

CITY OF CASPER



ADOPTED BUDGET
FY 2009



City of Casper, Wyoming

**Fiscal Year 2009
Adopted Annual
Operating and Capital
Budget**

*For the Fiscal Year
Ending June 30, 2009*

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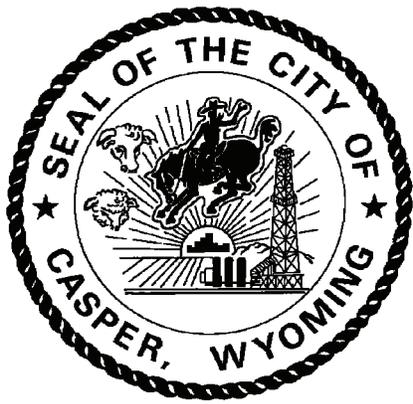
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City Council

Paul C. Bertoglio, Mayor
Kenyne Schlager, Vice President
Page Fagan, Councilmember
Lynne Whalen, Councilmember
Stefanie Boster, Councilmember
Maury Daubin, Councilmember
Keith Goodenough, Councilmember
Guy V. Padgett, III, Councilmember
Kate Sarosy, Councilmember

City Officials

Thomas O. Forslund, City Manager
Linda L. Witko, Assistant City Manager
William C. Luben, City Attorney
V.H. McDonald, Administrative Services Director
Doug Follick, Leisure Services Director
Thomas Pagel, Chief of Police
Mark Young, Fire Chief
April Getchius, Community Development Director
Gary Clough, Public Services Director
Tracey Belser, Human Resources Director





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Casper
Wyoming**

For the Fiscal Year Beginning

July 1, 2007

Oliver S. Cox

President

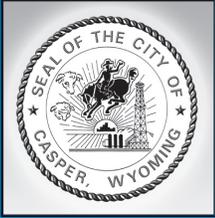
Jeffrey R. Emer

Executive Director

Government Finance Officers Association Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Casper, Wyoming for its annual budget for the fiscal year beginning July 1, 2007. 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.

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



City Council Selects Long Range Goals for the City of Casper

Fiscal Years 2008 and 2009

The Casper City Council met in February 2007 for a two day retreat. They spent their time discussing Casper's strengths and problems, and they came away from that session with a list of major goals to accomplish.

"This is a thrilling time to be in Casper -- we're growing, the economy's strong, and there's a lot of energy in town," said Councilmember Kate Sarosy. "We have a chance to really make an impact."

The work of addressing these goals began soon after their adoption in 2007. The goals of promoting infill development, a variety of

housing options, and smart growth have been partly addressed by the creation of the Old Yellowstone District. The District is a mixed use area just to the west of the downtown. Much of the zoning and planning work for the district has already been complete. A number of pedestrian friendly businesses have been expressing interest in moving to the district, and several vacant lots have already been eliminated.

Progress has also been made toward the goal of advancing the city's public safety capabilities. In FY 2008, \$1.2 million was allocated toward expanding the capabilities of the Police Department and the agen-

cies that support it. The result has been an expansion of the police car fleet, funding for additional technology, and funding for an additional assistant city attorney.

Other goals that are still being worked on include improving the variety of housing types that are available to residents; making better use of city owned land; establishing long term plans for the city's infrastructure needs; and improving Council's communication with the public. In particular, they are looking to expand information sharing through the city's website and its government and educational access channel, Cable Channel 3.

COUNCIL GOAL: SMART GROWTH



The city will continue to look for ways to encourage Smart Growth. All streets should be easy to navigate, and they should be laid out so that they minimize congestion. Residents should have easy access to parks, the corner grocery store, and the local elementary school.

COUNCIL GOAL: PUBLIC SAFETY



The nature of public safety in Casper is changing. Casper's population is aging, so more emphasis may be needed on protecting and caring for the elderly. Traffic accidents

continue to be a problem, and methamphetamines are still having a major impact in certain neighborhoods.

COUNCIL GOAL: HOUSING OPTIONS



Not everyone wants to live in a single family house with a large front yard and a two car garage. Ways are being sought to encourage developers to provide a variety of housing options, including townhomes, apartments, and condominiums. As property values continue to rise, these options provide lifestyle choices, and they increase the stock of affordable housing.

COUNCIL GOAL: COMMUNICATION



The city offers a multitude of services and programs, but keeping the public aware of them has always been a challenge. By making better use of Cable Channel 3, the internet, and more traditional information sources, city councilmembers are hoping that more Casperites will find a way and a reason to be engaged with their community.

COUNCIL GOAL: RIVERFRONT DEVELOPMENT



Ways are being sought to make the riverfront vibrant with housing, shops, and pedestrians. The vacated Amoco Refinery has been replaced with an attractive golf course and a mixed use development. The city's riverfront bike trail, the Platte River Parkway, already crosses the city from one end to the other. But more can be done.

COUNCIL GOAL: DOWNTOWN REVITALIZATION



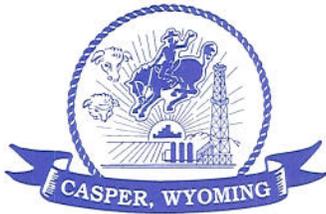
A city cannot be healthy if it lacks a strong central core. Casper's downtown, and the neighborhoods that surround it, have unique challenges and opportunities. How to encourage more people to live in these neighborhoods, how to make the best use of historic buildings, and how to encourage construction on vacant lots are some of the issues that will need to be addressed.

How do the City Council goals connect with Long-Term City Initiatives?

<p style="text-align: center;">Infrastructure replacement and expansion</p> <ul style="list-style-type: none"> • Evaluate development of regional landfill • Water and sewer system replacements and expansions <ul style="list-style-type: none"> • Water distribution system • Wastewater collection system • Water treatment plant • Wastewater treatment plant • Securing reliable water sources for the future including the Upper Rock Creek Reservoir and other water rights. • Cemetery expansion 	<p style="text-align: center;">Using a multi-pronged approach to Public Safety to achieve greatest results</p> <ul style="list-style-type: none"> • Police functions • Weed & Seed Initiative <ul style="list-style-type: none"> • Broken Window Theory • Creating ownership and pride throughout the City's neighborhoods. • Methamphetamine & alcohol initiatives <ul style="list-style-type: none"> • Treatment and prevention • Fire & EMS <ul style="list-style-type: none"> • Long term rebalancing of fire station coverage and placement to ensure response times, as well as the correct the mix of fire and medical coverage
<p style="text-align: center;">Continue development of a multi-modal transportation network throughout the Casper community</p> <ul style="list-style-type: none"> • Motor vehicles <ul style="list-style-type: none"> • Streets improvements <ul style="list-style-type: none"> • Resurfacing • New streets • Walking and biking <ul style="list-style-type: none"> • Walkability • Sidewalks • Rails to Trails, Platte River Parkway and other trail efforts • Public Transportation 	<p style="text-align: center;">Balanced growth, development and revitalization that benefits all areas of the community</p> <ul style="list-style-type: none"> • Growth and development <ul style="list-style-type: none"> • Smart growth principles • Affordable and available housing supply • Infill development • Strengthen the core of the community • Take advantage of North Platte River • Encourage revitalization through investment <ul style="list-style-type: none"> • Downtown health and vibrancy • Old Yellowstone district • Central core neighborhoods • North Casper • Aggregate property through market purchases
<p style="text-align: center;">Improved long-range City financial stability</p> <ul style="list-style-type: none"> • Planning processes <ul style="list-style-type: none"> • Comprehensive long-range capital plan for all city-owned infrastructure. • Operations and maintenance planning • Long-term operations planning • Investment • Savings and maximizing resources <ul style="list-style-type: none"> • Optimize use of City's land assets • Build up of fund reserves in Perpetual Care Fund for ongoing care of buildings, parks, forests, and operations. 	<p style="text-align: center;">Building a high-performing City organization</p> <ul style="list-style-type: none"> • Performance measurement • Performance management • Leadership training and succession planning • Performance standards and reviews • Increased citizen education, communication and opportunities for involvement • Business continuity planning to ensure ongoing operations in the event of a disaster



Budget Message Section



OFFICE OF THE CITY MANAGER

CITY OF CASPER

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CASPER, WYOMING 82601-1815
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To the Citizens of Casper,

I am pleased to present the City of Casper's FY 2009 adopted budget. This budget serves as the policy and operational guide for the City in the upcoming fiscal year, which begins on July 1, 2008 and ends June 30, 2009. This budget was adopted by the Casper City Council at their regular meeting on June 17, 2008.

The City's adopted expenditure budget for FY 2009 is \$154,339,253. These expenditures are funded by \$135,094,217 from current revenues, and \$19,245,036 in reserves. After adjusting for depreciation and other non-cash expenses, the actual budgeted use of reserves is \$15,876,538. The main sources of reserves are from enterprise funds and the capital projects funds. In the capital projects fund, when projects were funded in previous years but not completed, these projects have been re-budgeted for FY 2009, with a corresponding carry-over of revenue. Other reserves used are "excess" reserves that exceed the levels as required by the City's financial policies.

The FY 2009 adopted budget does not include the addition of any new debt or borrowings to fund operations or capital. This "pay-as-you-go" financing of capital helps keep the City's overall debt burden low. For FY 2009, the City had used 0% of its legal debt capacity for general obligation debt for general government projects such as parks and streets. The amount of debt maintained by enterprises, such as the water and sewer funds, remains reasonable and easily serviced by the revenues produced by those enterprises.

The sources and uses of funds for the FY 2009 budget can be found in the "Summaries" section of this budget, which has been expanded this year to allow citizens to quickly and easily get an overview of how the City obtains and uses the funds to which it is entrusted.

The proposed and adopted budget are 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's budget process is an extended process that integrates strategic planning, long-term capital planning, short-term departmental goal creation, performance review, personnel costs and operational budgets into one document, which is the Fiscal Year 2009 budget.

