

The background of the entire page is a photograph of several wind turbines silhouetted against a vibrant sunset sky. The sky transitions from deep orange and red near the horizon to a pale blue at the top. The turbines are positioned at various heights and angles, with one large turbine dominating the right side of the frame.

# ***FY 2012 Adopted Budget***

***City of Casper,  
Wyoming***



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## **City Council**

**Paul C. Bertoglio, Mayor**

**Kenyne Schlager, Vice Mayor**

**Stefanie L. Boster, Councilmember**

**Bill Brauer, Councilmember**

**Maury Daubin, Councilmember**

**Keith Goodenough, Councilmember**

**Kim Holloway, Councilmember**

**Paul Meyer, Councilmember**

**Kate Sarosy, Councilmember**

## **City Officials**

**Linda L. Witko, Acting City Manager**

**Bill Luben, City Attorney**

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

**Tracey Belser, Human Resources Director**

**Chris Walsh, Acting 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, 2010. 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 four 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.

## **International City & County Management Association Center for Performance Measurement Certificate of Excellence Award**

The International City & County Management Association presented the City of Casper, Wyoming the Certificate of Excellence for its performance measurement efforts for FY 2011. In order to receive this award, a governmental unit must identify and report key outcome measures, survey its residents and employees, and incorporate performance measurement in the organization's culture. FY 2011 was Casper's first year winning the Certificate of Excellence. It had previously been awarded the Certificate of Achievement for FY 2010.

This award is valid for a period of one year only. We believe our performance measurement program continues to conform to program requirements, and we are submitting an application to ICMA to determine eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

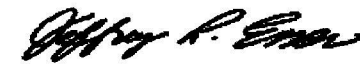

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Casper  
Wyoming**

For the Fiscal Year Beginning

**July 1, 2010**



President

Executive Director



*Leaders at the Core of Better Communities*

This  
**CERTIFICATE OF EXCELLENCE**

is presented to

*Casper, WY*

for exceeding the standards established by the ICMA Center for Performance Measurement™ in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance measurement in the organization's culture.

Presented at the 96th ICMA Annual Conference  
San José, California  
17 October 2010

A handwritten signature in black ink, appearing to read "Robert J. O'Neill Jr.".

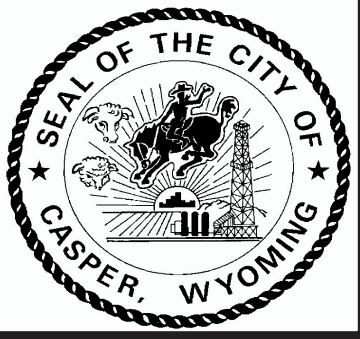
ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read "Darnell Earley".

DARNELL EARLEY  
ICMA PRESIDENT

A handwritten signature in black ink, appearing to read "Michael Lawson".

MICHAEL LAWSON  
DIRECTOR  
ICMA CENTER FOR PERFORMANCE MEASUREMENT



# Council Goals

## Fiscal Year 2012

The Casper City Council held a special goal-setting work session on March 10, 2011. At that meeting, the Council established five challenging goals to achieve in the upcoming fiscal year.



### Economic Development

*Support economic development in Casper.*

Promote projects that address revitalization of the core, including the Old Yellowstone District; mixed use neighborhoods; and, continued development of the riverfront throughout the community.

Continue City investment in infrastructure to support development.



### Support Social Services

*Develop a Strategic Plan that outlines the support the city government will provide for social services.*

Work with Community Action Partnership to promote coordination of the delivery of services to the poor.

Define the City government's responsibility for funding programs that assist people in crisis.



## Communication

***Improve communication with citizens, with advisory boards and commissions, and with other government entities.***

Continue to improve access to information and services on the City's website.

Work more closely with existing Boards and Commissions to clarify Council's expectations and to obtain feedback on community issues.

Take an active role in working with other governmental entities, such as the Casper Area Economic Development Alliance, Inc., on issues of mutual concern.



## Leisure Services Facility Review

***Evaluate all of the Leisure Services facilities and operations to identify opportunities for reducing subsidies and improving access.***

Assess options for strategic change at the Municipal Golf Course and the outdoor swimming pools.

Work closely with the Leisure Services Advisory Board on new proposals for investments in recreational facilities.



## Convention Center

***Work with the private sector to develop a new Convention Center in Casper.***

Explore the City's role in funding, operating, and/or owning a Convention Center.



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 2012 adopted budget. The City's adopted expenditure budget totals \$136,261,048. This budget was adopted at a public hearing on June 21, 2011. It serves as the policy and operational guide for the City for the upcoming fiscal year, which begins on July 1, 2011 and ends June 30, 2012.

### **FY 2011 OVERVIEW**

The past fiscal year has been a time of tightening belts and making do. The FY 2011 budget was adopted with a reduction in the workforce of 26 full-time positions, and various reductions in other operational areas such as overtime costs, part-time positions, travel and training, contractual services, materials and supplies and capital replacement. Funding for Council Goals and Community Promotions was also reduced. For the second year in a row, no salary increases were approved for FY 2011.

Due to these cutbacks, the City of Casper was able to maintain services and avoid employee layoffs. In FY 2011, the City absorbed a 25.35% increase in retirement fund contributions, and a 7% increase in the employer's contribution to the Employee Self-Funded Health Benefit Plan fund.

The revenue side required using "Above-the-Cap" mineral money, which is allocated every biennium budget period by the Legislature, to balance the budget. This is the first time that Casper used this source for other than one-time capital projects. It is a step that staff is hoping to avoid in the future. The FY 2011 budget also utilized General Fund reserves to provide funding for some programs identified by the City Council.

## **FY 2012 OVERVIEW**

Although the local economy seems to be improving and the projections are optimistic for the energy sector, a significant upturn in the local retail, automobile and construction sectors, which are important drivers for the City's most important revenue source – sales tax – has not been realized. For this reason, staff continues to be conservative in the projections for the next year, and the budget reflects this conservative posture.

The adopted FY 2012 budget is balanced, as presented, using a mix of current revenues and excess reserves. Sales tax revenues for FY 2011 exceeded the budget projections, and the General Fund Reserves are projected to be increased to \$22,063,454 as of June 30, 2011. This represents a level which exceeds the FY 2012 reserve policy requirement of \$20,111,242 by \$1,952,212.

The budget, as adopted, allocates \$2,897,116 from the Above-the-Cap mineral revenues to the General Fund to balance expenses. This is only the second year that Above-the-Cap mineral money has been allocated to General Fund operations.

Reductions in local government distributions from the State, beginning with the lost sales tax on food that was not replaced in the direct distribution, and the reductions based on changes in the Census percentage, total \$1,058,400 less in direct funding. The Legislature's position is that the \$930,170 in food sales tax is included in their Above-the-Cap distribution, which implies that it is no longer one-time money, but should be used for operations.

Council was presented with a budget for the General Fund, with projected revenues meeting proposed expenses with no reserves used to balance the budget. Council was also informed there were there were General Fund reserves in excess of policy, and Council chose to use these excess reserves to fund some additional positions and one-time projects.

Some revenue increases are included in the projections, but these are small percentages, and the proposed increases in spending are also very small overall. \$1,122,025 of the Above-the-Cap monies will be transferred to the Capital Projects Fund for one-time projects requested by the departments.

It is important to recognize that this budget is a reflection of all of the department and division heads who have responded above and beyond management's request to keep costs down. The City of Casper has an excellent management team that has worked hard to provide the flexibility City Council needed to successfully balance the adopted budget.

## **REVENUES**

### **Sales Taxes**

Sales tax is the largest source of revenue for the City government. Sales tax revenue for the General Fund is budgeted at \$17,760,000 for FY 2012. This is a 13.8% increase over the amount budgeted in FY 2011. Staff is comfortable with this projected growth in sales taxes, because a gradual increase during the last half of the current fiscal year has been experienced. It is estimated that the City will receive \$17 million in sales taxes in FY 2011 as compared to the budget figure of \$15.6 million, which was based on the FY 2010 receipts.

### **Mineral Revenue**

Mineral revenue is expected to increase for FY 2012. 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 in Wyoming State Statutes. These formulas are used to distribute mineral severance and mineral royalties directly to local governments. Casper received \$4,164,602 in FY 2011 from Below-the-Cap revenues, which was \$20,928 less than the amount budgeted for FY 2011, as the State decided to implement the new Census figures for Natrona County in this year rather than waiting until the next biennium budget. Staff is budgeting to receive \$4,057,300 from Below-the-Cap revenues in FY 2012, which is \$86,374 less than was received in FY 2011.

The Above-the-Cap estimate for FY 2012 of \$4,019,140 is based on the amount allocated by the Legislature, and includes the additional \$672,095 which is Casper's portion of the \$10 million one-time allocation for local government. This is an 18.1% increase over the amount received in FY 2011.

Sales and mineral taxes represent 63% of the General Fund revenue budget. The remaining 37% of the revenue for the General Fund comes from 57 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 affect the financial condition of the City. The surprising recovery of the sales tax revenues has provided a positive balance of funds to support making some improvements in the operating picture for the next year.

### **City Utilities Fees**

The previously-approved rate increases that were implemented in January 2011 for Water, Sewer and Refuse Collection and Balefill Funds are included in the proposed budget. No other rate increases are budgeted.

## **EXPENDITURES**

The FY 2012 adopted budget includes a total of \$136,261,048 in expenditures for all funds and net of all inter-fund transfers and administration/management fees. This is a reduction of 2% from the total expenditures in the revised budget for FY 2011. The biggest decline in the budget is in spending for Capital Projects, which includes all of the ARRA funded projects that were completed during FY 2011.

The adopted budget for the General Fund totals \$41,344,510, which represents an increase of 10.2% as compared to the FY 2011 General Fund budget. This increase includes a 2.5% salary adjustment for City employees paid from the General Fund. Capital spending includes a total of \$9,365,292 in Optional 1% #14 Sales Tax funding for capital projects and equipment. Additional capital spending includes projects funded from one-time monies, and those that were carried over from the previous year as a result of changes in the timelines for completion. \$280,000 per year is budgeted from the Optional 1% #14 Sales Tax to support the reduced cost swimming program.

City staffing has been increased by three full-time positions above FY 2011 levels. There are 532 full-time positions budgeted for next year. In addition to the salary adjustment, increases were included for the Health Insurance and Workers' Compensation Funds. The employer's portion of the health insurance premium has been budgeted at a 5% increase over FY 2011. This was done in response to the current increases in claims which have impacted the fund. No increase in employee premiums are included at this time; however, staff will be evaluating the need to recommend a premium increase for employees for the new contract year beginning January 1, 2012.

Workers' Compensation premiums have increased by 58%, or more than \$500,000 over FY 2011. The increase is a result of an experience ratio change that takes into account an increase in active cases and required case reserves within a rolling three-year period based on the period from July 1, 2006 through June 30, 2009. The City's Health and Safety Committee is focusing their efforts on developing programs that will help assist employees in avoiding back and neck injuries.

Another increase that can be tracked through the various departments is related to a 10% increase in the cost of Property and Liability Insurance with the Wyoming Association of Risk Management. However, based on a new allocation formula developed by the Risk Manager, many cost centers had insurance and bonds costs increase as much as 52%, in the case of the Fire Department, with 40-50% increases for many other General Fund cost centers. The change reflects basing insurance and bonds charges on a total payroll and experience basis, versus a property value basis that was in place prior to this year.

## **CHANGES FOR FY 2012**

### **Staffing**

The FY 2012 adopted budget includes a 2.5% cost-of-living adjustment for all full-time and part-time positions.

The following changes in staffing levels are included in the FY 2012 budget:

<u>Position</u>	<u>Cost Center</u>	<u>Action</u>	<u>Budget Impact</u>
Accountant	Finance	Remove	No Savings*
Park & Rec Technician	Parks/Hogadon	Add	\$44,548
Police Officer	Police	Add	70,248
Special Facilities Manager	CEC	Moved to Golf	No Savings
Food/Beverage Manager	Golf/Hogadon	Remove	(60,398)
Code Enforcement Officer	Weed & Seed	Moved to CDBG	65,748
Custodial Maintenance Worker	Aquatics/Ice Arena	Add	47,604
Secretary II	CDBG	Remove	(52,743)
Fire Prevention Officer	Fire	Add	94,265
Call Taker	PSCC	Add	55,927
Kennel Technician	Animal Control	Add	52,834
Part-time Weed & Seed Coord.	Police Grants	Moved to Police	44,185
Part-time Youth Work Coord.	Police Grants	Moved to Police	<u>20,318</u>
Total Staffing			\$342,836

\*The full-time accountant position was replaced with a contract for internal auditing services and a part-time position.

The Park & Rec Technician, the Police Officer, the Custodial Maintenance Worker, the Fire Prevention Officer, the Call Taker, and the Kennel Technician are positions that were vacant in FY 2011 and cut as part of the FY 2011 budget. The Weed & Seed positions were funded by a grant. With grant funding ending in FY 2012, the City Council chose to continue the Weed & Seed program with funding from the General Fund.

Although only one additional Police Officer position is funded, for a total of 91 sworn personnel, the Police Chief has been authorized to over-hire up to a total of 96 officers. This reflects the experience of this department in losing approximately 8 officers during the year either to retirements, injuries, military service or the new officer failure rate. There is no need to increase the budget for personnel costs as a result of the over hires, because the funding for vacancies generally overlaps the hiring process.

## **Capital and One-Time Expenditures**

The following projects are funded from the \$1,122,025 Above-the-Cap revenues which were transferred to the Capital Projects Fund from the General Fund:

• Life Steps Building B Window Replacement	\$100,000
• Casper Mountain Fire District Truck Match	85,000
• Aquatic Center Rec Pool Paint and Chlorine Upgrade	55,000
• Recreation Center Fire Alarm System Replacement	80,000
• Metro Animal Control Parking Lot Resurface (materials)	40,000
• City Hall Improvements	142,025
• Downtown Conversion One-Ways to Two-Ways	400,000
• Events Center Entry Road Resurfacing (materials)	40,000
• Fairgrounds Road Enhancement – Local Match	50,000
• Center Street Lighting Enhancements	130,000

During the budget review by City Council, a number of items were added to the final budget funded from General Fund Reserves and from One Cent Sales Tax interest earnings. The changes below have been integrated into the Adopted Budget document. A total of \$1,674,020 was allocated from General Fund reserves for the following items:

• Council Goals-Undesignated discretionary funding	\$300,000
• Golf Course reservoir loan repayment	478,494
• Municipal Court Judges training budget	12,500
• Casper Events Center online ticket system- Capital Projects	53,026
• Fort Caspar Museum electronic sign- Capital Projects	55,000
• Long energy study completion- Capital Projects	400,000
• Traffic signals at Blackmore intersection- Capital Projects	250,000
• Weed & Seed program funding- Police	10,000
• City Attorney funding- Outside legal or staffing-TBD	105,000
• Spay & Neuter day funding- Metro Animal Control	10,000

Interest earned over the life of the One Cent #13 Sales Tax was allocated to increase the principal balance of the Perpetual Care Operations Trust by \$660,000.

The Capital Projects Fund has been maintained with a set aside of \$5.5 million that has not been re-allocated from the Civic Auditorium project.

### **EXCESS OPTIONAL 1% #13 SALES TAX**

The estimate for excess Optional 1% #13 Sales Tax funds is \$12,010,036. These funds are available to be used for one-time capital projects, after conducting a public hearing. The City Council chose not to allocate these funds during the FY 2012 budget process, and will be addressing the use of these funds at a later date.

### **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. The primary changes for FY 2012 are the decision by City Council to use excess General Fund reserves to pay off all Golf Course debts, and the Wastewater Treatment Plant will take on \$2,500,000 for a new round of capital improvements. In the next fiscal year the City’s total outstanding debt will be increased by \$934,436, or 4%.

### **BUDGET PROCESS AND DOCUMENT**

The sources and uses of funds for the FY 12 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 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. They create "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 very conservative. However, it still includes some increases that reflect the increasing demand from the public for service delivery and the ability of the City's departments to meet that demand. There is some flexibility provided within the existing reserve balances in all of the funds, which will help address any emergencies or unexpected events that might occur.

I want to recognize all of the individuals who have worked on this budget. The department heads and division managers were responsible in the requests, and made the necessary adjustments in operations to stay within the guidelines set by the Acting City Manager. Staff in the Finance Division of the Administrative Services Department worked long hours to produce the information needed to facilitate the budget review and the final recommendations. V. H. McDonald, Deca Wasson and Jesse Springer compiled the various sections of the book and worked with the vendor hired to prepare the books for Council review. Pete Meyers, Assistant to the City Manager, worked with the Department Heads to prepare the performance goals section for each cost center. Diane Goehring and Laura Bennett assisted in proofreading the material that was prepared by the City Manager's Office.

Council reviewed each of the cost center budgets during its budget workshops. The information included on performance measures for each cost center has been expanded to improve the way that each funding request is tied to the services delivered.

As you read through the budget document, you will find information concerning each of the different cost centers. Hopefully, you will find the explanations useful for your understanding of the FY12 budget.

Thank you,

Linda L. Witko  
Acting City Manager

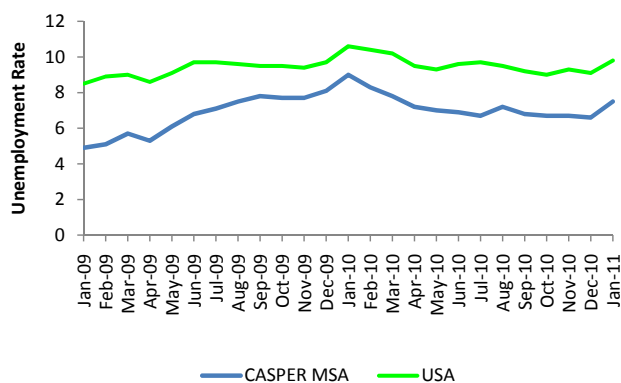
# **General Information**

**Community Information  
City Organization**

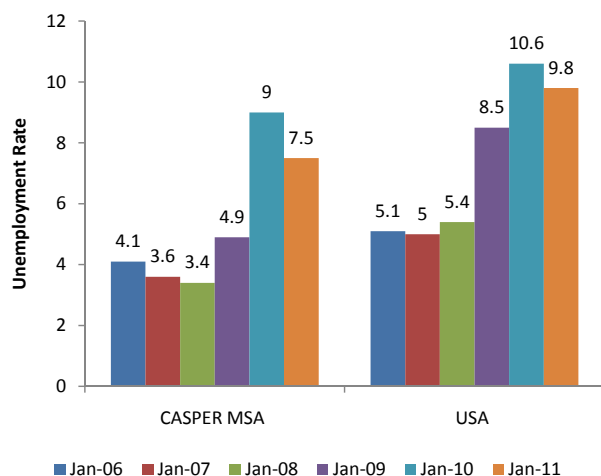
# Community Economic Indicators- Jobs

Updated April 2011 with most recent data available

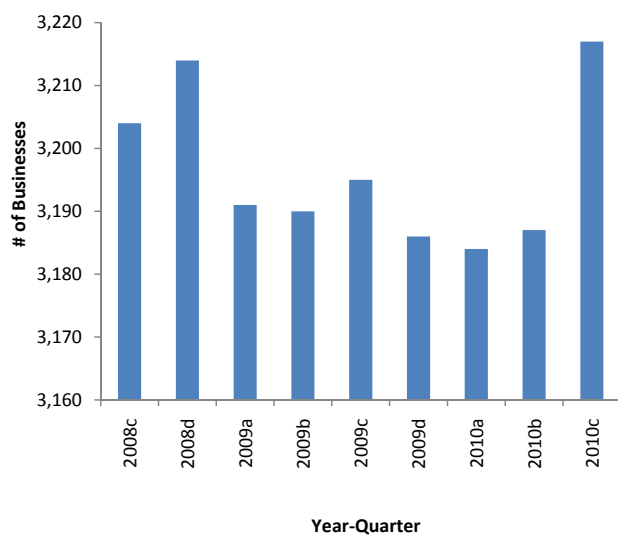
**Unemployment Rate in Casper, MSA and USA**  
Casper January 2011 Unemployment Rate is 7.5%



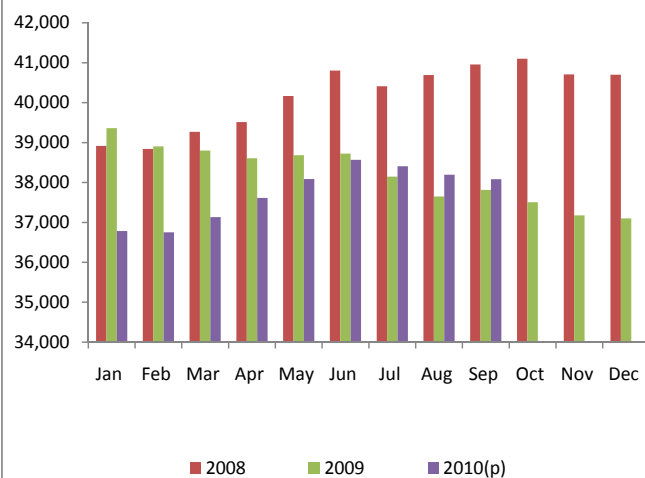
**Unemployment Rate- January Comparison**



**NUMBER OF BUSINESSES IN NATRONA COUNTY**



**Total Employment- Natrona County BLS Data**

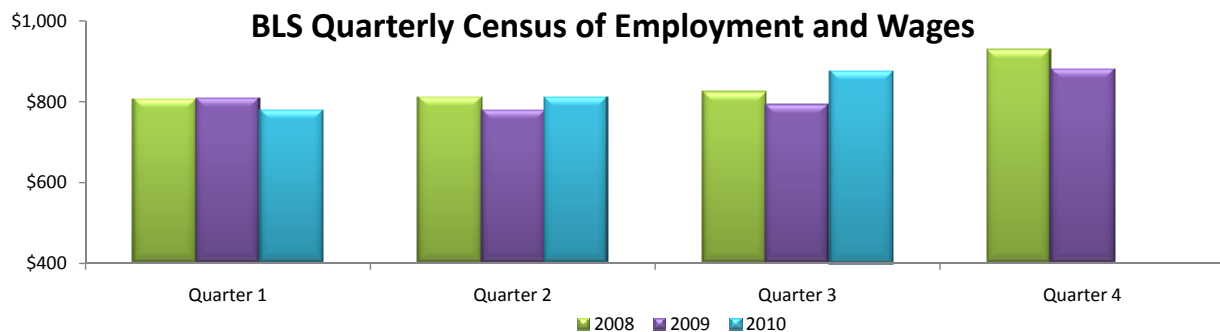


# Community Economic Indicators - Income and Inflation

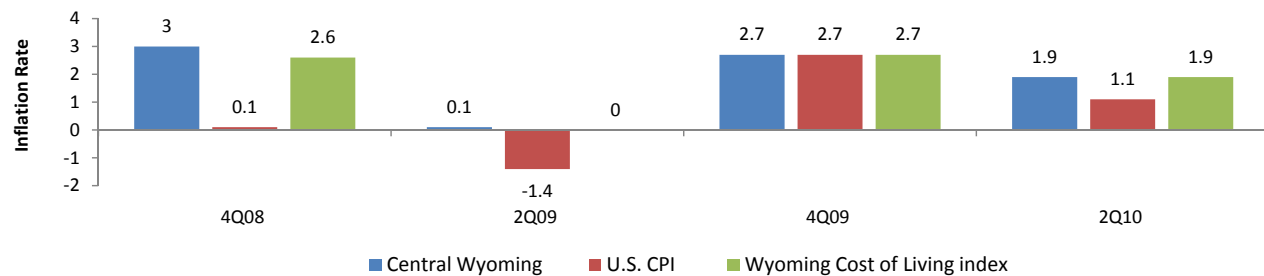
**HUD Estimated Median Family Income- Natrona County  
2000-2010**



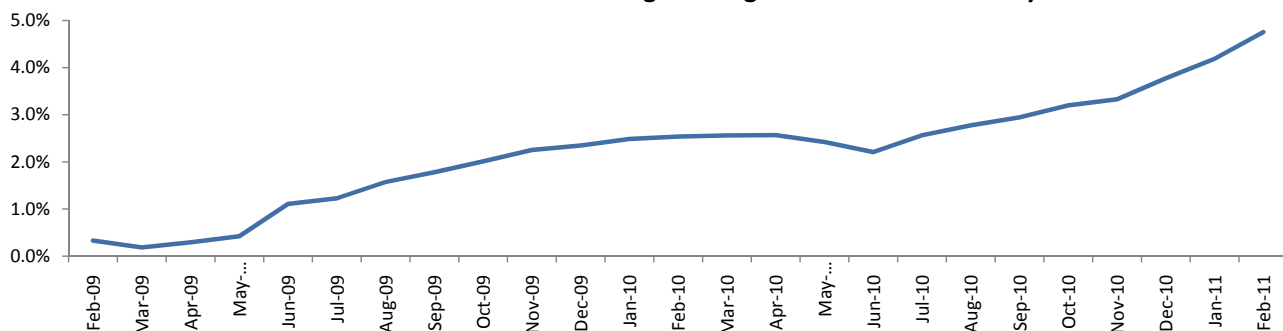
**Natrona County- Average Weekly Wages  
BLS Quarterly Census of Employment and Wages**



**Central Wyoming Region- Inflation Rate  
Wyoming Economic Analysis Division**

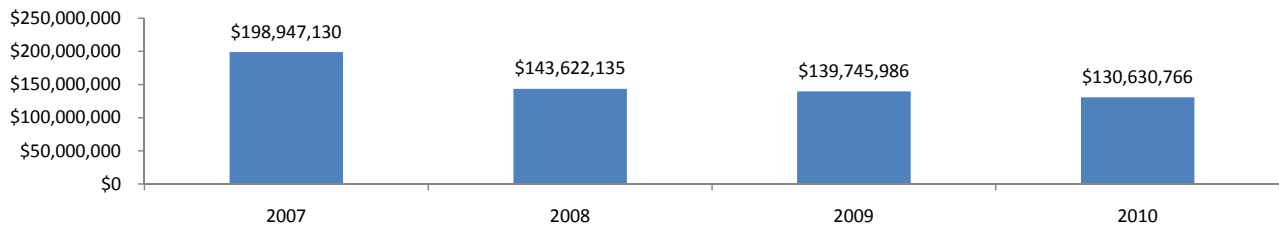


**Consumer Price Index- US Average -Change In Prices From January 2008**

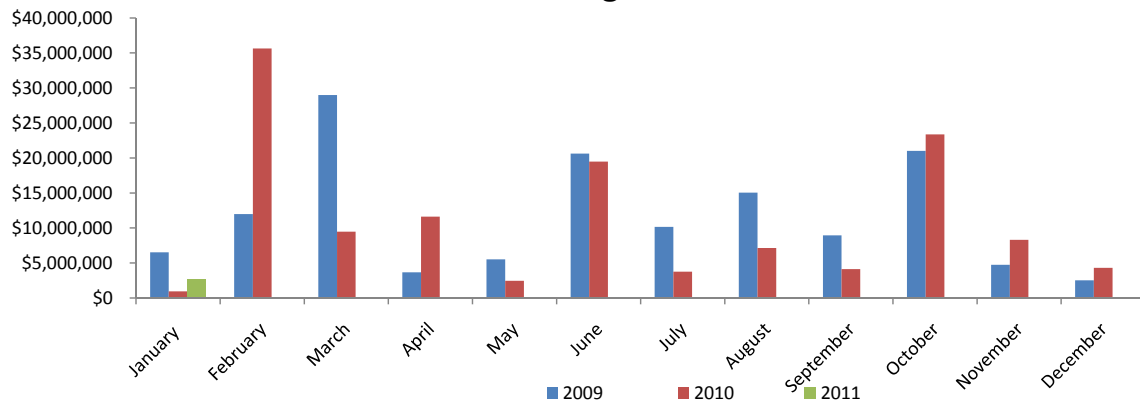


# Community Economic Indicators- Casper Building Permits

**Total Building Permit Valuation  
Jan-Dec**



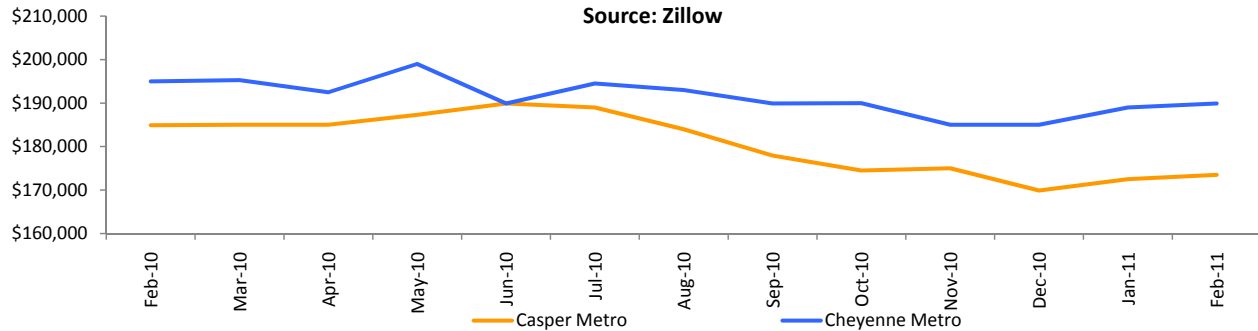
**Total Valuation of Building Permits Issued**



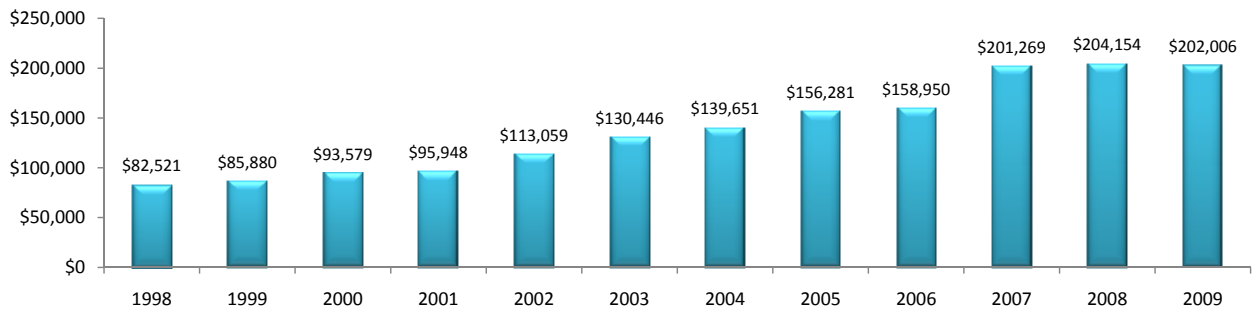
# Community Economic Indicators- Housing

## Median List Prices

Source: Zillow

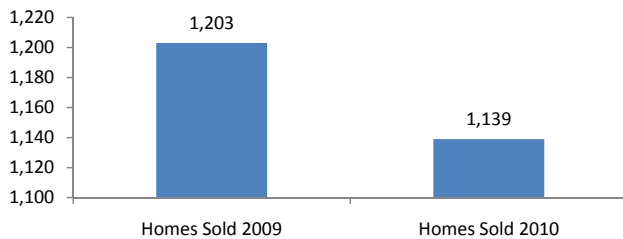


## Natrona County- Average Sales Price Trend Assessor Data- Single Family Homes



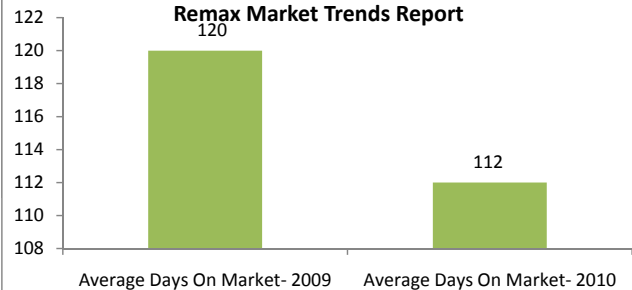
## Homes Sold To Date Year-End

Remax Market Trends Report



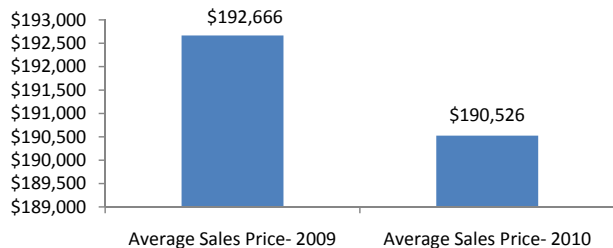
## Average Days on Market Natrona County, Year- End

Remax Market Trends Report

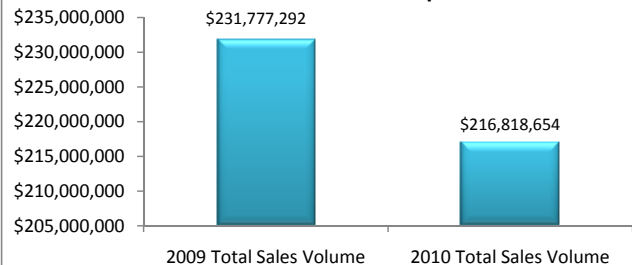


# Community Economic Indicators- Housing

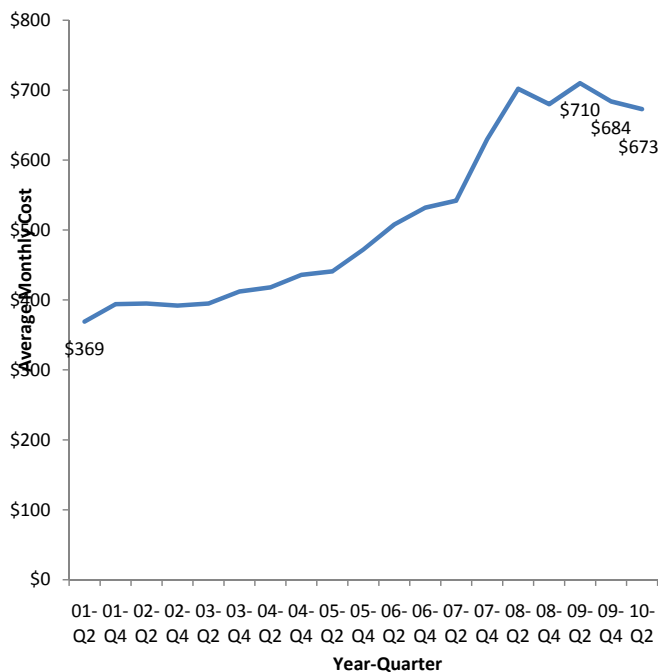
**Average Sales Price**  
**Natrona County, Year-End**  
**Remax Market Trends Report**



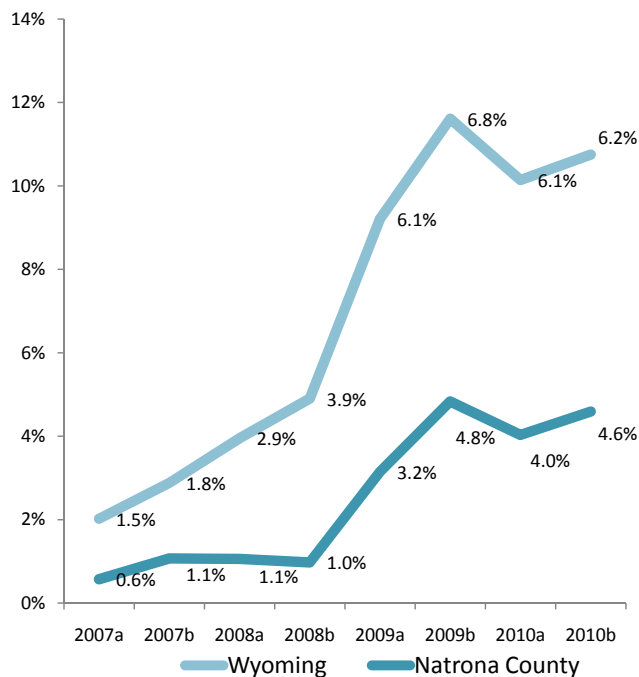
**Total Sales Volume**  
**Natrona County, Year-End**  
**Remax Market Trends Report**



**Apartment Rental Housing**  
**Average Cost in Natrona County**

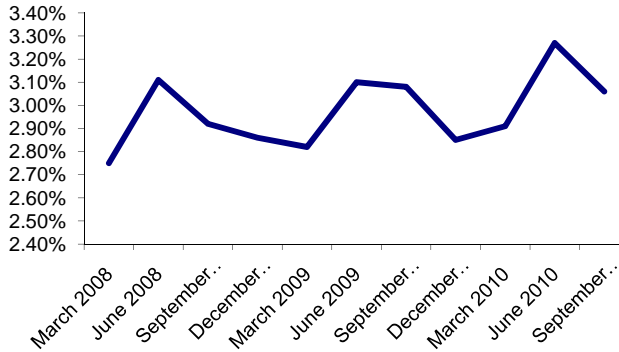


**Rental Housing Vacancy Rate**  
**2007 to 2010 WCD Semi-Annual Vacancy Survey**

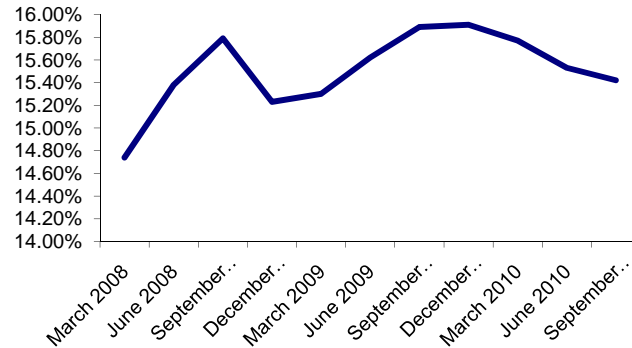


# Community Economic Indicators-Vacancy Rates

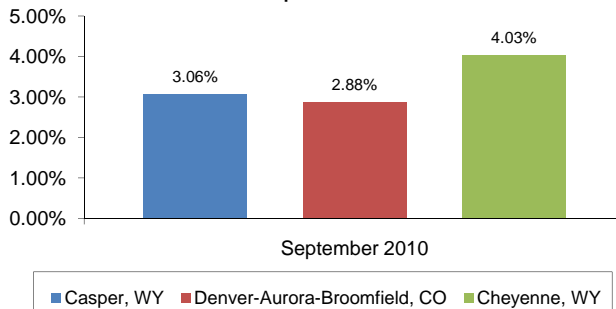
Postal Service- Residential Vacancy Rates  
Casper MSA



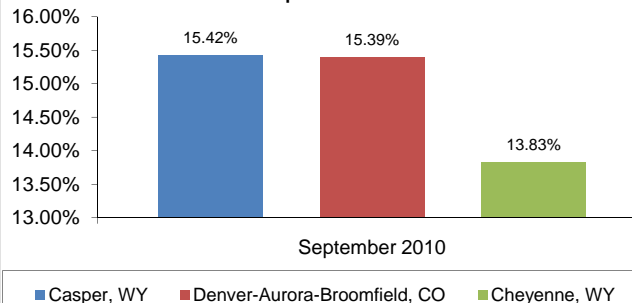
Postal Service- Business Vacancy Rates  
Casper MSA



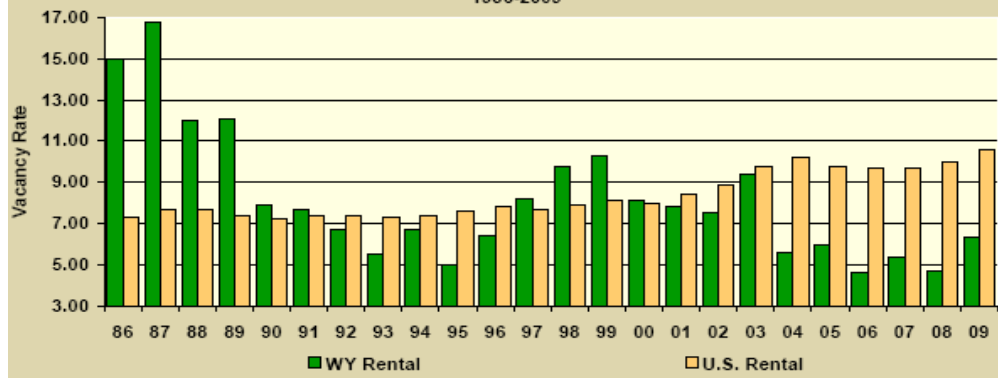
Postal Service- Residential Vacancy Rates  
September 2010



Postal Service-Business Vacancy Rates  
September 2010

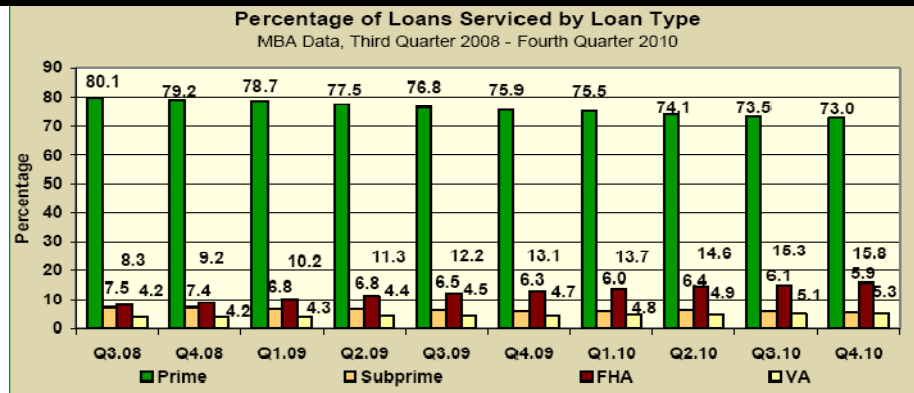


Rental Vacancy Rates in Wyoming and the U.S.  
1986-2009

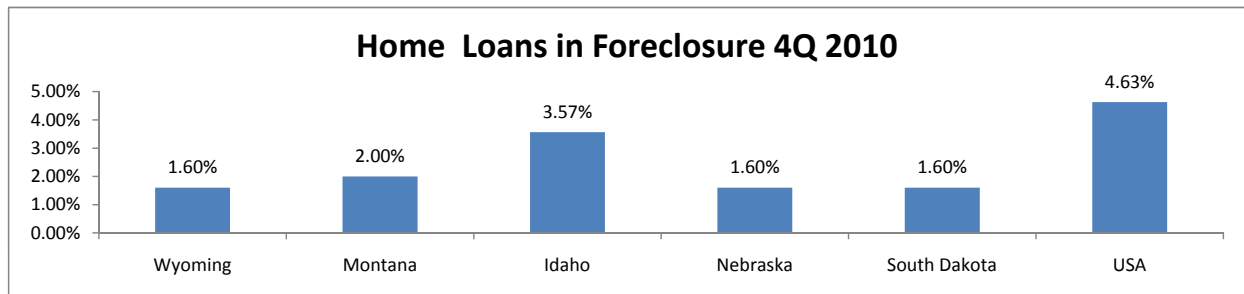
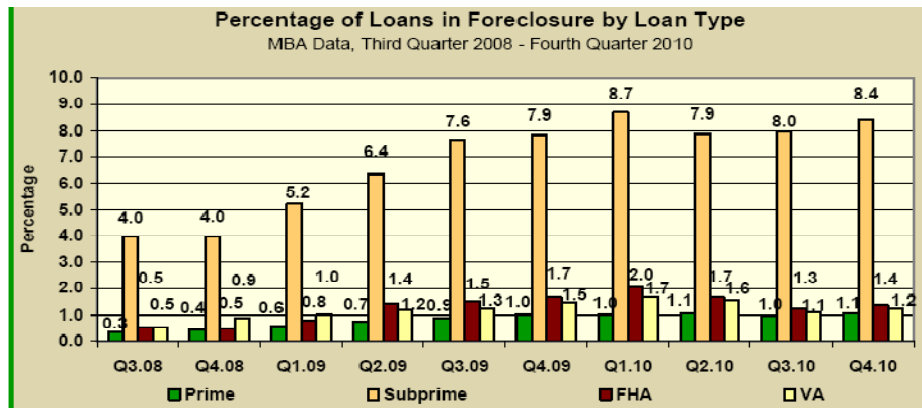


Data: US Census  
Charts: WCDA Dec 2010

# Community Economic Indicators-Bankruptcy and Foreclosure Rates



Data -Mortgage Bankers Association -National Delinquency Survey, Chart--WCDA Blue Book December 2010



Data -Mortgage Bankers Association -National Delinquency Survey, Chart--WCDA Blue Book December 2010

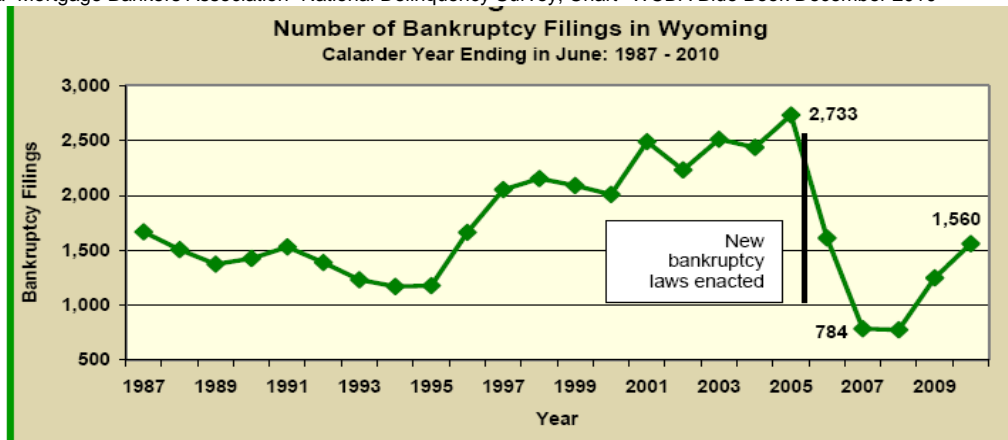


Chart-WCDA Blue Book December 2010

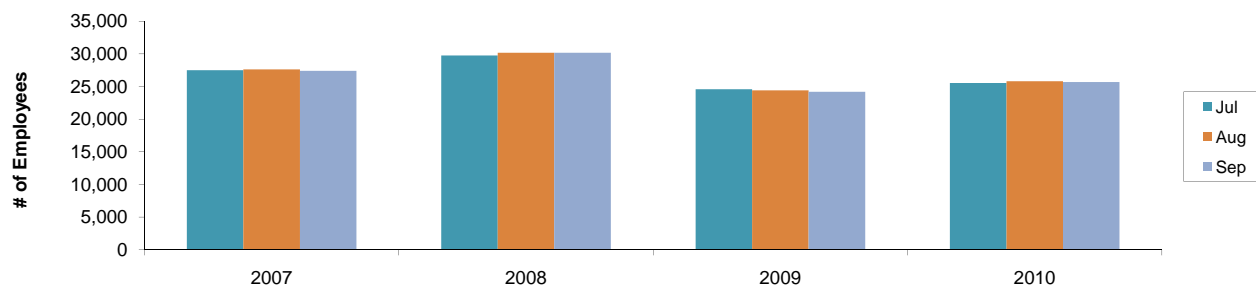
# Oil & Gas Employment, Mineral Activity & Prices

Updated April 2011 with most recent data available

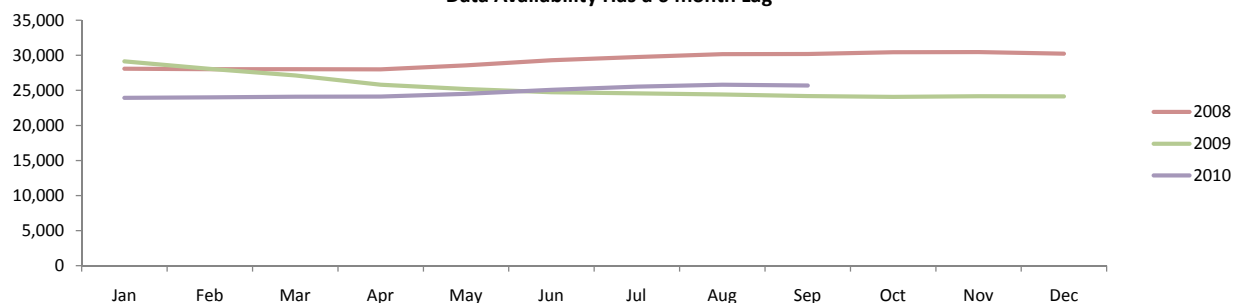
All data in this section is from the US Bureau of Labor Statistics

<http://www.bls.gov/data/>

**Wyoming Mining, Oil And Gas Employment-**  
Data Availability Has a 6 month Lag



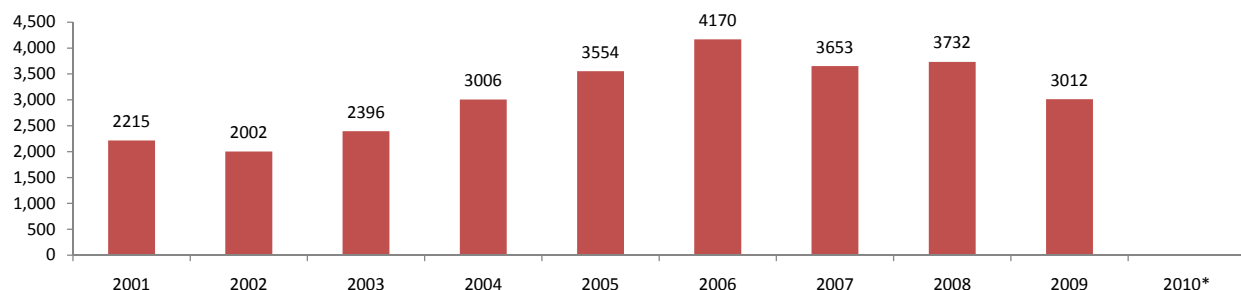
**Wyoming Mining, Oil and Gas Employment**  
Data Availability Has a 6 month Lag



All data in this section is from the US Bureau of Labor Statistics

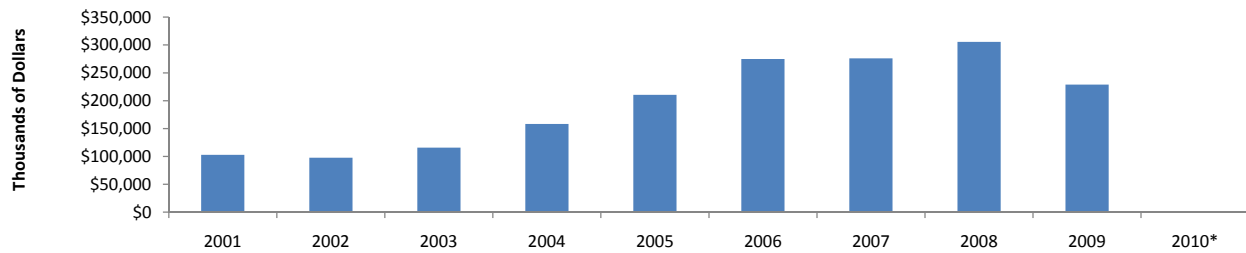
<http://www.bls.gov/data/>

**Mining, Oil & Gas Industry Employment by Number of Employees-**  
**Natrona County**



# Oil & Gas Employment, Mineral Activity & Prices

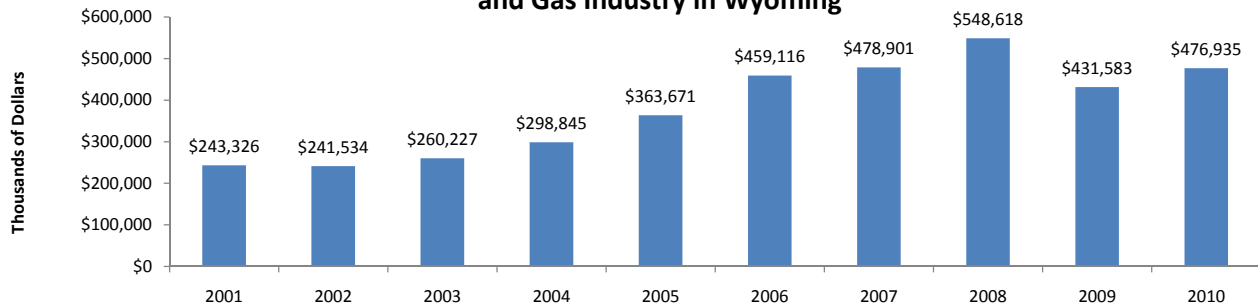
**Total Mining, Oil & Gas Industry Wages in Thousands of Dollars- Natrona County**



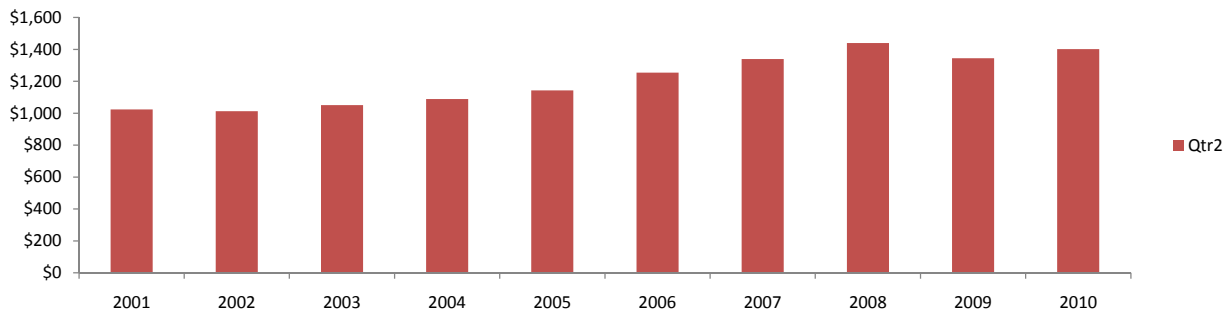
All data in this section is from the US Bureau of Labor Statistics

<http://www.bls.gov/data/>

**Total 3rd Quarter - Total Industry Wages in Thousands of Dollars- Mining, and Oil and Gas Industry in Wyoming**



**Average Weekly Wages- Mining, Oil & Gas in Wyoming**

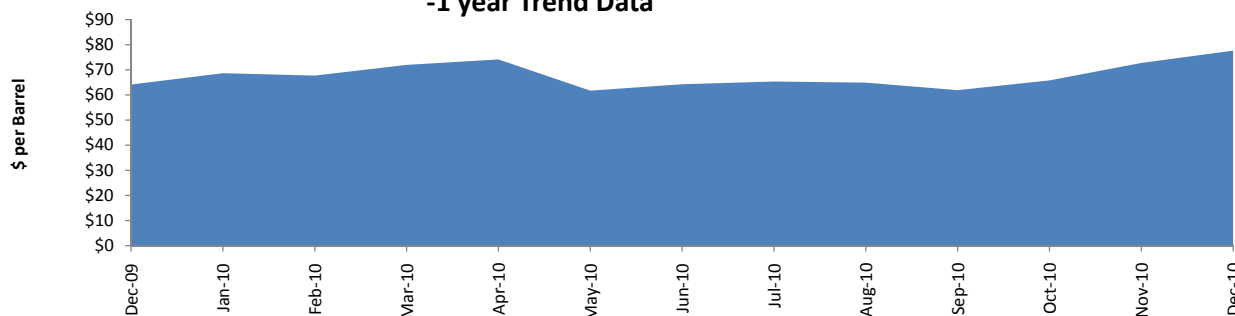


# Oil & Gas Employment, Mineral Activity & Prices

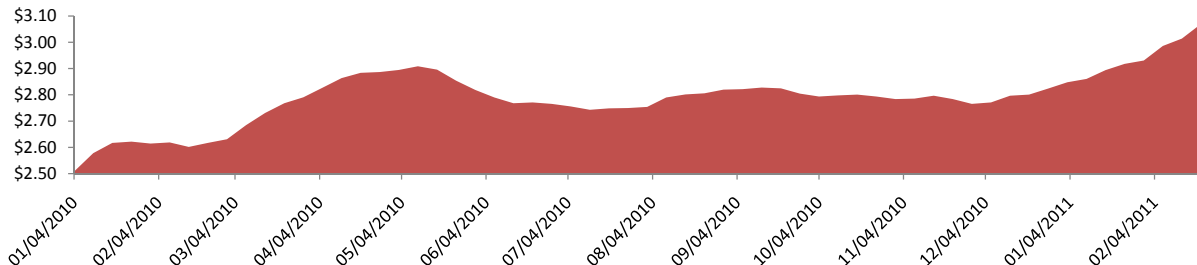
All data in this section is from the US Energy Information Administration- Independent Statistics and Analysis

<http://www.eia.doe.gov/>

**Wyoming Crude Oil 1st Purchase Price (\$ per Barrel)**  
-1 year Trend Data



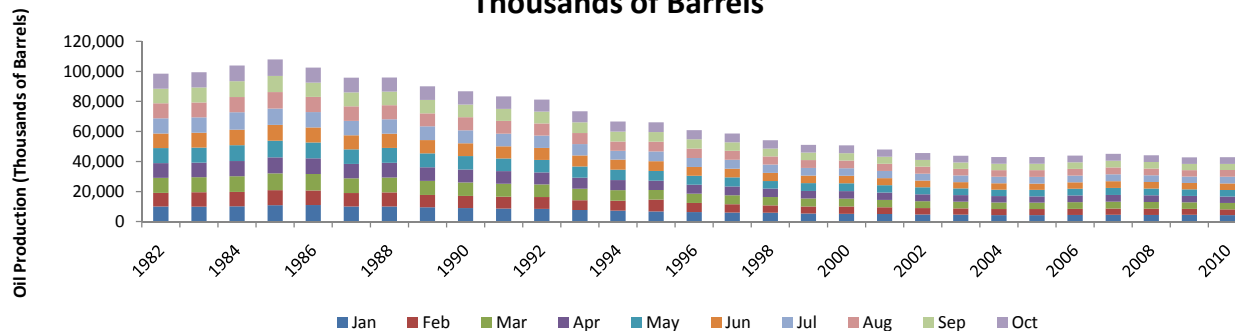
**Retail Gasoline Prices- Rocky Mtn Region**  
1 year



All data in this section is from the US Energy Information Administration- Independent Statistics and Analysis

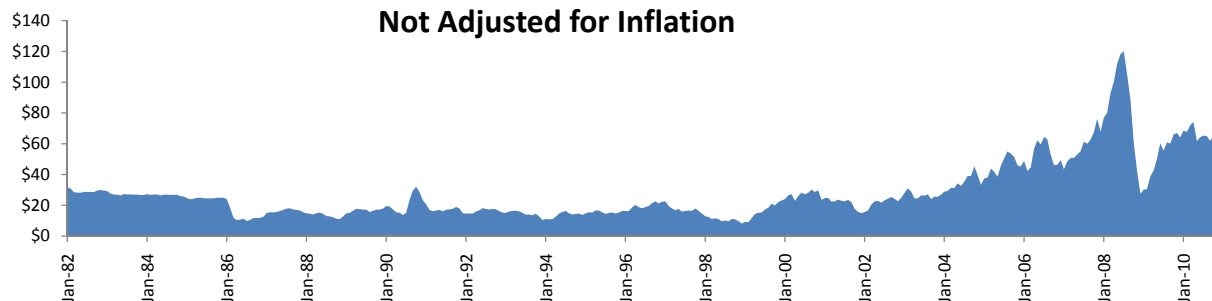
<http://www.eia.doe.gov/>

**Wyoming Crude Oil Production Since 1982-YTD**  
Thousands of Barrels

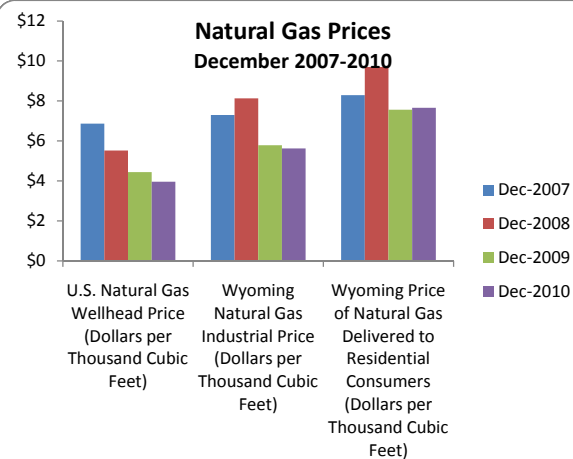
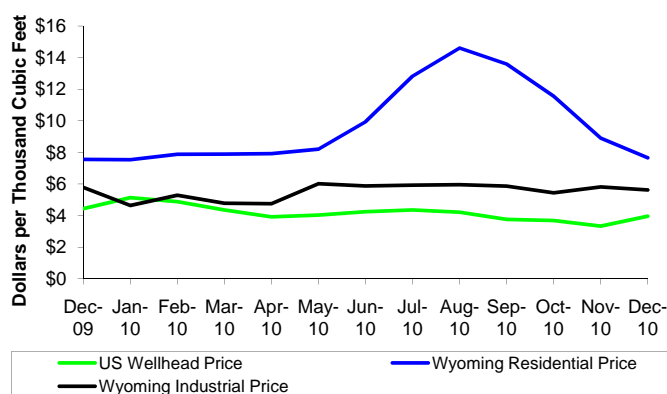


# Oil & Gas Employment, Mineral Activity & Prices

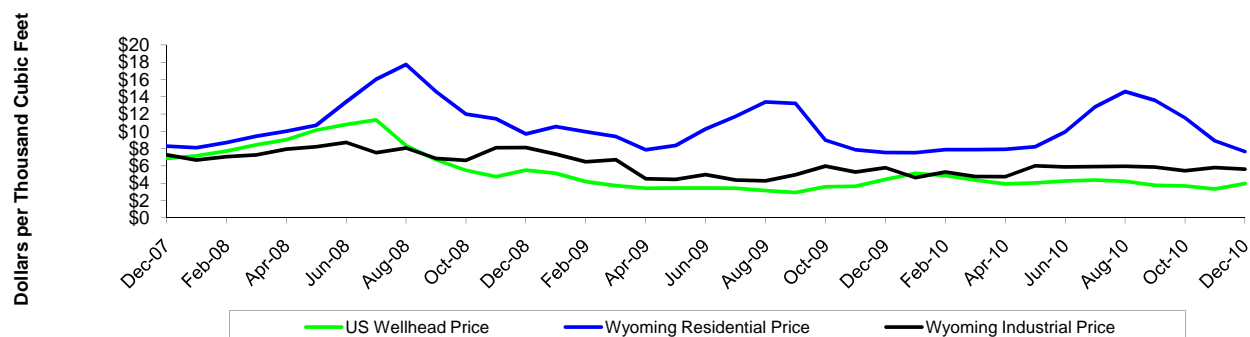
**Wyoming Crude Oil 1st Purchase Price (\$ per Barrel)-  
Not Adjusted for Inflation**



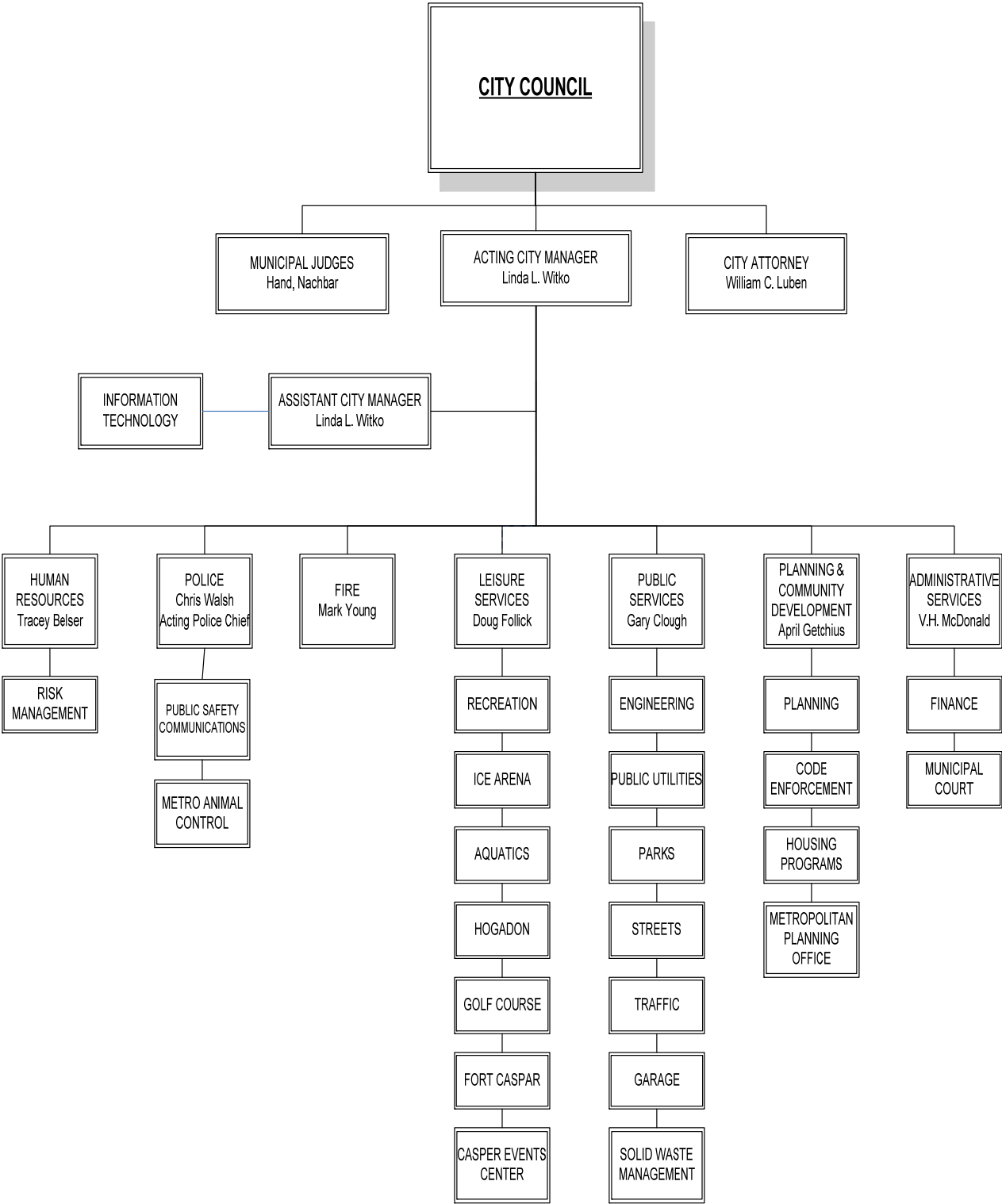
**Natural Gas Prices- 1 year**



**Natural Gas Prices - 3 years**



# 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 2012

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

# **All Funds 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

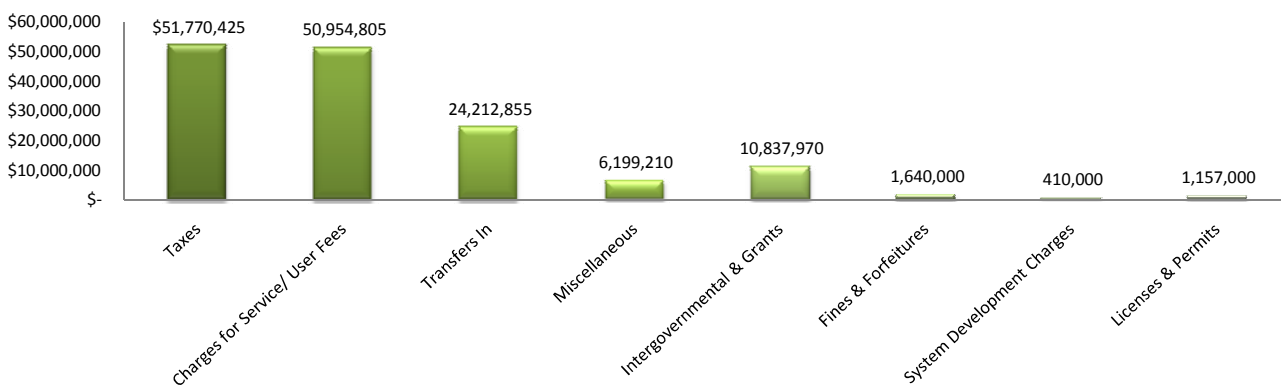
# All Funds Revenue and Expenditure Summary

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.

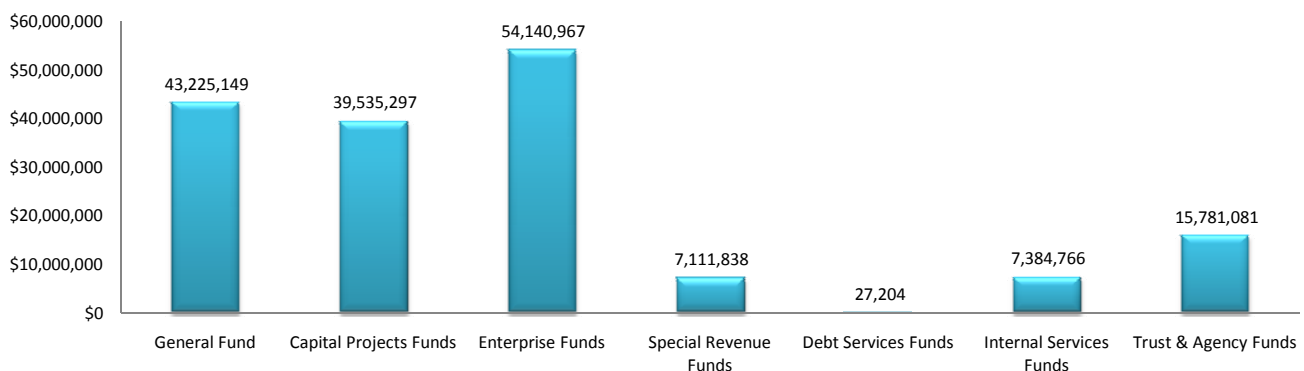
The General Fund is used for general government type expenditures, such as police, fire, streets and parks. Capital funds are used to purchase or build assets that have a longer life than the fiscal year and include land, infrastructure projects and capital equipment. Enterprise funds are used for business 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 2012 City-Wide Resources by Type**



**FY 2012 City-Wide Expenditures by Fund**

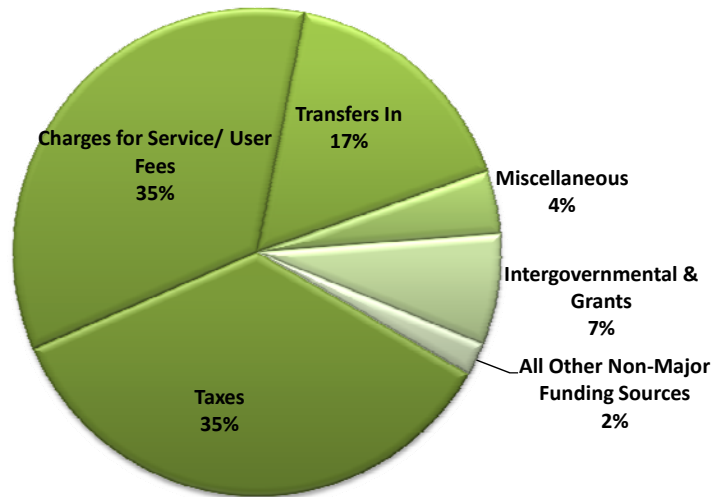


# All Funds Revenue and Expenditure Summary

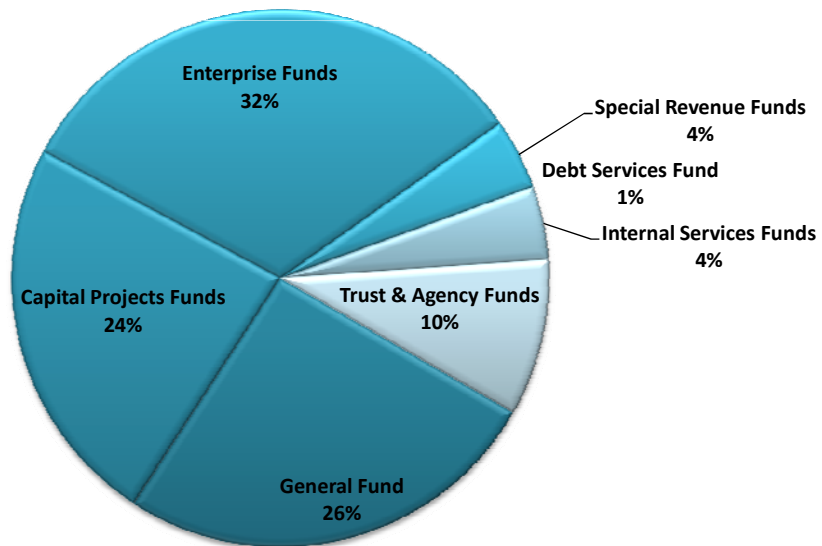
City Resources	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
Taxes	\$ 49,054,325	\$ 46,371,101	\$ 49,873,555	\$ 51,770,425	12%
Charges for Service/ User Fees	47,604,331	49,238,482	49,583,911	50,954,805	3%
Transfers In	21,036,281	19,187,644	22,581,087	24,212,855	26%
Miscellaneous	7,776,476	8,475,219	8,701,595	6,199,210	-27%
Intergovernmental & Grants	17,925,287	6,838,649	8,521,671	10,837,970	58%
Fines & Forfeitures	1,695,269	1,945,000	1,452,134	1,640,000	-16%
System Development Charges	669,079	445,000	423,420	410,000	-8%
Licenses & Permits	1,213,236	950,500	1,053,300	1,157,000	22%
<b>Total Revenue</b>	146,974,284	133,451,595	142,190,673	147,182,265	10%
<b>Less Intragovernmental Transactions</b>					
Transfers In	20,976,892	19,187,644	22,512,204	24,212,855	26%
Internal Services Charges	6,182,612	5,871,970	5,868,755	5,329,207	-9%
Administration Fees	1,049,367	1,037,527	1,035,528	874,207	-16%
<b>Total Intragovernmental</b>	28,208,871	26,097,141	29,416,487	30,416,269	17%
<b>Total Available Resources</b>	\$ 118,765,413	107,354,454	112,774,186	116,765,996	9%
<b>City Expenditures</b>					
General Fund	\$ 43,355,025	39,241,811	38,574,226	43,225,149	10%
Capital Projects Funds	34,474,233	46,972,819	35,972,043	39,535,297	-16%
Enterprise Funds	50,694,201	48,766,801	51,455,988	54,140,967	11%
Special Revenue Funds	3,323,694	8,124,859	5,008,453	7,111,838	-12%
Debt Services Funds	2,978	860,747	830,695	27,204	-97%
Internal Services Funds	6,577,719	6,822,831	6,531,138	7,384,766	8%
Trust & Agency Funds	13,121,519	15,035,877	15,198,800	15,781,081	5%
<b>Total City Expenditures</b>	151,549,369	165,825,745	153,571,343	167,206,302	1%
<b>Less Intragovernmental Transactions</b>					
Transfers Out	20,976,892	19,187,644	22,512,204	24,212,855	26%
Internal Services Charges	6,182,612	5,871,970	5,868,755	5,770,904	-2%
Administration Fees	1,049,367	1,037,527	1,035,528	961,495	-7%
<b>Total Intragovernmental</b>	28,208,871	26,097,141	29,416,487	30,945,254	19%
<b>Net City Expenditures</b>	\$ 123,340,498	139,728,604	124,154,856	136,261,048	-2%
<b>City Resources and Expenditures- Net Impact</b>					
Net Impact	-4,575,085	-32,374,150	-11,380,670	-19,495,052	-40%

# All Funds Revenue and Expenditure Summary

City Resources by Category  
FY 2012



City Expenditures by Fund  
FY 2012



# All Funds Revenue Summary

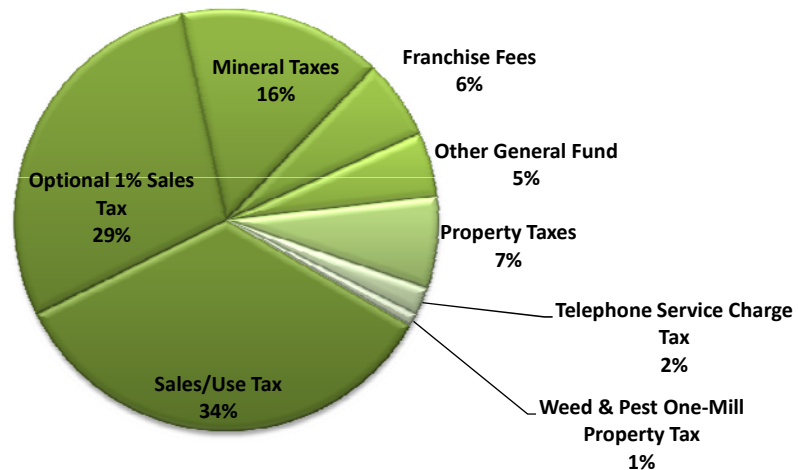
The City of Casper has two major revenue sources to finance operations and improvements:

**Taxes and Charges for Service/ User Fees.**

## Taxes

**Taxes-** The City projects to receive \$51,770,425 in taxes in FY 2012, a 3.8% increase from the amount estimated for FY 2011. 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 2011 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. The Wyoming Governor has made a specific effort to increase revenue sharing with local governments, and mineral revenue is up nearly seven percent for FY 2012. Together, the sales tax, the optional 1% local sales tax, and mineral taxes constitute 79% of all taxes projected for FY 2012.

**City of Casper Tax Sources for FY 2012**



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 in FY 2011. Other tax sources include franchise fees, other General Fund taxes such as 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.

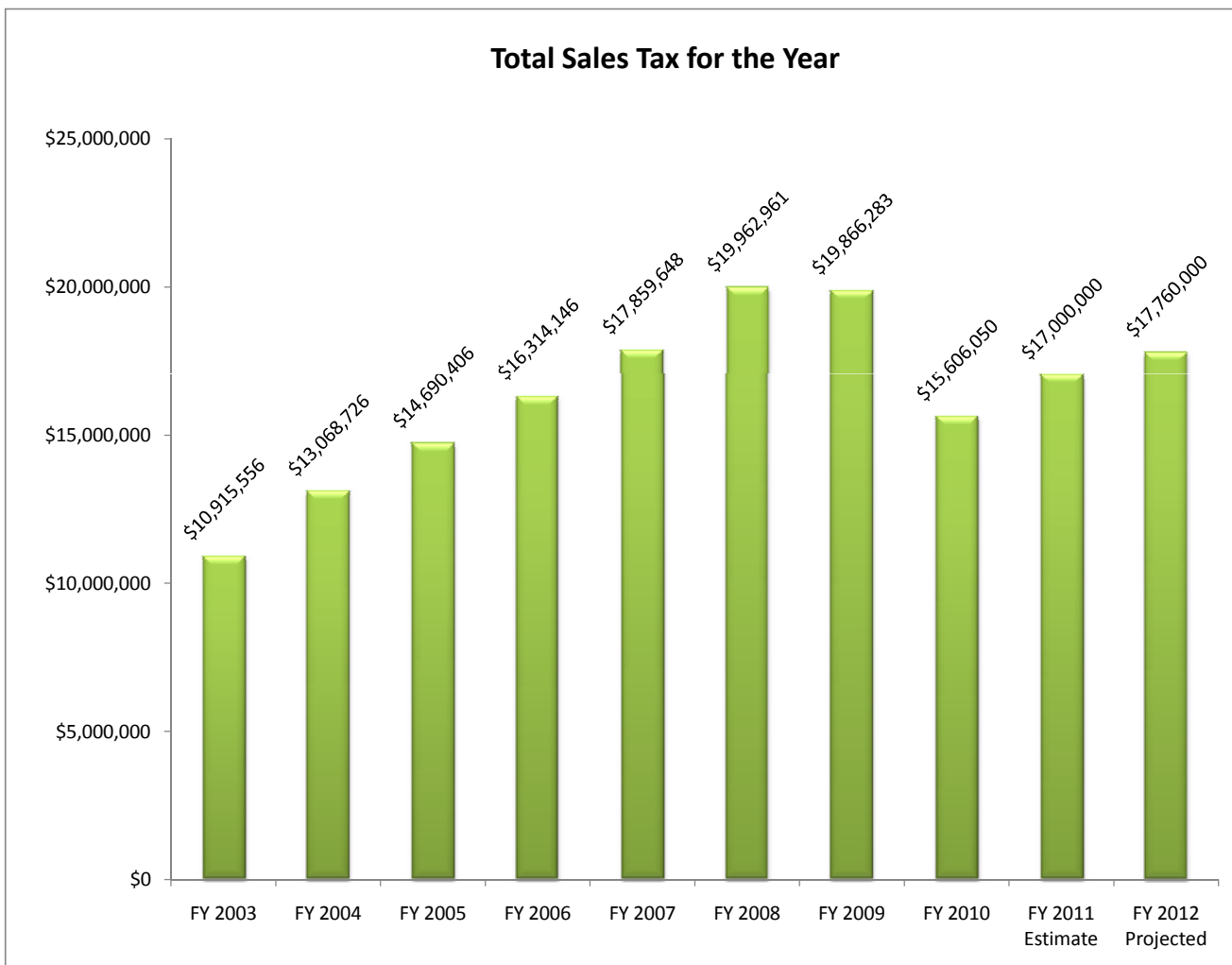
# All Funds Revenue Summary

## Taxes

The City projects to receive \$17,760,000 in FY 2012 for the General Sales Tax which does not include the replacement funding for food tax. The General Sales Tax is forecasted to continue to recover by 4.47% next year after a sharp drop of 21.4% in FY 2010 and a 8.9% increase in FY 2011. 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 2012 in the General Fund. The backfill funding for the food tax was eliminated by the Wyoming Legislature in 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 and the one percent local sales tax.**

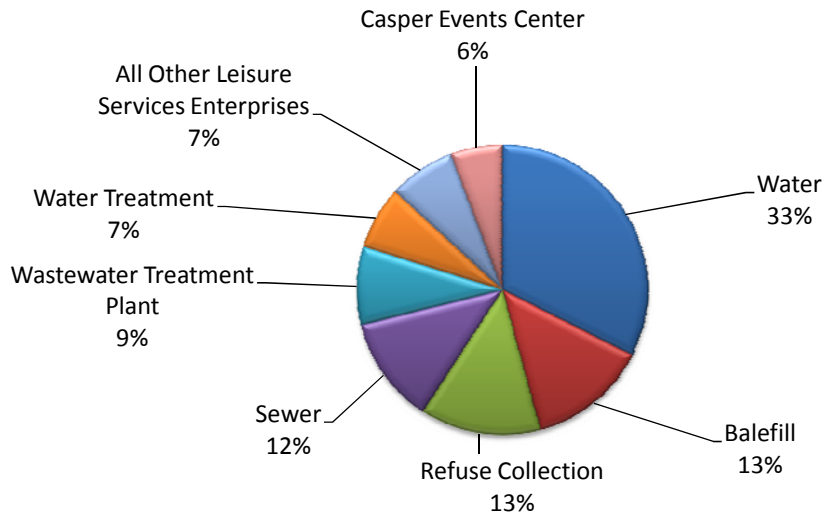


# All Funds Revenue Summary

## Charges for Service & User Fees

**Charges for Service & User Fees-** The City projects to have \$50,954,805 in charges for service and user fees in FY 2012. 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 2012- Enterprise Operations**

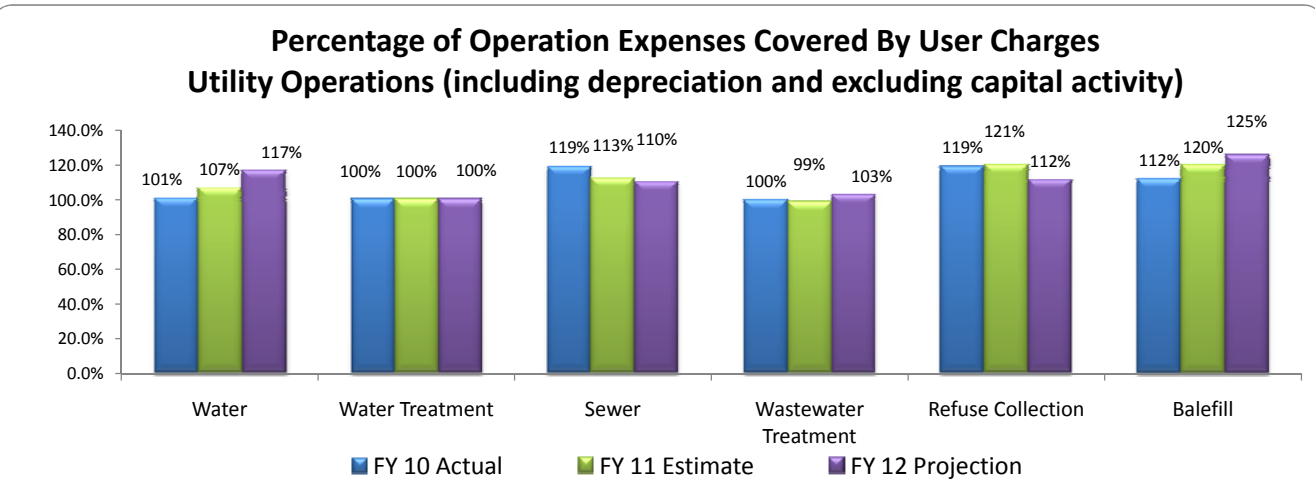
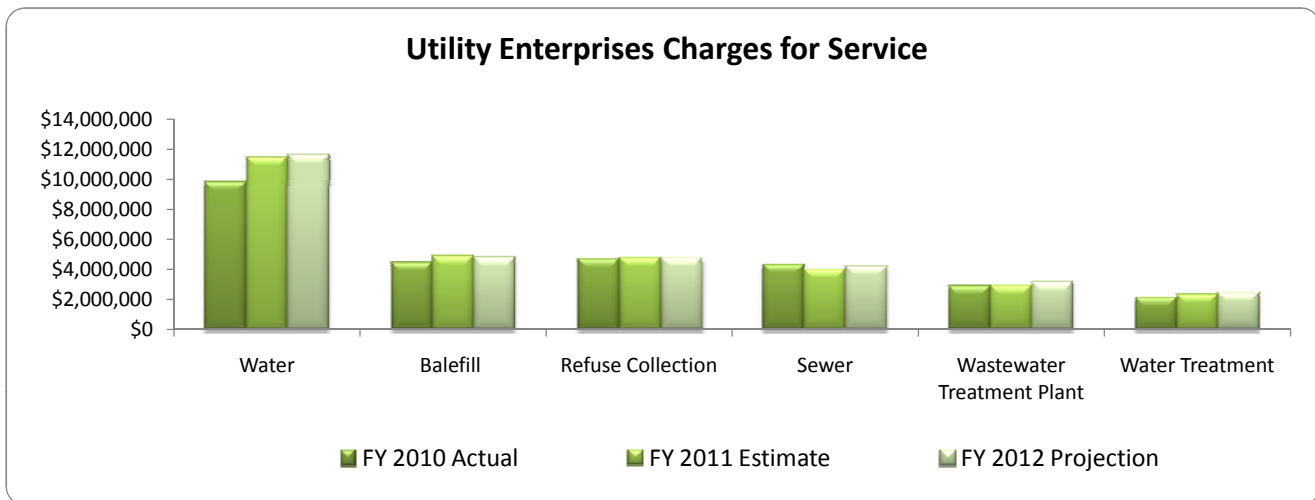
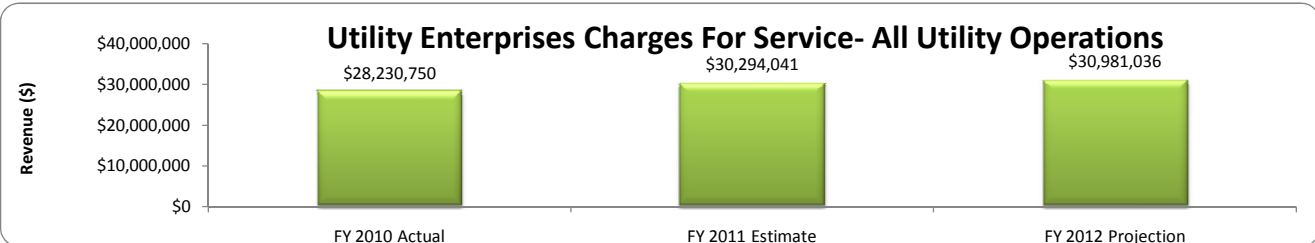


The remaining \$37,169,009 represents payment for services and goods provided by the City. Projections for the user charge revenues are generated by the managers of each operation that charges for services. The main factors impacting user fees are current demand for that service and the price charged for that service. For certain operations, such as Water, Golf or Hogadon, the weather can be significantly impact 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.

# All Funds Revenue Summary

## 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 \$30,965,987 in revenue for the City. These utility operations have traditionally achieved full cost recovery of both operations costs and capital costs through user fees. As capital intensive operations, these utilities must generate significant surpluses from operations to pay for necessary capital investments.

