<u>\$ 598,527</u>	<u>\$ 642,261</u>	<u>\$ 642,261</u>	<u>\$ 622,408</u>	<u>-3%</u>
<b>Total Operating Revenue</b>	<u>\$ 822,095</u>	<u>\$ 916,464</u>	<u>\$ 911,165</u>	<u>\$ 891,811</u>	<u>-3%</u>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 452,723	\$ 468,357	\$ 468,357	\$ 445,411	-5%
Part Time	10,458	15,677	12,000	15,677	0%
Overtime	12,693	13,100	12,900	13,100	0%
<b>Total Salaries &amp; Wages</b>	<u>\$ 475,874</u>	<u>\$ 497,134</u>	<u>\$ 493,257</u>	<u>\$ 474,188</u>	<u>-5%</u>
<b>Other Pay</b>					
Disability Leave Buy-Back	\$ 4,678	\$ 5,500	\$ 4,125	\$ 5,500	0%
Accrued Leave Payoff	-	1,500	500	1,500	0%
Supplemental Pay	-	11,500	11,500	-	0%
Other Allowances	3,600	3,600	3,600	3,600	-52%
<b>Total Other Pay</b>	<u>\$ 8,278</u>	<u>\$ 22,100</u>	<u>\$ 19,725</u>	<u>\$ 10,600</u>	<u>-52%</u>

**FY 2011 Budget  
(Budget Basis)  
Metro Animal Control**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 91,488	\$ 93,972	\$ 93,972	\$ 94,944	1%
Other Insurance Benefits	3,966	4,242	4,242	4,150	-2%
FICA/Medicare Tax	35,036	40,912	40,912	37,087	-9%
Retirement Contributions	26,435	27,743	27,743	31,944	15%
Workers' Compensation	8,553	8,148	8,148	8,821	8%
Clothing Allowance	-	300	-	-	-100%
<b>Total Benefits</b>	<b>\$ 165,478</b>	<b>\$ 175,317</b>	<b>\$ 175,017</b>	<b>\$ 176,946</b>	<b>1%</b>
<b>Total Personnel</b>	<b>\$ 649,630</b>	<b>\$ 694,551</b>	<b>\$ 687,999</b>	<b>\$ 661,734</b>	<b>-5%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 236	\$ 300	\$ 125	\$ 125	-58%
Medical Testing Services	100	800	500	500	-38%
Water	4,471	6,500	6,250	6,500	0%
Energy - Electricity	6,630	9,500	9,250	9,500	0%
Energy - Natural Gas	13,583	17,000	15,500	15,000	-12%
Maintenance Agreements	2,880	3,300	3,300	3,300	0%
Insurance & Bonds	7,159	7,159	7,159	6,447	-10%
Telecommunications	7,889	8,490	8,500	8,000	-6%
Postage/Shipping	1,948	2,000	1,600	2,000	0%
Travel & Training	3,866	7,250	5,000	6,000	-17%
Interdepartmental Services	41,349	42,330	42,330	41,121	-3%
Dispatch Services	9,645	8,534	8,534	8,534	0%
Other Contractual	19,923	12,700	19,000	17,000	34%
<b>Total Contractual Services</b>	<b>\$ 119,679</b>	<b>\$ 125,863</b>	<b>\$ 127,048</b>	<b>\$ 124,027</b>	<b>-1%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,216	\$ 4,500	\$ 1,000	\$ 2,500	-44%
Other Materials & Supplies	32,902	45,150	37,000	40,000	-11%
Uniforms	1,453	2,500	1,800	1,800	-28%
<b>Total Materials &amp; Supplies</b>	<b>\$ 37,571</b>	<b>\$ 52,150</b>	<b>\$ 39,800</b>	<b>\$ 44,300</b>	<b>-15%</b>

**FY 2011 Budget  
(Budget Basis)  
Metro Animal Control**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Other Expenses</b>					
Depreciation	\$ 12,150	\$ 12,150	\$ 12,150	\$ 30,000	147%
<b>Total Other Expenses</b>	<b>\$ 12,150</b>	<b>\$ 12,150</b>	<b>\$ 12,150</b>	<b>\$ 30,000</b>	<b>147%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 34,809	\$ 26,750	\$ 27,500	\$ 26,750	0%
Technologies	2,249	5,000	1,000	5,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 37,058</b>	<b>\$ 31,750</b>	<b>\$ 28,500</b>	<b>\$ 31,750</b>	<b>0%</b>
<b>Total Operating Expenses</b>	<b>\$ 856,088</b>	<b>\$ 916,464</b>	<b>\$ 895,497</b>	<b>\$ 891,811</b>	<b>-3%</b>
<b>Net Fund</b>	<b>\$ (33,993)</b>	<b>\$ -</b>	<b>\$ 15,668</b>	<b>\$ -</b>	<b>0%</b>

# **Public Safety Communication Center**

## Public Safety Communications

**Mission Statement:** To provide communication services to all user agencies and the public within Natrona County, as well as providing E-911 services.

**1. Goal: Reduce patrol and dispatch response times and provide timely and effective response to crime and service calls.**

Objective: Decrease response times on priority 1 calls from an average of 5:00 minutes to 4:30 minutes.

Objective: Decrease response times on priority 2 calls from an average of 15:00 minutes to 14:00 minutes.

Objective: Decrease response times on priority 3 calls from an average of 45:00 minutes to 40:00 minutes.

**Highlights from FY 2010:** In calendar year 2009, the dispatch center received 33,739 emergency 911 calls, which was an increase of 12%. The number of non-emergency calls was down slightly for a total of 244,640 (a 1% decrease).

Regarding the types of service requested, the most significant change was a doubling in the number of fire and medical calls, which rose from 8,361 in 2008 to 16,811 in 2009. The exact reason for this dramatic change is unknown, but some of it can probably be attributed to the rising number of senior citizens who live in Casper and the surrounding area.

The staffing problems at PSCC have largely been eliminated. Despite efforts to recruit new dispatchers, PSCC was operating with between five and six vacant positions throughout calendar year 2008. This shortage fell to roughly one vacant position for most of calendar year 2009. Since March 2010, PSCC has been fully staffed.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 YTD Actual	FY 2011 Target
Reduce turnover to achieve budgeted full-time staffing	Average had been 19 filled positions.	Reduce turnover and maintain average staffing above FY 2009 average	Average of 20.25 filled positions	Average of 21 filled positions
Priority 1 Dispatch Times-Call Received to Dispatch	Not Available	Less Than 2 minutes	1:42	1:15



**Highlights for FY 2011:** This budget has been reduced by 5%. A vacant Call Taker position has been eliminated. Increased efficiency in scheduling has created a net savings of 6.4% from the part-time and overtime wages.

An interoperability project for the upcoming year will modify the communications infrastructure of the Hall of Justice building. When completed, the dispatch center should be able to interface with the statewide WYOLINK program.