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:

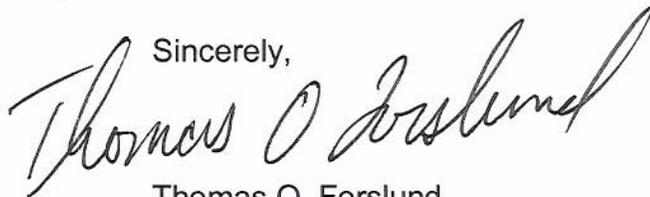
- Long-term strategic goal setting by City Council (overarching goals)
- Preparation of the capital inventory and condition report
- Creation of capital plan (5-year plan)
- Preparation of department's goals and objectives
- Review by City Manager of departmental goals and objectives
- Compilation of 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 accompanying related costs
- Operational budget creation by departments – contractual services, materials and supplies, small capital items
- 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, 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.

Included in this "Budget Message" section of the budget is a memorandum highlighting changes made during the City Council review sessions, and the adopted budget resolution. The budget message from the proposed budget is also included in this section to give context to the adopted budget. Other items that were considered can be found in the Appendix to the budget document.

I hope that you find this budget to be easy to use and informative.

Sincerely,

A handwritten signature in black ink that reads "Thomas O. Forslund". The signature is written in a cursive, flowing style.

Thomas O. Forslund
City Manager

June 6, 2008

MEMO TO: Thomas O. Forslund, City Manager
FROM: V.H. McDonald, Administrative Services Director
SUBJECT: FY 2009 Budget Adoption By Resolution

Recommendation:

That Council, by resolution, adopts the Budget for the Fiscal Year 2008-2009, at the Budget Hearing on June 17, 2008.

Summary:

Incorporated First Class cities and towns operating under the City Manager form of government in Wyoming must comply with the provisions of the Uniform Municipal Fiscal Procedures Act (W.S. §16-4-101 through §16-4-124). The act stipulates that a public hearing shall be held to consider the budget not earlier than the second Tuesday in June and not later than the third Tuesday in June.

During the budget review by Council, the following items were added to the proposed budget:

\$2,060,397 was added to the total personnel costs of all funds, with the impact to the General Fund being \$1,606,231 of the City total amount. This includes a 6.5% cost of living adjustment (COLA) for full time employees, a 6.5% pay increase for part-time employees, and all related benefits related to both COLA increases. This amount includes the following:

- \$14,136 for new employees as described in the City Manager's budget message integrating the COLA and benefits for these positions
- \$1,592,095 for the COLA including benefits for all existing full-time and part-time city employees

Additionally, \$11,218,758 was added for:

- \$100,000 was added to Council cost center for improved Public Information
- \$90,000 was added to Council cost center for increased Community Interaction
- \$100,000 for a Domestic Violence Task Force
- \$600,000 for undesignated Council Goals, with costs for a wage salary survey to be paid from these monies
- \$750,000 was added to City Council program and projects to fund potential salary adjustments if recommended by the findings of a wage survey.
- \$506,300 for a transfer to the Capital Equipment fund for the equipment listed below:
 - Fire Mobile Data Computer Replacement \$100,000
 - Police Equipment \$81,300
 - Community Development Planning Software \$5,000
 - Engineering Project Management Software \$10,000
 - Building Permit/Contractor License Software \$50,000
 - 2 Dump Truck Replacements for Streets \$260,000

- \$8,534,970 for a transfer to Capital Projects Fund for the capital projects listed below:
- Public Safety Related - \$500,000 total
 - Fire Station #3 (Supplemental Funding to FY 2008 amount) \$500,000
- Buildings and Structures - \$1,656,000 total
 - Parking Garage Elevator Replacement \$400,000
 - City Hall Cooling System \$150,000
 - City Center Annex Remodeling \$300,000
 - Hogadon Admin. Building Roof Replacement \$46,000
 - Miscellaneous Roof Replacements \$50,000
 - Marathon Building Concrete Repairs \$100,000
 - Conwell Street Sidewalk/Cemetery Fencing Phase III \$610,000
- Streets and Traffic - \$5,276,970
 - Traffic Signals- New \$770,000
 - 15th and Beverly Street Intersection \$275,000
 - Traffic Signals – Existing – LED Lighting \$91,500
 - Collectors and Arterials Repairs \$1,000,000
 - Residential Street Repairs- Materials Only \$200,000
 - West Yellowstone Highway- OYD- Supplemental \$1,875,470
 - Miscellaneous Bridge Repairs \$50,000
 - Traffic markings- Inlaid Markings \$100,000
 - Leisure Services Parking Lot Improvements \$400,000
 - Storm Drainage Improvements \$65,000
 - Variable Message Signs- Traffic Control and Public Safety \$100,000
 - David Street Extension- Supplemental \$350,000
- Other - \$1,102,000
 - Speedway Concession Stand Water Service \$50,000
 - Walkability Improvements- Sidewalks/ Traffic Lights \$610,000
 - Storm Water Master Plan \$300,000
 - Municipal Court Software \$87,000
 - Mike Sedar Outdoor Pool Improvements \$55,000
- \$458,488 for a transfer to the Special Assessment Local Assessment Districts Fund to cover the assessment portion of the construction costs for the Fort Casper neighborhood project.
- Other Miscellaneous changes included:
 - Health Department request for additional funding of \$150,000
 - Science Zone budget was increased from \$10,000 to \$15,000
 - Youth Empowerment Council Request of an additional \$4,000 was added
 - Washington Strategies - \$65,000 was removed from the General Fund

Outside of the General Fund, the City Council authorized expenditures for expansion of the City's recycling programs in the Balefill fund. This program would be funded by spending of reserves and recycling program revenues. The City Council authorized the Solid Waste Committee to evaluate program operations that would expand recycling activities by \$750,000.

With the above additions, the City's total proposed budget for FY 2009 is \$154,696,747.

A resolution has been prepared for Council's consideration.

RESOLUTION NO. 08-146

A RESOLUTION MAKING APPROPRIATIONS OF FUNDS TO COVER EXPENDITURES OF THE CITY OF CASPER, WYOMING, FOR THE FISCAL YEAR OF JULY 1, 2008, TO JUNE 30, 2009.

WHEREAS, on the 22nd day of May 2008, Thomas O. Forslund, City Manager, the budget making authority, prepared and submitted to the Council, a City Budget for the 2008-2009 Fiscal Year ending June 30, 2009; and,

WHEREAS, such budget was duly entered at large upon the records of this Council and a copy thereof was made available for public inspection at the Office of the City Clerk; and,

WHEREAS, Notice of Public Hearing on such budget, together with the summary of said budget, was published in the Casper Star-Tribune, a legal newspaper published and of general circulation in the County of Natrona on the 12th day of June 2008; and,

WHEREAS, following such Public Hearing, certain alterations and revisions were made in such budget, and such budget is now in the form to be adopted, same is hereby adopted as the official City Budget for the Fiscal Year ending June 30, 2009.

DETAILS OF GENERAL FUND

City Council	\$ 2,138,951
City Manager	866,952
City Attorney	717,043
Municipal Court	697,865
Finance	1,890,865
Health, Social & Community Services	1,224,576
Human Resources	679,728
Planning	571,039
Code Enforcement	1,045,057
Metropolitan Planning	458,321
Police	11,240,269
Fire	7,157,648
Engineering	1,289,346
Streets	3,931,068
Traffic	1,390,730
Cemetery	485,471
Fort Caspar	520,769
Parks	2,961,295
Transfers Out	<u>14,512,876</u>
Total General Fund	\$ 53,779,869

Capital Funds	
Capital Projects	30,683,748
Capital Equipment	2,776,000
One Cent Number 13	17,793,285
Enterprise Funds	
Water	18,131,143
Water Treatment Plant	2,450,768
Sewer	5,567,240
Wastewater Treatment Plant	5,581,726
Refuse Collection	4,771,486
Balefill	19,041,554
Casper Events Center	3,239,169
Golf Course	1,320,012
Casper Recreation Center	1,175,558
Aquatics	1,018,469
Ice Arena	512,994
Hogadon Ski Area	966,653
Parking Lots	55,516
LifeSteps Campus	196,739
Special Revenue Funds	
Weed & Pest Control	516,889
Transit Services	1,274,298
Community Development Block Grant	723,602
Police Grants	468,945
Fire Grants	90,000
Redevelopment Loan Fund	1,241,468
Revolving Land Fund	2,000,500
Debt Service Funds	
Special Assessments	2,330,347
Internal Service Funds	
Central Garage	3,686,615
Information Technology	1,385,952
Buildings and Grounds	1,118,516
City Campus	415,462
Property & Liability Insurance	845,525

Trust & Agency Funds	
Perpetual Care Fund	2,045,420
Metro Animal Control	928,899
Public Safety Communications Center	2,187,946
Health Insurance	6,677,240
Total	196,999,553
Less Intergovernmental Transactions	
Transfers Out	34,989,620
Internal Service Charges	6,145,712
Interdepartmental/Administration Fees	1,167,474
Total	42,302,806
Total Requirements	\$ 154,696,747

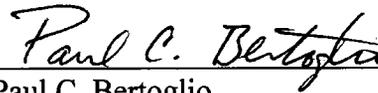
PASSED, APPROVED AND ADOPTED this 17th day of June, 2008.

ATTEST:

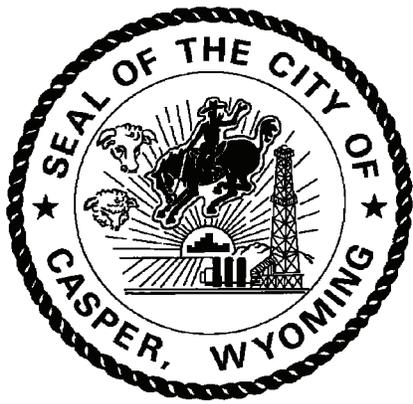


V. H. McDonald
City Clerk

CITY OF CASPER, WYOMING
A Municipal Corporation



Paul C. Bertoglio
Mayor



Proposed Budget Message

May 20, 2008

MEMO TO: His Honor, the Mayor, and Members of the City Council
FROM: Thomas O. Forslund, City Manager
SUBJECT: Budget Message – Fiscal Year 2008/09

INTRODUCTION

Pursuant to the requirements of Section 16-6-11 of the Wyoming State Statutes, as amended, the proposed FY 09 budget is hereby submitted. It is submitted with the belief that it represents a responsible plan of spending for the upcoming fiscal year. The proposed budget totals \$141,086,489.