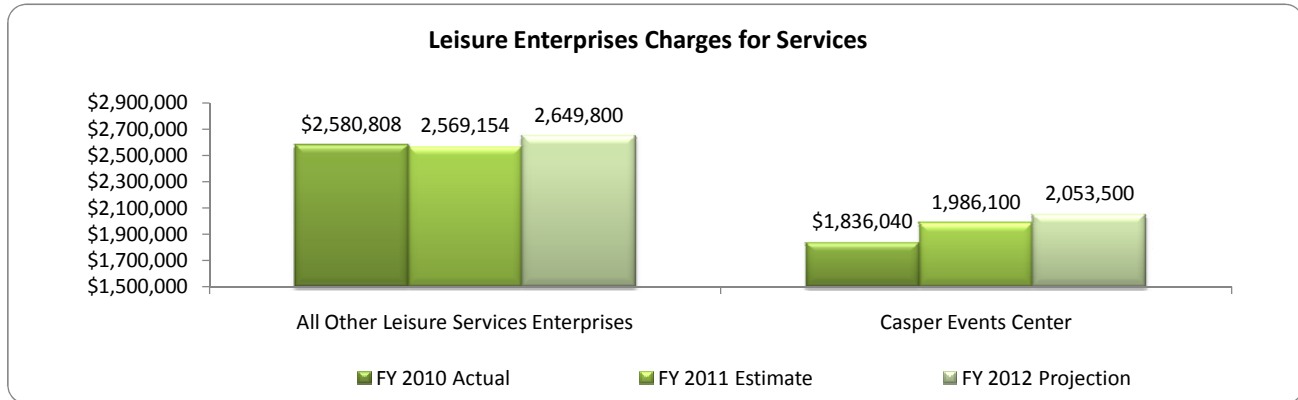


The only exception to these operations being financially independent enterprises is when the community chooses to supplement investments in capital through one-time monies or dedicated capital revenue sources. This helps avoid these investments being paid for through debt and bonds. This has occurred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

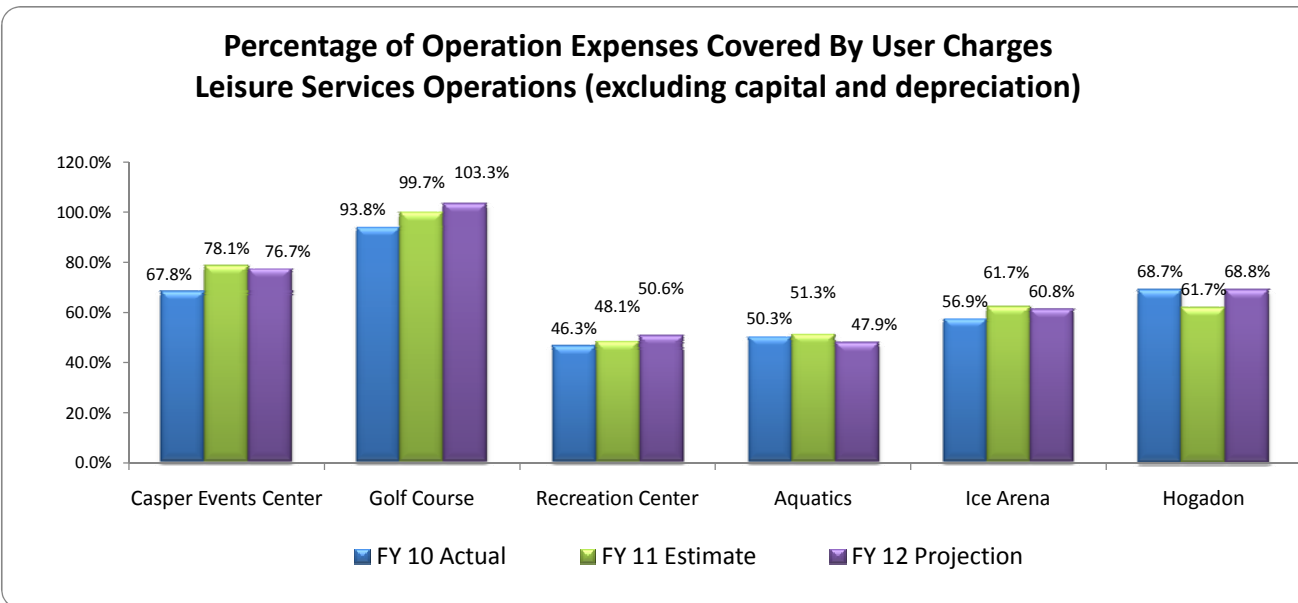
# All Funds Revenue Summary

## 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 \$4,703,300 in user charges in FY 2012.



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 38.7% 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. The Perpetual Care fund also supports a similar percentage of the operating costs of the City Campus and Buildings & Grounds funds.

# All Funds Revenue Summary

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Fund</b>					
<b>General Fund</b>					
Taxes	\$ 34,630,929	32,383,101	33,898,621	35,160,425	9%
Licenses & Permits	1,192,895	926,000	1,029,500	1,132,500	22%
Intergovernmental	18,076	20,000	31,000	31,000	55%
Charges for Service/ User Fees	2,449,137	2,324,983	2,366,283	2,361,140	2%
Fines & Forfeitures	1,695,269	1,945,000	1,452,134	1,640,000	-16%
Miscellaneous	859,031	1,073,286	709,611	837,700	-22%
Transfers In	114,992	117,500	117,500	175,000	49%
<b>Total General Fund</b>	<b>40,960,329</b>	<b>38,789,870</b>	<b>39,604,649</b>	<b>41,337,765</b>	<b>7%</b>
<b>Capital Funds</b>					
Taxes	13,011,233	12,500,000	14,474,934	15,000,000	20%
Miscellaneous	1,529,887	2,634,791	2,694,454	945,147	-64%
Capital Transfer In	9,981,936	9,733,315	11,112,833	13,922,381	43%
Grants	6,000,996	2,341,875	1,416,634	3,797,577	62%
<b>Total Capital Funds</b>	<b>30,524,052</b>	<b>27,209,981</b>	<b>29,698,855</b>	<b>33,665,105</b>	<b>24%</b>
<b>Enterprise Funds</b>					
Charges for Service	32,837,059	34,717,876	35,027,135	35,688,836	3%
Miscellaneous	2,044,932	1,918,538	2,018,694	1,535,236	-20%
Transfers In	4,140,396	3,682,627	5,825,094	4,165,755	13%
System Development Charges	669,079	445,000	423,420	410,000	-8%
Grants	9,694,852	663,300	3,381,370	3,895,664	487%
<b>Total Enterprise Funds</b>	<b>49,386,318</b>	<b>41,427,341</b>	<b>46,675,713</b>	<b>45,695,491</b>	<b>10%</b>
<b>Special Revenue Funds</b>					
Taxes	505,137	538,000	500,000	510,000	-5%
Miscellaneous	342,885	508,731	294,159	494,274	-3%
Transfer In	539,227	524,666	534,805	657,397	25%
Grants	2,013,991	3,813,474	3,692,667	3,113,729	-18%
<b>Total Special Revenue Funds</b>	<b>3,401,240</b>	<b>5,384,871</b>	<b>5,021,631</b>	<b>4,775,400</b>	<b>-11%</b>
<b>Debt Services Funds</b>					
Principal, Interest, and Penalties	38,129	35,500	455,117	71,360	101%
<b>Total Debt Service Funds</b>	<b>\$ 38,129</b>	<b>35,500</b>	<b>455,117</b>	<b>71,360</b>	<b>101%</b>

## All Funds Revenue Summary

Fund		FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Internal Services Funds</b>						
Charges for Service/ User Fees	\$	5,467,988	5,240,044	5,234,578	5,269,624	1%
Miscellaneous		507,564	83,200	114,200	202,200	143%
Transfers In		1,274,986	1,458,375	1,435,815	1,532,606	5%
Grants		197,372	-	-	-	0%
<b>Total Internal Service Funds</b>		<b>7,447,910</b>	<b>6,781,619</b>	<b>6,784,593</b>	<b>7,004,430</b>	<b>3%</b>
<b>Trust &amp; Agency Funds</b>						
Charges for Services/ User Fees		6,850,147	6,955,579	6,955,915	7,635,205	10%
Taxes		907,026	950,000	1,000,000	1,100,000	16%
Miscellaneous		2,454,048	2,221,173	2,415,360	2,113,293	-5%
Transfers In		4,984,744	3,671,161	3,555,040	3,759,716	2%
Licenses		20,341	24,500	23,800	24,500	0%
<b>Total Trust &amp; Agency</b>		<b>15,216,306</b>	<b>13,822,413</b>	<b>13,950,115</b>	<b>14,632,714</b>	<b>6%</b>
<b>Total</b>		<b>146,974,284</b>	<b>133,451,595</b>	<b>142,190,673</b>	<b>147,182,265</b>	<b>10%</b>
<b>Less Intragovernmental</b>						
Transfers In		(20,976,892)	(19,187,644)	(22,512,204)	(24,212,855)	26%
Internal Services Charges		(6,182,612)	(5,871,970)	(5,868,755)	(5,329,207)	-9%
Administration Fees		(1,049,367)	(1,037,527)	(1,035,528)	(874,207)	-16%
<b>Total Intragovernmental</b>		<b>(28,208,871)</b>	<b>(26,097,141)</b>	<b>(29,416,487)</b>	<b>(30,416,269)</b>	<b>17%</b>
<b>Total Available Resources</b>	\$	<b>118,765,413</b>	<b>107,354,454</b>	<b>112,774,186</b>	<b>116,765,996</b>	<b>9%</b>

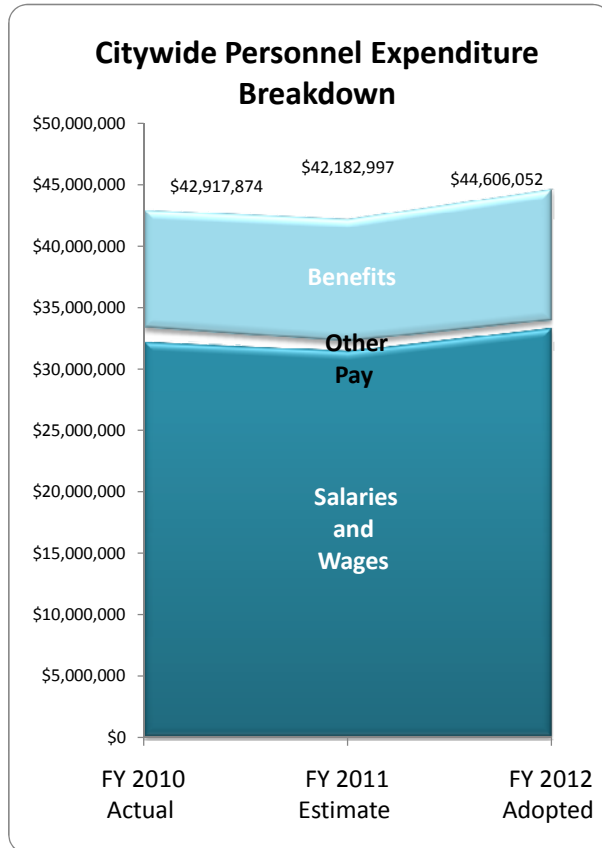
# All Funds Expenditure Summary by Use

The City of Casper has three major expenditure uses in the FY 2012 Budget:  
Personnel, Contractual Services and Capital.

## Personnel

26 positions were eliminated from the City in FY 2011 and the adopted FY 2012 budget adds back three full-time positions to the overall position count. As adopted, the FY 2012 budget includes a 3.5% increase in personnel expenditures, primarily due to increased benefit costs for health insurance, workers compensation insurance and retirement contributions. Rate increases for health insurance and workers compensation were the main causes of cost increases in most departments. The cost of a 2.5% cost of living adjustment for all employees is integrated here, and is also discussed in more detail in the City Manager's message.

The City's main expenditure in the personnel category is for the salaries and wages of employees. In FY 2012, salaries and wages represent 74.7% of total personnel expenditures. Benefits cost about 23.9% of personnel expenditures. Other pay items represent about 1.4% 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 2012, 88.5% of all salary and wages are for full-time employees. Part-time salary and wages represent 6.8% 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% of all salary and wage expenditures. However, in the General Fund and Utility Enterprise Funds the proportion is about 2.5%.



# All Funds Expenditure Summary by Use

## 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 2012, the City of Casper is budgeted to spend \$2,527,430 for electricity, \$512,625 for natural gas, \$604,605 for water, and \$321,881 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, 72% 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.

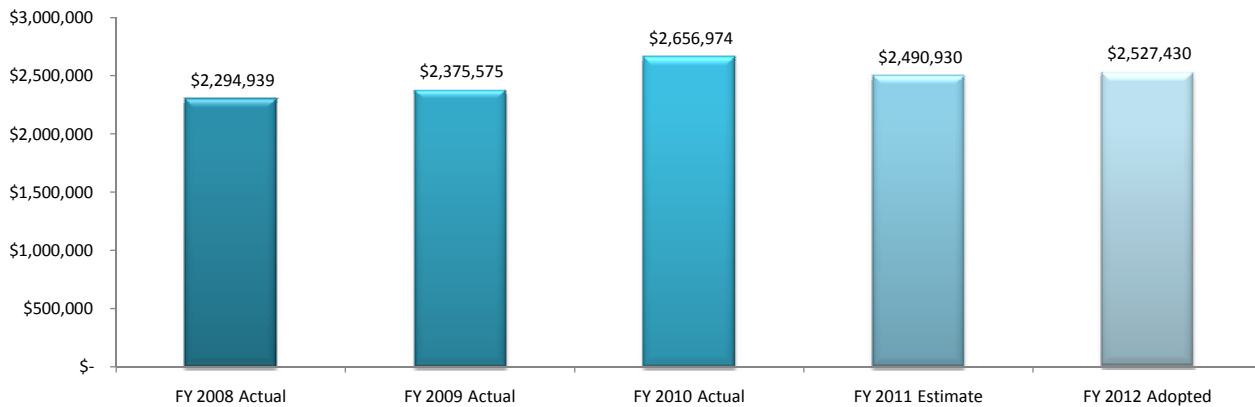
The City is also reviewing alternate fuel vehicles, including hybrids and electric vehicles, as well "right sizing" the fleet to the job. The City currently owns four hybrid vehicles and one electric vehicle and is evaluating their performance. The City also implemented an anti-idling policy for City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

In general, City staff is monitoring electricity, 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.

# All Funds Expenditure Summary by Use

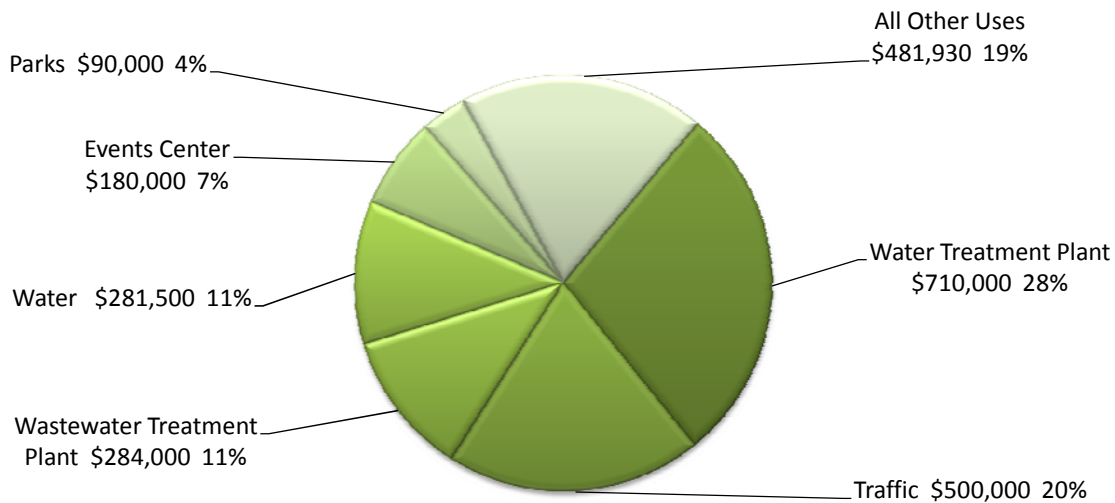
## Contractual Services- Electricity

### Electricity Expense All Areas

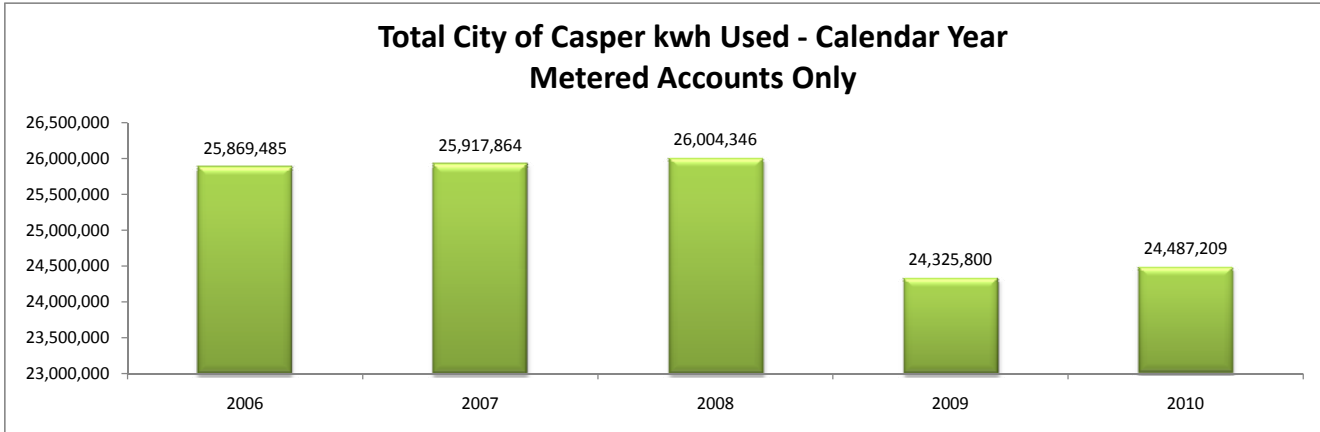


*Casper has averaged approximately \$2,450,000 in electricity costs in recent years. Even as the City operation reduces electricity use as measured in Kwh, regular rate increases by Rocky Mountain Power have offset these savings.*

### Expected Electricity Expenditures in FY 2012

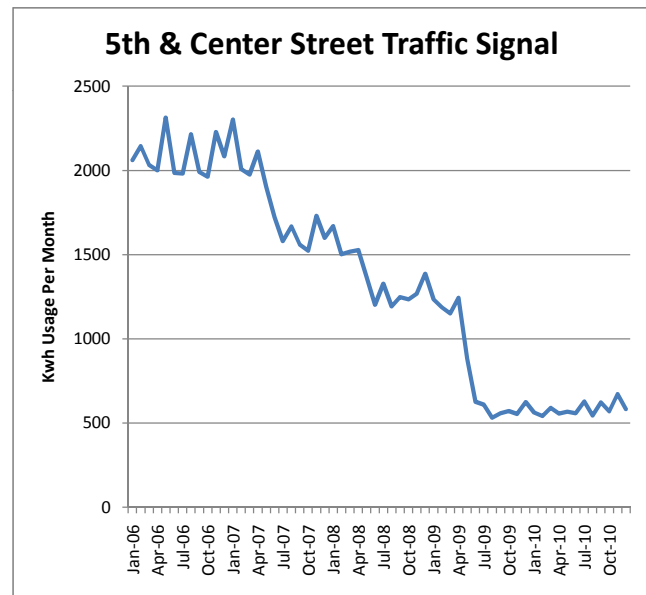
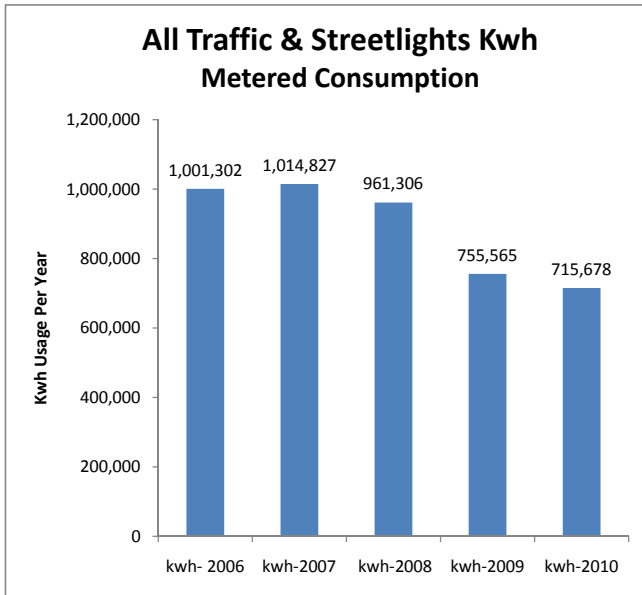


# All Funds Expenditure Summary by Use



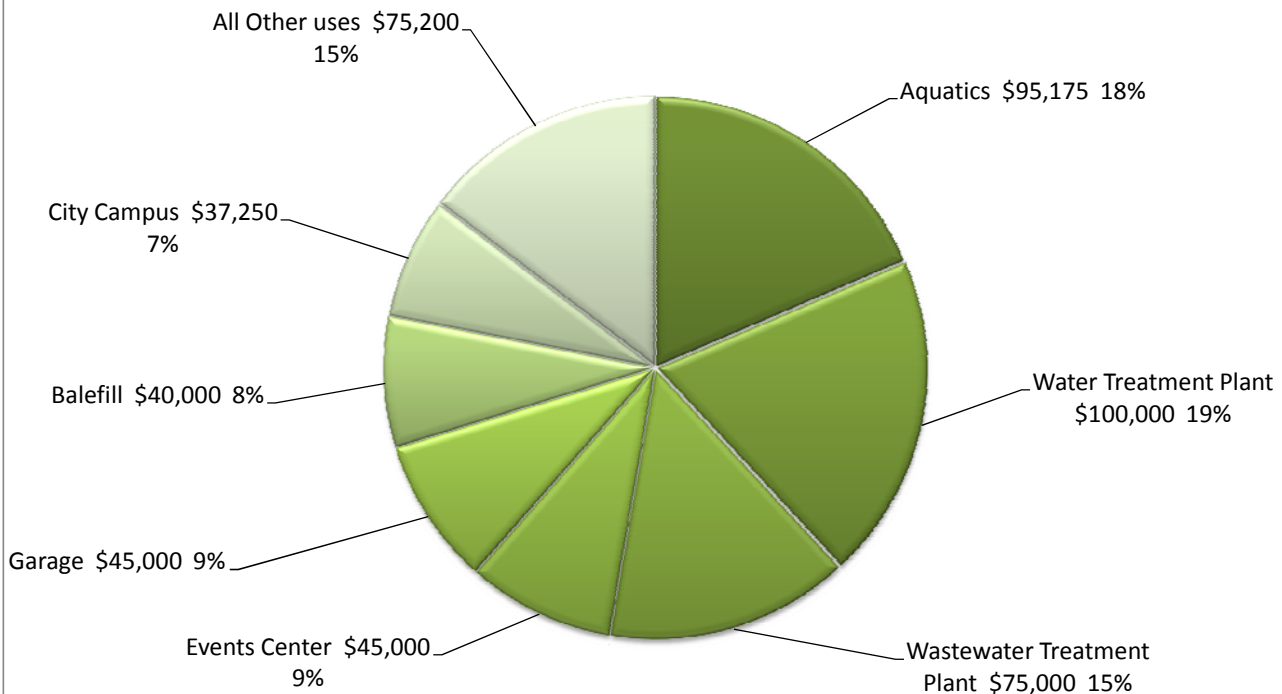
*The City of Casper has reduced its electricity use as measured in Kwh, however, regular rate increases by Rocky Mountain Power have offset these savings. The City of Casper successfully intervened in a Rocky Mountain Power rate case to primarily due to access and power disruption issues, and will be monitoring progress in resolving the issues identified.*

*Effective investments have been made in traffic light improvements over the last three years. Nearly all traffic lights have been converted to LED systems.*



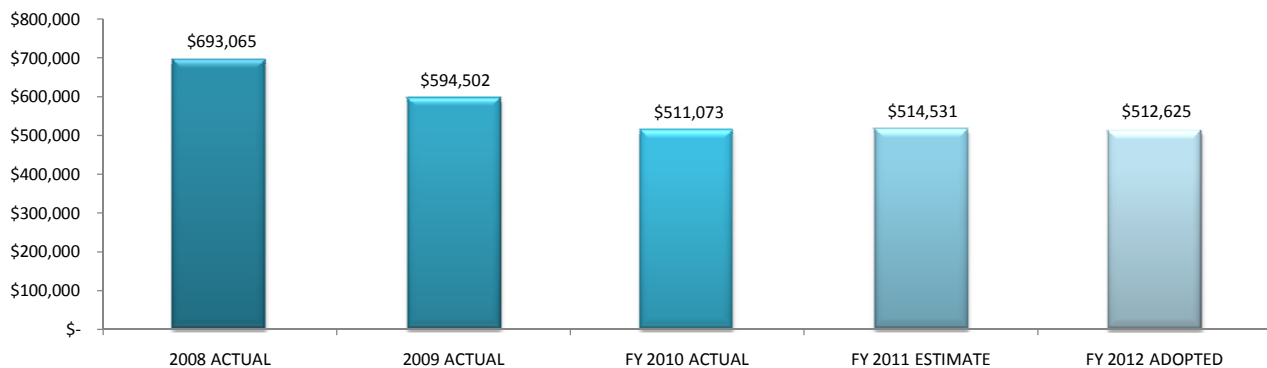
# All Funds Expenditure Summary by Use

**FY 2012 Budgeted Natural Gas Usage**

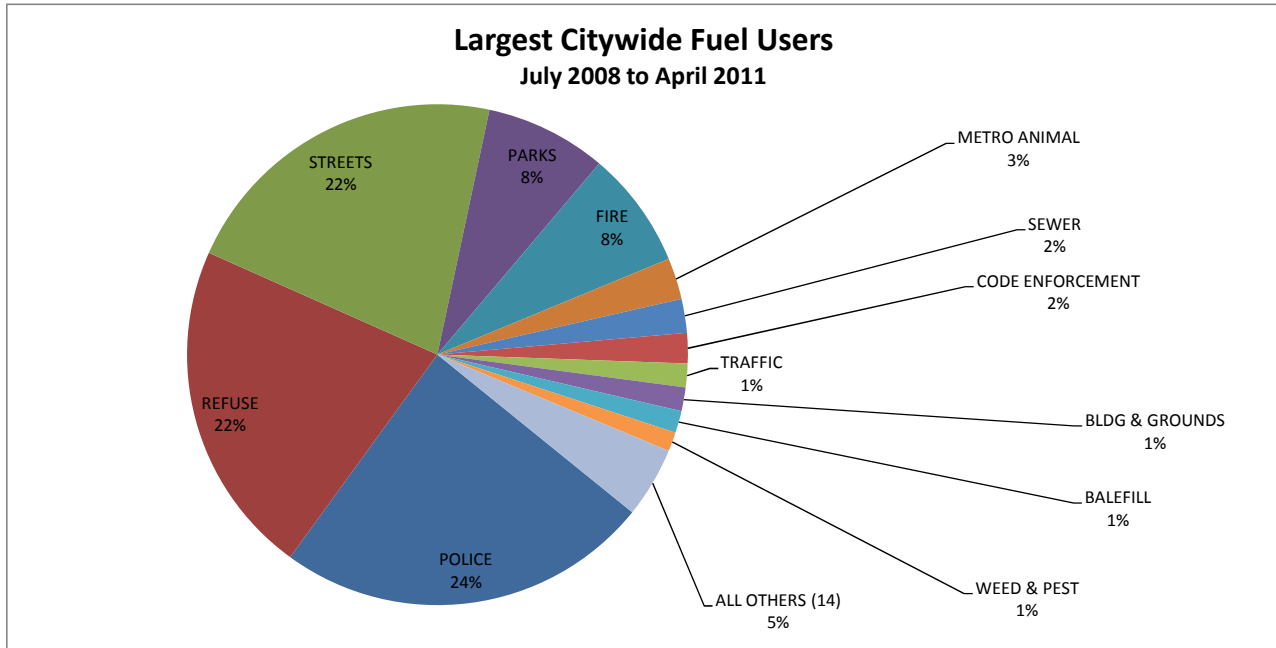


*\$512,625 is budgeted for natural gas in FY 2012. Since FY 2008, natural gas total cost is down 26.4%. Natural gas costs have been flat for the last two years.*

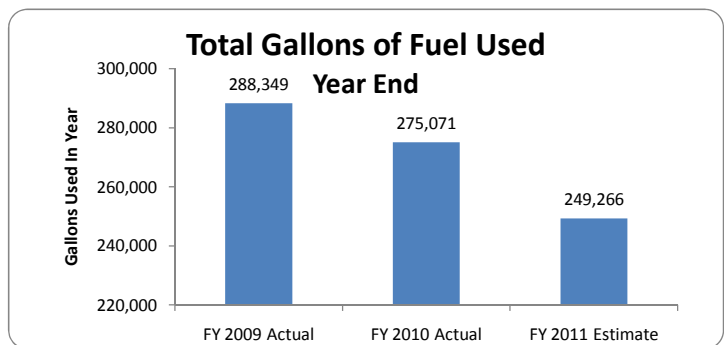
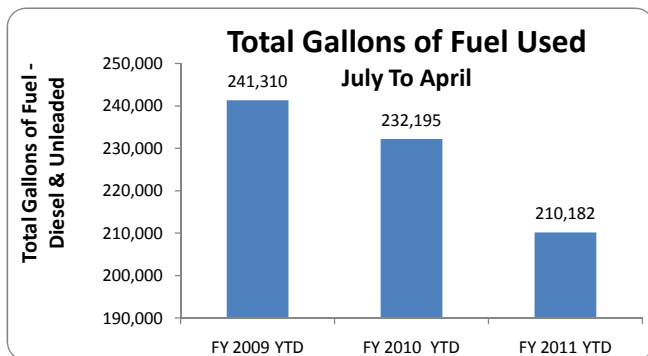
**Natural Gas Expense All Areas**



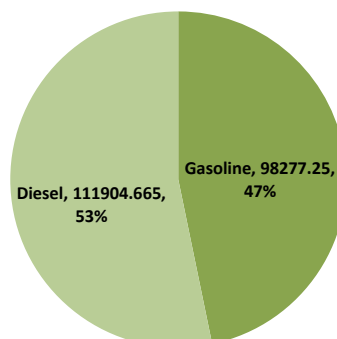
# All Funds Expenditure Summary by Use



Casper uses approximately 250,000 gallons of diesel and unleaded fuel each year, with the average cost per gallon varying each year based on market prices. This excludes the approximately 50,000 gallons resold to an outside agency for operation of the area transit system. The average price per gallon was \$2.46 in FY 2009, \$2.14 in FY 2010, and \$2.86 in FY 2011. Fuel is budgeted at \$3.33 per gallon for FY 2012.

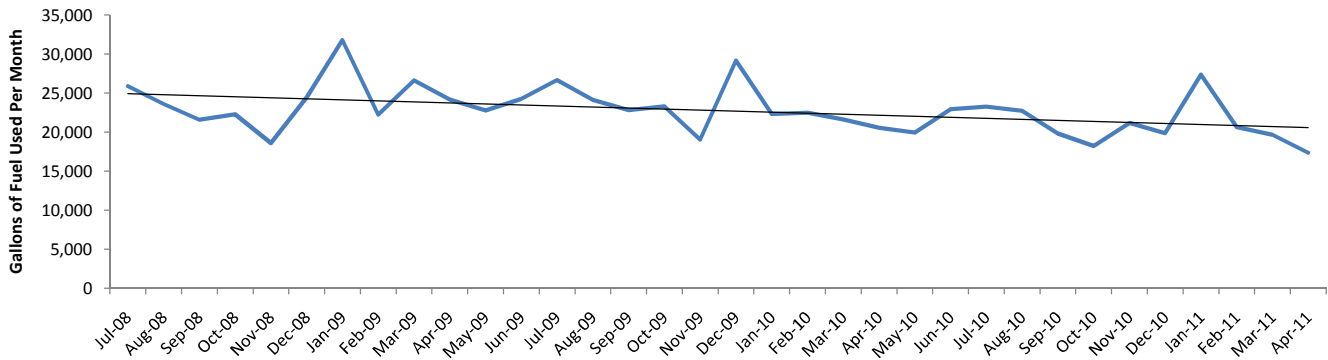


## Diesel & Unleaded Fuel Usage in Gallons FY 2011 July to April



# All Funds Expenditure Summary by Use

## Unleaded & Diesel Gallons of Fuel Used

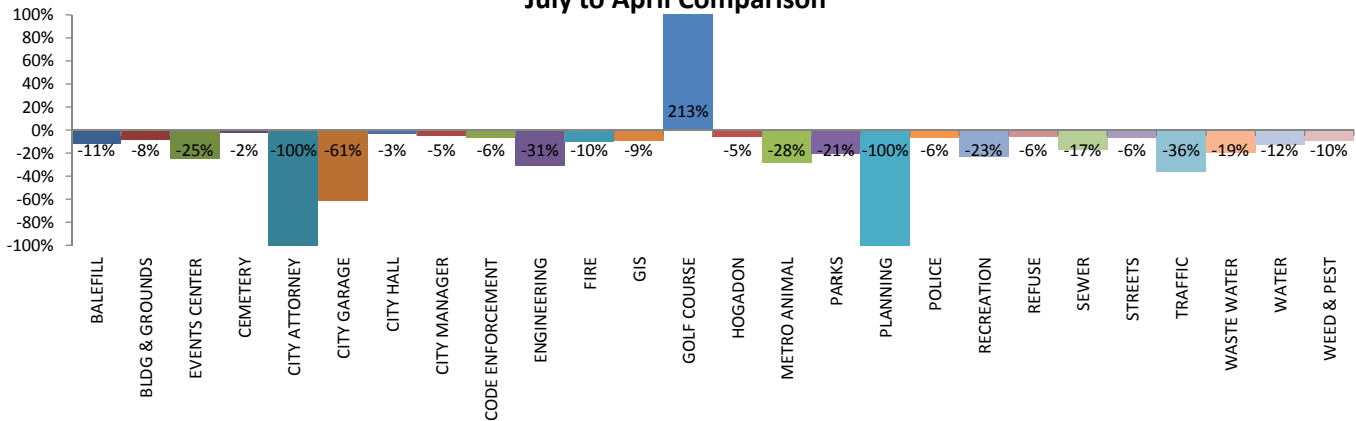


## % Change In Total Gallons of Fuel Used

FY 2010 to FY 2011

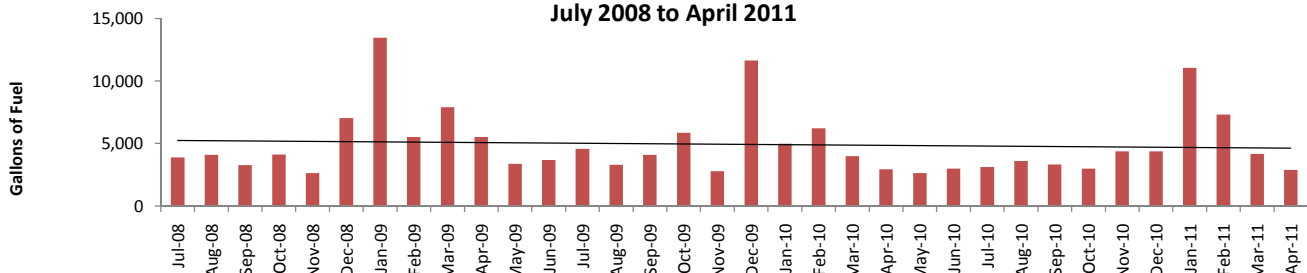
Diesel & Unleaded

July to April Comparison



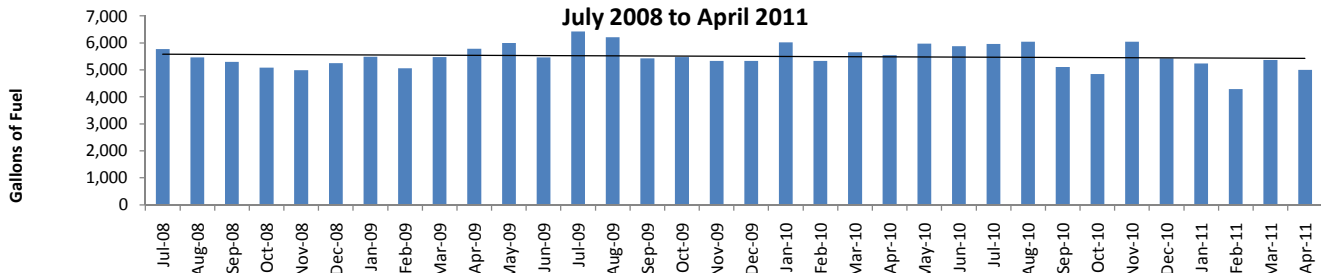
## STREETS- Total Gallons of Fuel

July 2008 to April 2011



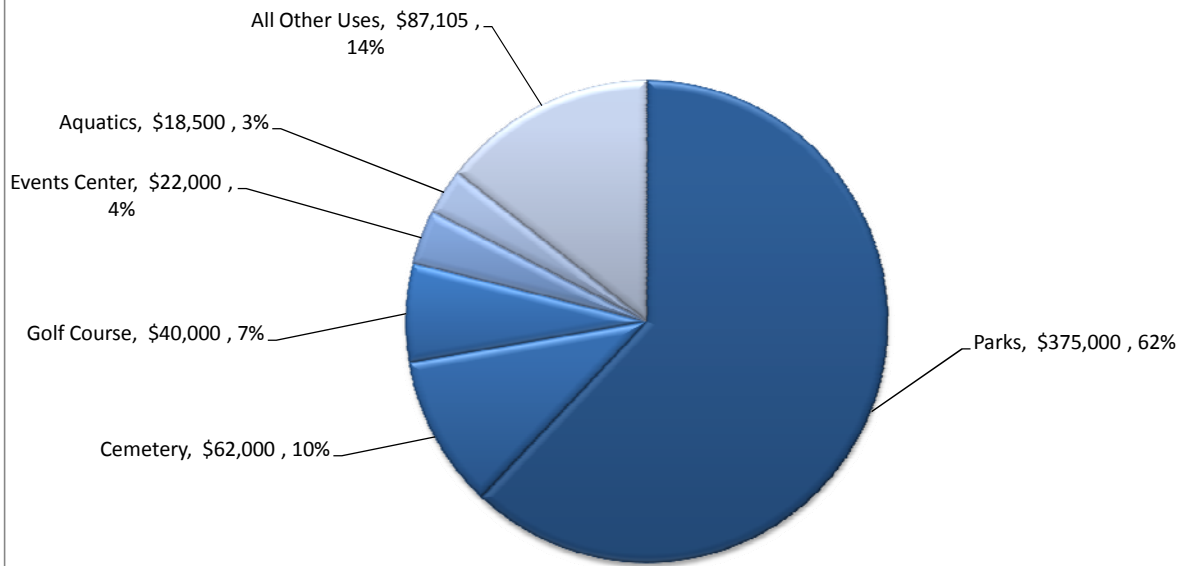
## POLICE- Total Gallons of Fuel

July 2008 to April 2011



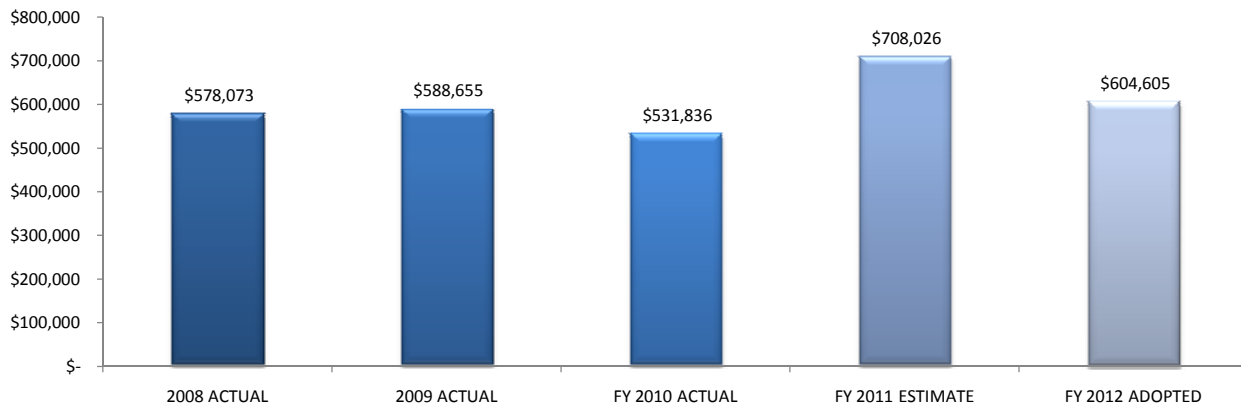
# All Funds Expenditure Summary by Use

**FY 2012 Expected Water Usage**



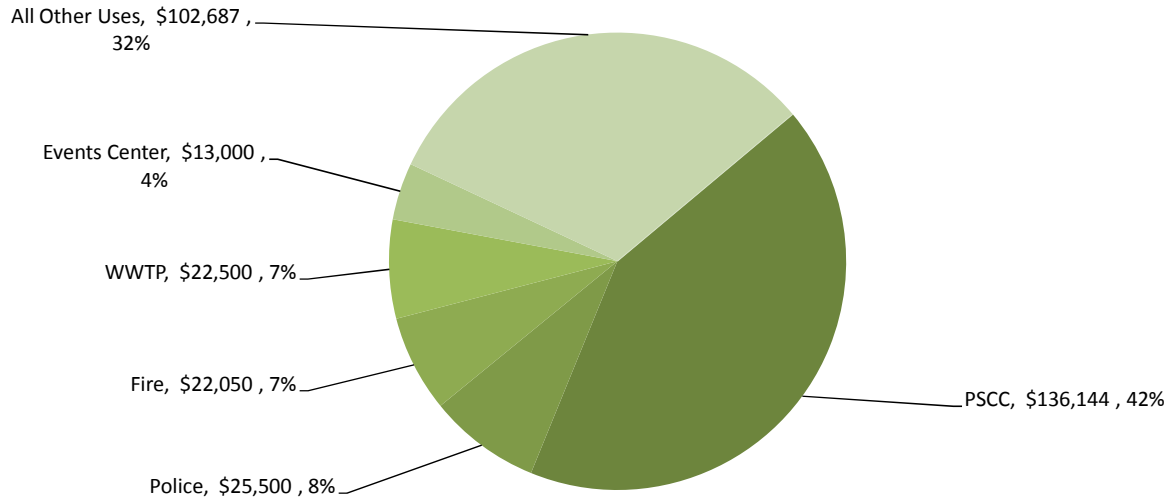
*Casper uses approximately \$600,000 in water each calendar year in its operations, excluding bulk water for resale, and depending on average rainfall.*

**Water Expense All Areas**



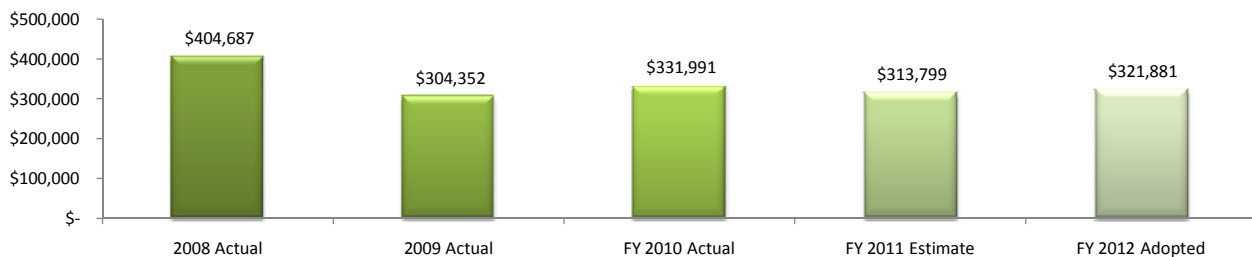
# All Funds Expenditure Summary by Use

**FY 2012 Expected Telecommunications Usage**

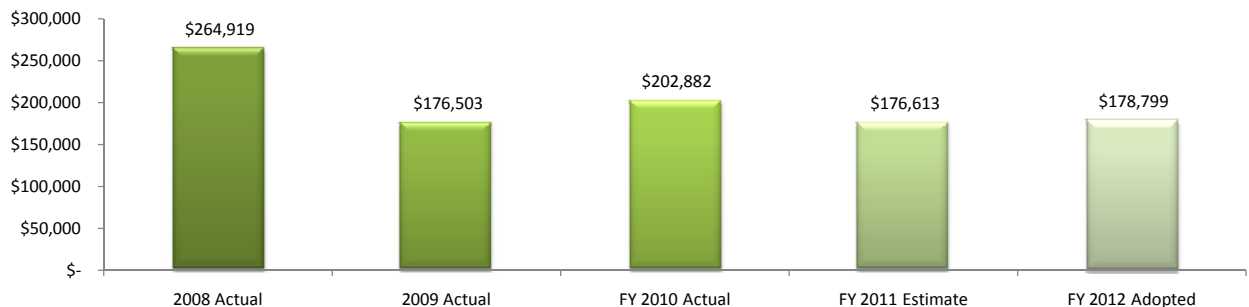


*The Voice Over Internet (VOIP) implementation has delivered savings in telecommunications cost. All areas are now on the City VOIP system except the Public Safety Communications Center. The main costs for areas outside of the Public Safety Communication Center are now internet bandwidth and fax and credit card terminal phone lines.*

**Telecommunications Expense All Areas Including PSCC**



**Telecommunications Expense All Areas Excluding PSCC**



# All Funds Expenditure Summary by Fund

Fund	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>General Fund</b>	\$ 43,355,025	39,241,811	38,574,226	43,225,149	10%
<b>Total General Fund</b>	43,355,025	39,241,811	38,574,226	43,225,149	10%
<b>Capital Funds</b>					
Capital Projects Fund	14,926,108	21,873,201	16,437,963	19,166,231	-12%
Capital Equipment	2,047,635	4,133,668	2,264,556	4,175,500	1%
One Cent #13 Sales Tax	11,164,581	12,272,623	13,817,186	2,940,647	-76%
One Cent #14 Sales Tax	-	4,000,000	100	12,441,402	211%
American Recovery Act Fund	6,335,909	4,693,327	3,452,238	811,518	-83%
<b>Total Capital Funds</b>	34,474,233	46,972,819	35,972,043	39,535,297	-16%
<b>Enterprise Funds</b>					
Water	13,519,772	15,407,637	17,828,327	15,675,721	2%
Water Treatment Plant	2,154,463	2,406,690	2,371,135	2,494,769	4%
Sewer	4,553,637	6,363,230	5,666,080	5,279,148	-17%
Wastewater Treatment Plant	4,756,646	6,240,761	5,537,225	7,376,523	18%
Refuse Collection	4,146,510	5,094,008	7,172,682	5,365,825	5%
Balefill	13,706,938	5,652,267	5,420,355	10,168,789	80%
Casper Events Center	3,174,561	2,898,094	2,919,489	2,894,792	0%
Golf Course	1,006,974	1,137,065	1,064,575	1,433,083	26%
Casper Recreation Center	1,091,205	1,130,886	1,079,995	1,115,987	-1%
Aquatics	965,510	971,607	934,925	1,022,630	5%
Ice Arena	482,919	460,017	458,723	477,417	4%
Hogadon Ski Area	905,547	772,506	780,587	796,958	3%
Parking Lots	37,103	47,533	45,564	39,325	-17%
Life Steps Campus	192,416	184,500	176,326	-	-100%
<b>Total Enterprise Funds</b>	50,694,201	48,766,801	51,455,988	54,140,967	11%
<b>Special Revenue Funds</b>					
Weed & Pest Control	375,909	621,857	485,846	722,502	16%
Transit Services	1,302,964	1,151,510	1,150,547	1,641,492	43%
Community Development Block Grant	539,744	1,025,111	536,010	648,729	-37%
Metropolitan Planning Office	575,202	1,005,530	1,006,964	1,325,439	32%
Police Grants	402,630	1,823,884	1,667,462	217,176	-88%
Fire Grants	90,040	110,000	110,000	130,000	18%
Redevelopment Loan Fund	35,467	285,467	50,124	305,000	7%
Revolving Land Fund	1,738	2,101,500	1,500	2,121,500	1%
<b>Total Special Revenue Funds</b>	3,323,694	8,124,859	5,008,453	7,111,838	-12%
<b>Debt Services Fund</b>					
Special Assessments	2,978	860,747	830,695	27,204	-97%
<b>Total Debt Service Fund</b>	\$ 2,978	860,747	830,695	27,204	-97%

## All Funds Expenditure Summary by Fund

### Internal Services Funds

Central Garage	\$	2,669,994	3,209,941	2,955,636	3,601,844	12%
Information Technology		1,277,703	1,213,867	1,180,320	1,299,413	7%
Buildings & Grounds		1,027,073	1,091,063	1,054,307	1,138,793	4%
City Campus		377,442	391,561	396,386	341,538	-13%
Property & Liability Insurance		1,225,507	916,399	944,489	1,003,178	9%
<b>Total Internal Services Funds</b>		<b>6,577,719</b>	<b>6,822,831</b>	<b>6,531,138</b>	<b>7,384,766</b>	<b>8%</b>

### Trust & Agency Funds

Perpetual Care		2,930,323	2,873,420	2,520,111	3,143,938	9%
Metro Animal Control		852,343	905,772	894,932	1,010,178	12%
Public Safety Communications		2,175,632	2,220,301	2,071,419	2,402,383	8%
Health Insurance		7,163,221	9,036,384	9,712,338	9,224,582	2%
<b>Total Trust &amp; Agency Funds</b>		<b>13,121,519</b>	<b>15,035,877</b>	<b>15,198,800</b>	<b>15,781,081</b>	<b>5%</b>

<b>Total- All Funds</b>		<b>151,549,369</b>	<b>165,825,745</b>	<b>153,571,343</b>	<b>167,206,302</b>	<b>1%</b>
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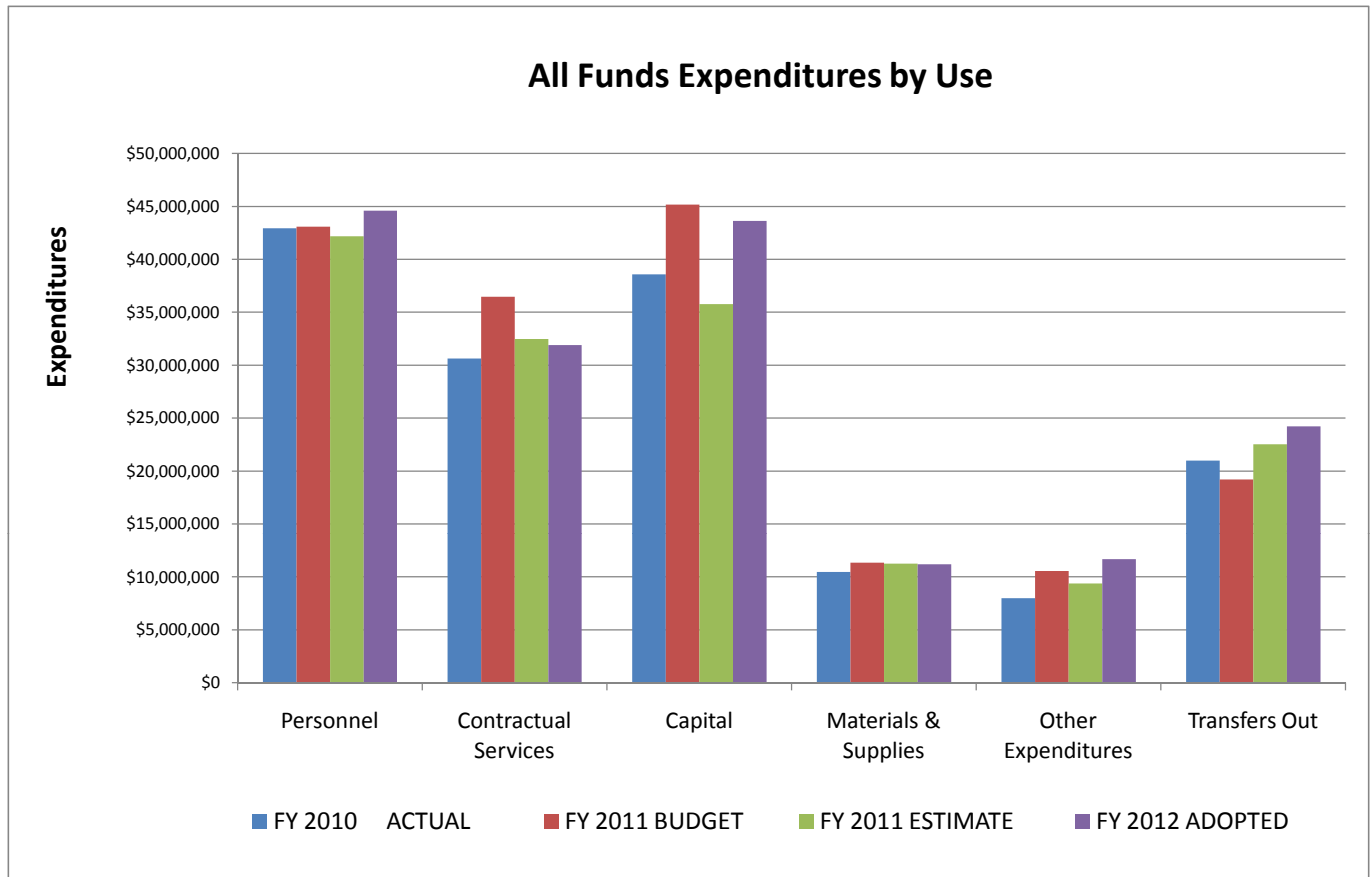
### Less Intragovernmental Transactions

Transfers Out		20,976,892	19,187,644	22,512,204	24,212,855	26%
Internal Services Charges		6,182,612	5,871,970	5,868,755	5,770,904	-2%
Administration Fees		1,049,367	1,037,527	1,035,528	961,495	-7%
<b>Total</b>		<b>28,208,871</b>	<b>26,097,141</b>	<b>29,416,487</b>	<b>30,945,254</b>	<b>19%</b>

<b>Total Expenditures- All Funds</b>	\$	<b>123,340,498</b>	<b>139,728,604</b>	<b>124,154,856</b>	<b>136,261,048</b>	<b>-2%</b>
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## All Funds Expenditure Summary by Use

Expenditures	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
Personnel	42,917,874	43,091,587	42,182,997	44,606,052	4%
Contractual Services	30,616,523	36,460,020	32,471,772	31,891,963	-13%
Capital	38,562,418	45,174,221	35,776,485	43,613,263	-3%
Materials & Supplies	10,477,134	11,353,214	11,239,015	11,193,793	-1%
Other Expenditures	7,998,528	10,559,059	9,388,870	11,688,377	11%
Transfers Out	20,976,892	19,187,644	22,512,204	24,212,855	26%
<b>Total Expenditures \$</b>	<b>151,549,369</b>	<b>165,825,745</b>	<b>153,571,343</b>	<b>167,206,302</b>	<b>1%</b>





## **Capital Summary**

# Capital

## Capital by Funding Sources



The largest funding source for capital in the FY 2012 Proposed 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 2010 and will be collected from 2011 through 2015. 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 of Natrona County have voted regularly to renew the tax.

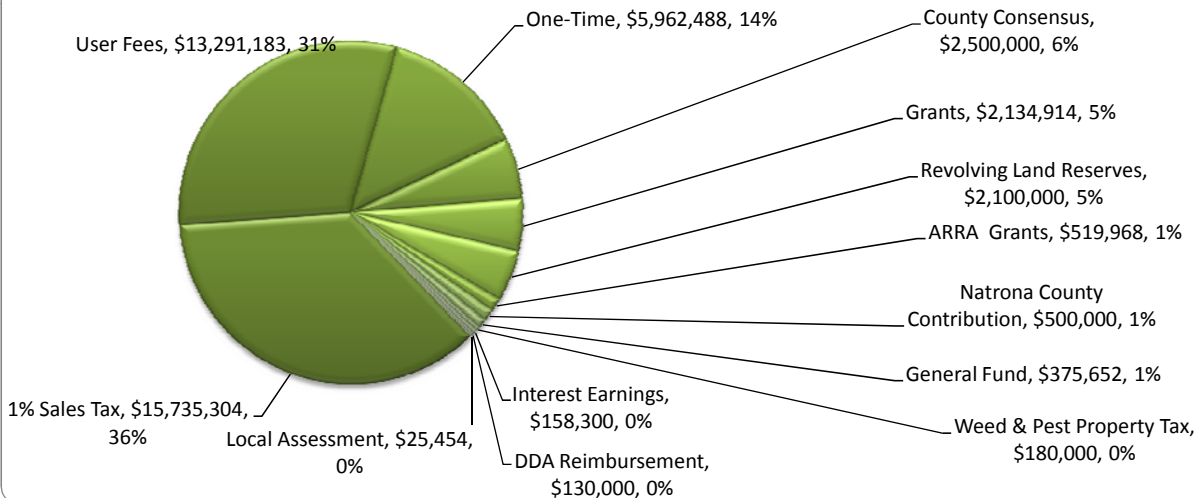
A new source of funding for capital in the past three years is the American Recovery and Reinvestment Act (ARRA). This federal funding is currently budgeted as providing \$519,968 for capital for FY 2012, as this program begins to wind down.



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 2012 Capital Investments



# 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 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.

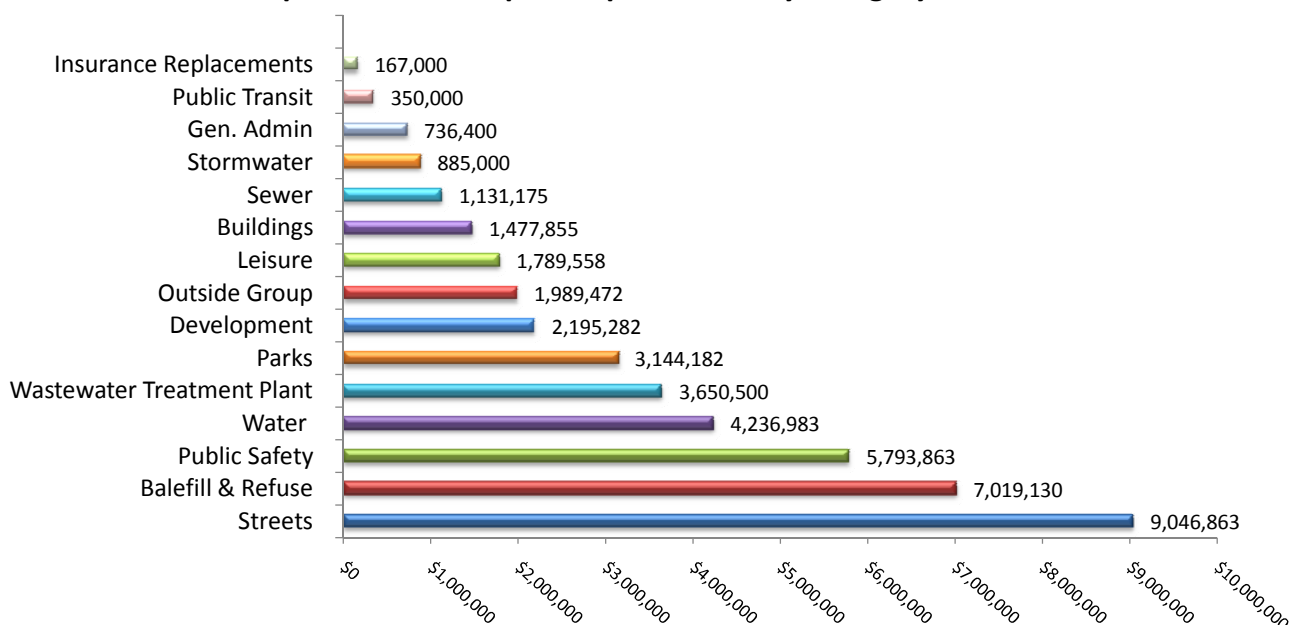
The Balefill and Refuse Collection category reflects capital used for refuse collection and disposal. The Public Safety category covers capital used by Police, Fire, Public Safety Communication Center, Metro Animal Control, and the Municipal Court.

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 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. General administration includes the technologies needed to operate the City organization with the largest expenditures being the information 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 2012 Capital Expenditures by Category- Total \$43,613,263**



# Capital

## Capital by Category

Category of Capital	FY 2012 ADOPTED	% of Total
Streets	\$9,046,863	20.7%
Balefill & Refuse	\$7,019,130	16.1%
Public Safety	\$5,793,863	13.3%
Water	\$4,236,983	9.7%
Wastewater Treatment Plant	\$3,650,500	8.4%
Parks	\$3,144,182	7.2%
Development	\$2,195,282	5.0%
Outside Group	\$1,989,472	4.6%
Leisure	\$1,789,558	4.1%
Buildings	\$1,477,855	3.4%
Sewer	\$1,131,175	2.6%
Stormwater	\$885,000	2.0%
Gen. Admin	\$736,400	1.7%
Public Transit	\$350,000	0.8%
Insurance Replacements	\$167,000	0.4%
<b>Total for All Categories Citywide</b>	<b>\$43,613,263</b>	<b>100.0%</b>

All capital contained in the proposed FY 2012 budget totals \$43,613,263. For FY 2012, the largest categories are Streets with \$9,046,863, Balefill & Refuse Collection with \$7,019,130, and Public Safety with \$5,793,863 of budgeted capital expenditures.

As can be seen in the table above, Streets projects are the largest category of capital and constitute 20.7% of all capital spending currently included in the FY 2012 budget. The second largest category is the balefill and refuse collection with 16.1% of budgeted capital expenditures. The third largest category is Public Safety with 13.3% of budgeted capital expenditures. A detailed explanation of the projects included in the Streets, Balefill 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

## 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.

Fairgrounds Road replacement and enhancements is a project funded by \$1,500,000 in County Consensus mineral funding, a \$250,000 TEAL grant for enhancements such as lighting and landscaping, and a \$50,000 local match from Casper.

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

The second phase of Cottonwood subdivision will rebuild streets in the Cottonwood subdivision. These streets were not built to City standards before the area was annexed, and the streets are now failing and need to be completely rebuilt.

The conversion of downtown streets from one-way to two-way streets will try to improve traffic flow in the downtown area by restoring some two-way streets. This funding should be able to complete two conversions depending on the final design and enhancements selected.

The road planer is a replacement of heavy equipment used to remove the top layer from road surfaces to allow for resurfacing. The planer is funded by a transfer from the Central Garage fund to the Capital Equipment fund. From FY 2005 to FY 2010, the General Fund transferred \$711,982 in funds beyond the interdepartmental charges to the Central Garage fund to recapitalize the fund during a period of severe fuel price growth. Due to operational improvements and fuel price reductions, the Central Garage fund now has a healthy reserve and is able to repay part of these transfers. Rather than transfer the funds to the General Fund, this will allow the city to catch up on a large capital equipment replacement called for in the Capital Improvement Plan.

East 21st extension has two project segments that are complete or nearly complete: 1) Missouri to Rustic Ridge, and 2) Rustic Ridge to Kingsbury. The City chose to do both segments at once in order to receive a lower price from the developer of the area, and will recapture the costs from future developments. The final segment will extend the East 21st Street from Kingsbury to Wyoming Blvd.

Streets Capital	Cost
Collectors and arterials road repairs	\$ 2,558,910
Fairgrounds Road and enhancements	1,800,000
Residential streets	745,673
Yellowstone Highway completion	465,210
Downtown conversion from one-way to two-way streets	400,000
Road planer	400,000
Cottonwood subdivision- Phase II	380,000
Traffic Signals Upgrade	300,000
Walkability improvements	300,000
Blackmore Rd. & Wyoming Blvd. intersection	265,000
East 21st Street Extension- Kingsbury to Wyoming Blvd.	250,000
Center Street lighting enhancements (Half DDA, half City funding)	260,000
Dump truck	150,000
East 21st Street extension- Missouri to Rustic Ridge	100,000
East 2nd St. paving repair	100,000
Bucket truck	95,000
Sanders (4)	60,000
Plows (4)	60,000
Crosswalk indicators	60,000
All other smaller items (11 items/projects)	297,070
<b>Total Streets</b>	<b>\$ 9,046,863</b>

# Capital

## Capital - Balefill & Refuse Collection

All of these projects are funded by depreciation reserves specifically built up in the through user fees over time. The largest project is construction of the next phase of landfill cells. As the lined landfill capacity is depleted, new cells must be built.

<b>Balefill &amp; Refuse Collection Capital</b>	<b>Cost</b>
Landfill cell construction	\$ 4,800,000
Bulldozer	445,000
Oversight for construction of next landfill cell	331,230
Front loader	275,000
Side loader	265,000
Compost turner	210,000
Methane and groundwater wells	150,000
Methane collection system	100,000
Route efficiency software	85,000
CAT shed building roof	70,000
Commercial bins and parts	60,000
Residential bins	30,000
Pickup truck	28,000
CAT shed building inductive lighting	28,000
Evans truck barn sumps	25,000
Electronic gate- Special waste facility	23,000
All other smaller items- Refuse Collection and Balefill	93,900
<b>Total Balefill &amp; Refuse Collection</b>	<b>\$ 7,019,130</b>

## 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 design stage of the Police Communication Wireless Network Upgrade was a Department of Justice Edward Byrne grant funded project by the American Recovery & Reinvestment Act in FY 2010. The second stage totals \$2,000,000 for FY 2012.

<b>Public Safety Capital</b>	<b>Cost</b>
Fire station #2 relocation and replacement	\$ 2,500,000
Public safety wireless network- Stage II	2,000,000
Police vehicles	400,000
Repl. technologies (Public Safety Communication Center)	168,000
Repl. light equip. (Police, Fire, Animal Control, PSCC, Court)	117,602
Misc. equipment (Police)	100,000
Misc. equipment (Fire)	80,000
Repl. technologies (Police, Fire, Animal Control, Court)	54,500
Casper Mtn. Fire- Funding match for truck	85,000
Police Communications System	55,761
Weed & Seed- "Seed" capital	50,000
Hall of Justice Maintenance	50,000
Fire training center	40,000
All other smaller items (4 items/projects)	93,000
<b>Total Public Safety</b>	<b>\$ 5,793,863</b>

# Capital

## Capital - Water Distribution

The water main replacement is an ongoing effort to replace water mains as they reach the end of their useful life. Water mains, lines, and equipment replacement are largely paid for by water user fees. This effort was accelerated by American Recovery Act grants and loans for water main replacements beginning in FY 2010, and is supplemented on a yearly basis by \$1,500,000 in funding from the one cent sales tax.

Water Distribution Capital	Cost
Poplar/39th Street Zone II & III water transmission mains-new	\$ 1,859,200
Water main replacements	1,325,000
CY/Poplar/15th Street water main replacement	275,000
Pavement after water line repairs	150,000
Valley Hills tank internal painting	100,000
Water line materials	80,000
Drill unit replacement	80,000
Oversizing reimbursement	80,000
Meters, meter heads, and	66,600
Meters and automatic meter read systems	63,889
Pickup replacements	51,969
Pumps and control valves	45,000
Tank mixer	35,000
Computers and copier replacement	21,325
Signs and barricade replacement	4,000
Total Water Distribution	\$ 4,236,983

## Capital - Wastewater Treatment Plant

Most capital items are routine replacements to maintain the system at current capacity. The only new items listed here are the emergency power project which will add back-up power generators to the plant, and the biosolids/wastewater co-composting facility which will compost biosolids and yard waste materials at the balefill rather than on the grounds of the plant, to be used as cover material for the landfill cells. The generators may also be used during peak power periods to avoid peak charges from Rocky Mountain Power.

The Wastewater Treatment Plant is the third largest user of both electricity and natural gas among City operations. An energy use reduction study is currently being conducted to evaluate major treatment processes so that future process changes can be made to increase efficiency without impacting water quality.

Wastewater Treatment Plant Capital	Cost
Emergency power project	\$ 1,600,000
Headworks building bar screen replacement	900,000
Sanitary sewer corrosion study	270,000
Compost windrow turner	225,000
Screw pump gear box	125,000
Plant valves and piping	75,000
Biosolids & yard waste co-composting facility	65,000
All other replacement smaller items (12)	390,500
Total Wastewater Treatment Plant	\$ 3,650,500

# Capital

## Capital - Parks

The largest item is for maintenance and extension of the renovation and replacement of equipment at existing parks paid for by one percent sales tax funding. The raw water irrigation project is intended to reduce potable water usage by using water from the river to water a city parks complex.

Robertson Road pathway and drainage will extend pathways in the Roberson Road area and improve areas of problem drainage. The Field of Dreams is the next phase of the Field of Dreams baseball complex approved in the community projects funding process for One Cent #14. Tate Pumphouse is a project funded by a \$216,000 TEAL grant and \$63,940 of local match. It will primarily improve the parking lot area and drainage adjacent to the Tate Pumphouse. Other items are to keep existing parks maintained.

<b>Parks Capital</b>	<b>Cost</b>
Park improvements and replacements at existing parks	\$ 957,900
Raw water irrigation project	507,037
Robertson Road pathway and drainage improvements	439,794
Field of Dreams	300,000
Tate Pumphouse	279,940
Platte River Parkway Projects	200,000
Park building repairs	90,000
All other smaller projects and equipment (11)	369,511
<b>Total Parks</b>	<b>\$ 3,144,182</b>

## 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.

<b>Development Capital</b>	<b>Cost</b>
Land for resale- Revolving land fund	\$ 2,100,000
Hybrid pickup and car- Code Enforcement	45,000
LifeSteps Campus fire suppression	41,032
Community Development department technology replacement	9,250
<b>Total Development</b>	<b>\$ 2,195,282</b>

## Capital - Outside Groups

These capital items are for outside groups that do not fall within the other service categories. All of these outside group projects are receiving at least partial funding through the community portion of the one percent sales tax.

The largest project is the new Youth Crisis Building that will be built on the LifeSteps Campus. This project is receiving \$1,000,000 of County Consensus mineral funding, a \$500,000 juvenile justice grant, and \$350,000 of one percent sales tax funding.

<b>Development Capital</b>	<b>Cost</b>
Youth Crisis Center	\$ 1,850,000
NIC Art Museum	109,415
Senior Center computer lab replacements	16,000
Casper Legion Baseball	14,057
<b>Total Outside Groups</b>	<b>\$ 1,989,472</b>

# Capital

## 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 series of capital improvements have been made 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.

Other major items include a spray park, general replacements throughout leisure service facilities, and a replacement zamboni at the ice arena. The spray park will be the first spray park in the Casper area, and will test how popular this low operating cost recreation option is with area residents.

Hogadon Ski Area is receiving a number of improvements to support the ski patrol. Hogadon is also making remodeling to improve the customer experience while cutting costs by consolidating the ticket selling operation in the lodge area.

Leisure Capital	Cost
Casper Events Center boilers	\$ 547,318
Spray park	350,000
Leisure Service Facility replacements	200,000
Zamboni	100,000
Recreation Center fire alarm replacement	80,000
Mowers	67,000
Fort Caspar Museum Electronic Sign	55,000
Aquatics Center replacements	55,000
Casper Events Center online ticketing	53,026
Hogadon extension of internet to lodge, wireless backbone	43,500
Hogadon Ski Patrol Radios	31,392
Hogadon Ski Patrol Hut	30,000
All other smaller items and projects (16 )	177,322
Total Leisure	\$ 1,789,558

## Capital - Sewer

Most capital items are routine replacements to maintain the system at current capacity. The largest project budgeted to begin in FY 2012 is manhole and main replacement, which is part of the sewer operation's ongoing capital reinvestment program. The pole mounted camera and the emergency generator switch gear are the only new items for FY 2012.

Sewer Capital	Cost
Manhole and main replacements	\$ 600,000
Vactor cleaning truck replacement	250,000
CY/Poplar/15th Street intersection main replacement	200,000
Oversizing reimbursements for developers	35,000
Pole mounted camera for manhole inspection	15,000
Emergency generator switch gear	10,000
Sewage pump replacement	7,500
Computer replacements	5,175
Lift station fencing	5,000
Sewer cleaning balls	3,500
Total Sewer	\$ 1,131,175

# Capital

## Capital - Building Maintenance

In recent years, the City has focused on the energy efficiency of City buildings and operations as a strategy for controlling operating costs. In FY 2012, a total of \$767,030 is budgeted in three projects for energy reduction improvements in City buildings. The energy conservation funding, the internal work by Buildings & Grounds crews, and building efficiency improvements will be used to implement the recommended improvements from an energy audit of City buildings. Other items are replacements and repairs that are done on an ongoing basis, and energy improvement is used as a consideration as well in these replacements when applicable.

Building Maintenance Capital	Cost
Energy conservation improvements- Internal & external crews	\$ 767,030
Building repairs- Perpetual Care	154,300
Roof replacements and repairs	150,000
City Hall repairs ongoing	142,025
Building repairs- Materials for internal repair crews	110,000
LifeSteps Campus windows	100,000
City Center building remodel completion	25,000
Security camera system for Central Garage	10,000
ADA compliance ongoing	10,000
City Campus and Buildings & Grounds replacements	9,500
Total Building Maintenance	\$ 1,477,855

## Capital - Stormwater

The Stormwater Master Plan will be used to comprehensively plan improvements to the system. The Fort Casper neighborhood trail and drainage improvements will remediate problem a drainage area, with the secondary benefit of adding a trail in the area. The stormwater oversizing will reimburse a developer for building excess capacity for future developments.

Stormwater Capital	Cost
Stormwater master plan	\$ 610,000
Fort Casper neighborhood trail and drainage improvements	150,000
Waterford Street stormwater oversizing	125,000
Total Stormwater	\$ 885,000

## Capital - General Administration & Primary Information Systems

This category contains centralized information systems that are shared by all City Departments. Examples for FY 2012 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.

General Administration & Primary Information Systems	Cost
Wide-Area Network	\$ 375,000
Payroll time and attendance system	300,000
Kiosk for job applicants	4,000
Computer and printer replacements	57,400
Total	\$ 736,400

# Capital

## 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.

Public Transit Capital	Cost
Buses	\$ 350,000
Total Public Transit	\$ 350,000

## Capital - Insurance replacements

The Property & Liability fund budgets for capital replacement for unplanned replacements that will not be fully covered by the City's insurance policy but need to be replaced. One reason may be that the item or vehicle does not meet the deductible value. Another reason is that the full replacement cost may exceed the current depreciated value of the item, and the City must make up the difference to replace the item.

Insurance Replacements Capital	Cost
Insurance replacements and deductibles	\$ 165,000
Risk management staff replacement computers	\$ 2,000
Total Insurance Replacements	\$ 167,000

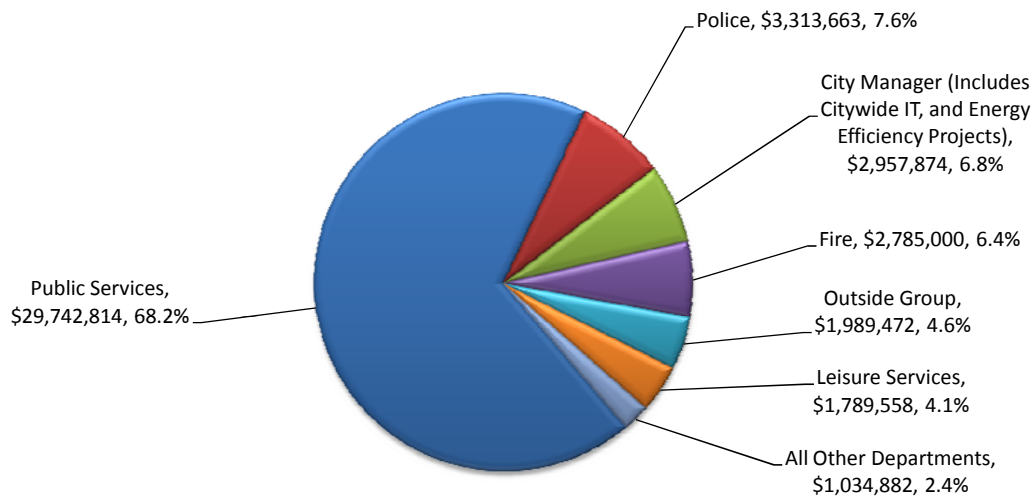
# Capital

## 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 68.2% of all capital spending for FY 2012. In addition, the Engineering Division either manages or gives technical assistance to most of the larger capital projects for other City departments.

### Capital Projects by Originating City Department



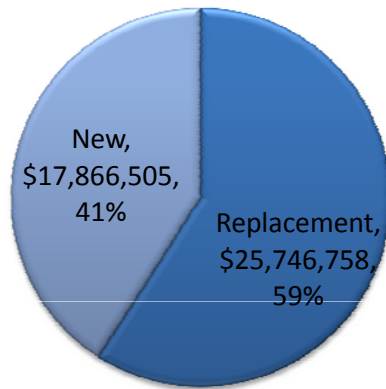
# Capital

## 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.

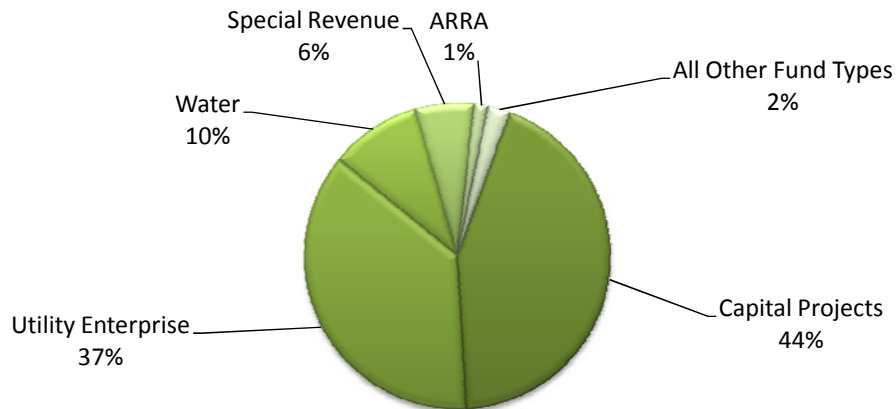
**New vs. Replacement Capital**



# Capital

## Capital by Fund

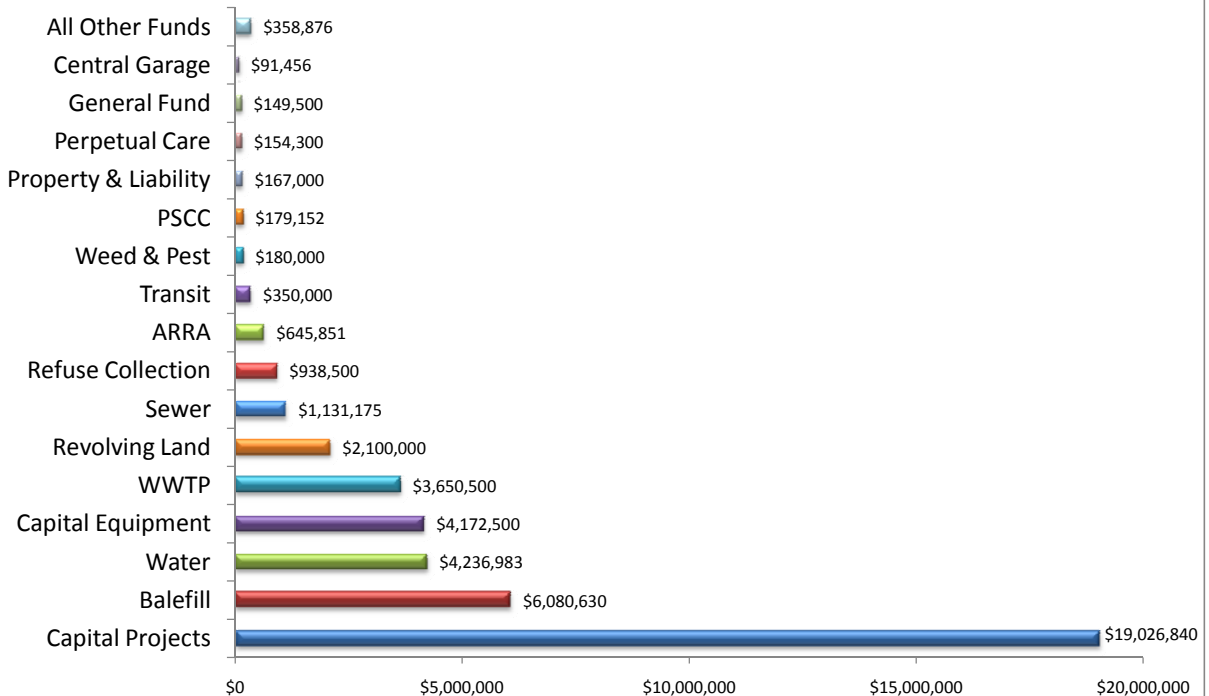
### Where are Capital Items Budgeted by Percentage in FY 2012?



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 2012?



## **Personnel Summary**

# Detailed Changes to Personnel

(Full-Time Position Basis)

Change From FY 2011 to FY 2012

	Change in Full-Time Positions	Explanation of Change
<b>Fund</b>		
<b>General Fund</b>		
Police	1	A Police Officer position was added at the request of the Police Chief.
Fire	1	A Fire Inspector position that was eliminated in the FY 2011 budget was restored by the City Council for FY 2012, at the request of the Fire Chief.
Finance	-1	The Accountant position was eliminated, and the Finance Division is using the budget on outsourced accounting services, an accounting intern and a part-time worker.
Parks	1	A Parks & Rec Technician position was added. This position works 7 months of the year in Parks, and 5 months a year at Hogadon. Hogadon pays for 5/12 of the costs of this position.
<b>Enterprise Funds</b>		
Casper Events Center	-1	The Special Facilities Manager is now budgeted in the Golf Course.
Aquatics	1	A full-time Custodial Maintenance Worker I was added that will share time between the Aquatics Center and the Ice Arena. Funding for the part-time custodian was eliminated.
Golf Course	0	The Golf & Hogadon Food & Beverage Manager position was eliminated for FY 2012. The Special Facilities Manager is now budgeted in the Golf Course fund.
<b>Special Revenue Funds</b>		
Police Grants	-1	The Code Enforcement Inspector position is now budgeted in the Community Development Block Grant fund. The Weed & Seed grant funding for the position had ceased for FY 2012.
Community Development Block Grant	0	A Secretary II position will be eliminated after the current employee retires. A Code Enforcement Inspector was moved here from the Police Grants Fund.
<b>Trust &amp; Agency Funds</b>		
Metro Animal Control	1	A Kennel Technician position that was eliminated in the FY 2011 budget was restored by the City Council for FY 2012, at the request of the Police Chief.
Public Safety Communications Center	1	A Call Taker position that was eliminated in the FY 2011 budget was restored by the City Council for FY 2012, at the request of the Police Chief.
Total	3	

# All Funds Personnel Summary By Fund

(Full-Time Position Basis)

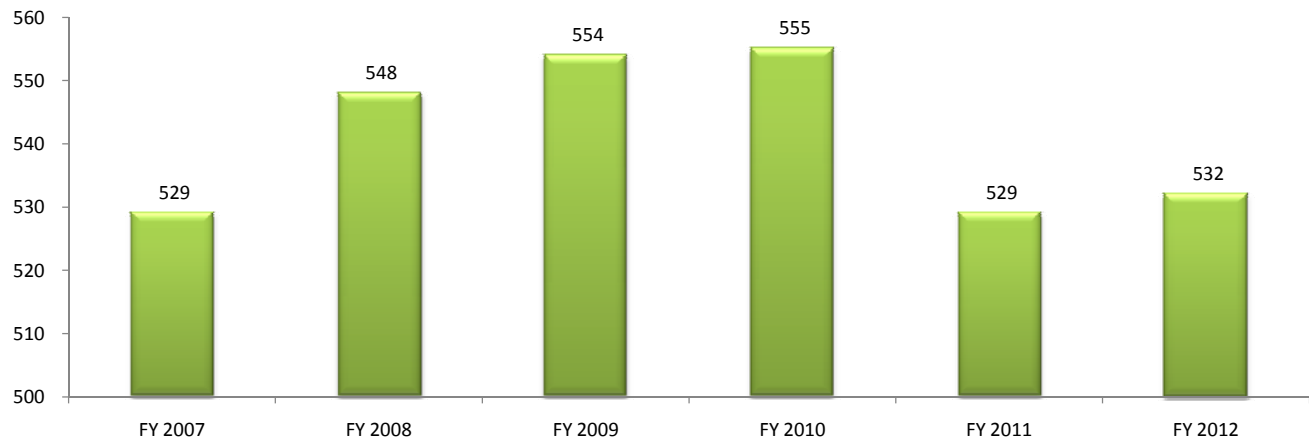
Fund	FY 2007 Authorized Positions	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Authorized Positions	FY 2012 Authorized Positions
<b>General Fund</b>						
City Manager	6	5	5	5	5	5
City Attorney	6	7	7	7	6	6
Municipal Court	7	8	8	8	7	7
Finance	21	21	21	21	21	20
Human Resources	7	7	7	7	5	5
Planning	4	5	5	5	5	5
Code Enforcement	11	12	12	12	12	12
Police	111	114	115	115	104	105
Fire	75	76	76	76	75	76
Engineering	13	13	14	14	13	13
Traffic	6	6	6	6	6	6
Streets	29	29	28	30	28	28
Cemetery	3	3	3	3	3	3
Parks	20	21	22	22	19	20
Fort Caspar	3	4	4	4	4	4
	322	331	333	335	313	315
<b>Enterprise Funds</b>						
Water	29	29	31	31	31	31
Water Treatment Plant	12	12	10	10	10	10
Sewer	7	7	7	7	7	7
Wastewater Treatment Plant	15	15	15	15	15	15
Refuse Collection	14	15	15	15	15	15
Balefill	15	17	18	18	18	18
Aquatics	3	3	4	4	3	4
Golf Course	5	5	5	5	5	5
Ice Arena	3	3	3	3	3	3
Recreation Center	9	9	8	8	8	8
Hogadon	3	4	4	4	4	4
Casper Events Center	14	16	18	18	15	14
	129	135	138	138	134	134

# All Funds Personnel Summary By Fund cont'd

(Full-Time Position Basis)

Fund	FY 2007 Authorized Positions	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Authorized Positions	FY 2012 Authorized Positions
<b>Special Revenue Funds</b>						
Metropolitan Planning	2	2	2	2	2	2
Weed & Pest Control	1	1	2	2	3	3
Community Develop. Block Grant	2	2	2	2	2	2
Police Grants	-	1	1	1	1	-
	5	6	7	7	8	7
<b>Internal Services Funds</b>						
Central Garage	16	16	16	14	13	13
Information Technology & GIS	12	15	15	15	14	14
Buildings & Grounds	12	12	12	12	12	12
Property and Liability Fund	-	-	-	-	2	2
	40	43	43	41	41	41
<b>Trust &amp; Agency Funds</b>						
Metro Animal Control	11	11	11	11	10	11
Public Safety	22	22	22	22	21	22
Communications	-	-	-	-	1	1
Health Insurance Fund	-	-	-	-	1	1
	33	33	33	33	32	34
<b>Capital/One-Time Funds</b>						
American Recovery Act	-	-	-	1	1	1
	-	-	-	1	1	1
<b>Total without City Council</b>	529	548	554	555	529	532

**Total City Full-Time Staffing**

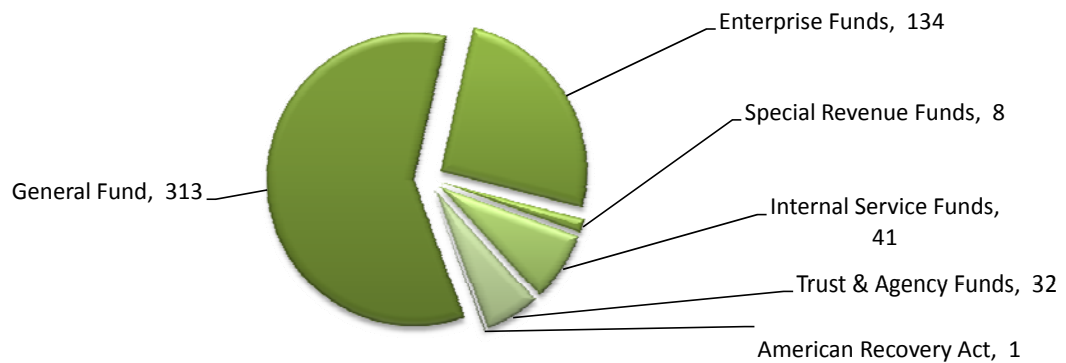


# All Funds Personnel Summary By Fund

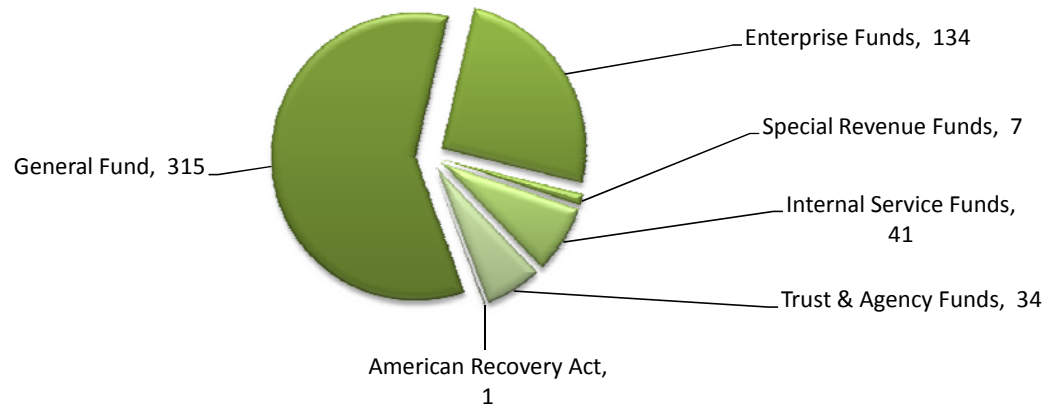
(Full-Time Position Basis)

Fund	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Authorized Positions	FY 2012 Authorized Positions	Percent of Total City Staffing in FY 2012
General Fund	331	333	335	313	315	59.2%
Enterprise Funds	135	138	138	134	134	25.2%
Special Revenue Funds	6	7	7	8	7	1.3%
Internal Service Funds	43	43	41	41	41	7.7%
Trust & Agency Funds	33	33	33	32	34	6.4%
American Recovery Act	-	-	1	1	1	0.2%
<b>Total without City Council</b>	<b>548</b>	<b>554</b>	<b>555</b>	<b>529</b>	<b>532</b>	<b>100.0%</b>

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



**FY 2012 Full-Time Positions by Fund**

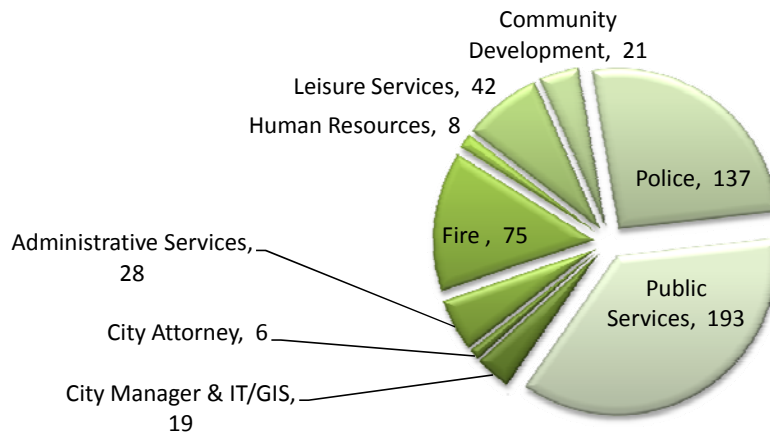


# All Funds Personnel Summary By Department

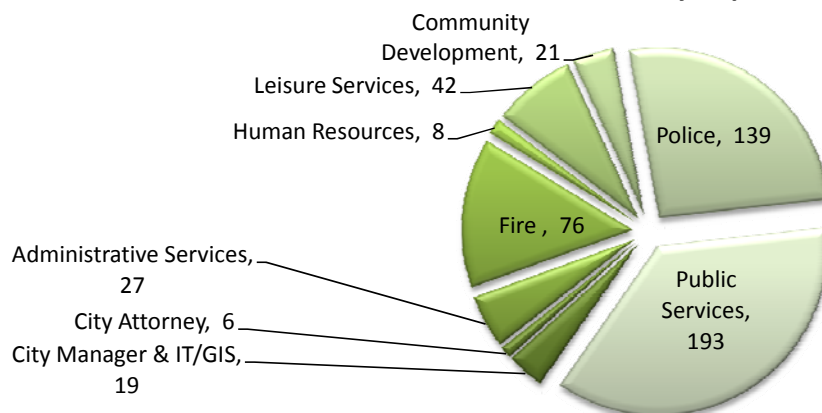
## (Full-Time Position Basis)

Department	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Authorized Positions	FY 2012 Authorized Positions	Percent of Total City Staffing in FY 2012
City Manager & IT/GIS	20	20	20	19	19	3.6%
City Attorney	7	7	7	6	6	1.1%
Administrative Services	29	29	29	28	27	5.1%
Fire	76	76	76	75	76	14.3%
Human Resources	7	7	7	8	8	1.5%
Leisure Services	44	46	46	42	42	7.9%
Community Development	21	21	21	21	21	3.9%
Police	148	149	150	137	139	26.1%
Public Services	196	199	199	193	194	36.5%
<b>Total without City Council</b>	<b>548</b>	<b>554</b>	<b>555</b>	<b>529</b>	<b>532</b>	<b>100.0%</b>

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



**FY 2012 Full-Time Positions by Department**

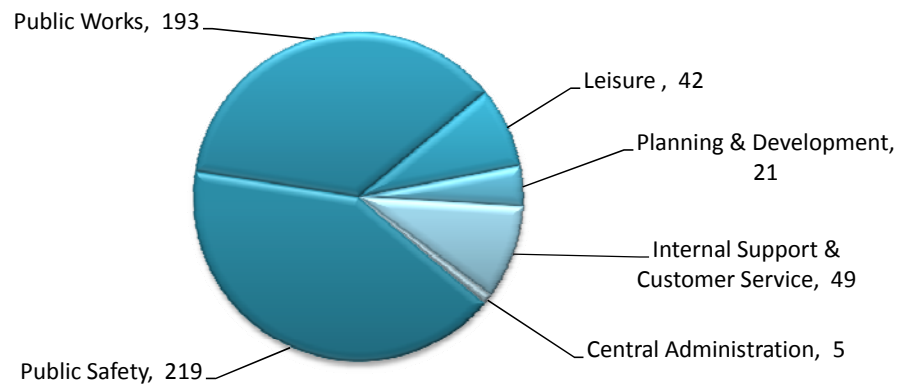


# All Funds Personnel Summary By Function

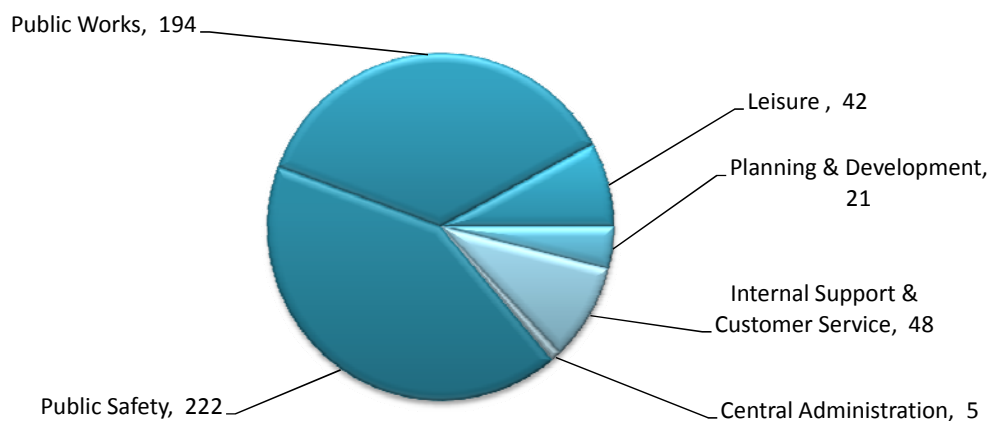
(Full-Time Position Basis)

Function	FY 2008 Authorized Positions	FY 2009 Authorized Positions	FY 2010 Authorized Positions	FY 2011 Authorized Positions	FY 2012 Authorized Positions	Percent of Total City Staffing in FY 2012
Public Safety	232	233	234	219	222	41.7%
Public Works	196	199	199	193	194	36.5%
Leisure	44	46	46	42	42	7.9%
Planning & Development	21	21	21	21	21	3.9%
Internal Support & Customer Service	50	50	50	49	48	9.0%
Central Administration	5	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>532</b>	<b>100.0%</b>

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



**FY 2012 Full-Time Positions by Function**





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

# Fund Reserves

## 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 2012

The following funds' reserve balances are anticipated to increase or decline by more than 10% during FY 2012:

- Capital Funds
  - Capital Projects (-36.49%)
  - Capital Equipment (-74.19%)
  - Optional One Cent #14 Sales Tax Fund (55.04%)
  - Optional One Cent #13 Sales Tax Fund (-15.38%)
- Wastewater Treatment Plant (-17.46%)
- Balefill (-48.37%)
- Golf Course (-16.11%)
- Hogadon Ski Area (-13.36%)
- Weed & Pest Control (-48.01%)
- Special Fire Assistance (-36.96%)
- Revolving Land Fund (-99.57%)
- Central Garage (-29.66%)
- Perpetual Care Accumulated Interest Earnings (-50.06%)
- ALL FUNDS (-15.93%)

## **Capital Funds**

For the four capital funds with reserves including capital projects, capital equipment, 1% #13 and 1% #14, the reserves balance will decrease by a total of \$6,019,643. This decrease is mainly due to rebudgeting of expenditures for already funded capital projects from FY 2011 and the spending of reserves for new capital projects. The capital funds tend to fluctuate to reflect the scheduling of major capital projects.