## Public Safety Communications Center Fund

Public Safety Communications Center Staffing Summary				
	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Call Taker	2	2	2	1
Lead Communications Technician	4	4	4	4
PSCC Communications Supervisor	1	1	1	1
Public Safety Communications Tech	15	15	15	15
<b>Total</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>21</b>
<b>Part Time Employees (Budget)</b>		\$ 109,366	\$ 65,977	\$ 100,000

Public Safety Communications Center (PSCC) Budget Summary					
	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 882,001	\$ 1,000,000	\$ 911,000	\$ 950,000	-5%
Charges for Service	373,203	470,249	470,259	470,259	0%
Miscellaneous	89,783	30,250	3,987	3,700	-88%
Transfers In	608,966	712,688	712,688	688,703	-3%
<b>Total Revenues</b>	<b>\$ 1,953,953</b>	<b>\$ 2,213,187</b>	<b>\$ 2,097,934</b>	<b>\$ 2,112,662</b>	<b>-5%</b>
<b>Expenditures</b>					
Personnel	\$ 1,392,553	\$ 1,518,179	\$ 1,459,981	\$ 1,422,063	-6%
Contractual Services	500,199	533,051	504,386	529,065	-1%
Materials and Supplies	11,138	7,490	12,500	9,800	31%
Other	92,848	92,848	92,848	92,848	0%
Capital	19,012	191,191	187,516	162,000	-15%
<b>Total Expenditures</b>	<b>\$ 2,015,750</b>	<b>\$ 2,342,759</b>	<b>\$ 2,257,231</b>	<b>\$ 2,215,776</b>	<b>-5%</b>
<b>Net PSCC Fund</b>	<b>\$ (61,797)</b>	<b>\$ (129,572)</b>	<b>\$ (159,297)</b>	<b>\$ (103,114)</b>	<b>-20%</b>
Actual Reserves on June 30, 2009				\$ 1,213,574	
Projected Reserves on June 30, 2010				\$ 1,147,125	
Projected Reserves on June 30, 2011				\$ 1,136,859	

**FY 2011 Budget  
(Budget Basis)  
Public Safety Communications**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Charges For Services</b>					
Intergovernmental User Charge	313,957	399,889	399,899	399,899	0%
Wyoming Medical Center	59,246	70,360	70,360	70,360	0%
<b>Total Charges For Services</b>	<b>\$ 373,203</b>	<b>\$ 470,249</b>	<b>\$ 470,259</b>	<b>\$ 470,259</b>	<b>0%</b>
<b>Miscellaneous Revenue</b>					
Administrative Fees	\$ 71,705	\$ -	\$ -	\$ -	0%
Interest Income	19,519	30,000	4,500	3,500	-88%
Miscellaneous Revenue	(108)	250	200	200	-20%
Gain/Loss On Investments	(1,333)	-	(713)	-	0%
<b>Total Miscellaneous</b>	<b>\$ 89,783</b>	<b>\$ 30,250</b>	<b>\$ 3,987</b>	<b>\$ 3,700</b>	<b>-88%</b>
<b>Taxes</b>					
Telephone Service Charge	\$ 882,001	\$ 1,000,000	\$ 911,000	\$ 950,000	-5%
<b>Total Taxes</b>	<b>\$ 882,001</b>	<b>\$ 1,000,000</b>	<b>\$ 911,000</b>	<b>\$ 950,000</b>	<b>-5%</b>
<b>Transfers In</b>					
Transfers In	\$ 608,966	\$ 712,688	\$ 712,688	\$ 688,703	-3%
<b>Total Transfers</b>	<b>\$ 608,966</b>	<b>\$ 712,688</b>	<b>\$ 712,688</b>	<b>\$ 688,703</b>	<b>-3%</b>
<b>Total Operating Revenue</b>	<b>\$ 1,953,953</b>	<b>\$ 2,213,187</b>	<b>\$ 2,097,934</b>	<b>\$ 2,112,662</b>	<b>-5%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 746,748	\$ 931,948	\$ 885,071	\$ 880,826	-5%
Part Time	109,366	65,977	100,000	100,000	52%
Overtime	183,758	104,956	60,000	60,000	-43%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,039,872</b>	<b>\$ 1,102,881</b>	<b>\$ 1,045,071</b>	<b>\$ 1,040,826</b>	<b>-6%</b>
<b>Other Pay</b>					
Holiday Pay	\$ 23,343	\$ 25,560	\$ 23,100	\$ 25,560	0%
Supplemental Pay	-	20,500	21,500	-	-100%
Disability Leave Buy-Back	1,864	2,700	1,680	2,700	0%
Accrued Leave Payoff	8,914	3,000	7,182	3,000	0%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 34,601</b>	<b>\$ 52,240</b>	<b>\$ 53,942</b>	<b>\$ 31,740</b>	<b>-39%</b>

**FY 2011 Budget  
(Budget Basis)  
Public Safety Communications**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Benefits</b>					
Health Insurance	\$ 162,396	\$ 173,316	\$ 173,316	\$ 174,228	1%
Other Insurance Benefits	5,477	11,253	7,500	10,102	-10%
FICA/Medicare Tax	72,192	88,391	88,100	70,565	-20%
Retirement Contributions	74,293	84,346	81,300	90,821	8%
Unemployment Contributions	-	-	5,000	-	0%
Workers' Compensation	3,722	5,752	5,752	3,781	-34%
<b>Total Benefits</b>	<b>\$ 318,080</b>	<b>\$ 363,058</b>	<b>\$ 360,968</b>	<b>\$ 349,497</b>	<b>-4%</b>
<b>Total Personnel</b>	<b>\$ 1,392,553</b>	<b>\$ 1,518,179</b>	<b>\$ 1,459,981</b>	<b>\$ 1,422,063</b>	<b>-6%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 1,116	\$ 1,215	\$ 500	\$ 500	-59%
Maintenance Agreements	154,349	210,000	200,000	210,000	0%
Building Rent	15,418	14,950	11,500	13,000	-13%
Insurance & Bonds	8,038	8,038	8,038	7,238	-10%
Telecommunications	127,849	140,000	135,000	138,000	-1%
Travel and Training	10,360	10,500	4,500	10,500	0%
Interdepartmental Services	146,792	116,848	116,848	118,327	1%
Other Contractual	36,277	31,500	28,000	31,500	0%
<b>Total Contractual Services</b>	<b>\$ 500,199</b>	<b>\$ 533,051</b>	<b>\$ 504,386</b>	<b>\$ 529,065</b>	<b>-1%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,014	\$ 2,500	\$ 4,000	\$ 3,500	40%
Other Materials & Supplies	6,987	3,690	6,000	5,000	36%
Uniforms	1,137	1,300	2,500	1,300	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 11,138</b>	<b>\$ 7,490</b>	<b>\$ 12,500</b>	<b>\$ 9,800</b>	<b>31%</b>
<b>Other Expenses</b>					
Depreciation	\$ 92,848	\$ 92,848	\$ 92,848	\$ 92,848	0%
<b>Total Other Expenses</b>	<b>\$ 92,848</b>	<b>\$ 92,848</b>	<b>\$ 92,848</b>	<b>\$ 92,848</b>	<b>0%</b>
<b>Capital - New</b>					
Light Equipment	\$ 2,790	\$ 1,000	\$ 1,077	\$ -	-100%
Technologies	12,723	2,191	2,439	-	-100%
<b>Total Capital - New</b>	<b>\$ 15,513</b>	<b>\$ 3,191</b>	<b>\$ 3,516</b>	<b>\$ -</b>	<b>-100%</b>