Overview

The economy for the State of Wyoming continues to be strong. The energy industry continues to fuel the state's economy. Prices are higher for oil, natural gas, coal and uranium. The state's unemployment rate of 3.4% is the fifth lowest in the nation.

The economy for Casper is also strong. Sales tax revenue for the City of Casper, for the first eleven months of the fiscal year, is 7.9% ahead of last year.

Revenue

Higher mineral prices are generating additional tax revenues for the state government. The state is enjoying record revenues as a result of booming mineral production. As a result, the state is once again sharing a portion of the extra mineral revenue with local governments. Next fiscal year, the City of Casper will be receiving an additional \$5,244,002 in above the cap mineral revenue from the state. This amount is included in the proposed FY 09 budget.

Sales tax revenue is budgeted at \$21,439,599 for FY 09. This is an increase of \$1,705,130 from the amount projected to be received in FY 08. Additionally, the budget includes \$930,170 from the State of Wyoming as a backfill for the lost sales tax on food.

Sales tax and mineral tax revenues represent 66.3% of the General Fund revenue budget. Fluctuations in either of these two revenue sources can significantly impact the City's operation. The remaining 35.5% of the revenue for the General Fund comes from 73 separate revenue sources. A fluctuation in any of the other revenue sources does not have the same impact on the budget as fluctuations in sales tax or mineral revenues. As a result, sales tax and mineral revenues need to be monitored closely during budget development and throughout the fiscal year.

The prior approved rate increases for the Water, Sewer, Refuse Collection and Balefill Funds, are included in the proposed budget.

The City will be receiving a portion of the \$21,217,975 funds granted to Natrona County local governments by the State of Wyoming. These funds must be used for capital projects. The seven local governments of Natrona County must come to an agreement on how these funds shared by the different entities. The entities have agreed that Casper should receive \$14,000,000 to be used for projects at the landfill. The entities also agreed that Casper should receive an additional \$2,500,000 for other capital projects designated by the City Council. These amounts have been included in the budget.

Expenditures

Expenditures for general operations are essentially status quo. The only significant increases are for those items that are generally beyond our control. These include fuel and garage costs, health insurance increases, jail fees, and salary step increases.

Even after funding these increases, the General Fund still has a projected surplus of \$6,939,494 for FY 09. The projected General Fund FY 09 surplus includes the temporary funding of \$5,244,002 that is going to be received from the State of Wyoming. This is the amount of above the cap mineral money that the Legislature appropriated for FY 09. **These funds are only guaranteed to be allocated one additional year by the Legislature. Accordingly, Council should be cautious in allocating all or most of these funds to any long-term commitments.**

Because of the projected surplus, the City Council will be able to consider increasing funding in some areas during its budget review. Some areas that Council might consider funding include: a cost of living adjustment for City employees, additional staffing, capital projects, and/or new programs.

Recommendations

Salaries & Benefits

In FY 08, all city employees, except firefighters, received a 4.0% pay raise. Firefighters received a 3.0% increase in FY 08. Firefighters are covered by a separate collective bargaining agreement. They have a new two year agreement covering FY 09 and FY 10. Their agreement calls for a pay raise of 6.5% in FY 09. This increase is already included in the proposed budget.

A 6.5% pay raise is recommended for the remaining full-time employees. A 6.5% pay raise is also recommended for part-time employees. This pay increase will cost \$2,033,810. Of this amount, the General Fund share will be 78.9% or \$1,606,600.

Health insurance costs continue to be a significant cost for the City. \$6,605,000 is budgeted in FY 09 to insure the participants of the plan. A 7% increase is included in the budget for contributions made by both employees and the City on behalf of employees.

Staffing

Due to the growing economy, the work load continues to increase throughout the organization. Additionally, it is becoming increasingly difficult to hire part-time employees. The local labor market provides many full-time job opportunities, so fewer people are willing to work in part-time positions, with no benefits. Because of the increasing work load and the difficulty in hiring part-time employees, new positions are recommended in the Parks, Hogadon, Leisure Services Food Service, and Balefill. The recommended new positions for Parks, Hogadon and the Leisure Services Food Service are conversion of part-time positions to full-time. If funding is approved for the conversion, then the budgets for part-time labor will be reduced.

A more detailed explanation of the need for the recommended positions is included in the appendix. Additionally, there is a listing of all the positions that were requested by the various city departments included in the appendix. Not all positions requested were recommended for funding.

<u>Number</u>	<u>Cost Center</u>	<u>Net Cost*</u>
2	Parks 7/12th /Hogadon 5/12 th	\$ 14,136
2	Food Service Workers**	0
<u>1</u>	Solid Waste Baler Coordinator**	<u>73,850</u>
4	Total New Staffing	\$ 87,986

* Includes Salary & Benefits, shows the cost of new position after deducting part-time personnel costs.

** Non General Fund Cost

Capital & One-Time Expenditures

Following is a list of potential capital projects/equipment that is recommended for inclusion in the FY 09 budget. A description of each item is included in the budget appendix. The items include:

Public Safety

• Fire Station #3 Replacement (Supplemental Funding)	\$ 500,000
• Fire Mobile Data Computer Replacement	100,000
• Police and Fire Mobile Data Radio Upgrade	350,000
• Police Equipment	<u>81,300</u>
Total	\$ 1,031,300

Buildings and Structures

• Parking Garage Elevator Replacement	400,000
• City Hall Cooling System	150,000

• City Center Annex Remodeling	300,000
• Hogadon Admin. Building Roof Replacement	46,000
• Miscellaneous Roof Replacements	50,000
• Marathon Building Concrete Repairs	100,000
• Conwell Street Sidewalk /Cemetery Fencing Phase III	<u>610,000</u>
Total	\$ 1,656,000

Streets & Traffic

• Traffic Signals - New	\$ 1,112,000
• 15 th & Beverley Street Intersection	275,000
• Traffic Signals – Existing – LED Lighting	91,500
• Collectors & Arterials Repairs	1,000,000
• Residential Street Repairs –Materials Only	200,000
• West Yellowstone Highway – OYD - Supplemental	1,875,470
• Miscellaneous Bridge Repairs	50,000
• Traffic Markings – Inlaid Markings	200,000
• Leisure Services Parking Lot Improvements	547,500
• Storm Drainage Improvements	65,000
• Variable Message Signs – Traffic Control/Safety	100,000
• David Street Extension – Supplemental	<u>350,000</u>
Total	\$ 5,866,470

Equipment

• 3 - Dump Truck Replacement - Street	<u>\$ 390,000</u>
	\$ 390,000

Programs

• Public Information – Council Goal	\$ 200,000
• Domestic Violence Task Force	100,000
• Increased Community Interaction – Council Goal	<u>90,000</u>
	\$ 390,000

Other

• Council Goals	\$ 500,000
• Speedway Concession Stand Water Service	50,000
• LAD Fund Contribution	515,000
• Walkability Improvements – Sidewalks/Traffic Lights	300,000
• Storm Water Master Plan	610,000
• Community Development Planning Software	5,000

• Engineering Project Management Software	10,000
• Municipal Court Software	87,000
• Building Permit/Contractor License Software	50,000
• Mike Sedar Outdoor Pool Improvements	<u>55,000</u>
Total	\$ 2,182,000
 Total Capital	 \$ 11,515,770

**RECAP OF
RECOMMENDED USES**

6.5% Salary Increase	\$ 1,606,600
New Staffing - General Fund	14,136
Projects/Equipment	<u>11,515,770</u>
Total	\$ 13,136,506

**RECAP OF
AVAILABLE FUNDING**

Current Unallocated General Fund Revenue	\$ 1,695,492
Above the Cap Mineral Revenue	5,244,002
County Consensus Capital Funding	2,500,000
General Fund Excess Reserves	<u>4,500,000</u>
Total	\$ 13,939,494