### **Balefill Fund**

The Balefill Fund will be using reserves to pay for capital expenditures, to avoid paying for these expenditures through debt. The primary expenditure in FY 2012 is construction of a new landfill cell for \$4,800,000.

This fund has had extensive capital replacement programs in recent years with significant investments made from accumulated reserves, user fees, and unexpected revenues such as County Consensus funding to regionalize the Balefill. The desirable level of reserves is established through the balefill rate model and debt stipulations for this fund, and the fund must generate enough excess revenue to construct a new landfill cell about every five years.

### **Wastewater Treatment Fund**

The Wastewater Treatment Plant Fund will be using reserves to pay for capital expenditures, as well as financing \$2,500,000 of capital through debt. The amount of reserves retained is within the policies adopted through rate models and debt stipulations for both funds. However, the Wastewater Treatment Plant has been unable to generate sufficient excess earnings in recent years to replenish the reserve to fund further capital replacements in the future.

### **Golf Course Fund**

The Golf Course Fund will be using reserves to pay for capital expenditures, to avoid paying for items such as replacement mowers 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.

### **Hogadon Ski Area Fund**

The Hogadon Ski Area Fund will be using reserves to pay for capital expenditures related to a renovation at the facility that will be used to consolidate ticket selling and concessions, as well as technology improvements necessary to implement a new ticketing approach. These improvements are intended to result in reducing operating costs for the facility.

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

The Weed & Pest Control Fund will be using excess reserves to pay for additional capital expenditures.

### **Special Fire Assistance Fund**

The Special Fire Assistance Fund will be using reserves to pay for additional operating supplies. This fund does not have a required reserve in the reserve policy.

### **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 2012, this amount is \$2,100,000. No specific purchases are planned for FY 2012.

### **Central Garage Fund**

This fund is budgeted to transfer \$400,000 for a replacement street planer to the Capital Equipment fund, in addition to making other capital replacements within the fund. From FY 2005 to FY 2010, the General Fund transferred \$711,982 in funds beyond the interdepartmental charges to the Central Garage fund to recapitalize the fund during a period of severe fuel price growth. Due to operational improvements and fuel price reductions, the Central Garage fund now has a healthy reserve and is able to repay part of these transfers. Rather than transfer the funds to the General Fund, this will allow the city to catch up on a large capital equipment replacement called for in the Capital Improvement Plan.

### **All Funds**

The City is currently budgeted to use \$15,695,571 from the reserves of all funds in FY 2012. This 15.93% 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 2011 were added to reserves of those funds and rebudgeted for FY 2012. The decrease in reserves is not due to using reserves to fund operations, and the City's balance between operational revenues and expenditures remains healthy.

# Projected Ending Reserves

Fund	June 30, 2011 Projected	FY 2012 Projected Revenues	FY 2012 Adopted Expenditures**	June 30, 2012 Projected	Projected % Change in Reserves During FY 2012
<b>General Fund</b>	\$ 22,063,454	\$ 41,337,765	\$ 43,225,149	\$ 20,176,070	-8.55%
<b>Capital Funds</b>					
Capital Projects Fund	8,659,593	16,006,637	19,166,231	5,500,000	-36.49%
Capital Equipment	3,417,551	1,640,000	4,175,500	882,051	-74.19%
Optional One Cent #14 Sales Tax	4,662,104	15,007,500	12,441,402	7,228,202	55.04%
Optional One Cent #13 Sales Tax	18,796,140	50,000	2,940,647	15,905,493	-15.38%
American Recovery Act	(149,450)	960,968	811,518	-	-100.00%
<b>Enterprise Funds</b>					
Water	8,028,290	14,837,816	14,875,721	7,990,385	-0.47%
Water Treatment Plant	-	2,494,769	2,494,769	-	
Sewer	4,195,685	4,641,183	4,800,148	4,036,720	-3.79%
Wastewater Treatment Plant	4,490,199	5,842,648	6,626,523	3,706,324	-17.46%
Refuse Collection	1,568,505	4,967,400	4,855,825	1,680,080	7.11%
Balefill	8,789,583	5,337,401	9,588,614	4,538,370	-48.37%
Aquatics	-	1,022,630	1,022,630	-	0.00%
Golf Course	152,969	1,408,433	1,433,083	128,319	-16.11%
Ice Arena	26,856	477,417	477,417	26,856	0.00%
Casper Recreation Center	120,073	1,115,987	1,115,987	120,073	0.00%
Hogadon	333,198	752,458	796,958	288,698	-13.36%
Casper Events Center	82,235	2,894,792	2,894,792	82,235	0.00%
Parking Lots	522,256	31,000	21,325	531,931	1.85%
LifeSteps Campus	\$ 18,844	\$ -	\$ -	\$ 18,844	0.00%

\*\* FY 2012 Adopted Expenditures adjusted for depreciation and other non-cash expenses.

# Projected Ending Reserves

Fund	June 30, 2011 Projected	FY 2012 Projected Revenues	FY 2012 Adopted Expenditures**	June 30, 2012 Projected	Projected % Change in Reserves During FY 2012
<b>Special Revenue Funds</b>					
Weed & Pest Control	\$ 442,601	\$ 510,000	\$ 722,502	\$ 230,099	-48.01%
Redevelopment Loan Fund	167,486	315,150	305,000	177,636	6.06%
Transit Services	-	1,650,419	1,641,492	8,927	
Police Grants	103,148	217,176	217,176	103,148	0.00%
Special Fire Assistance	54,106	110,000	130,000	34,106	-36.96%
Revolving Land Fund	2,120,483	10,046	2,121,500	9,029	-99.57%
Community Development Block Grant	-	637,170	648,729	(11,559)	
MPO	-	1,325,439	1,325,439	-	0.00%
<b>Debt Services Funds</b>					
Special Assessments	1,900,785	71,360	27,204	1,944,941	2.32%
<b>Internal Services Funds</b>					
Central Garage	1,406,172	3,184,730	3,601,844	989,058	-29.66%
City Campus Fund	9,439	341,538	341,538	9,439	0.00%
Information Technology & GIS	29,683	1,299,413	1,299,413	29,683	0.00%
Buildings & Grounds	156,301	1,138,793	1,138,793	156,301	0.00%
Property & Liability Insurance	452,545	1,039,956	1,003,178	489,323	8.13%
<b>Trust &amp; Agency Funds</b>					
Perpetual Care	554,396	3,526,398	3,143,938	276,856	-50.06%
Metro Animal Control	264,897	993,336	980,178	278,055	4.97%
Public Safety Communications	1,361,057	2,378,398	2,309,535	1,429,920	5.06%
Health Insurance	\$ 3,713,830	\$ 7,734,582	\$ 7,624,582	\$ 3,823,830	2.96%
<b>Total - All Funds</b>	98,515,014	147,310,708	162,346,279	82,819,443	-15.93%

\*\* FY 2012 Adopted Expenditures adjusted for depreciation and other non-cash expenses.

## **Debt Summary**

# Change in Debt Levels

## City Debt Levels

Generally, the City of Casper has avoided taking on debt when other funding sources are available. The City of Casper has no general obligation debt and all of its external debt is at low, fixed interest rates with Wyoming State agencies or with the Federal Government. The average interest rate on all City of Casper debt for its enterprise operations is 2.56%.

For enterprise funds, debts are taken on for specific capital improvements that will benefit the users or rate payers of those operations. The loans are secured by the pledge and assignment of each enterprise fund's revenues from user fees.

## Explanation of changes in outstanding debt balances for FY 2012

One fund's outstanding principal balance will increase during FY 2012 due to increased borrowing for projects:

- Wastewater Treatment Plant ( 22.31%, \$2,057,350)

One fund will cease to have outstanding debt in FY 2012 due to the City Council deciding to use to transfer excess General Fund reserves to fully pay off the Golf Course reservoir loan:

- Golf Course Fund (-100%, -\$472,202)

All of the other funds' outstanding principal balances are anticipated to decline during FY 2012 due to regular repayment schedules:

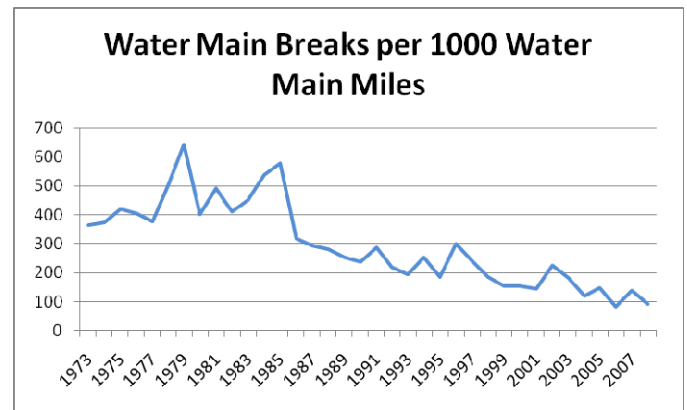
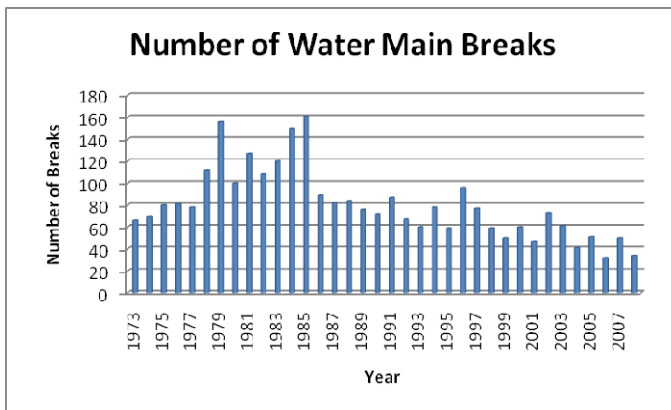
- Water (-4.88%, -\$533,289)
- Balefill (-4.81%, -\$92,645)
- Sewer (-4.04%, -\$24,778)

Total outstanding City debts will increase during FY 2012 due to the size of the Wastewater Treatment Plant loan:

- All funds (4.03%, \$934,436)

## Water Fund

The Water Fund has had an extensive water main replacement program during the 2000s, which has led the amount to the number of water main breaks decreasing significantly.



These improvements were partially financed through debt from FY 2003 to FY 2009. The large increase in FY 2011 was from an American Recovery & Reinvestment Act (ARRA) loan that was used as a match for a large ARRA grant.

## Wastewater Treatment Plant Fund

The Wastewater Treatment Plant has had extensive plant improvements in recent years to meet changes in water quality standards. These improvements were financed through debt and led to the large increases in the outstanding debt in FY 2007 and FY 2008. Another large loan of \$2,500,000 is planned for 2012 to finance a bar screen replacement, and an emergency generator project.

## Balefill Fund

The Balefill in recent years has closed the old landfill and opened a new regional landfill. Most of these improvements were financed through County Consensus mineral monies and a one percent sales tax allocation. Some of these early capital improvements were financed through debt and led to the Balefill taking on a \$2,189,530 loan in FY 2008.

## Sewer Fund

The increase shown for FY 2010 was from an ARRA loan that was used as a match for a large ARRA grant.

## Golf Course Fund

The Golf Course Fund borrowed an initial \$800,000 in 1994 to finance a water retention pond for the irrigation needs of the Golf Course that provides a majority of the water needed to maintain the golf course. This debt will be fully paid off during FY 2012 with a transfer funded from excess General Fund reserves.

# Outstanding Debt by Type

FY 2001-FY 2012

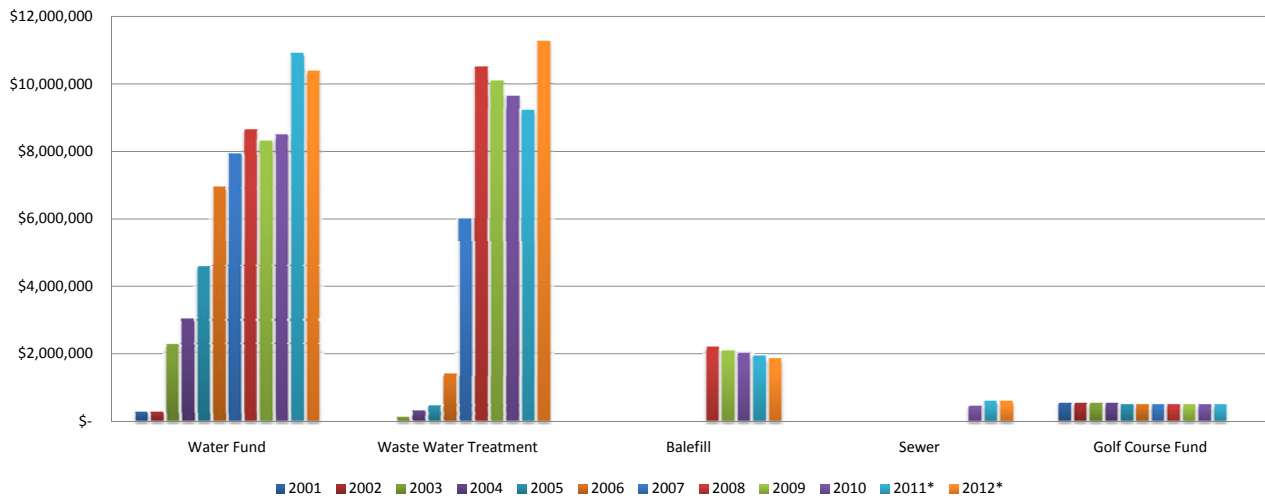
At End of Fiscal Year	Business-Type Activities					Total Primary Government
	Water Fund	Waste Water Treatment	Balefill	Sewer	Golf Course Fund	
2001	\$ 295,406	\$ -	\$ -	\$ -	\$ 529,754	\$ 825,160
2002	282,941	-	-	-	524,939	807,880
2003	2,274,167	127,738	-	-	519,931	2,921,836
2004	3,036,832	325,767	-	-	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	8,313,328	10,088,955	2,106,137	-	485,384	20,993,804
2010	8,517,836	9,652,432	2,014,580	461,070	478,794	21,124,712
2011*	10,935,430	9,220,578	1,927,481	612,847	472,202	23,168,538 Projected
2012*	\$ 10,402,141	\$ 11,277,928	\$ 1,834,836	\$ 588,069	\$ -	\$ 24,102,974 Projected

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

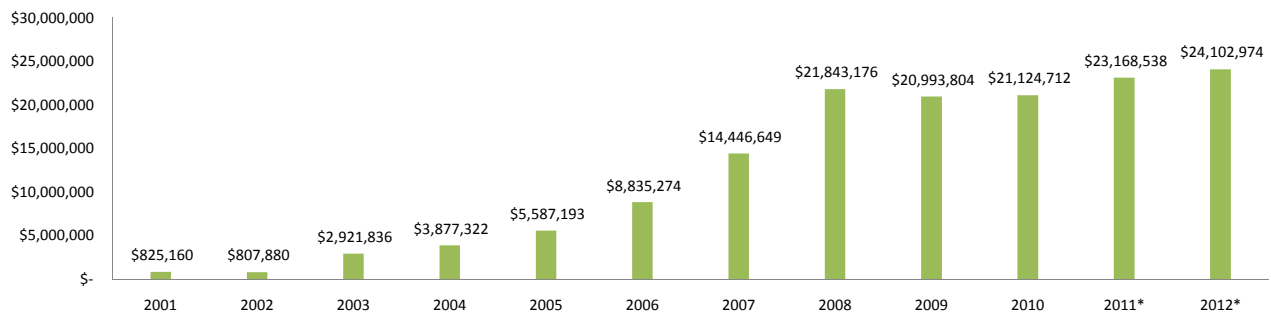
All outstanding debts shown are as of the last day of each fiscal year (June 30).

**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 2012



## Total City Debts- All Enterprise Operations Combined Casper Has No General Obligation Debt FY 2001 to FY 2012



# Outstanding Debt by Type

Outstanding Debt Amounts as of 6/30/12  
Projected & Unaudited

Fund	Lender	During FY 2012			Amount Outstanding as of 6/30/12	Payment Frequency	Rate	Last Payment Date
		Principal Payment Amount	Interest Payment Amount	Total Payment Amount				
Water	WWDC	\$ 17,743	\$ 6,540	\$ 24,283	\$ 1,020,514	Annual	4.00%	***
Water	SLIB	71,545	24,675	96,221	913,388	Annual	2.50%	10/1/2022
Water	SLIB	66,437	29,784	96,221	1,120,908	Annual	2.50%	4/1/2025
Water	SLIB	69,800	26,420	96,221	988,169	Annual	2.50%	6/1/2024
Water	SLIB	64,817	31,404	96,221	1,189,078	Annual	2.50%	9/1/2026
Water	SLIB	24,501	11,871	36,372	450,047	Annual	2.50%	8/1/2026
Water	SLIB	63,236	32,985	96,221	1,255,273	Annual	2.50%	8/1/2027
Water	SLIB	48,493	25,295	73,788	961,181	Annual	2.50%	4/1/2028
Water*	SLIB ARRA**	106,716	66,986	173,702	2,503,584	Annual	2.50%	**
Sewer*	SLIB ARRA**	24,778	15,554	40,332	588,069	Annual	2.50%	**
Balefill	SLIB	92,645	47,527	140,172	1,834,836	Annual	2.50%	4/1/2028
Waste Water Treatment Plant	SLIB	442,650	230,895	673,545	8,777,928	Annual	2.50%	12/1/2027
Waste Water Treatment Plant	CWSRF	-	-	-	2,500,000	Annual	2.50%	****
Golf	WWDC	472,202	18,878	491,080	-	Annual	4.00%	7/1/2011
		<u>\$ 1,565,564</u>	<u>\$ 568,812</u>	<u>\$ 2,134,377</u>	<u>\$ 24,102,974</u>			

The City Council chose to pay off the Golf Course debt in FY 2012 with excess General Fund reserves during their FY 2012 budget reviews.

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

Fund	Lender	During FY 2011			Amount Outstanding as of 6/30/11	Payment Frequency	Rate	Last Payment Date
		Principal Payment Amount	Interest Payment Amount	Total Payment Amount				
Water	WWDC	\$ 17,743	\$ 6,540	\$ 24,283	\$ 1,038,257	Annual	4.00%	***
Water	WWDC	\$ 163,485	\$ -	\$ 24,282	\$ -	Annual	4.00%	6/1/2017
Water	SLIB	\$ 69,801	\$ 26,420	\$ 96,221	\$ 984,933	Annual	2.50%	10/1/2022
Water	SLIB	\$ 68,098	\$ 28,123	\$ 96,221	\$ 1,187,345	Annual	2.50%	4/1/2025
Water	SLIB	\$ 64,817	\$ 31,404	\$ 96,221	\$ 1,057,969	Annual	2.50%	6/1/2024
Water	SLIB	\$ 63,236	\$ 32,985	\$ 96,221	\$ 1,253,895	Annual	2.50%	9/1/2026
Water	SLIB	\$ 23,904	\$ 12,468	\$ 36,372	\$ 474,548	Annual	2.50%	8/1/2026
Water	SLIB	\$ 61,694	\$ 34,527	\$ 96,221	\$ 1,318,509	Annual	2.50%	8/1/2027
Water	SLIB	\$ 47,311	\$ 36,080	\$ 83,391	\$ 1,009,674	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	\$ 87,099	\$ 49,757	\$ 140,172	\$ 1,927,481	Annual	2.50%	4/1/2028
Waste Water Treatment Plant	SLIB	\$ 431,854	\$ 241,691	\$ 673,545	\$ 9,220,578	Annual	2.50%	12/1/2027
Golf	WWDC	\$ 6,592	\$ 19,416	\$ 26,006	\$ 472,202	Annual	4.00%	12/1/2043
		<u>\$ 1,236,629</u>	<u>\$ 644,892</u>	<u>\$ 1,745,632</u>	<u>\$ 23,168,538</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.

\*\*\* CWSRF Loan authorized in the amount of \$2,500,000 for the emergency power project and the bar screen replacement project, which are scheduled to be implemented in FY 2012. The loan has a 2.5% interest rate.

\*\*\* 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 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.



# **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

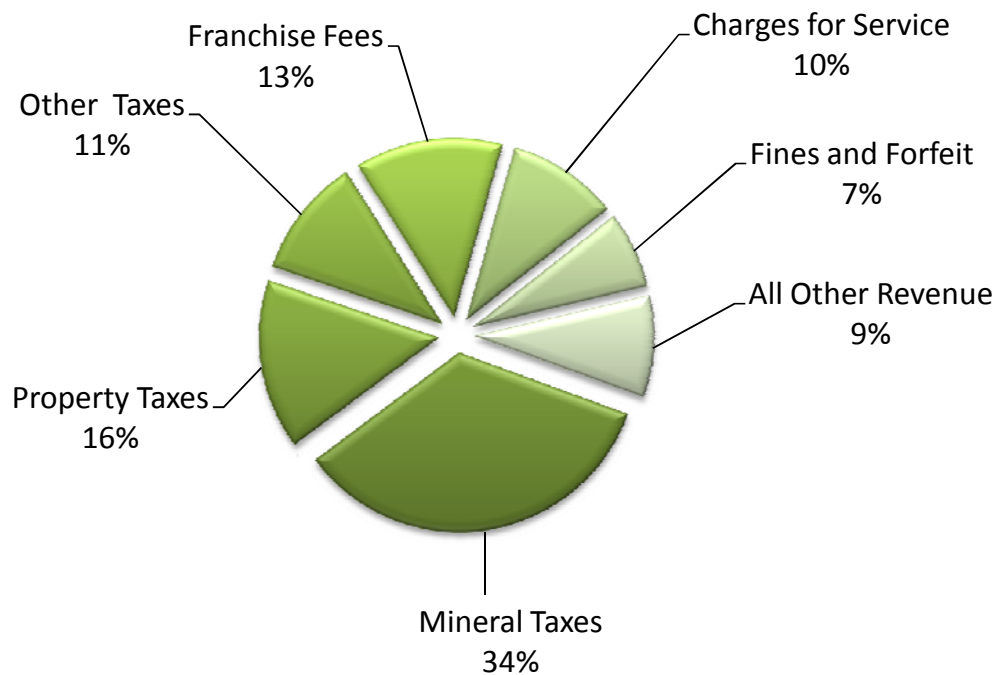
Transfers Out

# General Fund Summary

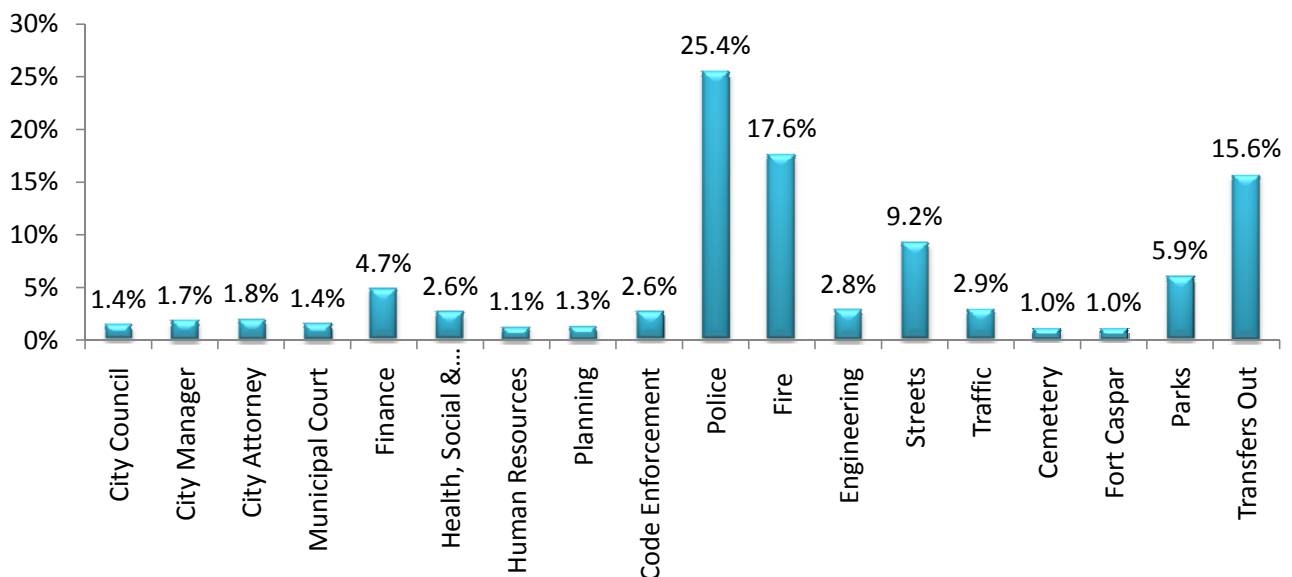
	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Revenues</u></b>					
Mineral Taxes					
Severance	\$ 2,159,371	\$ 2,103,970	\$ 2,093,450	\$ 2,060,196	-2%
Royalties	2,081,556	2,081,560	2,071,152	1,997,104	-4%
Above-The -Cap	4,981,799	3,417,571	3,400,490	4,019,140	18%
Sales & Use Tax					
General	15,606,050	15,600,000	17,000,000	17,760,000	13.8%
Food Tax Replacement	930,456	-	155,076	-	0%
Property Tax	3,532,515	3,570,000	3,538,513	3,627,985	2%
Auto Tax	1,103,658	1,100,000	1,082,433	1,100,000	0%
Fuel Taxes	884,020	1,020,000	1,085,000	1,085,000	6%
Cigarette Tax	392,091	440,000	383,000	370,000	-16%
Franchise Fees	2,959,413	3,050,000	3,089,507	3,141,000	3%
Licenses & Permits	1,192,895	926,000	1,029,500	1,132,500	22%
Intergovernmental	18,076	20,000	31,000	31,000	55%
Charges for Services	2,449,137	2,324,983	2,366,283	2,361,140	2%
Fines & Forfeitures	1,695,269	1,945,000	1,452,134	1,640,000	-16%
Interest	744,261	800,000	550,000	700,000	-13%
Miscellaneous	114,770	273,286	159,611	137,700	-50%
Transfers In	114,992	117,500	117,500	175,000	49%
Total Revenue	\$ 40,960,329	\$ 38,789,870	\$ 39,604,649	\$ 41,337,765	7%
<b><u>Expenditures</u></b>					
City Council	\$ 478,279	\$ 551,809	\$ 536,709	\$ 591,693	7%
City Manager	667,989	726,518	702,378	748,753	3%
City Attorney	663,054	663,277	664,077	795,608	20%
Municipal Court	607,393	601,140	574,726	620,519	3%
Finance	1,874,287	1,934,437	1,866,330	2,034,987	5%
Health, Social & Community	1,609,958	1,023,025	1,009,794	1,113,791	9%
Human Resources	608,961	447,552	425,831	473,877	6%
Planning	521,472	521,368	524,455	546,776	5%
Code Enforcement	1,022,651	1,092,586	1,077,032	1,109,793	2%
Police	10,597,341	10,312,656	10,218,504	10,977,509	6%
Fire	7,339,557	7,355,337	7,325,600	7,588,558	3%
Engineering	1,208,439	1,163,821	1,149,614	1,197,907	3%
Streets	3,797,312	3,839,341	3,754,482	3,959,596	3%
Traffic	1,273,982	1,326,108	1,232,543	1,237,340	-7%
Cemetery	411,382	438,407	418,207	449,542	3%
Fort Caspar	470,478	438,233	433,721	447,986	2%
Parks	2,670,875	2,549,908	2,512,477	2,569,697	1%
Transfers Out	7,531,615	4,256,288	4,147,746	6,761,217	59%
Total Expenditures	\$ 43,355,025	\$ 39,241,811	\$ 38,574,226	\$ 43,225,149	10.2%
Net Fund	\$ (2,394,696)	\$ (451,941)	\$ 1,030,423	\$ (1,887,384)	

# General Fund Summary

**General Fund Revenues by Category  
FY 2012**



**General Fund Expenditures by Cost Center  
FY 2012**



# General Fund Summary

General Fund Budget Summary						
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲	% of Total FY 2012 Budget
<b>Revenues</b>						
Taxes	\$ 34,630,929	\$ 32,383,101	\$ 33,898,621	\$ 35,160,425	9%	85%
Licenses & Permits	1,192,895	926,000	1,029,500	1,132,500	22%	3%
Intergovernmental	18,076	20,000	31,000	31,000	55%	0%
Charges for Service	2,449,137	2,324,983	2,366,283	2,361,140	2%	6%
Fines & Forfeitures	1,695,269	1,945,000	1,452,134	1,640,000	-16%	4%
Miscellaneous	859,031	1,073,286	709,611	837,700	-22%	2%
Transfers In	114,992	117,500	117,500	175,000	49%	0%
<b>Total Revenues</b>	<b>\$ 40,960,329</b>	<b>\$ 38,789,870</b>	<b>\$ 39,604,649</b>	<b>\$ 41,337,765</b>	<b>7%</b>	<b>100%</b>
<b>Expenditures</b>						
Personnel	\$ 25,687,715	\$ 25,395,520	\$ 25,003,835	\$ 26,456,428	4%	60%
Contractual Services	6,254,947	6,156,025	6,057,294	6,452,548	5%	15%
Materials & Supplies	1,749,618	1,784,431	1,748,587	1,778,416	0%	4%
Other	1,956,239	1,492,594	1,444,527	1,627,040	9%	4%
Capital	174,891	156,953	172,237	149,500	-5%	0%
Transfers Out	7,531,615	4,256,288	4,147,746	6,761,217	59%	15%
2.5% COLA	-	-	-	567,000	100%	1%
<b>Total Expenditures</b>	<b>\$ 43,355,025</b>	<b>\$ 39,241,811</b>	<b>\$ 38,574,226</b>	<b>\$ 43,792,149</b>	<b>12%</b>	<b>100%</b>
<b>Net All General Fund</b>	<b>\$ (2,394,696)</b>	<b>\$ (451,941)</b>	<b>\$ 1,030,423</b>	<b>\$ (2,454,384)</b>	<b>443%</b>	

# General Fund Revenue Analysis by Major Categories

## MINERAL TAXES

**Projected FY 12 Revenue Amount:** \$ 8,076,440

**Trend:** Increased due to increased above the cap allocation for FY 2012

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 6%.

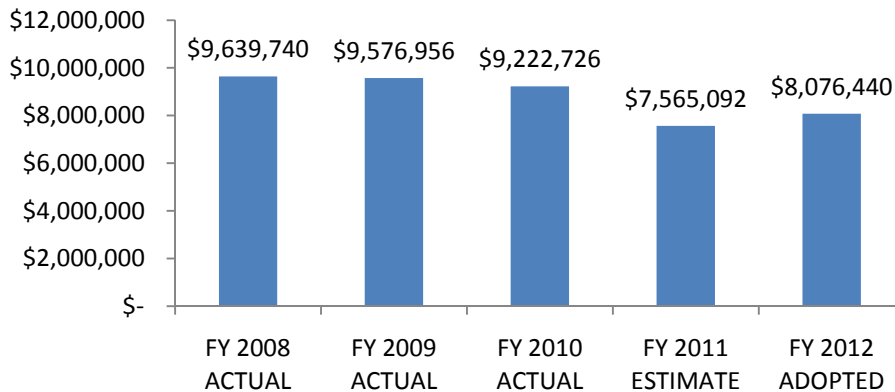
**Explanation of Major Items:** The amount of Mineral Taxes distributed to local governments is set by the Wyoming state legislature. These taxes represent 20% of total General Fund revenue.

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 is allocated according to population, and Casper's share of Natrona County's total decreased despite population growth due to a decline in the share of Natrona County's population in the 2010 Census.

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

### Mineral Taxes- All Types Combined



## **SALES AND OTHER TAXES**

**Projected FY 12 Revenue Amount:** \$20,315,000

**Trend:** Declined rapidly in the beginning of FY 2010 and began to recover in FY 2011. Continued recovery in FY 2012.

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 12%

**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 49% of General Fund revenue.

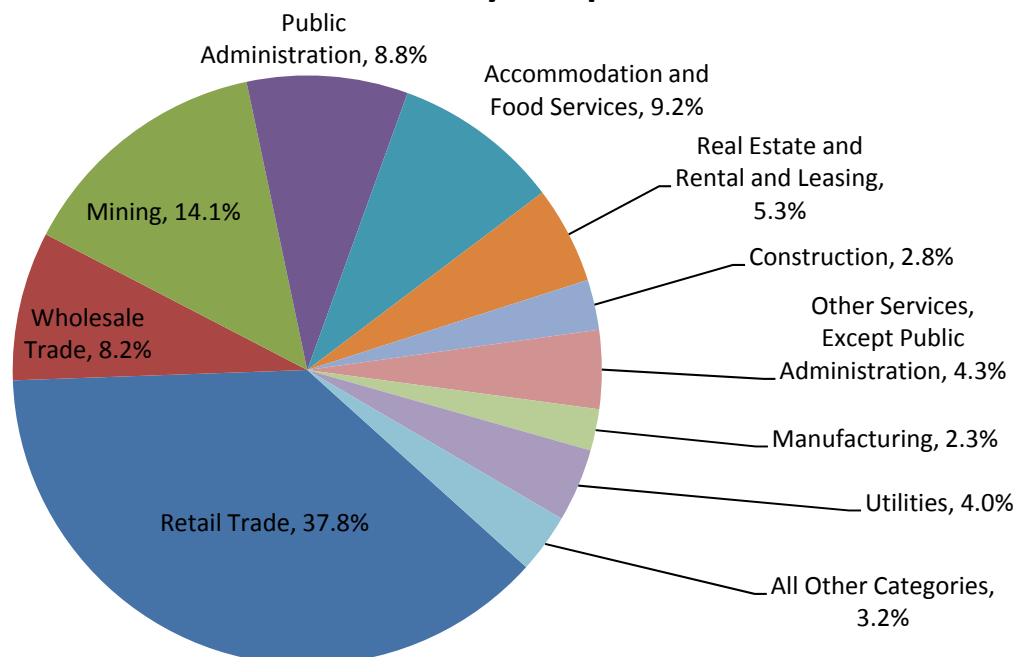
The exception in this group is the state sales tax replacement on food, which is allocated by the state legislature when the legislature eliminated taxes on groceries and was eliminated for FY 2011. The replacement on food was not restored by the state legislature for FY 2012. The overall decrease since 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 for about a year, and have recovered in FY 2011.

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 during periods of rapid changes 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 2011 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 2012 sales tax is based on an increase (4.5%) over the actual revenue levels to date for FY 2011.

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 2011 year-end revenues. These revenues correspond with overall decreases in activity in other parts of the local economy.

### **Natrona County Sales Tax Sources FY 2011 To Date- July to April**

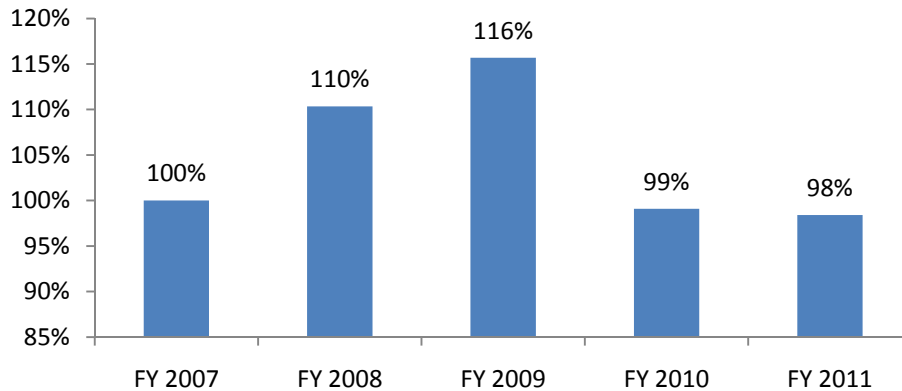


As shown in the pie chart on the previous page, the five largest sources of sales tax are retail trade, mining, accommodation and food service, wholesale trade, and public administration. While overall sales tax collections have increased from FY 2010 levels in FY 2011, many sectors are stagnant and have not shown growth.

Retail trade sales taxes have not recovered, and have continued to decline slightly from FY 2010 levels, after a sharp drop from FY 2009.

### RETAIL TRADE SALES TAXES

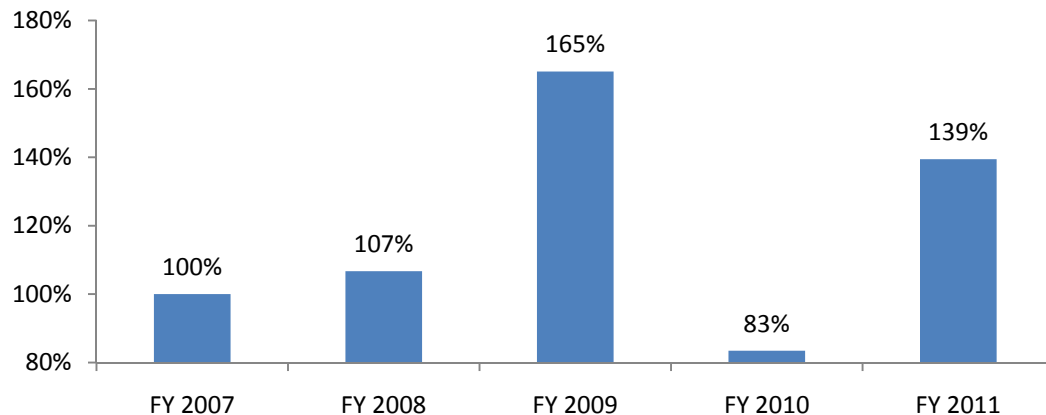
Fiscal Year To Date (April)  
with FY 2007 as base year



Mining related sales taxes are the largest source of sales tax growth, and have recovered from a nearly 50% drop from FY 2009 to FY 2010.

### MINING SALES TAXES

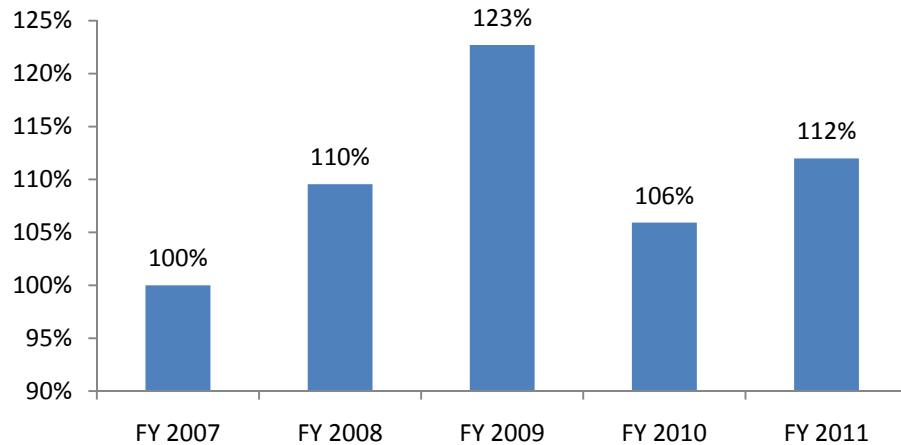
Fiscal Year to Date (April)  
with FY 2007 as base year



Accommodation and food services sales taxes have increased six percent to date versus FY 2010.

### ACCOMODATION & FOOD SERVICES

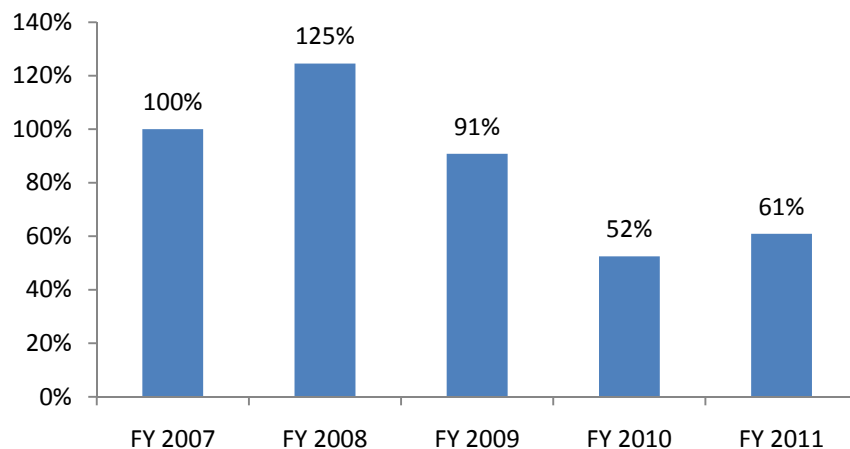
Fiscal year to date (April)  
with FY 2007 as base year



Wholesale trade is mostly related to wholesale purchases for energy industry activity. While this revenue has recovered from FY 2010 levels, this revenue has been impacted by a shift to leasing rather than buying heavy equipment, and also by some of those major sales occurring outside of Natrona County.

### WHOLESALE TRADE SALES TAXES

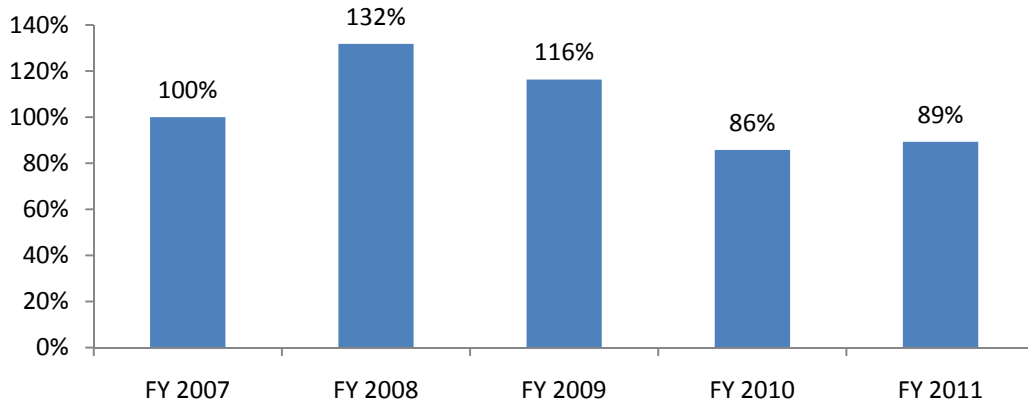
Fiscal Year to Date (April)  
with FY 2007 as base year



Public administration category, which is based on sales tax on autos and vehicles paid to the County, is up from FY 2010 but remains down significantly from the previous three years.

### AUTO SALES TAXES (PUBLIC ADMIN)

Fiscal Year to Date (April)  
with FY 2007 as base year



### PROPERTY TAXES

**Projected FY 11 Revenue Amount:** \$ 3,627,985

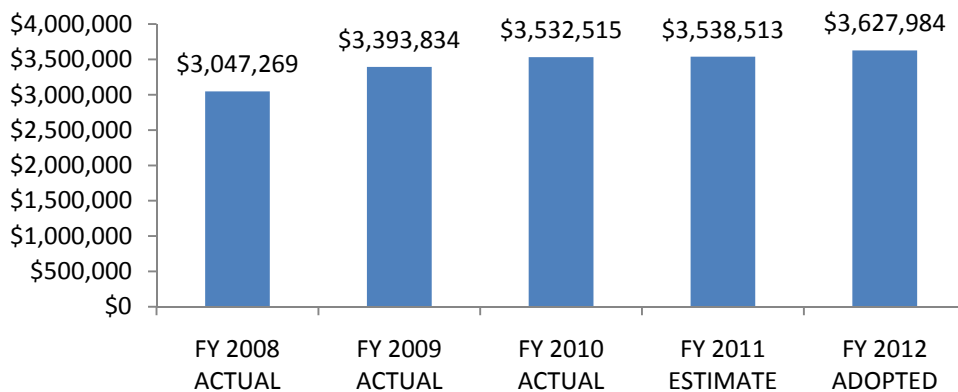
**Trend:** Increasing at a slow rate

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 2%

**Explanation of Major Items:** This category of taxes tends to be traditionally relatively stable and represents 9% of General Fund revenue. However, in FY 2008 and FY 2009, this category had large percentage increases due to development in area and property value increases. This can be tied to both increases in value of existing property and new property developments coming onto the property tax rolls. FY 2010 and FY 2011 had low percentage increases despite some continued development due to valuation declines.

Due to continued property development coming onto the taxable rolls during FY 2012, general property taxes were forecasted to increase by 2% over the FY 2011 estimated revenues.

### General Property Tax



## **FRANCHISE FEES**

**Projected FY 12 Revenue Amount:** \$ 3,141,000

**Trend:** Increasing steadily due to price increases and customer growth for electricity and cable franchises

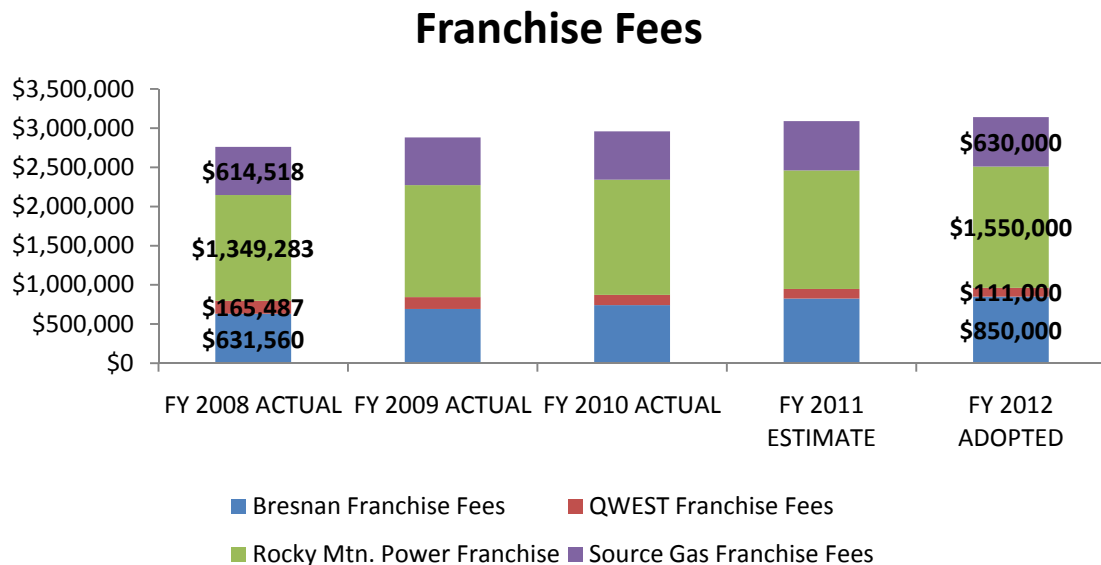
**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 3%

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

Phone 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 the cable and electricity franchise fees have offset the weakness in the phone and natural gas franchise fee revenues.



## **LICENSES**

**Projected FY 12 Revenue Amount:** \$ 293,500

**Trend:** Increasing due to renewed demand and additional availability of certain liquor license types

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 21%

**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 increases are in licenses related to construction, such as electrician licenses and contractor licenses. Other increases are due to the City issuing all of its Bar & Grill liquor licenses, which boosted revenue by approximately \$20,000 on an ongoing basis.

## **PERMITS**

**Projected FY 12 Revenue Amount:** \$ 839,000

**Trend:** Increasing after a sharp drop during FY 2011

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 23%

**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 beginning to increase with a few major projects currently planned for FY 2012. These revenue estimates were based on information provided by personnel in the building inspection division.

## **CHARGES FOR SERVICE**

**Projected FY 12 Revenue Amount:** \$ 2,361,140

**Trend:** Flat

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 2%

**Explanation of Major Items:** Some charges for service have increased for FY 2012, with revenue projections based on the FY 2011 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 and FY 2012. 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**

**Projected FY 12 Revenue Amount:** \$ 1,640,000

**Trend:** Decrease in FY 2011 and FY 2012

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** -16%

**Explanation of Major Items:** The revenue type "Fines and Forfeitures" increased an estimated 20% during 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. This increased revenue level was not maintained during FY 2011, so projected FY 2012 revenue is also expected to remain down from FY 2010 levels.

Increased billing and revenue collection have kept actual parking revenue stronger than budgeted in FY 2011, with a 38% increase estimated for FY 2011. Most of this increase was from collecting owed revenue from previous periods, so this parking revenue level will not be able to be maintained in FY 2012 at current enforcement levels.

Fines and Forfeitures represent 4% of General Fund revenues.

## **MISCELLANEOUS**

**Projected FY 12 Revenue Amount:** \$ 837,700

**Trend:** Negative growth in the short-term due to low interest rates and fewer out of area fire staffing reimbursements

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** -22%

**Explanation of Major Items:** The largest revenue source in this group is interest income, which represents 83.5% of this category.

Miscellaneous revenue sources represent 3% of General Fund revenues.

## **TRANSFERS IN**

**Projected FY 12 Revenue Amount:** \$ 175,000

**Trend:** A four year increase starting FY 2012 will reflect the increase approved in the 1% #14 sales tax community groups funding process. This process increased the Community Action Partnership allocation from \$87,500 to \$175,000.

**% Change in Category from FY 2011 Budget to FY 2012 Budget:** 49%

**Explanation of Major Items:** The transfer in to the General Fund originates in the 1% #14 fund. The \$175,000 provides funding for the Community Action Partnership. This is part of a four year allocation that begins in FY 2012.

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

# General Fund Revenues

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲	% of Total FY 2012 Budget
<b>Taxes</b>						
<b>Mineral Taxes</b>						
Mineral Severance Tax	\$ 2,159,371	\$ 2,103,970	\$ 2,093,450	\$ 2,060,196	-2%	
Mineral Royalties Tax	2,081,556	2,081,560	2,071,152	1,997,104	-4%	
Mineral - Direct Distribution	4,981,799	3,417,571	3,400,490	4,019,140	18%	
<b>Total Mineral Taxes</b>	<b>\$ 9,222,726</b>	<b>\$ 7,603,101</b>	<b>\$ 7,565,092</b>	<b>\$ 8,076,440</b>	<b>6%</b>	<b>20%</b>
<b>Other Taxes</b>						
Auto Tax	\$ 1,103,658	\$ 1,100,000	\$ 1,082,433	\$ 1,100,000	0%	
Cigarette Tax	392,091	440,000	383,000	370,000	-16%	
Sales/Use Tax	15,606,050	15,600,000	17,000,000	17,760,000	14%	
Sales Tax - Food Tax Replacement	930,456	-	155,076	-	0%	
Gasoline Tax	604,204	680,000	715,000	715,000	5%	
Special Fuels Tax	279,816	340,000	370,000	370,000	9%	
<b>Total Other Taxes</b>	<b>\$ 18,916,275</b>	<b>\$ 18,160,000</b>	<b>\$ 19,705,509</b>	<b>\$ 20,315,000</b>	<b>12%</b>	<b>49%</b>
<b>Property Taxes</b>						
Property Tax	\$ 3,532,515	\$ 3,570,000	\$ 3,538,513	\$ 3,627,985	2%	
<b>Total Property Tax</b>	<b>\$ 3,532,515</b>	<b>\$ 3,570,000</b>	<b>\$ 3,538,513</b>	<b>\$ 3,627,985</b>	<b>2%</b>	<b>9%</b>
<b>Franchise Fees</b>						
Cable Franchise	\$ 740,375	\$ 750,000	\$ 824,237	\$ 850,000	13%	
Phone Franchise	130,992	130,000	122,500	111,000	-15%	
Electricity Franchise	1,471,044	1,500,000	1,515,000	1,550,000	3%	
Natural Gas Franchise	617,002	670,000	627,770	630,000	-6%	
<b>Total Franchise Fees</b>	<b>\$ 2,959,413</b>	<b>\$ 3,050,000</b>	<b>\$ 3,089,507</b>	<b>\$ 3,141,000</b>	<b>3%</b>	<b>8%</b>
<b>Total Taxes</b>	<b>\$ 34,630,929</b>	<b>\$ 32,383,101</b>	<b>\$ 33,898,621</b>	<b>\$ 35,160,425</b>	<b>9%</b>	<b>85%</b>
<b>Licenses</b>						
Liquor Licenses	\$ 131,334	\$ 133,000	\$ 136,000	\$ 140,000	5%	
Health Licenses	31,325	36,000	36,000	36,000	0%	
Alarm/False Alarms	25,535	7,000	30,000	30,000	329%	
Other Licenses	23,334	15,000	23,500	23,500	57%	
Contractor Licenses	31,530	30,000	35,000	35,000	17%	
Electrician Licenses	17,242	12,000	17,000	17,000	42%	
Plumber Licenses	11,046	9,000	12,000	12,000	33%	
<b>Total Licenses</b>	<b>\$ 271,346</b>	<b>\$ 242,000</b>	<b>\$ 289,500</b>	<b>\$ 293,500</b>	<b>21%</b>	<b>1%</b>
<b>Permits</b>						
Building Permits	\$ 669,548	\$ 500,000	\$ 500,000	\$ 600,000	20%	
Electrical Permits	108,241	75,000	100,000	100,000	33%	
Mechanical Permits	35,420	30,000	50,000	50,000	67%	
Plumbing Permits	85,684	65,000	75,000	75,000	15%	
Other Permits	18,396	10,000	10,000	10,000	0%	
Sidewalk & Curb Cuts Permit	4,260	4,000	5,000	4,000	0%	
<b>Total Permits</b>	<b>\$ 921,549</b>	<b>\$ 684,000</b>	<b>\$ 740,000</b>	<b>\$ 839,000</b>	<b>23%</b>	<b>2%</b>
<b>Total License &amp; Permits</b>	<b>\$ 1,192,895</b>	<b>\$ 926,000</b>	<b>\$ 1,029,500</b>	<b>\$ 1,132,500</b>	<b>22%</b>	<b>3%</b>

# General Fund Revenues

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲	% of Total FY 2012 Budget
<b>Intergovernmental Revenue</b>						
WYDOT I-25	\$ 18,076	\$ 20,000	\$ 20,000	\$ 20,000	0%	
Intergovernmental User Charges	-	-	11,000	11,000	100%	
<b>Total Intergovernmental</b>	<b>\$ 18,076</b>	<b>\$ 20,000</b>	<b>\$ 31,000</b>	<b>\$ 31,000</b>	<b>55%</b>	<b>0%</b>
<b>Charges for Services</b>						
<b>Planning &amp; Community Development</b>						
P & CD - Rental Fees	\$ 4,985	\$ 4,100	\$ 4,100	\$ 4,100	0%	
P & CD - Plan Checking Fees	242,070	160,000	160,000	175,000	9%	
P & CD - Zoning/Subdivision	20,773	12,000	22,000	20,000	67%	
P & CD - C.A.T.C. Building Rent	8,461	8,450	8,450	8,450	0%	
P & CD - Weed/Litter Abatement	25,682	3,500	10,000	10,000	186%	
P & CD - Building Inspection	70,719	75,000	93,000	85,000	13%	
<b>Total Planning &amp; Comm. Dev</b>	<b>\$ 372,690</b>	<b>\$ 263,050</b>	<b>\$ 297,550</b>	<b>\$ 302,550</b>	<b>15%</b>	<b>0.7%</b>
<b>Miscellaneous Charges</b>						
Ft. Caspar Admissions	\$ 25,346	\$ 22,000	\$ 25,000	\$ 25,000	14%	
Ft. Caspar Building Rent	1,645	3,000	2,750	3,000	0%	
Ft. Caspar Concessions	55,997	60,000	50,000	60,000	0%	
Other Charges	53	-	-	-	0%	
Cemetery Fees	79,325	80,000	80,000	90,000	13%	
NCSD #1 Crossing Guards	20,000	20,000	20,000	20,000	0%	
<b>Total Miscellaneous Charges</b>	<b>\$ 182,366</b>	<b>\$ 185,000</b>	<b>\$ 177,750</b>	<b>\$ 198,000</b>	<b>7%</b>	<b>0.5%</b>
<b>Interdepartmental</b>						
Administrative Fees	\$ 100,992	\$ 101,141	\$ 101,141	\$ 94,396	-7%	
Interdepartmental Charges	1,560,992	1,544,242	1,544,242	1,541,594	0%	
<b>Total Interdepartmental</b>	<b>\$ 1,661,984</b>	<b>\$ 1,645,383</b>	<b>\$ 1,645,383</b>	<b>\$ 1,635,990</b>	<b>-1%</b>	<b>4%</b>
<b>Public Safety Fees</b>						
Police Contract Wages	\$ 15,495	\$ 15,000	\$ 42,000	\$ 18,500	23%	
Police Accident Reports	6,541	8,000	6,000	6,000	-25%	
Police VIN	18,100	15,500	17,000	18,000	16%	
Police Miscellaneous	19,729	35,000	33,500	35,000	0%	
Police NCSD #1 Officer	105,000	105,000	105,000	105,000	0%	
Police Restitution Fines	490	550	100	100	-82%	
Police - DCI	66,742	52,500	42,000	42,000	-20%	
<b>Total Public Safety Fees</b>	<b>\$ 232,097</b>	<b>\$ 231,550</b>	<b>\$ 245,600</b>	<b>\$ 224,600</b>	<b>-3%</b>	<b>1%</b>
<b>Total Charges For Services</b>	<b>\$ 2,449,137</b>	<b>\$ 2,324,983</b>	<b>\$ 2,366,283</b>	<b>\$ 2,361,140</b>	<b>2%</b>	<b>6%</b>

# General Fund Revenues

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲	% of Total FY 2012 Budget
<b>Fines &amp; Forfeitures</b>						
Court Fines and Forfeitures	\$ 1,560,994	\$ 1,800,000	\$ 1,300,000	\$ 1,500,000	-17%	
Court Costs	68,946	75,000	58,802	70,000	-7%	
Parking Fines	61,533	65,000	90,000	65,000	0%	
Court Appointed Attorney	3,796	5,000	3,332	5,000	0%	
<b>Total Fines &amp; Forfeitures</b>	<b>\$ 1,695,269</b>	<b>\$ 1,945,000</b>	<b>\$ 1,452,134</b>	<b>\$ 1,640,000</b>	<b>-16%</b>	<b>4%</b>
<b>Miscellaneous</b>						
Interest On Investments	\$ 744,261	\$ 800,000	\$ 550,000	\$ 700,000	-13%	
Interest Penalty	-	-	2,000	1,700	100%	
Gain/Loss On Investments	(17,693)	-	20,000	-	0%	
Contributions - Fort Educator	41,403	37,611	37,611	36,000	-4%	
Fire Staffing Reimbursements	-	35,675	-	-	-100%	
Miscellaneous	91,060	200,000	100,000	100,000	-50%	
<b>Total Miscellaneous</b>	<b>\$ 859,031</b>	<b>\$ 1,073,286</b>	<b>\$ 709,611</b>	<b>\$ 837,700</b>	<b>-22%</b>	<b>2%</b>
<b>Transfers In</b>						
Transfers In LAD Repayment of Loan	-	-	-	-	0%	
Transfers In 1% Sales Tax- #13	114,992	117,500	117,500	-	-100%	
Transfers In 1% Sales Tax- #14	-	-	-	175,000		
<b>Total Transfers In</b>	<b>\$ 114,992</b>	<b>\$ 117,500</b>	<b>\$ 117,500</b>	<b>\$ 175,000</b>	<b>49%</b>	<b>0.4%</b>
<b>Total Revenue</b>	<b>\$ 40,960,329</b>	<b>\$ 38,789,870</b>	<b>\$ 39,604,649</b>	<b>\$ 41,337,765</b>	<b>7%</b>	<b>100%</b>

# City Council

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

## **Highlights from FY 2011:**

The City Council established eleven goals for itself in the winter of 2009. Considerable progress has been made on several of them in the last twelve months. In the Old Yellowstone District, street and landscaping enhancements are nearing completion, and the agreement to relocate the Source Gas industrial site to a new location will free up a large lot for redevelopment. A strategic plan to address human services issues was completed by the Community Action Partnership. Average police response times on Priority 1 calls have been reduced to less than five minutes. Last but not least, the Optional One Cent Sales tax was renewed by the voters at the general election in November.

In the remaining months of FY 2011, much of the City Council's attention will be devoted to the selection process for a new City Manager. The new manager should begin work in early FY 2012.

## **Highlights for FY 2012:**

In March, the Council met to establish five new Citywide goals. The goals to address economic development and human services will continue, and the process of exploring options for a new convention center is already underway.

To help address Council's desire to increase communication with the citizenry, the City will conduct a general Citizen Survey in FY 2012. Surveys are a critical tool for governing bodies because they allow the elected officials to hear the aggregated voice of the entire population. The survey anticipated will be compatible with the ICMA Center for Performance Measurement, and as such, its data will be benchmarked with that of more than 350 cities nationwide.

# City Council

## City Council Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 98,497	\$ 86,604	\$ 86,604	\$ 87,104	1%
Contractual Services	93,864	119,637	106,587	122,089	2%
Materials & Supplies	1,160	3,000	950	2,000	-33%
Other	284,280	337,568	337,568	375,500	11%
Capital	478	5,000	5,000	5,000	0%
<b>Total Expenditures</b>	\$ 478,279	\$ 551,809	\$ 536,709	\$ 591,693	7%

# City Council

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 91,250	\$ 80,000	\$ 80,000	\$ 80,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 91,250</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>0%</b>
<b>Benefits</b>					
FICA/Medicare Tax	\$ 6,889	\$ 6,104	\$ 6,104	\$ 6,104	0%
Workers' Compensation	358	500	500	1,000	100%
<b>Total Benefits</b>	<b>\$ 7,247</b>	<b>\$ 6,604</b>	<b>\$ 6,604</b>	<b>\$ 7,104</b>	<b>8%</b>
<b>Total Personnel</b>	<b>\$ 98,497</b>	<b>\$ 86,604</b>	<b>\$ 86,604</b>	<b>\$ 87,104</b>	<b>1%</b>
<b>Contractual Services</b>					
Elections	\$ -	\$ 2,000	\$ 2,000	\$ -	-100%
Survey Services	-	-	-	12,000	100%
Insurance & Bonds	2,928	2,637	2,637	2,089	-21%
Telecommunications	1,396	1,500	1,450	1,500	0%
Postage/Shipping	297	500	500	500	0%
Advertising	31,942	35,000	35,000	35,000	0%
Printing/Reproduction	5,816	8,000	5,000	8,000	0%
Travel & Training	3,875	15,000	15,000	15,000	0%
Other Contractual	189	5,000	-	5,000	0%
Association Dues	47,421	50,000	45,000	43,000	-14%
<b>Total Contractual Services</b>	<b>\$ 93,864</b>	<b>\$ 119,637</b>	<b>\$ 106,587</b>	<b>\$ 122,089</b>	<b>2%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 831	\$ 2,000	\$ 500	\$ 1,000	-50%
Books, Periodicals, Maps	329	500	450	500	0%
Awards	0	500	0	500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 1,160</b>	<b>\$ 3,000</b>	<b>\$ 950</b>	<b>\$ 2,000</b>	<b>-33%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 62,628	\$ 29,263	\$ 29,263	\$ 25,000	-15%
ADA Compliance	16,889	-	-	-	0%
Council Goals	101,975	258,305	258,305	300,000	16%
Public Information Initiative	5,386	-	-	-	0%
Community Interaction Initiative	45,000	-	-	-	0%
National Development Council	9,166	10,000	10,000	10,000	0%
CNFR	40,000	40,000	40,000	40,500	1%
Civic Engagement Process	3,236	-	-	-	
<b>Total Other Expenses</b>	<b>\$ 284,280</b>	<b>\$ 337,568</b>	<b>\$ 337,568</b>	<b>\$ 375,500</b>	<b>11%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 478	\$ 5,000	\$ 5,000	\$ 5,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 478</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 478,279</b>	<b>\$ 551,809</b>	<b>\$ 536,709</b>	<b>\$ 591,693</b>	<b>7%</b>

# City Manager

**Mission:** To administer and coordinate the day-to-day operations of the City government, and to implement the goals, objectives, and policies established by the City Council.

**Goal:** **Council Packet Process**

Reduce the amount of time required to produce the regular and work session packets.

**Objectives:**

**Reg Agenda - Amendments after Publish**

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

**Reg Agenda - Items to Mgr On Time**

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

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Reg Agenda - Amendments after Publish		2%	1%			1%
Reg Agenda - Changes after Mgr Meeting		12%	5%			5%
Reg Agenda - Items to Attny On Time		94%	90%			90%
Reg Agenda - Items to Mgr On Time		83%	90%			90%
Reg Agenda - Revisions or Attachments Required		25%	10%			10%
WS Agenda - Amendments After Publish		4%	1%			1%
WS Agenda - Changes after Mgr Meeting		3%	1%			1%
WS Agenda - Items to Mgr On Time		97%	95%			95%

# City Manager

## **Highlights from FY 2011:**

The City Manager's Office continues to work toward the implementation of the Agenda Manager system. This has allowed the City to quickly assemble Council meeting packets and to distribute them online, both to the Council and to the public. The City Manager's Office is also overseeing the federally funded Energy Assurance Project, which began in January and is scheduled to be finished in December.

The City Manager's Office also underwent a significant staffing change this year. After 25 years of service to the City of Casper, City Manager Tom Forslund was nominated by Governor Matt Mead to serve as the Director of the Wyoming State Health Department. Tom resigned from his position effective March 11, 2011, and Assistant City Manager Linda Witko became Acting City Manager.

## **Highlights for FY 2012:**

The City Council selected John Patterson to become the new city manager. His first day of work will be August 1, 2011.

The City Manager's Office will also restart its internship program this year. Over the past seven years, the City Manager's Office has engaged the services of four interns. Two of them have gone on to full time positions elsewhere within the City.

# City Manager

## City Manager Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>	5	5	5	5

The personnel budget for FY 2010 also included a contractual position for a special projects coordinator that was eliminated for FY 2011.

<b>Part Time Employees (Budget)</b>	\$	-	\$	-	\$	-	\$	20,000
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## City Manager Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 614,753	\$ 609,207	\$ 617,708	\$ 645,756	6%
Contractual Services	26,935	25,687	24,937	29,997	17%
Materials & Supplies	2,770	4,000	2,300	3,500	-13%
Other	19,315	82,624	52,000	60,000	-27%
Capital	4,216	5,000	5,433	9,500	90%
<b>Total Expenditures</b>	\$ 667,989	\$ 726,518	\$ 702,378	\$ 748,753	3%

# City Manager

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 407,644	\$ 398,106	\$ 377,459	\$ 462,425	16%
Part Time	-	-	2,000	20,000	100%
Overtime	2,306	3,000	2,500	3,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 409,950</b>	<b>\$ 401,106</b>	<b>\$ 381,959</b>	<b>\$ 485,425</b>	<b>21%</b>
<b>Other Pay</b>					
Contractual Pay	\$ 56,240	\$ 57,489	\$ 68,514	\$ -	-100%
Disability Leave Buy-Back	7,675	8,000	4,901	8,000	0%
Accrued Leave Pay-off	-	-	20,022	-	
Other Allowances	1,020	1,200	900	1,020	-15%
<b>Total Other Pay</b>	<b>\$ 64,935</b>	<b>\$ 66,689</b>	<b>\$ 94,337</b>	<b>\$ 9,020</b>	<b>-86%</b>
<b>Benefits</b>					
Health Insurance	\$ 58,224	\$ 49,572	\$ 49,572	\$ 52,837	7%
Other Insurance Benefits	3,260	3,824	3,824	3,231	-16%
FICA/Medicare Tax	29,958	35,748	35,748	37,826	6%
Retirement Contributions	42,263	45,288	45,288	45,996	2%
Workers' Compensation	6,163	6,980	6,980	11,421	64%
<b>Total Benefits</b>	<b>\$ 139,868</b>	<b>\$ 141,412</b>	<b>\$ 141,412</b>	<b>\$ 151,311</b>	<b>7%</b>
<b>Total Personnel</b>	<b>\$ 614,753</b>	<b>\$ 609,207</b>	<b>\$ 617,708</b>	<b>\$ 645,756</b>	<b>6%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 264	\$ 600	\$ 300	\$ 600	0%
Insurance & Bonds	6,572	5,919	5,919	8,731	48%
Telecommunications	1,295	1,000	1,500	1,500	50%
Postage/Shipping	202	500	250	500	0%
Printing/Reproduction	1,806	1,500	800	1,000	-33%
Travel & Training	8,615	8,000	8,000	9,000	13%
Interdepartmental Services	3,486	3,168	3,168	3,166	0%
Other Contractual	327	500	500	500	0%
Association Dues	4,368	4,500	4,500	5,000	11%
<b>Total Contractual Services</b>	<b>\$ 26,935</b>	<b>\$ 25,687</b>	<b>\$ 24,937</b>	<b>\$ 29,997</b>	<b>17%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,146	\$ 2,000	\$ 800	\$ 1,500	-25%
Books, Periodicals, Maps	1,624	2,000	1,500	2,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 2,770</b>	<b>\$ 4,000</b>	<b>\$ 2,300</b>	<b>\$ 3,500</b>	<b>-13%</b>
<b>Other Expenses</b>					
Programs & Projects	5,331	10,000	2,000	10,000	0%
Operating Contingency	13,984	72,624	50,000	50,000	-31%
<b>Total Other Expenses</b>	<b>\$ 19,315</b>	<b>\$ 82,624</b>	<b>\$ 52,000</b>	<b>\$ 60,000</b>	<b>-27%</b>
<b>Capital - New</b>					
Light Equipment	\$ -	\$ -	\$ 433	\$ 1,500	100%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 433</b>	<b>\$ 1,500</b>	<b>100%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 4,216	\$ 5,000	\$ 5,000	\$ 8,000	60%
<b>Total Capital - Replacement</b>	<b>\$ 4,216</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 8,000</b>	<b>60%</b>
<b>Total Expenses</b>	<b>\$ 667,989</b>	<b>\$ 726,518</b>	<b>\$ 702,378</b>	<b>\$ 748,753</b>	<b>3.1%</b>

# City Attorney

**Mission:** 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.

**Goal:** **Efficiently Review Contracts**

Maximize efficiency for review of contracts and other documents for the administration of City government.

**Objectives:**

**Form Files for Engineering - % Complete** Develop form files for 90% of the standard contracts, resolutions, and ordinances for the Engineering Division.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Form Files for Engineering - % Complete		75%	90%			90%

**Goal:** **Legal Document Management System**

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

**Objectives:**

**Document Review - % Within 5 Days** Respond to 80% of written requests for document review or legal opinions within 5 working days of the receipt of the request.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Document Review - % Within 10 Days		96%	90%			90%
Document Review - % Within 5 Days		79%	80%			80%

# City Attorney

**Goal:      Legal Training**

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

**Objectives:**

**Legal Seminars Attended**

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

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Legal Seminars Attended		5	8			8

**Highlights from FY 2011:**

The City Attorney's Office has been very involved in developing a contributory loan not to exceed 17.5 million dollars from the City to the Regional Water System Joint Powers Board in order to allow the redemption of an outstanding bond issue. This redemption will result in decreased costs to the Joint Powers Board and increased revenues to the City. This transaction includes the replatting of the lands used by the Regional Water System, and the development of the necessary loan documents and agreements to finalize this transaction.

The office has also been deeply involved in a rate case filed before the Wyoming Public Service Commission by Rocky Mountain Power wherein they are asking for a \$97.7 million rate increase. The City along with Natrona County and the Towns of Mills, Midwest, and Bar Nunn are raising issues in this case regarding the reliability of the electrical power being delivered to our communities in light of a dramatic increase over the past few years of power outages in these communities.

The office has further been heavily involved over the last year in the review and the development of standardized contractual agreements, bonding forms, ordinances, and resolutions for the use by City departments.

**Highlights for FY 2012:**

The Public Services Commission approved the Rocky Mountain Power rate case settlement in July, which calls for a much smaller rate increase for Wyoming electricity customers, as well as infrastructure investment and a mechanism for continued monitoring of the power reliability in Natrona County. The Attorney's Office will continue to be involved in the reliability monitoring aspects of this case.

In other matters, the City Attorney's Office will continue its efforts on fulfilling its mission in the upcoming year.

# City Attorney

## City Attorney Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Assistant City Attorney I	2	2	1	1
Assistant City Attorney II	1	1	1	1
City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Legal Secretary	-	-	-	-
Administrative Secretary	1	1	1	1
Paralegal	1	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>
<b>Part Time Employees (Budget)</b>	\$ -	\$ -	\$ -	\$ -

## City Attorney Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 579,580	\$ 587,744	\$ 587,694	\$ 606,835	3%
Contractual Services	59,206	49,053	49,903	162,293	231%
Materials & Supplies	17,848	20,930	20,930	20,930	0%
Other	3,259	3,500	3,500	3,500	0%
Capital	3,161	2,050	2,050	2,050	0%
<b>Total Expenditures</b>	<b>\$ 663,054</b>	<b>\$ 663,277</b>	<b>\$ 664,077</b>	<b>\$ 795,608</b>	<b>20%</b>

# City Attorney

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 435,041	\$ 438,112	\$ 438,112	\$ 451,152	3%
<b>Total Salaries &amp; Wages</b>	\$ 435,041	\$ 438,112	\$ 438,112	\$ 451,152	3%
<b>Other Pay</b>					
Supplemental Pay	\$ 6,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	1,149	1,200	1,150	1,800	50%
Other Allowances	900	5,400	5,400	5,400	0%
<b>Total Other Pay</b>	\$ 8,049	\$ 6,600	\$ 6,550	\$ 7,200	9%
<b>Benefits</b>					
Health Insurance	\$ 64,860	\$ 62,328	\$ 62,328	\$ 59,857	-4%
Other Insurance Benefits	3,205	3,304	3,304	3,365	2%
FICA/Medicare Tax	32,142	33,605	33,605	35,064	4%
Retirement Contributions	30,487	37,236	37,236	39,691	7%
Workers' Compensation	5,796	6,559	6,559	10,506	60%
<b>Total Benefits</b>	\$ 136,490	\$ 143,032	\$ 143,032	\$ 148,483	4%
<b>Total Personnel</b>	\$ 579,580	\$ 587,744	\$ 587,694	\$ 606,835	3%
<b>Contractual Services</b>					
Outside Legal	\$ 36,921	\$ 30,000	\$ 30,000	\$ 135,000	350%
Medical Testing Services	-	300	300	300	0%
Insurance & Bonds	3,057	2,753	2,753	8,143	196%
Telecommunications	1,480	2,000	2,000	2,000	0%
Postage/Shipping	512	1,000	1,000	1,000	0%
Printing/Reproduction	1,745	1,500	1,500	1,500	0%
Travel & Training	9,142	8,000	8,000	10,000	25%
Interdepartmental Services	2,972	-	-	-	0%
Other Contractual	1,255	2,200	2,200	2,200	0%
Association Dues	2,122	1,300	2,150	2,150	65%
<b>Total Contractual Services</b>	\$ 59,206	\$ 49,053	\$ 49,903	\$ 162,293	231%
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,458	\$ 3,430	\$ 3,430	\$ 3,430	0%
Books, Periodicals, Maps	16,390	17,500	17,500	17,500	0%
<b>Total Materials &amp; Supplies</b>	\$ 17,848	\$ 20,930	\$ 20,930	\$ 20,930	0%
<b>Other Expenses</b>					
Principal Payments	\$ 2,793	\$ 3,500	\$ 3,500	\$ 3,500	0%
Interest Expense	466	-	-	-	0%
<b>Total Other Expenses</b>	\$ 3,259	\$ 3,500	\$ 3,500	\$ 3,500	0%
<b>Capital</b>					
<b>Capital - New</b>					
Light Equipment	\$ 657	\$ -	\$ -	\$ -	0%
Technologies	-	-	-	-	0%
<b>Total Capital - New</b>	\$ 657	\$ -	\$ -	\$ -	0%
<b>Capital - Replacement</b>					
Light Equipment	\$ -	\$ -	\$ -	\$ -	0%
Technologies	2,504	2,050	2,050	2,050	0%
<b>Total Capital - Replacement</b>	\$ 2,504	\$ 2,050	\$ 2,050	\$ 2,050	0%
<b>Total Expenses</b>	\$ 663,054	\$ 663,277	\$ 664,077	\$ 795,608	20%

# Municipal Court

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

**Goal:** **Reduce Warrant Lag Time**

Reduce the lag time on producing failure-to-appear warrants to five days by June 2012.

**Objectives:**

**Average Days to Produce Warrants**

Reduce the average warrant production time (for Failure to Appear and Failure to Comply violations) to 5 days.

**New**

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Average Days to Produce Warrants	<b>New</b>					30.00
Warrants Issued Within 5 Days	<b>New</b>					5%

**Highlights from FY 2011:**

The Municipal Court completed a required software upgrade in August 2010 to the next version from the existing Municipal Court software vendor. The update was required because new Microsoft operating systems would not support the old software and the vendor will be discontinuing support of the old system. This project has had disappointing results, and in some cases has degraded the Court's capabilities. The Municipal Court is evaluating other software options from other vendors, and will likely propose a change to a new vendor to correspond with implementation of electronic ticketing by the Police Department.

**Highlights for FY 2012:**

The Municipal Court judges are now budgeted in their own program with a separate budget for salaries, benefits, and travel and training. Stand-in judges will now be paid as part-time employees, rather than through the contractual services line.

The Judges program should account for these costs more accurately, and give the judges additional autonomy from the Court operations budget.

# Municipal Court

## Municipal Court Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Court Bailiff	2	2	2	2
Court Clerk II	3	3	2	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>7</b>	<b>7</b>
<b>Part Time Employees (Budget)</b>	\$ 104,520	\$ 104,520	\$ 104,000	\$ 104,000

## Municipal Court Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 538,357	\$ 525,305	\$ 509,369	\$ 525,508	0%
Contractual Services	62,100	63,435	49,906	86,011	36%
Materials & Supplies	4,257	4,200	3,617	4,800	14%
Other	(224)	4,000	-	-	-100%
Capital	2,903	4,200	11,834	4,200	0%
<b>Total Expenditures</b>	<b>\$ 607,393</b>	<b>\$ 601,140</b>	<b>\$ 574,726</b>	<b>\$ 620,519</b>	<b>3%</b>

# Municipal Court

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 283,247	\$ 292,862	\$ 283,321	\$ 303,137	4%
Part Time	104,520	104,000	104,000	104,000	0%
Overtime	4,108	1,500	589	1,500	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 391,875</b>	<b>\$ 398,362</b>	<b>\$ 387,910</b>	<b>\$ 408,637</b>	<b>3%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 9,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	1,259	2,100	398	1,000	-52%
Accrued Leave Payoff	9,216	-	-	-	0%
Other Allowances	3,600	3,600	3,600	3,600	0%
<b>Total Other Pay</b>	<b>\$ 23,075</b>	<b>\$ 5,700</b>	<b>\$ 3,998</b>	<b>\$ 4,600</b>	<b>-19%</b>
<b>Benefits</b>					
Health Insurance	\$ 70,140	\$ 62,328	\$ 62,328	\$ 48,425	-22%
Other Insurance Benefits	2,452	2,627	2,418	2,671	2%
FICA/Medicare Tax	30,225	30,908	28,877	31,613	2%
Retirement Contributions	16,274	20,396	19,052	21,762	7%
Workers' Compensation	4,316	4,984	4,786	7,800	57%
<b>Total Benefits</b>	<b>\$ 123,407</b>	<b>\$ 121,243</b>	<b>\$ 117,461</b>	<b>\$ 112,271</b>	<b>-7%</b>
<b>Total Personnel</b>	<b>\$ 538,357</b>	<b>\$ 525,305</b>	<b>\$ 509,369</b>	<b>\$ 525,508</b>	<b>0%</b>
<b>Contractual Services</b>					
Legal Services - Court Appointed Attorneys	\$ 12,029	\$ 10,000	\$ 5,018	\$ 10,000	0%
Other Professional Services	665	500	818	500	0%
Jury Expenses	1,290	2,000	473	2,000	0%
Building Rent	20,405	22,000	20,288	26,000	18%
Insurance & Bonds	3,648	3,285	3,285	7,611	132%
Telecommunications	2,328	2,500	2,500	2,500	0%
Postage/Shipping	2,054	2,000	2,612	10,000	400%
Printing/Reproduction	3,540	1,000	2,463	1,900	90%
Travel & Training	552	2,500	966	14,500	480%
Other Contractual	15,589	17,400	11,483	11,000	-37%
Association Dues	-	250	-	-	-100%
<b>Total Contractual Services</b>	<b>\$ 62,100</b>	<b>\$ 63,435</b>	<b>\$ 49,906</b>	<b>\$ 86,011</b>	<b>36%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,555	\$ 2,700	\$ 2,577	\$ 3,500	30%
Uniforms	49	500	300	300	-40%
Books, Periodicals, Maps	653	1,000	740	1,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 4,257</b>	<b>\$ 4,200</b>	<b>\$ 3,617</b>	<b>\$ 4,800</b>	<b>14%</b>
<b>Other Expenses</b>					
Principal Payments/Debt Service	\$ -	\$ 4,000	\$ -	\$ -	-100%
Programs & Projects	(224)	-	-	-	0%
<b>Total Other Expenses</b>	<b>\$ (224)</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 15	\$ 1,200	\$ 1,000	\$ 1,200	0%
Technologies	2,888	3,000	10,834	3,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 2,903</b>	<b>\$ 4,200</b>	<b>\$ 11,834</b>	<b>\$ 4,200</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 607,393</b>	<b>\$ 601,140</b>	<b>\$ 574,726</b>	<b>\$ 620,519</b>	<b>3%</b>

# Finance

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

**Goal:** **Customer Request Tracking**

Re-implement customer relationship management software (CRM) in FY 2012. Enter, on average, 50% of total Finance Customer Service call volume (non-payment transactions) into CRM by June 2014.

**Objectives:**

**CRM Requests Per Employee** Increase the number of requests entered into the CRM system to 50 CRM requests per administrative service representative per month. **New**

**Further Action Requests in CRM** Enter 100% of items requiring further action or issues into the CRM system. **New**

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
CRM Requests Per Employee	<b>New</b>					50.00
Further Action Requests in CRM	<b>New</b>					100%

**Goal:** **Days to Bill**

To increase the percentage of City divisions meeting the average "days to bill" standard of five days for non-utility billings and grants to 100% by June 2014. This represents the number of days between the date a revenue or reimbursement is billable and the date it is actually billed.

**Objectives:**

**Average Days to Bill** Increase departments complying with the average "days to bill" standard by 25% over the previous year.

**Cost Centers - % That Bill On Time** The percentage of cost centers with an average bill issuance time of five days or less.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Average Days to Bill	22.89	19.58	5.00	-3	-14.44%	5.00
Bills Issued Within 5 days (%)		49%	85%			85%
Cost Centers - % That Bill On Time	45%	41%	50%	0	-8.64%	50%

# Finance

## **Goal: Days to Pay**

Reduce the delays in paying vendors by paying all bills within 21 days on average from invoice date to payment date. Reduce the process time by 5% per year for four years to obtain a result of 21 day average payment time by the end of FY 2014.