**FY 2011 Budget  
(Budget Basis)  
Public Safety Communications**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 1,353	\$ 5,000	\$ 3,000	\$ 4,000	-20%
Buildings	-	125,000	151,000	-	-100%
Technologies	2,146	58,000	30,000	158,000	172%
<b>Total Capital - Replacement</b>	<b>\$ 3,499</b>	<b>\$ 188,000</b>	<b>\$ 184,000</b>	<b>\$ 162,000</b>	<b>-14%</b>
<b>Total Operating Expenses</b>	<b>\$ 2,015,750</b>	<b>\$ 2,342,759</b>	<b>\$ 2,257,231</b>	<b>\$ 2,215,776</b>	<b>-5%</b>
<b>Net Fund</b>	<b>\$ (61,797)</b>	<b>\$ (129,572)</b>	<b>\$ (159,297)</b>	<b>\$ (103,114)</b>	<b>-20%</b>



# **Employee Health Insurance Fund**

## Employee Health Insurance Fund

**Mission Statement:** To provide a quality medical and dental benefits plan to employees, retirees, and their families through a fiscally responsible, self-funded program.

**1. Goal: To maintain a sustainable, cost effective health benefit.**

Objective: To reduce the medical complications resulting from diabetes on the health plan by achieving 75% compliance of those enrolled in the diabetes disease management program.

Objective: To reduce the medical complications of cardiovascular disease, especially heart attacks and strokes, by achieving 75% compliance of those enrolled in the cardiovascular disease management program.

Objective: Demonstrate improving overall health conditions among city employees by trending results from blood draws and health risk assessments.

**Highlights from FY 2010:** The City hired a new third party administrator, CNIC Health Solutions, for the City's health plan. CNIC should help the city to gain aggregate data on healthcare cost drivers, which should provide better tools to help manage healthcare costs.

### FY 2010 Performance Measures and Goals Reporting

Measure	FY 2009 Actual	FY 2010 Plan	FY 2010 Actual	FY 2011 Target
Health plan participants (includes employees, spouses, and retirees) attending health fair	<i>Health fair was not offered.</i>	150 Participants	173 people attend the first health fair on July 16, 2009	At least 200 people attend the second health fair on July 14, 2010
Health plan members (includes employees, spouses, and retirees) having blood draw and health risk assessment	<i>Service was not offered through previous third party administrator.</i>	70% of eligible members participating	67% of eligible members participating	95% of eligible members participating



**Highlights for FY 2011:** A Health Promotion Manager was added during City Council reviews. This position will cost approximately \$66,000 and is funded by Health Insurance Fund premiums in the Health Insurance Fund.

The Health Promotion Manager's duties would include the following activities:

- Research health plan benefit programs and new legislation
- Develop, implement, and coordinate preventative health programs
- Assist in all annual health benefit related renewal processes and plan design
- Trend data for loss control and assist with budgeting
- Educate/Communicate what the benefit is and services available
- Chair and/or serve on Committees relating to health initiatives
- Coordinate efforts with outside vendors and agencies relating to the health benefit
- Create a culture of health and well being within the City of Casper

The Human Resources Department will implement plan design changes to the City's health plan in January 2011. Additionally, Human Resources will initiate a Healthcare 101 program in order to educate employees on general health, maximizing their health benefits, and becoming wise healthcare consumers.

## Employee Health Insurance Fund

### Employee Health Insurance Highlights

**For FY 2011:** This will be the second year with a new third party administrator for the health plan, with services such as disease management. A full-time Health Promotions Manager was added to manage the health insurance fund and health initiatives.

### Employee Health Insurance Fund Staffing Summary

	FY 2008	FY 2009	FY 2010	FY 2011
<b>Full Time Positions</b>				
Health Promotions Manager	-	-	-	1
<b>Total</b>	-	-	-	1
<b>Part Time Employees (Budget)</b>	\$ -	\$ -	\$ -	\$ -

### Employee Health Insurance Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 6,264,340	\$ 6,739,914	\$ 6,626,423	\$ 6,687,417	-1%
Miscellaneous	1,065,048	620,000	619,545	600,000	-3%
Transfers In	-	1,000,000	1,000,000	-	
<b>Total Revenues</b>	\$ 7,329,388	\$ 8,359,914	\$ 8,245,968	\$ 7,287,417	-13%
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 66,000	100%
Contractual Services	7,831,916	6,932,645	6,808,723	7,370,384	6%
Other	600,000	1,600,000	1,600,000	1,600,000	0%
<b>Total Expenditures</b>	\$ 8,431,916	\$ 8,532,645	\$ 8,408,723	\$ 9,036,384	6%
<b>Net Employee Health Insurance Fund</b>	\$ (1,102,528)	\$ (172,731)	\$ (162,756)	\$ (1,748,967)	913%

#### Reserves Designated For Operations

Projected Reserves on June 30, 2009 \$ 4,463,291

Projected Reserves on June 30, 2010 \$ 4,300,535

Projected Reserves on June 30, 2011 \$ 2,551,568

#### Reserves Designated For Other Post-Employment Benefits\*\*

Projected Reserves on June 30, 2009 \$ 600,000

Projected Reserves on June 30, 2010 \$ 2,200,000

Projected Reserves on June 30, 2011 \$ 3,800,000

\*\* Other Post Employment benefits accounts for the long-term liability associated with retiree health benefits.