Other Discussion Items

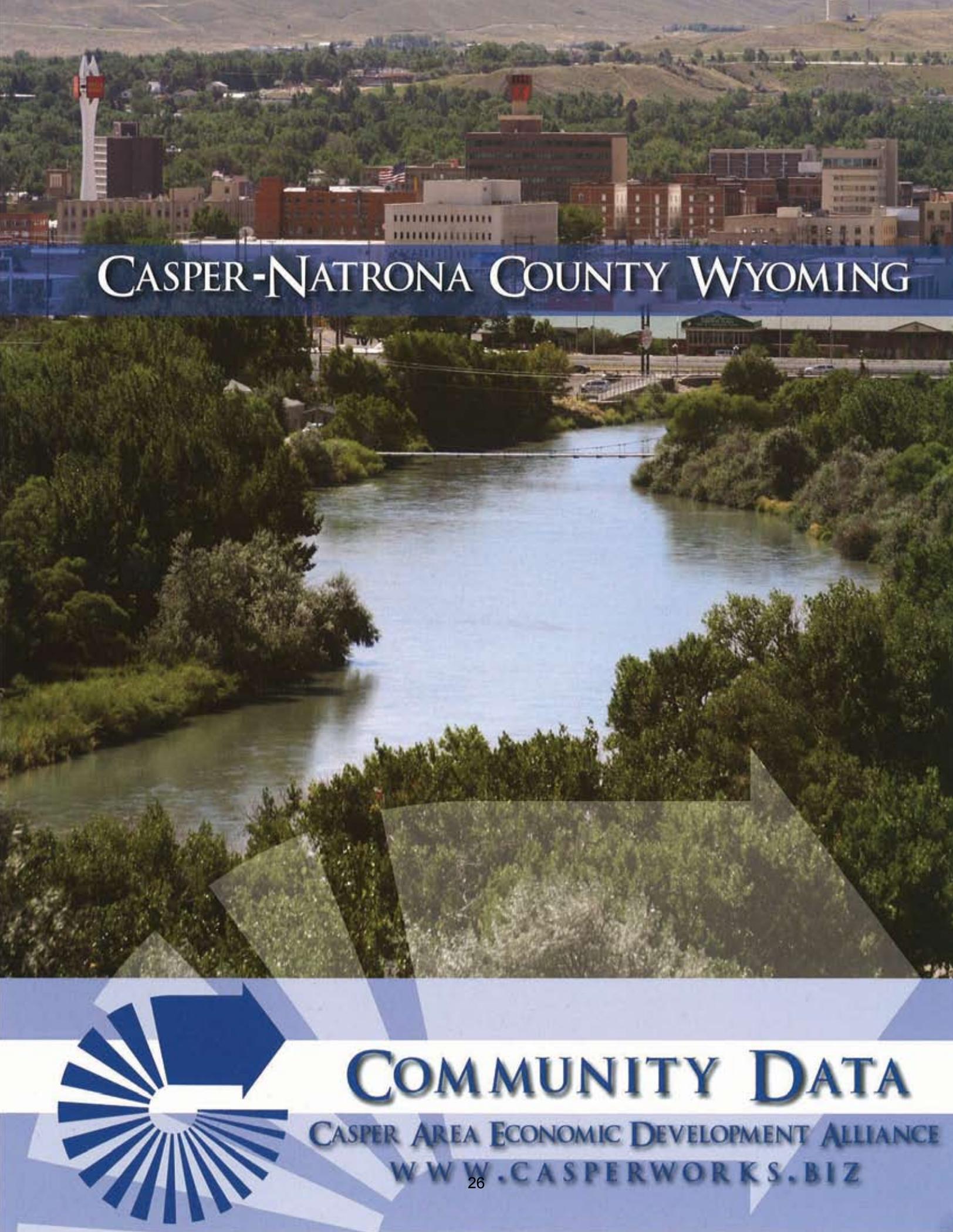
In Section III of the appendix there is a listing of potential projects/programs that Council and/or staff have discussed in recent years, but are not included in the recommendations. They are provided for you review and consideration.

Conclusion

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 FY 09 budget. Council will be reviewing each of the cost centers during its budget review.

General Information

**Community Information
City Organization**



CASPER-NATRONA COUNTY WYOMING



COMMUNITY DATA

CASPER AREA ECONOMIC DEVELOPMENT ALLIANCE
WWW.CASPERWORKS.BIZ

COMMUNITY PROFILE

DEMOGRAPHICS

POPULATION

Persons per square mile	
Natrona County	12.5
Wyoming.....	5.1

Population 1960 - 2020

	<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010*</u>	<u>2020*</u>
Natrona County	49,623.....	51,264.....	71,856	61,226.....	66,533	74,560	81,320
Casper	38,930.....	39,361	51,016	46,765.....	49,644	55,409	60,433

**Estimated*

Population by age, 2005	<u>< 14</u>	<u>15-24</u>	<u>25-44</u>	<u>45-54</u>	<u>55-64</u>	<u>65 +</u>
Natrona County	13,099.....	10,292	18,166.....	11,500.....	7,878	8,864
Wyoming.....	92,425	78,872	130,031.....	85,739.....	60,550	62,037

Source: U.S. Census Bureau

Median Age	<u>Casper</u>	<u>Natrona County</u>	<u>Wyoming</u>	<u>U.S.</u>
	36.1 years.....	36.6 years	37.1 years	36.1 years
Male	34.7 years			
Female.....	37.3 years			

Ethnicity

Anglo:.....	93%
African American:.....	.7%
Asian:2%
Native American:.....	1.1%
Other:.....	3.3%

Source: U.S. Census Bureau, 2005 American Community Survey



COMMUNITY PROFILE

EDUCATION LEVELS

(NATRONA COUNTY)

Total population 25 years and older:.....	46,726
High school graduate or higher	90.7%
High school graduate only (includes equivalency):	30.8%
Some college (no degree).....	29.2%
Associate's degree:.....	12.3%
Bachelor's degree:.....	12.1%
Graduate degree:	6.3%

Source: U.S. Census Bureau, 2006 American Community Survey

HOUSEHOLDS / FAMILIES

Number of households in County:	27,719
Avg Household size:.....	2.50
Avg Family Size:	3.04

Source: U.S. Census Bureau, 2006 American Community Survey

INCOME AND EARNINGS

Income	<u>Natrona County</u>	<u>Wyoming</u>
Median Family Income	\$58,011	\$57,505
Median Household Income	\$45,833	\$47,423
Per Capita Income	\$23,945	\$24,544

Source: U.S. Census Bureau, 2006 American Community Survey

Median Earnings	<u>Natrona County</u>	<u>Wyoming</u>
Male full-time, year-round workers	\$43,131	\$41,913
Female full-time, year-round workers	\$27,754	\$27,926

Source: U.S. Census Bureau, 2006 American Community Survey



COMMUNITY PROFILE

WYOMING COMPARATIVE COST OF LIVING INDEX — 2QTR 06

(Statewide Average = 100)

COUNTY	All Items
Teton (Jackson).....	134
Sublette (Pinedale).....	116
Campbell (Gillette).....	106
Sweetwater (Rock Springs).....	105
Sheridan (Sheridan).....	105
Laramie (Cheyenne).....	102
Albany (Laramie).....	101
Lincoln (Kemmerer).....	101
Johnson (Buffalo).....	100
Carbon (Rawlins).....	98
Natrona (Casper).....	98

Source: State of Wyoming Department of Administration and Information Economic Analysis Division, 2006

NATRONA COUNTY COST OF LIVING INDEX

(Statewide average = 100)

Overall.....	98
Food.....	100
Housing.....	97
Apparel.....	99
Transportation.....	100
Medical.....	95
Recreation & Personal Care.....	98

*Source: State of Wyoming Economic Analysis Division
Prices as of January 4, 5, 6, 2006*



COMMUNITY PROFILE

HOUSING

	<u>Casper</u>	<u>National</u>
Median Home Price:.....	\$189,710*	\$212,300**
Median Home Age:.....	36 years	27 years
Property tax rate:	9.5%.....	9.64%***

Property tax calculation example: A residential or commercial (non-industrial) property valued at \$150,000 times 9.5% = an assessed value of \$14,250 times the mill levy of .08735 = total annual property tax of \$1,244.74.

**Source: Casper Board of Realtors, 5/07*

*** Source: U.S. Census*

****Source: American Community Survey, 2005; Annual Survey of State and Local Government Finances, 2004*

BUSINESS AND ENTERTAINMENT FACILITIES

Hotels/Motels

Total number of sleeping rooms: 2,300

Number of facilities with convention/meeting space (35-600 people): 9

Restaurants

Number of facilities with private meeting space (12-100 people): 6

Number of facilities with meeting areas (9-35 people): 8

Private Clubs

Number of facilities with meeting space (100 – 300 people): 6

Event Centers

Casper Events Center: Seats more than 9,700 people and offers a variety of services and configuration capabilities including private meeting rooms and food service.

Schools and Colleges

UW Cooperative Extension Service: Seven rooms offer a number of configuration capabilities ranging from 12 seats to more than 390.

UW School of Extended Studies: Meeting rooms ranging from small to extra large offer equipment and catered meal options.



COMMUNITY PROFILE

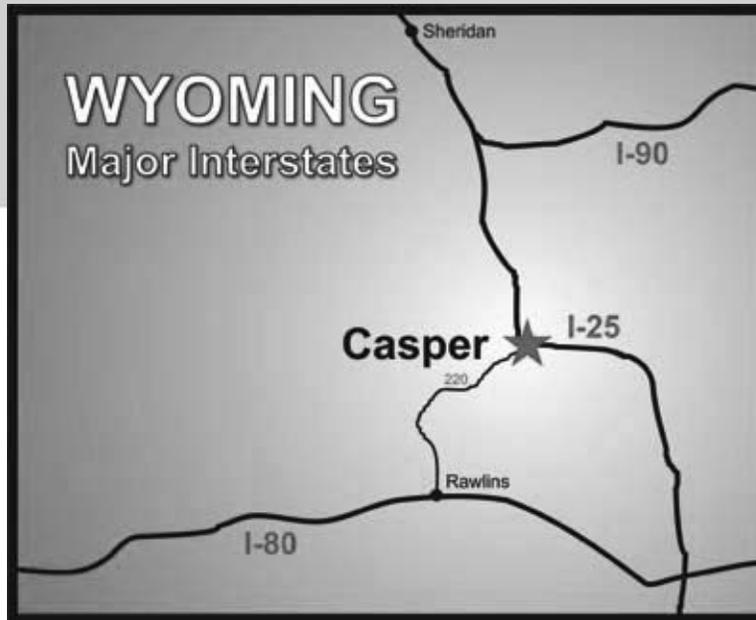
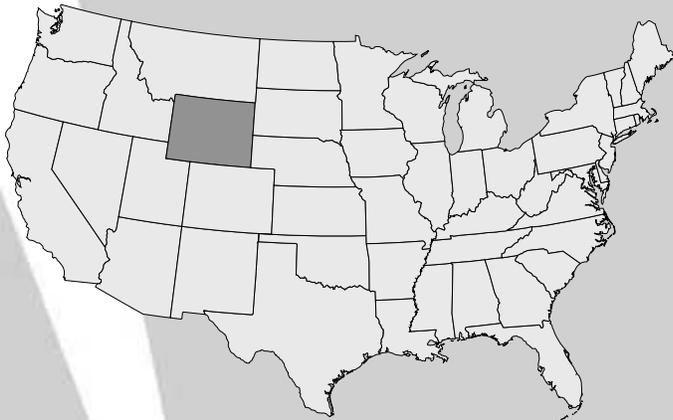
CLIMATE