## **Objectives:**

<b>Days to Approve Payment - Average</b>	Decrease average payment approval time to 14.75 days from GL date to paid date by reducing errors and approval delays.	<b>New</b>
<b>Days To Enter Invoices - Average</b>	Decrease the time from the date of invoice to the date a bill is entered to meet a standard of seven days.	<b>New</b>
<b>Days to Pay - Complete Process - Average</b>	Reduce the average total number of days from date of invoice to date paid, including time for both invoice entry and invoice approval, to 24.5 days.	<b>New</b>

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Days to Approve Payment - % On Time	<b>New</b>		63%			63%
Days to Approve Payment - Average	<b>New</b>		14.75			14.75
Days To Enter Invoices - % On Time	<b>New</b>	51%	63%			63%
Days To Enter Invoices - Average	<b>New</b>		9.00			9.00
Days to Pay - Complete Process - % On Time	<b>New</b>		63%			63%
Days to Pay - Complete Process - Average	<b>New</b>	27.03	24.50			24.50

# Finance

## **Highlights from FY 2011:**

The City of Casper won an ICMA Certificate of Excellence for Performance Measurement the first time in City history. This award is the highest level of award for performance measurement offered by ICMA, and the City of Casper was one of twenty-two cities in the nation to receive the award. The City continued to win Government Finance Officer Association (GFOA) awards for excellence in budget presentation (four years in a row) and financial reporting (twelve years in a row). Casper was one of four municipalities to win a GFOA financial reporting award in Wyoming, and the only government entity in Wyoming to win a GFOA budget award.

Online billing for utility billing was added in February 2011, and the option has been popular with Casper residents. In April 2011, 893 Casper residents paid their utility bill online.

The main Finance office was partially remodeled to improve areas dedicated to direct customer service to citizens. Reconfigured workstations and taller wall dividers are intended to increase productivity and create physical and sound separation between front office and back office functions.

The Administrative Services Director and two employees moved into the old Human Resources office in City Hall. This new office also includes a small conference room that should help increase the availability of conference room space in City Hall.

## **Highlights for FY 2012:**

The Finance Division budget increases due to a position swap with Human Resources that increased Finance costs but had a net effect of zero to the General Fund, an increase in auditing fees due to the acceptance of ARRA grant monies, an increase in the standard audit fees, an increase in property and liability insurance charges and increases in health insurance and Workers' Compensation insurance costs. The Accountant position was not refilled but these costs, including benefits, were reallocated to fund outsourced accounting services, an intern, and a part time employee.

# Finance

Finance Staffing Summary	
1	2
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77	78
79	80
81	82
83	84
85	86
87	88
89	90
91	92
93	94
95	96
97	98
99	100

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Accountant	1	1	1	
Accounting Clerk II	1	1	1	-
Accounting Technician	1	1	1	1
Admin Services Representative	5	5	5	5
Admin Services Specialist	3	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
HR Info & Systems Tech	-	-	-	1
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>20</b>

<b>Part Time Employees (Budget)</b>	\$	-	\$	-	\$	33,000
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Finance Budget Summary	
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	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 1,408,954	\$ 1,464,818	\$ 1,393,117	\$ 1,485,475	1%
Contractual Services	442,256	445,719	438,763	532,112	19%
Materials & Supplies	10,823	10,300	10,800	10,300	0%
Other	36	100	150	100	0%
Capital	12,218	13,500	23,500	7,000	-48%
<b>Total Expenditures</b>	<b>\$ 1,874,287</b>	<b>\$ 1,934,437</b>	<b>\$ 1,866,330</b>	<b>\$ 2,034,987</b>	<b>5%</b>

# Finance

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,079,608	\$ 1,093,451	\$ 1,026,663	\$ 1,064,549	-3%
Part Time	-	-	10,000	33,000	100%
Overtime	-	-	3,000	-	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,079,608</b>	<b>\$ 1,093,451</b>	<b>\$ 1,039,663</b>	<b>\$ 1,097,549</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 18,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	4,884	8,887	4,526	7,887	-11%
Accrued Leave Payoff	4,594	1,707	2,497	-	-100%
Other Allowances	9,000	9,000	9,000	9,000	0%
<b>Total Other Pay</b>	<b>\$ 36,478</b>	<b>\$ 19,594</b>	<b>\$ 16,023</b>	<b>\$ 16,887</b>	<b>-14%</b>
<b>Benefits</b>					
Health Insurance	\$ 129,576	\$ 165,672	\$ 165,672	\$ 179,124	8%
Other Insurance Benefits	9,232	9,548	8,670	8,882	-7%
FICA/Medicare Tax	79,899	85,144	71,545	85,160	0%
Retirement Contributions	66,877	82,830	75,503	83,562	1%
Unemployment Compensation	-	-	8,000	-	0%
Workers' Compensation	7,284	8,579	8,041	14,311	67%
<b>Total Benefits</b>	<b>\$ 292,868</b>	<b>\$ 351,773</b>	<b>\$ 337,431</b>	<b>\$ 371,039</b>	<b>5%</b>
<b>Total Personnel</b>	<b>\$ 1,408,954</b>	<b>\$ 1,464,818</b>	<b>\$ 1,393,117</b>	<b>\$ 1,485,475</b>	<b>1%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 15,307	\$ 18,000	\$ 13,600	\$ 18,000	0%
Accounting & Auditing	122,211	140,784	134,935	191,500	36%
Medical Testing Services	0	300	300	300	0%
Security Services	4,200	4,200	5,100	6,100	45%
Office Machine Repairs	529	400	200	400	0%
Maintenance Agreements	71,619	70,000	71,935	73,300	5%
Insurance & Bonds	26,355	10,135	10,215	20,512	102%
Telecommunications	3,430	3,200	3,453	4,200	31%
Postage/Shipping	15,324	14,100	10,247	11,600	-18%
Advertising	2,000	2,500	3,000	2,500	0%
Printing/Reproduction	5,786	6,000	6,178	6,400	7%
Travel & Training	11,093	7,100	9,300	20,300	186%
Other Contractual	156,051	160,000	161,300	168,000	5%
Association Dues	8,351	9,000	9,000	9,000	0%
<b>Total Contractual Services</b>	<b>\$ 442,256</b>	<b>\$ 445,719</b>	<b>\$ 438,763</b>	<b>\$ 532,112</b>	<b>19%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 9,764	\$ 9,000	\$ 9,500	\$ 9,000	0%
Uniforms	444	500	500	500	0%
Books, Periodicals, Maps	615	800	800	800	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 10,823</b>	<b>\$ 10,300</b>	<b>\$ 10,800</b>	<b>\$ 10,300</b>	<b>0%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 36	\$ 100	\$ 150	\$ 100	0%
<b>Total Other Expenses</b>	<b>\$ 36</b>	<b>\$ 100</b>	<b>\$ 150</b>	<b>\$ 100</b>	<b>0%</b>
<b>Capital</b>					
Light Equipment	\$ 249	\$ 5,000	\$ 7,000	\$ 1,000	-80%
Technologies	11,969	8,500	16,500	6,000	-29%
<b>Total Capital</b>	<b>\$ 12,218</b>	<b>\$ 13,500</b>	<b>\$ 23,500</b>	<b>\$ 7,000</b>	<b>-48%</b>
<b>Total Expenses</b>	<b>\$ 1,874,287</b>	<b>\$ 1,934,437</b>	<b>\$ 1,866,330</b>	<b>\$ 2,034,987</b>	<b>5.2%</b>

# Health, Social, and Community Services

## Health, Social & Community Services Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Other	\$ 1,609,958	\$ 1,023,025	\$ 1,009,794	\$ 1,113,791	9%
<b>Total Expenditures</b>	\$ 1,609,958	\$ 1,023,025	\$ 1,009,794	\$ 1,113,791	9%

## Health, Social & Community Services Groups Recommended for funding

### Municipal Band

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.

### Community Action Partnership-

The Community Action Partnership (CAP) was created by the City of Casper and Natrona County to allocate funds for human service needs. CAP receives funding from the City, County, State and Federal governments. In FY 2012, CAP is currently budgeted to receive \$291,166 in City funding, of which \$214,867 is for agency allocations and \$76,299 is for administration.

FY 2012 agency allocations are funded from the City of Casper General Fund (\$39,867) and the City Optional One % Sales Tax #14 (\$175,000). Community Action Partnership is also requesting funding from Natrona County in the amount of General Fund (\$116,166) and the Natrona County Optional One % Sales Tax (\$175,000). FY 2012 agency allocations will be made in July 2011.

The following organizations are funded by the Community Action Partnership:

	FY 2009 Allocation	FY 2010 Allocation	FY 2011 Allocation
The ARC of Natrona County	No Request	\$ 6,700	\$ 9,852
CASA	10,500	9,875	8,852
Casper Day Care- Child Development	19,046	15,500	10,860
Central Wyoming Counseling Center	13,400	11,250	8,852
Central Wyoming Rescue Mission	17,943	12,000	9,000
Healthcare for the Homeless Clinic	26,284	25,705	24,852
Meals on Wheels	11,794	12,000	11,852
Mercer House	19,257	18,750	18,352
Central Wyoming Senior Services	34,171	32,500	29,852
Self Help Center	45,004	40,054	31,852
Life Steps Transitional Housing	31,900	32,200	32,200
Wyoming Senior Citizens, Inc.	9,943	9,200	9,852
Youth Crisis Center- Henry Home	15,572	15,000	14,852
Children's Advocacy Project, Inc.	No Request	14,000	18,931
<b>TOTAL</b>	<b>\$ 254,814</b>	<b>\$ 254,734</b>	<b>\$ 240,011</b>

The Community Action Partnership of Natrona County will hold agency meetings for City and County human services funding in July 2011 to determine the FY 2012 recommended allocations.

# Health, Social & Community Services

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Other Expenses</b>					
Municipal Band (Pass-through)	\$ 106,037	\$ 126,143	\$ 115,762	\$ 113,375	-10%
Human Services - General	39,867	39,867	39,867	39,867	0%
Human Services - 1% Sales Tax Funded	87,500	87,500	87,500	175,000	100%
Human Services - Admin	76,299	76,299	76,299	76,299	0%
Health Department	750,000	525,000	525,000	525,000	0%
Casper Mtn Fire District	7,500	7,500	7,500	7,500	0%
Chamber of Commerce	42,000	38,750	38,750	38,750	0%
Community Promotions	49,589	21,466	21,466	-	-100%
The Science Zone	15,000	13,500	13,500	13,500	0%
Youth Empowerment Council	16,500	15,000	15,000	17,000	13%
United Way Kickoff Event	6,712	7,000	7,000	2,500	-64%
Youth Crisis Center	20,000	20,000	20,000	60,000	200%
CAEDA Incubator Project	100,000	-	-	-	0%
Child Advocacy Project	30,000	30,000	30,000	30,000	0%
Combat Challenge Team- Fire Department	12,954	15,000	12,150	15,000	0%
12/24 Club- Facility	250,000	-	-	-	0%
<b>Total Other Expenses</b>	<b>\$ 1,609,958</b>	<b>\$ 1,023,025</b>	<b>\$ 1,009,794</b>	<b>\$ 1,113,791</b>	<b>9%</b>
<b>Total Expenses</b>	<b>\$ 1,609,958</b>	<b>\$ 1,023,025</b>	<b>\$ 1,009,794</b>	<b>\$ 1,113,791</b>	<b>9%</b>

# Human Resources

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

**Goal:** **Employee Health and Wellness (CITYWIDE) -HR**

To assess employee health through the annual blood draw and health risk assessment questionnaire, and to improve those results by increasing the aggregate Low Risk category of health plan participants to 75% in the Interactive Health Index for the City of Casper's health plan by June 2015.

**Objectives:**

<b>Health Discussions</b>	To conduct monthly discussions among the Human Resources Staff (including Risk Management) regarding health during staff meetings starting September 2011.	<b>New</b>
<b>Health Seminar Attendance - Citywide Events</b>	To have each employee attend two (2) health education seminars by June 30, 2012.	<b>New</b>
<b>Health-Based Environmental Assessments</b>	To conduct one healthy workplace environmental assessment and one follow up with each City work group.	<b>New</b>
<b>Participation In Optional Health Events</b>	To increase the workgroup's year over year attendance at optional citywide health events and activities by 25%.	<b>New</b>

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Health Discussions	<b>New</b>					10
Health Seminar Attendance - Citywide Events	<b>New</b>					2.00
Health-Based Environmental Assessments	<b>New</b>					2
Participation In Optional Health Events	<b>New</b>					

**Goal:** **Supervisory Training**

To increase training and development in first-level supervision.

**Objectives:**

<b>Hours of Employee Relations Training</b>	To conduct 12 hours worth of training for supervisors on employee relations issues.	<b>New</b>
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# Human Resources

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Hours of Employee Relations Training	<b>New</b>	10				12

## Highlights from FY 2011:

Human Resources implemented several new record keeping systems for better efficiency. An I9 self audit was conducted and resulted in new record keeping methods and training for staff that completes I9 hiring paperwork. Another efficiency enhancement was the implementation of Neogov, which is an online job application program. The Neogov program allows the City to process and track the entire recruitment life cycle in one place.

Due to lack of storage at the Wyoming State Archives, 18 boxes of City personnel files were returned and needed to be incorporated into the City's internal records system. In addition to record challenges, Human Resources determined a need to provide additional resources for supervisors Citywide. As a result, the Supervisor Boot Camp class was created and provided to all supervisors.

## Highlights for FY 2012:

Human Resources is driven to develop and implement a new orientation process specifically geared for new supervisors. Tailored training sessions for all City supervisors will be offered by Human Resources throughout the year on topics such as recruiting, coaching, and managing performance. The intention is to develop core supervisory competencies within the organization for the benefit of all employees.

Another focus for FY 2012 will be to implement the Decision Band Method™ (DBM) classification system. The DBM system was recommended by Fox Lawson and Associates as a result of a compensation and classification study conducted for the City. The DBM system will replace the current system, which has been in place for the past 20 years.

# Human Resources

## Human Resources Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Benefit Technician	1	1	1	1
HR Information & Systems Tech	1	1	1	-
Human Resources Analyst	1	1	1	1
Human Resources Director	1	1	1	1
Administrative Secretary	1	1	1	1
Secretary II	-	-	-	1
Risk Manager**	1	1	-	-
RM Injury/Claims Coordinator**	1	1	-	-
<b>Total</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>5</b>

\*\*Risk Management employees were transferred to the Property & Liability Fund in FY 2011.

<b>Part Time Employees (Budget)</b>	\$	12,236	\$	-	\$	-
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## Human Resources Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 521,330	\$ 388,159	\$ 381,318	\$ 402,626	4%
Contractual Services	57,359	45,393	29,793	48,658	7%
Materials & Supplies	6,717	3,000	4,400	4,500	50%
Other	17,234	7,500	7,500	14,593	95%
Capital	6,321	3,500	2,820	3,500	0%
<b>Total Expenditures</b>	<b>\$ 608,961</b>	<b>\$ 447,552</b>	<b>\$ 425,831</b>	<b>\$ 473,877</b>	<b>6%</b>

# Human Resources

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 383,448	\$ 286,333	\$ 280,852	\$ 289,229	1%
Part Time	12,236	-	-	-	0%
Overtime	-	50	-	50	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 395,684</b>	<b>\$ 286,383</b>	<b>\$ 280,852</b>	<b>\$ 289,279</b>	<b>1%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 6,113	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	2,367	3,000	1,790	3,000	0%
Accrued Leave Payoff	1,899	-	-	-	0%
Other Allowances	9,480	5,500	5,400	5,400	-2%
<b>Total Other Pay</b>	<b>\$ 19,859</b>	<b>\$ 8,500</b>	<b>\$ 7,190</b>	<b>\$ 8,400</b>	<b>-1%</b>
<b>Benefits</b>					
Health Insurance	\$ 39,672	\$ 36,816	\$ 36,816	\$ 48,262	31%
Other Insurance Benefits	3,239	2,382	2,382	2,513	5%
FICA/Medicare Tax	30,289	22,954	22,954	22,781	-1%
Retirement Contributions	26,669	26,154	26,154	24,909	-5%
Unemployment Compensation	-	186	186	100	-46%
Workers' Compensation	5,918	4,784	4,784	6,382	33%
<b>Total Benefits</b>	<b>\$ 105,787</b>	<b>\$ 93,276</b>	<b>\$ 93,276</b>	<b>\$ 104,947</b>	<b>13%</b>
<b>Total Personnel</b>	<b>\$ 521,330</b>	<b>\$ 388,159</b>	<b>\$ 381,318</b>	<b>\$ 402,626</b>	<b>4%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 13,076	\$ 10,000	\$ 10,000	\$ 10,000	0%
Employee Family Assistance	1,764	11,593	7,161	2,000	-83%
Insurance & Bonds	10,568	1,000	1,000	7,653	665%
Telecommunications	2,219	1,000	1,000	1,000	0%
Postage/Shipping	3,179	2,500	1,750	2,500	0%
Printing/Reproduction	2,525	2,400	1,500	1,500	-38%
Travel & Training	15,302	15,000	6,157	15,000	0%
Other Contractual	5,634	1,500	825	8,605	474%
Association Dues	730	400	400	400	0%
Wellness Program Services	2,362	-	-	-	0%
<b>Total Contractual Services</b>	<b>\$ 57,359</b>	<b>\$ 45,393</b>	<b>\$ 29,793</b>	<b>\$ 48,658</b>	<b>7%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 4,161	\$ 1,500	\$ 2,400	\$ 3,000	100%
Books, Periodicals, Maps	564	1,500	2,000	1,500	0%
Risk Management Supplies	1,992	-	-	-	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 6,717</b>	<b>\$ 3,000</b>	<b>\$ 4,400</b>	<b>\$ 4,500</b>	<b>50%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 17,234	\$ 7,500	\$ 7,500	\$ 14,593	95%
<b>Total Other Expenses</b>	<b>\$ 17,234</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 14,593</b>	<b>95%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 2,110	\$ 1,000	\$ 320	\$ 1,000	0%
Technologies	4,211	2,500	2,500	2,500	0%
<b>Total Capital - Replacement</b>	<b>\$ 6,321</b>	<b>\$ 3,500</b>	<b>\$ 2,820</b>	<b>\$ 3,500</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 608,961</b>	<b>\$ 447,552</b>	<b>\$ 425,831</b>	<b>\$ 473,877</b>	<b>6%</b>

# Planning

**Mission:** 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.

## **Highlights from FY 2011:**

Activity on the development arena is once again on the upturn. Planning staff is seeing more development proposals and cases through the Planning and Zoning Commission. Along with the day to day case management of the activity, staff has been actively involved in the development of the Casper Area Comprehensive Plan Update. The draft of that plan is expected to be available this fall for public review and adoption.

The Old Yellowstone District continues to pick up activity with the construction of a new US Bank Building and the establishment of smaller businesses in the area. The improvements to the West Yellowstone Highway have had a significant impact on the appearance and vibrancy of the street. The City Council has established a façade loan program targeted for the downtown and Old Yellowstone District that will surely benefit businesses in making property improvements.

## **Highlights for FY 2012:**

There are no new programs or personnel being requested for the Planning Division. Staff will focus on completion of the Comprehensive Plan update as well.

Staff is also working with the Amoco Reuse Agreement Joint Powers Board on the redevelopment of the Coca-Cola Building site (formerly the Source Gas site). Requests have been circulated, responses will be reviewed and a developer selected so that the redevelopment of this property can commence in FY 2012.

# Planning

## Planning Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>	\$	-	\$	-

## Planning Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 467,477	\$ 471,597	\$ 470,777	\$ 487,567	3%
Contractual Services	46,175	38,560	42,717	48,998	27%
Materials & Supplies	2,638	3,500	2,500	3,500	0%
Other	4,814	6,461	5,961	3,961	-39%
Capital	368	1,250	2,500	2,750	120%
<b>Total Expenditures</b>	<b>\$ 521,472</b>	<b>\$ 521,368</b>	<b>\$ 524,455</b>	<b>\$ 546,776</b>	<b>5%</b>

# Planning

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 331,601	\$ 334,620	\$ 334,620	\$ 345,012	3%
Part Time	-	-	-	-	0%
Overtime	1,215	1,000	-	-	-100%
<b>Total Salaries &amp; Wages</b>	<b>\$ 332,816</b>	<b>\$ 335,620</b>	<b>\$ 334,620</b>	<b>\$ 345,012</b>	<b>3%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 5,116	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	2,512	2,500	2,500	2,500	0%
Accrued Leave Payoff	-	-	-	-	0%
Other Allowances	10,500	10,500	10,500	11,520	10%
<b>Total Other Pay</b>	<b>\$ 18,128</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>	<b>\$ 14,020</b>	<b>8%</b>
<b>Benefits</b>					
Health Insurance	\$ 59,580	\$ 56,676	\$ 56,676	\$ 57,695	2%
Other Insurance Benefits	2,602	2,807	2,807	2,767	-1%
FICA/Medicare Tax	25,329	27,588	27,588	27,467	0%
Retirement Contributions	24,232	30,048	30,228	31,688	5%
Workers' Compensation	4,790	5,858	5,858	8,918	52%
<b>Total Benefits</b>	<b>\$ 116,533</b>	<b>\$ 122,977</b>	<b>\$ 123,157</b>	<b>\$ 128,535</b>	<b>5%</b>
<b>Total Personnel</b>	<b>\$ 467,477</b>	<b>\$ 471,597</b>	<b>\$ 470,777</b>	<b>\$ 487,567</b>	<b>3%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ -	\$ 300	\$ 137	\$ 300	0%
Other Professional Services	11,075	5,000	6,700	5,000	0%
Insurance & Bonds	2,396	2,157	2,157	8,370	288%
Telecommunications	911	1,524	1,524	1,524	0%
Postage/Shipping	1,845	3,500	2,800	3,500	0%
Advertising	5,259	7,000	9,000	7,000	0%
Printing/Reproduction	9,276	5,000	4,000	5,500	10%
Travel & Training	4,871	5,000	7,000	7,000	40%
Interdepartmental Services	7,305	5,899	5,899	7,224	22%
Association Dues	3,237	3,180	3,500	3,580	13%
<b>Total Contractual Services</b>	<b>\$ 46,175</b>	<b>\$ 38,560</b>	<b>\$ 42,717</b>	<b>\$ 48,998</b>	<b>27%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,117	\$ 2,500	\$ 2,200	\$ 2,500	0%
Books, Periodicals, Maps	521	1,000	300	1,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 2,638</b>	<b>\$ 3,500</b>	<b>\$ 2,500</b>	<b>\$ 3,500</b>	<b>0%</b>
<b>Other Expenses</b>					
Principal Payments	\$ 2,932	\$ 3,961	\$ 3,961	\$ 3,961	0%
Interest Payments	\$ 489	\$ -	\$ -	\$ -	-
Programs & Projects	1,393	2,500	2,000	-	-100%
<b>Total Other Expenses</b>	<b>\$ 4,814</b>	<b>\$ 6,461</b>	<b>\$ 5,961</b>	<b>\$ 3,961</b>	<b>-39%</b>
<b>Capital</b>					
<b>Capital - Replacement</b>					
Technologies	\$ 368	\$ 1,250	\$ 2,500	\$ 2,750	120%
<b>Total Capital - Replacement</b>	<b>\$ 368</b>	<b>\$ 1,250</b>	<b>\$ 2,500</b>	<b>\$ 2,750</b>	<b>120%</b>
<b>Total Expenses</b>	<b>\$ 521,472</b>	<b>\$ 521,368</b>	<b>\$ 524,455</b>	<b>\$ 546,776</b>	<b>4.9%</b>

# Code Enforcement

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

**Goal:** **Effective Code Enforcement**

Improve the enforcement of codes through increased professional development, and decrease the number of code enforcement offences by 5% (over FY 2010 levels) by June 2014.

**Objectives:**

<b>Cleanup Volunteers</b>	To increase the number of volunteers at neighborhood cleanups by 10%.	<b>New</b>
<b>Repeat Code Enf. Offences</b>	To decrease the number of repeat code enforcement offences by 10%. A repeat offence is defined as any offence at a specific location after the first within a given fiscal year.	<b>New</b>
<b>Inspections Training - Hours</b>	To increase the administrative and legal training for code inspection staff to 96 hours per year as recommended by the Insurance Services Office (ISO).	

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Cleanup Volunteers	<b>New</b>					
Inspections Training - Hours		70.00	96.00			96.00
Repeat Code Enf. Offences	<b>New</b>					

**Highlights from FY 2011:**

Building permits were valued at \$129,722,701 for calendar 2010. Although this is a decline from 2009, staff is optimistic about building permit activity in 2011.

**Highlights for FY 2012:**

There are no new programs or personnel being requested for the Building and Code Enforcement Division. At the time of this writing, there is a vacancy for a building inspector and the intent is to fill that position before the end of FY 2011.

# Code Enforcement

## Code Enforcement Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>	\$	-	\$	-	\$	-
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## Code Enforcement Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 907,558	\$ 936,177	\$ 925,523	\$ 948,530	1%
Contractual Services	103,850	144,909	139,909	148,763	3%
Materials & Supplies	3,567	6,500	6,500	6,500	0%
Other	1,239	1,000	1,000	1,000	0%
Capital	6,437	4,000	4,100	5,000	25%
<b>Total Expenditures</b>	<b>\$ 1,022,651</b>	<b>\$ 1,092,586</b>	<b>\$ 1,077,032</b>	<b>\$ 1,109,793</b>	<b>2%</b>

# Code Enforcement

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 687,252	\$ 691,255	\$ 683,088	\$ 694,891	1%
Overtime	407	530	530	530	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 687,659</b>	<b>\$ 691,785</b>	<b>\$ 683,618</b>	<b>\$ 695,421</b>	<b>1%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 11,478	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	8,072	8,100	9,008	8,100	0%
Accrued Leave Payoff	-	250	1,595	8,900	3460%
Other Allowances	5,770	10,100	5,360	5,340	-47%
<b>Total Other Pay</b>	<b>\$ 25,320</b>	<b>\$ 18,450</b>	<b>\$ 15,963</b>	<b>\$ 22,340</b>	<b>21%</b>
<b>Benefits</b>					
Health Insurance	\$ 88,116	\$ 106,248	\$ 106,248	\$ 101,262	-5%
Other Insurance Benefits	5,523	5,610	5,610	5,799	3%
FICA/Medicare Tax	51,757	54,331	54,331	54,912	1%
Retirement Contributions	39,092	48,172	48,172	50,723	5%
Workers' Compensation	10,091	11,581	11,581	18,073	56%
<b>Total Benefits</b>	<b>\$ 194,579</b>	<b>\$ 225,942</b>	<b>\$ 225,942</b>	<b>\$ 230,769</b>	<b>2%</b>
<b>Total Personnel</b>	<b>\$ 907,558</b>	<b>\$ 936,177</b>	<b>\$ 925,523</b>	<b>\$ 948,530</b>	<b>1%</b>
<b>Contractual Services</b>					
Nuisance Abatement	\$ 25,886	\$ 66,730	\$ 61,730	\$ 60,000	-10%
Equipment Repairs	520	2,000	2,000	2,000	0%
Insurance & Bonds	10,451	9,411	9,411	15,354	63%
Telecommunications	3,223	3,500	3,500	3,500	0%
Postage/Shipping	6,979	6,000	6,000	6,000	0%
Printing/Reproduction	4,333	4,500	4,500	4,500	0%
Travel & Training	2,903	5,000	5,000	10,000	100%
Interdepartmental Services	48,536	46,703	46,703	46,344	-1%
Association Dues	1,019	1,065	1,065	1,065	0%
<b>Total Contractual Services</b>	<b>\$ 103,850</b>	<b>\$ 144,909</b>	<b>\$ 139,909</b>	<b>\$ 148,763</b>	<b>3%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,128	\$ 5,000	\$ 5,000	\$ 5,000	0%
Books, Periodicals, Maps	439	1,500	1,500	1,500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 3,567</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>0%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 1,239	\$ 1,000	\$ 1,000	\$ 1,000	0%
<b>Total Other Expenses</b>	<b>\$ 1,239</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 6,437	\$ 4,000	\$ 4,100	\$ 5,000	25%
<b>Total Capital - Replacement</b>	<b>\$ 6,437</b>	<b>\$ 4,000</b>	<b>\$ 4,100</b>	<b>\$ 5,000</b>	<b>25%</b>
<b>Total Expenses</b>	<b>\$ 1,022,651</b>	<b>\$ 1,092,586</b>	<b>\$ 1,077,032</b>	<b>\$ 1,109,793</b>	<b>1.6%</b>

# Police

**Mission:** To provide professional and progressive police services to enhance the quality of life in our community.

**Goal:** **Larcenies and Burglaries**

To reduce the number of larcenies and the number of burglaries to 5% below FY 2010 levels by June 2014.

**Objectives:**

**Burglaries** To reduce the number of burglaries in Casper over 2010 totals by 1%.

**Larcenies** To reduce the number of larcenies in Casper over 2010 totals by 1%

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Burglaries		819	1,182			1,170
Burglary Arrests		48				
Larcenies		988	1,100			1,089
Larceny Arrests		459				

**Goal:** **Traffic Collisions**

To decrease the number of traffic collisions in Casper.

**Objectives:**

**Blood Alc. Content (Avg DWUI)** To decrease the average DWUI blood alcohol content (BAC) to 0.14%.

**Collisions - All** Reduce the total number of auto collisions citywide by 5%.

**Collisions - All Alcohol Related** To reduce the aggregate number of alcohol related collisions by 5% over 2010 totals.

**Collisions - All Key Intersections** To reduce the aggregate number of collisions at historically high volume accident locations in Casper by 5%.

**Speed Compliance** To maintain speed compliance of the 85th percentile speeds on selected streets to no more than 5 mph over the posted speed limits.

# Police

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Avg # of Operational Patrol Officers		48.42				
Blood Alc. Content (Avg DWUI)		0.15	0.14			0.14
CARTE Operations - DUI		50				
CARTE Operations - Speed		7				
Collisions - All		2,157	2,484			2,420
Collisions - All Alcohol Related		105				
Collisions - All Key Intersections		59				
Collisions by Intersection #1 - 2nd and Wyo Blvd		14				
Collisions by Intersection #2 - CY and Wyo Blvd		17				
Collisions by Intersection #3 - 1st and Poplar		10				
Collisions by Intersection #4 - 12th and Beverly		6				
Collisions by Intersection #5 - CY and Poplar		14				
Directed Patrol Ops - DUI		31				
Directed Patrol Ops - Speeding		112				
DUI Arrests		635				
OT Hours - DUI Enforcement		60				
OT Hours - Speed Enforcement		121				
Speed Compliance			95%			95%
Speed Compliance #1 - 13th and Ash		98%	95%			95%

# Police

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Speed Compliance #2 - 12th and Oakcrest		94%	95%			95%
Speed Compliance #3 - 12th and Ash		98%	95%			95%
Speed Compliance #4 - 13th and Lincoln		98%	95%			95%
Speed Compliance #5 - EB 2nd at Park		61%	95%			95%
Speed Compliance #6 - WB 2nd at Park		52%	95%			95%
Tipsy Taxi Rides		2,336				
Traffic Citations Issued		6,801				

## **Highlights from FY 2011:**

The PD has been using several different types of data to analyze accidents within the city and developing strategies to reduce accidents. Overall accidents have been reduced by 11%, and DUI related accidents have been reduced by 6%. DUI, Robbery, Burglary and Drug incidents have increased this year. Assaults, Sexual assaults, Larceny and Motor vehicle thefts decreased during the year.

With the economic downturn of FY 2011, the Casper PD has operated with 8 less officers. In spite of this, service has remained high and internal adjustments have been made to ensure Patrol Officer numbers remain at an adequate level.

The Casper PD used grant money to purchase a driving simulator and firearms decision training system to enhance training opportunities. Both systems are operational and provide beneficial and effective training opportunities. The driving simulator is designed to aid multiple city entities with various seat and dashboard setups that can mimic heavy vehicles as well as cars and light trucks.

The PD has worked cooperatively with the Natrona County Liquor Dealers Association and the local cab companies to develop the Tipsy Taxi program. Approximately 3000 potential drunk drivers were given a ride home at a cost of \$42,000 of donated money. DUI remains a significant issue in Casper. The average Blood Alcohol Content of DUI arrests is .15, this is nearly double the legal limit for BAC.

## **Highlights for FY 2012:**

The Casper PD has been allotted a significantly larger grant for traffic safety for the upcoming year. The CPD will target locations which have significant traffic problems and maximize the use of the state funds to enhance traffic safety.

Several new initiatives will be implemented, patrol shifts are being restructured to expand the PORT program, and lessons learned from the Weed and Seed project will be implemented city wide. A partnership with the US Marshall's service will see the implementation of a felony fugitive task force to locate and arrest felons with warrants. The USMS has funding to pay CPD officers overtime for the task force. Several data collection methods are being fully implemented and will be used to identify trends so efforts to reduce problems can be more effective. The CPD is also going to maximize media such as Facebook and Twitter to offer two way communication and training resources to citizens.

# Police Weed & Seed

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

**Goal:** **Drugs and Violent Crime**

To decrease the prevalence of drugs and the incidence of violent crime in the Weed and Seed Area.

**Objectives:**

**Drug Arrest Ratio** To maintain a drug arrest ratio of 25 per thousand residents.

**Employers That Drug Test** To identify 200 local businesses who require random drug testing.

**Violent Felony Crimes (UCR) in W&S** To decrease violent crime incidents by 5% over 2010 totals.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Drug Arrest Ratio		45	25			25
Employers That Drug Test			200			200
Meth Conference Attendees		289	350			350
Violent Felony Crimes (UCR) in W&S		76	84			80

# Police Weed & Seed

**Goal: Neighborhood Support**

To improve the physical appearance of the Weed and Seed area, and to provide services to help educate and motivate citizens so that the improvements within the Weed and Seed area become self sustaining.

**Objectives:**

<b>Code Inspections - W&amp;S</b>	To conduct 2,500 Code Enforcement inspections and re-inspections in the Weed and Seed area.
<b>Community Service Projects</b>	To conduct 100 community service projects by sentenced juveniles.
<b>Ghosts Tickets Distributed</b>	To distribute 2,000 Casper Ghost tickets in the "Good Ticket" program to area youth.
<b>Juveniles in Community Service</b>	To involve 300 sentenced juveniles in supervised Community Service Projects.
<b>Late Night Youth Activities</b>	To provide 16 drug free late night youth activities in the Weed and Seed area.
<b>Neighborhood Cleanups</b>	To coordinate 14 neighborhood cleanup projects in the Weed and Seed area.
<b>Prenatal Service Recipients</b>	To provide prenatal services to 25 expectant mothers in the Weed and Seed area.
<b>World Changers Home Renovations</b>	To provide renovations for 9 homes by World Changers in the Weed and Seed area.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Code Inspections - W&S		4,242	2,500			2,500
Community Service Projects		269	100			100
Community Service Provided - Est Value (\$)	<b>New</b>	\$20,126	\$4,346			\$4,346
Ghosts Tickets Distributed		2,000	2,000			2,000
Juveniles in Community Service		1,011	300			300
Late Night Youth Activities		19	16			16
Neighborhood Cleanups		32	14			14
Prenatal Service Recipients		27	25			25

# Police Weed & Seed

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
World Changers Home Renovations		9	9			9

# Police

Police Staffing Summary					
		FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>					
<b>Sworn</b>					
Police Chief		1	1	1	1
Police Captain		1	1	1	1
Police Lieutenant		4	4	4	4
Police Sergeant		9	9	8	8
Police Officer		83	83	76	77
Total Sworn		98	98	90	91
<b>Non-Sworn</b>					
Administrative Secretary		1	1	1	1
Community Services Officer		3	3	3	3
Crime Analysis Technician		1	1	-	-
Lead Police Records Specialist		1	1	1	1
Police Records Specialist		4	4	3	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		17	17	14	14
<b>Total</b>		<b>115</b>	<b>115</b>	<b>104</b>	<b>105</b>
<b>Part Time Employees (Budget)</b>		\$ -	\$ 21,771	\$ 18,578	\$ 75,566

Police Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
Expenditures					
Personnel	\$ 8,280,600	\$ 8,074,191	\$ 8,059,898	\$ 8,591,359	6%
Contractual Services	2,095,982	2,035,112	1,957,106	2,174,250	7%
Materials & Supplies	173,607	166,900	166,500	176,900	6%
Other	-	-	-	-	0%
Capital	47,152	36,453	35,000	35,000	-4%
Total Expenditures	\$ 10,597,341	\$ 10,312,656	\$ 10,218,504	\$ 10,977,509	6.4%

# Police

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 5,940,241	\$ 5,873,740	\$ 5,782,693	\$ 6,135,649	4%
Part Time	21,771	18,578	9,500	75,566	307%
Overtime	180,759	215,000	205,000	215,000	0%
Holiday Pay	116,625	110,000	116,900	110,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 6,259,396</b>	<b>\$ 6,217,318</b>	<b>\$ 6,114,093</b>	<b>\$ 6,536,215</b>	<b>5%</b>
<b>Other Pay</b>					
Court Pay	\$ 9,391	\$ 15,000	\$ 9,500	\$ 15,000	0%
Supplemental Pay	128,051	-	91,653	-	0%
Disability Leave Buy-Back	54,101	60,000	62,179	60,000	0%
Accrued Leave Payoff	44,023	50,600	55,000	50,600	0%
Other Allowances	15,860	17,800	17,800	17,800	0%
<b>Total Other Pay</b>	<b>\$ 251,426</b>	<b>\$ 143,400</b>	<b>\$ 236,132</b>	<b>\$ 143,400</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 966,084	\$ 874,044	\$ 874,044	\$ 962,958	10%
Other Insurance Benefits	46,809	53,437	53,437	54,053	1%
FICA/Medicare Tax	129,766	133,577	133,577	145,692	9%
Retirement Contributions	520,916	534,032	534,032	561,906	5%
Unemployment Compensation	1,360	1,500	-	1,500	0%
Workers' Compensation	99,192	110,383	110,383	179,135	62%
Clothing Allowance	5,651	6,500	4,200	6,500	0%
<b>Total Benefits</b>	<b>\$ 1,769,778</b>	<b>\$ 1,713,473</b>	<b>\$ 1,709,673</b>	<b>\$ 1,911,744</b>	<b>12%</b>
<b>Total Personnel</b>	<b>\$ 8,280,600</b>	<b>\$ 8,074,191</b>	<b>\$ 8,059,898</b>	<b>\$ 8,591,359</b>	<b>6%</b>
<b>Contractual Services</b>					
Medical Testing Services	\$ 3,010	\$ 10,000	\$ 9,500	\$ 10,000	0%
Investigation Services	13,029	15,000	10,000	15,000	0%
Recruitment Services	12,838	20,000	12,000	20,000	0%
Prisoner Care - Adult	1,011,720	1,000,000	900,500	1,000,000	0%
Prisoner Care - Juvenile	90,000	90,000	90,000	90,000	0%
Energy- Electricity	-	3,000	-	-	-100%
Building Rent	113,685	110,000	120,000	120,000	9%
Insurance & Bonds	170,396	150,147	150,250	173,183	15%
Telecommunications	23,729	25,500	22,500	25,500	0%
Radio	26,157	15,000	18,000	15,000	0%
Postage/Shipping	21,935	12,500	15,000	15,000	20%
Printing/Reproduction	10,566	7,000	7,500	7,000	0%

# Police

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services Cont.</b>					
Travel & Training	66,271	95,109	92,000	95,109	0%
Interdepartmental Services	475,535	426,856	426,856	488,458	14%
Other Contractual	57,111	55,000	83,000	100,000	82%
<b>Total Contractual Services</b>	<b>\$ 2,095,982</b>	<b>\$ 2,035,112</b>	<b>\$ 1,957,106</b>	<b>\$ 2,174,250</b>	<b>7%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 29,552	\$ 30,000	\$ 32,000	\$ 30,000	0%
Operational Supplies	41,346	28,000	28,000	28,000	0%
Other Materials & Supplies	30,636	35,900	34,000	45,900	28%
Uniforms	62,179	65,000	65,000	65,000	0%
Evidence Supplies	9,894	8,000	7,500	8,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 173,607</b>	<b>\$ 166,900</b>	<b>\$ 166,500</b>	<b>\$ 176,900</b>	<b>6%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 11,072	\$ 10,000	\$ 10,000	\$ 10,000	0%
Technologies	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 11,072</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>0%</b>
<b>Capital - New</b>					
Technologies	\$ 36,080	\$ 1,453	\$ -	\$ -	-100%
<b>Total Capital - Replacement</b>	<b>\$ 36,080</b>	<b>\$ 1,453</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
<b>Total Expenses</b>	<b>\$ 10,597,341</b>	<b>\$ 10,312,656</b>	<b>\$ 10,218,504</b>	<b>\$ 10,977,509</b>	<b>6.4%</b>

# Fire-EMS

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

**Goal:** Enhance Fire-EMS Department Leadership

Enhance management and leadership skills of company officers.

## **Objectives:**

**Company Officer Symposium** Conduct and host one company officer symposium per year.

**In House Training Sessions** Conduct four in-house company officer training sessions.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Certified Officer Graduates	<b>New</b>					3
Company Officer Symposium		1	1			1
In House Training Sessions		4	4			4

**Goal:** False Alarms

To reduce the frequency of unintentional false alarm calls to less than 200 per year by fiscal year 2014.

## **Objectives:**

**Unintentional False Alarms - Cause Identified** Identify the cause for all unintentional false alarms.

**New**

**Unintentional False Alarms** To reduce the number of unintentional false alarms by 25%.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Unintentional False Alarms		236	230			172
Unintentional False Alarms - Cause Identified	<b>New</b>					100%

# Fire-EMS

## **Goal:** Reduce Departmental Health Risks

To improve overall firefighter health and safety, with the goal of reducing firefighter injuries by June 2015, while simultaneously working to prevent any firefighter from being removed from active duty for health reasons.

## **Objectives:**

<b>PPE Ensembles In Database</b>	To enter all PPE Turnout Ensembles into the equipment inspection database.	<b>New</b>
<b>PPE Inspection Training</b>	To train 66 Operation Division personnel to perform routine maintenance, inspection, and cleaning of PPE Turnout Ensembles.	<b>New</b>
<b>PPE Inspected and Cleaned</b>	To clean and inspect 66 turnout ensembles.	

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Firefighter Deaths		0	0			0
Firefighter Injuries - Any Cause	<b>New</b>					
Firefighter Injuries - PPE Defect		0	0			0
Physical Health Assessments - % Passing	<b>New</b>					100%
PPE Ensembles In Database	<b>New</b>	89%				100%
PPE Inspected and Cleaned		25	66			66
PPE Inspection Training	<b>New</b>					66
PPE Passing Inspection	<b>New</b>					100%

# Fire-EMS

**Goal:**     **Safety of Multi-Family Residences**

To eliminate fire related injuries and deaths in multi-family occupancies by FY 2017.

**Objectives:**

- Inspections - High Risk**     Conduct annual inspections of all identified high risk multi-family structures.
- Inspections - Low Risk**     Conduct and complete inspections of 25% of identified low risk multi-family structures.
- Inspections - Medium Risk**     Conduct and complete inspections of 33% of medium risk multi-family structures.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Compliant High Risk Structures		100%	100%			100%
Fires - High Risk Structures		0	0			0
Fires - Low Risk Structures		0	0			0
Fires - Medium Risk Structures		0	0			0
Inspections - High Risk			100%			100%
Inspections - Low Risk			25%			25%
Inspections - Medium Risk			33%			33%

# Fire-EMS

## **Highlights from FY 2011:**

In FY 2011, the Training Division implemented a formal Company Officer (Supervisor) training program. This program included the identification of minimum training standards, the creation of a specific curriculum, conducting in house training sessions, and providing one Company Officer Symposium. The Prevention and Operations Divisions have identified approximately 600 multi-family occupancies in the community which will be eligible for future fire code inspections. The Prevention Division is inspecting high-risk multi-family occupancies on a regular basis.

In FY 2011, the department did not meet its goal to reduce false alarms by 25%. The inverse occurred and false alarms actually increased by 23%. The department will evaluate the reasons for the increase and will include a revised false alarm reduction goal for 2012.

## **Highlights for FY 2012:**

In FY 2012, the department will continue to fund its existing administration, operational, training, and prevention programs. The department will work towards its goals to enhance management and leadership skills of Company Officers by hosting one Company Officer Symposium and conducting four in-house company officer training sessions; reduce the frequency of unintentional false alarm calls; improving overall firefighter health and safety by implementing a Personal Protective Equipment Inspection and Maintenance program; and conducting new regular inspections of high risk, medium risk and low risk multi-family occupancies. These multi-family inspections will represent a 33% increase in regular annual inspections performed by the department.

# Fire-EMS

## Fire Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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	1	1
Fire Prevention Officer I	-	-	2	3
Firefighter	27	27	27	27
Total Sworn	74	74	73	74
<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>	<b>76</b>	<b>76</b>	<b>75</b>	<b>76</b>
<b>Part Time Employees (Budget)</b>	\$	-	\$	-

## Fire Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 6,474,735	\$ 6,467,590	\$ 6,438,973	\$ 6,725,609	4%
Contractual Services	654,315	658,477	665,857	645,014	-2%
Materials & Supplies	171,248	185,290	176,790	175,290	-5%
Other	3,471	3,980	3,980	2,645	-34%
Capital	35,788	40,000	40,000	40,000	0%
<b>Total Expenditures</b>	<b>\$ 7,339,557</b>	<b>\$ 7,355,337</b>	<b>\$ 7,325,600</b>	<b>\$ 7,588,558</b>	<b>3.2%</b>

# Fire-EMS

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 4,368,714	\$ 4,329,739	\$ 4,310,224	\$ 4,497,156	4%
Overtime	227,990	275,000	275,000	275,000	0%
Overtime - Scheduled	304,186	305,068	294,451	311,468	2%
Holiday Pay	98,459	103,972	116,337	109,251	5%
<b>Total Salaries &amp; Wages</b>	<b>\$ 4,999,349</b>	<b>\$ 5,013,779</b>	<b>\$ 4,996,012</b>	<b>\$ 5,192,875</b>	<b>4%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 6,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	3,621	5,000	5,063	6,774	35%
Accrued Leave Payoff	23,147	20,000	-	17,664	-12%
Other Allowances	7,902	6,500	8,220	9,060	39%
<b>Total Other Pay</b>	<b>\$ 40,670</b>	<b>\$ 31,500</b>	<b>\$ 13,283</b>	<b>\$ 33,498</b>	<b>6%</b>
<b>Benefits</b>					
Health Insurance	\$ 713,316	\$ 715,476	\$ 715,476	\$ 645,008	-10%
Other Insurance Benefits	10,619	10,882	10,719	10,788	-1%
FICA/Medicare Tax	67,046	61,573	69,490	76,220	24%
Retirement Contributions	563,175	564,999	541,993	586,405	4%
Retirement Health Contributions	-	-	-	35,000	100%
Workers' Compensation	80,560	69,381	92,000	145,815	110%
<b>Total Benefits</b>	<b>\$ 1,434,716</b>	<b>\$ 1,422,311</b>	<b>\$ 1,429,678</b>	<b>\$ 1,499,236</b>	<b>5%</b>
<b>Total Personnel</b>	<b>\$ 6,474,735</b>	<b>\$ 6,467,590</b>	<b>\$ 6,438,973</b>	<b>\$ 6,725,609</b>	<b>4%</b>

# Fire-EMS

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Medical Testing Services	\$ 36,935	\$ 39,500	\$ 39,500	\$ 39,500	0%
Water	9,863	10,500	10,500	10,500	0%
Energy - Electricity	15,803	18,000	18,000	16,000	-11%
Energy - Natural Gas	12,684	22,000	22,000	12,000	-45%
Equipment Repairs	25,467	40,800	40,800	40,800	0%
Maintenance Agreements	13,069	25,125	25,125	25,125	0%
Insurance & Bonds	25,216	22,707	22,707	102,537	352%
Telecommunications	38,475	22,050	22,050	22,050	0%
Postage/Shipping	3,005	1,000	1,000	1,000	0%
Advertising	124	500	500	500	0%
Printing/Reproduction	3,925	2,500	2,500	2,500	0%
Travel & Training	45,883	47,610	47,610	52,610	11%
Interdepartmental Services	413,839	404,185	404,185	317,892	-21%
Other Contractual	7,897	-	7,380	-	0%
Association Dues	2,130	2,000	2,000	2,000	0%
<b>Total Contractual Services</b>	<b>\$ 654,315</b>	<b>\$ 658,477</b>	<b>\$ 665,857</b>	<b>\$ 645,014</b>	<b>-2%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 7,372	\$ 4,500	\$ 6,000	\$ 4,500	0%
Operational Supplies	78,865	92,500	82,500	82,500	-11%
Uniforms	50,499	57,610	57,610	57,610	0%
Custodial Supplies	14,638	12,680	12,680	12,680	0%
Safety Equipment/Supplies	1,898	-	-	-	0%
Training Supplies	17,976	18,000	18,000	18,000	-5%
<b>Total Materials &amp; Supplies</b>	<b>\$ 171,248</b>	<b>\$ 185,290</b>	<b>\$ 176,790</b>	<b>\$ 175,290</b>	<b>-5%</b>
<b>Other Expenses</b>					
Principal Payments/Debt Service	\$ 3,471	\$ 3,980	\$ 3,980	\$ 2,645	-34%
Interest Payments/Debt Service	489	-	-	-	0%
<b>Total Other Expenses</b>	<b>\$ 3,471</b>	<b>\$ 3,980</b>	<b>\$ 3,980</b>	<b>\$ 2,645</b>	<b>-34%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 17,554	\$ 20,000	\$ 20,000	\$ 20,000	0%
Technologies	18,234	20,000	20,000	20,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 35,788</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 7,339,557</b>	<b>\$ 7,355,337</b>	<b>\$ 7,325,600</b>	<b>\$ 7,588,558</b>	<b>3.2%</b>

# Engineering

**Mission:** 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.

**Goal:** **Capital Project Management**

Execute the capital plan such that projects are completed on time and on budget.

**Objectives:**

<b>Capital Projects - On Budget</b>	Keep all capital projects within 10% of the original contract price.	<b>New</b>
<b>On Time Locates</b>	Complete utility locates within 48 hours of the locate request.	<b>New</b>
<b>Projects Awarded On Time</b>	Award 100% of the capital projects from the approved FY 2012 budget within the FY 2012 budget year.	<b>New</b>
<b>Projects Completed Within Budget Year</b>	Projects completed in the same year as budgeted.	<b>New</b>

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Capital Projects - On Budget	<b>New</b>	38%	100%			100%
On Time Locates	<b>New</b>	100%	100%			100%
Projects Awarded On Time	<b>New</b>	18%	100%			100%
Projects Completed Within Budget Year	<b>New</b>	72%	100%			100%

# Engineering

## **Highlights from FY 2011:**

Numerous capital improvement projects were completed or put under contract in FY 2011. Major utility projects included Zone III Water Distribution improvements, the Upper Rock Creek Reservoir Project, and completion of the Area Wide Sewer and Area Wide Water projects with American Recovery and Reinvestment Act (ARRA) funding. Two major master plan studies are in progress, one being the 2011 Stormwater Management Master Plan, and the other being the North Platte River Environmental Restoration Master Plan. Several special projects were completed for various City divisions, including the new Fire Station #3 project, multiple upgrades for the Casper Events Center, and multiple street repair, reconstruction and beautification projects.

Major challenges in the past fiscal year included contracting and completing major projects with specialized federal grant funds, and the need for focused attention, documentation, and compliance with federal stormwater regulations.

## **Highlights for FY 2012:**

This budget reflects a 0.8% increase from FY 2011 due to personnel associated costs.

Several major capital projects are scheduled to begin or continue in FY 2012, including the 2011 Stormwater Management Master Plan, the North Platte River Environmental Restoration Master Plan, Buckboard Road Reconstruction near Oregon Trail Elementary School, the construction of Buckboard Park in the same area, the Area Wide Sanitary Sewer Rehab Phase 2 project, Zone IV water distribution improvements, and Collins Drive Reconstruction to expand the City's downtown street enhancements.

# Engineering

## Engineering Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Administrative Analyst	1	1	1	1
Administrative Secretary	1	1	1	1
Associate Engineer	4	4	3	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>14</b>	<b>14</b>	<b>13</b>	<b>13</b>

<b>Part Time Employees (Budget)</b>	\$	7,026	\$	-	\$	-
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## Engineering Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 1,128,819	\$ 1,098,142	\$ 1,087,835	\$ 1,122,695	2%
Contractual Services	51,194	41,729	40,829	58,262	40%
Materials & Supplies	9,390	10,950	7,950	10,950	0%
Capital	19,036	13,000	13,000	6,000	-54%
<b>Total Expenditures</b>	<b>\$ 1,208,439</b>	<b>\$ 1,163,821</b>	<b>\$ 1,149,614</b>	<b>\$ 1,197,907</b>	<b>3%</b>

# Engineering

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 824,930	\$ 810,774	\$ 796,358	\$ 844,228	4%
Part Time	7,026	-	-	-	0%
Overtime	341	1,200	1,000	1,200	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 832,297</b>	<b>\$ 811,974</b>	<b>\$ 797,358</b>	<b>\$ 845,428</b>	<b>4%</b>
<b>Other Pay</b>					
Standby Time	\$ 853	\$ 1,300	\$ 1,200	\$ 1,300	0%
Supplemental Pay	13,053	-	-	-	0%
Disability Leave Buy-Back	2,150	2,200	5,619	6,000	173%
Accrued Leave Payoff	11,580	-	990	-	0%
Other Allowances	5,820	5,100	5,100	5,100	0%
<b>Total Other Pay</b>	<b>\$ 33,456</b>	<b>\$ 8,600</b>	<b>\$ 12,909</b>	<b>\$ 12,400</b>	<b>44%</b>
<b>Benefits</b>					
Health Insurance	\$ 128,364	\$ 130,308	\$ 130,308	\$ 102,119	-22%
Other Insurance Benefits	6,337	6,457	6,457	6,591	2%
FICA/Medicare Tax	62,967	63,548	63,548	65,634	3%
Retirement Contributions	52,851	63,332	63,332	68,380	8%
Workers' Compensation	12,547	13,773	13,773	21,993	60%
Clothing Allowance	-	150	150	150	0%
<b>Total Benefits</b>	<b>\$ 263,066</b>	<b>\$ 277,568</b>	<b>\$ 277,568</b>	<b>\$ 264,867</b>	<b>-5%</b>
<b>Total Personnel</b>	<b>\$ 1,128,819</b>	<b>\$ 1,098,142</b>	<b>\$ 1,087,835</b>	<b>\$ 1,122,695</b>	<b>2%</b>
<b>Contractual Services</b>					
Engineering Services	\$ 2,181	\$ 3,000	\$ 3,000	\$ 3,000	0%
Insurance & Bonds	8,773	7,900	7,900	18,623	136%
Telecommunications	2,810	2,600	2,600	2,600	0%
Postage/Shipping	2,000	2,000	1,500	2,000	0%
Printing/Reproduction	1,075	1,000	600	1,000	0%
Travel & Training	6,023	2,000	2,000	8,000	300%
Interdepartmental Services	16,398	14,343	14,343	14,153	-1%
Other Contractual	7,819	4,886	4,886	4,886	0%
Association Dues	4,115	4,000	4,000	4,000	0%
<b>Total Contractual Services</b>	<b>\$ 51,194</b>	<b>\$ 41,729</b>	<b>\$ 40,829</b>	<b>\$ 58,262</b>	<b>40%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 8,847	\$ 10,000	\$ 7,000	\$ 10,000	0%
Books, Periodicals, Maps	488	450	450	450	0%
Safety Equipment/Supplies	55	500	500	500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 9,390</b>	<b>\$ 10,950</b>	<b>\$ 7,950</b>	<b>\$ 10,950</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 19,036	\$ 13,000	\$ 13,000	\$ 6,000	-54%
<b>Total Capital - Replacement</b>	<b>\$ 19,036</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>	<b>\$ 6,000</b>	<b>-54%</b>
<b>Total Expenses</b>	<b>\$ 1,208,439</b>	<b>\$ 1,163,821</b>	<b>\$ 1,149,614</b>	<b>\$ 1,197,907</b>	<b>3%</b>

# Streets

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

**Goal:** **Satisfaction with City Streets**

To increase the quality and satisfaction of City streets.

## **Objectives:**

<b>Alley Approaches Rebuilt</b>	The number of alley approaches rebuilt.	<b>New</b>
<b>Catch Basins - Cleanings and Inspections</b>	Clean and inspect catch basins each year.	<b>New</b>
<b>Overall Cost Per Lane Mile - Monthly</b>	The total operational and maintenance cost per lane mile.	<b>New</b>
<b>Potholes Repaired Within 48 Hrs</b>	The percentage of potholes repaired within 48 hours of being reported by the public.	<b>New</b>
<b>Snow Removal - Cost Per Inch of Snowfall</b>	The average cost to address a snow removal event per inch of snowfall.	<b>New</b>
<b>Snow Removal - Cost Per Mile per Event</b>	The average cost to address a snow removal event per snow route lane mile times the number of snow events.	<b>New</b>
<b>Street Sweeping - Cost Per Curb Mile</b>	The cost of street sweeping per curb mile of city street swept.	<b>New</b>
<b>Bikelane Miles</b>	The current number of bikelane miles citywide.	
<b>Pavement Management System Ratings - % Above 70</b>	Increase the pavement management system ratings so that 80% of the streets exceed a rating of 70.	

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Alley Approaches Rebuilt	<b>New</b>	7				
Bikelane Miles	2.80	3.20		0	14.29%	3.20
Catch Basins - Cleanings and Inspections	<b>New</b>	595				
Overall Cost Per Lane Mile - Monthly	<b>New</b>					
Pavement Management System Ratings - % Above 70		62%	80%			80%

# Streets

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Potholes Repaired Within 48 Hrs	<b>New</b>	98%				90%
Snow Removal - Cost Per Event	<b>New</b>	\$61,742				
Snow Removal - Cost Per Inch of Snowfall	<b>New</b>	\$27,399				
Snow Removal - Cost Per Mile per Event	<b>New</b>	\$132				
Street Sweeping - Cost Per Curb Mile	<b>New</b>					

## Highlights from FY 2011:

Streets Division personnel swept 15,000 miles of streets and spent 7,350 hours on snow removal and ice control using 5,300 tons of Ice Slicer in FY 2011. Eight hundred tons of pothole patching material were used to repair 2,000 potholes. Two and one-half lane miles were paved and the Streets crews repaired thirteen miles of streets. The Streets crews partnered with contractors to mill and overlay an additional 7 lane miles of streets. Nearly 5,000 catch basins, 7,000 feet of storm sewer, and 5,000 feet of drainage ditches were inspected and cleaned.

## Highlights for FY 2012:

The Streets budget was increased by 1.9%, due to increases in personnel associated costs.

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 2012, combining all storm water operational activities to meet the newly issued National Pollution Discharge Elimination System (NPDES) permit requirements. One of the key capital projects for the Streets Division in FY 2012 will be the construction of the East 21st Street connection from Walsh Drive to Wyoming Boulevard.

# Streets

## Streets Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
<b>Streets Program</b>				
Street Superintendent	1	1	1	1
Infrastructure Maintenance Coordinator	-	-	-	-
Street Supervisor	2	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>28</b>	<b>30</b>	<b>28</b>	<b>28</b>

<b>Part Time Employees (Budget)</b>	\$	14,900	\$	-	\$	-
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## Streets Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 2,067,512	\$ 2,134,787	\$ 2,073,824	\$ 2,206,621	3%
Contractual Services	679,611	689,322	679,572	704,629	2%
Materials & Supplies	1,040,967	995,346	981,200	995,346	0%
Other	9,222	18,386	18,386	46,500	153%
Capital	-	1,500	1,500	6,500	333%
<b>Total Expenditures</b>	<b>\$ 3,797,312</b>	<b>\$ 3,839,341</b>	<b>\$ 3,754,482</b>	<b>\$ 3,959,596</b>	<b>3%</b>

# Streets

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,383,617	\$ 1,452,154	\$ 1,379,758	\$ 1,480,222	2%
Part Time	14,900	-	-	-	0%
Overtime	85,033	90,000	90,000	90,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,483,550</b>	<b>\$ 1,542,154</b>	<b>\$ 1,469,758</b>	<b>\$ 1,570,222</b>	<b>2%</b>
<b>Other Pay</b>					
Standby Time	\$ 3,196	\$ 3,200	\$ 4,800	\$ 4,500	41%
Supplemental Pay	\$ 26,545	\$ -	\$ 200	\$ -	0%
Disability Leave Buy-Back	6,356	6,500	7,685	7,200	11%
Accrued Leave Payoff	4,639	-	8,206	11,000	100%
Other Allowances	1,320	1,440	1,440	1,440	0%
<b>Total Other Pay</b>	<b>\$ 42,056</b>	<b>\$ 11,140</b>	<b>\$ 22,331</b>	<b>\$ 24,140</b>	<b>117%</b>
<b>Benefits</b>					
Health Insurance	\$ 312,384	\$ 308,892	\$ 308,892	\$ 316,610	2%
Other Insurance Benefits	11,630	13,497	13,497	13,655	1%
FICA/Medicare Tax	109,292	120,943	120,943	122,170	1%
Retirement Contributions	83,225	106,766	106,766	112,635	5%
Unemployment Compensation	-	-	860	-	-
Workers' Compensation	24,283	28,770	28,777	44,564	55%
Clothing Allowance	1,092	2,625	2,000	2,625	0%
<b>Total Benefits</b>	<b>\$ 541,906</b>	<b>\$ 581,493</b>	<b>\$ 581,735</b>	<b>\$ 612,259</b>	<b>5%</b>
<b>Total Personnel</b>	<b>\$ 2,067,512</b>	<b>\$ 2,134,787</b>	<b>\$ 2,073,824</b>	<b>\$ 2,206,621</b>	<b>3%</b>
<b>Contractual Services</b>					
Equipment Rental	\$ 27	\$ 2,000	\$ -	\$ 2,000	0%
Insurance & Bonds	18,859	16,983	16,983	50,536	198%
Telecommunications	932	1,000	1,000	1,000	0%
Radio	766	2,000	1,000	2,000	0%
Printing/Reproduction	-	1,250	500	1,250	0%
Travel & Training	1,521	3,000	1,000	6,000	100%
Interdepartmental Services	655,917	654,889	654,889	633,643	-3%
Balefill	169	700	700	700	0%
Other Contractual	1,420	7,500	3,500	7,500	0%
<b>Total Contractual Services</b>	<b>\$ 679,611</b>	<b>\$ 689,322</b>	<b>\$ 679,572</b>	<b>\$ 704,629</b>	<b>2%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,130	\$ 3,200	\$ 3,200	\$ 3,200	0%
Operational & Other Supplies	15,514	43,750	42,500	43,750	0%
Uniforms	8,076	8,500	8,000	8,500	0%
Safety Equipment/Supplies	\$ 3,299	\$ 3,500	\$ 3,500	\$ 3,500	0%
Storm Sewer Supplies	10,483	6,000	6,000	6,000	0%
Small Tools & Supplies	6,293	8,000	8,000	8,000	0%
Base Course	39,984	42,000	30,000	42,000	0%
Hot Mix	304,807	300,000	300,000	300,000	0%
Concrete	29,010	40,000	40,000	40,000	0%
Ice Control Supplies	621,371	540,396	540,000	540,396	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 1,040,967</b>	<b>\$ 995,346</b>	<b>\$ 981,200</b>	<b>\$ 995,346</b>	<b>0%</b>
<b>Other Expenses</b>					
Stormwater Operations	\$ 9,222	\$ 18,386	\$ 18,386	\$ 46,500	153%
<b>Total Other Expenses</b>	<b>\$ 9,222</b>	<b>\$ 18,386</b>	<b>\$ 18,386</b>	<b>\$ 46,500</b>	<b>153%</b>
<b>Capital - Replacement</b>					
Technologies	\$ -	\$ 1,500	\$ 1,500	\$ 6,500	333%
<b>Total Capital - Replacement</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 6,500</b>	<b>333%</b>
<b>Total Expenses</b>	<b>\$ 3,797,312</b>	<b>\$ 3,839,341</b>	<b>\$ 3,754,482</b>	<b>\$ 3,959,596</b>	<b>3.1%</b>

# Traffic

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

**Goal:** **Traffic Maintenance**

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.

**Objectives:**

<b>Energy Consumption (KWh) - Traffic Section</b>	Decrease the energy consumption (KWh) for city-owned decorative street lighting by 3%.	<b>New</b>
<b>Eight Inch Signal Heads</b>	Eliminate 8-inch signal heads by replacing them with 12-inch signal heads.	
<b>Striping Converted to 6" Lines (Miles)</b>	Convert 4-inch wide street lines to 6-inch wide street lines on all remaining collector and arterial streets.	

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Eight Inch Signal Heads	14%	100%	100%	1	591.67%	100%
Energy Consumption (KWh) - Traffic Section	<b>New</b>					694,207
Striping Converted to 6" Lines (Miles)	205	318		113	55.04%	

**Highlights from FY 2011:**

The Traffic Section continued efforts to enhance traffic signals, markings, signage and street lighting, including the conversion of 58 eight-inch traffic signal heads to twelve-inch heads with Light Emitting Diode (LED) bulbs. Street name upgrades were done on several arterial street name signs, and the conversion of an additional 9% of lane striping from four-inch wide to six-inch wide was accomplished. Traffic also oversaw the installation and programmed of new signals along the West Yellowstone corridor. All regulatory signs were upgraded to meet reflectivity requirements. Finally, 47 street lights were converted to more energy efficient lighting through an American Recovery and Reinvestment Act (ARRA) grant.

**Highlights for FY 2012:**

This budget was reduced by 7%. Electricity continues to be the largest line item, but the electrical budget has been reduced by \$20,000 due to the upgrade of traffic signals to LED lights and the conversion of decorative street lights to more energy efficient lighting. Pedestrian Crossing countdown lights to help those with disabilities will be installed at two intersections in FY 2012. The remaining 5.79 miles of 4" lane striping is inlaid tape that is in good condition and will not be replaced for some time.

# Traffic

Traffic Staffing Summary				
	FY 2009	FY 2010	FY 2011	FY 2012
<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>		\$ 31,005	\$ 20,000	\$ 30,000

Traffic Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 451,150	\$ 458,572	\$ 404,499	\$ 455,990	-1%
Contractual Services	657,863	655,271	612,644	594,650	-9%
Materials & Supplies	162,672	187,765	190,900	180,700	-4%
Capital	2,297	24,500	24,500	6,000	-76%
<b>Total Expenditures</b>	<b>\$ 1,273,982</b>	<b>\$ 1,326,108</b>	<b>\$ 1,232,543</b>	<b>\$ 1,237,340</b>	<b>-7%</b>

# Traffic

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 300,462	\$ 304,653	\$ 251,851	\$ 294,141	-3%
Part Time	31,005	20,000	26,500	30,000	50%
Overtime	1,927	10,000	3,000	10,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 333,394</b>	<b>\$ 334,653</b>	<b>\$ 281,351</b>	<b>\$ 334,141</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 6,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	1,545	2,000	595	2,000	0%
Accrued Leave Payoff	-	-	874	-	0%
Other Allowances	720	720	480	720	0%
<b>Total Other Pay</b>	<b>\$ 8,265</b>	<b>\$ 2,720</b>	<b>\$ 1,949</b>	<b>\$ 2,720</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 58,224	\$ 62,328	\$ 62,328	\$ 58,553	-6%
Other Insurance Benefits	2,527	2,717	2,717	2,645	-3%
FICA/Medicare Tax	24,868	27,056	27,056	25,837	-5%
Retirement Contributions	17,280	21,786	21,786	21,797	0%
Unemployment Compensation	871	-	-	-	
Workers' Compensation	5,488	6,437	6,437	9,422	46%
Clothing Allowance	233	875	875	875	0%
<b>Total Benefits</b>	<b>\$ 109,491</b>	<b>\$ 121,199</b>	<b>\$ 121,199</b>	<b>\$ 119,129</b>	<b>-2%</b>
<b>Total Personnel</b>	<b>\$ 451,150</b>	<b>\$ 458,572</b>	<b>\$ 404,499</b>	<b>\$ 455,990</b>	<b>-1%</b>
<b>Contractual Services</b>					
Water	\$ 197	\$ 250	\$ 250	\$ 250	0%
Energy - Electricity	575,897	520,000	520,000	500,000	-4%
Equipment Repairs	9,028	10,500	10,500	10,000	-5%
Insurance & Bonds	12,008	10,813	10,813	16,079	49%
Telecommunications	6,971	7,000	7,000	7,000	0%
Travel & Training	869	2,500	2,500	2,500	0%
Interdepartmental Services	38,255	36,581	36,581	33,821	-8%
Other Contractual	14,638	67,627	25,000	25,000	-63%
<b>Total Contractual Services</b>	<b>\$ 657,863</b>	<b>\$ 655,271</b>	<b>\$ 612,644</b>	<b>\$ 594,650</b>	<b>-9%</b>
<b>Materials &amp; Supplies</b>					
Uniforms	345	900	900	900	0%
Traffic Signal Supplies	18,578	30,350	35,000	27,800	-8%
Operational Supplies	143,749	156,515	155,000	152,000	-3%
<b>Total Materials &amp; Supplies</b>	<b>\$ 162,672</b>	<b>\$ 187,765</b>	<b>\$ 190,900</b>	<b>\$ 180,700</b>	<b>-4%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 2,297	\$ 24,500	\$ 24,500	\$ 6,000	-76%
<b>Total Capital - Replacement</b>	<b>\$ 2,297</b>	<b>\$ 24,500</b>	<b>\$ 24,500</b>	<b>\$ 6,000</b>	<b>-76%</b>
<b>Total Expenses</b>	<b>\$ 1,273,982</b>	<b>\$ 1,326,108</b>	<b>\$ 1,232,543</b>	<b>\$ 1,237,340</b>	<b>-7%</b>

# Cemetery

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

**Goal:** **Cemetery Maintenance**

To maintain the highest standards possible for the maintenance of Highland Park Cemetery and its facilities.

**Objectives:**

**Gravesite Leveling** Raise and level all of the cemetery gravesites. **New**

**Ground Squirrel Elimination** Eliminate 90% of ground squirrel population by Memorial Day.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Gravesite Leveling	<b>New</b>					600
Ground Squirrel Elimination	78	500		422	541.03%	

**Highlights from FY 2011:**

Highland Park Cemetery had 133 internments through March of 2011, with approximately 73% being internments of cremains. 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 12th 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 12th Street.

**Highlights for FY 2012:**

The Cemetery budget was reduced by 1.5% this year due to personnel associated costs.

A new cemetery master plan that will address expansion needs will be completed in FY 2012.

# Cemetery

## Cemetery Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>		\$ 51,021	\$ 70,500	\$ 69,000

## Cemetery Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 293,104	\$ 314,181	\$ 294,181	\$ 326,758	4%
Contractual Services	103,250	106,226	106,026	104,784	-1%
Materials & Supplies	13,984	18,000	18,000	18,000	0%
Capital	1,044	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 411,382</b>	<b>\$ 438,407</b>	<b>\$ 418,207</b>	<b>\$ 449,542</b>	<b>3%</b>

# Cemetery

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 161,449	\$ 161,449	\$ 161,449	\$ 165,486	3%
Part Time	51,021	70,500	61,000	69,000	-2%
Overtime	320	10,000	2,000	9,000	-10%
<b>Total Salaries &amp; Wages</b>	<b>\$ 212,790</b>	<b>\$ 241,949</b>	<b>\$ 224,449</b>	<b>\$ 243,486</b>	<b>1%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 5,500	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	619	2,500	-	1,500	-40%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 6,599</b>	<b>\$ 2,980</b>	<b>\$ 480</b>	<b>\$ 1,980</b>	<b>-34%</b>
<b>Benefits</b>					
Health Insurance	\$ 22,476	\$ 24,060	\$ 24,060	\$ 32,134	34%
Other Insurance Benefits	1,307	1,511	1,511	1,499	-1%
FICA/Medicare Tax	16,367	18,670	18,670	19,438	4%
Retirement Contributions	9,290	11,969	11,969	12,531	5%
Unemployment Compensation	20,624	8,000	8,000	8,000	0%
Workers' Compensation	3,369	4,442	4,442	7,090	60%
Clothing Allowance	282	600	600	600	0%
<b>Total Benefits</b>	<b>\$ 73,715</b>	<b>\$ 69,252</b>	<b>\$ 69,252</b>	<b>\$ 81,292</b>	<b>17%</b>
<b>Total Personnel</b>	<b>\$ 293,104</b>	<b>\$ 314,181</b>	<b>\$ 294,181</b>	<b>\$ 326,758</b>	<b>4%</b>
<b>Contractual Services</b>					
Water	\$ 60,443	\$ 62,000	\$ 62,000	\$ 62,000	0%
Energy - Electricity	809	1,200	900	1,200	0%
Energy - Natural Gas	3,469	3,900	4,200	4,200	8%
Insurance & Bonds	3,225	2,904	2,904	7,090	144%
Telecommunications	1,102	970	970	970	0%
Training	0	500	300	400	-20%
Interdepartmental Services	34,202	34,752	34,752	28,924	-17%
<b>Total Contractual Services</b>	<b>\$ 103,250</b>	<b>\$ 106,226</b>	<b>\$ 106,026</b>	<b>\$ 104,784</b>	<b>-1%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 13,984	\$ 18,000	\$ 18,000	\$ 18,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 13,984</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ -	\$ -	\$ -	\$ -	0%
Technologies	1,044	-	-	-	0%
<b>Total Capital - Replacement</b>	<b>\$ 1,044</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Expenses</b>	<b>\$ 411,382</b>	<b>\$ 438,407</b>	<b>\$ 418,207</b>	<b>\$ 449,542</b>	<b>3%</b>

# Fort Caspar Museum

**Mission:** 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.

**Goal:** **Museum Revenue**

Increase gross revenue for the Fort Caspar Museum.

**Objectives:**

**Museum Admissions Revenue** Increase daily admissions revenue at Fort Caspar to \$22,000 per year.

**Museum Gift Shop Revenue** Increase gift shop revenue at Fort Caspar to \$60,000 per year.

**Museum Visits** Increase the total number of visits to Fort Caspar to 16,500.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Museum Admissions Revenue		\$22,769	\$22,000			\$22,000
Museum Gift Shop Revenue		\$55,641	\$60,000			\$60,000
Museum Visits		16,384	16,500			16,500

**Highlights from FY 2011:**

New collection storage furniture purchased through the Fort Caspar Museum Association has improved the storage of artifacts and materials. Participation in the Traveling Exhibit Program has enabled museum visitors to experience presentations, pictures, and objects of national interest. Also, the museum staff has developed additional public and school programming to involve more of the community in the Fort Caspar Museum activities and operations.

The ability, time, and resources to continue public programming may conflict with the requirements of the Natrona County School District (NCSD) Discover Program. Maintaining the media's interest in Fort Caspar Museum activities and programs has also been an ongoing challenge.

**Highlights for FY 2012:**

A change in staffing to include more part-time help with school programming is planned for FY 2012. The goal to increase gross revenues for the museum may be attainable as staff will continue to work on programs and projects that are aimed at increasing attendance and revenues.

# Fort Caspar Museum

## Fort Caspar Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>		\$ 18,021	\$ 9,500	\$ 15,400

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 295,787	\$ 306,976	\$ 303,526	\$ 313,032	2%
Contractual Services	94,211	90,057	92,257	83,804	-7%
Materials & Supplies	43,373	35,750	32,250	36,200	1%
Other	3,635	4,450	4,688	5,450	22%
Capital	33,472	1,000	1,000	9,500	850%
<b>Total Expenditures</b>	<b>\$ 470,478</b>	<b>\$ 438,233</b>	<b>\$ 433,721</b>	<b>\$ 447,986</b>	<b>2%</b>

# Fort Caspar Museum

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 197,117	\$ 210,012	\$ 210,012	\$ 218,474	4%
Part Time	18,021	9,500	8,500	15,400	62%
Overtime	4,059	2,500	-	2,500	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 219,197</b>	<b>\$ 222,012</b>	<b>\$ 218,512</b>	<b>\$ 236,374</b>	<b>6%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 4,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	1,288	1,500	1,550	1,500	0%
Accrued Leave Payoff	3,174	-	-	-	0%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 8,942</b>	<b>\$ 1,980</b>	<b>\$ 2,030</b>	<b>\$ 1,980</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 34,392	\$ 43,920	\$ 43,920	\$ 32,134	-27%
Other Insurance Benefits	1,626	1,819	1,819	1,818	0%
FICA/Medicare Tax	16,381	18,056	18,056	18,235	1%
Retirement Contributions	11,658	14,895	14,895	15,840	6%
Workers' Compensation	3,591	4,294	4,294	6,651	55%
<b>Total Benefits</b>	<b>\$ 67,648</b>	<b>\$ 82,984</b>	<b>\$ 82,984</b>	<b>\$ 74,678</b>	<b>-10%</b>
<b>Total Personnel</b>	<b>\$ 295,787</b>	<b>\$ 306,976</b>	<b>\$ 303,526</b>	<b>\$ 313,032</b>	<b>2%</b>
<b>Contractual Services</b>					
Water	\$ 1,990	\$ 2,000	\$ 1,900	\$ 2,000	0%
Energy - Electricity	12,881	10,000	9,750	10,000	0%
Energy - Natural Gas	3,656	6,000	4,000	5,000	-17%
Maintenance Agreements	496	540	540	540	0%
Alarm	1,773	1,700	1,700	1,700	0%
Insurance & Bonds	5,508	4,960	4,960	4,338	-13%
Telecommunications	2,353	2,000	2,000	2,000	0%
Postage/Shipping	654	650	500	500	-23%
Advertising	3,532	3,500	3,500	3,500	0%
Printing/Reproduction	954	1,600	1,600	1,600	0%
Travel & Training	6,299	5,100	10,800	5,100	0%
Interdepartmental Services	26,016	25,047	25,047	20,072	-20%
Admin/Mgmt Fees	14,763	15,960	15,960	16,454	3%
Other Contractual	13,336	11,000	10,000	11,000	0%
<b>Total Contractual Services</b>	<b>\$ 94,211</b>	<b>\$ 90,057</b>	<b>\$ 92,257</b>	<b>\$ 83,804</b>	<b>-7%</b>

# Fort Caspar Museum

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 949	\$ 1,250	\$ 1,100	\$ 1,000	-20%
Operational Supplies	2,430	2,000	1,950	2,000	0%
Uniforms	312	500	500	500	0%
Safety Equipment/Supplies	-	800	-	-	-100%
Resale Supplies	35,038	30,000	27,500	30,000	0%
Artifacts	3,393	-	-	-	0%
Caspar Collins Day Supplies	1,200	1,200	1,200	1,200	0%
Program Supplies	51	-	-	1,500	100%
<b>Total Materials &amp; Supplies</b>	<b>\$ 43,373</b>	<b>\$ 35,750</b>	<b>\$ 32,250</b>	<b>\$ 36,200</b>	<b>1%</b>
<b>Other Expenses</b>					
Programs & Projects	589	1,200	1000	1,200	0%
Over/Short	10	0	50	0	
Sales Tax	3,036	3,250	3,638	4,250	31%
<b>Total Other Expenses</b>	<b>\$ 3,635</b>	<b>\$ 4,450</b>	<b>\$ 4,688</b>	<b>\$ 5,450</b>	<b>22%</b>
<b>Capital - Replacement</b>					
Buildings	\$ 27,885	\$ 1,000	\$ 1,000	\$ 5,000	400%
Technologies	5,587	-	-	4,500	100%
<b>Total Capital - Replacement</b>	<b>\$ 33,472</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 9,500</b>	<b>850%</b>
<b>Total Expenses</b>	<b>\$ 470,478</b>	<b>\$ 438,233</b>	<b>\$ 433,721</b>	<b>\$ 447,986</b>	<b>2%</b>

# Parks

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

**Goal:** **Park Maintenance**

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

**Objectives:**

**Sidewalk Installation** Install 40,000 square feet of new sidewalk on or adjacent to City property.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Sidewalk Installation	0	35,159	40,000	35,159		40,000
Tree Pruning		283				

**Highlights from FY 2011:**

Walkability improvements through the installation of several sidewalk projects, including the sidewalk along Central Avenue with a connection to the Meadowlark Hills neighborhood, a path through the CY Middle School campus to the Ridgecrest neighborhood, the section of the Mesa Path behind the Elkhorn Apartments, and the path from Wolf Creek Park to West 38th Street will be accomplished in FY 2011. A West 13th Street crosswalk with a raised median from Garden Creek to the Platte River Commons was constructed with the West 13th Street overlay project making it much safer for pedestrians to cross this street.

Other highlights include the replacement of the Fun Valley Park playground equipment, the replacement of the lighting at North Casper Park softball fields 1 and 2, the redevelopment of the East 21st Street Roundabout, and the reconstruction of the Washington Park tennis courts. The collaborative effort with downtown merchants, area nurseries, and the Downtown Development Authority was successfully implemented for its third year. A park tree-trimming project during the winter months improved the health of the urban forest within several City parks. One hundred seventy-five new trees were planted throughout the community on public property in FY 2011.

**Highlights for FY 2012:**

The Parks Division submitted a status quo budget with a minor reduction of 0.2%.

In FY 2012, the Parks Division will construct Buckboard Park in the Riverwest neighborhood, install landscaping where Curtis Street passes under I-25, upgrade the irrigation in Huber Park and replace a number of irrigation system controllers throughout the community. Finally, the field lights will be replaced at North Casper Park softball fields 3 and 4.

A number of walkability projects are slated for FY 2012. Connecting walks will be installed between Bretton Drive and the Long Drainage Path, and at the south end of Conwell Street. A path will be constructed through Verda James Park to the Wyoming Boulevard pedestrian overpass. Finally, the next section of the Casper Rail/Trail will be constructed in FY 2012 taking the path from Eastdale Park to Walsh Drive/Western Avenue.

## Parks

## Parks Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Parks Manager	1	1	1	-
Parks Superintendent	-	-	-	1
Parks Crew Supervisor	4	4	3	2
Parks Crew Chief	-	-	-	2
Municipal Service Worker II	9	9	9	8
Grounds Maint Technician II	1	1	1	-
Grounds Technician	-	-	-	1
Equipment Operator II	1	1	1	1
CEC Grounds Technician	1	1	1	-
Secretary II	1	1	1	1
Construction Maint Worker I	1	1	1	1
Forester	1	1	-	-
Parks and Recreation Technician	2	2	1	2
Special Projects Coordinator	-	-	-	1
<b>Total</b>	<b>22</b>	<b>22</b>	<b>19</b>	<b>20</b>

<b>Part Time Employees (Budget)</b>	\$ 106,482	\$ 137,000	\$ 118,000
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Parks Budget Summary									
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	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Personnel	\$ 1,559,502	\$ 1,471,470	\$ 1,368,989	\$ 1,524,963	4%
Contractual Services	1,026,776	947,438	1,020,488	908,234	-4%
Materials & Supplies	84,597	129,000	123,000	129,000	0%
Other	-	-	-	-	0%
Capital	-	2,000	-	7,500	275%
<b>Total Expenditures</b>	<b>\$ 2,670,875</b>	<b>\$ 2,549,908</b>	<b>\$ 2,512,477</b>	<b>\$ 2,569,697</b>	<b>1%</b>

# Parks

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,025,187	\$ 921,158	\$ 851,504	\$ 949,715	3%
Part Time	106,482	137,000	109,379	118,000	-14%
Overtime	6,943	25,000	8,000	20,000	-20%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,138,612</b>	<b>\$ 1,083,158</b>	<b>\$ 968,883</b>	<b>\$ 1,087,715</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 24,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	11,581	14,000	6,983	10,000	-29%
Accrued Leave Payoff	3,696	-	35,711	4,000	100%
Other Allowances	2,640	1,920	2,160	1,440	-25%
<b>Total Other Pay</b>	<b>\$ 41,917</b>	<b>\$ 15,920</b>	<b>\$ 44,854</b>	<b>\$ 15,440</b>	<b>-3%</b>
<b>Benefits</b>					
Health Insurance	\$ 203,784	\$ 186,984	\$ 186,984	\$ 221,921	19%
Other Insurance Benefits	8,596	8,301	7,594	8,465	2%
FICA/Medicare Tax	85,659	84,843	77,369	84,890	0%
Retirement Contributions	57,950	66,195	60,392	70,042	6%
Unemployment Compensation	4,044	1,000	1,250	1,000	0%
Workers' Compensation	18,383	19,544	18,663	29,965	53%
Clothing Allowance	557	5,525	3,000	5,525	0%
<b>Total Benefits</b>	<b>\$ 378,973</b>	<b>\$ 372,392</b>	<b>\$ 355,252</b>	<b>\$ 421,808</b>	<b>13%</b>
<b>Total Personnel</b>	<b>\$ 1,559,502</b>	<b>\$ 1,471,470</b>	<b>\$ 1,368,989</b>	<b>\$ 1,524,963</b>	<b>4%</b>
<b>Contractual Services</b>					
Water	\$ 319,268	\$ 350,000	\$ 450,000	\$ 375,000	7%
Energy - Electricity	112,010	103,000	84,000	90,000	-13%
Energy - Natural Gas	3,431	3,500	3,500	3,500	0%
Equipment Rental	81,950	60,000	60,000	60,000	0%
Insurance & Bonds	56,500	51,504	51,504	29,186	-43%
Telecommunications	6,155	5,500	6,900	7,000	27%
Radio	200	250	100	250	0%
Postage/Shipping	81	200	100	200	0%
Travel and Training	1,550	2,000	1,200	1,500	-25%
Interdepartmental Services	427,156	345,984	345,984	319,598	-8%
Balefill	8,668	12,000	11,000	12,000	0%
Other Contractual	9,807	13,500	6,200	10,000	-26%
<b>Total Contractual Services</b>	<b>\$ 1,026,776</b>	<b>\$ 947,438</b>	<b>\$ 1,020,488</b>	<b>\$ 908,234</b>	<b>-4%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 32,787	\$ 60,000	\$ 63,000	\$ 60,000	0%
Landscape Maintenance Supplies	11,367	18,000	18,000	18,000	0%
I-25 Cleanup	2,753	5,000	3,000	5,000	0%
Athletic Field Supplies	13,196	18,000	16,000	18,000	0%
Irrigation Supplies	24,494	28,000	23,000	28,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 84,597</b>	<b>\$ 129,000</b>	<b>\$ 123,000</b>	<b>\$ 129,000</b>	<b>0%</b>
<b>Capital - New</b>					
Technologies	\$ -	\$ 2,000	\$ -	\$ -	-100%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Technologies	\$ -	\$ -	\$ -	\$ 7,500	100%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 2,670,875</b>	<b>\$ 2,549,908</b>	<b>\$ 2,512,477</b>	<b>\$ 2,569,697</b>	<b>0.8%</b>

# Transfers Out

## Transfers Out Highlights for FY 2012

Included in transfers out is a 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. Overall operational funding from the General Fund to outside funds is up this year by three percent. All transfers out are up 59% because the General Fund has resumed funding capital in the Capital Projects Fund, and is paying off the Golf Course reservoir loan.