**FY 2011 Budget  
(Budget Basis)  
Employee Health Insurance**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 REVISED</b>	<b>FY 2010 ESTIMATE</b>	<b>FY 2011 ADOPTED</b>	<b>% ▲</b>
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Interest Income	\$ 202,471	\$ 120,000	\$ 116,525	\$ 100,000	-17%
Gain/Loss On Investments	41,065	-	23,671	-	0%
Insurance Reimbursements	821,512	500,000	479,349	500,000	0%
Transfers In For OPEB-- General Fund	-	1,000,000	1,000,000	-	-100%
<b>Total Miscellaneous</b>	<b>\$ 1,065,048</b>	<b>\$ 1,620,000</b>	<b>\$ 1,619,545</b>	<b>\$ 600,000</b>	<b>-63%</b>
<b>Charges for Service</b>					
Non-Employee Premiums	\$ 454,239	\$ 495,000	\$ 418,396	\$ 450,000	-9%
Employee Contributions	1,271,333	1,367,791	1,351,554	1,370,032	0%
Employer Contributions	4,523,214	4,866,123	4,850,473	4,857,385	0%
COBRA Contributions	15,554	11,000	6,000	10,000	-9%
<b>Total Charges for Service</b>	<b>\$ 6,264,340</b>	<b>\$ 6,739,914</b>	<b>\$ 6,626,423</b>	<b>\$ 6,687,417</b>	<b>-1%</b>
<b>Total Revenue</b>	<b>\$ 7,329,388</b>	<b>\$ 8,359,914</b>	<b>\$ 8,245,968</b>	<b>\$ 7,287,417</b>	<b>-13%</b>
<b>Expenses</b>					
Full-Time Staff	\$ -	\$ -	\$ -	\$ 45,602	100%
Health Insurance	-	-	-	12,756	100%
Other Insurance Benefits	-	-	-	379	100%
Retirement	-	-	-	3,117	100%
FICA/Medicare Tax	-	-	-	3,349	100%
Worker Comp	-	-	-	797	100%
Plan Administration Fees	130,284	292,645	292,645	292,645	0%
Investment Fees	6,105	5,000	3,000	3,000	-40%
Medical Stop-Loss	413,436	500,000	532,469	500,000	0%
Dental Insurance	362,003	325,000	325,000	325,000	0%
Wellness Program Services	46,440	60,000	149,258	149,739	150%
Prescriptions	714,949	750,000	762,508	750,000	0%
Claims	6,158,699	5,000,000	4,743,843	5,350,000	7%
OPEB Liability Funding	600,000	1,600,000	1,600,000	1,600,000	0%
<b>Total Expenses</b>	<b>\$ 8,431,916</b>	<b>\$ 8,532,645</b>	<b>\$ 8,408,723</b>	<b>\$ 9,036,384</b>	<b>6%</b>
<b>Net Fund</b>	<b>\$ (1,102,528)</b>	<b>\$ (172,731)</b>	<b>\$ (162,756)</b>	<b>\$ (1,748,967)</b>	<b>913%</b>



# **Financial & Budget Policies**

## **Financial Systems**

### **Budgetary and Accounting Systems**

The accounting policies of the City of Casper conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted body for establishing governmental accounting and financial reporting principles. The following is a summary of the more significant policies applicable to revenues and expenditures.

### **I. FUND ACCOUNTING**

The accounts of the City are organized on the basis of funds and account groups. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions and activities. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures.

**Governmental Funds** – Governmental funds are used to account for all or most of a government's general activities. The City maintains General, Special Revenue, and Capital Funds.

*General Fund* – The General Fund is the City's general operating fund and is used to account for all financial transactions except those required to be accounted for in another fund. Principal sources of revenue are sales taxes, mineral taxes, property taxes, licenses and permits, intergovernmental revenues, and sanitation service charges. Primary expenditures are for general government, public safety, public works, community development, parks, and recreation.

*Special Revenue Fund* – A Special Revenue Fund is used to account for the proceeds from specific revenue sources (other than funding for major capital projects) that are legally restricted to expenditures for specified purposes.

- Weed and Pest Control
- Transit Services
- Community Development Block Grant
- Police Grants
- Special Fire Assistance
- Revolving Land Fund
- Redevelopment Fund
- Metropolitan Planning Organization

*Capital Funds* – The Capital Fund accounts for financial resources, and intergovernmental grants, used for the acquisition, construction, or

improvement of major general government facilities and equipment.

- Capital Projects
- Capital Equipment
- Optional 1% #13
- American Recovery Act Fund

**Trust and Agency Funds** – Trust and Agency Funds account for assets held by the City in a trustee capacity. Each fund is established by state law, municipal ordinance, or resolution. These funds are comprised of the following:

- Metro Animal Control
- Public Safety Communication
- Health Insurance
- Perpetual Care

**Debt Service Funds** – The Debt Service Fund accounts for outstanding special assessments owed to the City. When the City Council decides that a portion of the cost of a construction project will be assessed to the adjoining property owners, this fund pays the construction costs on behalf of the property owners. After the construction work is completed, the property owners have the right to either pay for their respective share of the cost immediately without incurring any interest, or they may make partial payments over an extended time period, with interest. When the property owners make payments, the money is placed in this fund and is used for future projects.

**Proprietary Funds** – Proprietary Funds are generally used to account for operations that provide services to the general public, on a continuing basis, or to internal City departments. Proprietary funds provide the same type of information contained in the business-type activities portion of the government-wide financial statements, only in more detail. The City maintains two different types of proprietary funds: Enterprise and Internal Service.



*Enterprise Funds* – Enterprise funds are used to report the same functions presented as business type activities in the government-wide financial statements. The city maintains enterprise funds to account for the following:

- Water
- Water Treatment Plant
- Sewer
- Wastewater Treatment Plant
- Refuse Collection
- Balefill
- Casper Events Center
- Golf Course
- Casper Recreation Center
- Aquatics
- Ice Arena
- Hogadon Ski Area
- LifeSteps Campus
- Parking Lots

*Internal Services Funds* – Internal Services Funds account for services provided to all City departments. Charges are issued back to the appropriate departments utilizing services from the following cost centers:

- Central Garage
- City Campus
- Information Technology
- Buildings and Grounds
- Property Liability Insurance Fund

Additional funds appear in the audited financial statements that do not appear in this City budget. These are the Downtown Development Authority Fund, the Economic Development Joint Powers Board Fund, and the Central Wyoming Regional Water System Joint Powers Board Fund. The 201 Sewer Joint Powers Board, which oversaw capital improvements at the waste water treatment plant, was dissolved for FY 2008, and those responsibilities were brought fully into the City of Casper Wastewater Treatment Plant Fund.

## **II. BUDGETING PROCESS AND POLICIES**

In accordance with the Wyoming State Statutes, the City Council is required to adopt an annual balanced budget for the Combined General and Operating Funds prior to July 1. Appropriations for all funds included in the City budget are authorized in the annual budget resolution, at the cost center level. The legal level of budgetary control is at the fund level; however, in practice, the City maintains control at the cost center level. Administrative control is further maintained through more detailed line-item budgets.

### ***Basis of Budgeting for Each Fund Type***

The entire City Budget is prepared using the modified accrual budgeting method. In the modified accrual method, revenue is recognized when it becomes available and measurable. Expenditures are typically recognized in the period in which the liability is incurred *except for*: (1) inventories of materials and supplies that may be considered expenditures either when bought or used; (2) interest on general and special assessment long-term debt that is recognized on the date due; and (3) use of encumbrances. Most governmental funds follow the modified accrual method.

This basis of budgeting differs from the basis of accounting used in the audited financial statements as follows:

- The accrual method is used in the audited financial statements for enterprise, trust, capital projects, special assessment and internal service funds. This method records transactions when they occur regardless of when cash is received or disbursed.

### ***Definition of Balanced Budget***

Wyoming Statute 16-4-110 states that “The governing body of a municipality shall not make any appropriation in the final budget of any fund in excess of the estimated expendable revenue of the fund for the budget year.” Therefore, expenditures in a “balanced budget” must not exceed current revenues and proceeds plus undesignated fund balances.

### ***Beginning of the Budget Creation Process***

The first step involves long-term strategic goal setting by the City Council facilitated by the City Manager. The City Council sets their “Council Goals” for each two year election cycle. This broad view of the future of the community helps guide all other decisions that follow in the process.