Annual Mean Temperature (°F):.....	45.2
Monthly Mean Winter Temperature (°F):	25.2
Monthly Mean Summer Temperature (°F):	67.7
Annual Average Snowfall (inches):	77.1
Average Wind Speed (mph):.....	12.9
Annual Average Precipitation (inches):.....	11.9
Prevailing Winds:.....	Southwesterly
Mean Length of Freeze – Free Period (days):.....	122

**Source: Western Regional Climate Center*



LOCATION



Square Miles (Natrona County):.....	5,369
Elevation (City of Casper):.....	5,125 feet
Driving Distances (in miles):	
Billings, MT	281
Boise, ID.....	710
Cheyenne, WY.....	179
Denver, CO.....	278
Omaha, NE.....	679
Rapid City, SD.....	326
Salt Lake City, UT.....	413



WORKFORCE

LABOR FORCE DATA

Labor Force:..... 40,656
Employed: 39,467
Unemployed:..... 1,189

	<u>Natrona Co.</u>	<u>Wyoming</u>	<u>National</u>
Unemployment rate, July 2007	3.0%	3.7%	4.5%

2007 NATRONA COUNTY UNEMPLOYMENT RATES

January	3.4%
February	2.8%
March	2.9%
April	2.7%
May	2.9%
June	2.9%
July	3.0%
August	2.5%
September	2.2%
October	2.1%

Source: U.S. Census Bureau



WORKFORCE

WORKFORCE DISTRIBUTION

Agriculture	3%
Accommodations	9.7%
Admin Svcs	4.5%
Arts/Entertainment	1.2%
Company Mgmt.....	5%
Construction.....	7.5%
Finance & Insurance.....	3.1%
Government	3.7%
Health Care.....	13.9%
Information	1.7%
Manufacturing.....	5.6%
Mining	11.4%
Other Svcs.....	4.2%
Professional Svcs	3.9%
Real Estate.....	2.9%
Retail Trade	15.4%
Transportation	3.1%
Wholesale Trade.....	7.4%

EDUCATION LEVELS

Total population 25 years and older:.....	31,884
High school graduate (includes equivalency) or higher:	89.1%
Bachelor's degree or higher:.....	22.1%

Source: U.S. Census Bureau



WORKFORCE

TOP TEN INDUSTRIES IN NATRONA COUNTY

	# Employees March, 2005	Annual Payroll (\$1,000)	Total # Industry Establishments
Total County (all industries).....	30,371	998,942	2,811
Retail trade	4,835	112,354	402
Health care and social assistance.....	4,496	164,797	261
Accommodation & food services	3,378	37,533	185
Construction	2,728	115,696	350
Wholesale trade.....	2,154	101,033	189
Manufacturing	2,020	84,238	90
Admin, support, waste mgt, remediation services	1,871	32,841	135
Other services (except public administration)	1,596	36,722	274
Mining.....	1,572	101,757	131
Professional, scientific & technical services	1,390	57,990	249

MOST COMMON INDUSTRIES FOR MALES

Construction	12%
Mining.....	9%
Hospitality and Food Services.....	6%
Educational Services	5%
Public Administration	5%
Professional, Scientific, Technical Services.....	5%
Health Care	4%

MOST COMMON OCCUPATIONS FOR MALES

Electrical equipment mechanics and other maintenance and repair occupations	6%
Sales and related work.....	6%
Management (except for farmers and farm managers)	5%
Driver / sales workers and truck drivers.....	5%
Vehicle and mobile equipment mechanics	5%
Building and grounds cleaning and maintenance.....	4%
Metal workers and plastic workers.....	4%



WORKFORCE

MOST COMMON INDUSTRIES FOR FEMALES

Health Care	16%
Educational Services	14%
Hospitality and Food Services	9%
Public Administration	5%
Professional, Scientific, Technical Services	5%
Social Assistance.....	5%
Finance and Insurance.....	4%

MOST COMMON OCCUPATIONS FOR FEMALES

Secretaries and administrative assistants.....	7%
Other office and administrative support workers and supervisors	6%
Sales related workers and supervisors	5%
Teachers	5%
Building and grounds cleaning and maintenance.....	4%
Retail sales workers except cashiers.....	4%

Source: City-data.com 2005



WORKFORCE

MEDIAN SALARIES (NATRONA COUNTY)

Unskilled

Crater / Packer II.....	\$25,108
Light Assembler II	\$25,513
Material Handler II	\$26,824
Packer / Packager, Hand.....	\$21,886

Semi-Skilled

Crushing, Grinding and Mixing Machine Operation	\$24,962
Heavy Assembler II	\$31,891
Machine Tool Cutting Operator / Tender.....	\$26,824
Punch Press Operator	\$29,863

Skilled

Assembly Supervisor.....	\$56,562
Machinist II.....	\$39,415
Intermediate Tool & Die Maker	\$45,315
Welder II.....	\$37,353

Technical

Electric / Electronics Technician II	\$40,492
Electrician I.....	\$36,415
PC Maintenance Technician II.....	\$47,299
Telecommunications Technician II	\$48,560
Information Technology	
Database Administrator.....	\$79,224
Mainframe Programmer II	\$56,922
Programmer I.....	\$47,644
Webmaster	\$62,700

Clerical

Account Representative	\$26,528
Customer Service Representative II	\$33,585
Receptionist.....	\$25,266
Telemarketer	\$28,170

Professional

Employment Manager	\$76,811
Materials Manager	\$74,782
Payroll Administrator.....	\$43,868
Production Control Manager.....	\$72,469

Source: www.salary.com 2006



GOVERNMENT

TYPE

City:..... Council-Manager

County:..... Commissioners

LAW ENFORCEMENT

Number of full time police officers 92

Number of City patrol cars..... 40

FIRE DEPARTMENT

Number of full time fire fighters 73

Number of fire stations in city..... 5

Number of City fire vehicles 14

	<u>City</u>	<u>County</u>
Insurance rating	3	9
Zoning Regulations	Yes	Yes
Planning Commission	Yes	Yes
Industrial Development Corp.	Yes	Yes



TAXES

WYOMING SALES, USE, AND LODGING TAX RATES FOR NATRONA COUNTY

State Tax Rate.....	4%
General Purpose Option	1%
Total Sales & Use Tax Rate	5%
Lodging Tax Rate.....	3%

INCOME TAX

Personal Income Tax Rate:	0
Corporate Income Tax Rate:	0

Source: Wyoming Department of Revenue - As of 4/1/07

PROPERTY TAX AND MILL LEVY

County Tax Rate:.....	12.0
City Tax Rate:.....	8.0
State School Foundation Program:	12.0
School District Tax Rate:	32.5
Community College:.....	5.50
Special Levy:	1.0
Total Mill Levy:.....	71.0
Commercial and Residential:.....	9.5% of market value
Industrial:	11.5% of market value

PROPERTY TAX EXAMPLES

A residential or commercial (non-industrial) property valued at \$150,000 times 9.5% = an assessed value of \$14,250 times the mill levy of .08735 = total annual property tax of \$1,244.74.

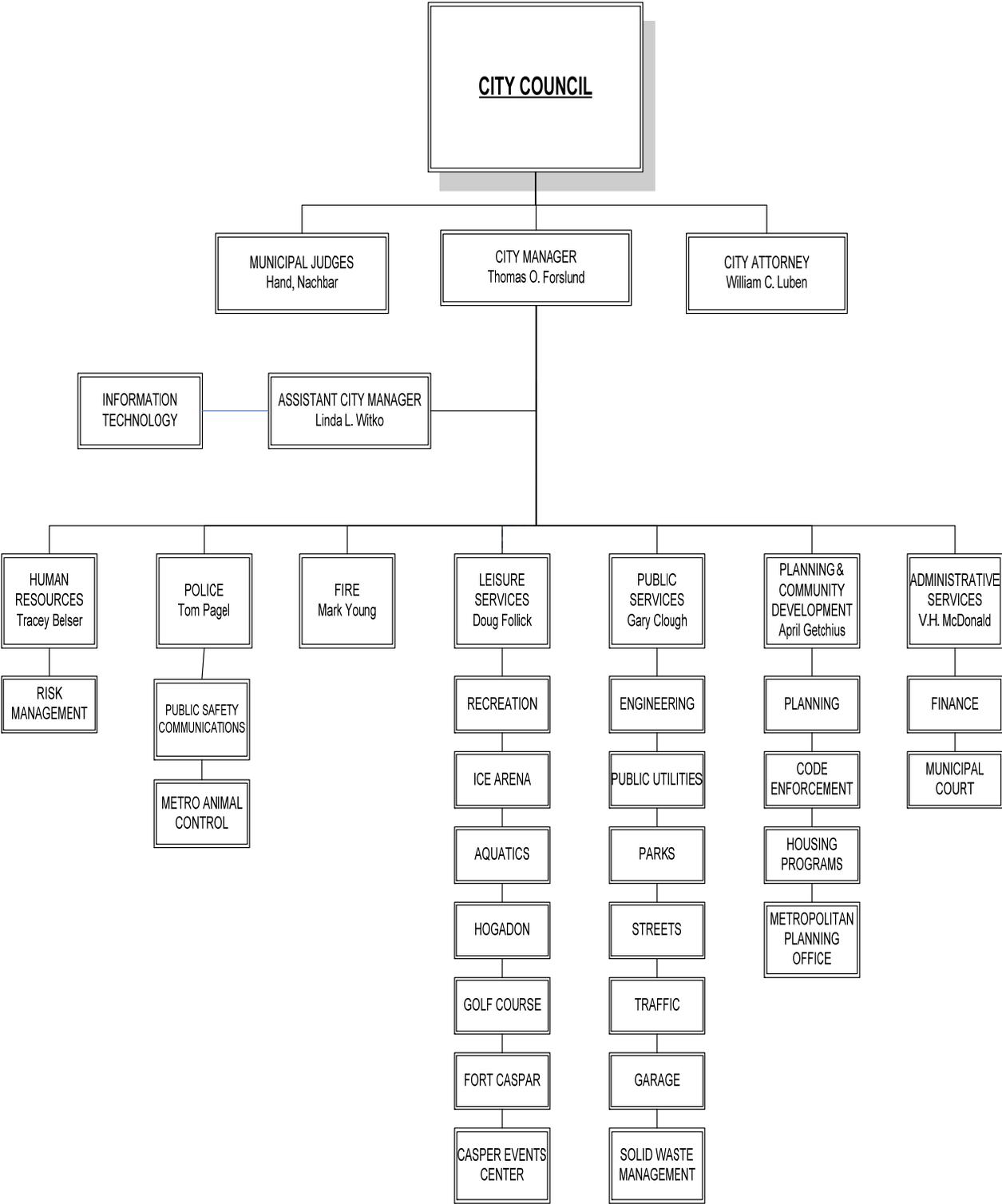
An industrial property valued at \$2,000,000 times 11.5% = an assessed value of \$230,000 times the mill levy of .08735 = total annual property tax of \$20,090.50.