## General Fund Transfers Out Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenditures</b>					
Transfers Out	\$ 7,531,615	\$ 4,256,288	\$ 4,147,746	\$ 6,761,217	59%
<b>Total Expenditures</b>	<b>\$ 7,531,615</b>	<b>\$ 4,256,288</b>	<b>\$ 4,147,746</b>	<b>\$ 6,761,217</b>	<b>59%</b>

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Expenses</b>					
<b>Transfers Out</b>					
<b>Transfers For One-Time Expenses</b>					
Capital Projects	\$ 1,903,755	\$ -	\$ -	\$ 1,880,051	100%
Capital Equipment	100,000	-	-	-	0%
Health Insurance -OPEB Contribution	1,000,000	-	-	-	0%
Golf Course Reservoir Loan Pay-off	-	-	-	478,794	100%
Special Assessments - LAD	-	-	-	-	0%
<b>Transfers for One-Time Expenses</b>	<b>\$ 3,003,755</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,845</b>	<b>100%</b>
<b>Transfers for Operations</b>					
Hogadon	312,480	217,196	217,196	218,608	1%
Transit Services	292,069	337,272	349,112	376,315	12%
Police Grants	55,963	69,700	55,000	-	-100%
Information Technology & GIS	567,032	530,978	508,418	611,809	15%
Perpetual Care**	1,904,971	1,610,050	1,493,929	1,609,105	0%
Metro Animal Control	642,261	622,408	622,408	718,095	15%
PSCC	687,512	688,703	688,703	772,516	12%
LifeSteps Campus	-	-	20,000	-	
Property & Liability Fund	-	128,487	128,487	3,452	-97%
Metropolitan Planning Organization	65,572	51,494	64,493	92,472	80%
<b>Transfers for Operations</b>	<b>4,527,860</b>	<b>4,256,288</b>	<b>4,147,746</b>	<b>4,402,372</b>	<b>3%</b>
<b>Total Transfers Out</b>	<b>\$ 7,531,615</b>	<b>\$ 4,256,288</b>	<b>\$ 4,147,746</b>	<b>\$ 6,761,217</b>	<b>59%</b>
<b>Total Expenses</b>	<b>\$ 7,531,615</b>	<b>\$ 4,256,288</b>	<b>\$ 4,147,746</b>	<b>\$ 6,761,217</b>	<b>59%</b>

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

# **Capital Funds**

Capital Projects

Capital Equipment

One Cent #13 Sales Tax

One Cent #14 Sales Tax

American Recovery &  
Reinvestment Act

# Capital Funds Summary

Capital Funds Summary by Category					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 13,011,233	\$ 12,500,000	\$ 14,474,934	\$ 15,000,000	20%
Miscellaneous	1,529,887	2,634,791	2,694,454	945,147	-64%
Transfer In	9,981,936	9,733,315	11,112,833	13,922,381	43%
Grants	6,000,996	2,341,875	1,416,634	3,797,577	62%
<b>Total Revenues</b>	<b>\$ 30,524,052</b>	<b>\$ 27,209,981</b>	<b>\$ 29,698,855</b>	<b>\$ 33,665,105</b>	<b>24%</b>
<b>Expenditures</b>					
Contractual Services	\$ 814,386	\$ 5,407,319	\$ 1,328,963	\$ 1,144,587	-79%
Personnel	\$ 78,240	\$ 101,842	\$ 101,842	\$ 99,580	-2%
Capital	22,925,954	29,877,836	21,622,341	23,845,191	-20%
Other	6,116	-	17,192	-	0%
Transfers Out	10,649,537	11,585,822	12,901,705	14,445,940	25%
<b>Total Expenditures</b>	<b>\$ 34,474,233</b>	<b>\$ 46,972,819</b>	<b>\$ 35,972,043</b>	<b>\$ 39,535,297</b>	<b>-16%</b>
<b>Net All Capital Funds</b>	<b>\$ (3,950,181)</b>	<b>\$ (19,762,838)</b>	<b>\$ (6,273,188)</b>	<b>\$ (5,870,193)</b>	<b>-70%</b>

Capital Funds Summary by Fund					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Capital Projects Fund</b>					
Revenues	\$ 9,932,194	\$ 8,486,070	\$ 10,049,696	\$ 16,006,637	89%
Expenditures	14,926,108	21,873,201	16,437,963	19,166,231	-12%
Net	(4,993,914)	(13,387,131)	(6,388,267)	(3,159,594)	
<b>Capital Equipment Fund</b>					
Revenues	1,875,405	1,090,000	1,103,270	1,640,000	50%
Expenditures	2,047,635	4,133,668	2,264,556	4,175,500	1%
Net	(172,230)	(3,043,668)	(1,161,286)	(2,535,500)	
<b>One Cent #13 Sales Tax Fund</b>					
Revenues	13,075,541	8,075,000	9,885,900	50,000	-99%
Expenditures	11,164,581	12,272,623	13,817,186	2,940,647	-76%
Net	1,910,960	(4,197,623)	(3,931,286)	(2,890,647)	
<b>One Cent #14 Sales Tax Fund</b>					
Revenues	-	4,500,000	4,662,204	15,007,500	234%
Expenditures	-	4,000,000	100	12,441,402	211%
Net	-	500,000	4,662,104	2,566,098	
<b>American Recovery Act Fund</b>					
Revenues	5,640,912	5,058,911	3,997,785	960,968	-81%
Expenditures	6,335,909	4,693,327	3,452,238	811,518	-83%
Net	(694,997)	365,584	545,547	149,450	
<b>Revenues- All Capital Funds</b>	<b>30,524,052</b>	<b>27,209,981</b>	<b>29,698,855</b>	<b>33,665,105</b>	<b>24%</b>
<b>Expenditures- All Capital Funds</b>	<b>34,474,233</b>	<b>46,972,819</b>	<b>35,972,043</b>	<b>39,535,297</b>	<b>-16%</b>
<b>Net All Capital Funds</b>	<b>\$ (3,950,181)</b>	<b>\$ (19,762,838)</b>	<b>\$ (6,273,188)</b>	<b>\$ (5,870,193)</b>	

# 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.

Capital Projects Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 354,092	\$ 130,455	\$ 294,923	\$ 847,647	550%
Transfer In	7,995,074	8,139,615	9,606,274	12,192,990	50%
Grants	1,583,028	216,000	148,499	2,966,000	1273%
<b>Total Revenues</b>	<b>\$ 9,932,194</b>	<b>\$ 8,486,070</b>	<b>\$ 10,049,696</b>	<b>\$ 16,006,637</b>	<b>89%</b>
<b>Expenditures</b>					
Contractual Services	\$ 11,029	\$ 11,000	\$ 11,000	\$ 10,000	-9%
Other	6,116	-	17,192	-	
Capital	14,784,619	21,432,501	16,206,251	19,026,840	-11%
Transfers Out	124,344	429,700	203,520	129,391	
<b>Total Expenditures</b>	<b>\$ 14,926,108</b>	<b>\$ 21,873,201</b>	<b>\$ 16,437,963</b>	<b>\$ 19,166,231</b>	<b>-12%</b>
<b>Net Capital Projects Fund</b>	<b>\$ (4,993,914)</b>	<b>\$ (13,387,131)</b>	<b>\$ (6,388,267)</b>	<b>\$ (3,159,594)</b>	<b>-76%</b>
Actual Reserves on June 30, 2010				\$ 15,047,860	
Projected Reserves on June 30, 2011				\$ 8,659,593	
Projected Reserves on June 30, 2012				\$ 5,500,000	

# Capital Projects Fund

## Capital Projects for FY 2012

Project Name	Type	Category of Project	Funding Source	Funding Amount
<b>FY 2012 PROJECTS REBUDGETED FROM PREVIOUS BUDGET YEARS**</b>				
City Center Annex Remodeling	Replacement	Buildings	One-Time	25,000
Energy Conservation Improvements	Replacement	Buildings	One-Time	182,074
Energy Audit Implement-Internal BAGS	Replacement	Buildings	One-Time	110,000
Payroll Time & Attendance	New	Gen. Admin	One-Time	300,000
Leisure Services Facility Improvements	Replacement	Leisure	One-Time	200,000
Casper Legion Baseball	Replacement	Outside Group	1% #13	14,057
Cemetery Fencing & Signage	New	Parks	One-Time	10,063
Park Improvements	Replacement	Parks	1% #13	250,000
Raw Water Irrigation Project	New	Parks	1% #13	350,000
Raw Water Irrigation Project	New	Parks	One-Time	157,037
Gateway Statue Relocation	New	Parks	1% #13	67,848
Tate Pumphouse	New	Parks	1% #13	63,940
Tate Pumphouse-TEAL	New	Parks	TEAL Grant	216,000
Buckboard Park	New	Parks	1% #13	59,100
Weed & Seed- "Seed" Capital for Area	New	Public Safety	One-Time	50,000
Hall of Justice Maintenance- Ongoing	Replacement	Public Safety	One-Time	50,000
Stormwater Master Plan	Replacement	Stormwater	One-Time	610,000
Waterford St.- Stormwater Oversizing	New	Stormwater	1% #13	125,000
Walsh Drive -Project Closeout	New	Streets	1% #13	5,000
Yellowstone Highway	New	Streets	One-Time	465,210
Blackmore Rd. & Wyo. Blvd. Intersection	New	Streets	One-Time	265,000
Courthouse Pedestrian Crossing	Replacement	Streets	One-Time	500
Collins Drive Enhancements- Small Items	New	Streets	One-Time	41,900
Walkability Improvements- Sidewalks	New	Streets	One-Time	300,000
East 21st St.-Missouri to Rustic Ridge	New	Streets	1% #13	100,000
Residential Street Repair Materials	Replacement	Streets	One-Time	46,311
Residential Streets	Replacement	Streets	1% #13	245,673
Collectors and Arterials	Replacement	Streets	1% #13	58,910
Bryan Stock Trail Bridge- WYDOT	Replacement	Streets	One-Time	43,665
East 2nd Street Paving Repair	Replacement	Streets	One-Time	100,000
Cottonwood Subdivision- Phase I	Replacement	Streets	1% #13	380,000

\*\* Funding for all projects, except grant funded and one percent sales tax funded projects, has already been transferred in to the Capital Projects Fund in prior years.

# Capital Projects Fund

## Capital Projects for FY 2012 cont'd

Project Name	Type	Category of Project	Funding Source	Funding Amount
<b>NEW PROJECTS FOR FY 2012</b>				
ADA Compliance- Ongoing	Replacement	Buildings	One-Time	10,000
City Hall Improvements-Ongoing	Replacement	Buildings	One-Time*	142,025
Energy Conservation Improvements	Replacement	Buildings	One-Time*	400,000
LifeSteps Campus Building B Windows	Replacement	Buildings	One-Time*	100,000
Bldg. Repairs- Material for Internal Work	Replacement	Buildings	1% #14	110,000
Roof Replacements & Repairs	Replacement	Buildings	1% #14	150,000
Casper Mtn Fire- Truck Match	Replacement	Fire	One-Time*	85,000
Fire Training Center	Replacement	Fire	1% #14	40,000
Fire Station #2 Replacement	Replacement	Fire	1% #14	2,500,000
CEC Online Ticketing	New	Leisure	One-Time*	53,026
Ft. Caspar Museum Sign	Replacement	Leisure	One-Time*	55,000
Aquatic Center Upgrade	Replacement	Leisure	One-Time*	55,000
Spray Park	New	Leisure	1% #14	350,000
Recreation Center Fire Alarm System	Replacement	Leisure	One-Time*	80,000
Hogadon Ski Patrol Hut	New	Leisure	1% #14	30,000
Hogadon Ski Patrol Radios	Replacement	Leisure	1% #14	31,392
Senior Center- Computer Lab	Replacement	Outside Group	1% #14	16,000
NIC Museum Bldg. Improvements	Replacement	Outside Group	1% #13	109,415
Youth Crisis Center- Design & Engin.	New	Outside Group	1% #14	350,000
Youth Crisis Center	New	Outside Group	County Consensus	1,000,000
Youth Crisis Center	New	Outside Group	Natrona County Contribution	500,000
Park Improvements	Replacement	Parks	1% #14	707,900
Soccer Fields Lighting	New	Parks	1% #14	20,000
Field of Dreams	New	Parks	1% #14	300,000
Platte River Parkway Projects	New	Parks	1% #14	200,000
Robertson Road Pathway Extension	New	Parks	One-Time	439,794
Metro Animal Control Parking Lot	Replacement	Public Safety	One-Time*	40,000
Ft. Casper Neighborhood Trail & Drainage	New	Stormwater	One-Time	150,000
East 21st St.-Kingsbury to Wyo. Blvd.	New	Streets	1% #14	250,000
Collectors and Arterial Repairs	Replacement	Streets	1% #14	2,500,000
Residential Streets	Replacement	Streets	1% #14	500,000
Downtown Conversion to 2 Way Streets	New	Streets	One-Time*	400,000
Events Center Entry Road	Replacement	Streets	One-Time*	40,000
Fairgrounds Road	Replacement	Streets	County Consensus	1,500,000
Fairgrounds Road Enhancements-TEAL	New	Streets	TEAL Grant	250,000
Fairgrounds Road Enhance.-Local Match	New	Streets	One-Time*	50,000
Center Street Lighting Enhancements	Replacement	Streets	One-Time*	130,000
Wolcott Street Lighting Enhancements	Replacement	Streets	DDA Share	130,000
Traffic Signals Upgrade	Replacement	Streets	1% #14	50,000
Traffic Signals Blackmore	New	Streets	One-Time*	250,000
Crosswalk Indicators	Replacement	Streets	1% #14	60,000
CEC Boilers- Transfer Out -ARRA Match	Transfer Out	Transfer Out	One-Time	129,391

Investment Fees

10,000

**Total Expenditures in Capital Projects Fund \$ 19,166,231**

\*Current Year One-Time Transfer From General Fund

# Capital Projects Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Intergovernmental</b>					
Grants	\$ 447,859	\$ 216,000	\$ 148,499	\$ 466,000	116%
Mineral Tax- Natrona County Consensus	\$ 1,135,169	\$ -	\$ -	\$ 2,500,000	
<b>Total Intergovernmental</b>	<b>\$ 1,583,028</b>	<b>\$ 216,000</b>	<b>\$ 148,499</b>	<b>\$ 2,966,000</b>	<b>1273%</b>
<b>Charges For Services</b>					
Lease Fees	\$ 55,455	\$ 55,455	\$ 55,455	\$ 55,455	0%
<b>Total Charges For Services</b>	<b>\$ 55,455</b>	<b>\$ 55,455</b>	<b>\$ 55,455</b>	<b>\$ 55,455</b>	<b>0%</b>
<b>Miscellaneous</b>					
Gain (Loss) On Investments	\$ (12,734)	\$ -	\$ (5,300)	\$ -	0%
Contributions	194,922	-	169,468	222,192	100%
Natrona County- Youth Crisis Center	\$ -	\$ -	\$ -	\$ 500,000	
Interest Income	67,723	75,000	75,300	70,000	-7%
Debt/Interest Payments	48,726	-	-	-	
<b>Total Miscellaneous</b>	<b>\$ 298,637</b>	<b>\$ 75,000</b>	<b>\$ 239,468</b>	<b>\$ 792,192</b>	<b>956%</b>
<b>Transfers</b>					
Transfers In-General Fund	\$ 1,903,755	\$ -	\$ -	\$ 1,880,051	100%
Transfers In - 1% #13	6,091,319	7,308,422	8,780,329	2,147,647	-71%
Transfers In - LAD Fund	-	831,193	825,945	-	
Transfers In - 1% #14	-	-	-	8,165,292	
<b>Total Transfers</b>	<b>\$ 7,995,074</b>	<b>\$ 8,139,615</b>	<b>\$ 9,606,274</b>	<b>\$ 12,192,990</b>	<b>50%</b>
<b>Total Revenue</b>	<b>\$ 9,932,194</b>	<b>\$ 8,486,070</b>	<b>\$ 10,049,696</b>	<b>\$ 16,006,637</b>	<b>89%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 11,029	\$ 11,000	\$ 11,000	\$ 10,000	-9%
<b>Total Contractual Services</b>	<b>\$ 11,029</b>	<b>\$ 11,000</b>	<b>\$ 11,000</b>	<b>\$ 10,000</b>	<b>-9%</b>
<b>Other</b>					
Bad Debt Expense	\$ 6,116	\$ -	\$ 17,192	\$ -	
<b>Total Contractual Services</b>	<b>\$ 6,116</b>	<b>\$ -</b>	<b>\$ 17,192</b>	<b>\$ -</b>	<b>0%</b>

# Capital Projects Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Capital</b>					
Energy Conservation- Citywide	\$ -	\$ 409,159	\$ 117,085	\$ 692,074	69%
Municipal Court	52,467	35,758	35,758	-	-100%
Police	464,600	165,394	148,499	-	-100%
Police- Weed & Seed	-	50,000	-	50,000	0%
Fire	961,176	2,125,160	2,125,160	2,625,000	24%
Streets	6,981,616	11,695,053	9,908,799	7,542,169	-36%
Stormwater	901,602	661,325	2,035	885,000	34%
Traffic	1,149,521	265,353	289,020	620,000	134%
Parking	325,158	10,630	-	-	-100%
Cemetery	96,482	18,496	8,433	10,063	-46%
City Campus	775,028	264,047	197,277	177,025	-33%
Aquatics	30,914	-	-	405,000	100%
Recreation Center	127,342	-	-	80,000	100%
Ice Arena	178,425	-	-	-	0%
Hogadon	405,448	458,530	458,530	61,392	-87%
Casper Events Center	495,276	680,530	680,530	53,026	-92%
Parks	678,329	2,555,830	1,431,684	2,831,619	11%
Fort Caspar Museum	-	-	-	55,000	100%
LifeSteps Campus	-	330,808	330,808	100,000	-70%
Buildings & Grounds	402,567	56,955	59,000	260,000	357%
Metro Animal Control	-	-	-	40,000	100%
Leisure Services	485,304	454,641	354,778	200,000	-56%
Ongoing Maintenance- Assorted	73,607	843,697	50,000	50,000	-94%
Human Resources & Finance	-	310,000	8,855	300,000	-3%
Software Maintenance Agreements	93,020	27,078	-	-	-100%
Capital for Outside Organizations	106,737	14,057	-	1,989,472	
<b>Total Capital</b>	<b>\$ 14,784,619</b>	<b>\$ 21,432,501</b>	<b>\$ 16,206,251</b>	<b>\$ 19,026,840</b>	<b>-11%</b>
<b>Transfers</b>					
Transfers Out	\$ 124,344	\$ 429,700	\$ 203,520	\$ 129,391	-70%
<b>Total Transfers</b>	<b>\$ 124,344</b>	<b>\$ 429,700</b>	<b>\$ 203,520</b>	<b>\$ 129,391</b>	<b>-70%</b>
<b>Total Expenses</b>	<b>\$ 14,926,108</b>	<b>\$ 21,873,201</b>	<b>\$ 16,437,963</b>	<b>\$ 19,166,231</b>	<b>-12%</b>
<b>Net Fund</b>	<b>\$ (4,993,914)</b>	<b>\$ (13,387,131)</b>	<b>\$ (6,388,267)</b>	<b>\$ (3,159,594)</b>	<b>-76%</b>

# 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 one-time monies such as mineral taxes transferred from the General Fund.

Capital Equipment for FY 2012			
Operating Area	Type	Description of Capital Equipment	FY 12 Expenditure
IT/ City Manager	New	Wide Area Network Upgrade	\$ 375,000
IT/ City Manager	Replacement	Public Safety Wireless Network	2,000,000
Code Enforcement	Replacement	Hybrid Pickup and Car	45,000
Casper Events Center	Replacement	Tables	20,000
Human Resources	New	Kiosk for Job Applicants	4,000
Ice Arena	Replacement	Zamboni	100,000
Ice Arena	Replacement	Skates	7,500
Recreation Center	Replacement	Pickup	20,000
Recreation Center	Replacement	Hot Water Heater	6,000
Recreation Center	Replacement	Fitness Equipment	20,000
Recreation Center	Replacement	Backboard Monitors	12,000
Aquatics	Replacement	Play Features (Marion Kreiner)	10,000
Aquatics	Replacement	Diving Boards	11,000
Aquatics	Replacement	Custodial Equipment	2,000
Police	Replacement	Vehicles	400,000
Police	Replacement	Miscellaneous Equipment	100,000
Fire	Replacement	Miscellaneous Equipment	80,000
Parks	Replacement	Compressor	23,000
Parks	Replacement	Mower	24,000
Parks	Replacement	Pickup	25,000
Parks	Replacement	Utility Truck	20,000
Parks	Replacement	Lawn Tractor	23,000
Streets	Replacement	Trailer	55,000
Streets	Replacement	Dump Truck	150,000
Streets	Replacement	Pickup	25,000
Streets	Replacement	Sanders (4)	60,000
Streets	Replacement	Plows (4)	60,000
Streets	Replacement	Planer	400,000
Traffic	Replacement	Bucket Truck	95,000
<b>All Capital Equipment Expenditures</b>			<b>\$ 4,172,500</b>
Investment Fees			3,000
<b>All Fund Expenditures</b>			<b>\$ 4,175,500</b>

# Capital Equipment Fund

## Capital Equipment Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 25,405	\$ 30,000	\$ 43,270	\$ 40,000	33%
Transfer In	1,850,000	1,060,000	1,060,000	1,600,000	51%
Grants	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 1,875,405</b>	<b>\$ 1,090,000</b>	<b>\$ 1,103,270</b>	<b>\$ 1,640,000</b>	<b>50%</b>
<b>Expenditures</b>					
Contractual Services	\$ 3,527	\$ 5,000	\$ 3,000	\$ 3,000	-40%
Capital	2,044,108	4,128,668	2,261,556	4,172,500	1%
Transfers Out	-	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 2,047,635</b>	<b>\$ 4,133,668</b>	<b>\$ 2,264,556</b>	<b>\$ 4,175,500</b>	<b>1%</b>
<b>Net Capital Equipment Fund</b>	<b>\$ (172,230)</b>	<b>\$ (3,043,668)</b>	<b>\$ (1,161,286)</b>	<b>\$ (2,535,500)</b>	<b>-17%</b>
	Actual Reserves on June 30, 2010			4,578,837	
	Projected Reserves on June 30, 2011			\$ 3,417,551	
	Projected Reserves on June 30, 2012			\$ 882,051	

# Capital Equipment Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Interest	\$ 21,575	\$ 30,000	\$ 17,500	\$ 15,000	-50%
Miscellaneous Revenue	7,833	-	25,770	25,000	100%
Gain (Loss) On Investments	(4,003)	-	-	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 25,405</b>	<b>\$ 30,000</b>	<b>\$ 43,270</b>	<b>\$ 40,000</b>	<b>33%</b>
<b>Transfers</b>					
Transfer In- General Fund	\$ 100,000	\$ -	\$ -	\$ -	0%
Transfer In- 1% #13	\$ 1,750,000	\$ 1,060,000	\$ 1,060,000	\$ -	-
Transfer In- 1% #14	\$ -	\$ -	\$ -	\$ 1,200,000	-
Transfer In- Central Garage	\$ -	\$ -	\$ -	\$ 400,000	-
<b>Total Transfers</b>	<b>\$ 1,850,000</b>	<b>\$ 1,060,000</b>	<b>\$ 1,060,000</b>	<b>\$ 1,600,000</b>	<b>51%</b>
<b>Total Revenue</b>	<b>\$ 1,875,405</b>	<b>\$ 1,090,000</b>	<b>\$ 1,103,270</b>	<b>\$ 1,640,000</b>	<b>50%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 3,527	\$ 5,000	\$ 3,000	\$ 3,000	-40%
<b>Total Contractual Services</b>	<b>\$ 3,527</b>	<b>\$ 5,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>-40%</b>
<b>Capital</b>					
Replacement Light Equipment	\$ 956,262	\$ 1,507,160	\$ 1,227,125	\$ 1,048,500	-30%
Replacement Heavy Equipment	898,636	935,816	903,431	745,000	-20%
Replacement Technologies	-	1,200,000	5,000	2,000,000	67%
New Technologies	189,210	485,692	126,000	379,000	-22%
<b>Total Capital</b>	<b>\$ 2,044,108</b>	<b>\$ 4,128,668</b>	<b>\$ 2,261,556</b>	<b>\$ 4,172,500</b>	<b>1%</b>
<b>Total Expenses</b>	<b>\$ 2,047,635</b>	<b>\$ 4,133,668</b>	<b>\$ 2,264,556</b>	<b>\$ 4,175,500</b>	<b>1%</b>
<b>Net Fund</b>	<b>\$ (172,230)</b>	<b>\$ (3,043,668)</b>	<b>\$ (1,161,286)</b>	<b>\$ (2,535,500)</b>	<b>-17%</b>

# One Cent #13 Sales Tax

**Mission:** 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 March 2007 and ended in February 2011. The #13 denotes that this is the 13th funding period the optional sales tax has been approved by voter referendum.

## **Highlights from FY 2011:**

The Optional One Cent Sales Tax #13 ended its four year collection period in February 2011.

## **Highlights for FY 2012:**

Optional One Cent #13 was collected over four years. For much of that time period, Casper's local economy was going through a boom cycle. As a result, revenues from One Cent #13 were higher than originally anticipated. A public hearing will be scheduled for early FY 2012 to discuss the allocation of the excess revenue.

# One Cent # 13 Sales Tax

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:

	Estimate for FY 2011
Investment Fees	\$ 15,000
<b>Outside Agencies</b>	
Casper Area Economic Development Agency (For operations )	400,000
Chamber of Commerce (Visitors Center)	17,402
YMCA (Building Improvements)	461,599
Natrona County Library	225,000
<b>Transfers to Other Funds</b>	
American Recovery & Reinvestment Act	174,156
Aquatics Fund (For operations of outdoor pools)	250,000
Capital Equipment	1,060,000
Capital Projects	8,780,329
General Fund (For 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>\$ 13,817,186</b>

## One Cent #13 Sales Tax Fund Highlights and Issues for FY 2012

Projects and programs to be funded in FY 2012 by Optional One Cent #13 Sales Tax include:

	Adopted Budget for FY 2012
Investment Fees	\$ 10,000
<b>Transfers to Other Funds</b>	
Capital Projects	2,147,647
Transit Services Fund- CATC	123,000
<b>Total Expenditures</b>	<b>\$ 2,280,647</b>

# One Cent # 13 Sales Tax

## One Cent # 13 Sales Tax Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 13,011,233	\$ 8,000,000	\$ 9,813,900	\$ -	-100%
Miscellaneous	64,308	75,000	72,000	50,000	-33%
<b>Total Revenues</b>	<b>\$ 13,075,541</b>	<b>\$ 8,075,000</b>	<b>\$ 9,885,900</b>	<b>\$ 50,000</b>	<b>-99%</b>
<b>Expenditures</b>					
Contractual Services	\$ 639,388	\$ 1,116,501	\$ 1,119,001	\$ 10,000	-99%
Transfers Out	10,525,193	11,156,122	12,698,185	2,930,647	-74%
<b>Total Expenditures</b>	<b>\$ 11,164,581</b>	<b>\$ 12,272,623</b>	<b>\$ 13,817,186</b>	<b>\$ 2,940,647</b>	<b>-76%</b>
<b>Net One Cent #13 Fund</b>	<b>\$ 1,910,960</b>	<b>\$ (4,197,623)</b>	<b>\$ (3,931,286)</b>	<b>\$ (2,890,647)</b>	<b>-31%</b>
				Actual Reserves on June 30, 2010	\$ 22,727,426
				Projected Reserves on June 30, 2011	\$ 18,796,140
				Projected Reserves on June 30, 2012	\$ 15,905,493

# One Cent # 13 Sales Tax

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Taxes</b>					
Sales Taxes	\$ 13,011,233	\$ 8,000,000	\$ 9,813,900	\$ -	-100%
<b>Total Taxes</b>	<u>\$ 13,011,233</u>	<u>\$ 8,000,000</u>	<u>\$ 9,813,900</u>	<u>\$ -</u>	<u>-100%</u>
<b>Miscellaneous</b>					
Interest Income	\$ 79,717	\$ 75,000	\$ 85,000	\$ 50,000	-33%
Gain (Loss) On Investments	(15,409)	-	(13,000)	-	0%
<b>Total Miscellaneous</b>	<u>\$ 64,308</u>	<u>\$ 75,000</u>	<u>\$ 72,000</u>	<u>\$ 50,000</u>	<u>-33%</u>
<b>Total Revenue</b>	<u>\$ 13,075,541</u>	<u>\$ 8,075,000</u>	<u>\$ 9,885,900</u>	<u>\$ 50,000</u>	<u>-99%</u>
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 13,404	\$ 12,500	\$ 15,000	\$ 10,000	-20%
Community Health Center	-	-	-	-	0%
Chamber of Commerce- Visitor Center	5,984	17,402	17,402	-	-100%
Casper Area Economic Dev. Agency	400,000	400,000	400,000	-	-100%
Natrona County Public Library	220,000	225,000	225,000	-	-100%
Casper YMCA	-	461,599	461,599	-	-100%
<b>Total Contractual Services</b>	<u>\$ 639,388</u>	<u>\$ 1,116,501</u>	<u>\$ 1,119,001</u>	<u>\$ 10,000</u>	<u>-99%</u>
<b>Transfers Out</b>					
Transfer Out- Aquatics Fund	250,000	250,000	250,000	-	-100%
Transfer Out- Capital Equipment	1,750,000	1,060,000	1,060,000	-	-100%
Transfer Out- Capital Projects	6,091,319	7,308,422	8,780,329	2,147,647	-71%
Transfer Out- General Fund	114,992	117,500	117,500	-	-100%
Transfer Out- Perpetual Care	750,000	750,000	750,000	660,000	-12%
Transfer Out - Transit Services CATC	68,882	66,200	66,200	123,000	86%
Transfer Out- Water Fund	1,500,000	1,500,000	1,500,000	-	-100%
Transfer Out- American Recovery Act	-	104,000	174,156	-	-100%
<b>Total Transfers Out</b>	<u>\$ 10,525,193</u>	<u>\$ 11,156,122</u>	<u>\$ 12,698,185</u>	<u>\$ 2,930,647</u>	<u>-74%</u>
<b>Total Expenses</b>	<u>\$ 11,164,581</u>	<u>\$ 12,272,623</u>	<u>\$ 13,817,186</u>	<u>\$ 2,940,647</u>	<u>-76%</u>
<b>Net Fund</b>	<u>\$ 1,910,960</u>	<u>\$ (4,197,623)</u>	<u>\$ (3,931,286)</u>	<u>\$ (2,890,647)</u>	<u>-31%</u>

# One Cent #14 Sales Tax

**Mission:** This fund accounts for the revenue and expenditures of the Optional One Cent #14 sales tax. The four year tax period for Optional One Cent #14 began in March 2011 will end in February 2015. The #14 denotes that this is the 14th funding period the optional sales tax has been approved by voter referendum.

## **Highlights from FY 2011:**

Throughout the end of FY 2010 and the beginning of FY 2011, a public outreach campaign was conducted by the City of Casper and the other local governments of Natrona County. The campaign was charged with gathering as much public input as possible regarding how the revenues from Optional 1% #14 should be spent. The campaign ran from February through July 2010, and it featured interactive public meetings, a website, and mailed surveys to every resident of Casper and most of the surrounding communities. Polls from City of Casper residents indicated that fire protection, water projects, police activities, and street projects were the highest priorities in Casper.

The Optional One Cent #14 Sales Tax was authorized by the voters in November 2010. Collection of the tax began in March 2011.

The Council also set aside \$6 million of the anticipated One Cent #14 revenues for community projects. 38 applications were received from local non-profit and governmental entities. After a series of public hearings, 17 community organizations were selected to receive One Cent funding awards.

## **Highlights for FY 2012:**

Consistent with the results of the One Cent Citizens' Survey, FY 2012 expenditures will be directed primarily toward street projects, water system projects, and the construction of a new Fire-EMS Station #2. In addition, of the 17 community projects that received funding awards, 14 are scheduled to receive initial payments in FY 2012.

# One Cent # 14 Sales Tax

This fund accounts for the revenue and expenditures of the One Cent #14 sales tax. The four year tax period for One Cent #14 began in FY 2011 will end in FY 2015. The One Cent #14 is active from March 2011 to February 2015. The #14 denotes that this is the 14th funding period the optional sales tax has been approved by voter referendum.

## One Cent #14 Sales Tax Fund Highlights and Issues for FY 2012

Projects and programs to be funded in FY 2012 by Optional One Cent #14 Sales Tax include:

	<b>FY12 Adopted</b>
Investment Fees	\$ 500
<b>Outside Agencies</b>	
Economic Development	400,000
Platte River Parkway Trust- Operations	50,000
Natrona County Public Library	50,000
American Legion	5,000
Boys & Girls Club	350,000
Seton House	200,000
<b>Transfers to Other Funds</b>	
<b>Capital Projects Fund for the Following Projects:</b>	
Fire Station #2 Replacement	2,500,000
Fire Training Center	40,000
E 21st -Kingsbury to Wyo Blvd	250,000
Collectors and Arterials	2,500,000
Residential Streets	500,000
Traffic Signals Upgrade	50,000
Crosswalk Indicators	60,000
Spray Park	350,000
Casper Mtn Ski Patrol Hut & Radios	61,392
Park Improvements	707,900
Platte River Parkway Trust- Projects	200,000
Soccer Fields Lighting	20,000
Field Of Dreams	300,000
Building Repairs & Roof Replacements	260,000
Senior Center Technology	16,000
Youth Crisis Center	350,000
Total Transfer to Capital Projects Fund:	8,165,292
<b>Capital Equipment Fund for the Following Projects:</b>	
Zamboni for the Ice Arena	100,000
Parks Equipment Replacement	115,000
Streets & Traffic Equipment Replacement	445,000
Police Vehicles and Technology	500,000
Code Enforcement Vehicles	40,000
Total Transfer to Capital Equipment:	1,200,000
<b>Aquatics Fund for Operations</b>	280,000
<b>General Fund for Community Action Partnership</b>	175,000
<b>Transit Fund for Enhanced CATC and The Bus Service</b>	65,610
<b>Water Fund for Capital Replacement</b>	1,500,000
<b>Total Expenditures</b>	<b>\$ 12,441,402</b>

# One Cent # 14 Sales Tax

## One Cent # 14 Sales Tax Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ -	\$ 4,500,000	\$ 4,661,034	\$ 15,000,000	233%
Miscellaneous	-	-	1,170	7,500	100%
<b>Total Revenues</b>	\$ -	\$ 4,500,000	\$ 4,662,204	\$ 15,007,500	234%
<b>Expenditures</b>					
Contractual Services	\$ -	\$ 4,000,000	\$ 100	\$ 1,055,500	-74%
Transfers Out	-	-	-	11,385,902	100%
<b>Total Expenditures</b>	\$ -	\$ 4,000,000	\$ 100	\$ 12,441,402	211%
<b>Net One Cent #14 Fund</b>	\$ -	\$ 500,000	\$ 4,662,104	\$ 2,566,098	413%
Actual Reserves on June 30, 2010					\$ -
Projected Reserves on June 30, 2011					\$ 4,662,104
Projected Reserves on June 30, 2012					\$ 7,228,202

# One Cent # 14 Sales Tax

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Taxes</b>					
Sales Tax	\$ -	\$ 4,500,000	\$ 4,661,034	\$ 15,000,000	233%
<b>Total Taxes</b>	\$ -	\$ 4,500,000	\$ 4,661,034	\$ 15,000,000	233%
<b>Miscellaneous</b>					
Interest Income	\$ -	\$ -	\$ 1,200	\$ 7,500	100%
Gain (Loss) On Investments	-	-	(30)	-	0%
<b>Total Miscellaneous</b>	\$ -	\$ -	\$ 1,170	\$ 7,500	100%
<b>Total Revenue</b>	\$ -	\$ 4,500,000	\$ 4,662,204	\$ 15,007,500	234%
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ -	\$ -	\$ 100	\$ 500	100%
Economic Development	-	-	-	400,000	100%
Platte River Parkway Trust- Operations	-	-	-	50,000	100%
Natrona County Public Library	-	-	-	50,000	100%
American Legion	-	-	-	5,000	100%
Boys & Girls Club	-	-	-	350,000	100%
Seton House	-	-	-	200,000	100%
Program & Projects	-	4,000,000	-	-	-100%
<b>Total Contractual Services</b>	\$ -	\$ 4,000,000	\$ 100	\$ 1,055,500	-74%
<b>Transfers Out</b>					
Transfer Out- Aquatics Fund	-	-	-	280,000	100%
Transfer Out- Capital Equipment	-	-	-	1,200,000	100%
Transfer Out- Capital Projects	-	-	-	8,165,292	100%
Transfer Out- General Fund	-	-	-	175,000	100%
Transfer Out- Perpetual Care	-	-	-	-	0%
Transfer Out - Transit Services CATC	-	-	-	65,610	100%
Transfer Out- Water Fund	-	-	-	1,500,000	100%
<b>Total Transfers Out</b>	\$ -	\$ -	\$ -	\$ 11,385,902	100%
<b>Total Expenses</b>	\$ -	\$ 4,000,000	\$ 100	\$ 12,441,402	211%
<b>Net Fund</b>	\$ -	\$ 500,000	\$ 4,662,104	\$ 2,566,098	413%

# Recovery Act Fund

**Mission:** The American Recovery & Reinvestment Act (ARRA) was passed in 2009 and has been used to fund eleven capital and operational projects.

## **Highlights from FY 2011:**

Most of the ARRA funded projects have now been completed. ARRA funding from the Department of Transportation has helped to purchase new buses and to make improvements to bus stops and shelters throughout the City. Streetlights have been upgraded with energy efficient lightbulbs, thanks to ARRA funding from the Department of Energy. Two projects to replace sewer and water mains (which were funded by ARRA grants from the EPA) are now complete. The pedestrian underpass that runs underneath Beverly Street has also been finished, thanks to an ARRA grant from the Department of Transportation and a TEAL grant from WyDOT.

Several projects to make the Casper Events Center more energy efficient are still moving forward. Three separate grants from the Department of Energy are helping the CEC to replace lights, boilers, and much of its HVAC system. Each of these grants was supplemented with a Blue Sky grant from Rocky Mountain Power. A fourth grant from the Department of Energy is funding an Energy Assurance Plan that should help to protect the City from energy disruptions.

An ongoing project that was funded by the Department of Justice is helping the Police Department to upgrade its wireless communication system. The Department of Justice is also funding 100% of the personnel expenses of a DCI officer who is stationed in Casper. Last but not least, a grant from the Department of Housing and Urban Development has provided funding to upgrade the fire suppression system at LifeSteps Campus.

## **Highlights for FY 2012:**

It is anticipated that all of the ongoing ARRA funded projects will be completed in the coming year. The City has established detailed grant closeout procedures to ensure that all grant requirements are met.

Once completed, some of the projects (primarily the energy saving projects at the Casper Events Center) will require ongoing monitoring to ensure that the efficiency measures were successful.

# American Recovery & Reinvestment Act Fund

## "Stimulus" Fund

The American Recovery & Reinvestment Act (ARRA) was passed in 2009.

Recovery Act Projects for FY 2012				
Project	Granting Agency	Funding Source	FY 12 Budget	
<b>Police Staffing - DCI</b>				
Police Staffing- Passthrough from Wyoming DCI	DCI	ARRA	\$	101,819
<b>Police Communications - Edward Byrne</b>				
Police Communications - Edward Byrne including Town of Mills portion	DOJ	ARRA	\$	93,774
<b>Energy Efficiency - Events Center Pumps and Motors and Street Lighting</b>				
Street Lighting	DOE	ARRA	\$	1,740
<b>Energy Efficiency - Events Center Boiler</b>				
Casper Events Center - Boiler Replacement	DOE	ARRA	\$	433,177
Casper Events Center - Boiler Replacement	Transfer in from Capital Reserves		\$	129,391
<b>Energy Assurance Plan</b>				
Energy Assurance Plan for City Operations	DOE	ARRA	\$	12,824
<b>LifeSteps Campus Fire Suppression</b>				
LifeSteps Campus Fire Suppression	HUD- CDBG	ARRA	\$	41,032
<b>ARRA Funding for Operating Expenses</b>			<b>\$</b>	<b>101,819</b>
<b>ARRA Funding For Capital</b>			<b>\$</b>	<b>582,547</b>
<b>Total Spending In ARRA Fund (ARRA, other Funding Sources and City Match)</b>			<b>\$</b>	<b>813,757</b>
Other Amounts may be encumbered in FY 2011 but spent in FY 2012.				

# American Recovery & Reinvestment Act Fund

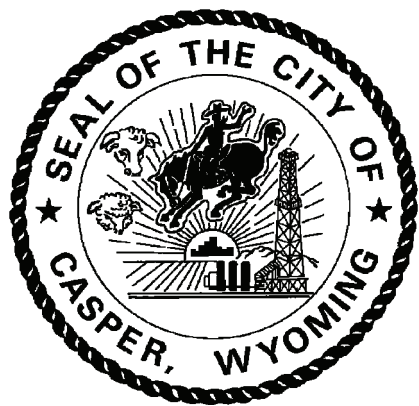
American Recovery Act Budget Summary				
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED
<b>Revenues</b>				
Transfer In (City Match)	136,862	533,700	446,559	129,391
Loans	1,086,082	2,375,536	2,259,291	-
Other	-	23,800	23,800	-
Grants	4,417,968	2,125,875	1,268,135	831,577
<b>Total Revenues</b>	\$ 5,640,912	\$ 5,058,911	\$ 3,997,785	\$ 960,968
<b>Expenditures</b>				
Capital	6,097,227	4,316,667	3,154,534	645,851
Contractual Services	160,442	274,818	195,862	66,087
Personnel	78,240	101,842	101,842	99,580
<b>Total Expenditures</b>	\$ 6,335,909	\$ 4,693,327	\$ 3,452,238	\$ 811,518
<b>Net American Recovery Act Fund</b>	\$ (694,997)	\$ 365,584	\$ 545,547	\$ 149,450
	Actual Reserves on June 30, 2010			\$ (694,997)
	Projected Reserves on June 30, 2011			\$ (149,450)
	Projected Reserves on June 30, 2012			\$ -

# American Recovery & Reinvestment Act Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Grants</b>					
Other Grants	\$ 59,861	\$ -	\$ 250,000	\$ -	0%
ARRA Grants	4,358,107	2,125,875	1,018,135	\$ 831,577	-61%
<b>Total Grants</b>	<b>\$ 4,417,968</b>	<b>\$ 2,125,875</b>	<b>\$ 1,268,135</b>	<b>\$ 831,577</b>	<b>-61%</b>
<b>Loans</b>					
Loans	\$ 1,086,082	\$ 2,375,536	\$ 2,259,291	\$ -	-100%
<b>Total Loans</b>	<b>\$ 1,086,082</b>	<b>\$ 2,375,536</b>	<b>\$ 2,259,291</b>	<b>\$ -</b>	<b>-100%</b>
<b>Other</b>					
Rebates- Rocky Mtn Power	\$ -	\$ 23,800	\$ 23,800	\$ -	-100%
<b>Total Other</b>	<b>\$ -</b>	<b>\$ 23,800</b>	<b>\$ 23,800</b>	<b>\$ -</b>	<b>-100%</b>
<b>Transfers</b>					
Transfers In- 1% #13	\$ -	\$ 104,000	\$ 174,156	\$ -	-100%
Transfers In- Capital Project	124,344	429,700	203,520	129,391	-70%
Transfers In- Water Fund	9,870	-	10,130	-	0%
Transfers In- Sewer Fund	2,648	-	58,753	-	0%
<b>Total Transfers</b>	<b>\$ 136,862</b>	<b>\$ 533,700</b>	<b>\$ 446,559</b>	<b>\$ 129,391</b>	<b>-76%</b>
<b>Total Revenue</b>	<b>\$ 5,640,912</b>	<b>\$ 5,058,911</b>	<b>\$ 3,997,785</b>	<b>\$ 960,968</b>	<b>-81%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 43,924	\$ 65,918	\$ 65,918	\$ 66,009	0%
Overtime	22,315	15,857	15,857	15,836	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 66,239</b>	<b>\$ 81,775</b>	<b>\$ 81,775</b>	<b>\$ 81,845</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 3,960	\$ 5,652	\$ 5,652	\$ 5,716	1%
Other Insurance Benefits	340	556	556	761	37%
FICA/Medicare Tax	942	5,371	5,371	2,169	-60%
Retirement Contributions	5,696	7,032	7,032	6,805	-3%
Workers' Compensation	1,063	1,456	1,456	2,284	57%
<b>Total Benefits</b>	<b>\$ 12,001</b>	<b>\$ 20,067</b>	<b>\$ 20,067</b>	<b>\$ 17,735</b>	<b>-12%</b>
<b>Total Personnel</b>	<b>\$ 78,240</b>	<b>\$ 101,842</b>	<b>\$ 101,842</b>	<b>\$ 99,580</b>	<b>-2%</b>
<b>Contractual Services</b>					
Engineering	\$ 160,442	\$ 139,565	\$ 78,088	\$ 49,260	-65%
Other Contractual	-	129,000	117,000	12,000	-91%
Advertising	-	2,900	774	1,474	-49%
Travel & Training	-	3,353	-	3,353	0%
<b>Total Contractual Services</b>	<b>\$ 160,442</b>	<b>\$ 274,818</b>	<b>\$ 195,862</b>	<b>\$ 66,087</b>	
<b>City Funded Capital- General Funding</b>					
Replace Improve. Other Than Bldgs.	\$ 136,862	\$ 866,371	\$ 282,403	\$ 125,883	-85%
New Improvements Other Than Bldgs.	-	174,000	174,156	-	-100%
<b>Total City Portion Capital</b>	<b>\$ 136,862</b>	<b>\$ 1,040,371</b>	<b>\$ 456,559</b>	<b>\$ 125,883</b>	<b>-88%</b>

# American Recovery & Reinvestment Act Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>ARRA Grants, ARRA Loans, And Other Grant Funded Capital</b>					
Replacement Light Equipment	\$ 494,629	\$ 112,084	\$ 111,498	\$ -	-100%
Replacement Technologies	29,128	-	-	-	0%
Replace Improve. Other Than Bldgs.	3,603,567	2,550,027	2,047,460	423,175	-83%
New Improvements Other Than Bldgs.	1,701,839	547,215	527,808	41,032	-93%
New Technologies	131,202	66,970	11,209	55,761	-17%
<b>Total ARRA Capital</b>	<b>\$ 5,960,365</b>	<b>\$ 3,276,296</b>	<b>\$ 2,697,975</b>	<b>\$519,968</b>	<b>-84%</b>
<b>Total Capital Expenses</b>	<b>\$ 6,097,227</b>	<b>\$ 4,316,667</b>	<b>\$ 3,154,534</b>	<b>\$ 645,851</b>	<b>-85%</b>
<b>Total Expenses</b>	<b>\$ 6,335,909</b>	<b>\$ 4,693,327</b>	<b>\$ 3,452,238</b>	<b>\$ 811,518</b>	<b>-83%</b>
<b>Net Fund</b>	<b>\$ (694,997)</b>	<b>\$ 365,584</b>	<b>\$ 545,547</b>	<b>\$ 149,450</b>	<b>-59%</b>



# All Enterprise Funds Consolidated

## Utility, Leisure, and Other Enterprise Funds Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 32,837,059	\$ 34,717,876	\$ 35,027,135	\$ 35,688,836	3%
Miscellaneous	2,044,932	1,918,538	2,018,694	1,535,236	-20%
Transfer In	4,140,396	3,682,627	5,825,094	4,165,755	13%
Other/ Non-Operating Revenue	-	559,660	248,561	128,443	-77%
System Development Charges	669,079	445,000	423,420	410,000	-8%
Grants	9,694,852	663,300	3,381,370	3,895,664	487%
<b>Total Revenues</b>	<b>\$ 49,386,318</b>	<b>\$ 41,987,001</b>	<b>\$ 46,924,274</b>	<b>\$ 45,823,934</b>	<b>9%</b>
<b>Expenditures</b>					
Personnel	\$ 11,620,224	\$ 11,768,664	\$ 11,416,618	\$ 11,992,739	2%
Contractual Services	12,654,757	13,705,542	13,302,829	12,676,514	-8%
Materials & Supplies	7,044,148	7,013,879	7,526,228	7,220,678	3%
Other	4,692,093	5,181,066	4,889,407	6,027,426	16%
Capital	14,673,109	11,097,650	12,070,906	16,223,610	46%
Transfers Out	9,870	-	2,250,000	-	0%
<b>Total Expenditures</b>	<b>\$ 50,694,201</b>	<b>\$ 48,766,801</b>	<b>\$ 51,455,988</b>	<b>\$ 54,140,967</b>	<b>11%</b>
<b>Net All Enterprise Funds</b>	<b>\$ (1,307,883)</b>	<b>\$ (6,779,800)</b>	<b>\$ (4,531,714)</b>	<b>\$ (8,317,033)</b>	<b>23%</b>

# **Utility Enterprise Funds**

Water Distribution

Water Treatment Plant (WTP)

Sewer

Wastewater Treatment Plant (WWTP)

Refuse Collection

Balefill

# Utility Enterprise Funds Summary

Utility Enterprise Funds Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 28,230,750	\$ 29,895,441	\$ 30,294,041	\$ 30,981,036	4%
Miscellaneous	1,590,443	1,458,485	1,584,345	1,206,074	-17%
Transfer In	1,500,000	1,500,000	3,750,000	1,500,000	0%
Other/ Non-Operating Revenue	-	559,660	248,561	128,443	-77%
System Development Charges	669,079	445,000	423,420	410,000	-8%
Grants	9,694,852	663,300	3,381,370	3,895,664	487%
<b>Total Revenues</b>	<b>\$ 41,685,124</b>	<b>\$ 34,521,886</b>	<b>\$ 39,681,737</b>	<b>\$ 38,121,217</b>	<b>10%</b>
<b>Expenditures</b>					
Personnel	\$ 7,168,957	\$ 7,394,102	\$ 7,095,991	\$ 7,535,747	2%
Contractual Services	10,153,871	11,347,744	11,034,186	10,687,442	-6%
Materials & Supplies	6,416,241	6,391,264	6,907,377	6,612,004	3%
Other	4,543,036	5,096,559	4,809,675	5,487,794	8%
Capital	14,545,991	10,934,924	11,898,575	16,037,788	47%
Transfers Out	9,870	-	2,250,000	-	0%
<b>Total Expenditures</b>	<b>\$ 42,837,966</b>	<b>\$ 41,164,593</b>	<b>\$ 43,995,804</b>	<b>\$ 46,360,775</b>	<b>13%</b>
<b>Net All Utility Enterprise Funds</b>	<b>\$ (1,152,842)</b>	<b>\$ (6,642,707)</b>	<b>\$ (4,314,067)</b>	<b>\$ (8,239,558)</b>	<b>24%</b>

# Utility Enterprises by Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Water</b>					
Revenues	\$ 12,707,185	\$ 14,130,574	\$ 16,849,757	\$ 14,837,816	5%
Expenditures	13,519,772	15,407,637	17,828,327	15,675,721	2%
Net	(812,587)	(1,277,063)	(978,570)	(837,905)	
<b>Water Treatment Plant Operations Fund</b>					
Revenues	2,155,250	2,406,690	2,371,135	2,494,769	4%
Expenditures	2,154,463	2,406,690	2,371,135	2,494,769	4%
Net	787	-	-	-	
<b>Sewer</b>					
Revenues	4,855,866	4,638,594	4,415,963	4,641,183	0%
Expenditures	4,553,637	6,363,230	5,666,080	5,279,148	-17%
Net	302,229	(1,724,636)	(1,250,117)	(637,965)	
<b>Wastewater Treatment Plant</b>					
Revenues	3,374,975	3,428,336	3,159,858	5,842,648	70%
Expenditures	4,756,646	6,240,761	5,537,225	7,376,523	18%
Net	(1,381,671)	(2,812,425)	(2,377,367)	(1,533,875)	
<b>Refuse Collection</b>					
Revenues	4,883,111	4,803,933	4,961,749	4,967,400	3%
Expenditures	4,146,510	5,094,008	7,172,682	5,365,825	5%
Net	736,601	(290,075)	(2,210,933)	(398,425)	
<b>Balefill</b>					
Revenues	13,708,737	5,113,759	7,923,275	5,337,401	4%
Expenditures	13,706,938	5,652,267	5,420,355	10,168,789	80%
Net	1,799	(538,508)	2,502,920	(4,831,388)	
<b>Revenues- All Utility Enterprise</b>	41,685,124	34,521,886	39,681,737	38,121,217	10%
<b>Expenditures- All Utility Enterprise</b>	42,837,966	35,512,326	38,575,449	36,191,986	2%
<b>Net All Utility Enterprise</b>	\$ (1,152,842)	\$ (6,642,707)	\$ (4,314,067)	\$ (8,239,558)	

# Water Distribution

**Mission:** To maintain and expand the City's tanks, booster stations, and pipelines to ensure a high quality public water distribution system.

**Goal:** **Water Available for Distribution**

To distribute a safe and potable water supply that meets all regulatory requirements.

**Objectives:**

<b>Cost per Pipe Mile - Per Month</b>	The total operation and maintenance cost of the water distribution system divided by the number of pipe miles in the system.	<b>New</b>
<b>Valves Exercised</b>	The percentage of valves exercised.	<b>New</b>
<b>Violations - Water Distribution</b>	Comply with all water distribution regulations (zero violations).	
<b>Water Consumption by City Govt (Gallons)</b>	Reduce the amount of potable water consumed by the city government by 1%.	
<b>Water Main Breaks - Customer Hours</b>	Reduce the total number of customer hours without water due to water main breaks. (A Customer Hour is the number of customers impacted times the duration, in hours.)	
<b>Water Main Breaks - Customers Impacted</b>	Reduce the number of customers who experience a loss of water due to a water main break.	
<b>Water Main Replaced (Lineal Feet)</b>	Replace 12,500 lineal feet of ductile or cast iron water main.	

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Cost per Pipe Mile - Per Month	<b>New</b>	\$0				
Valves Exercised	<b>New</b>	11%				1%
Violations - Water Distribution		0	0			0
Water Consumption by City Govt (Gallons)		4,333				
Water Main Breaks - % of Customers Impacted	<b>New</b>	1%				
Water Main Breaks - Customer Hours		131.50				
Water Main Breaks - Customers Impacted		276				

# Water Distribution

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Water Main Replaced (Lineal Feet)	26,305	3,481	12,500	-22,824	-86.77%	12,500

## **Highlights from FY 2011:**

Casper's water distribution system has been in 100% compliance with all Environmental Protection Agency and Department of Environmental Quality regulations. Water sales for FY 2011 are normal to slightly above normal as compared to the very poor water sales year of FY 2010. Major projects completed in FY 2011 include the Upper Rock Creek Reservoir Improvements, and the Zone III Water System Improvements Project (Booster Station replacement and new water storage tank). In addition, the Zone IV Water System Improvements Project and the Miscellaneous Water Main Replacements (Beverly Street) Projects were awarded in FY 2011.

## **Highlights for FY 2012:**

The Water Fund FY 2012 Operations Budget has increased 1.4% over the FY 2011 Operations Budget principally due to greater anticipated wholesale water purchases from the Regional Water System. Major capital improvements planned for FY 2012 are Miscellaneous Water Main Replacement Program, CY/Poplar/15th Street WYDOT Intersection Project (Water Main Replacements), and the obtaining of State financing for the Poplar/39th Street Zone II/III Improvements in the amount of \$1.9 million which eventually will alleviate low pressure problems in the Valley Hills area of the City.

Also proposed for FY 2012 is the WWDC Zone III loan payoff for \$650,000.

# Water Distribution

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operating Activity</b>					
<b>Revenues</b>					
Charges for Services	\$ 9,760,801	\$ 11,348,790	\$ 11,393,030	\$ 11,574,236	2%
Administration/Management Fees	81,425	81,484	81,484	80,916	-1%
<b>Total Revenues</b>	<b>9,842,226</b>	<b>11,430,274</b>	<b>11,474,514</b>	<b>11,655,152</b>	<b>2%</b>
<b>Expenses</b>					
Personnel Services	2,401,552	2,380,561	2,334,806	2,390,485	0%
Contractual	1,474,969	2,101,765	2,123,270	1,639,754	-22%
Materials & Supplies	5,182,370	4,987,664	5,474,747	5,144,004	3%
Depreciation	699,998	800,000	800,000	800,000	0%
<b>Total Expenses</b>	<b>9,758,889</b>	<b>10,269,990</b>	<b>10,732,823</b>	<b>9,974,243</b>	<b>-3%</b>
<b>Operating Income (Loss)</b>	<b>83,337</b>	<b>1,160,284</b>	<b>741,691</b>	<b>1,680,909</b>	<b>45%</b>
<b>Non-operating Activity</b>					
<b>Revenues</b>					
Interest	222,868	250,000	109,065	135,000	-46%
Miscellaneous	111,728	57,000	48,348	57,000	0%
<b>Total Revenues</b>	<b>334,596</b>	<b>307,000</b>	<b>157,413</b>	<b>192,000</b>	<b>-37%</b>
<b>Expenses</b>					
Bad Debt	9,647	15,000	3,532	12,000	-20%
Claims	-	3,000	-	3,000	0%
<b>Total Expenses</b>	<b>9,647</b>	<b>18,000</b>	<b>3,532</b>	<b>15,000</b>	<b>-17%</b>
<b>Non-operating Income (Loss)</b>	<b>324,949</b>	<b>289,000</b>	<b>153,881</b>	<b>177,000</b>	<b>-39%</b>
<b>Capital Activity</b>					
<b>Sources</b>					
Capital Grants & Loans	701,261	663,300	3,066,980	1,245,664	88%
System Development Fees	329,102	230,000	240,000	245,000	7%
Contributions	-	-	410,850	-	0%
Transfers In	1,500,000	1,500,000	1,500,000	1,500,000	0%
<b>Total Sources</b>	<b>2,530,363</b>	<b>2,393,300</b>	<b>5,217,830</b>	<b>2,990,664</b>	<b>25%</b>
<b>Uses</b>					
New Capital	1,121,051	1,789,093	4,089,881	2,513,089	40%
Replacement Capital	2,004,772	2,343,291	2,223,051	1,723,894	-26%
Debt Service & Interest	615,543	987,263	779,040	1,449,495	47%
Transfer Out	9,870	-	-	-	0%
<b>Total Uses</b>	<b>3,751,236</b>	<b>5,119,647</b>	<b>7,091,972</b>	<b>5,686,478</b>	<b>11%</b>
<b>Capital Income (Loss)</b>	<b>(1,220,873)</b>	<b>(2,726,347)</b>	<b>(1,874,142)</b>	<b>(2,695,814)</b>	<b>-1%</b>
<b>Net Income (Loss)</b>	<b>\$ (812,587)</b>	<b>\$ (1,277,063)</b>	<b>\$ (978,570)</b>	<b>\$ (837,905)</b>	<b>-34%</b>

# Water Distribution

## Water FY 2012 Capital Summary

Replacement Capital		New Capital	
CY/ Poplar/ 15th Street Intersection Water Main Replacement- WYDOT	275,000	Poplar/39th St. Zone II/III Water Transmission Line Installation	\$ 1,859,200
Water Main Replacement Program	1,325,000	Oversizing Reimbursement for Developers	80,000
Pickup Replacements	51,969	Tank Mixer	35,000
Meters, Meter Heads, and Meter Parts	66,600	Meters and Automatic Meter Reading System	63,889
Valley Hills Tank - Internal Repainting	100,000		
Drill Unit Replacement	80,000		
Computers and Copier Replacement	21,325		\$ 2,038,089
Water Line Materials	80,000		
Pavement	150,000		
Pumps & Control Valves	45,000		
Signs and Barricade Replacements	4,000		
<b>Total</b>	<b>\$ 2,198,894</b>		

## Water Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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	5	5	5	5
Water Equipment Operator	-	-	-	-
Water Operations Tech	1	1	1	1
<b>Total</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>Part Time Employees (Budget)</b>				
	\$	10,761	\$	16,500
			\$	17,000

# Water Distribution

## Water Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 9,760,801	\$ 11,348,790	\$ 11,393,030	\$ 11,574,236	2%
Miscellaneous	416,021	388,484	238,897	272,916	-30%
Contributions	-	-	410,850	-	0%
Transfers In	1,500,000	1,500,000	1,500,000	1,500,000	0%
System Development Charges	329,102	230,000	240,000	245,000	7%
Grants	701,261	663,300	3,066,980	1,245,664	88%
<b>Total Revenues</b>	<b>\$ 12,707,185</b>	<b>\$ 14,130,574</b>	<b>\$ 16,849,757</b>	<b>\$ 14,837,816</b>	<b>5%</b>
<b>Expenditures</b>					
Personnel	\$ 2,401,552	\$ 2,380,561	\$ 2,334,806	\$ 2,390,485	0%
Contractual Services	1,474,969	2,101,765	2,123,270	1,639,754	-22%
Materials & Supplies	5,182,370	4,987,664	5,474,747	5,144,004	3%
Other	1,325,188	1,805,263	1,582,572	2,264,495	25%
Capital	3,125,823	4,132,384	6,312,932	4,236,983	3%
Transfers Out	9,870	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 13,519,772</b>	<b>\$ 15,407,637</b>	<b>\$ 17,828,327</b>	<b>\$ 15,675,721</b>	<b>2%</b>
<b>Net Water Fund</b>	<b>\$ (812,587)</b>	<b>\$ (1,277,063)</b>	<b>\$ (978,570)</b>	<b>\$ (837,905)</b>	<b>-34%</b>
				Actual Reserves on June 30, 2010	\$ 8,206,860
				Projected Reserves on June 30, 2011	\$ 8,028,290
				Projected Reserves on June 30, 2012	\$ 7,990,385

# Water Distribution

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Charges For Services</b>					
User Fees	\$ 9,179,887	\$ 10,703,248	\$ 10,735,569	\$ 10,901,441	2%
Wholesale Water Sales	235,223	297,973	253,000	265,000	-11%
Hydrant Water Usage	49,626	80,000	49,579	55,000	-31%
Services Reconnection	80,893	58,000	153,365	150,000	159%
Meter Sales & Installation	43,555	30,000	35,694	36,000	20%
Construction Connections	16,608	20,000	20,254	22,000	10%
Other Charges	15,692	21,000	7,000	11,000	-48%
Interdepartmental Services	139,317	138,569	138,569	133,795	-3%
<b>Total Charges For Services</b>	<b>\$ 9,760,801</b>	<b>\$ 11,348,790</b>	<b>\$ 11,393,030</b>	<b>\$ 11,574,236</b>	<b>2%</b>
<b>Miscellaneous Revenue</b>					
Lease Fees	\$ 57,375	\$ 57,000	\$ 57,000	\$ 57,000	0%
Administrative Fees	81,425	81,484	81,484	80,916	-1%
Interest	222,868	250,000	109,065	135,000	-46%
Gain/Loss On Investments	50,353	-	(8,652)	-	0%
Gain/Loss On Assets	4,000	-	-	-	
<b>Total Miscellaneous Revenue</b>	<b>\$ 416,021</b>	<b>\$ 388,484</b>	<b>\$ 238,897</b>	<b>\$ 272,916</b>	<b>-30%</b>
<b>Total Operating Revenue</b>	<b>\$ 10,176,822</b>	<b>\$ 11,737,274</b>	<b>\$ 11,631,927</b>	<b>\$ 11,847,152</b>	<b>1%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 1,676,950	\$ 1,635,008	\$ 1,635,007	\$ 1,647,431	1%
Part Time	10,761	16,500	-	17,000	3%
Overtime	55,600	71,500	49,341	54,500	-24%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,743,311</b>	<b>\$ 1,723,008</b>	<b>\$ 1,684,348</b>	<b>\$ 1,718,931</b>	<b>0%</b>
<b>Other Pay</b>					
Standby Time	\$ 28,187	\$ 28,400	\$ 26,363	\$ 27,800	-2%
Supplemental Pay	31,622	-	-	-	0%
Disability Leave Buy-Back	17,026	17,040	15,627	20,200	19%
Accrued Leave Payoff	9,880	300	885	-	-100%
Other Allowances	3,360	3,360	2,880	3,360	0%
Clothing Allowance	1,184	5,650	1,900	5,650	0%
<b>Total Other Pay</b>	<b>\$ 91,259</b>	<b>\$ 54,750</b>	<b>\$ 47,655</b>	<b>\$ 57,010</b>	<b>4%</b>
<b>Benefits</b>					
Health Insurance	\$ 291,119	\$ 298,884	\$ 298,884	\$ 292,443	-2%
Other Insurance Benefits	13,854	15,379	15,379	14,192	-8%
FICA/Medicare Tax	133,083	136,038	136,038	135,857	0%
Retirement Contributions	100,393	121,296	121,296	124,597	3%
Unemployment Compensation	364	500	500	-	-100%
Workers' Compensation	28,169	30,706	30,706	47,455	55%
<b>Total Benefits</b>	<b>\$ 566,982</b>	<b>\$ 602,803</b>	<b>\$ 602,803</b>	<b>\$ 614,544</b>	<b>2%</b>
<b>Total Personnel</b>	<b>\$ 2,401,552</b>	<b>\$ 2,380,561</b>	<b>\$ 2,334,806</b>	<b>\$ 2,390,485</b>	<b>0%</b>

# Water Distribution

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Fees	\$ 6,098	\$ 6,000	\$ 4,721	\$ 5,000	-17%
Engineering Services	94,133	390,345	429,936	6,000	-98%
Refuse Collection	1,581	1,250	2,304	2,000	60%
Energy - Electricity	236,649	282,000	237,200	281,500	0%
Energy - Natural Gas	6,682	6,500	5,600	6,500	0%
Equipment Repairs	1,973	1,000	1,296	1,400	40%
Street Repairs	93,285	310,847	310,847	250,000	-20%
Maintenance Agreements	5,242	7,000	7,000	7,000	0%
Insurance & Bonds	78,084	88,821	88,821	51,471	-42%
Telecommunications	10,445	12,200	13,354	15,000	23%
Postage/Shipping	1,228	1,300	827	1,300	0%
Printing/Reproduction	-	500	-	500	0%
Travel & Training	1,789	17,500	5,022	17,500	0%
Interdepartmental Services	796,373	795,781	795,781	792,697	0%
Admin/Mgmt Fees	28,650	27,729	27,729	28,894	4%
Other Contractual	101,206	140,892	180,732	160,892	14%
Association Dues	3,755	3,800	3,800	3,800	0%
Laundry & Towel Service	7,796	8,300	8,300	8,300	0%
<b>Total Contractual Services</b>	<b>\$ 1,474,969</b>	<b>\$ 2,101,765</b>	<b>\$ 2,123,270</b>	<b>\$ 1,639,754</b>	<b>-22%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 26,502	\$ 40,500	\$ 33,222	\$ 40,500	0%
Water/Sewer Line Materials	179,016	90,000	90,000	90,000	0%
Engineering Supplies	1,062	500	369	500	0%
Building Supplies	4,793	5,500	2,106	5,500	0%
Meter Supplies	1,225	3,000	3,000	3,000	0%
Instrumentation	4,757	7,000	3,000	7,000	0%
Booster/Lift Station Supplies	2,817	9,900	6,000	9,900	0%
Other Structures	1,967	12,000	7,000	12,000	0%
Vehicle Supplies	4,090	4,500	4,500	4,500	0%
Bulk Water	4,877,061	4,741,764	5,250,000	4,888,104	3%
Bulk Fuel	79,080	73,000	75,550	83,000	14%
<b>Total Material &amp; Supplies</b>	<b>\$ 5,182,370</b>	<b>\$ 4,987,664</b>	<b>\$ 5,474,747</b>	<b>\$ 5,144,004</b>	<b>3%</b>
<b>Other Expenses</b>					
Debt Service	\$ 406,189	\$ 686,439	\$ 580,090	\$ 1,165,183	70%
Depreciation	699,998	800,000	800,000	800,000	0%
Interest	209,354	300,824	198,950	284,312	-5%
Bad Debt	9,647	15,000	3,532	12,000	-20%
Claims	-	3,000	-	3,000	0%
<b>Total Other Expenses</b>	<b>\$ 1,325,188</b>	<b>\$ 1,805,263</b>	<b>\$ 1,582,572</b>	<b>\$ 2,264,495</b>	<b>25%</b>
<b>Total Operating Expenses</b>	<b>\$ 10,384,079</b>	<b>\$ 11,275,253</b>	<b>\$ 11,515,395</b>	<b>\$ 11,438,738</b>	<b>1%</b>
<b>Operating Income (Loss)</b>	<b>\$ (207,257)</b>	<b>\$ 462,021</b>	<b>\$ 116,532</b>	<b>\$ 408,414</b>	<b>-12%</b>

# Water Distribution

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Capital Revenue</b>					
<b>Grants</b>					
State Grants/Loans	\$ 701,261	\$ 663,300	\$ 3,066,980	\$ 1,245,664	88%
Federal Grants	-	-	-	-	0%
<b>Total Grants</b>	<b>\$ 701,261</b>	<b>\$ 663,300</b>	<b>\$ 3,066,980</b>	<b>\$ 1,245,664</b>	<b>88%</b>
<b>Operating Transfers</b>					
System Development Charges	\$ 329,102	\$ 230,000	\$ 240,000	\$ 245,000	7%
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>\$ 1,829,102</b>	<b>\$ 1,730,000</b>	<b>\$ 2,150,850</b>	<b>\$ 1,745,000</b>	<b>1%</b>
<b>Total Capital Revenue</b>	<b>\$ 2,530,363</b>	<b>\$ 2,393,300</b>	<b>\$ 5,217,830</b>	<b>\$ 2,990,664</b>	<b>25%</b>
<b>Capital Expenses</b>					
<b>Capital - New</b>					
Improve Other Than Buildings	\$ 1,052,169	\$ 1,633,204	\$ 3,875,500	\$ 2,449,200	50%
Light Equipment	68,516	70,889	69,630	63,889	-10%
Heavy Equipment	366	85,000	144,751	-	-100%
Intangibles	-	-	-	-	0%
Technologies	-	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ 1,121,051</b>	<b>\$ 1,789,093</b>	<b>\$ 4,089,881</b>	<b>\$ 2,513,089</b>	<b>40%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	1,877,519	1,986,638	1,870,000	1,500,000	-24%
Light Equipment	126,390	70,600	69,000	122,569	74%
Heavy Equipment	726	11,949	13,325	21,325	78%
Technologies	137	274,104	270,726	80,000	-71%
<b>Total Capital - Replacement</b>	<b>\$ 2,004,772</b>	<b>\$ 2,343,291</b>	<b>\$ 2,223,051</b>	<b>\$ 1,723,894</b>	<b>-26%</b>
<b>Total Capital Expenses</b>	<b>\$ 3,125,823</b>	<b>\$ 4,132,384</b>	<b>\$ 6,312,932</b>	<b>\$ 4,236,983</b>	<b>3%</b>
<b>Net Capital</b>	<b>\$ (595,460)</b>	<b>\$ (1,739,084)</b>	<b>\$ (1,095,102)</b>	<b>\$ (1,246,319)</b>	<b>-28%</b>
<b>Transfers Out</b>					
Transfer to ARRA Fund for Match	\$ 9,870	\$ -	\$ -	\$ -	0%
<b>Total Transfers Out</b>	<b>\$ 9,870</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Net Fund</b>	<b>\$ (812,587)</b>	<b>\$ (1,277,063)</b>	<b>\$ (978,570)</b>	<b>\$ (837,905)</b>	<b>-34%</b>

# Water Treatment Plant

**Mission:** To operate the Central Wyoming Regional Water System Treatment Plant Joint Powers Board's water treatment plant, thereby producing and delivering high quality water to the members of the Regional Water System.

**Goal:** **Water Production to Meet Community Need**

To increase the water available and promote water conservation such that the growth in peak daily water demand (in millions of gallons per day) does not exceed the five year moving average population growth.

**Objectives:**

**Cost per Million Gallons** The total operational and maintenance cost for water treatment plant divided by the amount of water treated (in millions of gallons). **New**

**Peak Demand (% of Capacity) - Plant** Maintain daily peak demand at or below 80% of plant capacity.

**Peak Demand (% of Capacity) - Wells** Maintain daily peak demand at or below 80% of wellfield capacity.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Cost per Million Gallons	<b>New</b>	\$0				
Peak Demand (% of Capacity) - Plant	37%	68%	80%	0	85.70%	80%
Peak Demand (% of Capacity) - Wells	94%	101%	80%	0	7.95%	80%
Total Peak Demand - MGD, both Wells and Plant	<b>New</b>					

**Goal:** **Water Quality**

Produce water that is completely and consistently safe and free of contamination.

**Objectives:**

**Water Quality Complaints** The number of complaints received due to water quality. **New**

**Violations - WTP** Achieve 100% compliance (zero violations) with all water regulations at the water treatment plant and the wellfields.

# Water Treatment Plant

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Violations - WTP		0	0			0
Water Quality Complaints	<b>New</b>		0			0

## Highlights from FY 2011:

Water produced during FY 2011 was in 100% compliance with all Environmental Protection Agency (EPA) and Department of Environmental Quality (DEQ) regulations. FY 2011 wholesale water revenues were average to above average as compared to FY 2010 which were well below average due to the cool wet summer of 2009. The Board completed a revised wholesale water rate model and updated capital improvement plan for FY 2011.

Accomplishments include the completion of the Upper Rock Creek Reservoir Improvements, the detailed design of the Water Treatment Plant Emergency Power Generator including the obtaining of funding from the State and the buy-back of \$2.85 million of revenue bond principal. Also in FY 2011, an Energy Sustainability Study (reconnaissance study of energy alternatives such as solar, wind, biomass, and geothermal) in conjunction with a Process Energy Audit was budgeted and will be awarded.

## Highlights for FY 2012:

Operations expenditures in FY 2012 budget are increased by 3% from FY 2011 due to increases in electrical costs and chemical costs, which together make up approximately 50% of the Operations Budget.

Major capital items planned include the construction of an emergency power generator, construction of an alternate backwash water supply, and the design and construction of the Bryan Stock Trail booster station and Amoco Road water main. Financing has been obtained from the State of Wyoming for the Emergency Power Generator Project and the Bryan Stock Trail Booster Station/Amoco Road Water Main Projects. In FY 2012, the Energy Sustainability Study and water treatment plant energy audit will be completed.

In early FY 2012, it is planned for the Regional Water System to use a loan contribution from the City of Casper to pay off its remaining Revenue Bonds. Substituting a City loan contribution in place of the Revenue Bonds will save the Regional Water System and its wholesale customers, including Casper, approximately \$260,000 per year.

# Water Treatment Plant

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operating Activity</b>					
<b>Revenues</b>					
Charges for Services	\$ 2,155,250	\$ 2,406,690	\$ 2,371,135	\$ 2,494,769	4%
<b>Total Revenues</b>	<b>2,155,250</b>	<b>2,406,690</b>	<b>2,371,135</b>	<b>2,494,769</b>	<b>4%</b>
<b>Expenses</b>					
Personnel Services	712,777	750,616	712,511	779,790	4%
Contractual	943,997	1,073,124	1,045,235	1,097,029	2%
Materials & Supplies	497,689	582,950	613,389	617,950	6%
<b>Total Expenses</b>	<b>2,154,463</b>	<b>2,406,690</b>	<b>2,371,135</b>	<b>2,494,769</b>	<b>4%</b>
<b>Operating Income (Loss)</b>	<b>787</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Income (Loss)</b>	<b>\$ 787</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Water Treatment Plant

## Water Treatment Plant Operations Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Custodial Maintenance Worker I	1	1	1	1
Plant Mechanic I	1	1	1	-
Secretary II	1	1	1	1
Water Operations Specialist	2	2	2	-
Water Plant Operator	1	1	1	-
Water Plant Operation Tech	3	3	3	-
Water Plant Operator I	-	-	-	2
Water Plant Operator II	-	-	-	-
Water Plant Operator III	-	-	-	2
Water Plant Operator IV	-	-	-	2
Chief Operator	-	-	-	1
WTP Operations Manager	1	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

**Part Time Employees (Budget)** \$ 100,608 \$ 113,352 \$ 118,499 5%

## Water Treatment Plant Operations Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 2,155,250	\$ 2,406,690	\$ 2,371,135	\$ 2,494,769	4%
<b>Total Revenues</b>	<b>\$ 2,155,250</b>	<b>\$ 2,406,690</b>	<b>\$ 2,371,135</b>	<b>\$ 2,494,769</b>	<b>4%</b>
<b>Expenditures</b>					
Personnel	\$ 712,777	\$ 750,616	\$ 712,511	\$ 779,790	4%
Contractual Services	943,997	1,073,124	1,045,235	1,097,029	2%
Materials & Supplies	497,689	582,950	613,389	617,950	6%
<b>Total Expenditures</b>	<b>\$ 2,154,463</b>	<b>\$ 2,406,690</b>	<b>\$ 2,371,135</b>	<b>\$ 2,494,769</b>	<b>4%</b>
<b>Net Water Treatment Plant Operations</b>	<b>\$ 787</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Projected Reserves on June 30, 2010				\$0	
Projected Reserves on June 30, 2011				\$0	
Projected Reserves on June 30, 2012				\$0	

# Water Treatment Plant

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Charges For Services</b>					
Intergovernmental Reimbursements	\$ 2,155,250	\$ 2,406,690	\$ 2,371,135	\$ 2,494,769	4%
<b>Total Charges For Services</b>	\$ 2,155,250	\$ 2,406,690	\$ 2,371,135	\$ 2,494,769	4%
<b>Total Operating Revenue</b>	\$ 2,155,250	\$ 2,406,690	\$ 2,371,135	\$ 2,494,769	4%
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 481,007	\$ 506,114	\$ 476,711	\$ 524,178	4%
Overtime	18,540	20,000	16,676	18,000	-10%
<b>Total Salaries &amp; Wages</b>	\$ 499,547	\$ 526,114	\$ 493,387	\$ 542,178	3%
<b>Other Pay</b>					
Standby Time	\$ 5,369	\$ 5,500	\$ 5,219	\$ 5,500	0%
Supplemental Pay	10,000	-	-	-	0%
Disability Leave Buy-Back	7,403	9,000	5,583	8,000	-11%
Accrued Leave Payout	8,453	-	-	-	-
Other Allowances	1,840	1,920	1,440	1,920	0%
Clothing Allowance	385	1,800	600	1,800	0%
<b>Total Other Pay</b>	\$ 33,450	\$ 18,220	\$ 12,842	\$ 17,220	-5%
<b>Benefits</b>					
Health Insurance	\$ 100,608	\$ 113,352	\$ 113,352	\$ 118,499	5%
Other Insurance Benefits	4,020	4,714	4,714	4,749	1%
FICA/Medicare Tax	38,307	41,641	41,641	42,795	3%
Retirement Contributions	28,679	37,195	37,195	39,564	6%
Workers' Compensation	8,166	9,380	9,380	14,785	58%
<b>Total Benefits</b>	\$ 179,780	\$ 206,282	\$ 206,282	\$ 220,392	7%
<b>Total Personnel</b>	\$ 712,777	\$ 750,616	\$ 712,511	\$ 779,790	4%
<b>Contractual Services</b>					
Lab Services	\$ 32,443	\$ 43,500	\$ 38,000	\$ 43,500	0%
Sewer	178	200	150	200	0%
Refuse Collection	21,115	40,000	40,000	40,000	0%
Energy - Electricity	654,061	692,000	687,660	710,000	3%
Energy - Natural Gas	62,753	100,000	90,000	100,000	0%
Equipment Repairs	10,530	25,000	20,000	25,000	0%
Maintenance Agreements	17,861	24,655	24,655	24,655	0%
Insurance & Bonds	-	-	-	10,679	100%
Telecommunications	1,622	1,500	1,442	1,500	0%
Postage/Shipping	376	850	361	850	0%
Advertising	491	550	595	550	0%
Printing / Reproduction	\$ -	\$ 100	\$ -	\$ 100	0%
Travel	179	2,500	1,000	2,500	0%
Interdepartmental Charges	139,317	138,569	138,569	133,795	-3%
Other Contractual	-	250	-	250	0%
Association Dues	770	1,150	650	1,150	0%
Laundry & Towel Service	2,301	2,300	2,153	2,300	0%
<b>Total Contractual Services</b>	\$ 943,997	\$ 1,073,124	\$ 1,045,235	\$ 1,097,029	2%

# Water Treatment Plant

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Materials &amp; Supplies</b>					
Chemicals	\$ 459,652	\$ 525,000	\$ 571,000	\$ 560,000	7%
Other Materials & Supplies	22,116	28,300	23,940	28,300	0%
Water/Sewer Line Materials	65	150	150	150	0%
Instrumentation	4,686	9,000	7,000	9,000	0%
Booster/Lift Station Supplies	3,471	5,000	3,838	5,000	0%
Uniforms	2,034	2,000	2,473	2,000	0%
Other Structures	1,218	8,000	1,259	8,000	0%
Vehicle Supplies	4,447	5,500	3,729	5,500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 497,689</b>	<b>\$ 582,950</b>	<b>\$ 613,389</b>	<b>\$ 617,950</b>	<b>6%</b>
<b>Total Expenses</b>	<b>\$ 2,154,463</b>	<b>\$ 2,406,690</b>	<b>\$ 2,371,135</b>	<b>\$ 2,494,769</b>	<b>4%</b>
<b>Net Fund</b>	<b>\$ 787</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Sewer

**Mission:** To collect and transport liquid waste to the Wastewater Treatment Plant in a safe and environmentally sound fashion.

**Goal:** **Sewer Main Failures**

To decrease the number and severity of sewer main failures (backups and overflows) in the system.

**Objectives:**

**Sewer Main Backups** To reduce the number of sewer main backups by 15%.

**Sewer Main Backups - Claim Amounts** To limit the total dollar value of claims filed related to sewer main backups to \$500.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Sewer Main Backups	24	27	21	3	12.50%	18
Sewer Main Backups - Claim Amounts		\$4,837	\$500			\$500

**Highlights from FY 2011:**

This budget reflects the small rate increase that was approved by Council in January 2011. Phase II of the Miscellaneous Sewer Main Rehabilitation was awarded in spring 2011 with bids substantially lower than the budgeted amount. This project should finish up in late fall 2011. The Sewer Master Plan Study was completed in FY 2011 which included the updating and correcting of the GIS sewer system coverage.

**Highlights for FY 2012:**

This budget represents a small 0.9% decrease from the FY 2011 budget. A percentage of 69% of the Sewer Fund Operations Budget is comprised of wholesale sewer fees to the Wastewater Treatment Plant (WWTP) Fund.

Additional Manhole and Sewer Main Rehabilitation Project in the amount of \$600,000 is included in the FY 2012 budget as well as \$200,000 for the CY/Poplar/15th Street WYDOT Intersection Project to replace various sewer mains. Also proposed in FY 2012 is the replacement of the Wastewater Collection large vector sewer line cleaning truck.

# Sewer

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 4,353,773	\$ 4,202,573	\$ 4,037,531	\$ 4,261,520	1%
Administration/Management Fees	258,045	251,021	251,021	249,663	-1%
<b>Total Revenues</b>	<b>4,611,818</b>	<b>4,453,594</b>	<b>4,288,552</b>	<b>4,511,183</b>	<b>1%</b>
<b>Expenses</b>					
Personnel Services	447,202	489,955	294,847	485,963	-1%
Contractual	2,972,825	3,128,554	3,015,749	3,098,807	-1%
Materials & Supplies	13,991	23,450	22,009	23,450	0%
Depreciation	435,000	479,000	479,000	479,000	0%
<b>Total Expenses</b>	<b>3,869,018</b>	<b>4,120,959</b>	<b>3,811,605</b>	<b>4,087,220</b>	<b>-1%</b>
<b>Operating Income (Loss)</b>	<b>742,800</b>	<b>332,635</b>	<b>476,947</b>	<b>423,963</b>	<b>27%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	116,482	110,000	59,992	65,000	-41%
Miscellaneous	8,867	10,000	11,000	10,000	0%
Gain/Loss on Sale of Investments	26,317	-	4,759	-	0%
<b>Total Revenues</b>	<b>151,666</b>	<b>120,000</b>	<b>75,751</b>	<b>75,000</b>	<b>-38%</b>
<b>Expenses</b>					
Bad Debt	(2,696)	7,500	-	7,500	0%
Claims	500	8,000	-	5,000	-38%
<b>Total Expenses</b>	<b>(2,196)</b>	<b>15,500</b>	<b>-</b>	<b>12,500</b>	<b>-19%</b>
<b>Non-operating Income (Loss)</b>	<b>153,862</b>	<b>104,500</b>	<b>75,751</b>	<b>62,500</b>	<b>-40%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
System Development Fees	92,382	65,000	51,660	55,000	-15%
<b>Total Sources</b>	<b>92,382</b>	<b>65,000</b>	<b>51,660</b>	<b>55,000</b>	<b>-15%</b>
<b>Uses</b>					
Debt Service & Interest	-	48,253	-	48,253	0%
New Capital	143,257	18,015	7,900	53,500	197%
Replacement Capital	543,558	2,160,503	1,846,575	1,077,675	-50%
<b>Total Uses</b>	<b>686,815</b>	<b>2,226,771</b>	<b>1,854,475</b>	<b>1,179,428</b>	<b>-47%</b>
<b>Capital Income (Loss)</b>	<b>(594,433)</b>	<b>(2,161,771)</b>	<b>(1,802,815)</b>	<b>(1,124,428)</b>	<b>-48%</b>
<b>Net Income (Loss)</b>	<b>\$ 302,229</b>	<b>\$ (1,724,636)</b>	<b>\$ (1,250,117)</b>	<b>\$ (637,965)</b>	<b>-63%</b>

# Sewer

## Sewer FY 2012 Capital Summary

Replacement Capital		New Capital	
CY/Poplar/15th Street Intersection-WYDOT	\$ 200,000	Oversizing Reimbursement - Developers	35,000
Manhole and Main Replacements	600,000	Sewer Cleaning Balls	3,500
Lift Station Fencing	5,000	Pole mounted camera for manhole inspection	15,000
Sewage Pump Replacement	7,500		
Emergency Generator Switch Gear	10,000		
Vactor Cleaning Truck	250,000		
Computer Replacements	5,175		
<b>Total</b>	<b>\$ 1,077,675</b>		<b>\$ 53,500</b>

## Sewer Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>	\$ -	\$ -	\$ -	\$ -

## Sewer Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 4,353,773	\$ 4,202,573	\$ 4,037,531	\$ 4,261,520	1%
Miscellaneous	409,711	371,021	326,772	324,663	-12%
System Development Charges	92,382	65,000	51,660	55,000	-15%
<b>Total Revenues</b>	<b>\$ 4,855,866</b>	<b>\$ 4,638,594</b>	<b>\$ 4,415,963</b>	<b>\$ 4,641,183</b>	<b>0%</b>
<b>Expenditures</b>					
Personnel	\$ 447,202	\$ 489,955	\$ 294,847	\$ 485,963	-1%
Contractual Services	2,972,825	3,128,554	3,015,749	3,098,807	-1%
Materials & Supplies	13,991	23,450	22,009	23,450	0%
Other	432,804	542,753	479,000	539,753	-1%
Capital	686,815	2,178,518	1,854,475	1,131,175	-48%
<b>Total Expenditures</b>	<b>\$ 4,553,637</b>	<b>\$ 6,363,230</b>	<b>\$ 5,666,080</b>	<b>\$ 5,279,148</b>	<b>-17%</b>
<b>Net Sewer Fund</b>	<b>\$ 302,229</b>	<b>\$ (1,724,636)</b>	<b>\$ (1,250,117)</b>	<b>\$ (637,965)</b>	<b>-63%</b>
				Projected Reserves on June 30, 2010	\$ 4,966,802
				Projected Reserves on June 30, 2011	\$ 4,195,685
				Projected Reserves on June 30, 2012	\$ 4,036,720

# Sewer

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Charges For Services</b>					
User Fees	\$ 4,353,773	\$ 4,202,573	\$ 4,037,531	\$ 4,261,520	1%
<b>Total Charges For Services</b>	<b>\$ 4,353,773</b>	<b>\$ 4,202,573</b>	<b>\$ 4,037,531</b>	<b>\$ 4,261,520</b>	<b>1%</b>
<b>Miscellaneous Revenue</b>					
Miscellaneous	\$ 8,867	\$ 10,000	\$ 11,000	\$ 10,000	0%
Administrative Fees	258,045	251,021	251,021	249,663	-1%
Interest	116,482	110,000	59,992	65,000	-41%
Gain/Loss On Sale Of Invest.	26,317	-	4,759	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 409,711</b>	<b>\$ 371,021</b>	<b>\$ 326,772</b>	<b>\$ 324,663</b>	<b>-12%</b>
<b>Total Operating Revenue</b>	<b>\$ 4,763,484</b>	<b>\$ 4,573,594</b>	<b>\$ 4,364,303</b>	<b>\$ 4,586,183</b>	<b>0%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 309,281	\$ 336,731	\$ 151,628	\$ 346,414	3%
Overtime	11,223	17,000	12,000	15,000	-12%
<b>Total Salaries &amp; Wages</b>	<b>\$ 320,504</b>	<b>\$ 353,731</b>	<b>\$ 163,628</b>	<b>\$ 361,414</b>	<b>2%</b>
<b>Other Pay</b>					
Standby Time	\$ 11,685	\$ 12,000	\$ 11,403	\$ 12,000	0%
Supplemental Pay	7,000	-	-	-	0%
Disability Leave Buy-Back	1,973	2,700	1,452	2,700	0%
Accrued Leave Payoff	4,045	-	65	-	0%
Other Allowances	480	480	480	480	0%
Clothing Allowance	147	675	450	675	0%
<b>Total Other Pay</b>	<b>\$ 25,330</b>	<b>\$ 15,855</b>	<b>\$ 13,850</b>	<b>\$ 15,855</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 49,371	\$ 56,676	\$ 56,676	\$ 39,155	-31%
Other Insurance Benefits	2,545	3,347	3,347	3,370	1%
FICA/Medicare Tax	24,992	28,274	28,274	28,862	2%
Retirement Contributions	18,923	25,346	22,346	26,779	6%
Workers' Compensation	5,537	6,726	6,726	10,528	57%
<b>Total Benefits</b>	<b>\$ 101,368</b>	<b>\$ 120,369</b>	<b>\$ 117,369</b>	<b>\$ 108,694</b>	<b>-10%</b>
<b>Total Personnel</b>	<b>\$ 447,202</b>	<b>\$ 489,955</b>	<b>\$ 294,847</b>	<b>\$ 485,963</b>	<b>-1%</b>

# Sewer

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Fees	\$ 2,963	\$ 3,500	\$ 2,597	\$ 3,000	-14%
Energy - Electricity	3,202	4,000	2,500	4,000	0%
Equipment Repairs	3,441	4,000	3,000	4,000	0%
Insurance & Bonds	39,401	41,887	41,887	18,922	-55%
Telecommunications	1,598	1,800	942	1,800	0%
Travel & Training	2,262	7,500	4,800	6,000	-20%
Interdepartmental Services	483,456	480,094	480,094	480,095	0%
Admin/Mgmt Fees	81,423	81,484	81,484	80,916	-1%
Other Contractual	3,576	46,000	44,500	46,000	0%
Association Dues	222	445	445	445	0%
Laundry & Towel Service	3,343	3,500	3,500	3,500	0%
Sewer	2,347,938	2,454,344	2,350,000	2,450,129	0%
<b>Total Contractual Services</b>	<b>\$ 2,972,825</b>	<b>\$ 3,128,554</b>	<b>\$ 3,015,749</b>	<b>\$ 3,098,807</b>	<b>-1%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 4,915	\$ 8,450	\$ 6,296	\$ 8,450	0%
Water/Sewer Line Materials	6,176	9,000	8,000	9,000	0%
Engineering Supplies	-	500	-	500	0%
Booster/Lift Station Supplies	1,853	4,500	6,713	4,500	0%
Vehicle Supplies	1,047	1,000	1,000	1,000	0%
<b>Total Material &amp; Supplies</b>	<b>\$ 13,991</b>	<b>\$ 23,450</b>	<b>\$ 22,009</b>	<b>\$ 23,450</b>	<b>0%</b>
<b>Other Expenses</b>					
Depreciation	\$ 435,000	\$ 479,000	\$ 479,000	\$ 479,000	0%
Bad Debt	(2,696)	7,500	-	7,500	0%
Claims	500	8,000	-	5,000	-38%
<b>Total Other Expenses</b>	<b>\$ 432,804</b>	<b>\$ 494,500</b>	<b>\$ 479,000</b>	<b>\$ 491,500</b>	<b>-1%</b>
<b>Total Operating Expenses</b>	<b>\$ 3,866,822</b>	<b>\$ 4,136,459</b>	<b>\$ 3,811,605</b>	<b>\$ 4,099,720</b>	<b>-1%</b>
<b>Operating Income (Loss)</b>	<b>\$ 896,662</b>	<b>\$ 437,135</b>	<b>\$ 552,698</b>	<b>\$ 486,463</b>	<b>11%</b>
<b>Capital</b>					
<b>Capital Charges</b>					
System Development Charges	\$ 92,382	\$ 65,000	\$ 51,660	\$ 55,000	-15%
<b>Total Capital Charges</b>	<b>\$ 92,382</b>	<b>\$ 65,000</b>	<b>\$ 51,660</b>	<b>\$ 55,000</b>	<b>-15%</b>
<b>Total Capital Revenue</b>	<b>\$ 92,382</b>	<b>\$ 65,000</b>	<b>\$ 51,660</b>	<b>\$ 55,000</b>	<b>-15%</b>

# Sewer

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Capital Expenses</b>					
<b>Debt Service</b>					
Principal	\$ -	\$ 24,645	\$ -	\$ 24,645	0%
Interest Expense	\$ -	\$ 23,608	\$ -	\$ 23,608	0%
<b>Total Debt Service</b>	\$ -	\$ 48,253	\$ -	\$ 48,253	0%
<b>Capital Expenses</b>					
<b>Capital - New</b>					
Improve Other Than Buildings	\$ 23,209	\$ 15,000	\$ 5,000	\$ 35,000	133%
Light Equipment	\$ 10,975	\$ 3,000	\$ 2,900	\$ 3,500	17%
Intangibles	109,073	15	-	-	-100%
Technologies	-	-	-	15,000	100%
<b>Total Capital - New</b>	\$ 143,257	\$ 18,015	\$ 7,900	\$ 53,500	197%
<b>Capital - Replacement</b>					
Improve Other Than Buildings	543,304	2,112,778	1,800,000	822,500	-61%
Light Equipment	-	-	-	-	0%
Heavy Equipment	-	44,000	43,000	250,000	468%
Technologies	254	3,725	3,575	5,175	39%
<b>Total Capital - Replacement</b>	\$ 543,558	\$ 2,160,503	\$ 1,846,575	\$ 1,077,675	-50%
<b>Total Capital Expenses</b>	\$ 686,815	\$ 2,178,518	\$ 1,854,475	\$ 1,131,175	-48%
<b>Transfers Out- Capital</b>					
Transfer to ARRA Fund for Match	\$ 2,648	\$ -	\$ -	\$ -	0%
<b>Total Transfers Out</b>	\$ 2,648	\$ -	\$ -	\$ -	0%
<b>Total Non-Operating Expenses</b>	\$ 689,463	\$ 2,226,771	\$ 1,854,475	\$ 1,179,428	-47%
<b>Net Capital</b>	\$ (597,081)	\$ (2,161,771)	\$ (1,802,815)	\$ (1,124,428)	-48%
<b>Net Fund</b>	\$ 299,581	\$ (1,724,636)	\$ (1,250,117)	\$ (637,965)	-63%

# Wastewater Treatment Plant

**Mission:** To treat the wastewater of Casper and the surrounding region.

**Goal:** **Clean Wastewater Discharges**

To maintain 100% compliance for all discharges of sewage through the plant into the North Platte River.