All incorporated first class cities that have a population of more than 4,000 inhabitants and all city manager cities must comply with the provisions of the Uniform Municipal Fiscal Procedures Act (Wyoming Statutes 16-4-101 through 16-4-124). The Act specifies the fiscal year to be used, publishing requirements, budget milestones, and other aspects of an acceptable budget under Wyoming state law. The City of Casper budget process meets all requirements of the Act, and also includes goal setting, strategy, performance management, and long-term capital planning.

## FY 2011 BUDGET CALENDAR

### Budgetary Preparation

November 26, 2009	Capital Improvement Plan (CIP) process begins, includes capital projects and capital equipment for next five years.
January 5—Jan 31, 2010	Salary & benefit projections by Human Resources. Finance calculates City-wide personnel costs.
February 5– February 27	Department entry of estimated year-end expenditures and revenues for FY 2009, as well as budget entry for revenue and projected expenditures for FY 2010.
March 1	CIP completed
March 4—20	Budget review by Assistant City Manager, Administrative Services Director, and department heads and division supervisors
April 1– April 17	Budget reviews with City Manager and department heads and division supervisors
May 4	Summary Preliminary Budget to Council
May 14	<b>Budget Books to Council</b>
May 20, 25, 27	<b>Council Budget Review Sessions</b>
June 15	Public Hearing on FY10 Budget Amendments
June 15	Public Hearing on FY11 Budget Adoption

### Publication Dates

May 4	Publication of Preliminary Budget <b>(Published in Minutes Document)</b>
June 2, 9	Proposed Amendments of Funds
<b>June 2, 9</b>	<b>Notice of Hearing on City Budget</b>
<b>June 15</b>	<b>Publication of Tentative Budget (Published in Minutes Document)</b>

## *Further Description of Budget Creation Process*

The City of Casper Budget process is an extended process that integrates strategic planning, long-term capital planning, short term departmental goal creation, performance review, personnel costs, and operational budgets. Many of these steps, such as capital planning, have dedicated software systems and result in the creation of discrete published documents. The FY 2011 budget integrates the current fiscal year from these longer term plans.

The long-term goals and needs of the City create the underlying framework within which the Operational budget for the next fiscal year is created.

The steps in the process are as follows:

- Long term strategic goal setting by City Council (Overarching goals)
- Preparation of the Capital Inventory and condition report
- Creation of Capital Plan (5-year plan)
- Preparation of department's goals and objectives
- Review by City Manager of departmental goals and objectives
- Compilation of performance measures and other data
- Performance Review of ICMA and other performance measure data
- Calculation of status quo personnel and benefit cost calculation
- Submittal of proposed new personnel – salary and benefit cost calculation and related costs
- Operational budget creation by departments-contractual services, materials and supplies, small capital item
- Creation of proposed budget
- Consideration and deliberation of proposed budget by City Council
- Capital and operational budget adoption



### ***Process for Amending Budget***

The budget can be amended at any time during the fiscal year after adoption. To do so the City Council must adopt a resolution for the new expenditures. (W.S. 16-4-112 and W.S. 16-4-113).

If the City Council finds that an emergency exists which requires an expenditure in excess of the general fund budget, it can make these expenditures from revenues (reserves) accumulated for this purpose. Notice of the declaration of emergency must be published in a newspaper of general circulation in the City of Casper.

### ***Other documents and plans used or incorporated in the budget process***

The annual City Budget is a key document in the planning and operation of the City Organization.

However, the City budget is not created in a void and exists within a framework created by other documents, reports and publications that the City Council and City management may consider during the year.

A few key examples of such plans are :

- City Council Goals
- Long Range Transportation plans
- The 5– year Capital plan
- Performance reports based on ICMA data, other benchmarking groups the City participates in, and internal reports by departments
- Key revenue reports and projections including:
  - Sales Tax Information provided by the Wyoming Department of Revenue
    - For the Casper City Budget, 3 yr and 5 yr trend information is used and adjusted to arrive at a conservative forecast of sales tax revenues
  - Projections of all key state shared revenues except sales taxes from the Wyoming Association of Municipalities (WAM)
  - Utility revenues are projected based on the number of customer accounts, the Casper Public Utilities 10-yr rate model, and trend information.
  - Total assessed property values and mill levies are provided by the Natrona County Assessor

The City of Casper relies on a mix of internal projections of revenue (sales tax), estimates from other governments and member associations such as the Wyoming Association of Municipalities (all major state shared revenues including mineral taxes, gasoline taxes, etc.), and revenue projections based on models built by consultants and internal staff ( utility rate models).

### **WYOMING STATUTORY BUDGET DATES AND REQUIREMENTS UNDER THE MUNICIPAL FISCAL PROCUDRES ACT**

UNIFORM ITEM ACT	DATE OF PERFORMANCE
Fiscal Year Dates	July 1 -June 30 (W.S. 16-4-102)
Department heads submit budget requests	May 1 (W.S. 16-4-104)
Tentative budget prepared by the budget officer and filed with the governing body	On or before May 15 (W.S. 16-4-104)
Publication of tentative budget	At least one week prior to the public hearing (W.S. 16-4-104)
Public hearing on budget	No later than the third Tuesday in June nor prior to the second Tuesday in June (W.S. 16-4-109b)
Budget Adoption	A resolution or ordinance shall be passed to adopt the budget on or the day following the public hearing (W.S. 16-4-111)

## City of Casper **Fund Reserves Policy**

*To provide adequate fund reserves to  
safe-guard the financial condition of the City.*

### **GENERAL**

Fund reserve balances will be maintained that:

- Provide adequate financial resources to conduct the normal business of the City and ensure the continued delivery of services in the event of any disruption stemming from short-term interruptions in cash flow
- Provide adequate financial resources to maintain the City's credit worthiness
- Provide for the accumulation of financial resources for use in capital acquisitions or to comply with legal requirements
- Provide adequate financial resources to respond, in a planned and decisive manner, to long-term or permanent decreases in revenues
- Provide adequate financial resources to ensure continued delivery of public safety, utility, and essential infrastructure maintenance services in response to natural disasters and events
- Are not excessive

### **APPLICABLE FUNDS**

This Policy applies to the following City funds or fund types:

- General Fund
- Perpetual Care Fund
- Weed and Pest Fund
- Internal Services Funds

The reserve balances for all other funds will be determined by the City Council, with input received from the appropriate advisory boards or on an individual fund basis.

### **USE OF SURPLUS FUND EQUITY BALANCES**

Any amounts that exceed the total calculated or designated reserved fund equity balances are considered undesignated fund equity and available for appropriation.

### **RESERVED FUND EQUITY COMPONENTS AND SPECIFIED BALANCES**

To achieve and maintain the desired fund equity balances, the following applicable fund equity components will be calculated or designated in each of the City's funds:

**Operating Reserves** – operating reserves are needed to provide cash flows for daily operations. In the case of the General Fund, operating reserves also provide cash liquidity for certain projects and programs funded with reimbursable grants. Additionally, it provides emergency and stabilization reserves for the City's internal service funds.