County mill levies may include general, airport, public health, fire, hospital, libraries, fair, recreation, museums, bonds and interest.
Special levies may include conservation, fire, hospital, recreation, cemetery, solid waste.

Source: Wyoming Taxpayers Association



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, and the City Hall Fund. Administrative Services also oversees the operation of the Municipal Court.

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. The Human Resources Department also oversees the administration of the Health Insurance 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:

- ❖ Misdemeanor investigations
- ❖ Felony 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

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

Funds are described in the Financial and Budget Policies Section

Department	Fund Type						
	General Fund	Capital Funds	Enterprise Funds	Special Revenue Funds	Debt Service Funds	Internal Service Funds	Trust & Agency Funds
	City Manager's Office	City Manager, City Council (administration)	Capital Projects, Capital Equipment, Optional One Cent Sales Tax Funds		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						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, Parking Lots	Weed & Pest Control		City Campus (City Hall, Brattis Building)	
Planning & Community Development Department	Planning, Code Enforcement, Metropolitan Planning Organization		LifeSteps Campus	Transit Services Fund, Community Development Block Grant Fund			
Administrative Services Department	Finance, Municipal Court, Health/Social & Community Services, Transfers to Other Funds			Redevelopment Loan Fund	Special Assessments	Perpetual Care, City Campus (administration of all other buildings)	



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

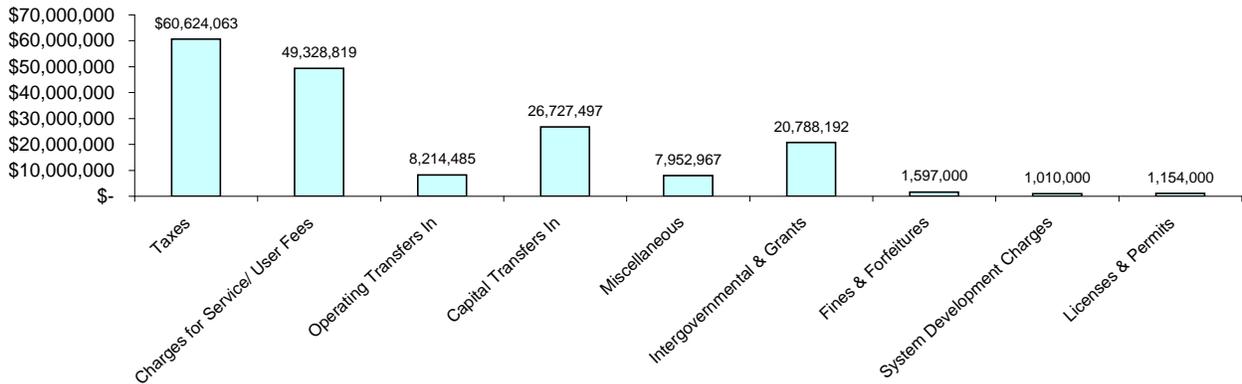
City of Casper
All Funds Revenue and Expenditure Summary
 FY 2009

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.

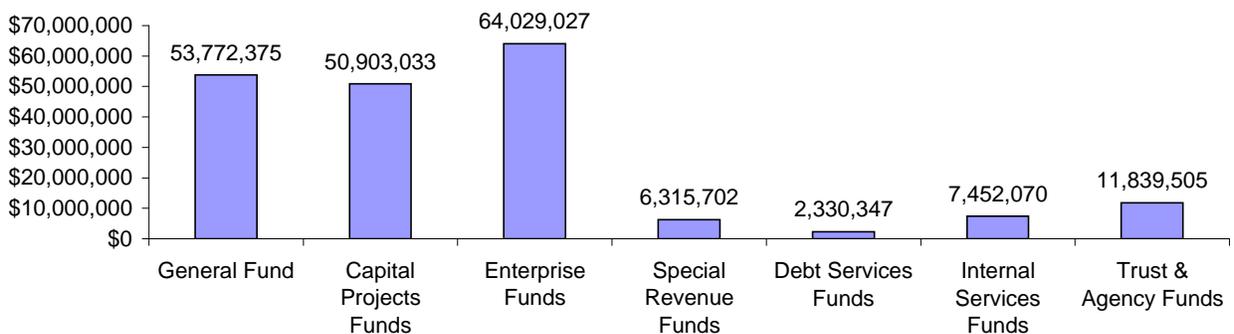
The General Fund is used for general government type expenditures, such as police, fire, streets and parks. Capital funds are used to purchase or build assets that have a longer life than the fiscal year and include land, infrastructure projects and capital equipment. Enterprise funds are used for business 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 2009 City-Wide Resources by Type



FY 2009 City-Wide Expenditures by Fund

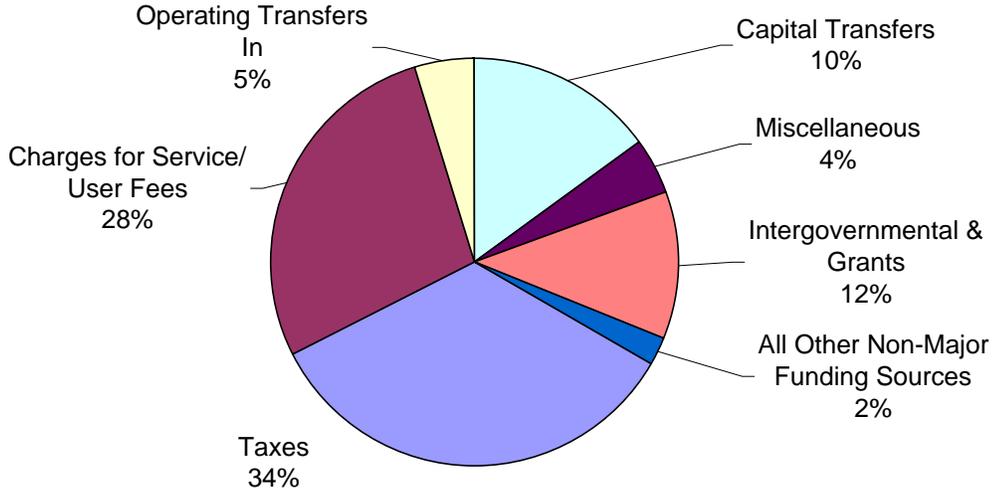


City of Casper
All Funds Revenue and Expenditure Summary
FY 2009

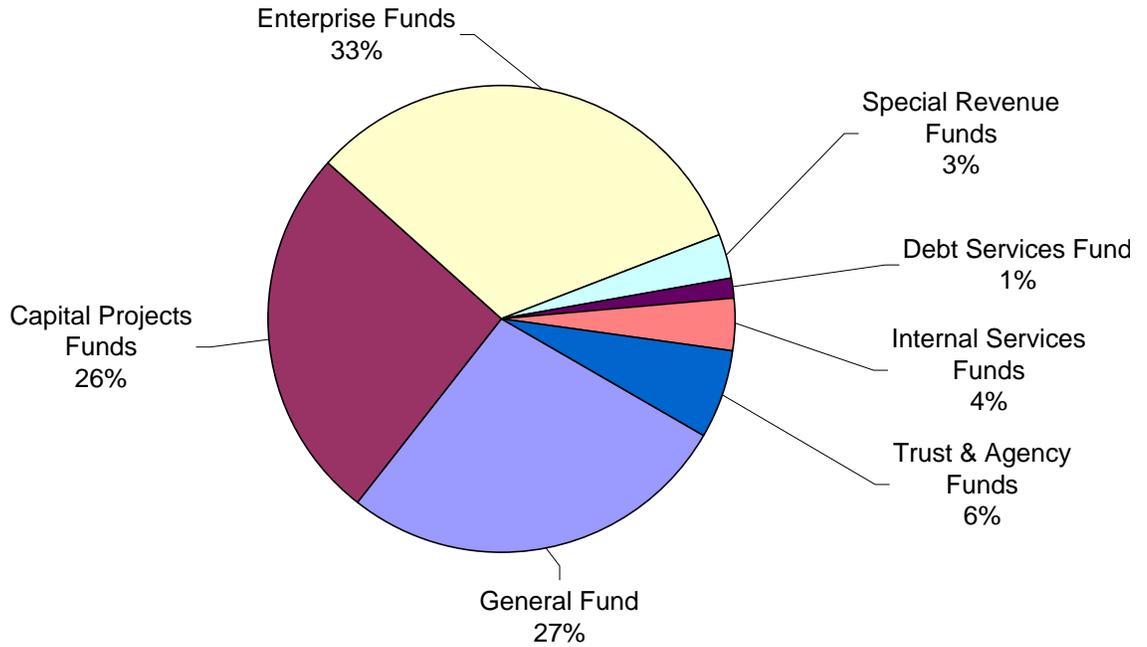
City Resources	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
Taxes	\$ 51,574,572	\$ 53,574,422	\$ 55,723,305	\$ 60,624,063
Charges for Service/ User Fees	40,919,630	44,523,018	45,611,683	49,328,819
Operating Transfers In	8,529,997	7,415,720	7,242,788	8,214,485
Capital Transfers In	12,045,648	25,491,900	22,569,022	26,727,497
Miscellaneous	28,018,583	6,523,321	8,026,214	7,952,967
Intergovernmental & Grants	6,258,873	5,371,302	12,952,972	20,788,192
Fines & Forfeitures	1,382,758	1,357,500	1,529,535	1,597,000
System Development Charges	879,908	1,130,000	943,780	1,010,000
Licenses & Permits	1,261,647	1,016,500	1,124,900	1,154,000
Total Revenue	150,871,616	146,403,683	155,724,199	177,397,023
Less Intragovernmental Transactions				
Transfers In	20,540,078	32,490,329	30,067,485	34,989,620
Internal Services Charges	4,784,475	5,321,550	5,300,667	6,145,712
Administration Fees	891,996	987,033	987,033	1,167,474
Total Intragovernmental	26,216,549	38,798,912	36,355,185	42,302,806
Total Available Resources	\$ 124,655,067	107,604,771	119,369,014	135,094,217
City Expenditures				
General Fund	37,238,641	49,861,948	47,913,347	53,772,375
Capital Projects Funds	25,558,494	42,841,150	31,893,305	50,903,033
Enterprise Funds	49,911,620	64,815,766	62,102,315	64,029,027
Special Revenue Funds	2,478,523	5,290,253	3,000,960	6,315,702
Debt Services Funds	75,428	1,801,300	33,141	2,330,347
Internal Services Funds	6,155,816	6,651,455	6,691,586	7,452,070
Trust & Agency Funds	9,021,183	10,545,866	10,174,474	11,839,505
Total City Expenditures	130,439,705	181,807,738	161,809,128	196,642,059
Less Intragovernmental Transactions				
Transfers Out	20,540,078	32,490,329	30,067,485	34,989,620
Internal Services Charges	4,784,475	5,321,550	5,300,667	6,145,712
Administration Fees	891,996	987,033	987,033	1,167,474
Total Intragovernmental	26,216,549	38,798,912	36,355,185	42,302,806
Net City Expenditures	\$ 104,223,156	143,008,826	125,453,943	154,339,253
City Resources and Expenditures- Net Impact				
Net Impact	20,431,911	-35,404,055	-6,084,929	-19,245,036