**Objectives:**

**Environmental Violations - WWTP**

To maintain complete compliance (zero violations) regarding discharges from the Wastewater Treatment Plant into the North Platte River.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Environmental Violations - WWTP	3	3	0	0	0.00%	0

**Goal:** **Efficient Operations at WWTP**

To achieve a low operational cost at the Wastewater Treatment Plant relative the amount of effluent treated.

**Objectives:**

**Cost Per Million Gallons Treated** The total cost of operations and maintenance at the Wastewater Treatment Plant divided by the amount (in millions of gallons) of effluent treated. **New**

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Cost Per Million Gallons Treated	<b>New</b>	\$0				

# Wastewater Treatment Plant

## **Highlights from FY 2011:**

The \$15.3 Million WWTP Improvements Project was finished in FY 2009 which allowed the Plant to meet new Environmental Protection Agency and Department of Environmental Quality discharge permit requirements and expanded the Plant capacity to 10 million gallons per day. Projects in FY 2011 included completion of the Anaerobic Digester #3 cover replacement. Projects which will also be completed in FY 2011 are the WWTP Equipment Condition Assessment Study and Process Energy Audit, which will help staff to develop a more accurate capital replacement program in the years ahead. Major construction by City crews of the Biosolids and Yard Waste Co-Composting Facility proceeded in FY 2011 and should be complete in early FY 2012. This facility will greatly reduce the disposal cost of WWTP biosolids as well as provide a compost material suitable for intermediate cover and final cover on Balefill cells. The Headworks Bar Screen Replacement Project design contract was also awarded in FY 2011.

## **Highlights for FY 2012:**

The replacement of the Headworks Bar Screens will take place in FY 2012 at a cost of approximately \$900,000. In addition, an Emergency Power Generator, to be funded from a State loan, will be designed and constructed in FY 2012. This project will replace three small 28-33 year old generators which are too small to operate all of the new unit processes installed during the FY 2009 WWTP Improvements Project. Also included in FY 2012 is Phase II of the North Platte Sanitary Sewer Corrosion Study. The North Platte Sanitary Sewer is composed of reinforced concrete pipe which was installed from 1980 through 1983 and is subject to hydrogen sulfide corrosion. The Phase II Study will identify sections of this 44,000 feet long sewer interceptor which may need remedial work. In FY 2012, the Energy Sustainability Study (reconnaissance study of energy alternatives such as solar, wind, biomass, and geothermal) will be completed.

# Wastewater Treatment Plant

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operating Activity</b>					
<b>Revenues</b>					
Charges for Services	\$ 2,884,679	\$ 3,050,607	\$ 2,914,713	\$ 3,113,754	2%
Administration/Management Fees	28,650	27,729	27,729	28,894	4%
<b>Total Revenues</b>	<b>2,913,329</b>	<b>3,078,336</b>	<b>2,942,442</b>	<b>3,142,648</b>	<b>2%</b>
<b>Expenses</b>					
Personnel Services	1,140,189	1,186,414	1,193,221	1,220,610	3%
Contractual	855,615	859,791	806,645	852,367	-1%
Materials & Supplies	174,473	269,500	229,414	229,500	-15%
Depreciation	749,999	750,000	750,000	750,000	0%
<b>Total Expenses</b>	<b>2,920,276</b>	<b>3,065,705</b>	<b>2,979,280</b>	<b>3,052,477</b>	<b>0%</b>
<b>Operating Income (Loss)</b>	<b>(6,947)</b>	<b>12,631</b>	<b>(36,838)</b>	<b>90,171</b>	<b>614%</b>
<b>Non-operating Activity</b>					
<b>Revenues</b>					
Interest	174,603	200,000	79,363	90,000	-55%
Gain/ Loss on Sale of Investments	39,448	-	6,293	-	0%
<b>Total Revenues</b>	<b>214,051</b>	<b>200,000</b>	<b>85,656</b>	<b>90,000</b>	<b>-55%</b>
<b>Expenses</b>					
Debt Service	421,320	431,854	431,854	442,651	3%
Interest Expense	252,223	241,691	241,691	230,895	-4%
<b>Total Expenses</b>	<b>673,543</b>	<b>673,545</b>	<b>673,545</b>	<b>673,546</b>	<b>0%</b>
<b>Non-operating Income (Loss)</b>	<b>(459,492)</b>	<b>(473,545)</b>	<b>(587,889)</b>	<b>(583,546)</b>	<b>23%</b>
<b>Capital Activity</b>					
<b>Sources</b>					
Capital Grants & Loans	-	-	-	2,500,000	100%
System Development Fees	247,595	150,000	131,760	110,000	-27%
<b>Total Sources</b>	<b>247,595</b>	<b>150,000</b>	<b>131,760</b>	<b>2,610,000</b>	
<b>Uses</b>					
New Capital	119,902	58,971	-	292,500	396%
Replacement Capital	1,042,925	2,442,540	1,884,400	3,358,000	37%
<b>Total Uses</b>	<b>1,162,827</b>	<b>2,501,511</b>	<b>1,884,400</b>	<b>3,650,500</b>	<b>46%</b>
<b>Capital Income (Loss)</b>	<b>(915,232)</b>	<b>(2,351,511)</b>	<b>(1,752,640)</b>	<b>(1,040,500)</b>	<b>-56%</b>
<b>Net Income (Loss)</b>	<b>\$ (1,381,671)</b>	<b>\$ (2,812,425)</b>	<b>\$ (2,377,367)</b>	<b>\$ (1,533,875)</b>	<b>-45%</b>

# Wastewater Treatment Plant

## Wastewater Treatment Plant FY 2012 Capital Summary

### Replacement Capital

Emergency Power Project	\$ 1,600,000
	10,000
Sludge Grinder	
Lab Equipment	2,000
Headworks Bldg. Bar Screen	900,000
Secondary Clarifier No. 4 Renovations	65,000
Return Activated Sludge Pump	40,000
Headworks Building Heaters	50,000
UV Disinfection Light Bulbs	35,000
Screw Pump Gear Box	125,000
Plant Valves and Piping	75,000
Airport Lift Station Renovation	35,000
Headworks Bldg. Roof Replacement	55,000
Car	20,000
Equipment -Unanticipated Failures	70,000
Computer Replacements	6,000
Sanitary Sewer Corrosion Study	270,000
<b>Total</b>	<b>\$ 3,358,000</b>

### New Capital

Biosolids/ Yardwaste Co-Composting Facility	\$ 65,000
Compost Windrow Turner	225,000
Light Equipment	2,500
<b>Total</b>	<b>\$ 292,500</b>

## Wastewater Treatment Plant Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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	2	2	2	1
Wastewater Plant Operator II	-	-	-	-
Wastewater Plant Operator III	-	-	-	1
Wastewater Plant Operator IV	4	3	3	3
Chief Operator	-	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>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

A Wastewater Plant Operator IV position was upgraded to a Chief Operator position as part of the FY 2010 Budget.

# Wastewater Treatment Plant

Wastewater Treatment Plant Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 2,884,679	\$ 3,050,607	\$ 2,914,713	\$ 3,113,754	2%
Miscellaneous	242,701	227,729	113,385	118,894	-48%
System Development Charges	247,595	150,000	131,760	110,000	-27%
Grants & Loans	-	-	-	2,500,000	100%
<b>Total Revenues</b>	<b>\$ 3,374,975</b>	<b>\$ 3,428,336</b>	<b>\$ 3,159,858</b>	<b>\$ 5,842,648</b>	<b>70%</b>
<b>Expenditures</b>					
Personnel	\$ 1,140,189	\$ 1,186,414	\$ 1,193,221	\$ 1,220,610	3%
Contractual Services	855,615	859,791	806,645	852,367	-1%
Materials & Supplies	174,473	269,500	229,414	229,500	-15%
Other	1,423,542	1,423,545	1,423,545	1,423,546	0%
Capital	1,162,827	2,501,511	1,884,400	3,650,500	46%
<b>Total Expenditures</b>	<b>\$ 4,756,646</b>	<b>\$ 6,240,761</b>	<b>\$ 5,537,225</b>	<b>\$ 7,376,523</b>	<b>18%</b>
<b>Net Wastewater Treatment Plant Fund</b>	<b>\$ (1,381,671)</b>	<b>\$ (2,812,425)</b>	<b>\$ (2,377,367)</b>	<b>\$ (1,533,875)</b>	<b>-45%</b>
Actual Reserves on June 30, 2010				\$ 6,117,566	
Projected Reserves on June 30, 2011				\$ 4,490,199	
Projected Reserves on June 30, 2012				\$ 3,706,324	

# Wastewater Treatment Plant

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
Sump & Septic Waste Charges	\$ 210,809	\$ 204,000	\$ 314,713	\$ 275,000	35%
Intergovernmental User Charges	2,673,870	2,846,607	2,600,000	2,838,754	0%
<b>Total Charges For Services</b>	<b>\$ 2,884,679</b>	<b>\$ 3,050,607</b>	<b>\$ 2,914,713</b>	<b>\$ 3,113,754</b>	<b>2%</b>
<b>Miscellaneous Revenue</b>					
Administrative Fees	\$ 28,650	\$ 27,729	\$ 27,729	\$ 28,894	4%
Interest Income	174,603	200,000	79,363	90,000	-55%
Gain/Loss On Investments	39,448	-	6,293	-	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 242,701</b>	<b>\$ 227,729</b>	<b>\$ 113,385</b>	<b>\$ 118,894</b>	<b>-48%</b>
<b>Total Operating Revenue</b>	<b>\$ 3,127,380</b>	<b>\$ 3,278,336</b>	<b>\$ 3,028,098</b>	<b>\$ 3,232,648</b>	<b>-1%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 808,381	\$ 845,375	\$ 842,123	\$ 860,195	2%
Overtime	27,677	31,500	30,734	29,200	-7%
<b>Total Salaries &amp; Wages</b>	<b>\$ 836,058</b>	<b>\$ 876,875</b>	<b>\$ 872,857</b>	<b>\$ 889,395</b>	<b>1%</b>
<b>Other Pay</b>					
Standby Time	\$ 6,317	\$ 6,950	\$ 7,273	\$ 7,950	14%
Supplemental Pay	15,000	-	-	-	0%
Disability Leave Buy-Back	7,135	8,475	8,632	8,600	1%
Accrued Leave Payoff	646	-	9,512	-	0%
Other Allowances	1,320	1,440	960	1,440	0%
Clothing Allowance	-	1,425	800	1,425	0%
<b>Total Other Pay</b>	<b>\$ 30,418</b>	<b>\$ 18,290</b>	<b>\$ 27,177</b>	<b>\$ 19,415</b>	<b>6%</b>
<b>Benefits</b>					
Health Insurance	\$ 141,634	\$ 138,865	\$ 138,864	\$ 146,221	5%
Other Insurance Benefits	6,723	7,535	7,594	7,196	-4%
FICA/Medicare Tax	62,510	68,479	69,366	69,523	2%
Retirement Contributions	47,847	60,828	61,571	64,501	6%
Unemployment Compensation	1,752	-	-	-	
Workers' Compensation	13,247	15,542	15,792	24,359	57%
<b>Total Benefits</b>	<b>\$ 273,713</b>	<b>\$ 291,249</b>	<b>\$ 293,187</b>	<b>\$ 311,800</b>	<b>7%</b>
<b>Total Personnel</b>	<b>\$ 1,140,189</b>	<b>\$ 1,186,414</b>	<b>\$ 1,193,221</b>	<b>\$ 1,220,610</b>	<b>3%</b>

# Wastewater Treatment Plant

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Management	\$ 4,868	\$ 4,500	\$ 3,436	\$ 3,000	-33%
Other Purchased Services	21,034	18,600	9,300	26,000	40%
Refuse Collection	18,927	30,000	40,086	52,000	73%
Energy - Electricity	284,939	284,000	262,000	284,000	0%
Energy - Natural Gas	80,978	75,000	55,000	75,000	0%
Maintenance Agreements	1,005	11,379	11,379	11,379	0%
Insurance & Bonds	39,934	45,425	45,425	16,014	-65%
Telecommunications	22,651	20,500	22,500	22,500	10%
Postage/Shipping	985	1,000	826	1,000	0%
Printing/Reproduction	1,335	1,750	890	1,750	0%
Travel & Training	8,355	6,000	5,140	6,000	0%
Interdepartmental Services	72,576	72,816	72,816	74,761	3%
Admin/Mgmt Fees	258,045	251,021	251,021	249,663	-1%
Other Contractual	28,698	26,500	15,000	18,000	-32%
Laundry & Towel Service	11,285	11,300	11,826	11,300	0%
<b>Total Contractual Services</b>	<b>\$ 855,615</b>	<b>\$ 859,791</b>	<b>\$ 806,645</b>	<b>\$ 852,367</b>	<b>-1%</b>
<b>Materials &amp; Supplies</b>					
Chemicals	\$ 94,885	\$ 160,000	\$ 124,000	\$ 120,000	-25%
Other Materials & Supplies	50,124	55,000	64,414	55,000	0%
Instrumentation	5,448	9,500	5,000	9,500	0%
Booster/Lift Station Supplies	4,264	10,000	10,000	10,000	0%
Other Structures	19,752	35,000	26,000	35,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 174,473</b>	<b>\$ 269,500</b>	<b>\$ 229,414</b>	<b>\$ 229,500</b>	<b>-15%</b>
<b>Other Expenses</b>					
Debt Service - Principal Payments	\$ 421,320	\$ 431,854	\$ 431,854	\$ 442,651	3%
Interest Expense	252,223	241,691	241,691	230,895	-4%
Depreciation	749,999	750,000	750,000	750,000	0%
<b>Total Other Expenses</b>	<b>\$ 1,423,542</b>	<b>\$ 1,423,545</b>	<b>\$ 1,423,545</b>	<b>\$ 1,423,546</b>	<b>0%</b>
<b>Total Operating Expenses</b>	<b>\$ 3,593,819</b>	<b>\$ 3,739,250</b>	<b>\$ 3,652,825</b>	<b>\$ 3,726,023</b>	<b>0%</b>
<b>Operating Income (Loss)</b>	<b>\$ (466,439)</b>	<b>\$ (460,914)</b>	<b>\$ (624,727)</b>	<b>\$ (493,375)</b>	<b>7%</b>

# Wastewater Treatment Plant

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Capital Revenue</b>					
<b>Grants</b>					
State Grants Loans	\$ -	\$ -	\$ -	\$ 2,500,000	100%
<b>Total Grants</b>	\$ -	\$ -	\$ -	\$ 2,500,000	100%
<b>Development Charges</b>					
System Development Charges	\$ 247,595	\$ 150,000	\$ 131,760	\$ 110,000	-27%
<b>Total Development Charges</b>	\$ 247,595	\$ 150,000	\$ 131,760	\$ 110,000	-27%
<b>Total Capital Revenue</b>	\$ 247,595	\$ 150,000	\$ 131,760	\$ 2,610,000	
<b>Capital Expenditures</b>					
<b>Capital - New</b>					
Improve Other Than Buildings	\$ 119,902	\$ 56,471	\$ -	\$ 65,000	15%
Light Equipment	-	2,500	-	2,500	0%
Heavy Equipment	-	-	-	225,000	100%
<b>Total Capital - New</b>	\$ 119,902	\$ 58,971	\$ -	\$ 292,500	396%
<b>Capital - Replacement</b>					
Buildings	\$ 574	\$ 95,000	\$ 95,000	\$ -	-100%
Improve Other Than Buildings	880,391	2,169,051	1,610,000	2,992,000	38%
Light Equipment	100,841	70,000	70,000	90,000	29%
Intangibles	60,710	103,989	104,900	270,000	160%
Technologies	409	4,500	4,500	6,000	33%
Heavy Equipment	-	-	-	-	0%
<b>Total Capital - Replacement</b>	\$ 1,042,925	\$ 2,442,540	\$ 1,884,400	\$ 3,358,000	37%
<b>Total Capital Expenditures</b>	\$ 1,162,827	\$ 2,501,511	\$ 1,884,400	\$ 3,650,500	46%
<b>Net Capital</b>	\$ (915,232)	\$ (2,351,511)	\$ (1,752,640)	\$ (1,040,500)	-56%
<b>Net Fund</b>	\$ (1,381,671)	\$ (2,812,425)	\$ (2,377,367)	\$ (1,533,875)	-45%

# Refuse Collection

**Mission:** To provide a high level of service in collection of residential and commercial solid waste.

**Goal:** **Efficient Refuse Collection**

Increase the efficiency in collection of residential and commercial solid waste.

## **Objectives:**

**Monthly Operating Cost Per Customer**

Maintain Route Efficiency such that the operating cost per customer does not increase.

**New**

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Hours Worked - Overtime	1,304	1,227	1,304	-77	-5.90%	1,304
Monthly Operating Cost Per Customer	<b>New</b>					

# Refuse Collection

## **Highlights from FY 2011:**

Overtime was reduced by 33% from FY 2009 to FY 2010 and a continued 33% overtime reduction from FY 2010 to FY 2011 has been realized. The plastics recycling program was expanded and included an educational campaign and containers for Number 1 and Number 2 Plastics at each of the community recycling depots. Approximately 45 tons of plastics were collected in FY 2011. Smurfit Incorporated from California accepted 2 semi-trailer loads of baled plastic resulting in a small return to the City.

Total annual tons of cardboard collected for recycling increased by 12.7%, and the number of commercial recycling customers increased more than twofold. An additional recycling depot was set up in the Town of Evansville.

Several cleanups were held including adopt-a-street programs and the Platte River Parkway spring clean-up. A number of graffiti cleanups of buildings that had been a problem were organized and successfully executed. The fourth Platte River Revival was held on September 11, 2010. Nearly 500 volunteers participated. Due to high flows in the North Platte River, the primary focus was clearing debris from adjoining creeks and tree planting. Several tons of debris were removed from Eastdale, Garden, Sage and Casper Creeks and 107 cottonwood seedlings were planted in Riverview, Amoco, Zonta and Morad Parks.

A \$1,500 pass through contribution from Keep America Beautiful was awarded to purchase several ash tray urns and educational signage for the Cigarette Litter Prevention Program (CLPP) associated with Conwell Park. Pocket ashtrays were also donated as part of the pass-through grant and were distributed at City Hall, the hospital, and at bus stops along The Bus's Blue Line. Contributions from Arbor Day sponsorships were received for \$750 resulting in an Arbor Day seedling potting activity in addition to the traditional tree planting activity.

## **Highlights for FY 2012:**

The refuse collection budget increased by 7% due to personnel related costs and increases in the interdepartmental fixed cost.

A focus area for FY 2012 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. A Cigarette Litter Prevention Project is planned for the Casper Municipal Golf Course.

# Refuse Collection

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 4,680,565	\$ 4,661,282	\$ 4,769,608	\$ 4,783,899	3%
Administration/Management Fees	49,200	30,051	30,051	30,051	0%
Recycling Revenue	48,897	46,000	94,690	95,000	107%
<b>Total Revenues</b>	<b>4,778,662</b>	<b>4,737,333</b>	<b>4,894,349</b>	<b>4,908,950</b>	<b>4%</b>
<b>Expenses</b>					
Personnel Services	1,126,478	1,163,936	1,169,162	1,188,659	2%
Contractual	2,346,092	2,375,661	2,370,330	2,671,916	12%
Materials & Supplies	40,816	29,400	29,600	29,600	1%
Depreciation	490,382	491,000	491,000	510,000	4%
Debt Service & Interest	-	-	-	-	0%
<b>Total Expenses</b>	<b>4,003,768</b>	<b>4,059,997</b>	<b>4,060,092</b>	<b>4,400,175</b>	<b>8%</b>
<b>Operating Income (Loss)</b>	<b>774,894</b>	<b>677,336</b>	<b>834,257</b>	<b>508,775</b>	<b>-25%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	51,546	48,000	32,000	32,000	-33%
Gain/ Loss on Sale of Investments	11,646	-	-	-	0%
Contributions	41,257	18,600	35,400	26,450	42%
<b>Total Revenues</b>	<b>104,449</b>	<b>66,600</b>	<b>67,400</b>	<b>58,450</b>	<b>-12%</b>
<b>Expenses</b>					
Bad Debt Expense	6,601	-	-	-	0%
Keep Casper Beautiful	12,005	110,950	110,950	27,150	-76%
Program and Projects	-	-	-	-	0%
Transfer Out	-	-	2,250,000	-	0%
<b>Total Expenses</b>	<b>18,606</b>	<b>110,950</b>	<b>2,360,950</b>	<b>27,150</b>	<b>-76%</b>
<b>Non-operating Income (Loss)</b>	<b>85,843</b>	<b>(44,350)</b>	<b>(2,293,550)</b>	<b>31,300</b>	<b>-171%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
New Capital	94,994	135,000	45,000	154,000	14%
Replacement Capital	29,142	788,061	706,640	784,500	0%
<b>Total Uses</b>	<b>124,136</b>	<b>923,061</b>	<b>751,640</b>	<b>938,500</b>	<b>2%</b>
<b>Capital Income (Loss)</b>	<b>(124,136)</b>	<b>(923,061)</b>	<b>(751,640)</b>	<b>(938,500)</b>	<b>2%</b>
<b>Net Income (Loss)</b>	<b>\$ 736,601</b>	<b>\$ (290,075)</b>	<b>\$ (2,210,933)</b>	<b>\$ (398,425)</b>	<b>37%</b>

# Refuse Collection

## Refuse Collection FY 2012 Capital Summary

### Replacement Capital

CAT Shed Building- Roof	\$ 70,000
CAT Shed Building- HVAC Upgrade	12,000
CAT Shed Building- Inductive Lighting	28,000
Evans Truck Barn- Sumps	25,000
Commercial Bins and Parts	35,000
Depot Steps and Container Repairs	15,000
Residential Bins	30,000
Pickup Truck	28,000
Front Loader	275,000
Side Loader	265,000
Computer	1,500

Total \$ 784,500

### New Capital

Route Efficiency Software	\$ 85,000
Commercial Containers	25,000
Compactor Boxes-Plastic(2)	17,000
Cardboard Containers	5,000
Cameras for Truck Cabs	13,500
Power Washer	8,500

Total \$ 154,000

## Refuse Collection Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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 C	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>

**Part Time Employees (Budget)** \$ 47,999 \$ 45,000 \$ 50,013

# Refuse Collection

## Refuse Collection Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 4,680,565	\$ 4,661,282	\$ 4,769,608	\$ 4,783,899	3%
Miscellaneous	202,546	142,651	192,141	183,501	29%
Transfer In	-	-	-	-	0%
Grants	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 4,883,111</b>	<b>\$ 4,803,933</b>	<b>\$ 4,961,749</b>	<b>\$ 4,967,400</b>	<b>3%</b>
<b>Expenditures</b>					
Personnel	\$ 1,126,478	\$ 1,163,936	\$ 1,169,162	\$ 1,188,659	2%
Contractual Services	2,346,092	2,375,661	2,370,330	2,671,916	12%
Materials & Supplies	40,816	29,400	29,600	29,600	1%
Other	508,988	601,950	601,950	537,150	-11%
Transfers Out	-	-	2,250,000	-	0%
Capital	124,136	923,061	751,640	938,500	2%
<b>Total Expenditures</b>	<b>\$ 4,146,510</b>	<b>\$ 5,094,008</b>	<b>\$ 7,172,682</b>	<b>\$ 5,365,825</b>	<b>5%</b>
<b>Net Refuse Collection Fund</b>	<b>\$ 736,601</b>	<b>\$ (290,075)</b>	<b>\$ (2,210,933)</b>	<b>\$ (398,425)</b>	<b>37%</b>
Actual Reserves on June 30, 2010					\$ 3,288,438
Projected Reserves on June 30, 2011					\$ 1,568,505
Projected Reserves on June 30, 2012					\$ 1,680,080

# Refuse Collection

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Grants</b>					
State Grants/Loans	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Grants</b>	\$ -	\$ -	\$ -	\$ -	0%
<b>Charges For Services</b>					
Commercial Charges	\$ 1,268,871	\$ 1,260,590	\$ 1,311,630	\$ 1,325,921	5%
Residential Charges	3,411,694	3,400,692	3,457,978	3,457,978	2%
<b>Total Charges For Services</b>	\$ 4,680,565	\$ 4,661,282	\$ 4,769,608	\$ 4,783,899	3%
<b>Miscellaneous Revenue</b>					
Recycle Revenue	\$ 48,897	\$ 46,000	\$ 94,690	\$ 95,000	107%
Interest On Investments	51,546	48,000	32,000	32,000	-33%
Gain/Loss On Sale Of Investments	11,646	-	-	-	0%
Contributions	41,257	18,600	35,400	26,450	42%
Admin/Mgmt Fees	49,200	30,051	30,051	30,051	0%
<b>Total Miscellaneous</b>	\$ 202,546	\$ 142,651	\$ 192,141	\$ 183,501	29%
<b>Total Operating Revenue</b>	\$ 4,883,111	\$ 4,803,933	\$ 4,961,749	\$ 4,967,400	3%
<b>Operating Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 726,870	\$ 743,823	\$ 743,823	\$ 770,525	4%
Part Time	47,999	45,000	46,035	50,013	11%
Overtime	56,539	57,700	57,700	57,700	0%
<b>Total Salaries &amp; Wages</b>	\$ 831,408	\$ 846,523	\$ 847,558	\$ 878,238	4%
<b>Other Pay</b>					
Supplemental Pay	\$ 16,500	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	3,342	3,343	1,934	3,343	0%
Accrued Leave Payoff	380	-	-	-	0%
Other Allowances	1,200	960	960	960	0%
<b>Total Other Pay</b>	\$ 21,422	\$ 4,303	\$ 2,894	\$ 4,303	0%

# Refuse Collection

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Benefits</b>					
Health Insurance	\$ 146,915	\$ 164,376	\$ 164,376	\$ 143,113	-13%
Other Insurance Benefits	6,294	7,232	7,232	7,363	2%
FICA/Medicare Tax	61,903	66,432	66,432	67,637	2%
Retirement Contributions	44,194	55,639	55,639	59,208	6%
Unemployment Compensation	-	2,000	7,600	2,500	25%
Workers' Compensation	13,416	15,806	15,806	24,672	56%
Clothing Allowance	926	1,625	1,625	1,625	0%
<b>Total Benefits</b>	<b>\$ 273,648</b>	<b>\$ 313,110</b>	<b>\$ 318,710</b>	<b>\$ 306,118</b>	<b>-2%</b>
<b>Total Personnel</b>	<b>\$ 1,126,478</b>	<b>\$ 1,163,936</b>	<b>\$ 1,169,162</b>	<b>\$ 1,188,659</b>	<b>2%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 1,288	\$ 1,400	\$ 1,240	\$ 1,400	0%
Office Machine Repairs	50	250	-	250	0%
Insurance & Bonds	21,617	20,423	20,423	37,543	84%
Telecommunications	1,518	1,400	1,400	1,400	0%
Radio	-	600	600	600	0%
Postage/Shipping	291	500	500	500	0%
Advertising	-	1,550	1,550	1,550	0%
Printing/Reproduction	2,613	2,500	2,500	2,500	0%
Travel & Training	250	1,500	750	3,000	100%
Interdepartmental Services	727,164	717,875	717,875	798,594	11%
Admin/Mgmt Fees	198,600	198,600	198,600	198,600	0%
Balefill	1,302,951	1,337,254	1,310,183	1,527,688	14%
Other Contractual	22,407	31,638	31,638	15,220	-52%
Association Dues	171	171	171	171	0%
Recycling Services	67,172	60,000	82,900	82,900	38%
<b>Total Contractual Services</b>	<b>\$ 2,346,092</b>	<b>\$ 2,375,661</b>	<b>\$ 2,370,330</b>	<b>\$ 2,671,916</b>	<b>12%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,284	\$ 1,500	\$ 1,500	\$ 1,500	0%
Operating Supplies	21,641	20,000	20,000	20,000	0%
Other Materials & Supplies	13,696	3,000	3,000	3,000	0%
Uniforms	1,193	1,500	1,700	1,700	13%
Safety Equipment/Supplies	1,999	2,400	2,400	2,400	0%
Small Tools & Supplies	1,003	1,000	1,000	1,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 40,816</b>	<b>\$ 29,400</b>	<b>\$ 29,600</b>	<b>\$ 29,600</b>	<b>1%</b>

# Refuse Collection

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Other Expenses</b>					
Depreciation	\$ 490,382	\$ 491,000	\$ 491,000	\$ 510,000	4%
Bad Debt Expense	6,601	-	-	-	0%
Keep Casper Beautiful	12,005	110,950	110,950	27,150	-76%
<b>Total Other Expenses</b>	<b>\$ 508,988</b>	<b>\$ 601,950</b>	<b>\$ 601,950</b>	<b>\$ 537,150</b>	<b>-11%</b>
<b>Transfer Out</b>					
Transfer Out	\$ -	\$ -	\$ 2,250,000	\$ -	0%
<b>Total Transfer Out</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,250,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Light Equipment	\$ 93,162	\$ 50,000	\$ 45,000	\$ 69,000	38%
Heavy Equipment	1,832	-	-	-	0%
Intangibles	-	85,000	-	85,000	0%
<b>Total Capital - New</b>	<b>\$ 94,994</b>	<b>\$ 135,000</b>	<b>\$ 45,000</b>	<b>\$ 154,000</b>	<b>14%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 23,548	\$ 117,000	\$ 44,900	\$ 108,000	-8%
Improvements Other Than Bldgs.	-	25,000	25,000	135,000	440%
Heavy Equipment	1,650	644,561	635,000	540,000	-16%
Technologies	3,944	1,500	1,740	1,500	0%
<b>Total Capital - Replacement</b>	<b>\$ 29,142</b>	<b>\$ 788,061</b>	<b>\$ 706,640</b>	<b>\$ 784,500</b>	<b>0%</b>
<b>Total Capital</b>	<b>\$ 124,136</b>	<b>\$ 923,061</b>	<b>\$ 751,640</b>	<b>\$ 938,500</b>	<b>2%</b>
<b>Total Expenses</b>	<b>\$ 4,146,510</b>	<b>\$ 5,094,008</b>	<b>\$ 7,172,682</b>	<b>\$ 5,365,825</b>	<b>5%</b>
<b>Net Fund</b>	<b>\$ 736,601</b>	<b>\$ (290,075)</b>	<b>\$ (2,210,933)</b>	<b>\$ (398,425)</b>	<b>37%</b>

# Balefill

**Mission:** To dispose of municipal solid waste.

**Goal:** **Landfill Environmental Compliance**

Maintain environmental compliance with regard to solid waste permitting.

**Objectives:**

**Environmental Violations**

Maintain 100 % compliance (zero violations) with DEQ and EPA regulations.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Environmental Violations		0	0			0

**Goal:** **Waste Diversion**

Increase the percentage of waste that is recycled or diverted away from the sanitary landfill.

**Objectives:**

**Recycling Diversion Rate - With Compost**

Increase the reuse and recycling diversion rate (including compost) as a portion of the overall waste stream.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Recycling Diversion Rate - With Compost		5%	7%			7%
Recycling Diversion Rate - Without Compost		2%	4%			4%

# Balefill

## **Highlights from FY 2011:**

During FY 2011, the Household Hazardous Waste building and a storage building to house landfill equipment were completed and opened. A construction and demolition residential drop off area was also opened. A contract has been awarded to install a pre-fabricated pole barn to store compost equipment and a new roof was installed on the Baler Building.

The City of Rawlins, the Glenrock Area Solid Waste Disposal District, and the Baggs Solid Waste District have signed contracts with the City to deliver their waste to the Casper Regional Landfill.

## **Highlights for FY 2012:**

The overall Balefill budget is being increased, largely due to capital expenditures related to an additional balefill cell and a replacement bulldozer.

A small yard waste pilot program will be proposed during FY 2012. It will involve banning yard waste, including tree branches, from the landfill.

Finally, to combat litter at the Casper Regional Solid Waste Facility and throughout the community, Balefill staff will work with construction and demolition companies and businesses on techniques to decrease wind-blown litter.

# Balefill

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 4,395,682	\$ 4,225,499	\$ 4,808,024	\$ 4,752,858	12%
Administration/Management Fees	198,600	198,600	198,600	198,600	0%
<b>Total Revenues</b>	<b>4,594,282</b>	<b>4,424,099</b>	<b>5,006,624</b>	<b>4,951,458</b>	<b>12%</b>
<b>Expenses</b>					
Personnel Services	1,340,759	1,422,620	1,391,444	1,470,240	3%
Contractual	1,560,373	1,808,849	1,672,957	1,327,569	-27%
Materials & Supplies	506,902	498,300	538,218	567,500	14%
Depreciation	592,176	410,175	410,175	410,175	0%
Sales tax	2,380	2,700	2,260	2,375	-12%
Landfill Closure/Post-closure	105,000	170,000	170,000	170,000	0%
<b>Total Expenses</b>	<b>4,107,590</b>	<b>4,312,644</b>	<b>4,185,054</b>	<b>3,947,859</b>	<b>-8%</b>
<b>Operating Income (Loss)</b>	<b>486,692</b>	<b>111,455</b>	<b>821,570</b>	<b>1,003,599</b>	<b>800%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	97,245	110,000	58,500	25,000	-77%
Non-Operating	-	559,660	248,561	128,443	-77%
Miscellaneous	23,619	20,000	45,200	82,500	313%
<b>Total Revenues</b>	<b>120,864</b>	<b>689,660</b>	<b>352,261</b>	<b>235,943</b>	<b>-66%</b>
<b>Expenses</b>					
Bad Debt	12,786	-	-	-	0%
Principal and Interest Payments	140,172	140,173	140,173	140,300	0%
<b>Total Expenses</b>	<b>152,958</b>	<b>140,173</b>	<b>140,173</b>	<b>140,300</b>	<b>0%</b>
<b>Non-operating Income (Loss)</b>	<b>(32,094)</b>	<b>549,487</b>	<b>212,088</b>	<b>95,643</b>	<b>-83%</b>
<b><u>Capital Activity</u></b>					
<b>Sources</b>					
Grants & Loans	8,993,591	-	314,390	150,000	100%
Transfers In	-	-	2,250,000	-	0%
<b>Total Sources</b>	<b>8,993,591</b>	<b>-</b>	<b>2,564,390</b>	<b>150,000</b>	<b>100%</b>
<b>Uses</b>					
New Capital	5,262,943	508,519	598,557	5,418,730	966%
Replacement Capital	4,183,447	690,931	496,571	661,900	-4%
<b>Total Uses</b>	<b>9,446,390</b>	<b>1,199,450</b>	<b>1,095,128</b>	<b>6,080,630</b>	<b>407%</b>
<b>Capital Income (Loss)</b>	<b>(452,799)</b>	<b>(1,199,450)</b>	<b>1,469,262</b>	<b>(5,930,630)</b>	<b>394%</b>
<b>Net Income (Loss)</b>	<b>\$ 1,799</b>	<b>\$ (538,508)</b>	<b>\$ 2,502,920</b>	<b>\$ (4,831,388)</b>	<b>797%</b>

# Balefill

## Balefill FY 2012 Capital Summary

Replacement Capital		New Capital	
Compost Turner	\$ 210,000	Methane & Groundwater Wells	\$ 150,000
Bulldozer	445,000	Methane Detectors for Safety - 3 Bldgs.	10,000
Replacement Computers (3)	6,900	Methane Collection System- Design	100,000
		Electronic Gate- Special Waste Facility	23,000
		Oversight for Construction of Next Landfill Cell	331,230
		Landfill Cell Construction	4,800,000
		Fluorescent Bulb Eater	4,500
Total	\$ 661,900	Total	\$ 5,418,730

## Balefill Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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 Supervisor	1	1	1	1
Baler Operations Coordinator	1	1	1	1
<b>Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>Part Time Employees (Budget)</b>		\$ 36,188	\$ 60,650	\$ 60,650

# Balefill

Balefill Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 4,395,682	\$ 4,225,499	\$ 4,808,024	\$ 4,752,858	12%
Miscellaneous	319,464	328,600	302,300	306,100	-7%
Other/ Non-Operating	-	559,660	248,561	128,443	-77%
Transfer In	-	-	2,250,000	-	
Grants	8,993,591	-	314,390	150,000	100%
<b>Total Revenues</b>	<b>\$ 13,708,737</b>	<b>\$ 5,113,759</b>	<b>\$ 7,923,275</b>	<b>\$ 5,337,401</b>	<b>4%</b>
<b>Expenditures</b>					
Personnel	\$ 1,340,759	\$ 1,422,620	\$ 1,391,444	\$ 1,470,240	3%
Contractual Services	1,560,373	1,808,849	1,672,957	1,327,569	-27%
Materials & Supplies	506,902	498,300	538,218	567,500	14%
Other	852,514	723,048	722,608	722,850	0%
Capital	9,446,390	1,199,450	1,095,128	6,080,630	407%
<b>Total Expenditures</b>	<b>\$ 13,706,938</b>	<b>\$ 5,652,267</b>	<b>\$ 5,420,355</b>	<b>\$ 10,168,789</b>	<b>80%</b>
<b>Net Balefill Fund</b>	<b>\$ 1,799</b>	<b>\$ (538,508)</b>	<b>\$ 2,502,920</b>	<b>\$ (4,831,388)</b>	<b>797%</b>
Actual Reserves on June 30, 2010 \$ 5,706,488					
Projected Reserves on June 30, 2011 \$ 8,789,583					
Projected Reserves on June 30, 2012 \$ 4,538,370					
The reserve change and net for each year differ due to depreciation and post-closure expense, which are non-cash expenses.					

# Balefill

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Grants</b>					
State Grants/Loans including					
County Consensus	\$ 8,993,591	\$ -	\$ 314,390	\$ 150,000	100%
<b>Total Grants</b>	\$ 8,993,591	\$ -	\$ 314,390	\$ 150,000	100%
<b>Charges For Services</b>					
Commercial Charges	\$ 571,673	\$ 370,107	\$ 390,855	\$ 395,638	7%
Residential Charges	958,022	992,147	955,578	1,168,300	18%
Private Commercial Charges	2,568,626	2,675,749	3,168,171	2,998,900	12%
Contaminated Soil	194,326	85,000	189,700	85,000	0%
Other Charges	103,035	102,496	103,720	105,020	2%
<b>Total Charges For Services</b>	\$ 4,395,682	\$ 4,225,499	\$ 4,808,024	\$ 4,752,858	12%
<b>Miscellaneous Revenue</b>					
Sales - Compost/Tarps/Woodchips	\$ 53,178	\$ 20,000	\$ 45,200	\$ 47,500	138%
Interest On Investments	97,245	110,000	58,500	25,000	-77%
Gain/Loss On Sale Of Invest.	21,971	-	-	-	0%
Gain/Loss On Sale Of Assets	(51,530)	-	-	35,000	100%
Admin/Mgmt Fees	198,600	198,600	198,600	198,600	0%
<b>Total Miscellaneous</b>	\$ 319,464	\$ 328,600	\$ 302,300	\$ 306,100	-7%
<b>Total Operating Revenue</b>	\$ 13,708,737	\$ 4,554,099	\$ 5,424,714	\$ 5,208,958	14%
<b>Transfer In</b>					
Transfer In	-	-	2,250,000	-	0%
<b>Total Transfer In</b>	\$ -	\$ -	\$ 2,250,000	\$ -	0%
<b>Other/ Non-Operating</b>					
Out-Of-County Agreement-Baled	-	402,900	112,104	124,461	-69%
Out-Of-County Agreement-Loose	-	131,460	136,457	3,982	-97%
Out-of-County- Non-Agreement	-	25,300	-	-	-100%
<b>Total Non-Operating</b>	\$ -	\$ 559,660	\$ 248,561	\$ 128,443	-77%
<b>Total Revenue</b>	\$ 13,708,737	\$ 5,113,759	\$ 7,923,275	\$ 5,337,401	4%
<b>Operating Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 918,869	\$ 942,401	\$ 921,601	\$ 965,928	2%
Part Time	36,188	60,650	52,400	60,650	0%
Overtime	29,393	34,800	34,800	34,800	0%
<b>Total Salaries &amp; Wages</b>	\$ 984,450	\$ 1,037,851	\$ 1,008,801	\$ 1,061,378	2%
<b>Other Pay</b>					
Supplemental Pay	\$ 18,271	\$ -	\$ -	\$ -	0%
Standby Time	5,654	7,300	7,300	7,300	0%
Disability Leave Buy-Back	9,458	9,530	8,164	9,530	0%
Accrued Leave Payoff	-	-	240	-	0%
Other Allowances	6,780	6,000	6,000	6,000	0%
<b>Total Other Pay</b>	\$ 40,163	\$ 22,830	\$ 21,704	\$ 22,830	0%

# Balefill

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Benefits</b>					
Health Insurance	\$ 162,756	\$ 179,880	\$ 179,880	\$ 187,626	4%
Other Insurance Benefits	7,698	8,883	8,883	8,652	-3%
FICA/Medicare Tax	74,293	81,521	81,521	83,229	2%
Retirement Contributions	54,398	68,540	68,540	72,450	6%
Unemployment Compensation	2	1,000	-	1,000	0%
Workers' Compensation	16,349	19,395	19,395	30,355	57%
Clothing Allowance	650	2,720	2,720	2,720	0%
<b>Total Benefits</b>	<b>\$ 316,146</b>	<b>\$ 361,939</b>	<b>\$ 360,939</b>	<b>\$ 386,032</b>	<b>7%</b>
<b>Total Personnel</b>	<b>\$ 1,340,759</b>	<b>\$ 1,422,620</b>	<b>\$ 1,391,444</b>	<b>\$ 1,470,240</b>	<b>3%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 2,478	\$ 2,020	\$ 2,530	\$ 2,530	25%
Medical Testing Services	1,408	1,600	1,300	1,300	-19%
Engineering Services	250,363	660,774	538,777	179,500	-73%
Other Testing	44,719	64,700	49,600	48,250	-25%
Water	8,429	9,500	11,400	11,400	20%
Energy - Electricity	90,502	80,000	79,900	80,000	0%
Energy - Natural Gas	26,364	40,000	40,000	40,000	0%
Alarm	954	850	1,086	1,086	28%
Equipment Rental	25,143	20,000	22,349	20,000	0%
Insurance & Bonds	17,954	20,423	20,423	24,420	20%
State Landfill Assurance Prg	900	3,700	3,200	3,200	-14%
Telecommunications	10,614	7,600	5,600	5,600	-26%
Radio	-	600	600	600	0%
Postage/Shipping	344	200	500	500	150%
Advertising	582	1,050	1,050	1,050	0%
Printing/Reproduction	755	2,500	2,500	2,500	0%
Travel & Training	4,456	3,300	2,100	5,580	69%
Interdepartmental Services	744,114	623,110	623,110	607,871	-2%
Admin/Mgmt Fees	49,200	30,051	30,051	30,051	0%
Other Contractual	280,137	235,710	235,710	260,960	11%
Association Dues	957	1,161	1,171	1,171	1%
<b>Total Contractual Services</b>	<b>\$ 1,560,373</b>	<b>\$ 1,808,849</b>	<b>\$ 1,672,957</b>	<b>\$ 1,327,569</b>	<b>-27%</b>

# Balefill

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,976	\$ 3,000	\$ 3,000	\$ 3,000	0%
Operating Supplies	342,340	300,400	300,400	330,400	10%
Other Materials & Supplies	4,421	3,200	3,200	3,200	0%
Uniforms	3,923	3,650	3,650	3,650	0%
Safety Equipment/Supplies	11,083	8,900	8,900	8,900	0%
Cover Materials	2,251	20,000	20,000	20,000	0%
Building Supplies	235	2,500	5,000	2,500	0%
Infectious Waste Disposal Supplies	8,545	2,500	7,500	7,500	200%
Paint & Sign Supplies	2,357	7,100	7,100	7,100	0%
Small Tools & Supplies	254	1,250	1,250	1,250	0%
Bulk Fuel	128,517	145,800	178,218	180,000	23%
<b>Total Materials &amp; Supplies</b>	<b>\$ 506,902</b>	<b>\$ 498,300</b>	<b>\$ 538,218</b>	<b>\$ 567,500</b>	<b>14%</b>
<b>Other Expenses</b>					
Depreciation	\$ 592,176	\$ 410,175	\$ 410,175	\$ 410,175	0%
Landfill Closure/Post Closure Costs	105,000	170,000	170,000	170,000	0%
Principal Payments	88,240	90,416	90,416	92,700	3%
Interest Expense	51,932	49,757	49,757	47,600	-4%
Bad Debt Expense	12,786	-	-	-	0%
Sales Tax	2,380	2,700	2,260	2,375	-12%
<b>Total Other Expenses</b>	<b>\$ 852,514</b>	<b>\$ 723,048</b>	<b>\$ 722,608</b>	<b>\$ 722,850</b>	<b>0%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Buildings	\$ 3,195,283	\$ 414,063	\$ 413,683	\$ -	-100%
Light Equipment	25,476	47,400	47,400	4,500	-91%
Heavy Equipment	-	-	-	-	0%
Improve Other Than Buildings	2,042,139	47,056	137,474	5,414,230	
Technologies	45	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ 5,262,943</b>	<b>\$ 508,519</b>	<b>\$ 598,557</b>	<b>\$ 5,418,730</b>	<b>966%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 5,256	\$ 92,000	\$ 92,000	\$ -	-100%
Buildings	738,299	213,910	214,000	-	-100%
Light Equipment	73,804	-	-	-	0%
Heavy Equipment	3,360,925	364,450	170,000	655,000	80%
Technologies	5,163	20,571	20,571	6,900	-66%
<b>Total Capital - Replacement</b>	<b>\$ 4,183,447</b>	<b>\$ 690,931</b>	<b>\$ 496,571</b>	<b>\$ 661,900</b>	<b>-4%</b>
<b>Total Capital</b>	<b>\$ 9,446,390</b>	<b>\$ 1,199,450</b>	<b>\$ 1,095,128</b>	<b>\$ 6,080,630</b>	<b>407%</b>
<b>Total Expenses</b>	<b>\$ 13,706,938</b>	<b>\$ 5,652,267</b>	<b>\$ 5,420,355</b>	<b>\$ 10,168,789</b>	<b>80%</b>
<b>Net Fund</b>	<b>\$ 1,799</b>	<b>\$ (538,508)</b>	<b>\$ 2,502,920</b>	<b>\$ (4,831,388)</b>	<b>797%</b>

# **Leisure** **Enterprise Funds**

Casper Events Center  
Golf Course  
Casper Recreation Center  
Aquatics  
Ice Arena  
Hogadon Ski Area

# Leisure Enterprise Funds

Leisure Enterprise Funds Budget Summary by Category					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 4,416,848	\$ 4,634,435	\$ 4,555,254	\$ 4,703,300	1%
Miscellaneous	422,149	433,333	412,507	302,662	-30%
Transfer In	2,640,396	2,182,627	2,055,094	2,665,755	22%
<b>Total Revenues</b>	<b>\$ 7,479,393</b>	<b>\$ 7,250,395</b>	<b>\$ 7,022,855</b>	<b>\$ 7,671,717</b>	<b>6%</b>
<b>Expenditures</b>					
Personnel	\$ 4,451,267	\$ 4,374,562	\$ 4,320,627	\$ 4,456,992	2%
Contractual Services	2,290,346	2,163,265	2,082,024	1,983,747	-8%
Materials & Supplies	627,907	619,115	615,351	608,674	-2%
Other	131,057	66,507	61,732	521,632	684%
Capital	126,139	146,726	158,560	169,822	16%
<b>Total Expenditures</b>	<b>\$ 7,626,716</b>	<b>\$ 7,370,175</b>	<b>\$ 7,238,294</b>	<b>\$ 7,740,867</b>	<b>5%</b>
<b>Net All Leisure Enterprise Funds</b>	<b>\$ (147,323)</b>	<b>\$ (119,780)</b>	<b>\$ (215,439)</b>	<b>\$ (69,150)</b>	<b>-42%</b>

Leisure Enterprise Summary by Fund					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Casper Events Center</b>					
Revenues	\$ 3,178,901	\$ 2,898,094	\$ 2,919,489	\$ 2,894,792	0%
Expenditures	3,174,561	2,898,094	2,919,489	2,894,792	0%
Net	4,340	-	-	-	
<b>Municipal Golf Course</b>					
Revenues	912,312	1,046,653	949,147	1,408,433	35%
Expenditures	1,006,974	1,137,065	1,064,575	1,433,083	26%
Net	(94,662)	(90,412)	(115,428)	(24,650)	
<b>Casper Recreation Center</b>					
Revenues	1,109,417	1,120,660	1,080,610	1,115,987	0%
Expenditures	1,091,205	1,130,886	1,079,995	1,115,987	-1%
Net	18,212	(10,226)	615	-	
<b>Aquatics</b>					
Revenues	965,548	971,607	934,925	1,022,630	5%
Expenditures	965,510	971,607	934,925	1,022,630	5%
Net	38	-	-	-	
<b>Ice Arena</b>					
Revenues	463,285	459,685	458,723	477,417	4%
Expenditures	482,919	460,017	458,723	477,417	4%
Net	(19,634)	(332)	-	-	
<b>Hogadon</b>					
Revenues	849,930	753,696	679,961	752,458	0%
Expenditures	905,547	772,506	780,587	796,958	3%
Net	(55,617)	(18,810)	(100,626)	(44,500)	
<b>Revenues- All Leisure Enterprise</b>	<b>7,479,393</b>	<b>7,250,395</b>	<b>7,022,855</b>	<b>7,671,717</b>	<b>6%</b>
<b>Expenditures- All Leisure Enterprise</b>	<b>7,626,716</b>	<b>6,597,669</b>	<b>6,457,707</b>	<b>6,943,909</b>	<b>5%</b>
<b>Net All Leisure Enterprise</b>	<b>\$ (147,323)</b>	<b>\$ (119,780)</b>	<b>\$ (215,439)</b>	<b>\$ (69,150)</b>	

# Casper Events Center

**Mission:** 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.

**Goal:** **CEC Subsidy Reduction**

To decrease the subsidy.

## **Objectives:**

**CEC Sponsorship Revenue** Increase event sponsorships by 50%.

**Concerts Held** Increase the number of concerts by 3.

**Conventions, Conferences, and Trade Shows** Increase the number of conventions, concerts, and trade shows held by 2.

**Website Ticket Sales - Fee Revenue** Increase internet ticket sales by 5%.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
CACVB Meetings		56				
CEC Gross Revenue		\$747,648				
CEC Sales Calls		245				
CEC Sponsorship Revenue		\$32,000				
Concerts Held		12				
Conventions, Conferences, and Trade Shows		17				
Facebook Postings and E-Blasts		152				
New Potential Sponsors		14				
Utilize Online Resources		48				
Website Ticket Sales - Fee Revenue		\$74,102				

# Casper Events Center

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Website Ticket Sales - Number of Tickets		15,451				

**Goal: Food and Beverage Profitability - CEC**

To increase the profitability of the Food and Beverage operation at the Casper Events Center in FY 2015 by 3% over FY 2011 levels.

**Objectives:**

**F&B Cost of Sales - CEC**

To decrease the cost of sales (concessions, catering, and alcohol costs) to 25% of goods sold.

**F&B Payroll Costs - CEC**

To decrease payroll costs (total cost of labor) to 30% of goods sold.

**F&B Prime Costs - CEC**

To decrease prime costs (food costs, labor costs, and alcohol costs) to 55% of goods sold.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
F&B Cost of Sales - CEC	26%	29%	25%	0	11.64%	25%
F&B Payroll Costs - CEC	46%	38%	30%	0	-17.44%	30%
F&B Prime Costs - CEC	72%	68%	55%	0	-4.44%	55%

# Casper Events Center

## **Highlights from FY 2011:**

The Box Office reduced public business hours, resulting in a 37% decrease in labor costs and a 28% increase in online ticketing revenue. This helped the CEC to exceed its objective by more than 24% without compromising customer service. The CEC partnered with Venue Coalition, a reputable industry resource, which added to the bottom line by expediting routing and bookings by connecting the city directly with agents and promoters.

Revenue and profitability for Food and Beverage exceeds FY 2010 levels. Food and Beverage revenue is projected to exceed budgeted amounts. The Catering Department continues to produce ever-increasing numbers, and the Concession Department continues to produce higher per caps (the average amount spent on a per person basis).

Improvements were made this year to the concession stands and the kitchen, as the majority of that equipment was 29 years old. The rest of the capital improvements on the building will be substantially finished by September. These include replacing the roof, carpeting, elevator system, pumps and motors on the HVAC system, replacement of boilers, electrical and plumbing upgrades, and the purchase of critical replacement assets such as theatrical lighting equipment and a new basketball floor.

## **Highlights for FY 2012:**

The CEC renewed the contract with the College National Finals Rodeo through 2022, and the agreement for the Wyoming State High School Tournament was extended through 2015. The CEC will continue to host the major annual events that generate considerable economic impact, while booking more diverse events through new industry resources and partnerships.

Staff is looking forward to serving the Boys and Girls Club Breakfast with Dick and Lynn Cheney. We are anticipating 1,200 people in attendance.

# Casper Events Center

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 1,836,040	\$ 1,907,800	\$ 1,986,100	\$ 2,053,500	8%
Administration/Management Fees	274,074	287,615	283,964	140,048	-51%
<b>Total Revenues</b>	<b>2,110,114</b>	<b>2,195,415</b>	<b>2,270,064</b>	<b>2,193,548</b>	<b>0%</b>
<b>Expenses</b>					
Personnel Services	1,998,489	1,904,560	1,928,895	1,878,708	-1%
Contractual	843,934	729,634	700,034	700,484	-4%
Materials & Supplies	285,254	263,900	290,200	294,600	12%
Other	8,289	-	-	-	0%
<b>Total Expenses</b>	<b>3,135,966</b>	<b>2,898,094</b>	<b>2,919,129</b>	<b>2,873,792</b>	<b>-1%</b>
<b>Operating Income (Loss)</b>	<b>(1,025,852)</b>	<b>(702,679)</b>	<b>(649,065)</b>	<b>(680,244)</b>	<b>-3%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	193	200	275	275	38%
Miscellaneous	16,342	16,500	10,000	11,500	-30%
Transfers In	1,052,252	685,979	639,150	689,469	1%
<b>Total Revenues</b>	<b>1,068,787</b>	<b>702,679</b>	<b>649,425</b>	<b>701,244</b>	<b>0%</b>
<b>Non-operating Income (Loss)</b>	<b>1,068,787</b>	<b>702,679</b>	<b>649,425</b>	<b>701,244</b>	<b>0%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Capital	38,595	-	360	21,000	100%
<b>Total Uses</b>	<b>38,595</b>	<b>-</b>	<b>360</b>	<b>21,000</b>	<b>100%</b>
<b>Capital Income (Loss)</b>	<b>(38,595)</b>	<b>-</b>	<b>(360)</b>	<b>(21,000)</b>	<b>100%</b>
<b>Net Income (Loss)</b>	<b>\$ 4,340</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Casper Events Center

## Casper Events Center Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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	-	-
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	-	-
Marketing Promotions Manager	1	1	1	1
Operations Manager	1	1	1	1
Special Facilities Superintendent	1	1	1	-
Food & Beverage Service Coordinator	1	1	1	1
Food & Beverage Kitchen Supervisor	1	1	-	-
<b>Total</b>	<b>18</b>	<b>18</b>	<b>15</b>	<b>14</b>

**Part Time Employees (Budget)** \$ 634,887 \$ 632,540 \$ 663,734

## Casper Events Center Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 1,836,040	\$ 1,907,800	\$ 1,986,100	\$ 2,053,500	8%
Miscellaneous	290,609	304,315	294,239	151,823	-50%
Transfer In	1,052,252	685,979	639,150	689,469	1%
<b>Total Revenues</b>	<b>\$ 3,178,901</b>	<b>\$ 2,898,094</b>	<b>\$ 2,919,489</b>	<b>\$ 2,894,792</b>	<b>0%</b>
<b>Expenditures</b>					
Personnel	\$ 1,998,489	\$ 1,904,560	\$ 1,928,895	\$ 1,878,708	-1%
Contractual Services	843,934	729,634	700,034	700,484	-4%
Materials & Supplies	285,254	263,900	290,200	294,600	12%
Capital	38,595	-	360	21,000	100%
<b>Total Expenditures</b>	<b>\$ 3,174,561</b>	<b>\$ 2,898,094</b>	<b>\$ 2,919,489</b>	<b>\$ 2,894,792</b>	<b>0%</b>
<b>Net Casper Events Center Fund</b>	<b>\$ 4,340</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Actual Reserves on June 30, 2010					\$ 82,235
Projected Reserves on June 30, 2011					\$ 82,235
Projected Reserves on June 30, 2012					\$ 82,235

# Casper Events Center

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
ATM Fees	\$ 6,244	\$ 5,800	\$ 7,400	\$ 8,000	38%
Catering	238,644	255,000	255,000	255,000	0%
Gratuities - Service Fee	26,681	36,000	30,000	30,000	-17%
Building Rental	181,855	200,000	185,000	190,000	-5%
Equipment Fees	68,806	50,000	52,000	55,000	10%
Concessions	379,333	370,000	400,000	419,100	13%
Alcohol Sales	211,120	210,000	266,400	276,400	32%
Parking Income	87,867	100,000	100,000	105,000	5%
Exhibitor Services	21,133	21,000	20,500	22,000	5%
Service Fees	173,324	210,000	195,800	220,000	5%
Reimbursable Wages	413,483	425,000	430,000	435,000	2%
Lease Fees	27,550	25,000	44,000	38,000	52%
<b>Total Charges For Services</b>	<b>\$ 1,836,040</b>	<b>\$ 1,907,800</b>	<b>\$ 1,986,100</b>	<b>\$ 2,053,500</b>	<b>8%</b>
<b>Miscellaneous</b>					
Interest on Investments	\$ 193	\$ 200	\$ 275	\$ 275	38%
Administrative Fees	274,074	287,615	283,964	140,048	-51%
Gain/Loss on Sale of Assets	5,500	-	-	-	0%
Unclassified Miscellaneous	10,842	16,500	10,000	11,500	-30%
<b>Total Miscellaneous</b>	<b>\$ 290,609</b>	<b>\$ 304,315</b>	<b>\$ 294,239</b>	<b>\$ 151,823</b>	<b>-50%</b>
<b>Transfers</b>					
Transfers In	\$ 1,052,252	\$ 685,979	\$ 639,150	\$ 689,469	1%
<b>Total Transfers</b>	<b>\$ 1,052,252</b>	<b>\$ 685,979</b>	<b>\$ 639,150</b>	<b>\$ 689,469</b>	<b>1%</b>
<b>Total Revenue</b>	<b>\$ 3,178,901</b>	<b>\$ 2,898,094</b>	<b>\$ 2,919,489</b>	<b>\$ 2,894,792</b>	<b>0%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 875,418	\$ 837,946	\$ 848,593	\$ 787,641	-6%
Part Time	634,887	632,540	639,371	663,734	5%
Overtime	31,883	25,046	38,903	34,300	37%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,542,188</b>	<b>\$ 1,495,532</b>	<b>\$ 1,526,867</b>	<b>\$ 1,485,675</b>	<b>-1%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 54,666	\$ 31,928	\$ 24,128	\$ 24,128	-24%
Disability Leave Buy-Back	8,956	8,600	6,848	7,200	-16%
Accrued Leave Payoff	6,460	-	-	-	0%
Other Allowances	20,560	20,400	20,520	15,360	-25%
<b>Total Other Pay</b>	<b>\$ 90,642</b>	<b>\$ 60,928</b>	<b>\$ 51,496</b>	<b>\$ 46,688</b>	<b>-23%</b>
<b>Benefits</b>					
Health Insurance	\$ 149,484	\$ 121,752	\$ 123,165	\$ 111,836	-8%
Other Insurance Benefits	7,011	6,879	6,977	6,443	-6%
FICA/Medicare Tax	120,659	119,224	120,048	117,226	-2%
Retirement Contributions	55,550	67,288	67,885	63,888	-5%
Unemployment Compensation	9,137	5,300	4,500	5,300	0%
Workers' Compensation	23,818	27,657	27,957	41,652	51%
<b>Total Benefits</b>	<b>\$ 365,659</b>	<b>\$ 348,100</b>	<b>\$ 350,532</b>	<b>\$ 346,345</b>	<b>-1%</b>
<b>Total Personnel</b>	<b>\$ 1,998,489</b>	<b>\$ 1,904,560</b>	<b>\$ 1,928,895</b>	<b>\$ 1,878,708</b>	<b>-1%</b>

# Casper Events Center

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Medical Testing Services	300	-	-	-	0%
Water	20,845	20,000	20,000	22,000	10%
Refuse Collection	3,003	2,700	2,700	2,700	0%
Energy - Electricity	223,347	190,000	190,000	180,000	-5%
Energy - Natural Gas	58,943	55,000	50,000	45,000	-18%
Equipment Repairs	14,695	15,600	15,600	16,000	3%
Maintenance Agreements	99,037	103,000	103,500	106,000	3%
Insurance & Bonds	38,740	34,885	34,885	31,307	-10%
Telecommunications	14,212	13,000	13,000	13,000	0%
Postage/Shipping	3,852	3,600	3,300	3,300	-8%
Advertising	25,223	20,250	17,250	20,250	0%
Printing/Reproduction	6,529	5,700	5,700	5,700	0%
Travel & Training	9,656	10,300	5,000	10,100	-2%
Interdepartmental Services	30,912	34,458	34,458	31,682	-8%
Admin/Mgmt Fees	28,992	29,141	29,141	29,396	1%
Other Contractual	141,723	100,000	111,600	111,600	12%
Association Dues	1,195	2,000	2,000	2,000	0%
Credit Card Service Charges	82,683	70,000	60,900	69,449	-1%
Production Service	40,047	20,000	1,000	1,000	-95%
<b>Total Contractual Services</b>	<b>\$ 843,934</b>	<b>\$ 729,634</b>	<b>\$ 700,034</b>	<b>\$ 700,484</b>	<b>-4%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 12,705	\$ 11,500	\$ 11,600	\$ 11,500	0%
Catering Supplies	97,915	86,700	90,000	92,000	6%
Other Materials & Supplies	9,053	4,250	2,250	3,250	-24%
Uniforms	2,154	3,000	3,000	3,000	0%
Safety Equipment/Supplies	2,276	2,250	2,750	2,250	0%
Alcohol Supplies	52,304	50,200	66,600	66,600	33%
Building Supplies	26,068	26,000	26,000	26,000	0%
Concession Supplies	82,779	80,000	88,000	90,000	13%
<b>Total Materials &amp; Supplies</b>	<b>\$ 285,254</b>	<b>\$ 263,900</b>	<b>\$ 290,200</b>	<b>\$ 294,600</b>	<b>12%</b>
<b>Other Expenses</b>					
Interest Expense	\$ 1,202	\$ -	\$ -	\$ -	
Debt Service	\$ 7,087	\$ -	\$ -	\$ -	0%
<b>Total Other Expenses</b>	<b>\$ 8,289</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital</b>					
<b>Capital New</b>					
Improve Other Than Buildings	\$ 1,103	\$ -	\$ -	\$ -	0%
Technologies	\$ 11,210	\$ -	\$ 360	\$ 11,000	
<b>Total Capital New</b>	<b>\$ 12,313</b>	<b>\$ -</b>	<b>\$ 360</b>	<b>\$ 11,000</b>	<b>100%</b>
<b>Capital Replacement</b>					
Improve Other Than Buildings	\$ 26,282	\$ -	\$ -	\$ 10,000	100%
<b>Total Capital Replacement</b>	<b>\$ 26,282</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>100%</b>
<b>Total Capital</b>	<b>\$ 38,595</b>	<b>\$ -</b>	<b>\$ 360</b>	<b>\$ 21,000</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 3,174,561</b>	<b>\$ 2,898,094</b>	<b>\$ 2,919,489</b>	<b>\$ 2,894,792</b>	<b>0%</b>
<b>Net Fund</b>	<b>\$ 4,340</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Municipal Golf Course

**Mission:** To provide an affordable, challenging, enjoyable, pleasant, and safe golf course with appropriate amenities for residents and visitors to Casper.

**Goal:** **Golf Revenues**

Increase gross revenue at the Municipal Golf Course.

**Objectives:**

**Golf Cart Revenue** Achieve \$250,000 of golf cart rental revenue.

**Golf Season Passes** Increase season pass revenue to \$260,000.

**Green Fee Revenue** Increase green fee revenue by \$5,000.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Golf Cart Revenue	\$205,945	\$211,684	\$240,000	5,739	2.79%	\$250,000
Golf Season Passes	\$236,159	\$231,594	\$260,000	-4,565	-1.93%	\$260,000
Green Fee Revenue	\$307,509	\$292,939	\$355,000	-14,570	-4.74%	\$360,000

# Municipal Golf Course

## **Highlights from FY 2011:**

The Highlands #3 tee box bathroom has been retiled, remodeled, and repainted for the golfing public. A fleet of 70 old golf carts was traded in for 70 new golf carts, and the Park #3 green had an old asphalt pathway replaced with a new concrete pathway, which has improved golf cart traffic in that area. A new food and beverage vendor at the 19th Hole Clubhouse is now providing services which should improve the use and income potential of the facility. New VOIP phones and a microwave computer connection was established at the clubhouse and maintenance building to allow the golf course computers better access to the city's IT network.

The 19th Hole realized a year-to-date decrease in revenue of 22% over FY 2010. Due to the challenges of weather, product cost inflation of over 10% , and an operational loss for the last 5 years, the city secured an independent contractor to provide the food and beverage services at the 19th Hole. The contractor will pay a monthly percentage based on their net receipts.

## **Highlights for FY 2012:**

The Municipal Golf Course will continue to work on developing a unique golfing experience to attract and develop more community golfers to the facility.

The new private food and beverage vendor at the 19th Hole Clubhouse should eliminate the previous operational loss from this operation while providing the City with a new source of income. Replacement of the old post and cable fencing along Allendale Boulevard with a new textured, colorized, polypropylene fence should be completed by the end of the 2011 golf season.

An increase in the gross revenues for the MGC is not likely at this time. The golf season (April through October) is split in half by the fiscal year (beginning in July and ending in June). Accurate fiscal year budgeting and goal achievement numbers will require a good last-half-season (July through October 2011) and a good first-half season (April through June 2012) of weather and golfer participation to reach improved revenue numbers.

# Municipal Golf Course

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 871,830	\$ 1,011,785	\$ 919,079	\$ 875,000	-14%
Transfer In	-	-	-	478,794	
Administration/Management Fees	23,112	24,368	24,368	51,639	112%
<b>Total Revenues</b>	<b>894,942</b>	<b>1,036,153</b>	<b>943,447</b>	<b>1,405,433</b>	<b>36%</b>
<b>Expenses</b>					
Personnel Services	433,745	439,896	396,760	452,174	3%
Contractual	363,579	397,547	391,015	300,177	-24%
Materials & Supplies	139,096	140,415	109,223	96,700	-31%
Debt Service & Interest	31,807	51,007	51,007	515,032	910%
Other	4,497	8,200	3,800	-	-100%
<b>Total Expenses</b>	<b>972,724</b>	<b>1,037,065</b>	<b>951,805</b>	<b>1,364,083</b>	<b>32%</b>
<b>Operating Income (Loss)</b>	<b>(77,782)</b>	<b>(912)</b>	<b>(8,358)</b>	<b>41,350</b>	
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	9,719	5,000	3,750	3,000	-40%
Miscellaneous	7,651	5,500	1,950	-	-100%
<b>Total Revenues</b>	<b>17,370</b>	<b>10,500</b>	<b>5,700</b>	<b>3,000</b>	<b>-71%</b>
<b>Non-operating Income (Loss)</b>	<b>17,370</b>	<b>10,500</b>	<b>5,700</b>	<b>3,000</b>	<b>-71%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
New Capital	-	-	-	-	0%
Replacement Capital	34,250	100,000	112,770	69,000	-31%
<b>Total Uses</b>	<b>34,250</b>	<b>100,000</b>	<b>112,770</b>	<b>69,000</b>	<b>-31%</b>
<b>Capital Income (Loss)</b>	<b>(34,250)</b>	<b>(100,000)</b>	<b>(112,770)</b>	<b>(69,000)</b>	<b>-31%</b>
<b>Net Income (Loss)</b>	<b>\$ (94,662)</b>	<b>\$ (90,412)</b>	<b>\$ (115,428)</b>	<b>\$ (24,650)</b>	<b>-73%</b>

# Municipal Golf Course

## Golf Course Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Food & Beverage Manager	1	1	1	-
Special Facilities Superintendent	-	-	-	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>	<b>\$ 95,999</b>	<b>\$ 95,572</b>	<b>\$ 96,000</b>	<b>\$ 58,000</b>

## Golf Course Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 871,830	\$ 1,011,785	\$ 919,079	\$ 875,000	-14%
Miscellaneous	40,482	34,868	30,068	54,639	57%
Transfer In	-	-	-	478,794	100%
<b>Total Revenues</b>	<b>\$ 912,312</b>	<b>\$ 1,046,653</b>	<b>\$ 949,147</b>	<b>\$ 1,408,433</b>	<b>35%</b>
<b>Expenditures</b>					
Personnel	\$ 433,745	\$ 439,896	\$ 396,760	\$ 452,174	3%
Contractual Services	363,579	397,547	391,015	300,177	-24%
Materials & Supplies	139,096	140,415	109,223	96,700	-31%
Other	36,304	59,207	54,807	515,032	770%
Capital	34,250	100,000	112,770	69,000	-31%
<b>Total Expenditures</b>	<b>\$ 1,006,974</b>	<b>\$ 1,137,065</b>	<b>\$ 1,064,575</b>	<b>\$ 1,433,083</b>	<b>26%</b>
<b>Net Golf Course Fund</b>	<b>\$ (94,662)</b>	<b>\$ (90,412)</b>	<b>\$ (115,428)</b>	<b>\$ (24,650)</b>	<b>-73%</b>
Actual Reserves on June 30, 2010					\$ 268,397
Projected Reserves on June 30, 2011					\$ 152,969
Projected Reserves on June 30, 2012					\$ 128,319

# Municipal Golf Course

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges For Services</b>					
Catering	\$ 12,636	\$ 17,285	\$ 7,916	\$ -	-100%
Gratuities	3,587	4,500	2,034	-	-100%
Golf Cart Rental	205,967	240,000	245,000	250,000	4%
Concessions	33,605	42,500	15,652	-	-100%
Alcohol Sales	66,841	92,000	32,977	-	-100%
Food Service Rent	-	-	-	5,000	100%
Other Charges	250	500	-	-	-100%
Season Passes	237,105	260,000	255,500	260,000	0%
Green Fees	311,839	355,000	360,000	360,000	1%
<b>Total Charges For Services</b>	<b>\$ 871,830</b>	<b>\$ 1,011,785</b>	<b>\$ 919,079</b>	<b>\$ 875,000</b>	<b>-14%</b>
<b>Miscellaneous Revenue</b>					
Interest	9,719	5,000	3,750	3,000	-40%
Administrative Fees	23,112	24,368	24,368	51,639	112%
Gain/Loss On Sale Of Investments	2,195	-	(550)	-	0%
Gain/Loss On Sale Of Assets	871	-	-	-	-
Miscellaneous Revenue	4,585	5,500	2,500	-	-100%
<b>Total Miscellaneous</b>	<b>\$ 40,482</b>	<b>\$ 34,868</b>	<b>\$ 30,068</b>	<b>\$ 54,639</b>	<b>57%</b>
<b>Transfer In</b>					
Transfer In- Loan Payoff	-	-	-	478,794	100%
<b>Total Transfer In</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 478,794</b>	<b>100%</b>
<b>Total Operating Revenue</b>	<b>\$ 912,312</b>	<b>\$ 1,046,653</b>	<b>\$ 949,147</b>	<b>\$ 1,408,433</b>	<b>35%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 224,576	\$ 228,327	\$ 228,327	\$ 258,663	13%
Part Time	95,572	96,000	68,600	58,000	-40%
Overtime	10,081	10,605	1,000	10,000	-6%
<b>Total Salaries &amp; Wages</b>	<b>\$ 330,229</b>	<b>\$ 334,932</b>	<b>\$ 297,927</b>	<b>\$ 326,663</b>	<b>-2%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 10,762	\$ 6,148	\$ 1,255	\$ -	-100%
Disability Leave Buy-Back	2,199	3,265	2,827	3,467	6%
Accrued Leave Pay-off	-	-	-	5,500	100%
Other Allowances	960	960	960	5,520	475%
<b>Total Other Pay</b>	<b>\$ 13,921</b>	<b>\$ 10,373</b>	<b>\$ 5,042</b>	<b>\$ 14,487</b>	<b>40%</b>
<b>Benefits</b>					
Health Insurance	\$ 33,036	\$ 35,364	\$ 35,364	\$ 47,121	33%
Other Insurance Benefits	1,925	2,029	2,029	2,195	8%
FICA/Medicare Tax	25,908	26,794	26,794	26,098	-3%
Retirement Contributions	13,075	16,230	16,230	19,091	18%
Unemployment Compensation	10,096	7,800	7,000	7,000	-10%
Workers' Compensation	5,555	6,374	6,374	9,519	49%
<b>Total Benefits</b>	<b>\$ 89,595</b>	<b>\$ 94,591</b>	<b>\$ 93,791</b>	<b>\$ 111,024</b>	<b>17%</b>
<b>Total Personnel</b>	<b>\$ 433,745</b>	<b>\$ 439,896</b>	<b>\$ 396,760</b>	<b>\$ 452,174</b>	<b>3%</b>

# Municipal Golf Course

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Fees	\$ 285	\$ 400	\$ 300	\$ 400	0%
Contractual Supervisors	102,940	110,000	106,000	110,000	0%
Water	18,932	40,000	43,000	40,000	0%
Energy - Electricity	47,838	40,000	40,000	30,000	-25%
Energy - Natural Gas	2,784	4,000	3,000	3,000	-25%
Equipment Repairs	1,455	1,000	-	-	-100%
Maintenance Agreements	681	500	555	2,100	320%
Insurance & Bonds	4,495	4,048	4,048	7,153	77%
Telecommunications	2,651	3,000	2,800	3,000	0%
Advertising	1,796	2,350	2,417	2,000	-15%
Travel & Training	3,017	2,500	2,500	5,000	100%
Interdepartmental Services	41,984	42,512	39,664	39,664	-7%
Admin/Mgmt Fees	111,815	121,937	121,937	35,060	-71%
Other Contractual	11,513	12,000	12,894	11,000	-8%
Association Dues	680	800	800	800	0%
Credit Card Service Charges	10,713	12,500	11,100	11,000	-12%
<b>Total Contractual Services</b>	<b>\$ 363,579</b>	<b>\$ 397,547</b>	<b>\$ 391,015</b>	<b>\$ 300,177</b>	<b>-24%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 310	\$ 550	\$ 300	\$ 300	-45%
Operating Supplies	5,357	2,000	3,537	1,000	-50%
Other Materials & Supplies	291	1,500	-	-	-100%
Uniforms	-	350	-	-	-100%
Safety Equipment/Supplies	264	650	432	400	-38%
Golf Course Supplies	4,896	4,000	4,000	4,000	0%
Alcohol Supplies	22,850	30,000	10,785	-	-100%
Concession Supplies	20,629	19,465	8,519	-	-100%
Landscape Maintenance Supplies	39,865	43,900	43,200	49,000	12%
Irrigation Supplies	19,660	13,000	12,900	15,000	15%
Small Tools & Supplies	944	1,000	950	1,000	0%
Bulk Fuel	24,030	24,000	24,600	26,000	8%
<b>Total Materials &amp; Supplies</b>	<b>\$ 139,096</b>	<b>\$ 140,415</b>	<b>\$ 109,223</b>	<b>\$ 96,700</b>	<b>-31%</b>
<b>Other Expenses</b>					
Principal Payments/Debt Service	\$ 11,463	\$ 31,591	\$ 31,591	\$ 503,532	1494%
Interest Expense	20,344	19,416	19,416	11,500	-41%
Sales Tax	4,497	8,200	3,800	-	-100%
<b>Total Other Expenses</b>	<b>\$ 36,304</b>	<b>\$ 59,207</b>	<b>\$ 54,807</b>	<b>\$ 515,032</b>	<b>770%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Technologies	\$ -	\$ -	\$ -	\$ -	0%
Light Equipment	-	-	-	-	0%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Municipal Golf Course

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Capital - Replacement</b>					
Buildings	\$ -	\$ -	\$ -	\$ -	0%
Improvements Other Than Buildings	26,538	-	-	-	0%
Light Equipment	-	100,000	112,770	67,000	-33%
Heavy Equipment	-	-	-	-	0%
Technologies	7,712	-	-	2,000	100%
<b>Total Capital - Replacement</b>	<b>\$ 34,250</b>	<b>\$ 100,000</b>	<b>\$ 112,770</b>	<b>\$ 69,000</b>	<b>-31%</b>
<b>Total Capital</b>	<b>\$ 34,250</b>	<b>\$ 100,000</b>	<b>\$ 112,770</b>	<b>\$ 69,000</b>	<b>-31%</b>
<b>Total Expenses</b>	<b>\$ 1,006,974</b>	<b>\$ 1,137,065</b>	<b>\$ 1,064,575</b>	<b>\$ 1,433,083</b>	<b>26%</b>
<b>Net Fund</b>	<b>\$ (94,662)</b>	<b>\$ (90,412)</b>	<b>\$ (115,428)</b>	<b>\$ (24,650)</b>	<b>-73%</b>

# Casper Recreation Center

**Mission:** 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.

**Goal:** **Recreation Center Revenue**

Decrease the Recreation subsidy from the FY 2010 level by 15% by the end of FY 2016 (from \$605,258 to \$515,000).

**Objectives:**

**Annual Pass Revenue - Rec** Maintain annual pass revenue of \$76,000.

**Number of Class Registrants - Rec** Increase the number of registered class participants in recreation classes to 2,750.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Annual Pass Revenue - Rec	\$76,470	\$62,084	\$76,470	-14,386	-18.81%	\$76,000
Number of Class Registrants - Rec	2,520	2,952	2,520	432	17.14%	2,750
Number of Visits - Rec	214,135	204,779	270,000	-9,356	-4.37%	200,000

**Highlights from FY 2011:**

As the Recreation Center is approaching its 30th year, updating equipment and appearance remain relevant for the operation. Recent improvements include removing the popcorn ceiling in the lobby, repainting craft and meeting rooms, and replacing front entry doors and gym dividers. Staff is continually researching recreational trends and offering new classes and programs in efforts to meet the recreational needs and desires of the community. Existing classes are being evaluated to ensure feasibility.

Pass sales have been on the decline. This is primarily attributed to competition from the number of new, 24 hour fitness facilities. Private facilities often provide newer equipment in an environment that is focused solely on the fitness crowd. Although rates at private clubs are higher than the Recreation Center, they have become more affordable due to the existing, competitive market.

**Highlights for FY 2012:**

A continued, concerted effort will be made to decrease subsidy levels in FY 2012 for the Recreation Center while increasing pass sales and the number of class registrants. Staff will continue working on re-establishing the Recreation Center's niche as the provider for worthwhile recreation within the community. In addition to sports leagues, tournaments, and traditional programs and classes that the Recreation Center is recognized for, there will be a significant movement to hold more events that focus on healthy choices.

# Casper Recreation Center

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 504,159	\$ 554,350	\$ 514,300	\$ 561,450	1%
<b>Total Revenues</b>	<b>504,159</b>	<b>554,350</b>	<b>514,300</b>	<b>561,450</b>	<b>1%</b>
<b>Expenses</b>					
Personnel Services	811,120	839,477	804,977	846,689	1%
Contractual	231,456	237,208	220,518	218,298	-8%
Materials & Supplies	41,765	42,050	42,600	43,450	3%
Promotional Expenses	85	200	175	200	0%
Sales Tax	4,658	-	-	-	0%
Debt Service & Interest	150	225	225	225	0%
<b>Total Expenses</b>	<b>1,089,234</b>	<b>1,119,160</b>	<b>1,068,495</b>	<b>1,108,862</b>	<b>-1%</b>
<b>Operating Income (Loss)</b>	<b>(585,075)</b>	<b>(564,810)</b>	<b>(554,195)</b>	<b>(547,412)</b>	<b>-3%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Transfers In	605,258	566,310	566,310	554,537	-2%
<b>Total Revenues</b>	<b>605,258</b>	<b>566,310</b>	<b>566,310</b>	<b>554,537</b>	<b>-2%</b>
<b>Non-operating Income (Loss)</b>	<b>605,258</b>	<b>566,310</b>	<b>566,310</b>	<b>554,537</b>	<b>-2%</b>
<b><u>Capital Activity</u></b>					
<b>Capital</b>					
New Capital	1,971	11,726	11,500	7,125	-39%
Replacement Capital	-	-	-	-	0%
<b>Total Uses</b>	<b>1,971</b>	<b>11,726</b>	<b>11,500</b>	<b>7,125</b>	<b>-39%</b>
<b>Capital Income (Loss)</b>	<b>(1,971)</b>	<b>(11,726)</b>	<b>(11,500)</b>	<b>(7,125)</b>	<b>-39%</b>
<b>Net Income (Loss)</b>	<b>\$ 18,212</b>	<b>\$ (10,226)</b>	<b>\$ 615</b>	<b>\$ -</b>	<b>-100%</b>

# Casper Recreation Center

## Casper Recreation Center Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Custodial Maintenance Worker I	1	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>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Part Time Employees (Budget)</b>				
	\$	277,278	\$	289,486
			\$	278,586

## Casper Recreation Center Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 504,159	\$ 554,350	\$ 514,300	\$ 561,450	1%
Transfers In	605,258	566,310	566,310	554,537	-2%
<b>Total Revenues</b>	<b>\$ 1,109,417</b>	<b>\$ 1,120,660</b>	<b>\$ 1,080,610</b>	<b>\$ 1,115,987</b>	<b>0%</b>
<b>Expenditures</b>					
Personnel	\$ 811,120	\$ 839,477	\$ 804,977	\$ 846,689	1%
Contractual Services	231,456	237,208	220,518	218,298	-8%
Materials & Supplies	41,765	42,050	42,600	43,450	3%
Other	4,893	425	400	425	0%
Capital	1,971	11,726	11,500	7,125	-39%
<b>Total Expenditures</b>	<b>\$ 1,091,205</b>	<b>\$ 1,130,886</b>	<b>\$ 1,079,995</b>	<b>\$ 1,115,987</b>	<b>-1%</b>
<b>Net Casper Recreation Center Fund</b>	<b>\$ 18,212</b>	<b>\$ (10,226)</b>	<b>\$ 615</b>	<b>\$ -</b>	<b>-100%</b>
Actual Reserves on June 30, 2010					
			\$	119,458	
Projected Reserves on June 30, 2011					
			\$	120,073	
Projected Reserves on June 30, 2012					
			\$	120,073	

# Casper Recreation Center

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges For Services</b>					
Park User Fees	\$ 16,132	\$ 14,300	\$ 14,300	\$ 15,000	5%
Recreation Passes	76,360	78,000	63,000	76,000	-3%
Courts	5,474	5,000	4,650	5,000	0%
Classes	220,770	270,000	245,000	275,000	2%
Locker Rental	5,744	5,600	5,600	5,600	0%
Room Rental	26,942	21,000	28,000	28,000	33%
Towel Rental	1,476	1,500	1,500	1,600	7%
Equipment Fees	805	750	1,000	1,000	33%
League User Fees	32,890	31,000	33,000	33,000	6%
Pro Shop Sales	4,132	4,500	3,500	4,000	-11%
Foundation Contribution	5,525	5,000	8,000	7,500	50%
Other Contribution	2,306	5,000	-	-	-100%
Concessions	7,420	7,000	7,000	8,000	14%
Ball Field User Fees	59,687	65,000	65,000	65,000	0%
Admissions	37,511	40,000	34,000	36,000	-10%
Tennis Court User Fees	985	700	750	750	7%
<b>Total Charges For Services</b>	<b>\$ 504,159</b>	<b>\$ 554,350</b>	<b>\$ 514,300</b>	<b>\$ 561,450</b>	<b>1%</b>
<b>Transfers</b>					
Transfers In	\$ 605,258	\$ 566,310	\$ 566,310	\$ 554,537	-2%
<b>Total Transfers</b>	<b>\$ 605,258</b>	<b>\$ 566,310</b>	<b>\$ 566,310</b>	<b>\$ 554,537</b>	<b>-2%</b>
<b>Total Operating Revenue</b>	<b>\$ 1,109,417</b>	<b>\$ 1,120,660</b>	<b>\$ 1,080,610</b>	<b>\$ 1,115,987</b>	<b>0%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 371,363	\$ 385,560	\$ 384,009	\$ 397,234	3%
Part Time	277,278	289,486	266,800	278,586	-4%
Overtime	2,009	4,000	250	1,000	-75%
<b>Total Salaries &amp; Wages</b>	<b>\$ 650,650</b>	<b>\$ 679,046</b>	<b>\$ 651,059</b>	<b>\$ 676,820</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 10,500	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	3,246	5,750	3,042	3,850	-33%
Accrued Leave Payoff	-	-	-	-	0%
Other Allowances	4,560	4,560	4,560	4,560	0%
<b>Total Other Pay</b>	<b>\$ 18,306</b>	<b>\$ 10,310</b>	<b>\$ 7,602</b>	<b>\$ 8,410</b>	<b>-18%</b>
<b>Benefits</b>					
Health Insurance	\$ 56,868	\$ 53,772	\$ 53,772	\$ 58,553	9%
Other Insurance Benefits	3,147	3,263	3,226	3,266	0%
FICA/Medicare Tax	49,529	53,503	49,805	52,423	-2%
Retirement Contributions	21,161	26,993	26,993	28,595	6%
Unemployment Compensation	1,418	500	500	500	0%
Workers' Compensation	10,041	12,090	12,020	18,122	50%
<b>Total Benefits</b>	<b>\$ 142,164</b>	<b>\$ 150,121</b>	<b>\$ 146,316</b>	<b>\$ 161,459</b>	<b>8%</b>
<b>Total Personnel</b>	<b>\$ 811,120</b>	<b>\$ 839,477</b>	<b>\$ 804,977</b>	<b>\$ 846,689</b>	<b>1%</b>

# Casper Recreation Center

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Water	\$ 16,496	\$ 16,000	\$ 16,000	\$ 16,000	0%
Office Equipment Repairs	17	700	750	700	0%
Maintenance Agreements	14,629	14,600	11,400	11,400	-22%
Insurance & Bonds	13,021	11,726	11,726	11,698	0%
Energy - Electricity	55,710	55,000	55,000	55,000	0%
Energy - Natural Gas	6,510	19,000	10,000	10,000	-47%
Telecommunications	5,192	4,500	5,007	5,010	11%
Postage/Shipping	1,536	2,100	1,800	1,750	-17%
Advertising	6,265	5,000	4,400	4,250	-15%
Printing/Reproduction	14,704	15,750	16,000	16,000	2%
Travel & Training	3,032	5,000	1,553	5,000	0%
Interdepartmental Services	57,239	46,811	46,811	39,071	-17%
Admin/Mgmt Fees	29,526	31,921	31,921	33,319	4%
Other Contractual	6,651	8,000	7,000	8,000	0%
Association Dues	928	1,100	1,150	1,100	0%
<b>Total Contractual Services</b>	<b>\$ 231,456</b>	<b>\$ 237,208</b>	<b>\$ 220,518</b>	<b>\$ 218,298</b>	<b>-8%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,021	\$ 4,700	\$ 4,500	\$ 4,250	-10%
Operating Supplies	19,258	17,500	19,500	18,500	6%
Other Materials & Supplies	876	900	800	800	-11%
Uniforms	1,339	2,700	1,700	1,900	-30%
Custodial Supplies	12,296	10,500	10,500	12,500	19%
Photo Supplies	632	750	600	500	-33%
Resale Supplies	4,193	4,500	4,500	4,500	0%
Small Tools & Supplies	150	500	500	500	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 41,765</b>	<b>\$ 42,050</b>	<b>\$ 42,600</b>	<b>\$ 43,450</b>	<b>3%</b>
<b>Other Expenses</b>					
Promotional Expenses	\$ 85	\$ 200	\$ 175	\$ 200	0%
Principal Payments / Debt Service	4,658	-	-	-	0%
Sales Tax	150	225	225	225	0%
<b>Total Other Expenses</b>	<b>\$ 4,893</b>	<b>\$ 425</b>	<b>\$ 400</b>	<b>\$ 425</b>	<b>0%</b>
<b>Capital - New</b>					
Technologies	\$ 1,971	\$ 11,726	\$ 11,500	\$ 7,125	-39%
<b>Total Capital - New</b>	<b>\$ 1,971</b>	<b>\$ 11,726</b>	<b>\$ 11,500</b>	<b>\$ 7,125</b>	<b>-39%</b>
<b>Capital - Replacement</b>					
Technologies	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Capital - Replacement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Capital</b>	<b>\$ 1,971</b>	<b>\$ 11,726</b>	<b>\$ 11,500</b>	<b>\$ 7,125</b>	<b>-39%</b>
<b>Total Expenses</b>	<b>\$ 1,091,205</b>	<b>\$ 1,130,886</b>	<b>\$ 1,079,995</b>	<b>\$ 1,115,987</b>	<b>-1%</b>
<b>Net Fund</b>	<b>\$ 18,212</b>	<b>\$ (10,226)</b>	<b>\$ 615</b>	<b>\$ -</b>	<b>-100%</b>

# Aquatics

**Mission:** 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.

**Goal:** **Aquatics Revenue**

Increase the gross revenue of Aquatics (both indoor and outdoor facilities) by 7% over FY 2010 levels by the end of FY 2016.