The specified levels of operating reserves are:

General Fund – 25%, or ninety (90) days, of total operating and maintenance expenditures for the ensuing fiscal year.

Perpetual Care Fund – For the Operations Account, operating reserves shall be maintained that provide, through interest earnings, all supplemental funding for the operation of the following: Recreation Center, Casper Events Center, Ice Arena, Public Safety Communications Center, City Hall and Building and Grounds.

Operating Reserves shall be maintained for the Building Account that provide, through interest earnings, the funding for the capital maintenance and replacement of all buildings and facilities acquired through Optional 1% Sales Tax funding.

Weed and Pest Fund - 25%, or ninety (90) days, of total operating and maintenance expenditures for the ensuing fiscal year.

Internal Service Funds – Except for the Health Insurance Fund, 8.3%, or thirty (30) days, of operating and maintenance expenditures for the ensuing fiscal year.

Health Insurance Fund - 25%, or ninety (90), days of total operating and maintenance expenditures for the ensuing fiscal year plus an amount equal to 5% of the number of full time employees times the current individual stop-loss amount.

**Emergency and Stabilization Reserves** – Emergency and Stabilization Reserves are needed to provide adequate resources to address emergency events, such as natural disasters, and to manage the effects of any substantial long-term or permanent decreases in the City’s general revenues.

The specified levels of Emergency and Stabilization Reserves are:

General Fund - 25%, or ninety (90) days of total operating and maintenance expenditures for the ensuing fiscal year.

**Debt Service Reserves** – Minimum of the total budgeted debt service requirement for one (1) year times one hundred and fifty percent (150%) or legally required amount in relation to a debt issue.

**Capital Asset Replacement Reserve** – Reserves funded by depreciation or other sources may be accumulated for the planned acquisition of capital assets.

**Specific Reserves** – Any amount specifically identified as being necessary for financial reporting or legally required for a unique operating aspect of a particular fund, or as determined by the City Council.

## **ANNUAL REVIEW OF RESERVED FUND EQUITY**

As part of the annual budget process, the Budget Officer will present for Council consideration the calculated and designated fund equity reserves.

## **City of Casper** **Statement of Investment Policy**

It is the policy of the City of Casper to invest public funds in a manner which will provide the highest investment return within the constraints of prudent security while meeting the daily cash flow demands of the City and conforming to Wyoming State Law governing the investment of public funds.

### **SCOPE**

This investment policy applies to all financial assets of the City of Casper. These funds are accounted for in the City's Comprehensive Annual Financial Report and include:

1. General Fund
2. Special Revenue Funds
3. Capital Projects Funds
4. Enterprise Funds
5. Trust and Agency Funds

### **PRUDENCE**

Under all circumstances the “prudent person” standard shall be applied in the context of managing the City’s overall portfolio. Investments shall be made with judgment and care, which persons of prudence and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the safety of their capital, as well as, the probable income to be derived.

Those individuals who are assigned to manage the City's portfolio, and who are acting in accordance with written procedures and the investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

## **OBJECTIVES**

The primary objectives, in priority order, of the City of Casper's investment activities shall be:

**1. Legality:**

All investments held will be in accordance with Wyoming State Statutes.

**2. Safety:**

Safety of principal is the primary objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required to minimize risk.

**3. Liquidity:**

The City of Casper's investment portfolio will remain sufficiently, liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

**4. Return on Investment:**

The investment portfolio shall be designed to attain a prudent rate of return throughout economic cycles, taking into account the City's legal constraints, risk constraints, and the cash flow needs of the organization.

## **DELEGATION OF AUTHORITY**

Management responsibility for the investment program is delegated to the Administrative Services Director, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include reference to: safekeeping, wire transfers, and banking service and collateral/depository contract. Such procedures shall include explicit delegation of

authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Administrative Services Director. The Administrative Services Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

## **ETHICS AND CONFLICTS OF INTEREST**

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or could impair their ability to make impartial investment decisions. Investment officials shall disclose to the City Manager any material financial interests in financial institutions that conduct business within our community, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's investment portfolio.

## **AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS**

The Administrative Services Director shall maintain a list of financial institutions authorized to provide investment services. No public deposit shall be made except in a qualified public depository as established by Wyoming law. City investment may be placed with those Broker/Dealers that have been qualified under the auspices of this policy as long as their cumulative transaction do not exceed an amount greater than 50% of the portfolio. All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Administrative Services Director with the following:

- Audited Financial Statements
- Proof of National Association of Security Dealers certification
- Proof of Wyoming Registration
- Certification of having read the City of Casper's Investment Policy and Banking Contract.

A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the City invests.

## AUTHORIZED & SUITABLE INVESTMENTS

The City of Casper is empowered by Wyoming Statute 9-4-831 to invest in specific types of securities. Investment on mortgage backed securities will only be made upon additional specific written directions from the City.

Investments with maturity greater than 366 days from the date of purchase must provide income (e.g., periodic interest payments) on at least an annual basis and shall be limited to securities for which there is an active and immediate secondary market, such as U.S. Treasury Notes. Except in cases of specifically matched cash flow needs, and "matching" maturities in order to meet debt retirement, the portfolio will be structured within the following guidelines:

<u>MATURITY LIMITATIONS</u>		<u>PERCENTAGE OF TOTAL INVESTED PRINCIPAL</u>	
		<u>Maximum</u>	<u>Minimum</u>
		<u>%</u>	<u>%</u>
0-1	Year	100%	25%
1-3	Years	75%	0%
3-5	Years	30%	0%
5-10	Years	20%	0%
11-30	Years	20%	0%



## INVESTMENT MIX

<u>FUND</u>	<u>MATURITY LIMITATIONS</u>
General Fund	100% Fixed rate 5 Year Maturity or Less
Perpetual Care Fund (Principal)	70% Fixed rate laddered investment with a maximum maturity of 30 years that provides monthly cash flow.
	30% Variable rate investments with a maximum maturity of thirty years that provides monthly cash flows.
Perpetual Care Fund (Interest Earnings)	100% 1 Year Maturity or Less
Capital Projects Funds	100% 1 Year Maturity or less
Enterprise Funds	80% 5 Year Maturity or Less and Laddered to Provide Monthly Cash Flow.
	20% Variable rate investment with a maximum maturity of thirty years that provides monthly cash flow.
Other Funds	100% 1 Year Maturity of Less

The above limitations shall apply to all funds, except those with specifically matched cash flows, as approved by the City Council.

## COLLATERALIZATION

Collateralization is required for investments in certificates of deposit in order to reduce market risk, the collateralization level will be 110% of market value of principal and accrued interest. The Administrative Services Director's Office shall verify on a monthly basis that the value of collateral is sufficient to cover the deposits of investments discussed in the Investment Policy. Acceptable instruments for collateralization of Certificates of Deposits shall be the same as those set forth in WS 9-4-820 and 9-8-821.

## **REPORTING**

The Administrative Services Director is charged with the responsibility of preparing a monthly report to the City Manager and City Council showing the type of investment, institution, rate of interest, maturity date, and amount of deposit. Semi-annually the Council Finance Committee will review the investment portfolio held by the City.