City of Casper
All Funds Revenue and Expenditure Summary
 FY 2009

City Resources by Category
FY 2009



City Expenditures by Fund
FY 2009



City of Casper
All Funds Revenue Summary
 FY 2009

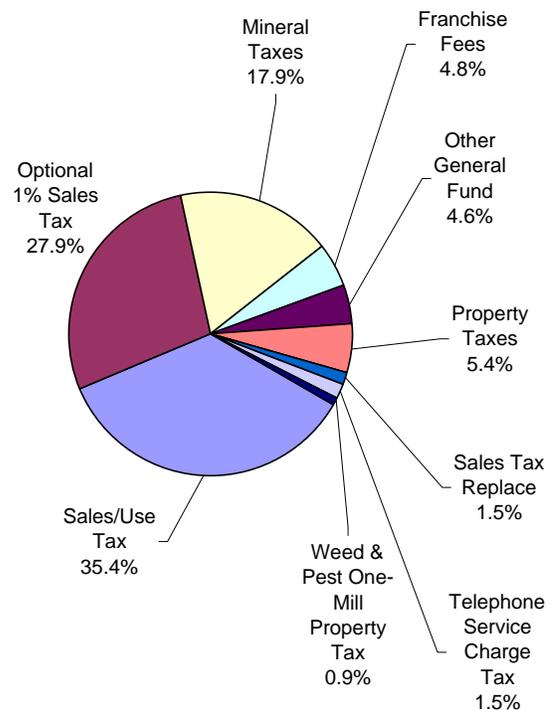
**The City of Casper has two major revenue sources to finance operations and improvements:
 Taxes and Charges for Service/ User Fees.**

Taxes

Taxes- The City projects to receive \$60,624,063 in taxes in FY 2009, a 8.79% increase over the amount estimated for FY 2008. 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. As demand increased for minerals in the period from 2003-2006, tax receipts by the State of Wyoming have increased significantly. However, due to a low growth estimate of future prices, Consensus Revenue Estimating Group, the State of Wyoming has held these revenue transfers flat for FY 2009. Together, the sales tax, the optional 1% local sales tax, and mineral taxes constitute 81.14% of all taxes projected for FY 2009.

The sales tax replacement from the State of Wyoming compensates 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 not planned to be a permanent replacement in the future. Other tax sources include franchise fees, other General Fund taxes such the auto and gasoline tax, the property tax, telephone service charges for the Public Safety Communication Center, and a one-mill property tax for control of weeds & pests.

**City of Casper Tax Sources
 for FY 2009**



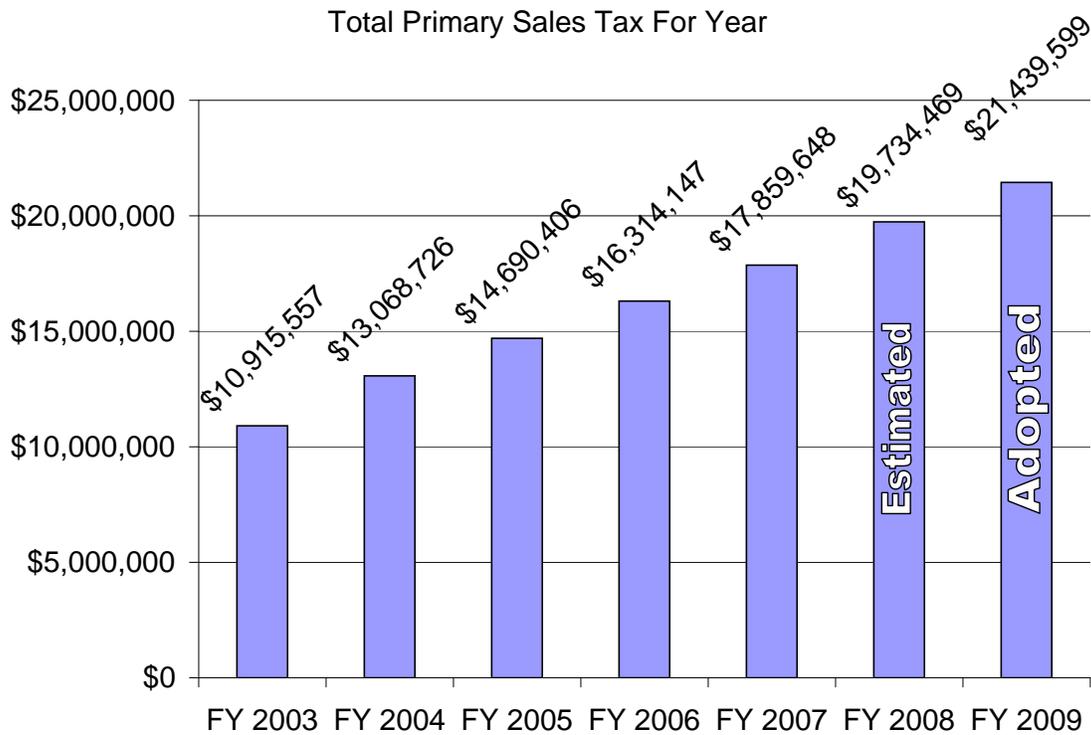
City of Casper
All Funds Revenue Summary
 FY 2009

Taxes

The City projects to receive \$21,439,599 in FY 2009 for General Sales Tax which does not include the replacement funding for food tax. This revenue is increasing every year but with a slowing rate of increase. This revenue is correlated to the local economy's activity. As sales increase, these revenues tend to increase as well.

In addition to this, the city anticipates to receive \$930,170 for food tax replacement for FY 2009 in the General Fund. This is an 18% decrease from what was allocated in FY 2008. The portion of the sales tax replacement previously budgeted in the Optional 1% Sales Tax Fund will not be funded in FY 2009. The reliability of the food tax replacement in the future depends on whether the Wyoming State Legislature decides to make this revenue stream permanent.

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



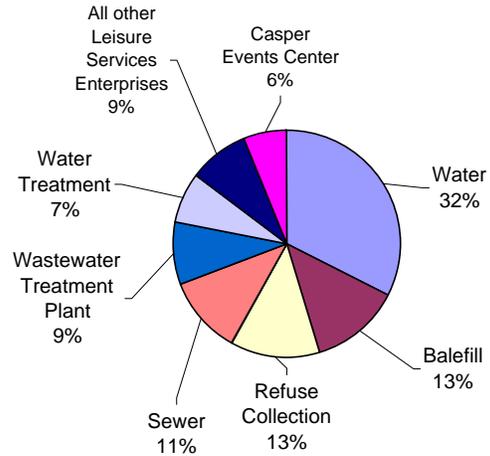
City of Casper
All Funds Revenue Summary
 FY 2009

Charges for Service & User Fees

Charges for Service & User Fees- The City projects to have \$49,328,819 in charges for service and user fees in FY 2009. 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.

The remaining \$35,597,563 represents payment for services and goods provided by the City. 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 \$28,969,387 in revenue for the City. Leisure Service user charges include revenues from Casper Event Center, Casper Municipal Golf Course, Casper Recreation Center, Hogadon Ski Area, Aquatics Center and other pools, and Ice Arena. These Leisure Service enterprises are projected to generate \$5,018,250 in user charges in FY 2009.