**Objectives:**

**Annual Pass and Daily Admissions Revenue - Aquatics** Receive \$306,500 of annual pass and daily admission revenue at all Aquatics facilities.

**Lesson Fees - Aquatics** Increase the aquatics lesson fees to \$113,000.

**Number of Visits - Aquatics** To record a minimum of 160,000 visits to all Aquatics facilities.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Annual Pass and Daily Admissions Revenue - Aquatics	\$309,854	\$293,879	\$298,500	-15,975	-5.16%	\$306,500
Lesson Fees - Aquatics	\$104,699	\$114,834	\$108,000	10,135	9.68%	\$113,000
Number of Visits - Aquatics	154,688	159,924	157,775	5,236	3.38%	160,000

# Aquatics

## **Highlights from FY 2011:**

Over the past year, slips and falls at the Casper Family Aquatic Center were reduced significantly with the installation of a rubberized flooring system. The new deck surface not only reduced accidents from what had become a frequent occurrence to nearly non-existent, but it also helped to buffer noise levels while being aesthetically pleasing. In addition, several relatively inexpensive purchases were made for the outdoor pools that have enhanced swimmer comfort and enjoyment. A permanent shade structure was added to the slide platform at Paradise Valley Pool, new lounge chairs and large umbrellas were put on pool decks, and floating toy play features made the lap pool areas more appealing for youth. Attendance increased by nearly 10,000 users over FY10 levels at the outdoor pools.

Decreasing or eliminating the use of overtime proved to be a significant challenge for staffing aquatic facilities throughout the year, particularly during the summer. Swim lessons are held in the morning, public swimming is open in the afternoons, and there were frequent private pool rentals in the evenings. The demand for qualified instructors and lifeguards varied daily and often tested scheduling possibilities.

## **Highlights for FY 2012:**

Several efforts are being made to minimize subsidies to Aquatics operations while continuing to provide the community with affordable water-related recreational activities. A changeover from a solid to gas chlorination system is planned for the Casper Family Aquatic Center to reduce costs associated with purchasing expensive pool chemicals. Another significant change is the separation of the Lifeguard position from the recently added Swim Instructor classification. As each position has a different certification requirement, the pool of potential employees is expanded and the potential for an employee needing overtime is diminished.

As the expense of operation and ability to improve swimmer experience at the outdoor pools are increasingly challenging, the addition of a spray park to the community will prove to enhance the water recreational opportunities for youth and families. The greatest return on the investment would be to replace an aging pool with a spray park. The challenge will be to determine where to locate it.

# Aquatics

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 464,025	\$ 423,950	\$ 457,650	\$ 466,250	10%
Miscellaneous Revenue	20,531	19,250	21,000	21,500	12%
<b>Total Revenues</b>	<b>484,556</b>	<b>443,200</b>	<b>478,650</b>	<b>487,750</b>	<b>10%</b>
<b>Expenses</b>					
Personnel Services	568,836	576,698	562,286	632,524	10%
Contractual	333,756	332,384	307,464	321,531	-3%
Materials & Supplies	60,855	59,550	62,050	62,600	5%
Other	645	975	1,125	1,125	15%
<b>Total Expenses</b>	<b>964,092</b>	<b>969,607</b>	<b>932,925</b>	<b>1,017,780</b>	<b>5%</b>
<b>Operating Income (Loss)</b>	<b>(479,536)</b>	<b>(526,407)</b>	<b>(454,275)</b>	<b>(530,030)</b>	<b>1%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Transfers In	480,992	528,407	456,275	534,880	1%
<b>Total Revenues</b>	<b>480,992</b>	<b>528,407</b>	<b>456,275</b>	<b>534,880</b>	<b>1%</b>
<b>Non-operating Income (Loss)</b>	<b>480,992</b>	<b>528,407</b>	<b>456,275</b>	<b>534,880</b>	<b>1%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Capital - New	988	-	-	2,850	100%
Capital - Replacement	430	2,000	2,000	2,000	0%
<b>Total Uses</b>	<b>1,418</b>	<b>2,000</b>	<b>2,000</b>	<b>4,850</b>	<b>143%</b>
<b>Capital Income (Loss)</b>	<b>(1,418)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(4,850)</b>	<b>143%</b>
<b>Net Income (Loss)</b>	<b>\$ 38</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Aquatics

## Aquatics Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Recreation Coordinator	1	1	1	1
Recreation Supervisor	1	1	1	1
Custodial Maintenance Worker I	1	1	-	1
Senior Custodial Maint Worker	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>
<b>Part Time Employees (Budget)</b>		\$ 335,814	\$ 351,521	\$ 344,682

## Aquatics Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 464,025	\$ 423,950	\$ 457,650	\$ 466,250	10%
Miscellaneous	20,531	19,250	21,000	21,500	12%
Transfer In	480,992	528,407	456,275	534,880	1%
<b>Total Revenues</b>	<b>\$ 965,548</b>	<b>\$ 971,607</b>	<b>\$ 934,925</b>	<b>\$ 1,022,630</b>	<b>5%</b>
<b>Expenditures</b>					
Personnel	\$ 568,836	\$ 576,698	\$ 562,286	\$ 632,524	10%
Contractual Services	333,756	332,384	307,464	321,531	-3%
Materials & Supplies	60,855	59,550	62,050	62,600	5%
Other	645	975	1,125	1,125	15%
Capital	1,418	2,000	2,000	4,850	143%
<b>Total Expenditures</b>	<b>\$ 965,510</b>	<b>\$ 971,607</b>	<b>\$ 934,925</b>	<b>\$ 1,022,630</b>	<b>5%</b>
<b>Net Aquatics Fund</b>	<b>\$ 38</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Actual Reserves on June 30, 2010	\$	-			
Projected Reserves on June 30, 2011	\$	-			
Projected Reserves on June 30, 2012	\$	-			

# Aquatics

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Operations</b>					
<b>Charges For Services</b>					
Daily Admissions	\$ 211,592	\$ 200,000	\$ 209,000	\$ 210,000	5%
Special Events - Admission	10,790	8,000	9,500	10,000	25%
Lesson Fees	104,698	94,000	108,000	113,000	20%
Season Passes	87,470	81,000	80,000	86,500	7%
Locker Rental	4,319	3,250	3,675	4,000	23%
Pool Rentals	30,250	23,250	32,250	27,250	17%
Building Rent - Party	9,215	10,000	10,200	10,000	0%
Pro Shop Sales	5,691	4,450	5,025	5,500	24%
<b>Total Charges For Services</b>	<b>\$ 464,025</b>	<b>\$ 423,950</b>	<b>\$ 457,650</b>	<b>\$ 466,250</b>	<b>10%</b>
<b>Miscellaneous Revenue</b>					
Concessions	\$ 20,531	\$ 19,250	\$ 21,000	\$ 21,500	12%
<b>Total Miscellaneous Revenue</b>	<b>\$ 20,531</b>	<b>\$ 19,250</b>	<b>\$ 21,000</b>	<b>\$ 21,500</b>	<b>12%</b>
<b>Transfers</b>					
Transfer In- Perpetual Care	\$ 230,992	\$ 278,407	\$ 206,275	\$ 254,880	-8%
Transfer In- 1% #13	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	-100%
Transfer In- 1% #14	\$ -	\$ -	\$ -	\$ 280,000	100%
<b>Total Transfers</b>	<b>\$ 480,992</b>	<b>\$ 528,407</b>	<b>\$ 456,275</b>	<b>\$ 534,880</b>	<b>1%</b>
<b>Total Operating Revenue</b>	<b>\$ 965,548</b>	<b>\$ 971,607</b>	<b>\$ 934,925</b>	<b>\$ 1,022,630</b>	<b>5%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 135,422	\$ 139,329	\$ 134,833	\$ 173,523	25%
Part Time	335,814	351,521	343,755	344,682	-2%
Overtime	8,231	2,000	650	2,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 479,467</b>	<b>\$ 492,850</b>	<b>\$ 479,238</b>	<b>\$ 520,205</b>	<b>6%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 7,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	617	1,500	700	1,500	0%
Accrued Leave Payoff	41	-	-	-	0%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 8,138</b>	<b>\$ 1,980</b>	<b>\$ 1,180</b>	<b>\$ 1,980</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 27,755	\$ 24,060	\$ 24,060	\$ 41,852	74%
Other Insurance Benefits	1,262	1,205	1,205	1,484	23%
FICA/Medicare Tax	36,712	37,855	37,855	39,945	6%
Retirement Contributions	7,711	9,742	9,742	12,490	28%
Workers' Compensation	7,791	9,006	9,006	14,568	62%
<b>Total Benefits</b>	<b>\$ 81,231</b>	<b>\$ 81,868</b>	<b>\$ 81,868</b>	<b>\$ 110,339</b>	<b>35%</b>
<b>Total Personnel</b>	<b>\$ 568,836</b>	<b>\$ 576,698</b>	<b>\$ 562,286</b>	<b>\$ 632,524</b>	<b>10%</b>

# Aquatics

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Water	\$ 15,303	\$ 17,000	\$ 18,000	\$ 18,500	9%
Equipment Repairs	379	750	1,000	750	0%
Insurance & Bonds	15,004	12,838	12,838	9,096	-29%
Energy - Electricity	67,990	62,250	60,000	62,250	0%
Energy - Natural Gas	115,320	112,000	87,000	95,175	-15%
Telecommunications	3,561	1,950	2,980	3,000	54%
Postage & Shipping	423	500	400	300	-40%
Advertising	9,944	11,000	11,000	11,000	0%
Travel & Training	6,026	3,500	3,650	4,500	29%
Interdepartmental Services	76,221	92,626	92,626	89,870	-3%
Admin/Mgmt Fees	14,763	11,970	11,970	12,340	3%
Other Contractual	8,822	6,000	6,000	14,750	146%
<b>Total Contractual Services</b>	<b>\$ 333,756</b>	<b>\$ 332,384</b>	<b>\$ 307,464</b>	<b>\$ 321,531</b>	<b>-3%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,741	\$ 1,250	\$ 1,300	\$ 1,300	4%
Operating Supplies	40,154	39,450	41,800	40,000	1%
Other Materials & Supplies	327	650	650	500	-23%
Uniforms	3,095	3,250	3,250	5,850	80%
Custodial Supplies	3,331	3,600	3,600	3,750	4%
Photo Supplies	575	1,000	1,000	750	-25%
Safety Equipment/Supplies	2,468	1,500	1,500	1,500	0%
Resale Supplies	2,023	1,600	1,700	1,700	6%
Concession Supplies	7,141	7,250	7,250	7,250	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 60,855</b>	<b>\$ 59,550</b>	<b>\$ 62,050</b>	<b>\$ 62,600</b>	<b>5%</b>
<b>Other Expenses</b>					
Sales Tax	\$ 645	\$ 975	\$ 1,125	\$ 1,125	15%
<b>Total Other Expenses</b>	<b>\$ 645</b>	<b>\$ 975</b>	<b>\$ 1,125</b>	<b>\$ 1,125</b>	<b>15%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Technologies	\$ 988	\$ -	\$ -	\$ 2,850	100%
<b>Total Capital - New</b>	<b>\$ 988</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,850</b>	<b>100%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 430	\$ 2,000	\$ 2,000	\$ 2,000	0%
Improvements Other Than Buildings	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Capital - Replacement</b>	<b>\$ 430</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>0%</b>
<b>Total Capital</b>	<b>\$ 1,418</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 4,850</b>	<b>143%</b>
<b>Total Expenses</b>	<b>\$ 965,510</b>	<b>\$ 971,607</b>	<b>\$ 934,925</b>	<b>\$ 1,022,630</b>	<b>5%</b>
<b>Net Fund</b>	<b>\$ 38</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Ice Arena

**Mission:** 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.

**Goal:** **Ice Arena Revenue**

Increase the annual gross revenue of the Ice Arena to \$300,000 by FY 2016.

**Objectives:**

<b>Class Revenue - Ice</b>	Increase ice skating lesson fees to \$35,000.	<b>New</b>
<b>Concessions Revenue - Ice</b>	Increase concessions revenue to \$67,000.	<b>New</b>
<b>Pass and Daily Revenue - Ice</b>	Increase the annual pass and daily admission revenue to \$42,000.	<b>New</b>
<b>Number of Visits - Ice</b>	Increase the total number of visits to 103,000.	

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Class Revenue - Ice	<b>New</b>	\$34,259				\$35,000
Concessions Revenue - Ice	<b>New</b>	\$58,750				\$67,000
Number of Visits - Ice	96,921	98,529	100,000	1,608	1.66%	103,000
Pass and Daily Revenue - Ice	<b>New</b>	\$51,107				\$42,000

**Highlights from FY 2011:**

The Ice Arena opened for the FY 2011 season in mid July with a new interior paint job, upgraded sound and lighting system, and changes in the fee schedule. All of these items positively impacted user experience and revenues. Budget items associated with public usage, such as daily and special event admission, birthday party rentals and skate rentals, each showed an increase compared to previous years.

There was a marked decrease in figure skating usage which adversely affected anticipated season pass revenues. The drop off in figure skating participation was reflected in low numbers during dedicated figure skating sessions, figure skating classes, and within figure skating related user groups.

**Highlights for FY 2012:**

The project expected to have the most notable effect on operating efficiency is the replacement of arena lighting and the installation of a low emissivity ceiling. According to the Long and Associates findings, the combination of replacing arena lights and installing the low e-ceiling will dramatically decrease energy usage while improving the lighting over the rink.

# Ice Arena

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 218,931	\$ 211,250	\$ 222,560	\$ 219,250	4%
Miscellaneous Revenue	54,940	63,700	60,000	68,700	8%
<b>Total Revenues</b>	<b>273,871</b>	<b>274,950</b>	<b>282,560</b>	<b>287,950</b>	<b>5%</b>
<b>Expenses</b>					
Personnel Services	289,822	279,472	279,331	303,095	8%
Contractual	141,486	135,395	133,690	127,551	-6%
Materials & Supplies	47,317	41,250	42,272	40,474	-2%
Other	2,671	2,400	2,400	2,450	2%
<b>Total Expenses</b>	<b>481,296</b>	<b>458,517</b>	<b>457,693</b>	<b>473,570</b>	<b>3%</b>
<b>Operating Income (Loss)</b>	<b>(207,425)</b>	<b>(183,567)</b>	<b>(175,133)</b>	<b>(185,620)</b>	<b>1%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Transfers	189,414	184,735	176,163	189,467	3%
<b>Total Revenues</b>	<b>189,414</b>	<b>184,735</b>	<b>176,163</b>	<b>189,467</b>	<b>3%</b>
<b>Non-operating Income (Loss)</b>	<b>189,414</b>	<b>184,735</b>	<b>176,163</b>	<b>189,467</b>	<b>3%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Replacement Capital	1,623	1,500	1,030	3,847	156%
<b>Total Uses</b>	<b>1,623</b>	<b>1,500</b>	<b>1,030</b>	<b>3,847</b>	<b>156%</b>
<b>Capital Income (Loss)</b>	<b>(1,623)</b>	<b>(1,500)</b>	<b>(1,030)</b>	<b>(3,847)</b>	<b>156%</b>
<b>Net Income (Loss)</b>	<b>\$ (19,634)</b>	<b>\$ (332)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>

# Ice Arena

## Ice Arena Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>		\$ 102,265	\$ 88,487	\$ 95,000

## Ice Arena Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 218,931	\$ 211,250	\$ 222,560	\$ 219,250	4%
Miscellaneous	54,940	63,700	60,000	68,700	8%
Transfer In	189,414	184,735	176,163	189,467	3%
<b>Total Revenues</b>	<b>\$ 463,285</b>	<b>\$ 459,685</b>	<b>\$ 458,723</b>	<b>\$ 477,417</b>	<b>4%</b>
<b>Expenditures</b>					
Personnel	\$ 289,822	\$ 279,472	\$ 279,331	\$ 303,095	8%
Contractual Services	141,486	135,395	133,690	127,551	-6%
Materials & Supplies	47,317	41,250	42,272	40,474	-2%
Other	2,671	2,400	2,400	2,450	2%
Capital	1,623	1,500	1,030	3,847	156%
<b>Total Expenditures</b>	<b>\$ 482,919</b>	<b>\$ 460,017</b>	<b>\$ 458,723</b>	<b>\$ 477,417</b>	<b>4%</b>
<b>Net Ice Arena Fund</b>	<b>\$ (19,634)</b>	<b>\$ (332)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
Actual Reserves on June 30, 2010					\$ 26,856
Projected Reserves on June 30, 2011					\$ 26,856
Projected Reserves on June 30, 2012					\$ 26,856

# Ice Arena

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges For Services</b>					
Daily Admissions	\$ 24,368	\$ 23,000	\$ 28,500	\$ 30,000	30%
Special Events Admissions	936	1,000	6,000	6,000	500%
Group User Fees	102,790	100,000	103,000	104,000	4%
School Group Instructions	3,738	4,500	4,000	4,500	0%
Season Passes	24,223	22,000	14,000	6,000	-73%
Skating Classes	33,975	33,000	33,800	35,000	6%
Locker Rental	1,843	2,000	1,060	1,500	-25%
Party Rentals	15,079	13,000	17,000	17,000	31%
Skate Rentals	6,517	7,500	10,000	10,000	33%
Service Fees	5,432	5,250	5,100	5,250	0%
Other Charges	30	-	100	-	0%
<b>Total Charges For Services</b>	<b>\$ 218,931</b>	<b>\$ 211,250</b>	<b>\$ 222,560</b>	<b>\$ 219,250</b>	<b>4%</b>
<b>Miscellaneous Revenue</b>					
Concessions	\$ 53,384	\$ 62,000	\$ 58,500	\$ 67,000	8%
Pro Shop Sales	1,556	1,700	1,500	1,700	0%
<b>Total Miscellaneous</b>	<b>\$ 54,940</b>	<b>\$ 63,700</b>	<b>\$ 60,000</b>	<b>\$ 68,700</b>	<b>8%</b>
<b>Transfers</b>					
Transfers In	\$ 189,414	\$ 184,735	\$ 176,163	\$ 189,467	3%
<b>Total Transfers In</b>	<b>\$ 189,414</b>	<b>\$ 184,735</b>	<b>\$ 176,163</b>	<b>\$ 189,467</b>	<b>3%</b>
<b>Total Operating Revenue</b>	<b>\$ 463,285</b>	<b>\$ 459,685</b>	<b>\$ 458,723</b>	<b>\$ 477,417</b>	<b>4%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 128,449	\$ 132,829	\$ 132,829	\$ 140,879	6%
Part Time	102,265	88,487	88,946	95,000	7%
Overtime	426	750	150	750	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 231,140</b>	<b>\$ 222,066</b>	<b>\$ 221,925</b>	<b>\$ 236,629</b>	<b>7%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 4,500	\$ -	\$ -	\$ -	0%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 4,980</b>	<b>\$ 480</b>	<b>\$ 480</b>	<b>\$ 480</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 23,831	\$ 25,512	\$ 25,512	\$ 29,972	17%
Other Insurance Benefits	1,143	1,148	1,148	1,180	3%
FICA/Medicare Tax	17,468	17,024	17,024	18,137	7%
Retirement Contributions	7,491	9,192	9,192	10,082	10%
Workers' Compensation	3,769	4,050	4,050	6,615	63%
<b>Total Benefits</b>	<b>\$ 53,702</b>	<b>\$ 56,926</b>	<b>\$ 56,926</b>	<b>\$ 65,986</b>	<b>16%</b>
<b>Total Personnel</b>	<b>\$ 289,822</b>	<b>\$ 279,472</b>	<b>\$ 279,331</b>	<b>\$ 303,095</b>	<b>8%</b>

# Ice Arena

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Water	\$ 6,887	\$ 7,500	\$ 7,200	\$ 7,500	0%
Energy - Electricity	57,524	46,000	53,000	46,000	0%
Energy - Natural Gas	12,571	15,000	10,000	10,000	-33%
Equipment Repairs	723	2,500	500	2,500	0%
Insurance & Bonds	5,707	5,157	5,157	4,833	-6%
Telecommunications	961	880	925	950	8%
Advertising	6,533	5,000	4,500	5,000	0%
Promotional Expenses	638	700	700	700	0%
Travel & Training	102	1,800	500	1,800	0%
Interdepartmental Services	33,396	34,638	34,638	30,928	-11%
Admin/Mgmt Fees	11,073	11,970	11,970	12,340	3%
Other Contractual	4,927	3,500	4,500	4,500	29%
Association Dues	444	750	100	500	-33%
<b>Total Contractual Services</b>	<b>\$ 141,486</b>	<b>\$ 135,395</b>	<b>\$ 133,690</b>	<b>\$ 127,551</b>	<b>-6%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,782	\$ 1,500	\$ 1,517	\$ 1,500	0%
Operating Supplies	15,688	11,500	11,050	9,000	-22%
Other Materials & Supplies	2,634	2,500	3,176	2,500	0%
Uniforms	150	1,000	779	1,150	15%
Custodial Supplies	4,380	3,500	3,500	3,500	0%
Photo Supplies	-	250	250	250	0%
Concession Supplies	22,683	21,000	22,000	22,574	7%
<b>Total Materials &amp; Supplies</b>	<b>\$ 47,317</b>	<b>\$ 41,250</b>	<b>\$ 42,272</b>	<b>\$ 40,474</b>	<b>-2%</b>
<b>Other Expenses</b>					
Sales Tax	\$ 2,575	\$ 2,400	\$ 2,400	\$ 2,450	2%
Bad Debt Expense	\$ 96	\$ -	\$ -	\$ -	0%
<b>Total Other Expenses</b>	<b>\$ 2,671</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,450</b>	<b>2%</b>
<b>Capital - Replacement</b>					
Technologies	\$ 1,623	\$ 1,500	\$ 1,030	\$ 3,847	156%
Improvement Other Than Buildings	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Capital - Replacement</b>	<b>\$ 1,623</b>	<b>\$ 1,500</b>	<b>\$ 1,030</b>	<b>\$ 3,847</b>	<b>156%</b>
<b>Total Capital</b>	<b>\$ 1,623</b>	<b>\$ 1,500</b>	<b>\$ 1,030</b>	<b>\$ 3,847</b>	<b>156%</b>
<b>Total Expenses</b>	<b>\$ 482,919</b>	<b>\$ 460,017</b>	<b>\$ 458,723</b>	<b>\$ 477,417</b>	<b>4%</b>
<b>Net Fund</b>	<b>\$ (19,634)</b>	<b>\$ (332)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>

# Hogadon Ski Area

**Mission:** To provide a ski area at a reasonable cost, for both user groups and the general public, that is conducive to the safety and recreational needs of skiers and snowboarders.

**Goal:** **Hogadon Revenue**

Increase the gross revenue at the Hogadon Ski Area.

**Objectives:**

**Class Participation - Hogadon** To achieve 270 "Learn to Ski" and "Learn to Snowboard" participants.

**Lift Ticket Revenue** To achieve \$190,500 in lift ticket revenue.

**Season Passes - Hogadon** Maintain the FY 2010 revenue (\$) from season passes.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Class Participation - Hogadon		252	270			270
Lift Ticket Revenue		\$156,156	\$190,600			\$190,500
Season Passes - Hogadon		\$255,986	\$226,305			\$226,305

# Hogadon Ski Area

## **Highlights from FY 2011:**

An increase in gross revenue for the HSA was not achieved this fiscal year, although the season pass revenues objective (of maintaining revenues) was exceeded by several thousand dollars. Food and Beverage revenue decreased by 19.9% compared to FY 2010.

A new Grade School "Learn to Ski" Program was put in place for the first time, with a few hundred children participating from several different schools. A new microwave communication link was established at Hogadon to improve computerized communications with the City network. A new computerized ticketing system was installed at Hogadon to allow skiers to purchase and print season passes at the ski area (as well as the Casper Recreation Center) along with the normal issuance of daily lift tickets. A new web cam was installed on top of the Yellow Chair Lift which transmitted live slope area pictures to a link on the casperwy.gov internet site. Rocky Mountain Power installed and will be maintaining the new high voltage power lines, panels, transformers, and vaults at the Hogadon Ski Area.

In an effort to address safety concerns, new skier awareness warning and informational signs have been placed at the ski area, especially at the Ticket Booth, in the Lodge, on the Park Avenue beginners run, above the lift maze area, and at the top of the chair lift.

## **Highlights for FY 2012:**

Prior to next ski season, skiers should be able to purchase season passes and lift tickets on-line. A new computerized ticketing sales point and food/beverage cashier counter will be placed in the Hogadon Lodge and operated by a seasonal Lodge Manager. This should result in cost savings through consolidation of operations and personnel.

A revised food and beverage operation will utilize pre-packaged foods, microwaves, and self-serve beverages Wednesday through Friday. A limited menu of hot food will be available on Saturdays, Sundays, holidays, and race days.

With hours of operation changes, pass/ticket purchasing changes, food/beverage operational changes, and possible fee changes, major marketing efforts will be required to inform and educate the public prior to the next ski season.

# Hogadon Ski Area

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 521,863	\$ 525,300	\$ 455,565	\$ 527,850	0%
<b>Total Revenues</b>	<b>521,863</b>	<b>525,300</b>	<b>455,565</b>	<b>527,850</b>	<b>0%</b>
<b>Expenses</b>					
Personnel Services	349,255	334,459	348,378	343,802	3%
Contractual	376,135	331,097	329,303	315,706	-5%
Materials & Supplies	53,620	71,950	69,006	70,850	-2%
Depreciation	75,000	-	-	-	0%
Sales Tax	3,055	3,500	3,000	2,600	-26%
<b>Total Expenses</b>	<b>857,065</b>	<b>741,006</b>	<b>749,687</b>	<b>732,958</b>	<b>-1%</b>
<b>Operating Income (Loss)</b>	<b>(335,202)</b>	<b>(215,706)</b>	<b>(294,122)</b>	<b>(205,108)</b>	<b>-5%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Interest	11,016	10,000	6,000	5,000	-50%
Gain/Loss on Sale of Investments	2,489	-	-	-	0%
Gain/Loss on Sale of Assets	968	-	-	-	-
Building Rent	1,114	1,200	1,200	1,000	-17%
Transfer In	312,480	217,196	217,196	218,608	1%
<b>Total Revenues</b>	<b>328,067</b>	<b>228,396</b>	<b>224,396</b>	<b>224,608</b>	<b>-2%</b>
<b>Expenses</b>					
Bad Debt	200	-	-	-	0%
<b>Total Expenses</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Non-operating Income (Loss)</b>	<b>327,867</b>	<b>228,396</b>	<b>224,396</b>	<b>224,608</b>	<b>-2%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
New Capital	-	-	-	43,500	100%
Replacement Capital	48,282	31,500	30,900	20,500	-35%
<b>Total Uses</b>	<b>48,282</b>	<b>31,500</b>	<b>30,900</b>	<b>64,000</b>	<b>103%</b>
<b>Capital Income (Loss)</b>	<b>(48,282)</b>	<b>(31,500)</b>	<b>(30,900)</b>	<b>(64,000)</b>	<b>103%</b>
<b>Net Income (Loss)</b>	<b>\$ (55,617)</b>	<b>\$ (18,810)</b>	<b>\$ (100,626)</b>	<b>\$ (44,500)</b>	<b>137%</b>

# Hogadon Ski Area

## Hogadon Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>		\$ 66,856	\$ 42,413	\$ 43,986

## Hogadon Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 521,863	\$ 525,300	\$ 455,565	\$ 527,850	0%
Miscellaneous	15,587	11,200	7,200	6,000	-46%
Transfer In	312,480	217,196	217,196	218,608	1%
<b>Total Revenues</b>	<b>\$ 849,930</b>	<b>\$ 753,696</b>	<b>\$ 679,961</b>	<b>\$ 752,458</b>	<b>0%</b>
<b>Expenditures</b>					
Personnel	\$ 349,255	\$ 334,459	\$ 348,378	\$ 343,802	3%
Contractual Services	376,135	331,097	329,303	315,706	-5%
Materials & Supplies	53,620	71,950	69,006	70,850	-2%
Other	78,255	3,500	3,000	2,600	-26%
Capital	48,282	31,500	30,900	64,000	103%
<b>Total Expenditures</b>	<b>\$ 905,547</b>	<b>\$ 772,506</b>	<b>\$ 780,587</b>	<b>\$ 796,958</b>	<b>3%</b>
<b>Net Hogadon Fund</b>	<b>\$ (55,617)</b>	<b>\$ (18,810)</b>	<b>\$ (100,626)</b>	<b>\$ (44,500)</b>	<b>137%</b>
Actual Reserves on June 30, 2010					\$ 433,824
Projected Reserves on June 30, 2011					\$ 333,198
Projected Reserves on June 30, 2012					\$ 288,698

# Hogadon Ski Area

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Operations</b>					
<b>Operating Revenues</b>					
<b>Charges for Services</b>					
Catering	\$ 2,371	\$ 3,500	\$ 2,500	\$ 3,000	-14%
Lift Tickets - Half Day	62,649	60,000	34,624	55,000	-8%
Lift Tickets - Adult	72,172	55,000	53,352	60,000	9%
Lift Tickets - Student	36,992	33,000	20,272	32,000	-3%
Lift Tickets - Child	24,600	22,000	16,676	25,000	14%
Lift Tickets - POMA	7,142	6,000	5,514	6,000	0%
Group User Fees	10,190	20,000	15,477	28,000	40%
Ski School	4,478	4,600	4,600	4,600	0%
Season Passes	226,305	230,000	241,422	250,000	9%
Ski Rentals	11,175	11,000	10,125	11,250	2%
Concessions	61,783	78,200	49,003	52,000	-34%
Other Charges	2,006	2,000	2,000	1,000	-50%
<b>Total Charges For Services</b>	<b>\$ 521,863</b>	<b>\$ 525,300</b>	<b>\$ 455,565</b>	<b>\$ 527,850</b>	<b>0%</b>
<b>Miscellaneous Revenue</b>					
Building Rent	\$ 1,114	\$ 1,200	\$ 1,200	\$ 1,000	-17%
Interest Income	11,016	10,000	6,000	5,000	-50%
Gain/Loss on Sale of Investments	2,489	-	-	-	0%
Gain/Loss on Sale of Assets	968	-	-	-	
<b>Total Miscellaneous</b>	<b>\$ 15,587</b>	<b>\$ 11,200</b>	<b>\$ 7,200</b>	<b>\$ 6,000</b>	<b>-46%</b>
<b>Transfers</b>					
Transfer In	\$ 312,480	\$ 217,196	\$ 217,196	\$ 218,608	1%
<b>Total Transfers</b>	<b>\$ 312,480</b>	<b>\$ 217,196</b>	<b>\$ 217,196</b>	<b>\$ 218,608</b>	<b>1%</b>
<b>Total Operating Revenue</b>	<b>\$ 849,930</b>	<b>\$ 753,696</b>	<b>\$ 679,961</b>	<b>\$ 752,458</b>	<b>0%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 205,375	\$ 207,143	\$ 207,170	\$ 214,224	3%
Part Time	66,856	42,413	57,572	43,986	4%
Overtime	1,758	7,126	4,500	4,750	-33%
<b>Total Salaries &amp; Wages</b>	<b>\$ 273,989</b>	<b>\$ 256,682</b>	<b>\$ 269,242</b>	<b>\$ 262,960</b>	<b>2%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 4,500	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	3,102	3,100	4,000	4,000	29%
Other Allowances	480	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 8,082</b>	<b>\$ 3,580</b>	<b>\$ 4,480</b>	<b>\$ 4,480</b>	<b>25%</b>
<b>Benefits</b>					
Health Insurance	\$ 27,756	\$ 29,712	\$ 29,712	\$ 28,580	-4%
Other Insurance Benefits	1,685	1,779	1,779	1,855	4%
FICA/Medicare Tax	20,901	20,906	21,269	20,458	-2%
Retirement Contributions	11,760	14,677	14,677	15,856	8%
Unemployment Compensation	577	2,150	2,150	2,150	0%
Workers' Compensation	4,505	4,973	5,069	7,463	50%
<b>Total Benefits</b>	<b>\$ 67,184</b>	<b>\$ 74,197</b>	<b>\$ 74,656</b>	<b>\$ 76,362</b>	<b>3%</b>
<b>Total Personnel</b>	<b>\$ 349,255</b>	<b>\$ 334,459</b>	<b>\$ 348,378</b>	<b>\$ 343,802</b>	<b>3%</b>

# Hogadon Ski Area

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Fees	\$ 296	\$ 500	\$ 500	\$ 300	-40%
Other Professional Services	1,810	1,500	2,000	2,000	33%
Refuse Collection	1,519	1,450	1,250	1,100	-24%
Energy - Electricity	70,541	55,000	52,000	52,500	-5%
Energy - Natural Gas	11,775	10,000	12,000	11,000	10%
Equipment Repairs	9,167	5,800	6,400	5,600	-3%
Water System Repairs	-	400	350	400	0%
Maintenance Agreements	538	500	600	600	20%
Insurance & Bonds	33,263	29,953	29,953	30,044	0%
Telecommunications	4,456	3,000	3,000	3,500	17%
Advertising	25,755	20,250	20,200	25,000	23%
Printing/Reproduction	2,495	500	475	2,500	400%
Travel & Training	7,467	4,950	4,000	8,000	62%
Interdepartmental Services	79,995	64,449	64,449	75,877	18%
Admin/Mgmt Fees	115,246	118,225	118,226	82,585	-30%
Other Contractual	11,013	14,370	13,500	13,300	-7%
Association Dues	348	-	-	400	100%
Credit Card Service Charges	451	250	400	1,000	300%
<b>Total Contractual Services</b>	<b>\$ 376,135</b>	<b>\$ 331,097</b>	<b>\$ 329,303</b>	<b>\$ 315,706</b>	<b>-5%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,069	\$ 2,200	\$ 1,975	\$ 2,000	-9%
Operational & Other Supplies	8,669	11,000	9,650	9,500	-14%
Uniforms	338	1,600	1,550	2,100	31%
Custodial Supplies	172	350	450	500	43%
Safety Equipment/Supplies	457	1,000	900	750	-25%
Concession Supplies	26,404	24,300	24,581	26,000	7%
Small Tools & Supplies	2,927	2,500	2,400	2,500	0%
Bulk Fuel	12,584	29,000	27,500	27,500	-5%
<b>Total Materials &amp; Supplies</b>	<b>\$ 53,620</b>	<b>\$ 71,950</b>	<b>\$ 69,006</b>	<b>\$ 70,850</b>	<b>-2%</b>
<b>Other Expenses</b>					
Depreciation	\$ 75,000	\$ -	\$ -	\$ -	0%
Bad Debt Expense	200	-	-	-	
Sales Tax	3,055	3,500	3,000	2,600	-26%
<b>Total Other Expenses</b>	<b>\$ 78,255</b>	<b>\$ 3,500</b>	<b>\$ 3,000</b>	<b>\$ 2,600</b>	<b>-26%</b>
<b>Capital</b>					
<b>Capital - New</b>					
Technologies	-	-	-	43,500	100%
<b>Total Capital - New</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,500</b>	<b>100%</b>
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 8,830	\$ -	\$ -	\$ -	0%
Light Equipment	26,454	10,000	9,900	19,000	90%
Technologies	12,998	21,500	21,000	1,500	-93%
<b>Total Capital - Replacement</b>	<b>\$ 48,282</b>	<b>\$ 31,500</b>	<b>\$ 30,900</b>	<b>\$ 20,500</b>	<b>-35%</b>
<b>Total Capital</b>	<b>\$ 48,282</b>	<b>\$ 31,500</b>	<b>\$ 30,900</b>	<b>\$ 64,000</b>	<b>103%</b>
<b>Total Expenses</b>	<b>\$ 905,547</b>	<b>\$ 772,506</b>	<b>\$ 780,587</b>	<b>\$ 796,958</b>	<b>3%</b>
<b>Net Fund</b>	<b>\$ (55,617)</b>	<b>\$ (18,810)</b>	<b>\$ (100,626)</b>	<b>\$ (44,500)</b>	<b>137%</b>

# **Other Enterprise Funds**

LifeSteps Campus  
Parking Lots

# LifeSteps Campus

**Mission:** 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.

## **Highlights from FY 2011:**

ARRA funds were expended to construct a much needed fire suppression system. The Campus continues to provide opportunities for capital funding including the door and window replacement of Building B (formerly the Wilson School) which is a historic structure. A contract with Long Energy, Inc, will result in \$33,000 in energy efficiency improvements to buildings on the campus. In 2011 the City entered into a contract with the Wyoming Housing Network to manage Building B. That contract will come up for renewal this year.

## **Highlights for FY 2012:**

Council established the focus for LifeSteps Campus as a support center for the not for profit agencies in the community. The Community Action Partnership will take over management of LifeSteps Campus in FY 2012.

# LifeSteps Campus

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b><u>Expenses</u></b>					
Contractual	\$ 192,416	\$ 177,000	\$ 169,826	\$ -	-100%
Materials and Supplies	-	3,500	3,500	-	-100%
<b>Total Expenses</b>	<b>192,416</b>	<b>180,500</b>	<b>173,326</b>	<b>-</b>	<b>-100%</b>
<b>Operating Income (Loss)</b>	<b>(192,416)</b>	<b>(180,500)</b>	<b>(173,326)</b>	<b>-</b>	<b>-100%</b>
<b><u>Non-operating Activity</u></b>					
<b><u>Revenues</u></b>					
Interest	-	-	-	-	0%
Gain/Loss on Sale of Investments	-	-	-	-	0%
Building Rent	186,548	162,500	150,201	-	-100%
Leases	-	22,000	23,639	-	-100%
Transfer In	-	-	20,000	-	0%
<b>Total Revenues</b>	<b>186,548</b>	<b>184,500</b>	<b>193,840</b>	<b>-</b>	<b>-100%</b>
<b>Non-operating Income (Loss)</b>	<b>186,548</b>	<b>184,500</b>	<b>193,840</b>	<b>-</b>	<b>-100%</b>
<b><u>Capital Activity</u></b>					
<b><u>Uses</u></b>					
Replacement Capital	-	4,000	3,000	-	-100%
<b>Total Uses</b>	<b>-</b>	<b>4,000</b>	<b>3,000</b>	<b>-</b>	<b>-100%</b>
<b>Capital Income (Loss)</b>	<b>-</b>	<b>(4,000)</b>	<b>(3,000)</b>	<b>-</b>	<b>-100%</b>
<b>Net Income (Loss)</b>	<b>\$ (5,868)</b>	<b>\$ -</b>	<b>\$ 17,514</b>	<b>\$ -</b>	<b>0%</b>

# LifeSteps Campus

## LifeSteps Campus Highlights

This fund will be eliminated in FY 2012 due to the transfer of responsibilities to Community Action Partnership.

### LifeSteps Campus Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 186,548	\$ 184,500	\$ 173,840	\$ -	-100%
Transfer In	-	-	20,000	-	0%
<b>Total Revenues</b>	\$ 186,548	\$ 184,500	\$ 193,840	\$ -	-100%
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	0%
Contractual Services	192,416	177,000	169,826	-	-100%
Materials and Supplies	-	3,500	3,500	-	-100%
Capital	-	4,000	3,000	-	-100%
<b>Total Expenditures</b>	\$ 192,416	\$ 184,500	\$ 176,326	\$ -	-100%
<b>Net LifeSteps Campus Fund</b>	\$ (5,868)	\$ -	\$ 17,514	\$ -	0%
Actual Reserves on June 30, 2010					\$ (2,170)
Projected Reserves on June 30, 2011					\$ 18,844
Projected Reserves on June 30, 2012					\$ 18,844

# LifeSteps Campus

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges for Service</b>					
Building Rental	\$ 186,548	\$ 162,500	\$ 150,201	\$ -	-100%
Leases	\$ -	\$ 22,000	\$ 23,639	\$ -	-100%
<b>Total Charges for Service</b>	<b>\$ 186,548</b>	<b>\$ 184,500</b>	<b>\$ 173,840</b>	<b>\$ -</b>	<b>-100%</b>
<b>Transfers</b>					
Transfers In	\$ -	\$ -	\$ 20,000	\$ -	0%
<b>Total Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Revenue</b>	<b>\$ 186,548</b>	<b>\$ 184,500</b>	<b>\$ 193,840</b>	<b>\$ -</b>	<b>-100%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Water	\$ 26,273	\$ 27,000	\$ 28,046	\$ -	-100%
Energy - Electricity	23,933	25,000	17,976	-	-100%
Energy - Natural Gas	30,902	40,627	34,588	-	-100%
Maintenance Agreements	11,247	10,000	15,180	-	-100%
Telecommunications	-	960	960	-	-100%
Insurance & Bonds	5,508	4,960	4,960	-	-100%
Admin/Mgmt Fees	35,273	35,518	33,518	-	-100%
Other Contractual	59,270	32,595	34,588	-	-100%
Alarm	10	340	10	-	-100%
<b>Total Contractual Services</b>	<b>\$ 192,416</b>	<b>\$ 177,000</b>	<b>\$ 169,826</b>	<b>\$ -</b>	<b>-100%</b>
<b>Materials and Supplies</b>					
Small Tools and Supplies	\$ -	\$ 3,500	\$ 3,500	\$ -	-100%
<b>Total Materials and Supplies</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Improvements Other Than Bldgs	\$ -	\$ 4,000	\$ 3,000	\$ -	-100%
<b>Total Capital - Replacement</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>-100%</b>
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>-100%</b>
<b>Total Expenses</b>	<b>\$ 192,416</b>	<b>\$ 184,500</b>	<b>\$ 176,326</b>	<b>\$ -</b>	<b>-100%</b>
<b>Net Fund</b>	<b>\$ (5,868)</b>	<b>\$ -</b>	<b>\$ 17,514</b>	<b>\$ -</b>	<b>0%</b>

# Parking Lots Fund

## Income Statement (Budget Basis)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b><u>Operating Activity</u></b>					
<b>Revenues</b>					
Charges for Services	\$ 2,913	\$ 3,500	\$ 4,000	\$ 4,500	29%
Miscellaneous Revenue	15,867	14,220	16,314	16,500	16%
<b>Total Revenues</b>	<b>18,780</b>	<b>17,720</b>	<b>20,314</b>	<b>21,000</b>	<b>19%</b>
<b>Expenses</b>					
Contractual	18,124	17,533	16,793	5,325	-70%
Depreciation	18,000	18,000	18,000	18,000	0%
<b>Total Expenses</b>	<b>36,124</b>	<b>35,533</b>	<b>34,793</b>	<b>23,325</b>	<b>-34%</b>
<b>Operating Income (Loss)</b>	<b>(17,344)</b>	<b>(17,813)</b>	<b>(14,479)</b>	<b>(2,325)</b>	<b>-87%</b>
<b><u>Non-operating Activity</u></b>					
<b>Revenues</b>					
Gain/Loss on Sale of Investments	3,036	-	(1,872)	-	0%
Interest	13,437	12,500	7,400	10,000	-20%
<b>Total Revenues</b>	<b>16,473</b>	<b>12,500</b>	<b>5,528</b>	<b>10,000</b>	<b>-20%</b>
<b>Non-operating Income (Loss)</b>	<b>16,473</b>	<b>12,500</b>	<b>5,528</b>	<b>10,000</b>	<b>-20%</b>
<b><u>Capital Activity</u></b>					
<b>Uses</b>					
Capital	979	12,000	10,771	16,000	33%
<b>Total Uses</b>	<b>979</b>	<b>12,000</b>	<b>10,771</b>	<b>16,000</b>	<b>33%</b>
<b>Capital Income (Loss)</b>	<b>(979)</b>	<b>(12,000)</b>	<b>(10,771)</b>	<b>(16,000)</b>	<b>33%</b>
<b>Net Income (Loss)</b>	<b>\$ (1,850)</b>	<b>\$ (17,313)</b>	<b>\$ (19,722)</b>	<b>\$ (8,325)</b>	<b>-52%</b>

# Parking Lots Fund

## Parking Fund Highlights

Capital for FY 2011 includes \$10,771 for painting the fifth floor, parking stops for the 1st Street parking lot and two additional security cameras.

Capital for FY 2012 includes \$10,000 for electrical circuit repair; \$3,000 for replacement light ballasts; \$3,000 for replacement light pole brackets and covers for a total of \$16,000 in capital. Rocky Mountain Power energy efficiency incentives will be pursued for the lighting replacements.

## Parking Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 2,913	\$ 3,500	\$ 4,000	\$ 4,500	29%
Miscellaneous	32,340	26,720	21,842	26,500	-1%
<b>Total Revenues</b>	<b>\$ 35,253</b>	<b>\$ 30,220</b>	<b>\$ 25,842</b>	<b>\$ 31,000</b>	<b>3%</b>
<b>Expenditures</b>					
Contractual Services	\$ 18,124	\$ 17,533	\$ 16,793	\$ 5,325	-70%
Other	18,000	18,000	18,000	18,000	0%
Capital	979	12,000	10,771	16,000	33%
<b>Total Expenditures</b>	<b>\$ 37,103</b>	<b>\$ 47,533</b>	<b>\$ 45,564</b>	<b>\$ 39,325</b>	<b>-17%</b>
<b>Net Parking Fund</b>	<b>\$ (1,850)</b>	<b>\$ (17,313)</b>	<b>\$ (19,722)</b>	<b>\$ (8,325)</b>	<b>-52%</b>
Actual Reserves on June 30, 2010					\$ 523,978
Projected Reserves on June 30, 2011					\$ 522,256
Projected Reserves on June 30, 2012					\$ 531,931

# Parking Lots Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
Parking Permits	\$ 2,913	\$ 3,500	\$ 4,000	\$ 4,500	29%
<b>Total Charges For Services</b>	\$ 2,913	\$ 3,500	\$ 4,000	\$ 4,500	29%
<b>Miscellaneous Revenue</b>					
Rent/Profit -Chamber Of Commerce	\$ 15,867	\$ 14,220	\$ 16,314	\$ 16,500	16%
Interest Income	13,437	12,500	7,400	10,000	-20%
Gain/ Loss on Sale of Invest	3,036	-	(1,872)	-	0%
<b>Total Miscellaneous</b>	\$ 32,340	\$ 26,720	\$ 21,842	\$ 26,500	-1%
<b>Total Revenue</b>	\$ 35,253	\$ 30,220	\$ 25,842	\$ 31,000	3%
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 351	\$ 400	\$ 400	\$ 400	0%
Insurance & Bonds	12,891	11,608	11,608	-	-100%
Energy - Electricity	2,236	2,000	1,900	2,000	0%
Interdepartmental Services	525	525	525	525	0%
Other Contractual	2,121	3,000	2,360	2,400	-20%
<b>Total Contractual Services</b>	\$ 18,124	\$ 17,533	\$ 16,793	\$ 5,325	-70%
<b>Other Expenses</b>					
Depreciation	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	0%
<b>Total Other Expenses</b>	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	0%
<b>Total Operating Expenses</b>	\$ 36,124	\$ 35,533	\$ 34,793	\$ 23,325	-34%
<b>Operating Income (Loss)</b>	\$ (871)	\$ (5,313)	\$ (8,951)	\$ 7,675	-244%
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 979	\$ 12,000	\$ 10,771	\$ 16,000	33%
<b>Total Capital - Replacement</b>	\$ 979	\$ 12,000	\$ 10,771	\$ 16,000	33%
<b>Total Expenses</b>	\$ 37,103	\$ 47,533	\$ 45,564	\$ 39,325	-17%
<b>Net Fund</b>	\$ (1,850)	\$ (17,313)	\$ (19,722)	\$ (8,325)	-52%

# **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

## Special Revenue Funds Summary by Category

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
Miscellaneous	342,885	508,731	294,159	494,274	-3%
Transfers In	539,227	524,666	534,805	657,397	25%
Grants	2,013,991	3,813,474	3,692,667	3,113,729	-18%
<b>Total Revenues</b>	<b>\$ 3,401,240</b>	<b>\$ 5,384,871</b>	<b>\$ 5,021,631</b>	<b>\$ 4,775,400</b>	<b>-11%</b>
	\$ -				
<b>Expenditures</b>					
Personnel	\$ 616,274	\$ 733,099	\$ 654,195	\$ 606,564	-17%
Contractual Services	1,529,388	1,469,063	1,478,212	1,668,535	14%
Materials and Supplies	122,290	543,421	136,450	183,026	-66%
Other	845,703	2,019,290	1,294,896	1,950,463	-3%
Capital	210,039	3,359,986	1,444,700	2,703,250	-20%
Transfers Out	-	-	-	-	
<b>Total Expenditures</b>	<b>\$ 3,323,694</b>	<b>\$ 8,124,859</b>	<b>\$ 5,008,453</b>	<b>\$ 7,111,838</b>	<b>-12%</b>
<b>Net All Special Revenue Funds</b>	<b>\$ 77,546</b>	<b>\$ (2,739,988)</b>	<b>\$ 13,178</b>	<b>\$ (2,336,438)</b>	<b>-15%</b>

# Special Revenue Funds

Special Revenue Summary by Fund					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Weed &amp; Pest</b>					
Revenues	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
Expenditures	375,909	621,857	485,846	722,502	16%
Net	129,228	(83,857)	14,154	(212,502)	
<b>Transit Fund</b>					
Revenues	1,211,852	1,146,575	1,150,547	1,650,419	44%
Expenditures	1,302,964	1,151,510	1,150,547	1,641,492	43%
Net	(91,112)	(4,935)	-	8,927	
<b>Community Development Block Grant</b>					
Revenues	598,284	983,874	536,010	637,170	-35%
Expenditures	539,744	1,025,111	536,010	648,729	-37%
Net	58,540	(41,237)	-	(11,559)	
<b>Police Grants</b>					
Revenues	399,848	1,292,039	1,655,645	217,176	-83%
Expenditures	402,630	1,823,884	1,667,462	217,176	-88%
Net	(2,782)	(531,845)	(11,817)	-	
<b>Special Fire Assistance Fund</b>					
Revenues	53,641	110,000	102,000	110,000	0%
Expenditures	90,040	110,000	110,000	130,000	18%
Net	(36,399)	-	(8,000)	(20,000)	
<b>Redevelopment Loan</b>					
Revenues	46,325	296,307	60,977	315,150	6%
Expenditures	35,467	285,467	50,124	305,000	7%
Net	10,858	10,840	10,853	10,150	
<b>Revolving Land Fund</b>					
Revenues	10,951	12,546	9,488	10,046	-20%
Expenditures	1,738	2,101,500	1,500	2,121,500	1%
Net	9,213	(2,088,954)	7,988	(2,111,454)	
<b>Metropolitan Planning Organization</b>					
Revenues	575,202	1,005,530	1,006,964	1,325,439	32%
Expenditures	575,202	1,005,530	1,006,964	1,325,439	32%
Net	-	-	-	-	
<b>Revenues- All Special Revenue</b>	3,401,240	5,384,871	5,021,631	4,775,400	-11%
<b>Expenditures- All Special Revenue</b>	3,323,694	8,124,859	5,008,453	7,111,838	-12%
<b>Net All Special Revenue</b>	\$ 77,546	\$ (2,739,988)	\$ 13,178	\$ (2,336,438)	

# Weed and Pest Control

**Mission:** To enhance the community's livability by providing noxious weed, pest, and mosquito control.

**Goal:** **Weed Acreage**

To decrease the number of acres affected by invasive and noxious weeds.

## **Objectives:**

**Dalmation Toadflax Infestation (% of Acres Cleared)** Reduce the acreage of the Dalmation Toadflax infestation by 20%.

**Houndstounge Infestation (% of Acres Cleared)** Eliminate (reduce to zero) the acreage of the Houndstounge infestation area.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Dalmation Toadflax Infestation (% of Acres Cleared)	45%	0%	20%	0	-100.00%	20%
Houndstounge Infestation (% of Acres Cleared)	44%	0%	100%	0	-100.00%	100%
Weed Infestation - Total Acres Treated	<b>New</b>					200.00

## **Highlights from FY 2011:**

In FY 2011, 199 acres of a total 378 acres of property infested with weeds were treated for invasive and noxious weeds. Over 44 acres of open parks and athletic fields were treated with soil amendments to reduce the amount of irrigation, fertilizers, and herbicides. This was the third year of a pilot project to reduce irrigation demands. Efforts were made to eliminate Canadian thistle at the Hogadon Ski Area; Dalmatian Toadflax in North Platte River Park; and, to reduce Hounds Tongue and Common Burdock at Rotary Park at the base of Casper Mountain.

## **Highlights for FY 2012:**

This budget is increasing due to vehicle replacements, a storage building project, and personnel related costs. 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 continue to work with Natrona County Weed and Pest District staff to address the grasshopper infestation problem.

The Hazardous Materials Storage Building at the Central Garage facility was bid in 2011, but the bids were rejected and the project will be rebid in 2012.

# Weed & Pest Control

## Weed & Pest Control Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Municipal Service Worker II	2	2	2	2
Parks Crew Supervisor	-	-	1	1
<b>Total</b>	2	2	3	3
<b>Part Time Employees (Budget)</b>		\$ 9,836	\$ 13,000	\$ 12,000

## Weed & Pest Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
Miscellaneous	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Revenues</b>	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
<b>Expenditures</b>					
Personnel	\$ 97,084	\$ 226,807	\$ 197,796	\$ 232,183	2%
Contractual Services	239,635	233,050	233,050	232,319	0%
Materials & Supplies	37,038	78,000	55,000	78,000	0%
Capital	2,152	84,000	-	180,000	114%
<b>Total Expenditures</b>	\$ 375,909	\$ 621,857	\$ 485,846	\$ 722,502	16%
<b>Net All Weed &amp; Pest Fund</b>	\$ 129,228	\$ (83,857)	\$ 14,154	\$ (212,502)	153%
Actual Reserves on June 30, 2010					\$ 428,447
Projected Reserves on June 30, 2011					\$ 442,601
Projected Reserves on June 30, 2012					\$ 230,099

# Weed & Pest Control

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Taxes</b>					
Property Taxes	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
<b>Total Taxes</b>	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
<b>Total Revenue</b>	\$ 505,137	\$ 538,000	\$ 500,000	\$ 510,000	-5%
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 57,772	\$ 145,342	\$ 116,851	\$ 147,164	1%
Part Time	9,836	13,000	13,000	12,000	-8%
Overtime	435	1,500	500	1,000	-33%
<b>Total Salaries &amp; Wages</b>	\$ 68,043	\$ 159,842	\$ 130,351	\$ 160,164	0%
<b>Other Pay</b>					
Supplemental Pay	\$ 2,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	-	1,500	1,500	1,500	0%
Other Allowances	-	-	480	480	100%
<b>Total Other Pay</b>	\$ 2,000	\$ 1,500	\$ 1,980	\$ 1,980	32%
<b>Benefits</b>					
Health Insurance	\$ 17,196	\$ 38,268	\$ 38,268	\$ 40,547	6%
Other Insurance Benefits	508	1,245	1,245	1,249	0%
FICA/Medicare Tax	4,888	12,377	12,377	12,450	1%
Retirement Contributions	3,316	10,206	10,206	10,657	4%
Workers' Compensation	1,133	2,944	2,944	4,541	54%
Clothing Allowance	-	425	425	595	40%
<b>Total Benefits</b>	\$ 27,041	\$ 65,465	\$ 65,465	\$ 70,039	7%
<b>Total Personnel</b>	\$ 97,084	\$ 226,807	\$ 197,796	\$ 232,183	2%
<b>Contractual Services</b>					
Insurance & Bonds	\$ 1,843	\$ 1,660	\$ 1,660	\$ 2,528	52%
Travel & Training	-	500	500	500	0%
Interdepartmental Services	89,075	65,890	65,890	64,291	-2%
Admin/Mgmt Fees	65,000	65,000	65,000	65,000	0%
Other Contractual	83,717	100,000	100,000	100,000	0%
<b>Total Contractual Services</b>	\$ 239,635	\$ 233,050	\$ 233,050	\$ 232,319	0%
<b>Materials &amp; Supplies</b>					
Operating Supplies	\$ 33,517	\$ 60,000	\$ 40,000	\$ 60,000	0%
Other Materials & Supplies	3,521	18,000	15,000	18,000	0%
<b>Total Materials &amp; Supplies</b>	\$ 37,038	\$ 78,000	\$ 55,000	\$ 78,000	0%
<b>Capital - New</b>					
Technologies	\$ 2,152	\$ -	\$ -	\$ -	0%
<b>Total Capital - New</b>	\$ 2,152	\$ -	\$ -	\$ -	0%
<b>Capital - Replacement</b>					
Light Equipment	\$ -	\$ 9,000	\$ -	\$ 90,000	900%
Buildings	\$ -	\$ 75,000	\$ -	\$ 90,000	
<b>Total Capital - Replacement</b>	\$ -	\$ 84,000	\$ -	\$ 180,000	114%
<b>Total Expenses</b>	\$ 375,909	\$ 621,857	\$ 485,846	\$ 722,502	16%
<b>Net Fund</b>	\$ 129,228	\$ (83,857)	\$ 14,154	\$ (212,502)	153%

# Transit Fund

**Mission:** 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.

**Goal:** **Exit Strategy Performance**

To meet or exceed the performance standards established by the Council in the Exit Strategy document.

**Objectives:**

<b>Changes to Demand Response Ridership</b>	Ensure that "general public" (non-elderly and non-disabled) passengers on the CATC Dial-A-Ride service constitute less than 1% of the number of passenger trips.
<b>Cost Per Passenger Trip - The Bus (\$)</b>	Reduce the Cost per Passenger Trip to \$2.39.
<b>Exit Strategy Score</b>	To earn at least 220 points as established by the City Council's Exit Strategy document.
<b>Fare Return Ratio</b>	Increase the Fare Return Ratio (FRR) to 12.7%. FRR is the ratio of fare revenue to operating expenses.
<b>General Fund Impact</b>	Ensure that the funding required by CATC from the City's General Fund does not exceed 1.1% of the City's annual General Fund Budgeted Revenue.
<b>Number of Passenger Trips</b>	Achieve 145,000 passenger trips on both The Bus and the CATC Dial-A-Ride system.
<b>Price of a Monthly Pass</b>	To ensure that a monthly pass for The Bus costs no more than \$20 per month.
<b>Price of a Single Ride</b>	Ensure that the regular fare to ride on The Bus does not exceed \$1.
<b>Punctuality</b>	Fixed route buses should not arrive early and should not arrive more than five minutes late 95% of the time.
<b>Social Service Agency Reliance</b>	Provide a bus service that is relied upon by at least 5% of the patrons of selected social service providers.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Changes to Demand Response Ridership	1%	1%	1%	0	1.65%	1%
Cost Per Passenger Trip - The Bus (\$)	5.70	5.99	2.39	0	5.13%	2.39
Exit Strategy Score	248		220			220

# Transit Fund

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Fare Return Ratio	11%	11%	13%	0	-0.44%	13%
General Fund Impact	\$293,587	\$328,538	\$427,678	34,951	11.90%	\$454,789
Number of Passenger Trips	179,762	186,860	145,000	7,098	3.95%	145,000
Price of a Monthly Pass	\$30	\$30	\$20	0	0.00%	\$20
Price of a Single Ride	\$1	\$1	\$1	0	0.00%	\$1
Punctuality	92%	93%	95%	0	0.89%	95%
Social Service Agency Reliance	22%		5%			5%

## **Highlights from FY 2011:**

The last of the ARRA funds were expended this year for bus shelters, benches and buses. Ridership continues to increase but there will be changes to the service, including expansion of The Bus to East Second Street as a result of the one cent sales tax appropriation.

## **Highlights for FY 2012:**

The budget is essentially a status quo budget. Capital funding for buses from the local level and federal matching funds from the Department of Transportation will replace the expenditure of ARRA funds last fiscal year.

# Transit Fund

## Grant Funding Explanation

For FY 2012, capital expenditures are 80% grant funded and 20% local match, and operations expenditures are 50% grant funded and 50% from local match.

## Transit Highlights

**Highlights from FY 2011:** A replacement roof for the Casper Area Transit Coalition's office is budgeted for FY 2011.

**Highlights from FY 2012:** This fund resumes paying for major capital such as replacement buses. Most of these expenditures had been made from the American Recovery Act Fund in FY 2010 and FY 2011.

## Transit Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Transfers In	\$ 358,269	\$ 403,472	\$ 415,312	\$ 564,925	40%
Grants	853,583	743,103	735,235	1,085,494	46%
<b>Total Revenues</b>	<b>\$ 1,211,852</b>	<b>\$ 1,146,575</b>	<b>\$ 1,150,547</b>	<b>\$ 1,650,419</b>	<b>44%</b>
<b>Expenditures</b>					
Contractual Services	\$ 1,137,340	\$ 1,134,549	\$ 1,133,586	\$ 1,289,666	14%
Materials & Supplies	699	1,826	1,826	1,826	0%
Capital	164,925	15,135	15,135	350,000	
<b>Total Expenditures</b>	<b>\$ 1,302,964</b>	<b>\$ 1,151,510</b>	<b>\$ 1,150,547</b>	<b>\$ 1,641,492</b>	<b>43%</b>
<b>Net Transit Fund</b>	<b>\$ (91,112)</b>	<b>\$ (4,935)</b>	<b>\$ -</b>	<b>\$ 8,927</b>	

Actual Reserves on June 30, 2010 \$ -

Projected Reserves on June 30, 2011 \$ -

Projected Reserves on June 30, 2012 \$ 8,927

# Transit Fund

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Intergovernmental</b>					
Federal Grants	\$ 853,583	\$ 743,103	\$ 735,235	\$ 1,085,494	46%
<b>Total Intergovernmental</b>	<b>\$ 853,583</b>	<b>\$ 743,103</b>	<b>\$ 735,235</b>	<b>\$ 1,085,494</b>	<b>46%</b>
<b>Transfers In</b>					
Transfer In- General Fund	\$ 292,069	\$ 337,272	\$ 349,112	\$ 376,315	12%
Transfer In- One Cent #13	66,200	66,200	66,200	123,000	86%
Transfer In- One Cent #14	-	-	-	65,610	
<b>Total Transfers</b>	<b>\$ 358,269</b>	<b>\$ 403,472</b>	<b>\$ 415,312</b>	<b>\$ 564,925</b>	<b>40%</b>
<b>Total Revenue</b>	<b>\$ 1,211,852</b>	<b>\$ 1,146,575</b>	<b>\$ 1,150,547</b>	<b>\$ 1,650,419</b>	<b>44%</b>
<b>Expenses</b>					
<b>Contractual Services</b>					
Telecommunications	\$ -	\$ 200	\$ 200	\$ 200	0%
Association Dues	22	150	150	150	0%
Other Contractual	1,045	-	36	-	0%
Travel & Training	2,000	2,000	1,000	2,000	0%
Interdepartmental Services	3,137	3,137	3,138	-	-100%
Admin/Mgmt Fees	6,998	7,000	7,000	-	-100%
Programs & Projects	1,124,138	1,122,062	1,122,062	1,287,316	15%
<b>Total Contractual Services</b>	<b>\$ 1,137,340</b>	<b>\$ 1,134,549</b>	<b>\$ 1,133,586</b>	<b>\$ 1,289,666</b>	<b>14%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 699	\$ 1,826	\$ 1,826	\$ 1,826	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 699</b>	<b>\$ 1,826</b>	<b>\$ 1,826</b>	<b>\$ 1,826</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Buildings	\$ -	\$ 10,200	\$ 10,200	\$ -	
Light Equipment	164,925	4,935	4,935	350,000	
<b>Total Capital - Replacement</b>	<b>\$ 164,925</b>	<b>\$ 15,135</b>	<b>\$ 15,135</b>	<b>\$ 350,000</b>	
<b>Total Expenses</b>	<b>\$ 1,302,964</b>	<b>\$ 1,151,510</b>	<b>\$ 1,150,547</b>	<b>\$ 1,641,492</b>	<b>43%</b>
<b>Net Fund</b>	<b>\$ (91,112)</b>	<b>\$ (4,935)</b>	<b>\$ -</b>	<b>\$ 8,927</b>	

# CDBG

**Mission:** To promote and support community activities that provide decent and affordable housing, community-based services, economic development activities, and a suitable environment that directly benefit the low- to moderate-income citizens of Casper.

**Goal:** **Blight Removal**

To invest \$100,000 of CDBG monies in blight removal in the City core (as defined by the boundaries the Weed and Seed area) by June 2014.

**Objectives:**

**Blight Demolitions in City Core** To complete three demolitions of blighted buildings in the City core. **New**

**Façade Grants** To approve five façade grant applications in an amount not to exceed \$10,000 each. **New**

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Blight Demolitions in City Core	<b>New</b>	0				3
Façade Grants	<b>New</b>	0				5
Funds Invested in Blight Removal	<b>New</b>	\$0				\$33,000

**Goal:** **Low-Mod Living Conditions**

Improve the living conditions of sixty low and moderate income residents in Casper by December 2013 through home improvement projects on owner-occupied properties.

**Objectives:**

**Home Improvement Projects** To improve 20 owner-occupied single family homes through the World Changers program and the Emergency Repair Program in FY 2012.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Home Improvement Projects	6	21	20	15	250.00%	24

# CDBG

## **Highlights from FY 2011:**

CDBG continues to be a significant source of funding for housing and neighborhood improvement. This year CDBG paid out over \$100,000 for residents' water, sewer, and sidewalk costs that were related to the local assessment district in the Fort Casper neighborhood. In addition, there were several emergency repair projects, and assistance was provided to low income and elderly passengers of The Bus.

## **Highlights for FY 2012:**

This year, CDBG and the Housing and Community Development Division will see a number of changes. The CDBG program is financed through the federal Housing and Urban Development Department, and it is realizing significant cuts to entitlement communities such as Casper. As of this writing, it is anticipated that there will be at least a 16.5% reduction in federal funding for all programs. In addition, a long time administrative assistant will be retiring. Lastly, federal funding for the Weed and Seed Program, which has funded one-half of a code enforcement officer position (the other half funded through CDBG), will terminate October 1, 2011. In order to maintain programming to levels that will still have impact, the Division will not replace the administrative assistant, but it will pay for the code enforcement officer that focuses on the CDBG eligible areas and it will provide assistance through emergency repairs, core redevelopment, World Changers and blight removal.

# CDBG

## Community Development Block Grant Fund

### Grant Funding Explanation

For FY 2012, the Secretary II position is 50% grant reimbursed for one month, the H & CD Manager's position is 90% grant reimbursed, and the Code Enforcement Inspector is 100% grant reimbursed as a program expense. All other expenses are covered by program income first, then the remaining amount is reimbursed by the grant at 100%.

### Proposed Projects with Federal CDBG Funds

The proposed projects for the FY12 Community Development Block Grant are as follows:

Project Name	Proposed Activities	Allocation
Casper Area Transportation Coalition	Ridership tickets for low-moderate income persons to include elderly, disabled and homeless	\$ 61,710
Code Enforcement	Dumpsters, tipping fees, tree trimming in low-moderate income areas, clearance and demolition	70,000
City Core Redevelopment Activities	Economic Development Assistance Program loans, façade loans to businesses, dumpsters, tipping fees, clearance/demolition for redevelopment, tap fees	159,866
Housing Rehabilitation Assistance Program	Emergency repairs, World Changers, and contract inspector	130,000
LifeSteps Campus	Capital improvements and necessary rehabilitation	40,000
<b>Total</b>		<b>\$ 461,576</b>

### Community Development Block Grant Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
H & CD Manager	1	1	1	1
Secretary II	1	1	1	-
Code Enforcement Inspector	-	-	-	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Part Time Employees (Budget)</b>				
	\$	-	\$	-

# CDBG

## Community Development Block Grant Budget Summary

	FY 2009 ACTUAL	FY 2010 REVISED	FY 2010 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Grants	\$ 415,922	\$ 898,356	\$ 428,399	\$ 602,170	-33%
Transfer In	\$ 59,423	\$ -	\$ -	\$ -	
Miscellaneous	122,939	85,518	107,611	35,000	-59%
<b>Total Revenues</b>	<b>\$ 598,284</b>	<b>\$ 983,874</b>	<b>\$ 536,010</b>	<b>\$ 637,170</b>	<b>-35%</b>
<b>Expenditures</b>					
Personnel	\$ 145,665	\$ 145,668	\$ 145,668	\$ 175,238	20%
Contractual Services	11,506	7,350	6,900	5,215	-29%
Materials & Supplies	1,192	900	1,200	1,200	33%
Capital	-	-	-	500	100%
Other	381,381	871,193	382,242	466,576	-46%
<b>Total Expenditures</b>	<b>\$ 539,744</b>	<b>\$ 1,025,111</b>	<b>\$ 536,010</b>	<b>\$ 648,729</b>	<b>-37%</b>
<b>Net CDBG Fund</b>	<b>\$ 58,540</b>	<b>\$ (41,237)</b>	<b>\$ -</b>	<b>\$ (11,559)</b>	<b>-72%</b>
Actual Reserves on June 30, 2010					\$ -
Projected Reserves on June 30, 2011					\$ -
Projected Reserves on June 30, 2012					\$ (11,559)

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
<b>Intergovernmental Revenues</b>					
Federal Grants	\$ 415,922	\$ 898,356	\$ 428,399	\$ 602,170	-33%
<b>Total Intergovernmental</b>	<b>\$ 415,922</b>	<b>\$ 898,356</b>	<b>\$ 428,399</b>	<b>\$ 602,170</b>	<b>-33%</b>
<b>Transfer In</b>					
Transfer In	\$ 59,423	\$ -	\$ -	\$ -	0%
<b>Total Transfer In</b>	<b>\$ 59,423</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Miscellaneous</b>					
Administrative Fees	\$ 35,273	\$ 35,518	\$ 35,518	\$ -	
Interest On Rehab Loans	6,212	5,000	1,784	2,000	-60%
Principal Payments - Loans	48,855	45,000	51,022	18,000	-60%
Miscellaneous	32,599	-	19,287	15,000	100%
<b>Total Miscellaneous</b>	<b>\$ 122,939</b>	<b>\$ 85,518</b>	<b>\$ 107,611</b>	<b>\$ 35,000</b>	<b>-59%</b>
<b>Total Revenue</b>	<b>\$ 598,284</b>	<b>\$ 983,874</b>	<b>\$ 536,010</b>	<b>\$ 637,170</b>	<b>-35%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 111,420	\$ 110,996	\$ 110,996	\$ 132,325	19%
<b>Total Salaries &amp; Wages</b>	<b>\$ 111,420</b>	<b>\$ 110,996</b>	<b>\$ 110,996</b>	<b>\$ 132,325</b>	<b>19%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 2,000	\$ -	\$ -	\$ -	0%
Accrued Leave	\$ -	\$ -	\$ -	\$ 6,276	
Other Allowances	4,578	4,560	4,560	4,620	1%
<b>Total Other Pay</b>	<b>\$ 6,578</b>	<b>\$ 4,560</b>	<b>\$ 4,560</b>	<b>\$ 10,896</b>	<b>139%</b>
<b>Benefits</b>					
Health Insurance	\$ 10,560	\$ 11,304	\$ 11,304	\$ 6,192	-45%
Other Insurance Benefits	873	867	867	1,119	29%
FICA/Medicare Tax	8,667	8,840	8,840	10,956	24%
Retirement Contributions	6,327	7,638	7,638	9,869	29%
Workers' Compensation	1,240	1,463	1,463	3,881	165%
<b>Total Benefits</b>	<b>\$ 27,667</b>	<b>\$ 30,112</b>	<b>\$ 30,112</b>	<b>\$ 32,017</b>	<b>6%</b>
<b>Total Personnel</b>	<b>\$ 145,665</b>	<b>\$ 145,668</b>	<b>\$ 145,668</b>	<b>\$ 175,238</b>	<b>20%</b>

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Contractual Services</b>					
Insurance & Bonds	\$ 1,183	\$ -	\$ -	\$ -	0%
Telecommunications	196	175	275	250	43%
Postage/Shipping	149	150	225	200	33%
Advertising	2,837	750	875	875	17%
Printing/Reproduction	176	250	250	250	0%
Travel & Training	1,761	1,000	-	-	
Interdepartmental Services	4,127	4,225	4,225	2,590	-39%
Association Dues	1,077	800	1,050	1,050	31%
<b>Total Contractual Services</b>	<b>\$ 11,506</b>	<b>\$ 7,350</b>	<b>\$ 6,900</b>	<b>\$ 5,215</b>	<b>-29%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,192	\$ 900	\$ 1,200	\$ 1,200	33%
<b>Total Materials &amp; Supplies</b>	<b>\$ 1,192</b>	<b>\$ 900</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>33%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 498	\$ 20,306	\$ 2,000	\$ 5,000	-75%
CDBG Projects	380,883	850,887	380,242	461,576	-46%
<b>Total Other Expenses</b>	<b>\$ 381,381</b>	<b>\$ 871,193</b>	<b>\$ 382,242</b>	<b>\$ 466,576</b>	<b>-46%</b>
<b>Capital</b>					
Technologies	\$ -	\$ -	\$ -	\$ 500	100%
<b>Total Other Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 539,744</b>	<b>\$ 1,025,111</b>	<b>\$ 536,010</b>	<b>\$ 648,729</b>	<b>-37%</b>
<b>Net Fund</b>	<b>\$ 58,540</b>	<b>\$ (41,237)</b>	<b>\$ -</b>	<b>\$ (11,559)</b>	<b>-72%</b>

# Police Grants

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.

**Highlights from FY 2012:** The Weed & Seed grant funding is ending. The Code Enforcement Inspector is budgeted in CDBG as a program expense in that fund. Other Weed & Seed activities will end in this fund October 2011 and have been added to the General Fund Police budget after October 2011.

## Police Grants Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Code Enforcement Inspector	1	1	1	-
<b>Total</b>	1	1	1	-
<b>Part Time Employees (Budget)</b>	\$ 62,248	\$ 98,196	\$ 74,984	\$ 17,996

## Police Grants Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Grants	\$ 199,754	\$ 1,124,014	\$ 1,516,632	\$ 116,676	-90%
Miscellaneous	144,131	98,325	84,013	100,500	2%
Transfers In	55,963	69,700	55,000	-	
<b>Total Revenues</b>	\$ 399,848	\$ 1,292,039	\$ 1,655,645	\$ 217,176	-83%
<b>Expenditures</b>					
Personnel	\$ 247,878	\$ 236,387	\$ 183,760	\$ 53,203	-77%
Contractual Services	68,981	68,351	78,913	32,223	-53%
Materials & Supplies	79,911	459,695	75,424	99,000	-78%
Other	1,000	100	-	1,000	900%
Capital	4,860	1,059,351	1,329,365	31,750	-97%
<b>Total Expenditures</b>	\$ 402,630	\$ 1,823,884	\$ 1,667,462	\$ 217,176	-88%
<b>Net Police Grants Fund</b>	\$ (2,782)	\$ (531,845)	\$ (11,817)	\$ -	
	Actual Reserves on June 30, 2010			\$ 114,965	
	Projected Reserves on June 30, 2011			\$ 103,148	
	Projected Reserves on June 30, 2012			\$ 103,148	

# Police Grants

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
<b>Intergovernmental Revenue</b>					
State Grants	\$ 17,340	\$ 827,200	\$ 1,200,000	\$ 13,600	-98%
Federal Grants	182,414	296,814	316,632	103,076	-65%
<b>Total Intergovernmental</b>	<b>\$ 199,754</b>	<b>\$ 1,124,014</b>	<b>\$ 1,516,632</b>	<b>\$ 116,676</b>	<b>-90%</b>
<b>Miscellaneous</b>					
Interest Income	\$ 103	\$ -	\$ -	\$ -	0%
Contributions	77,465	26,825	26,013	-	-
Miscellaneous	66,563	71,500	58,000	100,500	41%
<b>Total Miscellaneous</b>	<b>\$ 144,131</b>	<b>\$ 98,325</b>	<b>\$ 84,013</b>	<b>\$ 100,500</b>	<b>2%</b>
<b>Transfers</b>					
Transfer In	\$ 55,963	\$ 69,700	\$ 55,000	\$ -	-
<b>Total Transfers In</b>	<b>\$ 55,963</b>	<b>\$ 69,700</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>-</b>
<b>Total Revenue</b>	<b>\$ 399,848</b>	<b>\$ 1,292,039</b>	<b>\$ 1,655,645</b>	<b>\$ 217,176</b>	<b>-83%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 74,661	\$ 53,065	\$ 39,740	\$ -	-
Part Time	98,196	74,984	70,581	17,996	-76%
Overtime	49,933	80,638	49,761	33,510	-58%
<b>Total Salaries &amp; Wages</b>	<b>\$ 222,790</b>	<b>\$ 208,687</b>	<b>\$ 160,082</b>	<b>\$ 51,506</b>	<b>-75%</b>
<b>Benefits</b>					
Health Insurance	\$ 11,136	\$ 12,756	\$ 7,441	\$ -	-
Other Insurance Benefits	424	425	445	-	-
Retirement Contributions	2,792	3,014	3,014	-	-
FICA/Medicare Tax	8,820	10,099	11,000	1,377	-86%
Workers' Compensation	1,916	1,406	1,406	320	-77%
Disability Buyback	-	-	372	-	0%
<b>Total Benefits</b>	<b>\$ 25,088</b>	<b>\$ 27,700</b>	<b>\$ 23,678</b>	<b>\$ 1,697</b>	<b>-94%</b>
<b>Total Personnel</b>	<b>\$ 247,878</b>	<b>\$ 236,387</b>	<b>\$ 183,760</b>	<b>\$ 53,203</b>	<b>-77%</b>
<b>Contractual Services</b>					
Travel & Training	\$ 5,354	\$ 1,487	\$ 6,800	\$ 12,500	741%
Other Contractual	63,627	66,864	72,113	19,723	-71%
<b>Total Contractual Services</b>	<b>\$ 68,981</b>	<b>\$ 68,351</b>	<b>\$ 78,913</b>	<b>\$ 32,223</b>	<b>-53%</b>
<b>Materials &amp; Supplies</b>					
Operating Supplies	\$ 79,911	\$ 459,695	\$ 75,424	\$ 99,000	-78%
<b>Total Materials &amp; Supplies</b>	<b>\$ 79,911</b>	<b>\$ 459,695</b>	<b>\$ 75,424</b>	<b>\$ 99,000</b>	<b>-78%</b>
<b>Other Expenses</b>					
Programs & Projects	\$ 1,000	\$ 100	\$ -	\$ 1,000	900%
<b>Total Other Expenses</b>	<b>\$ 1,000</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>900%</b>
<b>Capital</b>					
Light Equipment	\$ 3,663	\$ 910,937	\$ 1,253,951	\$ 13,250	-99%
Technologies	1,197	148,414	75,414	18,500	-88%
<b>Total Capital</b>	<b>\$ 4,860</b>	<b>\$ 1,059,351</b>	<b>\$ 1,329,365</b>	<b>\$ 31,750</b>	<b>-97%</b>
<b>Total Expenses</b>	<b>\$ 402,630</b>	<b>\$ 1,823,884</b>	<b>\$ 1,667,462</b>	<b>\$ 217,176</b>	<b>-88%</b>
<b>Net Fund</b>	<b>\$ (2,782)</b>	<b>\$ (531,845)</b>	<b>\$ (11,817)</b>	<b>\$ -</b>	<b>-</b>

# Special Fire Assistance

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.

Special Fire Assistance Budget Summary						
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Grants and Intergovernmental	\$ 53,641	\$ 110,000	\$ 102,000	\$ 110,000	0%	
<b>Total Revenues</b>	\$ 53,641	\$ 110,000	\$ 102,000	\$ 110,000	0%	
<b>Expenditures</b>						
Contractual Services	\$ 52,434	\$ 10,000	\$ 10,000	\$ 90,000	800%	
Capital	37,606	100,000	100,000	40,000	-60%	
<b>Total Expenditures</b>	\$ 90,040	\$ 110,000	\$ 110,000	\$ 130,000	18%	
<b>Net Special Fire Assistance Fund</b>	\$ (36,399)	\$ -	\$ (8,000)	\$ (20,000)	100%	
Actual Reserves on June 30, 2010				\$ 62,106		
Projected Reserves on June 30, 2011				\$ 54,106		
Projected Reserves on June 30, 2012				\$ 34,106		

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
<b>Intergovernmental</b>						
Federal Grants	\$ 43,651	\$ 100,000	\$ 100,000	\$ 100,000	0%	
Miscellaneous	522	-	-	-	0%	
Reimbursements - Fire Services	9,468	10,000	2,000	10,000	0%	
<b>Total Intergovernmental</b>	\$ 53,641	\$ 110,000	\$ 102,000	\$ 110,000	0%	
<b>Total Revenues</b>	\$ 53,641	\$ 110,000	\$ 102,000	\$ 110,000	0%	
<b>Expenses</b>						
<b>Contractual Services</b>						
Travel & Training	\$ -	\$ -	\$ -	\$ 30,000	100%	
Operating Supplies	52,434	10,000	10,000	60,000	500%	
<b>Total Contractual Services</b>	\$ 52,434	\$ 10,000	\$ 10,000	\$ 90,000	800%	
<b>Capital</b>						
Light Equipment - Fire	\$ 37,606	\$ 100,000	\$ 100,000	\$ 40,000	-60%	
<b>Total Capital</b>	\$ 37,606	\$ 100,000	\$ 100,000	\$ 40,000	-60%	
<b>Total Expenses</b>	\$ 90,040	\$ 110,000	\$ 110,000	\$ 130,000	18%	
<b>Net Fund</b>	\$ (36,399)	\$ -	\$ (8,000)	\$ (20,000)	100%	

# 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 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 46,325	\$ 296,307	\$ 60,977	\$ 315,150	6%
<b>Total Revenues</b>	\$ 46,325	\$ 296,307	\$ 60,977	\$ 315,150	6%
<b>Expenditures</b>					
Other Expenses	\$ 35,467	\$ 285,467	\$ 50,124	\$ 305,000	7%
<b>Total Expenditures</b>	\$ 35,467	\$ 285,467	\$ 50,124	\$ 305,000	7%
<b>Net Redevelopment Loan Fund</b>	\$ 10,858	\$ 10,840	\$ 10,853	\$ 10,150	-6%
Actual Reserves on June 30, 2010				\$ 156,633	
Projected Reserves on June 30, 2011				\$ 167,486	
Projected Reserves on June 30, 2012				\$ 177,636	

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Loan & Interest Payments	\$ 46,157	\$ 46,157	\$ 60,842	\$ 65,000	41%
Interest Income	168	150	135	150	0%
HUD 108 Proceeds	-	250,000	-	250,000	0%
<b>Total Revenue</b>	\$ 46,325	\$ 296,307	\$ 60,977	\$ 315,150	6%
<b>Expenses</b>					
<b>Loan Expenses</b>					
Debt Service - Interest Expense	\$ 35,467	\$ 35,467	\$ 35,124	\$ 40,000	13%
Principal Payments- HUD	-	-	15,000	15,000	100%
HUD 108 Loans Disbursements	-	250,000	-	250,000	0%
<b>Total Expenses</b>	\$ 35,467	\$ 285,467	\$ 50,124	\$ 305,000	7%
<b>Net Fund</b>	\$ 10,858	\$ 10,840	\$ 10,853	\$ 10,150	-6%

# 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. Each year the full balance of the fund is budgeted to allow land purchases.

Revolving Land Budget Summary						
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
Miscellaneous	\$ 10,951	\$ 12,546	\$ 9,488	\$ 10,046	-20%	
Transfers In	-	-	-	-	0%	
<b>Total Revenues</b>	\$ 10,951	\$ 12,546	\$ 9,488	\$ 10,046	-20%	
<b>Expenditures</b>						
Other Expenses	\$ 1,738	\$ 1,500	\$ 1,500	\$ 21,500		
Capital	-	2,100,000	-	2,100,000	0%	
<b>Total Expenditures</b>	\$ 1,738	\$ 2,101,500	\$ 1,500	\$ 2,121,500	1%	
<b>Net Revolving Land Fund</b>	\$ 9,213	\$ (2,088,954)	\$ 7,988	\$ (2,111,454)	1%	
Actual Reserves on June 30, 2010				\$ 2,112,495		
Projected Reserves on June 30, 2011				\$ 2,120,483		
Projected Reserves on June 30, 2012				\$ 9,029		

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲	
<b>Revenues</b>						
<b>Miscellaneous Revenue</b>						
Lease Fees	\$ 2,546	\$ 2,546	\$ 2,546	\$ 2,546	0%	
Interest On Investments	10,460	10,000	7,500	7,500	-25%	
Gain/Loss On Sale of Invest.	(2,055)	-	(558)	-	0%	
<b>Total Miscellaneous</b>	\$ 10,951	\$ 12,546	\$ 9,488	\$ 10,046	-20%	
<b>Total Revenue</b>	\$ 10,951	\$ 12,546	\$ 9,488	\$ 10,046	-20%	
<b>Expenses</b>						
<b>Other Expenses</b>						
Investment Fees	\$ 1,738	\$ 1,500	\$ 1,500	\$ 1,500	0%	
Appraisals	-	-	-	20,000	100%	
<b>Total Other Expenses</b>	\$ 1,738	\$ 1,500	\$ 1,500	\$ 21,500		
<b>Capital Expenses</b>						
Land	\$ -	\$ 2,100,000	\$ -	\$ 2,100,000	0%	
<b>Total Capital Expenses</b>	\$ -	\$ 2,100,000	\$ -	\$ 2,100,000	0%	
<b>Total Expenses</b>	\$ 1,738	\$ 2,101,500	\$ 1,500	\$ 2,121,500	1%	
<b>Net Fund</b>	\$ 9,213	\$ (2,088,954)	\$ 7,988	\$ (2,111,454)	1%	

# Metropolitan Planning

**Mission:** 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.

## **Highlights from FY 2011:**

The Metropolitan Planning Organization (MPO) has been actively fulfilling its mission of transportation planning. Studies, including the Safe Routes to School Study, will set the direction for future grant applications and capital expenditures. The intent is to provide greater choices in transportation rather than forcing individuals into cars.

The MPO is also working with the Town of Bar Nunn on a study of the Salt Creek Highway intersections, as well as developing a pavement management system for the Towns of Mills and Evansville. MPO staff is also working toward the completion of collection of data on the locations and number of employees in area businesses so that WYDOT can complete traffic modeling based on concentration of employees and employers.

The MPO is also partially funding a storm water management and transportation study through the City of Casper Public Services Department. This study will examine the storm water management system in the City of Casper and identify needs that affect or even undermine our transportation infrastructure.

## **Highlights for FY 2012:**

The FY 2012 budget will provide for a significant series of studies, including a study examining the community's edges along Interstate 25 and other entry points; an East Side Traffic Study which will examine traffic circulation from Wyoming Boulevard to Hat Six Road; GIS updates on addressing for Mills and Evansville; as well as the creation of a right of way feature for GIS mapping.

# Metropolitan Planning

This fund accounts for the Metropolitan Planning Organization, which is a Federally funded planning operation to promote regional transportation planning.

## Grant Funding Explanation

For FY 2012, 90.49% of all expenses are reimbursed from Federal grants, with 9.51% coming from local match from Casper and participating communities.