## **INTERNAL CONTROL**

The Administrative Services Director shall establish procedures that separate the internal responsibility for management and accounting of the investment portfolio. An independent analysis by an external auditor shall be conducted annually to review internal control, account activity, and compliance with policies and procedures.

## **SAFEGUARDING OF SECURITIES**

To protect against losses caused-by the collapse of individual securities dealers, all securities owned by the City shall be held in safekeeping by a third party bank trust department, acting as agent. For the City under the terms of a custody agreement. Any trade executed by a broker/dealer will settle on a delivery vs. payment basis with the City's safekeeping agent. Exceptions to this safekeeping policy must be approved by the City Council after verifying the credit worthiness of the broker/dealer.

## **EFFECTIVE DATE**

This policy will supersede all policies pertaining to investments made prior to its adoption or amendment. The investment of new funds will be made in accordance with this policy. This policy does not pertain to investments made prior to its adoption.

## **COMPLIANCE WITH STATE LAW**

In the event this policy conflicts with State law or any future changes to State law, then the more restrictive of the conflicting provisions of this policy or of State law shall apply. Prior to any person effecting any investment transaction on behalf of the

City or offer any investment advice to the governing body of the City, that person shall sign a statement indicating that he/she has read this policy and agrees to abide by applicable State law with respect to advice he/she gives and the transactions he/she undertakes on behalf of the City.



# City of Casper **Debt Policy**

## **DEBT LIMITATIONS**

Wyoming law limits the ability of cities and towns to go into debt providing that:

1. Except for local improvements as provided by law no debt in excess of taxes for the current year can be created unless the proposition to do so has first been approved by a vote of the people (Wyoming Constitution Article 16, Section 4), and
2. The amount of debt that can be created is limited to four percent of the assessed valuation of the taxable property plus an additional four percent for the building and constructing of sewerage systems.

This limitation does not apply to debt incurred for the construction, establishing, extending, and maintaining of waterworks and supplying water for the municipality and its inhabitants (W.S. 15-7-109, Article 16, Sections 4 and 5, of Wyoming Constitution).

## **TYPES OF BONDS ISSUED BY MUNICIPALITIES**

Four types of bonds are or may be issued by Wyoming cities and towns. These are general obligation bonds, local improvement bonds, revenue bonds, and funding and refunding bonds.

### ***General Obligation Bonds***

Subject to the debt limitations noted above, the City of Casper has the power to issue general obligation coupon bonds. These can be issued for public improvements (as defined by W.S. 15-7-101) and as otherwise allowed by law. The form and the manner in which they are issued and redeemed are defined in detail by state statutes. Before general obligation bonds can be issued, the City Council must pass an ordinance specifying the purpose of the bonds and obtain the approval of the voters at a regular or special election.

### ***Bond Elections***

Wyoming Political Subdivision Bond Election Law (W.S. 22-21-101 through W.S. 22-21-112) specifies how bond questions are to be submitted to electors and the contents of the questions.

For bonds requiring approval of the people, the bond question can only be presented on specific dates. Every bond election shall be held on the same day as a primary election, or on the Tuesday next following the first Monday, or on the Tuesday next following the third Monday in August (W.S. 22-21-103).

### ***Local Improvement Bonds***

When the City Council determines that improvements— construction or improvement of streets, curbs, gutter, sidewalks, and the like— will specially benefit adjoining property, it can create a local improvement district and assess all or part of the cost and expense of the improvements against the benefited property. The City Council by ordinance can issue local improvement bonds to finance such improvements. These bonds are not subject to the debt limitation previously discussed. Local improvement districts and the procedures for financing are discussed in more detail in the Wyoming Statutes 15-6-131 through 15-6-448.

### ***Revenue Bonds***

Revenue bonds are payable solely from the revenues of specified income-producing property. These bonds are issued to finance the cost of acquiring, constructing, or improving specific property. Revenue bonds are not subject to the debt limitations specified above. The form, issuance, and redemption of revenue bonds are governed by the various statutes authorizing their use. Generally, before revenue bonds can be issued, the City Council must:

1. Pass an ordinance which describes the contemplated project, estimates its cost and useful life when this is pertinent, and states the amount of bonds to be issued and all details in connection with the bonds; and
2. When required by law, obtain the approval of the voter at a regular or special election (W.S. 15-7-111).

### ***Commercial Paper***

Commercial Paper is a debt instrument issued by commercial entities (i.e. IBM) to local governments. Generally, Commercial Paper is not often used by municipalities because of the risk. The risk associated with financing municipal projects through the use of commercial paper is that commercial paper is not backed by the Federal Government but rather it is backed against the perceived future value of a private sector business or corporation. Commercial paper of corporations organized and existing under the laws of any state of the United States can be purchased, provided that at the time of purchase, the commercial paper shall (W.S. 9-4-831(a) xxvi):

1. Have a maturity of not more than 270 days; and
2. Be rated by Moody's as P-1 or by Standard & Poor's as A-1+ or equivalent ratings indicating that the commercial paper issued by a corporation is of the highest quality rating.

### **FUNDING AND REFUNDING BONDS**

As prescribed in the Wyoming Statutes 15-8-101 through 15-8-106, any city or town, without first obtaining the approval of voters, can pay, redeem, fund, or refund its indebtedness when this can be done at a lower interest rate or to the benefit and profit of the city. This can be done when:

1. Any indebtedness not in excess of taxes for the current year was created to restore or repair improvements which were damaged after the city had its annual appropriations; or
2. A court has granted any judgment against the city; or
3. Any other lawful debt is outstanding.

No bonds can be issued unless the governing body first provides for them by ordinance. In general, these bonds must:

1. Be registered, negotiable, coupon bonds;
2. Bear interest at a rate designated by the governing body;
3. State whether the interest is payable annually or semi-annually and the place of payment which can be at the city treasurer's office or any other place specified by the governing body;

4. State the payment date which cannot be more than 30 years after their date of issue;
5. If they are serial bonds or redeemable, state this fact; and
6. Not be sold or exchanged for less than or redeemed for more than their face value plus accrued interest at the time of their sale or exchange or redemption.

In addition, a tax sufficient to pay the interest on the bonds and to redeem them as they come due may be levied and collected annually.

Subject to any constitutional and statutory debt limitations and the provisions of the General Obligation Public Securities Refunding Law (W.S. 16-5-101 through 16-5-119), any city, without an election can refund any public security or securities for one or more of the following purposes:

1. To extend the payment date of all or part of the outstanding public securities for which the payment is in default, or for which there is not or it is certain that there will not be sufficient money to pay either the principal or interest as it comes due;
2. To reduce interest costs or effect other economies; and
3. To reorganize all or a part of its outstanding public securities in order to equalize tax levies.

As used in this act, "public security" means a bond, note, certificate of indebtedness, warrant, or obligation for payment other than a warrant or similar obligation payable within one year after its date of issue, any obligation payable primarily from special assessments, or any obligation payable from specified revenues other than general taxes.

### **DUTIES OF MUNICIPAL CLERK AND TREASURER**

Unless otherwise provided by law, bonds and coupons are signed by the mayor and countersigned by the treasurer and the clerk.

Article 16, Section 8, of the Wyoming Constitution requires that all evidences of debt have a certificate endorsed on them stating that they are issued pursuant to law and are within the debt limit. Wyoming



statutes provide that a public security— bond, not, certificate of indebtedness, or other obligation for the payment of money— can be signed with a facsimile signature so long as one of the official signatures is manually subscribed (W.S. 16-5-408). Facsimile signatures can be used on the coupon.

The city treasurer must keep a bond register which shows the number of the bond, the date of issue, to whom issued, the amount, date of redemption, and payment of interest (W.S. 15-7-105b, W.S. 15-8-102a). Some bond coupon records may be computerized. The date each coupon is paid is stamped on the record. Advance payment of coupons shall not be made.

The city treasurer must cancel the coupons by cutting the word “paid” into them as soon as they are paid. When the bonds are paid, the treasurer must cancel them by having the word “paid” cut in the body of the bond. Bonds and coupons (including any attachments) are retained for two years after the bond issue is paid in full, and are then destroyed.



# **Glossary**

## **Glossary and Acronyms**

## Glossary

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity:** Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Ad Valorem Taxes:** Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Appropriation:** A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation:** The valuation set upon real estate and certain personal property by the County Assessor as a basis for levying property taxes.

**Asset:** Resources, which have monetary value, owned or held by a government.

**Authorized Positions:** Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Undesignated) Fund Balance:** This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Balanced Budget:** Wyoming Statute 16-4-110 establishes that a municipality's expenditures must not exceed current revenues and proceeds plus undesignated fund balances.

**Bond:** A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**Bond - General Obligation (G.O.):** This type of bond is backed by the full faith, credit, and taxing power of the government.

**Bond - Revenue Bond:** This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.  
Balance

**Bond Refinancing:** The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

**Budget:** A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

**Budgetary Basis:** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar:** The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control:** The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets:** Assets of significant value and having a useful life of several years. Capital assets are also call fixed assets.

**Capital Budget:** The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

**Capital Fund:** This fund type accounts for the acquisition, construction or improvement of major general government facilities and equipment. The Capital Projects Fund, the Capital Equipment Fund, the Optional 1% #13 Sales Tax Fund, and the American Recovery Act Fund are examples of Capital Funds.

**Capital Improvements:** Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program (CIP):** A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay:** Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project:** Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services:** Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Debt Service:** The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Funds:** This fund type is used to account for special assessments owed to the City from City landowners based on improvements that were made to private property by the local government.

**Department:** The organizational unit of government which is functionally unique in its delivery of services.

**Depreciation:** A term used to describe any method of attributing the historical or purchase cost of an asset across its useful life, roughly corresponding to normal wear and tear. The City of Casper budgets depreciation in order to build up savings for future capital replacements.

**Development-related Fees:** Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Disbursement:** The expenditures of monies from an account.

**Employee (or Fringe) Benefits:** Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit.

**Enterprises:** These operations have business-type activities and charge user fees that pay for all or a significant portion of their operations.

**Enterprise Fund:** These funds are used to account for business-type activities by the local government.

**Expenditure:** The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

**Expense:** Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy:** A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year:** A twelve-month period designated as the operating year for accounting and budgeting purposed in an organization. The City of Casper's fiscal year begins July 1, and end June 30.

**Fixed Assets:** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full-time Equivalent Position (FTE):** A part-time position converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time typist working 20 hours per week would be the equivalent to a .5 of a full-time position.

**Fund:** A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance:** The excess of the assets of a fund over its liabilities, reserves, and carryover expenses.

**GAAP:** Generally Accepted Accounting Principles. Uniform minimum standards for financial and recording, encompassing the conventions, rules, procedures that define accepted accounting principles.

**General Accounting Standards Board (GASB):** The authoritative accounting and financial reporting standard-setting body for government entities.

**General Fund:** This fund is the City's general operating fund and is used to account for all transactions except those required to be accounted for in another fund. Primary expenditures are for general government, public safety, public works, community development and parks.

**Infrastructure:** The physical assets of a community(e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers:** The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue:** Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Funds:** These funds provide services that are used for City operations. These funds charge back the cost of their services to other user funds and departments, so that the functions that benefit from internal services account for the cost of those services.

**Levy:** To impose taxes for the support of government activities.

**Long-term Debt:** Debt with a maturity of more than one year after the date of issuance.

**Modified Accrual Accounting:** A basis of accounting which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and available.

**Objective:** Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations:** Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue:** Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses:** The cost for personnel, materials and equipment required for a department to function.

**Performance Measure:** Data collected to determine how effective or efficient a program is in achieving its objectives.

**Program:** A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Reserve:** An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year or to earmark revenues for a specific future purpose.

**Resolution:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources:** Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue:** Sources of income, financing the operations of government.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

**Tax Levy:** The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out:** Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Trust and Agency Fund:** Funds of this type account for assets held by the City in a trustee capacity. Each fund is established by state law, municipal ordinance, or resolution.

**Unencumbered Balance:** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance:** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

## Acronyms and Abbreviations

1% #13 Sales Tax	The thirteenth 4 year approval period by voters of an additional one cent sales tax.
ACH	Automated Clearing House (ACH) is the name of an electronic network for financial transactions in the United States.
ARRA	American Recovery and Reinvestment Act. Approved by U.S. Congress in January of 2009.
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CASA	Court Appointed Special Advocates of Natrona County is a non-profit organization.
CATC	Casper Area Transportation Coalition
CDBG	Community Development Block Grant
CEC	Casper Events Center
CEU	Continuing Education
COLA	Cost of living adjustment
CPD	Casper Police Department
CPM	Center for Performance Measurement. A service provided by the International City/County Management Association.
CPU	Casper Public Utilities
CRM	Citizen Relationship Management system
CWRWS	Central Wyoming Regional Water Treatment System Joint Powers Board
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
FFI	Fire Fighter I training certification
FFII	Fire Fighter II training certification
FICA	Federal Insurance Contributions Act (FICA) tax is a United States payroll tax imposed by the federal government
FTA	Federal Transit Authority
FY	Fiscal Year
GEMS	The City's financial system. A product of Harris Corp.
GIS	Geographic Information System
HPMS	Highway Performance Monitoring System
HR	Human Resources
HUD	Federal Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning system
ICMA	International City/County Management Association
IT	Information Technology
MPO	Metropolitan Planning Organization
NACA	National Animal Control Association
NCIC	National Crime Information Center.
POS System	Point of Sale System
PSCC	Public Safety Communication Center
RM	Risk Management
SCADA	Supervisory Control And Data Acquisition. SCADA refers to a large-scale, distributed measurement and control system
UCR	Uniform Crime Reports
VoIP	Voice over Internet Protocol
Weed & Pest	A program by the State of Wyoming for the control of weed and pests. Funded by a designated portion of property taxes.
WWDC	Wyoming Water Development Commission