## Metropolitan Planning Organization Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Accounting Technician	1	1	1	1
MPO Supervisor	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Part Time Employees (Budget)</b>		\$ 6,185	\$ -	\$ 8,000

## Metropolitan Planning Organization Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 18,539	\$ 16,035	\$ 32,070	\$ 33,578	109%
Grants	\$ 491,091	\$ 938,001	\$ 910,401	\$ 1,199,389	28%
Transfers In	65,572	51,494	64,493	92,472	80%
<b>Total Revenues</b>	<b>\$ 575,202</b>	<b>\$ 1,005,530</b>	<b>\$ 1,006,964</b>	<b>\$ 1,325,439</b>	<b>32%</b>
<b>Expenditures</b>					
Personnel	\$ 125,647	\$ 124,237	\$ 126,971	\$ 145,940	17%
Contractual Services	19,492	15,763	15,763	19,112	21%
Materials & Supplies	3,450	3,000	3,000	3,000	0%
Other	426,117	861,030	861,030	1,156,387	34%
Capital	496	1,500	200	1,000	-33%
Transfers Out	-	-	-	-	
<b>Total Expenditures</b>	<b>\$ 575,202</b>	<b>\$ 1,005,530</b>	<b>\$ 1,006,964</b>	<b>\$ 1,325,439</b>	<b>32%</b>
<b>Net MPO Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Actual Reserves on June 30, 2010 \$ -

Projected Reserves on June 30, 2011 \$ -

Projected Reserves on June 30, 2012 \$ -

	FY11 Estimate	% Share	FY 12 Adopted	% Share
Grant Revenue	910,401	90.41%	1,199,389	90.49%
Non-Grant Revenue	96,563	9.59%	126,050	9.51%
<b>Total Revenue</b>	<b>\$ 1,006,964</b>		<b>\$ 1,325,439</b>	
Grant Expenses	910,401	90.41%	1,199,389	90.49%
Non-Grant Expenses	96,563	9.59%	126,050	9.51%
<b>Total Expenses</b>	<b>\$ 1,006,964</b>		<b>\$ 1,325,439</b>	

# Metropolitan Planning

## Proposed Metropolitan Planning Organization Projects

The proposed projects for the FY12 Metropolitan Planning Organization are as follows:

Project Name	Allocation
GIS Expenses including GIS personnel, replacement computer for Bar Nunn, replacement GIS server, Natrona County GIS license and maintenance contract	\$ 200,183
Sub Area Traffic Plans & Corridor Studies	100,000
Traffic Counts & Traffic Light Timing	50,000
Casper Area Enhancement Study	150,000
Right of Way Feature Class	300,000
Mills Addressing	20,000
Web Interfaces to Perform Data Maintenance	20,000
Emergency Routing Efficiency	85,000
Satellite Imagery Updates	25,000
East Side Traffic Study Hat Six to Wyoming Boulevard	150,000
Contingency	31,204
July-October Expenses	25,000

**Total** \$ 1,156,387

# Metropolitan Planning

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Intergovernmental Revenue</b>					
Federal Grants- MPO	491,091	938,001	910,401	1,199,389	28%
MPO Member Contributions	18,539	16,035	32,070	33,578	109%
<b>Total Intergovernmental</b>	<b>\$ 509,630</b>	<b>\$ 954,036</b>	<b>\$ 942,471</b>	<b>\$ 1,232,967</b>	<b>29%</b>
<b>Transfers</b>					
Transfers In from General Fund	\$ 65,572	\$ 51,494	\$ 64,493	\$ 92,472	80%
<b>Total Transfers</b>	<b>\$ 65,572</b>	<b>\$ 51,494</b>	<b>\$ 64,493</b>	<b>\$ 92,472</b>	<b>80%</b>
<b>Total Revenue</b>	<b>\$ 575,202</b>	<b>\$ 1,005,530</b>	<b>\$ 1,006,964</b>	<b>\$ 1,325,439</b>	<b>32%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 95,831	\$ 100,279	\$ 100,282	\$ 102,559	2%
Part-Time	\$ 6,185	\$ -	\$ 2,000	\$ 8,000	100%
Overtime	-	500	500	500	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 102,016</b>	<b>\$ 100,779</b>	<b>\$ 102,782</b>	<b>\$ 111,059</b>	<b>10%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 2,000	\$ -	\$ -	\$ -	0%
Accrued Leave	-	-	885	-	0%
Other Allowances	1,024	1,019	865	1,020	0%
<b>Total Other Pay</b>	<b>\$ 3,024</b>	<b>\$ 1,019</b>	<b>\$ 1,750</b>	<b>\$ 1,020</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 5,280	\$ 5,652	\$ 5,653	\$ 14,986	165%
Other Insurance Benefits	830	832	832	849	2%
FICA/Medicare Tax	7,923	7,787	7,787	8,573	10%
Retirement Contributions	5,441	6,934	6,933	7,338	6%
Workers' Compensation	1,133	1,234	1,234	2,115	71%
<b>Total Benefits</b>	<b>\$ 20,607</b>	<b>\$ 22,439</b>	<b>\$ 22,439</b>	<b>\$ 33,861</b>	<b>51%</b>
<b>Total Personnel</b>	<b>\$ 125,647</b>	<b>\$ 124,237</b>	<b>\$ 126,971</b>	<b>\$ 145,940</b>	<b>17%</b>
<b>Contractual Services</b>					
Insurance & Bonds	\$ 5,143	\$ -	\$ -	\$ -	0%
Telecommunications	369	374	374	374	0%
Other Contractual	7,148	9,547	9,547	9,547	0%
Travel & Training	3,504	1,750	1,750	5,001	186%
Interdepartmental Services	2,394	2,492	2,492	2,590	4%
Association Dues	934	1,600	1,600	1,600	0%
<b>Total Contractual Services</b>	<b>\$ 19,492</b>	<b>\$ 15,763</b>	<b>\$ 15,763</b>	<b>\$ 19,112</b>	<b>21%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 3,450	\$ 3,000	\$ 3,000	\$ 3,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 3,450</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>0%</b>

# Metropolitan Planning

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2011 ADOPTED	% ▲
<b>Other Expenses</b>					
Programs & Projects	\$ 426,117	\$ 861,030	\$ 861,030	\$ 1,156,387	34%
<b>Total Other Expenses</b>	\$ 426,117	\$ 861,030	\$ 861,030	\$ 1,156,387	34%
<b>Capital - New</b>					
Technologies	\$ 496	\$ 1,500	\$ 200	\$ 1,000	-33%
<b>Total Capital - New</b>	\$ 496	\$ 1,500	\$ 200	\$ 1,000	-33%
<b>Total Expenses</b>	\$ 575,202	\$ 1,005,530	\$ 1,006,964	\$ 1,325,439	32%
<b>Net Fund</b>	\$ -	\$ -	\$ -	\$ -	0%

# **Debt Service Funds**

## Special Assessments

# Local Assessment Districts

## Local Assessment Districts Highlights

**FY 2011 Highlights:** The Local Assessment District portion of the Fort Casper neighborhood project (\$825,945) was transferred to the Capital Projects Fund in FY 2011.

**FY 2012 Highlights:** The unused remainder of the curb cut program (\$25,454) is re-budgeted in FY 2012.

## Local Assessment Districts Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Miscellaneous	\$ 38,129	\$ 35,500	\$ 455,117	\$ 71,360	101%
<b>Total Revenues</b>	\$ 38,129	\$ 35,500	\$ 455,117	\$ 71,360	101%
<b>Expenditures</b>					
Contractual Services	\$ 1,553	\$ 1,100	\$ 1,750	\$ 1,750	59%
Other	-	-	-	-	0%
Capital	1,425	28,454	3,000	25,454	-11%
Transfers Out	-	831,193	825,945	-	-100%
<b>Total Expenditures</b>	\$ 2,978	\$ 860,747	\$ 830,695	\$ 27,204	-97%
<b>Net Local Assessment District Fund</b>	\$ 35,151	\$ (825,247)	\$ (375,578)	\$ 44,156	-105%
Actual Reserves on June 30, 2010					\$ 2,276,363
Projected Reserves on June 30, 2011					\$ 1,900,785
Projected Reserves on June 30, 2012					\$ 1,944,941

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
LAD Assessment Principal	\$ 21,121	\$ 25,000	\$ 450,000	\$ 40,000	60%
LAD Assessment Interest	4,800	5,000	-	18,360	267%
LAD Assessment Penalties	4,717	500	-	5,000	900%
Interest On Investment	9,331	5,000	6,000	8,000	60%
Gain/Loss On Sale of Investments	(1,840)	-	(883)	-	0%
Transfer In	-	-	-	-	0%
<b>Total Revenues</b>	\$ 38,129	\$ 35,500	\$ 455,117	\$ 71,360	101%
<b>Expenses</b>					
<b>Contractual Services</b>					
Investment Fees	\$ 1,553	\$ 1,100	\$ 1,750	\$ 1,750	59%
<b>Total Contractual Services</b>	\$ 1,553	\$ 1,100	\$ 1,750	\$ 1,750	59%
<b>Capital - Replacement</b>					
Improve Other Than Buildings	\$ 1,425	\$ 28,454	\$ 3,000	\$ 25,454	-11%
<b>Total Capital - Replacement</b>	\$ 1,425	\$ 28,454	\$ 3,000	\$ 25,454	-11%
<b>Transfers</b>					
Transfers Out-Capital Projects	\$ -	\$ 831,193	\$ 825,945	\$ -	-100%
<b>Total Transfers</b>	\$ -	\$ 831,193	\$ 825,945	\$ -	-100%
<b>Total Expenses</b>	\$ 2,978	\$ 860,747	\$ 830,695	\$ 27,204	-97%
<b>Net Fund</b>	\$ 35,151	\$ (825,247)	\$ (375,578)	\$ 44,156	-105%

# **Internal Service Funds**

Central Garage

Buildings & Grounds

City Campus

Property & Liability Insurance

Information Technology

# Internal Service Funds

Internal Service Summary by Category					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/User Fees	\$ 5,467,988	\$ 5,240,044	\$ 5,234,578	\$ 5,269,624	1%
Miscellaneous	507,564	83,200	114,200	202,200	143%
Transfers In	1,274,986	1,458,375	1,435,815	1,532,606	5%
Grants	197,372	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 7,447,910</b>	<b>\$ 6,781,619</b>	<b>\$ 6,784,593</b>	<b>\$ 7,004,430</b>	<b>3%</b>
<b>Expenditures</b>					
Personnel	\$ 2,802,708	\$ 2,942,665	\$ 2,872,126	\$ 3,034,263	3%
Contractual Services	1,593,454	1,672,088	1,617,386	1,714,274	3%
Materials and Supplies	1,494,846	1,950,143	1,772,850	1,939,773	-1%
Other	379,160	12,500	6,500	12,500	0%
Capital	307,551	245,435	262,276	283,956	16%
Transfer Out	-	-	-	400,000	
<b>Total Expenditures</b>	<b>\$ 6,577,719</b>	<b>\$ 6,822,831</b>	<b>\$ 6,531,138</b>	<b>\$ 7,384,766</b>	<b>8%</b>
<b>Net All Internal Service Funds</b>	<b>\$ 870,191</b>	<b>\$ (41,212)</b>	<b>\$ 253,455</b>	<b>\$ (380,336)</b>	<b>823%</b>

Internal Service Summary by Fund					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Central Garage</b>					
Revenues	\$ 3,490,891	\$ 3,179,716	\$ 3,181,816	\$ 3,184,730	0%
Expenditures	2,669,994	3,209,941	2,955,636	3,601,844	12%
Net	820,897	(30,225)	226,180	(417,114)	
<b>Buildings &amp; Grounds</b>					
Revenues	1,016,300	1,091,063	1,091,063	1,138,793	4%
Expenditures	1,027,073	1,091,063	1,054,307	1,138,793	4%
Net	(10,773)	-	36,756	-	
<b>City Campus</b>					
Revenues	377,452	391,561	391,509	341,538	-13%
Expenditures	377,442	391,561	396,386	341,538	-13%
Net	10	-	(4,877)	-	
<b>Property &amp; Liability</b>					
Revenues	1,269,250	916,399	939,885	1,039,956	13%
Expenditures	1,225,507	916,399	944,489	1,003,178	9%
Net	43,743	-	(4,604)	36,778	
<b>Information Technology</b>					
Revenues	1,294,017	1,202,880	1,180,320	1,299,413	8%
Expenditures	1,277,703	1,213,867	1,180,320	1,299,413	7%
Net	16,314	(10,987)	-	-	
<b>Revenues- All Internal Service</b>	<b>7,447,910</b>	<b>6,781,619</b>	<b>6,784,593</b>	<b>7,004,430</b>	<b>3%</b>
<b>Expenditures- All Internal Service</b>	<b>6,577,719</b>	<b>6,822,831</b>	<b>6,531,138</b>	<b>7,384,766</b>	<b>8%</b>
<b>Net All Internal Service Funds</b>	<b>\$ 870,191</b>	<b>\$ (41,212)</b>	<b>\$ 253,455</b>	<b>\$ (380,336)</b>	

# Central Garage

**Mission:** 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.

**Goal:** **Fleet Maintenance**

Increase the effectiveness of the current fleet maintenance program.

**Objectives:**

<b>Billable Hours</b>	Increase the number of billable hours to at least 70% of the total number of available hours.
<b>Fleet Availability</b>	Maintain an average of at least 90% of the fleet available for daily operations.
<b>On Time Repairs</b>	Maintain a standard of completing 90% of all scheduled and non-scheduled maintenance and mechanical repairs to within 24 hours of availability of parts.
<b>Unscheduled Work Orders</b>	Limit unscheduled maintenance and mechanical repair work orders to no more than 10% of all work orders.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Billable Hours		79%	70%			75%
Fleet Availability			90%			90%
On Time Repairs			90%			90%
Unscheduled Work Orders			10%			10%

# Central Garage

**Goal: Fuel Efficiency**

Reduce the amount of fuel required by the City's vehicle fleet.

**Objectives:**

- Current No. of Fuel Efficient Vehicles** Increase the number of highly efficient vehicles in the City fleet, including hybrids, all electric, or alternative fuel vehicles.
- Fuel Consumption - Diesel** Decrease diesel consumption by 3% for all City vehicles other than CATC buses.
- Fuel Consumption - Gasoline** Decrease gasoline consumption by 3% for all City vehicles other than CATC buses.

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Current No. of Fuel Efficient Vehicles	10	8		-2	-20.00%	
Fuel Consumption - Diesel		130,956				
Fuel Consumption - Gasoline		119,360				

**Highlights from FY 2011:**

Internal and external repair costs continue to be reduced. The number of 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 invested 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 and the implementation of a no-idling policy.

**Highlights for FY 2012:**

Interdepartmental services and vehicle supplies saw a minor increase.

# Central Garage

## Central Garage Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Equipment Mechanic I	1	-	-	-
Equipment Mechanic II	9	9	8	8
Equipment Mechanic Supervisor	1	1	1	1
Equipment Service Worker	-	-	-	-
Equipment Tire Service Worker	1	1	1	1
Fleet Maintenance Manager	1	-	-	-
Secretary II	1	1	1	1
Warehouse Technician	2	2	2	2
<b>Total</b>	16	14	13	13
<b>Part Time Employees (Budget)</b>		\$ 11,540	\$ 3,355	\$ 3,355

## Central Garage Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 3,486,068	\$ 3,179,716	\$ 3,179,716	\$ 3,184,730	0%
Miscellaneous	4,823	-	2,100	-	0%
Transfers In	-	-	-	-	0%
<b>Total Revenues</b>	\$ 3,490,891	\$ 3,179,716	\$ 3,181,816	\$ 3,184,730	0%
<b>Expenditures</b>					
Personnel	\$ 841,739	\$ 840,970	\$ 818,781	\$ 862,021	3%
Contractual Services	382,455	434,288	383,632	411,367	-5%
Materials and Supplies	1,416,039	1,847,000	1,682,000	1,837,000	-1%
Capital	29,761	87,683	71,223	91,456	4%
Transfer Out	-	-	-	400,000	100%
<b>Total Expenditures</b>	\$ 2,669,994	\$ 3,209,941	\$ 2,955,636	\$ 3,601,844	12%
<b>Net Central Garage Fund</b>	\$ 820,897	\$ (30,225)	\$ 226,180	\$ (417,114)	1280%
Actual Reserves on June 30, 2010					\$ 1,179,992
Projected Reserves on June 30, 2011					\$ 1,406,172
Projected Reserves on June 30, 2012					\$ 989,058

# Central Garage

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
Intergovernmental Services	\$ 3,261,090	\$ 2,954,716	\$ 2,954,716	\$ 2,959,730	0%
CATC	224,978	225,000	225,000	225,000	0%
Wyoming Medical Center	-	-	-	-	0%
<b>Total Charges For Services</b>	<b>\$ 3,486,068</b>	<b>\$ 3,179,716</b>	<b>\$ 3,179,716</b>	<b>\$ 3,184,730</b>	<b>0%</b>
<b>Miscellaneous Revenue</b>					
Miscellaneous Revenue	\$ 4,823	\$ -	\$ 2,100	\$ -	0%
<b>Total Miscellaneous Revenue</b>	<b>\$ 4,823</b>	<b>\$ -</b>	<b>\$ 2,100</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Revenue</b>	<b>\$ 3,490,891</b>	<b>\$ 3,179,716</b>	<b>\$ 3,181,816</b>	<b>\$ 3,184,730</b>	<b>0%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 573,655	\$ 592,332	\$ 573,519	\$ 594,720	0%
Part Time	11,540	3,355	-	3,355	0%
Standby Pay	2,096	5,000	1,000	3,000	-40%
Overtime	8,136	7,000	3,000	4,000	-43%
<b>Total Salaries &amp; Wages</b>	<b>\$ 595,427</b>	<b>\$ 607,687</b>	<b>\$ 577,519</b>	<b>\$ 605,075</b>	<b>0%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ 12,500	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	5,246	3,000	2,715	3,000	0%
Other Allowances	480	480	480	480	0%
Clothing Allowance	584	750	200	750	0%
<b>Total Other Pay</b>	<b>\$ 18,810</b>	<b>\$ 4,230</b>	<b>\$ 3,395</b>	<b>\$ 4,230</b>	<b>0%</b>
<b>Benefits</b>					
Health Insurance	\$ 135,000	\$ 124,656	\$ 124,656	\$ 141,809	14%
Accrued Leave Payoff	211	-	7,374	-	0%
Other Insurance Benefits	4,949	5,304	5,304	5,227	-1%
FICA/Medicare Tax	44,036	46,815	46,815	46,616	0%
Retirement Contributions	33,177	41,783	41,783	43,056	3%
Unemployment Compensation	958	-	1,440	-	
Workers' Compensation	9,171	10,495	10,495	16,008	53%
<b>Total Benefits</b>	<b>\$ 227,502</b>	<b>\$ 229,053</b>	<b>\$ 237,867</b>	<b>\$ 252,716</b>	<b>10%</b>
<b>Total Personnel</b>	<b>\$ 841,739</b>	<b>\$ 840,970</b>	<b>\$ 818,781</b>	<b>\$ 862,021</b>	<b>3%</b>

# Central Garage

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Other Testing	\$ 1,027	\$ 1,500	\$ 1,500	\$ 1,500	0%
Water	10,305	13,000	16,000	16,000	23%
Energy - Electricity	41,305	45,000	40,000	42,000	-7%
Energy - Natural Gas	32,993	45,000	33,000	45,000	0%
Equipment Repairs	6,648	8,000	7,000	8,000	0%
Insurance & Bonds	20,700	18,640	18,640	11,475	-38%
Telecommunications	4,426	4,000	5,344	5,500	38%
Printing/Reproduction	1,845	3,000	3,000	3,000	0%
Travel & Training	694	4,000	2,000	4,000	0%
Interdepartmental Services	156,168	155,648	155,648	143,392	-8%
Other Contractual	2,572	5,000	5,000	5,000	0%
Laundry & Towel Service	5,405	6,500	6,500	6,500	0%
Outside Services	98,367	125,000	90,000	120,000	-4%
<b>Total Contractual Services</b>	<b>\$ 382,455</b>	<b>\$ 434,288</b>	<b>\$ 383,632</b>	<b>\$ 411,367</b>	<b>-5%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 927	\$ 2,000	\$ 2,000	\$ 2,000	0%
Operating Supplies	3,845	7,000	7,000	7,000	0%
Building Supplies	16,863	14,000	14,000	14,000	0%
Vehicle Supplies	603,828	810,000	700,000	800,000	-1%
Small Tools & Equipment	9,852	14,000	9,000	14,000	0%
Bulk Fuel	780,724	1,000,000	950,000	1,000,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 1,416,039</b>	<b>\$ 1,847,000</b>	<b>\$ 1,682,000</b>	<b>\$ 1,837,000</b>	<b>-1%</b>
<b>Capital</b>					
Light Equipment	\$ -	\$ -	\$ -	\$ -	0%
Technologies	23,990	21,223	21,223	16,500	-22%
Buildings	5,771	66,460	50,000	74,956	13%
<b>Total Capital</b>	<b>\$ 29,761</b>	<b>\$ 87,683</b>	<b>\$ 71,223</b>	<b>\$ 91,456</b>	<b>4%</b>
<b>Transfer Out</b>					
Transfer Out	\$ -	\$ -	\$ -	\$ 400,000	100%
<b>Total Transfer Out</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>100%</b>
<b>Total Expenses</b>	<b>\$ 2,669,994</b>	<b>\$ 3,209,941</b>	<b>\$ 2,955,636</b>	<b>\$ 3,601,844</b>	<b>12%</b>
<b>Net Fund</b>	<b>\$ 820,897</b>	<b>\$ (30,225)</b>	<b>\$ 226,180</b>	<b>\$ (417,114)</b>	<b>1280%</b>

# Buildings & Grounds

**Mission:** 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.

## **Highlights from FY 2011:**

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 the Public Safety Training Center moved in. Buildings & Grounds has completed energy improvements consisting of lighting improvements, programmable thermostats, and motion sensors in many of the buildings which were highlighted in the Long Associates Energy Study.

## **Highlights for FY 2012:**

This budget has been held at the FY 2011 level by controlling costs for contractual services, materials, and supplies.

All manual plumbing fixtures with low water pressure in City buildings were replaced with automated fixtures. A new roof is slated for the Marathon Building. Training on the use of eco-friendly cleaning supplies will be developed and provided to City staff. Finally, the remaining improvements called for in the Long Associates Energy Study will be implemented in FY 2012.

# Buildings & Grounds

## Buildings and Grounds Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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>		\$ 21,254	\$ 25,000	\$ 25,000

## Building and Grounds Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 677,498	\$ 678,194	\$ 678,194	\$ 557,466	-18%
Transfers In	338,802	412,869	412,869	581,327	41%
<b>Total Revenues</b>	<b>\$ 1,016,300</b>	<b>\$ 1,091,063</b>	<b>\$ 1,091,063</b>	<b>\$ 1,138,793</b>	<b>4%</b>
<b>Expenditures</b>					
Personnel	\$ 812,292	\$ 834,389	\$ 820,835	\$ 857,168	3%
Contractual Services	140,647	161,251	147,472	183,202	14%
Materials and Supplies	74,134	92,923	84,000	92,923	0%
Capital	-	2,500	2,000	5,500	120%
<b>Total Expenditures</b>	<b>\$ 1,027,073</b>	<b>\$ 1,091,063</b>	<b>\$ 1,054,307</b>	<b>\$ 1,138,793</b>	<b>4%</b>
<b>Net Buildings and Grounds Fund</b>	<b>\$ (10,773)</b>	<b>\$ -</b>	<b>\$ 36,756</b>	<b>\$ -</b>	<b>0%</b>
Actual Reserves on June 30, 2010					\$ 119,545
Projected Reserves on June 30, 2011					\$ 156,301
Projected Reserves on June 30, 2012					\$ 156,301

# Buildings & Grounds

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
Intergovernmental Services	\$ 677,498	\$ 678,194	\$ 678,194	\$ 557,466	-18%
<b>Total Charges For Services</b>	\$ 677,498	\$ 678,194	\$ 678,194	\$ 557,466	-18%
<b>Transfers</b>					
Transfers In	\$ 338,802	\$ 412,869	\$ 412,869	\$ 581,327	41%
<b>Total Transfers</b>	\$ 338,802	\$ 412,869	\$ 412,869	\$ 581,327	41%
<b>Total Revenue</b>	\$ 1,016,300	\$ 1,091,063	\$ 1,091,063	\$ 1,138,793	4%
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 562,153	\$ 573,992	\$ 573,992	\$ 595,604	4%
Part Time	21,254	25,000	16,000	25,000	0%
Overtime	1,235	4,000	1,000	3,000	-25%
<b>Total Salaries &amp; Wages</b>	\$ 584,642	\$ 602,992	\$ 590,992	\$ 623,604	3%
<b>Other Pay</b>					
Supplemental Pay	\$ 12,000	\$ -	\$ -	\$ -	0%
Disability Leave Buy-Back	5,562	6,500	4,756	6,000	-8%
Accrued Leave Payoff	183	-	-	-	0%
Other Allowances	2,160	2,160	2,160	2,160	0%
<b>Total Other Pay</b>	\$ 19,905	\$ 8,660	\$ 6,916	\$ 8,160	-6%
<b>Benefits</b>					
Health Insurance	\$ 109,812	\$ 117,552	\$ 117,552	\$ 109,228	-7%
Other Insurance Benefits	4,759	4,915	4,915	5,012	2%
FICA/Medicare Tax	43,555	46,942	46,942	48,483	3%
Retirement Contributions	31,870	40,212	40,212	43,049	7%
Unemployment Compensation	7,705	-	640	-	0%
Workers' Compensation	9,645	11,166	11,166	17,682	58%
Clothing Allowance	399	1,950	1,500	1,950	0%
<b>Total Benefits</b>	\$ 207,745	\$ 222,737	\$ 222,927	\$ 225,404	1%
<b>Total Personnel</b>	\$ 812,292	\$ 834,389	\$ 820,835	\$ 857,168	3%

# Buildings & Grounds

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Water	\$ 1,305	\$ 1,550	\$ 2,800	\$ 2,800	81%
Energy - Electricity	1,422	1,880	1,400	1,880	0%
Energy - Natural Gas	1,050	2,500	2,000	2,000	-20%
Building Maintenance	27,773	28,830	22,000	28,830	0%
Maintenance Agreements	18,561	32,099	32,000	34,999	9%
Insurance & Bonds	7,104	7,037	7,037	29,708	322%
Telecommunications	697	650	700	700	8%
Travel and Training	-	500	330	500	0%
Interdepartmental Services	69,654	70,205	70,205	67,785	-3%
Other Contractual	4,323	5,000	8,000	5,000	0%
Electrical Repairs	8,758	11,000	1,000	9,000	-18%
<b>Total Contractual Services</b>	<b>\$ 140,647</b>	<b>\$ 161,251</b>	<b>\$ 147,472</b>	<b>\$ 183,202</b>	<b>14%</b>
<b>Materials &amp; Supplies</b>					
Other Materials & Supplies	\$ 6,217	\$ 28,500	\$ 26,000	\$ 28,500	0%
Custodial Supplies	14,740	18,000	18,000	18,000	0%
Building Supplies	41,049	34,423	32,000	34,423	0%
Electrical Supplies	12,128	12,000	8,000	12,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 74,134</b>	<b>\$ 92,923</b>	<b>\$ 84,000</b>	<b>\$ 92,923</b>	<b>0%</b>
<b>Capital</b>					
Light Equipment	\$ -	\$ 2,500	\$ 2,000	\$ 2,500	0%
Technologies	\$ -	\$ -	\$ -	\$ 3,000	
<b>Total Capital</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,000</b>	<b>\$ 5,500</b>	<b>120%</b>
<b>Total Expenses</b>	<b>\$ 1,027,073</b>	<b>\$ 1,091,063</b>	<b>\$ 1,054,307</b>	<b>\$ 1,138,793</b>	<b>4%</b>
<b>Net Fund</b>	<b>\$ (10,773)</b>	<b>\$ -</b>	<b>\$ 36,756</b>	<b>\$ -</b>	<b>0%</b>

# City Campus Buildings Fund

## City Campus Buildings Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
None	-	-	-	-
<b>Total</b>	-	-	-	-
<b>Part Time Employees (Budget)</b>	\$ -	\$ -	\$ -	\$ -

## City Campus Buildings Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 8,300	\$ 5,520	\$ 5,468	\$ 5,520	0%
Transfer In	369,152	386,041	386,041	336,018	-13%
<b>Total Revenues</b>	\$ 377,452	\$ 391,561	\$ 391,509	\$ 341,538	-13%
<b>Expenditures</b>					
Contractual Services	\$ 372,072	\$ 385,491	\$ 395,886	\$ 335,788	-13%
Materials and Supplies	1,357	2,070	-	1,750	-15%
Capital	4,013	4,000	500	4,000	0%
<b>Total Expenditures</b>	\$ 377,442	\$ 391,561	\$ 396,386	\$ 341,538	-13%
<b>Net City Campus Fund</b>	\$ 10	\$ -	\$ (4,877)	\$ -	0%
Actual Reserves on June 30, 2010				\$ 14,316	
Projected Reserves on June 30, 2011				\$ 9,439	
Projected Reserves on June 30, 2012				\$ 9,439	

# City Campus Buildings

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
Building Rental	\$ 8,300	\$ 5,520	\$ 5,468	\$ 5,520	0%
<b>Total Charges For Services</b>	\$ 8,300	\$ 5,520	\$ 5,468	\$ 5,520	0%
<b>Transfers</b>					
Transfers In	\$ 369,152	\$ 386,041	\$ 386,041	\$ 336,018	-13%
<b>Total Transfers</b>	\$ 369,152	\$ 386,041	\$ 386,041	\$ 336,018	-13%
<b>Total Revenue</b>	\$ 377,452	\$ 391,561	\$ 391,509	\$ 341,538	-13%
<b>Expenses</b>					
<b>Contractual Services</b>					
Water	\$ 11,299	\$ 13,880	\$ 16,430	\$ 15,655	13%
Energy - Electricity	69,808	76,000	69,244	70,100	-8%
Energy - Natural Gas	27,144	31,500	40,643	37,250	18%
Alarm	800	658	1,200	1,245	89%
Insurance & Bonds	12,420	11,184	11,184	-	-100%
Telecommunications	4,284	5,066	4,433	4,233	-16%
Interdepartmental Services	246,307	247,203	252,752	207,305	-16%
Other Contractual	10	-	-	-	0%
<b>Total Contractual Services</b>	\$ 372,072	\$ 385,491	\$ 395,886	\$ 335,788	-13%
<b>Materials &amp; Supplies</b>					
Operational Supplies	\$ -	\$ 470	\$ -	\$ 750	60%
Other Materials & Supplies	-	100	-	-	-100%
Small Tools & Equipment	1,357	1,500	-	1,000	-33%
<b>Total Materials &amp; Supplies</b>	\$ 1,357	\$ 2,070	\$ -	\$ 1,750	-15%
<b>Total Operating Expenses</b>	\$ 373,429	\$ 387,561	\$ 395,886	\$ 337,538	-13%
<b>Operating Income (Loss)</b>	\$ 4,023	\$ 4,000	\$ (4,377)	\$ 4,000	0%
<b>Capital-Replacement</b>					
Improve Other Than Buildings	\$ 3,103	\$ 4,000	\$ 500	\$ 4,000	0%
Light Equipment	\$ 910	\$ -	\$ -	\$ -	
<b>Total Replacement Capital</b>	\$ 4,013	\$ 4,000	\$ 500	\$ 4,000	0%
<b>Total Capital</b>	\$ 4,013	\$ 4,000	\$ 500	\$ 4,000	0%
<b>Total Expenses</b>	\$ 377,442	\$ 391,561	\$ 396,386	\$ 341,538	-13%
<b>Net Fund</b>	\$ 10	\$ -	\$ (4,877)	\$ -	0%

# Property & Liability Insurance

**Mission:** To provide financing related to the City's property and liability insurance, including premiums, deductibles, and repair/replacement costs of property that is less than the current deductible.

**Goal:** **Employee Accidents**

To reduce the number of injuries and auto accidents involving City employees by 5% by June 2014 (from 207 in FY 2010, to 196 in FY 2014).

**Objectives:**

<b>Monthly Injury Reports Issued</b>	Produce monthly reports on annual incident focus areas, as selected by the Health and Safety Committee, by the second Thursday of each month.	<b>New</b>
<b>At Fault Accidents</b>	Reduce the number of vehicular accidents at which employees were "at fault" by four accidents.	
<b>Employee Injuries Requiring Medical Attention</b>	Reduce the number of employee injuries requiring medical attention by three.	
<b>Health and Safety Meeting Attendance</b>	Increase attendance at monthly Health and Safety Meetings by 3%.	
<b>Lost Time Injuries</b>	Reduce the number of reported lost-time injuries by three injuries.	
<b>Safety Training Session Attendance</b>	Increase the number of employees attending safety training sessions by 55 people.	
<b>Safety Training Sessions Held</b>	Increase the number of safety training sessions offered by 5 classes.	

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
At Fault Accidents	42	32		-10	-23.81%	38
At Fault Accidents - % of Accidents	62%	45%	50%	0	-27.03%	45%
Employee Injuries Requiring Medical Attention	141	96	79	-45	-31.91%	76
Health and Safety Meeting Attendance	63%	52%	65%	0	-17.80%	68%
Lost Time Injuries	17	11	14	-6	-35.29%	11
Monthly Injury Reports Issued	<b>New</b>	9				12
Safety Training Session Attendance	690	699	715	9	1.30%	770

# Property & Liability Insurance

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Safety Training Sessions Held	37	36	28	-1	-2.70%	33

## **Highlights from FY 2011:**

The Incident Focus program provided the Citywide Health and Safety Committee with the data it needed to act as agents of knowledge and change in their respective departments. The Incident Focus in Fiscal Year 2011 was Slips, Trips, and Falls. The emphasis on this cost driver resulted in a reduction of employee injuries and City losses from slips, trips, and falls.

In Fiscal Year 2011 the Wyoming Association of Risk Management (WARM) provided defensive driving training for City employees. Additionally, the City received a driving simulator which should help reduce at-fault vehicle accidents.

## **Highlights for FY 2012:**

Risk Management is implementing a revised enterprise-wide cost allocation model for FY 2012. The cost allocation model encompasses two primary factors: the first being an exposure rating (payroll distribution) to the departments, and the second being an experience rating (the trending of losses) for the departments. This model then equitably spreads the cost of the Property and Liability fund amongst all Departments.

# Property & Liability Insurance

## Property and Liability Insurance Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Risk Manager**	-	-	1	1
RM Injury/Claims Coordinator**	-	-	1	1
<b>Total</b>	-	-	2	2
<b>Part Time Employees (Budget)</b>		\$ -	\$ -	\$ -

## Property and Liability Insurance Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 767,459	\$ 705,912	\$ 700,498	\$ 835,504	18%
Miscellaneous	501,791	82,000	110,900	201,000	145%
Transfers In	-	128,487	128,487	3,452	-97%
<b>Total Revenues</b>	\$ 1,269,250	\$ 916,399	\$ 939,885	\$ 1,039,956	13%
<b>Expenditures</b>					
Personnel	\$ 2,816	\$ 157,899	\$ 157,899	\$ 168,573	7%
Contractual Services	584,210	592,500	590,340	651,605	10%
Materials and Supplies	-	3,500	2,900	3,500	0%
Other	379,160	12,500	6,500	12,500	0%
Capital	259,321	150,000	186,850	167,000	11%
<b>Total Expenditures</b>	\$ 1,225,507	\$ 916,399	\$ 944,489	\$ 1,003,178	9%
<b>Net Property and Liability Fund</b>	\$ 43,743	\$ -	\$ (4,604)	\$ 36,778	100%
Actual Reserves on June 30, 2010	\$			457,149	
Projected Reserves on June 30, 2011	\$			452,545	
Projected Reserves on June 30, 2012	\$			489,323	

# Property & Liability Insurance

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Interdepartmental Charges	\$ 767,459	\$ 705,912	\$ 700,498	\$ 835,504	18%
Interest Income	1,081	7,000	900	1,000	-86%
Insurance Reimbursements	500,922	75,000	110,000	200,000	167%
Gain / Loss on Sale of Investments	(212)	-	-	-	0%
Transfer In- General Fund	-	128,487	128,487	3,452	-97%
<b>Total Revenue</b>	<b>\$ 1,269,250</b>	<b>\$ 916,399</b>	<b>\$ 939,885</b>	<b>\$ 1,039,956</b>	<b>13%</b>
<b>Expenses</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ -	\$ 114,660	\$ 114,660	\$ 119,824	5%
Overtime	2,816	50	50	50	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 2,816</b>	<b>\$ 114,710</b>	<b>\$ 114,710</b>	<b>\$ 119,874</b>	<b>5%</b>
<b>Other Pay</b>					
Supplemental Pay	\$ -	\$ -	\$ -	\$ -	0%
Other Allowances	-	4,080	4,080	4,080	0%
Disability Leave Buy-Back	-	1,000	1,000	2,100	110%
<b>Total Other Pay</b>	<b>\$ -</b>	<b>\$ 5,080</b>	<b>\$ 5,080</b>	<b>\$ 6,180</b>	<b>22%</b>
<b>Benefits</b>					
Health Insurance	\$ -	\$ 18,408	\$ 18,408	\$ 19,717	7%
Other Insurance Benefits	-	891	891	956	7%
FICA/Medicare Tax	-	8,772	8,772	9,643	10%
Retirement Contributions	-	7,951	7,951	8,686	9%
Workers' Compensation	-	2,087	2,087	3,517	69%
<b>Total Benefits</b>	<b>\$ -</b>	<b>\$ 38,109</b>	<b>\$ 38,109</b>	<b>\$ 42,519</b>	<b>12%</b>
<b>Total Personnel</b>	<b>\$ 2,816</b>	<b>\$ 157,899</b>	<b>\$ 157,899</b>	<b>\$ 168,573</b>	<b>7%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 188	\$ 400	\$ 250	\$ 400	0%
Telecommunications	-	1,000	500	1,000	0%
Postage & Shipping	-	1,000	140	1,000	0%
Printing/Reproduction	-	500	250	500	0%
Travel & Training	-	1,000	1,000	1,000	0%
Other Contractual	-	3,000	2,600	3,000	0%
Association Dues	-	600	600	600	0%
Insurance and Bonds	584,022	585,000	585,000	644,105	10%
<b>Total Contractual Services</b>	<b>\$ 584,210</b>	<b>\$ 592,500</b>	<b>\$ 590,340</b>	<b>\$ 651,605</b>	<b>10%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ -	\$ 500	\$ 500	\$ 500	0%
Books, Periodicals, Maps	-	1,000	900	1,000	0%
Risk Management Supplies	-	2,000	1,500	2,000	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ 2,900</b>	<b>\$ 3,500</b>	<b>0%</b>

# Property & Liability Insurance

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Other Expenses</b>					
Claims	\$ 343,787	5,000	-	5,000	0%
Programs & Projects	421	2,500	1,500	2,500	0%
Bad Debt Expense	34,952	5,000	5,000	5,000	0%
<b>Total Other Expenses</b>	<b>\$ 379,160</b>	<b>\$ 12,500</b>	<b>\$ 6,500</b>	<b>\$ 12,500</b>	<b>0%</b>
<b>Capital</b>					
Buildings	\$ 18,448	\$ 35,000	\$ 58,000	\$ 35,000	0%
Light Equipment	105,414	75,000	120,000	75,000	0%
Heavy Equipment	135,459	40,000	8,850	40,000	0%
Deductibles	-	-	-	15,000	100%
Technologies- Operations	-	-	-	2,000	100%
<b>Total Capital</b>	<b>\$ 259,321</b>	<b>\$ 150,000</b>	<b>\$ 186,850</b>	<b>\$ 167,000</b>	<b>11%</b>
<b>Total Expenses</b>	<b>\$ 1,225,507</b>	<b>\$ 916,399</b>	<b>\$ 944,489</b>	<b>\$ 1,003,178</b>	<b>9%</b>
<b>Net Fund</b>	<b>\$ 43,743</b>	<b>\$ -</b>	<b>\$ (4,604)</b>	<b>\$ 36,778</b>	<b>100%</b>

# Information Technology

**Mission:** To provide efficient and economical state-of-the-art computing capability of City departments within a networking system that allows interaction between work stations at various sites throughout the community.

**Goal:** **GIS Access**

Achieve 95% satisfaction from City staff by December 2013 for the quality of GIS services and products being provided.

**Objectives:**

<b>GIS Interfaces Created</b>	Interface the GIS database with two existing applications (Fireview and GEMS) by Dec. 31, 2011.	<b>New</b>
<b>Online Use of GIS - Web Hits</b>	Establish an online mapping environment that receives a minimum of 100 website hits per month by May 15, 2012.	<b>New</b>
<b>Waterline Layer Accuracy Rating</b>	Assure quality of the water line layer to attain a satisfaction rating of not less than 80% from utility staff.	<b>New</b>

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
GIS Interfaces Created	<b>New</b>					2
Online Use of GIS - Web Hits	<b>New</b>					100
Waterline Layer Accuracy Rating	<b>New</b>					80%

**Goal:** **Public Safety Wireless Utilization**

Have 90% of Police patrol and Fire-EMS staff accessing City database systems via a live network connection while in the field by October 2012.

**Objectives:**

<b>Mobile Network Users - Fire-EMS</b>	Have 10 firefighters using the new mobile data network in a pilot environment by March 31, 2012.	<b>New</b>
<b>Mobile Network Users - PD</b>	Have 10 police officers using new mobile data network in a pilot environment by Jan 31, 2012.	<b>New</b>

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Mobile Network Users - Fire-EMS	<b>New</b>					10

# Information Technology

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Mobile Network Users - PD	<b>New</b>					10

**Goal: Technology Project Management**

By June 2013, complete 80% of IT projects on time, within budget, and according to the scope of services.

**Objectives:**

<b>IT Projects - On Time</b>	Complete 80% of projects on time.	<b>New</b>
<b>IT Projects - Within Budget</b>	Complete 80% of projects within budget.	<b>New</b>
<b>IT Projects - Within Scope</b>	Complete 80% of projects according to the scope of services, thereby requiring no change orders.	<b>New</b>

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
IT Projects - On Time	<b>New</b>					80%
IT Projects - Within Budget	<b>New</b>					80%
IT Projects - Within Scope	<b>New</b>					80%

**Highlights from FY 2011:**

After 36 years of service, the manager who started the Information Technology division retired from the City of Casper. Through the career path established in IT, that position and two other resulting vacancies were filled in house. Some of the major project accomplishments this year included the completion of the 2010 GIS flight, website updates to provide more interaction with the citizenry, and the installation of wireless hot spots throughout the City for public safety personnel. Staff is also in the middle of two other high profile projects: a venture to update the strategic plan for the GIS system, and continued efforts to obtain FCC regulated frequencies for the upgrade to the public safety mobile data network.

**Highlights for FY 2012:**

The IT division has a very aggressive work plan scheduled for the upcoming year. An expected recommendation from the GIS strategic plan, and a current priority for staff, will be to expand usage of online mapping capabilities. Further progress will be made towards making the GIS database one of the core backbone systems by integrating it with other City applications. An audit will be performed in FY 2012 on the IT infrastructure to ensure the City's data is secure. Continued efforts such as virtualization, server consolidation, and workstation policies, will be implemented throughout the year to help reduce energy usage.

# Information Technology

## Information Technology Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<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 Technician	3	3	2	2
GIS Analyst	1	1	1	1
<b>Total</b>	15	15	14	14

<b>Part Time Employees (Budget)</b>	\$	5,381	\$	-	\$	-
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## Information Technology Fund Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 528,663	\$ 670,702	\$ 670,702	\$ 686,404	2%
Grants	197,372	-	-	-	0%
Miscellaneous	950	1,200	1,200	1,200	0%
Transfers In	567,032	530,978	508,418	611,809	15%
<b>Total Revenues</b>	\$ 1,294,017	\$ 1,202,880	\$ 1,180,320	\$ 1,299,413	8%
<b>Expenditures</b>					
Personnel	\$ 1,145,861	\$ 1,109,407	\$ 1,074,611	\$ 1,146,501	3%
Contractual Services	114,070	98,558	100,056	132,312	34%
Materials and Supplies	3,316	4,650	3,950	4,600	-1%
Other	-	-	-	-	0%
Capital	14,456	1,252	1,703	16,000	1178%
<b>Total Expenditures</b>	\$ 1,277,703	\$ 1,213,867	\$ 1,180,320	\$ 1,299,413	7%
<b>Net IT &amp; GIS Fund</b>	\$ 16,314	\$ (10,987)	\$ -	\$ -	-100%
Actual Reserves on June 30, 2010	\$	29,683			
Projected Reserves on June 30, 2011	\$	29,683			
Projected Reserves on June 30, 2012	\$	29,683			

# Information Technology

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Grants and Loans</b>					
Federal Grants	\$ 197,372	\$ -	\$ -	\$ -	0%
<b>Total Grants and Loans</b>	\$ 197,372	\$ -	\$ -	\$ -	0%
<b>Charges For Services</b>					
Intergovernmental Services- MPO	\$ -	\$ 131,184	\$ 131,184	\$ 136,622	4%
Interdepartmental Services	\$ 528,663	\$ 539,518	\$ 539,518	\$ 549,782	2%
<b>Total Charges For Services</b>	\$ 528,663	\$ 670,702	\$ 670,702	\$ 686,404	2%
<b>Miscellaneous Revenue</b>					
Map Sales & Other Misc.	\$ 950	\$ 1,200	\$ 1,200	\$ 1,200	0%
<b>Total Miscellaneous Revenue</b>	\$ 950	\$ 1,200	\$ 1,200	\$ 1,200	0%
<b>Transfers</b>					
Transfers In-General Fund	\$ 567,032	\$ 530,978	\$ 508,418	\$ 611,809	15%
<b>Total Transfers</b>	\$ 567,032	\$ 530,978	\$ 508,418	\$ 611,809	15%
<b>Total Revenue</b>	\$ 1,294,017	\$ 1,202,880	\$ 1,180,320	\$ 1,299,413	8%
<b>Expenditures</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 862,059	\$ 836,372	\$ 798,032	\$ 836,512	0%
Part Time	5,381	-	-	-	0%
Overtime	2,796	-	-	1,000	100%
<b>Total Salaries &amp; Wages</b>	\$ 870,236	\$ 836,372	\$ 798,032	\$ 837,512	0%
<b>Other Pay</b>					
Supplemental Pay	\$ 14,393	\$ -	\$ -	\$ -	0%
Other Allowances	1,500	-	3,063	4,620	100%
Disability Leave Buy-Back	2,206	3,500	3,320	4,500	29%
Accrued Leave	835	-	661	-	
<b>Total Other Pay</b>	\$ 18,934	\$ 3,500	\$ 7,044	\$ 9,120	161%
<b>Benefits</b>					
Health Insurance	\$ 121,728	\$ 124,656	\$ 124,656	\$ 144,917	16%
Other Insurance Benefits	7,093	6,606	6,606	6,615	0%
FICA/Medicare Tax	64,544	64,556	64,556	64,767	0%
Retirement Contributions	49,123	57,956	57,956	59,950	3%
Workers' Compensation	14,203	15,761	15,761	23,620	50%
<b>Total Benefits</b>	\$ 256,691	\$ 269,535	\$ 269,535	\$ 299,869	11%
<b>Total Personnel</b>	\$ 1,145,861	\$ 1,109,407	\$ 1,074,611	\$ 1,146,501	3%

# Information Technology

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Consulting Fees	\$ 12,779	\$ 4,080	\$ 4,080	\$ 25,000	513%
Maintenance Agreements	66,542	57,467	67,898	65,414	14%
Insurance & Bonds	12,286	10,923	10,923	16,361	50%
Telecommunications	4,351	3,974	4,376	4,376	10%
Postage	119	600	250	250	-58%
Printing/Reproduction	1,373	1,400	1,000	1,400	0%
Travel & Training	9,297	12,995	5,000	12,995	0%
Interdepartmental Services	2,193	1,469	1,469	1,416	-4%
Other Contractual	130	-	-	-	0%
Association Dues	5,000	5,650	5,060	5,100	-10%
<b>Total Contractual Services</b>	<b>\$ 114,070</b>	<b>\$ 98,558</b>	<b>\$ 100,056</b>	<b>\$ 132,312</b>	<b>34%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 2,847	\$ 3,350	\$ 3,350	\$ 4,000	19%
Books, Periodicals, Maps	469	1,300	600	600	-54%
<b>Total Materials &amp; Supplies</b>	<b>\$ 3,316</b>	<b>\$ 4,650</b>	<b>\$ 3,950</b>	<b>\$ 4,600</b>	<b>-1%</b>
<b>Capital - New</b>					
Light Equipment	\$ 48	\$ -	\$ -	\$ -	0%
Technologies	14,408	1,252	1,703	16,000	1178%
<b>Total Capital - New</b>	<b>\$ 14,456</b>	<b>\$ 1,252</b>	<b>\$ 1,703</b>	<b>\$ 16,000</b>	<b>1178%</b>
<b>Other</b>					
Programs & Projects	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$ 1,277,703</b>	<b>\$ 1,213,867</b>	<b>\$ 1,180,320</b>	<b>\$ 1,299,413</b>	<b>7%</b>
<b>Net Fund</b>	<b>\$ 16,314</b>	<b>\$ (10,987)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>



# **Trust and Agency Funds**

Perpetual Care

Metro Animal Control

Public Safety  
Communication Center

Employee Health  
Insurance Fund

# Trust & Agency Funds

Trust & Agency Funds Budget Summary					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 6,850,147	\$ 6,955,579	\$ 6,955,915	\$ 7,635,205	10%
Taxes	907,026	950,000	1,000,000	1,100,000	16%
Miscellaneous	2,454,048	2,221,173	2,415,360	2,113,293	-5%
Transfer In	4,984,744	3,671,161	3,555,040	3,759,716	2%
Licenses	20,341	24,500	23,800	24,500	0%
<b>Total Revenues</b>	<b>\$ 15,216,306</b>	<b>\$ 13,822,413</b>	<b>\$ 13,950,115</b>	<b>\$ 14,632,714</b>	<b>6%</b>
<b>Expenditures</b>					
Personnel	\$ 2,112,713	\$ 2,149,797	\$ 2,134,381	\$ 2,416,478	12%
Contractual Services	7,768,038	8,048,883	8,685,338	8,233,755	2%
Materials and Supplies	66,232	64,840	58,400	71,900	11%
Other	119,217	1,850,109	1,732,848	2,070,948	12%
Capital	269,449	407,907	201,025	382,302	-6%
Transfers Out	2,785,870	2,514,341	2,386,808	2,605,698	4%
<b>Total Expenditures</b>	<b>\$ 13,121,519</b>	<b>\$ 15,035,877</b>	<b>\$ 15,198,800</b>	<b>\$ 15,781,081</b>	<b>5%</b>
<b>Net All Trust &amp; Agency Funds</b>	<b>\$ 2,094,787</b>	<b>\$ (1,213,464)</b>	<b>\$ (1,248,685)</b>	<b>\$ (1,148,367)</b>	<b>-5%</b>

Trust & Agency Summary by Fund					
	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Perpetual Care Fund</b>					
Revenues	\$ 3,836,251	\$ 3,530,523	\$ 3,387,860	\$ 3,526,398	0%
Expenditures	2,930,323	2,873,420	2,520,111	3,143,938	9%
Net	905,928	657,103	867,749	382,460	
<b>Metro Animal Control Fund</b>					
Revenues	856,631	891,811	889,411	993,336	11%
Expenditures	852,343	905,772	894,932	1,010,178	12%
Net	4,288	(13,961)	(5,521)	(16,842)	
<b>Public Safety Communication Center Fund</b>					
Revenues	2,049,803	2,112,662	2,163,687	2,378,398	13%
Expenditures	2,175,632	2,220,301	2,071,419	2,402,383	8%
Net	(125,829)	(107,639)	92,268	(23,985)	
<b>Employee Health Insurance Fund</b>					
Revenues	8,473,621	7,287,417	7,509,157	7,734,582	6%
Expenditures	7,163,221	9,036,384	9,712,338	9,224,582	2%
Net	1,310,400	(1,748,967)	(2,203,181)	(1,490,000)	
<b>Revenues- All Trust &amp; Agency</b>	<b>15,216,306</b>	<b>13,822,413</b>	<b>13,950,115</b>	<b>14,632,714</b>	<b>6%</b>
<b>Expenditures- All Trust &amp; Agency</b>	<b>13,121,519</b>	<b>15,035,877</b>	<b>15,198,800</b>	<b>15,781,081</b>	<b>5%</b>
<b>Net All Trust &amp; Agency</b>	<b>2,094,787</b>	<b>(1,213,464)</b>	<b>(1,248,685)</b>	<b>(1,148,367)</b>	



# Perpetual Care

**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 was \$23,194,882 principal balance and no spendable interest in this account. The budget includes the following transfers and operating expenditures:

		<b>FY 2011</b>	<b>% of Total</b>	<b>FY 2012</b>	<b>% of Total</b>
		<b>Budgeted</b>	<b>Revenue</b>	<b>Projected</b>	<b>Revenue</b>
		<b>Expenses</b>		<b>Revenue</b>	
<b>Operations Trust</b>	<b>Operating Revenues</b>				
	Operations Trust Interest Earnings &				
	Debt Repayments	933,771	36.7%	1,014,093	38.7%
	General Fund Transfer In	1,610,050	61.4%	1,609,105	61.3%
	<b>Total</b>	<b>\$ 2,543,821</b>		<b>\$ 2,623,198</b>	
		<b>FY 2011</b>	<b>FY 2012</b>	<b>% Supported</b>	<b>% Supported by</b>
		<b>Budgeted</b>	<b>Projected</b>	<b>By Perpetual</b>	<b>General Fund</b>
		<b>Expenses</b>	<b>Expenses</b>	<b>Care Interest</b>	<b>Transfer In</b>
<b>Operations Trust</b>	<b>Operating Expenses</b>			<b>Earnings</b>	
	Casper Events Center	\$ 685,979	\$ 689,469	38.7%	61.3%
	Ice Arena	184,735	189,467	38.7%	61.3%
	Aquatics	278,407	254,880	38.7%	61.3%
	Recreation Center	566,310	554,537	38.7%	61.3%
	City Campus	386,041	336,018	38.7%	61.3%
	Buildings & Grounds	412,869	581,327	38.7%	61.3%
	Investment Fees	18,300	17,500		
		<b>\$ 2,532,641</b>	<b>\$ 2,623,198</b>		
<b>Interest Earnings To Fund 100% of These Operations</b>		<b>\$ 2,543,821</b>	<b>\$ 2,623,198</b>		
<b>Current Interest Earnings &amp; Revenue Short Fall</b>		<b>\$ 933,771</b>	<b>\$ 1,014,093</b>		
		<b>\$ 1,610,050</b>	<b>\$ 1,609,105</b>		
		<b>06/30/2011</b>	<b>06/30/2012</b>		
<b>Current Principal Balance</b>		<b>\$ 23,809,882</b>	<b>\$ 24,469,882</b>		
<b>Estimated Principal Balance Needed To Generate Interest Earnings To Support These Operations</b>		<b>\$ 64,863,953</b>	<b>\$ 63,297,297</b>		

# Perpetual Care

## Perpetual Care Highlights for FY 2012

The Transfers In consist of:

No One Cent #14 funding was allocated to be added to the non-spendable principal balances of the Building Trust Account and the Operations Trust Account. The City Council allocated \$660,000 of interest earnings from One Cent #13 to be added to the principal balance of the Operations Trust.

A \$1,609,105 transfer in FY 2012 from the General Fund to the Operations Account supplements the interest earnings needed to support the operations 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 2012, Perpetual Care interest earnings are projected to be only able to fund 38.7% of the total cost of these operations.

### Perpetual Care Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Services/ User Fees	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	0%
Interest Income	1,157,094	1,151,793	1,102,039	1,215,400	6%
Principal Repayment	16,986	11,480	34,692	34,693	202%
Transfer In	2,654,971	2,360,050	2,243,929	2,269,105	-4%
<b>Total Revenues</b>	<b>\$ 3,836,251</b>	<b>\$ 3,530,523</b>	<b>\$ 3,387,860</b>	<b>\$ 3,526,398</b>	<b>0%</b>
<b>Expenditures</b>					
Contractual Services	\$ 24,618	\$ 25,407	\$ 23,303	\$ 24,990	-2%
Materials and Supplies	4,933	10,740	-	10,850	1%
Other	14,220	127,261	10,000	348,100	174%
Capital	100,682	195,671	100,000	154,300	-21%
Transfers Out	2,785,870	2,514,341	2,386,808	2,605,698	4%
<b>Total Expenditures</b>	<b>\$ 2,930,323</b>	<b>\$ 2,873,420</b>	<b>\$ 2,520,111</b>	<b>\$ 3,143,938</b>	<b>9%</b>
<b>Net Perpetual Care</b>	<b>\$ 905,928</b>	<b>\$ 657,103</b>	<b>\$ 867,749</b>	<b>\$ 382,460</b>	<b>-42%</b>

Interest Reserves on June 30, 2010 \$ 436,647

Projected Interest Reserves on June 30, 2011 \$ 554,396

Projected Interest Reserves on June 30, 2012 \$ 276,856

***The interest reserves exclude non-spendable principal amounts.***

Principal Reserves on June 30, 2010 \$ 29,036,070

Projected Principal Reserves on June 30, 2011 \$ 29,786,070

Projected Principal Reserves on June 30, 2012 \$ 30,446,070

***The principal reserves are designated non-spendable amounts.***

# Perpetual Care

## North Platte Park Trust

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Gain or Loss On Investments	\$ (137)	\$ -	\$ 21	\$ -	0%
N Platte Park Interest	49,844	48,382	47,235	49,000	1%
<b>Total Revenues</b>	<b>\$ 49,707</b>	<b>\$ 48,382</b>	<b>\$ 47,256</b>	<b>\$ 49,000</b>	<b>1%</b>
<b>Expenditures</b>					
Investment Fees	\$ 891	\$ 750	\$ 850	\$ 900	20%
Programs & Projects	-	-	-	48,100	100%
<b>Total Expenditures</b>	<b>\$ 891</b>	<b>\$ 750</b>	<b>\$ 850</b>	<b>\$ 49,000</b>	<b>6433%</b>
<b>Total North Platte Park Trust</b>	<b>\$ 48,816</b>	<b>\$ 47,632</b>	<b>\$ 46,406</b>	<b>\$ -</b>	<b>-100%</b>

## Building Trust

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Building Trust Gain/(Loss) On Inv	\$ (716)	\$ -	\$ -	\$ -	0%
Building Trust Interest	170,697	170,230	170,000	176,000	3%
Senior Citizens Building Rent	7,200	7,200	7,200	7,200	0%
Transfers In	135,000	135,000	135,000	-	-100%
<b>Total Revenues</b>	<b>\$ 312,181</b>	<b>\$ 312,430</b>	<b>\$ 312,200</b>	<b>\$ 183,200</b>	<b>-41%</b>
<b>Expenditures</b>					
Buildings	\$ 27,356	\$ 195,671	\$ 100,000	\$ 154,300	-21%
Interdepartmental Services	2,427	2,707	2,707	2,440	-10%
Investment Fees	4,015	3,500	4,000	4,000	14%
Programs & Projects	14,220	127,261	10,000	300,000	136%
<b>Total Expenditures</b>	<b>\$ 48,018</b>	<b>\$ 329,139</b>	<b>\$ 116,707</b>	<b>\$ 460,740</b>	<b>40%</b>
<b>Total Building Trust</b>	<b>\$ 264,163</b>	<b>\$ (16,709)</b>	<b>\$ 195,493</b>	<b>\$ (277,540)</b>	<b>1561%</b>

## Urban Forestry

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Gain/(Loss) On Investments	\$ (22)	\$ -	\$ -	\$ -	0%
Contributions - Urban Forestry	4,457	-	-	-	
Interest Income	11,217	10,890	11,000	11,000	1%
<b>Total Urban Forestry Revenues</b>	<b>\$ 15,652</b>	<b>\$ 10,890</b>	<b>\$ 11,000</b>	<b>\$ 11,000</b>	<b>1%</b>
<b>Expenditures</b>					
Investment Fees	\$ 168	\$ 150	\$ 150	\$ 150	0%
Operating Supplies	4,933	10,740	-	10,850	1%
<b>Total Urban Forestry Expenditures</b>	<b>\$ 5,101</b>	<b>\$ 10,890</b>	<b>\$ 150</b>	<b>\$ 11,000</b>	<b>1%</b>
<b>Total for Urban Forestry</b>	<b>\$ 10,551</b>	<b>\$ -</b>	<b>\$ 10,850</b>	<b>\$ -</b>	<b>0%</b>

# Perpetual Care

## Operations Trust

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Gain/(Loss) On Investments	\$ (2,691)	\$ -	\$ (2,517)	\$ -	0%
Interest Income	928,902	922,291	876,300	979,400	6%
Debt Repayment - Interfund Advnc	16,986	11,480	34,692	34,693	202%
Transfers In-General Fund	1,904,971	1,610,050	1,493,929	1,609,105	0%
Transfers In-Principal from 1%	615,000	615,000	615,000	660,000	7%
<b>Total Operations Revenues</b>	<b>\$ 3,463,168</b>	<b>\$ 3,158,821</b>	<b>\$ 3,017,404</b>	<b>\$ 3,283,198</b>	<b>4%</b>
<b>Expenditures</b>					
Investment Fees	\$ 17,117	\$ 18,300	\$ 15,596	\$ 17,500	-4%
Light Equipment for Other Funds	73,326	-	-	-	0%
Transfers Out	2,785,870	2,514,341	2,386,808	2,605,698	4%
<b>Total Operations Expenditures</b>	<b>\$ 2,876,313</b>	<b>\$ 2,532,641</b>	<b>\$ 2,402,404</b>	<b>\$ 2,623,198</b>	<b>4%</b>
<b>Total for Operations Trust</b>	<b>\$ 586,855</b>	<b>\$ 626,180</b>	<b>\$ 615,000</b>	<b>\$ 660,000</b>	<b>5%</b>

# Metro Animal Control

**Mission:** 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.

**Goal:** **Animal Placements**

To increase the number of positive placements for animals under the care of Metro Animal Control.

**Objectives:**

**Animal Adoptions** To maintain the total number of adoptions from Metro at FY 2010 levels.

**Euthanizations** To maintain the number of unwanted animals that are euthanized at FY 2010 levels.

**Rescue Group Placements** To maintain the number of animals accepted by rescue groups at 355.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Adopt-A-Thon Events	4	2		-2	-50.00%	
Animal Adoptions	1,178	1,391	1,178	213	18.08%	1,178
Animal Rescue Transports	44	63		19	43.18%	
Euthanizations	1,162	855	1,162	-307	-26.42%	1,162
Rescue Group Placements	355	367		12	3.38%	
Save A Pet Commercials	46	49		3	6.52%	

# Metro Animal Control

## **Highlights from FY 2011:**

Metro Animal Control handled 3,989 animals this year. Licensing of dogs and cats increased over the previous year and adopted out 1,391 animals. Euthanasia numbers are less than last year largely due to cooperation with rescue groups to place the animals.

Metro has received an increased number of animal bite cases. Metro officers have been conducting bite prevention presentations at schools, health fairs and service providers such as meter readers and postal personnel. Metro also has a quarantine rate of 98% on bite cases, the 2% not quarantined were animals that were not able to be located or identified.

Metro received new exterior paint, interior paint on the walls in the kennel area and new chain link on the kennels.

## **Highlights for FY 2012:**

The interior of the building will have some renovations done to update aging work spaces. Social media options will be developed to expand education and animal adoption information. Data analysis will be maximized to attempt to reduce dangerous animal encounters.

# Metro Animal Control

## Metro Animal Control Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Animal Protection Officer II	6	6	6	6
Kennel Technician	3	3	2	3
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>10</b>	<b>11</b>

<b>Part Time Employees (Budget)</b>	\$	11,087	\$	15,677	\$	15,677
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## Metro Animal Control Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Licenses	\$ 20,341	\$ 24,500	\$ 23,800	\$ 24,500	0%
Charges for Services/ User Fees	189,761	240,703	239,003	246,541	2%
Miscellaneous	4,268	4,200	4,200	4,200	0%
Transfer In	642,261	622,408	622,408	718,095	15%
<b>Total Revenues</b>	<b>\$ 856,631</b>	<b>\$ 891,811</b>	<b>\$ 889,411</b>	<b>\$ 993,336</b>	<b>11%</b>
<b>Expenditures</b>					
Personnel	\$ 675,817	\$ 661,734	\$ 664,600	\$ 756,456	14%
Contractual Services	117,816	124,027	109,332	126,422	2%
Materials and Supplies	42,987	44,300	48,500	50,300	14%
Other	12,150	30,000	30,000	30,000	0%
Capital	3,573	45,711	42,500	47,000	3%
<b>Total Expenditures</b>	<b>\$ 852,343</b>	<b>\$ 905,772</b>	<b>\$ 894,932</b>	<b>\$ 1,010,178</b>	<b>12%</b>
<b>Net Metro Animal Control</b>	<b>\$ 4,288</b>	<b>\$ (13,961)</b>	<b>\$ (5,521)</b>	<b>\$ (16,842)</b>	<b>21%</b>

Actual Reserves on June 30, 2010 \$ 240,418

Projected Reserves on June 30, 2011 \$ 264,897

Projected Reserves on June 30, 2012 \$ 278,055

# Metro Animal Control

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Licenses</b>					
Pet Licenses	\$ 20,341	\$ 24,500	\$ 23,800	\$ 24,500	0%
<b>Total Licenses</b>	\$ 20,341	\$ 24,500	\$ 23,800	\$ 24,500	0%
<b>Charges For Services</b>					
Boarding Fees	\$ 3,437	\$ 3,500	\$ 2,800	\$ 3,500	0%
Adoption Fees	31,543	41,000	40,000	41,000	0%
Intergovernmental User Charges	154,781	196,203	196,203	202,041	3%
<b>Total Charges For Services</b>	\$ 189,761	\$ 240,703	\$ 239,003	\$ 246,541	2%
<b>Miscellaneous Revenue</b>					
Interest Income	\$ 1,013	\$ 1,200	\$ 800	\$ 1,200	0%
Misc Revenue	3,454	3,000	3,500	3,000	0%
Gain/Loss On Investments	(199)	-	(100)	-	0%
<b>Total Miscellaneous</b>	\$ 4,268	\$ 4,200	\$ 4,200	\$ 4,200	0%
<b>Transfers</b>					
Transfers In	\$ 642,261	\$ 622,408	\$ 622,408	\$ 718,095	15%
<b>Total Transfers</b>	\$ 642,261	\$ 622,408	\$ 622,408	\$ 718,095	15%
<b>Total Operating Revenue</b>	\$ 856,631	\$ 891,811	\$ 889,411	\$ 993,336	11%
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 466,623	\$ 445,411	\$ 449,285	\$ 481,968	8%
Part Time	11,087	15,677	14,000	15,677	0%
Overtime	8,938	13,100	14,500	13,100	0%
<b>Total Salaries &amp; Wages</b>	\$ 486,648	\$ 474,188	\$ 477,785	\$ 510,745	8%
<b>Other Pay</b>					
Disability Leave Buy-Back	\$ 4,124	\$ 5,500	\$ 4,280	\$ 5,500	0%
Accrued Leave Payoff	376	1,500	3,520	1,500	0%
Supplemental Pay	11,500	-	-	-	0%
Other Allowances	3,600	3,600	3,600	3,600	0%
<b>Total Other Pay</b>	\$ 19,600	\$ 10,600	\$ 11,400	\$ 10,600	0%
<b>Benefits</b>					
Health Insurance	\$ 93,972	\$ 94,944	\$ 94,944	\$ 140,594	48%
Other Insurance Benefits	4,149	4,150	4,150	4,452	7%
FICA/Medicare Tax	36,394	37,087	36,500	39,881	8%
Retirement Contributions	27,012	31,944	31,000	35,639	12%
Workers' Compensation	8,042	8,821	8,821	14,545	65%
<b>Total Benefits</b>	\$ 169,569	\$ 176,946	\$ 175,415	\$ 235,111	33%
<b>Total Personnel</b>	\$ 675,817	\$ 661,734	\$ 664,600	\$ 756,456	14%

# Metro Animal Control

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Fees	\$ 170	\$ 125	\$ 125	\$ -	-100%
Medical Testing Services	-	500	350	500	0%
Water	4,001	6,500	4,500	5,000	-23%
Energy - Electricity	8,567	9,500	8,500	9,000	-5%
Energy - Natural Gas	11,064	15,000	8,000	8,000	-47%
Maintenance Agreements	3,188	3,300	3,255	3,300	0%
Insurance & Bonds	7,159	6,447	6,447	10,626	65%
Telecommunications	10,269	8,000	8,200	8,000	0%
Postage/Shipping	1,726	2,000	1,800	2,000	0%
Travel & Training	2,343	6,000	1,500	4,000	-33%
Interdepartmental Services	42,330	41,121	41,121	39,891	-3%
Dispatch Services	9,202	8,534	8,534	9,105	7%
Other Contractual	17,797	17,000	17,000	27,000	59%
<b>Total Contractual Services</b>	<b>\$ 117,816</b>	<b>\$ 124,027</b>	<b>\$ 109,332</b>	<b>\$ 126,422</b>	<b>2%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 1,676	\$ 2,500	\$ 2,300	\$ 2,500	0%
Other Materials & Supplies	39,996	40,000	45,000	46,000	15%
Uniforms	1,315	1,800	1,200	1,800	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 42,987</b>	<b>\$ 44,300</b>	<b>\$ 48,500</b>	<b>\$ 50,300</b>	<b>14%</b>
<b>Other Expenses</b>					
Depreciation	\$ 12,150	\$ 30,000	\$ 30,000	\$ 30,000	0%
<b>Total Other Expenses</b>	<b>\$ 12,150</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>0%</b>
<b>Capital - Replacement</b>					
Light Equipment	\$ 398	\$ 40,711	\$ 39,500	\$ 22,000	-46%
Buildings	\$ -	\$ -	\$ -	\$ 20,000	100%
Technologies	3,175	5,000	3,000	5,000	0%
<b>Total Capital - Replacement</b>	<b>\$ 3,573</b>	<b>\$ 45,711</b>	<b>\$ 42,500</b>	<b>\$ 47,000</b>	<b>3%</b>
<b>Total Operating Expenses</b>	<b>\$ 852,343</b>	<b>\$ 905,772</b>	<b>\$ 894,932</b>	<b>\$ 1,010,178</b>	<b>12%</b>
<b>Net Fund</b>	<b>\$ 4,288</b>	<b>\$ (13,961)</b>	<b>\$ (5,521)</b>	<b>\$ (16,842)</b>	<b>21%</b>

# Public Safety Comm. Center

**Mission:** To provide communication services to all user agencies and the public within Natrona County, as well as providing E-911 services.

**Goal:** **Response Time**

To reduce dispatch and patrol response times and to effectively respond to crime and service calls.

**Objectives:**

**Priority 1 Calls - Response Time** To reduce response times to Priority 1 Calls to less than 4:30 minutes.

**Priority 2 Calls - Response Time** To maintain response times to Priority 2 Calls to less than 14:00 minutes.

**Priority 3 Calls - Response Time** To maintain response times to Priority 3 Calls to less than 30:00 minutes.

	FY 2010	FY 2011				FY 2012
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Avg # of Operational PSCC Personnel		17.08				
Priority 1 Calls - No. of Calls		4,599				
Priority 1 Calls - Response Time		4:37	5:00			4:30
Priority 2 Calls - Response Time		11:13	15:00			14:00
Priority 3 Calls - Response Time		24:21	45:00			30:00

# Public Safety Comm. Center

## **Highlights from FY 2011:**

The Public Safety Communications Center received 27,731 incoming 9-1-1 calls and 141,113 non-emergency calls for a total of 168,844. Approximately 75% of 9-1-1 calls are received from cell phones, approximately 11% are received from conventional residential land line phones.

PSCC has made significant progress in reducing police response times to citizen calls. Priority 1 calls consistently have an officer on scene in less than 5 minutes (the yearly average is 4:51). This represents the time from when a dispatcher picks up the phone until an officer arrives at the address.

PSCC has developed a structured training program that produces effective dispatchers. Scheduling and oversight have significantly reduced overtime expenditures in PSCC and maintained consistent staffing. The state wide WYOLINK system was installed at the end of the fiscal year. The system is currently being fine-tuned and some issues being corrected. The existing issues effect law enforcement radios, fire and EMS radios are operating well.

PSCC has implemented Facebook and Twitter sites for communications with the community. PSCC has also developed and conducts grade school classes to educate young kids on how to use the 9-1-1 system and how to notify emergency services. PSCC also developed a method to notify private schools of issues similar to notifications given to public schools.

PSCC has made significant reductions in the time it takes from a receiving a call from a citizen to notification of the fire or police. PSCC personnel have all been well trained on the operations and set up of the mobile command vehicle. This allows anyone in the center to set up emergency operations at an off site location.

## **Highlights for FY 2012:**

System upgrades for a paging system are in the development phase. The system will function with all users of the PSCC and make an effective means for low level notifications to mass notification and call-out. It is intended to also be able to notify the community of significant and dangerous events, through cell phones, land lines and email.

# Public Safety Comm Center

## Public Safety Communications Center Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Call Taker	2	2	1	2
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>	22	22	21	22

<b>Part Time Employees (Budget)</b>	\$	96,824	\$	100,000	\$	100,000
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## Public Safety Communications Center (PSCC) Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Taxes	\$ 907,026	\$ 950,000	\$ 1,000,000	\$ 1,100,000	16%
Charges for Service	451,121	470,259	470,259	501,882	7%
Miscellaneous	4,144	3,700	4,725	4,000	8%
Transfers In	687,512	688,703	688,703	772,516	12%
<b>Total Revenues</b>	\$ 2,049,803	\$ 2,112,662	\$ 2,163,687	\$ 2,378,398	13%
<b>Expenditures</b>					
Personnel	\$ 1,436,896	\$ 1,422,063	\$ 1,403,781	\$ 1,592,073	12%
Contractual Services	462,383	529,065	506,365	528,510	0%
Materials and Supplies	18,312	9,800	9,900	9,800	0%
Other	92,847	92,848	92,848	92,848	0%
Capital	165,194	166,525	58,525	179,152	8%
<b>Total Expenditures</b>	\$ 2,175,632	\$ 2,220,301	\$ 2,071,419	\$ 2,402,383	8%
<b>Net PSCC Fund</b>	\$ (125,829)	\$ (107,639)	\$ 92,268	\$ (23,985)	-78%

Actual Reserves on June 30, 2010 \$ 1,175,941

Projected Reserves on June 30, 2011 \$ 1,361,057

Projected Reserves on June 30, 2012 \$ 1,429,920

# Public Safety Comm Center

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Charges For Services</b>					
Intergovernmental User Charge	383,624	399,899	399,899	426,815	7%
Wyoming Medical Center	67,497	70,360	70,360	75,067	7%
<b>Total Charges For Services</b>	<b>\$ 451,121</b>	<b>\$ 470,259</b>	<b>\$ 470,259</b>	<b>\$ 501,882</b>	<b>7%</b>
<b>Miscellaneous Revenue</b>					
Administrative Fees	\$ -	\$ -	\$ -	\$ -	0%
Interest Income	5,109	3,500	3,200	3,500	0%
Miscellaneous Revenue	-	200	1,875	500	150%
Gain/Loss On Investments	(965)	-	(350)	-	0%
<b>Total Miscellaneous</b>	<b>\$ 4,144</b>	<b>\$ 3,700</b>	<b>\$ 4,725</b>	<b>\$ 4,000</b>	<b>8%</b>
<b>Taxes</b>					
Telephone Service Charge	\$ 907,026	\$ 950,000	\$ 1,000,000	\$ 1,100,000	16%
<b>Total Taxes</b>	<b>\$ 907,026</b>	<b>\$ 950,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,100,000</b>	<b>16%</b>
<b>Transfers In</b>					
Transfers In	\$ 687,512	\$ 688,703	\$ 688,703	\$ 772,516	12%
<b>Total Transfers</b>	<b>\$ 687,512</b>	<b>\$ 688,703</b>	<b>\$ 688,703</b>	<b>\$ 772,516</b>	<b>12%</b>
<b>Total Operating Revenue</b>	<b>\$ 2,049,803</b>	<b>\$ 2,112,662</b>	<b>\$ 2,163,687</b>	<b>\$ 2,378,398</b>	<b>13%</b>
<b>Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
Full Time	\$ 883,993	\$ 880,826	\$ 881,377	\$ 994,694	13%
Part Time	96,824	100,000	92,500	100,000	0%
Overtime	50,226	60,000	40,000	60,000	0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 1,031,043</b>	<b>\$ 1,040,826</b>	<b>\$ 1,013,877</b>	<b>\$ 1,154,694</b>	<b>11%</b>
<b>Other Pay</b>					
Holiday Pay	\$ 22,633	\$ 25,560	\$ 32,364	\$ 32,000	25%
Supplemental Pay	21,500	-	-	-	0%
Disability Leave Buy-Back	3,394	2,700	951	1,000	-63%
Accrued Leave Payoff	8,014	3,000	7,500	8,000	167%
Other Allowances	560	480	480	480	0%
<b>Total Other Pay</b>	<b>\$ 56,101</b>	<b>\$ 31,740</b>	<b>\$ 41,295</b>	<b>\$ 41,480</b>	<b>31%</b>
<b>Benefits</b>					
Health Insurance	\$ 173,316	\$ 174,228	\$ 174,228	\$ 196,896	13%
Other Insurance Benefits	7,229	10,102	7,350	10,021	-1%
FICA/Medicare Tax	76,092	70,565	76,250	91,505	30%
Retirement Contributions	81,234	90,821	84,500	91,057	0%
Unemployment Contributions	8,502	-	2,500	-	0%
Workers' Compensation	3,379	3,781	3,781	6,420	70%
<b>Total Benefits</b>	<b>\$ 349,752</b>	<b>\$ 349,497</b>	<b>\$ 348,609</b>	<b>\$ 395,899</b>	<b>13%</b>
<b>Total Personnel</b>	<b>\$ 1,436,896</b>	<b>\$ 1,422,063</b>	<b>\$ 1,403,781</b>	<b>\$ 1,592,073</b>	<b>12%</b>

# Public Safety Comm Center

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Contractual Services</b>					
Investment Fees	\$ 813	\$ 500	\$ 500	\$ 500	0%
Maintenance Agreements	168,365	210,000	210,000	210,000	0%
Building Rent	11,660	13,000	12,300	13,000	0%
Insurance & Bonds	8,038	7,238	7,238	23,887	230%
Telecommunications	129,109	138,000	135,000	136,144	-1%
Travel and Training	8,255	10,500	8,000	10,500	0%
Interdepartmental Services	116,847	118,327	118,327	119,479	1%
Other Contractual	19,296	31,500	15,000	15,000	-52%
<b>Total Contractual Services</b>	<b>\$ 462,383</b>	<b>\$ 529,065</b>	<b>\$ 506,365</b>	<b>\$ 528,510</b>	<b>0%</b>
<b>Materials &amp; Supplies</b>					
Office Supplies	\$ 6,134	\$ 3,500	\$ 4,200	\$ 3,500	0%
Other Materials & Supplies	9,943	5,000	3,200	5,000	0%
Uniforms	2,235	1,300	2,500	1,300	0%
<b>Total Materials &amp; Supplies</b>	<b>\$ 18,312</b>	<b>\$ 9,800</b>	<b>\$ 9,900</b>	<b>\$ 9,800</b>	<b>0%</b>
<b>Other Expenses</b>					
Depreciation	\$ 92,847	\$ 92,848	\$ 92,848	\$ 92,848	0%
<b>Total Other Expenses</b>	<b>\$ 92,847</b>	<b>\$ 92,848</b>	<b>\$ 92,848</b>	<b>\$ 92,848</b>	<b>0%</b>
<b>Capital - New</b>					
Light Equipment	\$ 1,076	\$ -	\$ -	\$ -	0%
Technologies	3,563	692	692	-	-100%
<b>Total Capital - New</b>	<b>\$ 4,639</b>	<b>\$ 692</b>	<b>\$ 692</b>	<b>\$ -</b>	<b>-100%</b>
<b>Capital - Replacement</b>					
Buildings	\$ 51,081	\$ 3,833	\$ 3,833	\$ -	-100%
Light Equipment	143	4,000	4,000	11,152	179%
Technologies	109,331	158,000	50,000	168,000	6%
<b>Total Capital - Replacement</b>	<b>\$ 160,555</b>	<b>\$ 165,833</b>	<b>\$ 57,833</b>	<b>\$ 179,152</b>	<b>8%</b>
<b>Total Operating Expenses</b>	<b>\$ 2,175,632</b>	<b>\$ 2,220,301</b>	<b>\$ 2,071,419</b>	<b>\$ 2,402,383</b>	<b>8%</b>
<b>Net Fund</b>	<b>\$ (125,829)</b>	<b>\$ (107,639)</b>	<b>\$ 92,268</b>	<b>\$ (23,985)</b>	<b>-78%</b>

# Employee Health Insurance

**Mission:** To provide high quality medical and dental benefits plan to employees, retirees, and their families through a fiscally responsible, self-funded program.

**Goal:** **Health Benefit Maintenance**

To keep annual increases to the City's health plan below the national medical inflation rate.

**Objectives:**

<b>Cardiovascular Disease Costs</b>	To reduce the annual medical cost of cardiovascular related disease, as a percentage of total health care costs, by 2%.	<b>New</b>
<b>Diabetes Costs</b>	To reduce the annual medical cost of diabetes related disease, as a percentage of total healthcare costs, by 1%.	<b>New</b>
<b>Prescription Drug Costs</b>	To reduce the total cost of prescription drugs by 1%.	<b>New</b>

	<b>FY 2010</b>	<b>FY 2011</b>				<b>FY 2012</b>
	Previous Year Actual	Current Year Actual	Current Year Target	Actual Change	Percent Change	Upcoming Year Target
Attendance at Mandatory Health Events	<b>New</b>					
Cardiovascular Disease Costs	<b>New</b>					
Cardiovascular Program Compliance		44%	50%			50%
Diabetes Costs	<b>New</b>					
Diabetic Program Compliance		39%	50%			50%
Prescription Drug Costs	<b>New</b>					
Total Healthcare Costs	<b>New</b>		\$0			\$0

# Employee Health Insurance

## **Highlights from FY 2011:**

FY 2011 brought on many changes to the health fund that began with hiring a new Health Promotions Manager in October 2010. As part of Health Care Reform requirements, the City implemented designated employee lactation rooms. The new employee health benefit plan document also reflects mandates from Health Care Reform.

In July 2010, the City had its second annual blood draw and health risk assessment event with a 92% compliance rate among health plan participants. In January 2011, health insurance premiums increased by 7% for all employees and an additional 10% for individuals who did not participate in the blood draw and Health Risk Assessment.

One challenge the City faces is compliance with disease management programs. Currently, there is a 41% compliance rate of those enrolled in the diabetes disease management program and a 36% compliance rate of those enrolled in the cardiovascular disease management program resulting in increasing trends and costs among the two medical conditions.

## **Highlights for FY 2012:**

The City will dramatically expand its emphasis on wellness and health among all employees by implementing an organizational-wide Health Thematic Goal that will need to be met by June 30, 2015. In FY 2012, specific health objectives will be implemented within the organization in support of this goal. The action plan for FY 2012 is to slow the rising costs of the City's Health and Prescription Drug claims through disease management programs, education and promoting early detection/preventable services.

More health plan participants are completing preventative and early detection services resulting in an increase in medical conditions diagnosed. The claims costs have increased, thus the City's return on investment on these services will not be immediately realized.

Communication strategies will be a strong point in FY 2012 that the health promotion program will be initiating to support healthy behaviors.

# Employee Health Insurance

## Employee Health Insurance Highlights

**For FY 2012:** This will be the third year with a new third party administrator for the health plan, with services such as disease management. It will be the first full fiscal year after the implementation of the new health plan changes in January 2011.

## Employee Health Insurance Fund Staffing Summary

	FY 2009	FY 2010	FY 2011	FY 2012
<b>Full Time Positions</b>				
Health Promotions Manager	-	-	1	1
<b>Total</b>	-	-	1	1
<b>Part Time Employees (Budget)</b>	\$ -	\$ -	\$ -	\$ -

## Employee Health Insurance Budget Summary

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
Charges for Service	\$ 6,202,065	\$ 6,237,417	\$ 6,239,453	\$ 6,879,582	10%
Miscellaneous	1,271,556	1,050,000	1,269,704	855,000	-19%
Transfers In	1,000,000	-	-	-	
<b>Total Revenues</b>	\$ 8,473,621	\$ 7,287,417	\$ 7,509,157	\$ 7,734,582	6%
<b>Expenditures</b>					
Personnel	\$ -	\$ 66,000	\$ 66,000	\$ 67,949	3%
Contractual Services	7,163,221	7,370,384	8,046,338	7,553,833	2%
Materials & Supplies	-	-	-	950	
Other	-	1,600,000	1,600,000	1,600,000	0%
Capital	-	-	-	1,850	
<b>Total Expenditures</b>	\$ 7,163,221	\$ 9,036,384	\$ 9,712,338	\$ 9,224,582	2%
<b>Net Employee Health Insurance Fund</b>	\$ 1,310,400	\$ (1,748,967)	\$ (2,203,181)	\$ (1,490,000)	-15%

### Reserves For Operations

Actual Reserves on June 30, 2010 \$ 4,317,011

Projected Reserves on June 30, 2011 \$ 3,713,830

Projected Reserves on June 30, 2012 \$ 3,823,830

### Other Post-Employment Benefits (OPEB) Unfunded Liability\*\*

Actual OPEB Liability on June 30, 2010 \$ 4,518,022

Projected OPEB Liability on June 30, 2011 \$ 6,118,022

Projected OPEB Liability on June 30, 2012 \$ 7,718,022

\*\* Other Post Employment benefits accounts for the long-term liability associated with retiree health benefits.

# Employee Health Insurance

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Revenues</b>					
<b>Miscellaneous Revenue</b>					
Interest Income	\$ 100,608	\$ 100,000	\$ 75,000	\$ 100,000	0%
Gain/Loss On Investments	22,422	-	(10,805)	-	0%
Insurance Reimbursements	714,533	500,000	150,000	180,000	-64%
Stoploss Reimbursements	-	-	600,000	575,000	100%
Miscellaneous Revenue	433,993	450,000	455,509	-	-100%
Transfers In For OPEB-- General Fund	1,000,000	-	-	-	0%
<b>Total Miscellaneous</b>	<b>\$ 2,271,556</b>	<b>\$ 1,050,000</b>	<b>\$ 1,269,704</b>	<b>\$ 855,000</b>	<b>-19%</b>
<b>Charges for Service</b>					
Non-Employee Premiums	\$ -	\$ -	\$ -	\$ 50,000	100%
Employee Premiums	1,352,865	1,370,032	1,362,068	1,381,003	1%
Employer Premiums	4,842,291	4,857,385	4,857,385	4,978,579	2%
Retiree Premiums	-	-	-	450,000	100%
COBRA Premiums	6,909	10,000	20,000	20,000	100%
<b>Total Charges for Service</b>	<b>\$ 6,202,065</b>	<b>\$ 6,237,417</b>	<b>\$ 6,239,453</b>	<b>\$ 6,879,582</b>	<b>10%</b>
<b>Total Revenue</b>	<b>\$ 8,473,621</b>	<b>\$ 7,287,417</b>	<b>\$ 7,509,157</b>	<b>\$ 7,734,582</b>	<b>6%</b>
<b>Operating Expenses</b>					
<b>Personnel</b>					
<b>Salaries &amp; Wages</b>					
*Full Time	\$ -	\$ 45,602	\$ 45,602	\$ 52,796	16%
<b>Total Salaries &amp; Wages</b>	<b>\$ -</b>	<b>\$ 45,602</b>	<b>\$ 45,602</b>	<b>\$ 52,796</b>	<b>16%</b>
<b>Benefits</b>					
*Health Insurance	\$ -	\$ 12,756	\$ 12,756	\$ 5,444	-57%
*Other Insurance Benefits	-	379	379	438	16%
*FICA/Medicare Tax	-	3,349	3,349	4,039	21%
*Retirement Contributions	-	3,117	3,117	3,759	21%
*Workers' Compensation	-	797	797	1,473	85%
<b>Total Benefits</b>	<b>\$ -</b>	<b>\$ 20,398</b>	<b>\$ 20,398</b>	<b>\$ 15,153</b>	<b>-26%</b>
<b>Total Personnel</b>	<b>\$ -</b>	<b>\$ 66,000</b>	<b>\$ 66,000</b>	<b>\$ 67,949</b>	<b>3%</b>
<b>Contractual Services</b>					
Investment Fees	\$ 2,679	\$ 3,000	\$ 3,000	\$ 3,000	0%
Plan Administration Fees	262,847	292,645	292,305	287,650	-2%
Medical Stop-loss Insurance	515,329	500,000	500,000	500,000	0%
Dental Insurance	357,415	325,000	325,000	325,000	0%
Wellness Testing	149,457	149,739	167,033	132,033	-12%
EFAP Premium	-	-	-	35,000	100%
Prescriptions	769,165	750,000	750,000	750,000	0%
Claims	5,101,579	5,350,000	6,000,000	5,500,000	3%
Other Contractual	4,750	-	9,000	6,000	100%
Association Dues	-	-	-	12,350	100%
*Printing & Reproduction	-	-	-	300	100%
*Travel & Training	-	-	-	2,500	100%
<b>Total Contractual Services</b>	<b>\$ 7,163,221</b>	<b>\$ 7,370,384</b>	<b>\$ 8,046,338</b>	<b>\$ 7,553,833</b>	<b>2%</b>
<b>Materials &amp; Supplies</b>					
*Office Supplies	\$ -	\$ -	\$ -	\$ 350	100%
*Books, Periodicals, Maps	-	-	-	600	100%
<b>Total Materials &amp; Supplies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 950</b>	<b>100%</b>

# Employee Health Insurance

	FY 2010 ACTUAL	FY 2011 REVISED	FY 2011 ESTIMATE	FY 2012 ADOPTED	% ▲
<b>Other Expenses</b>					
OPEB Liability Funding	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	0%
<b>Total Other Expenses</b>	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	0%
<b>Capital - Replacement</b>					
*Technologies	-	-	-	1,850	100%
<b>Total Capital - Replacement</b>	\$ -	\$ -	\$ -	\$ 1,850	100%
<b>Total Expenses</b>	\$ 7,163,221	\$ 9,036,384	\$ 9,712,338	\$ 9,224,582	2%
<b>Total Expenses</b>	\$ 7,163,221	\$ 9,036,384	\$ 9,712,338	\$ 9,224,582	2%
<b>Net Fund</b>	\$ 1,310,400	\$ (1,748,967)	\$ (2,203,181)	\$ (1,490,000)	-15%

\* Related to internal administration costs.

# **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 2012 BUDGET CALENDAR

### Budgetary Preparation

November 26, 2010	Capital Improvement Plan (CIP) process begins, includes capital projects and capital equipment for next five years.
January 5—Jan 31, 2011	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 2011, as well as budget entry for revenue and projected expenditures for FY 2012.
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 20	<b>Budget Books to Council</b>
May 24-26	<b>Council Budget Review Sessions</b>
June 21	Public Hearing on FY11 Budget Amendments
June 21	Public Hearing on FY12 Budget Adoption

### Publication Dates

May 13	Publication of Preliminary Budget <b>(Published in Minutes Document)</b>
June 7, 14	Proposed Amendments of Funds
<b>June 7, 14</b>	<b>Notice of Hearing on City Budget</b>
<b>June 21</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 2012 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

**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 approval period by voters of an additional one cent sales tax.
1% #14 Sales Tax	The fourteenth 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.
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
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



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FRONT COVER  
&  
BACK COVER

Two perspectives on the same image by local photographer  
Clay Anthony.

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