**Charges for Service & User Fees
 for FY 2009- Enterprise
 Operations**



City of Casper
All Funds Revenue Summary
(Budget Basis)
FY 2009

Fund	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
General Fund				
Taxes	\$ 34,672,692	37,390,040	38,738,305	42,244,063
Licenses & Permits	1,238,066	996,500	1,104,900	1,132,000
Intergovernmental	699,408	498,523	483,562	480,098
Charges for Service/ User Fees	2,225,511	2,084,946	2,103,278	2,425,779
Fines & Forfeitures	1,382,758	1,357,500	1,529,535	1,597,000
Miscellaneous	1,316,693	1,216,364	1,825,116	1,251,498
Transfers In	132,570	247,500	161,454	225,192
Total General Fund	41,667,698	43,791,373	45,946,150	49,355,630
Capital Funds				
Taxes	15,772,589	15,000,000	15,585,000	16,920,000
Miscellaneous	2,143,156	1,330,000	1,380,710	749,000
Capital Transfer In	8,656,948	19,991,900	17,069,022	25,227,497
Grants	1,858,077	345,103	285,882	1,127,037
Total Capital Funds	28,430,770	36,667,003	34,320,614	44,023,534
Enterprise Funds				
Charges for Service	28,766,933	30,923,897	32,109,139	34,197,306
Miscellaneous	22,125,649	1,713,046	2,232,294	1,993,671
Transfers In	2,260,738	2,679,291	2,607,219	2,885,132
Capital Transfer In	3,388,700	3,500,000	3,500,000	1,500,000
System Development Charges	879,908	1,130,000	943,780	1,010,000
Grants	2,199,868	2,558,800	10,165,730	17,194,550
Total Enterprise Funds	59,621,796	42,505,034	51,558,162	58,780,659
Special Revenue Funds				
Taxes	337,470	384,382	550,000	560,000
Miscellaneous	280,857	230,821	252,806	1,566,842
Operating Transfer In	410,892	495,811	495,811	459,714
Transfers In	-	2,000,000	2,000,000	-
Grants	1,376,470	1,824,092	1,873,014	1,824,907
Total Special Revenue Funds	2,405,689	4,935,106	5,171,631	4,411,463
Debt Services Funds				
Misc -Principal, Interest, and Penalties	87,131	86,500	106,268	492,988
Total Debt Service Funds	\$ 87,131	86,500	106,268	492,988

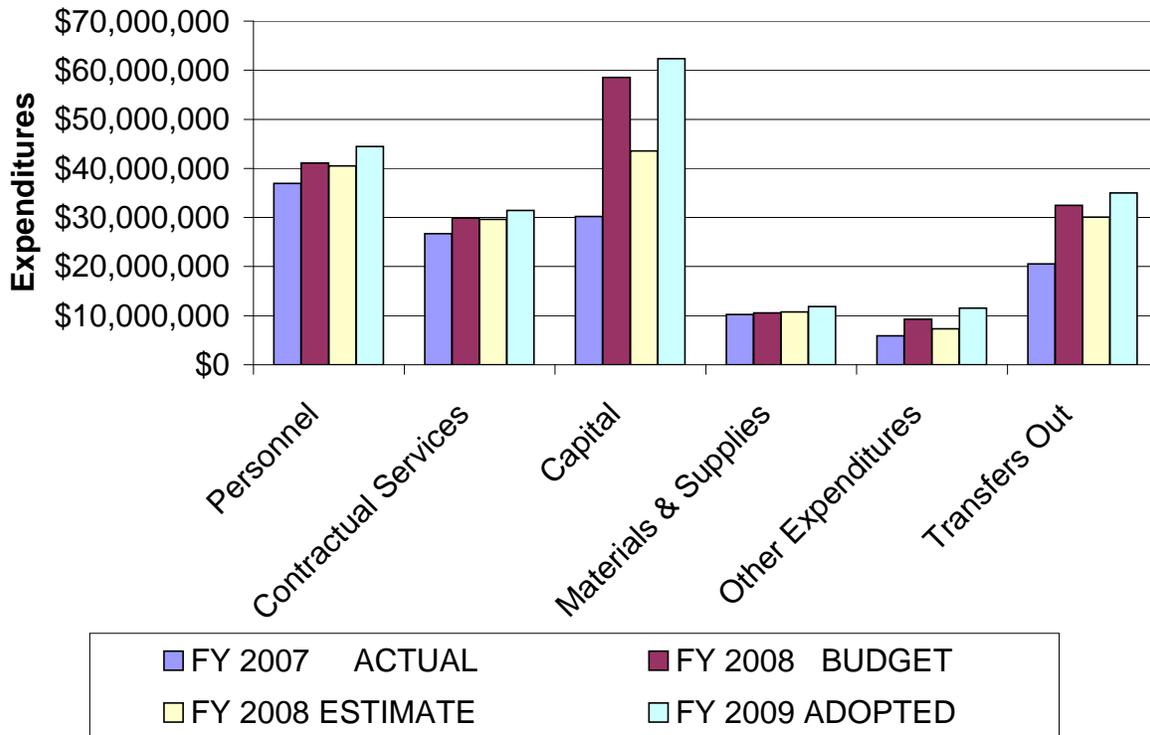
City of Casper
All Funds Revenue Summary
(Budget Basis)
FY 2009

Fund		FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
Internal Services Funds					
Charges for Service/ User Fees	\$	4,433,025	4,944,025	5,067,329	5,559,981
Miscellaneous		95,554	58,451	104,666	82,800
Transfers In		1,386,752	1,455,623	1,440,809	1,647,689
Grants		125,050	144,784	144,784	161,600
Total Internal Service Funds		6,040,381	6,602,883	6,757,588	7,452,070
Trust & Agency Funds					
Charges for Services/ User Fees		5,494,161	6,570,150	6,331,937	7,145,753
Taxes		791,821	800,000	850,000	900,000
Miscellaneous		1,969,543	1,888,139	2,124,354	1,816,168
Transfers In		4,339,045	2,537,495	2,537,495	2,996,758
Licenses		23,581	20,000	20,000	22,000
Total Trust & Agency		12,618,151	11,815,784	11,863,786	12,880,679
Total		150,871,616	146,403,683	155,724,199	177,397,023
Less Intragovernmental					
Transfers In		20,540,078	32,490,329	30,067,485	34,989,620
Internal Services Charges		4,784,475	5,321,550	5,300,667	6,145,712
Administration Fees		891,996	987,033	987,033	1,167,474
Total Intragovernmental		26,216,549	38,798,912	36,355,185	42,302,806
Total Available Resources	\$	124,655,067	107,604,771	119,369,014	135,094,217

City of Casper
All Funds Expenditure Summary by Use
 (Budget Basis)
 FY 2009

Expenditures		FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
Personnel	\$	36,932,381	41,068,278	40,488,945	44,485,178
Contractual Services		26,677,358	29,903,765	29,623,401	31,457,332
Capital		30,194,045	58,538,658	43,556,036	62,327,122
Materials & Supplies		10,211,424	10,534,107	10,767,263	11,868,687
Other Expenditures		5,884,419	9,272,601	7,305,998	11,514,120
Transfers Out		20,540,078	32,490,329	30,067,485	34,989,620
Total Expenditures	\$	130,439,705	181,807,738	161,809,128	196,642,059

All Funds Expenditures by Use



City of Casper
All Funds Expenditure Summary by Use
 FY 2009

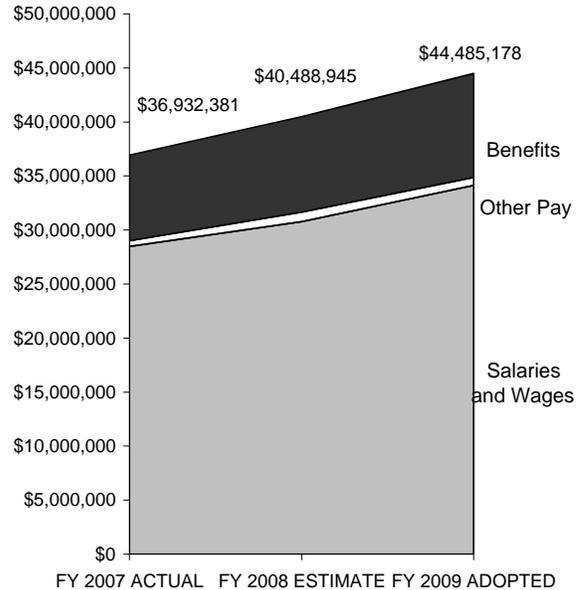
**The City of Casper has three major expenditure uses in the FY 2009 Budget:
 Personnel, Contractual Services and Capital.**

Personnel

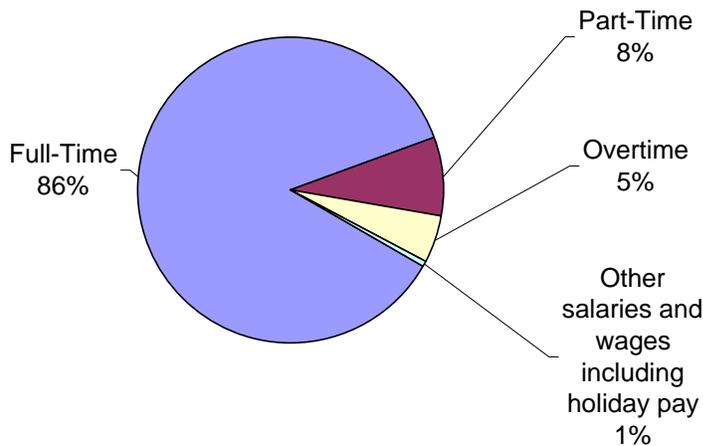
The adopted budget for FY 2009 includes the new positions and cost of living adjustments approved by City Council. As presented, the FY 2009 adopted budget includes a 8.32% increase in personnel expenditures, primarily due to a 6.5% cost of living adjustment for all full-time and part-time personnel, a 7% health insurance increase, the cost of living adjustment and bonus for sworn fire personnel, as well as eight new positions authorized during mid-year 2008, and five new full-time positions as detailed in the personnel summary.

The City's main expenditure in the personnel category is for the salaries and wages of employees. In FY 2009, salaries and wages represent 76.7% of total personnel expenditures. Benefits cost about 21.6% of personnel expenditures. Other pay items represent about 1.6% 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.

Citywide Personnel Expenditure Breakdown



FY 2009 Salaries and Wages



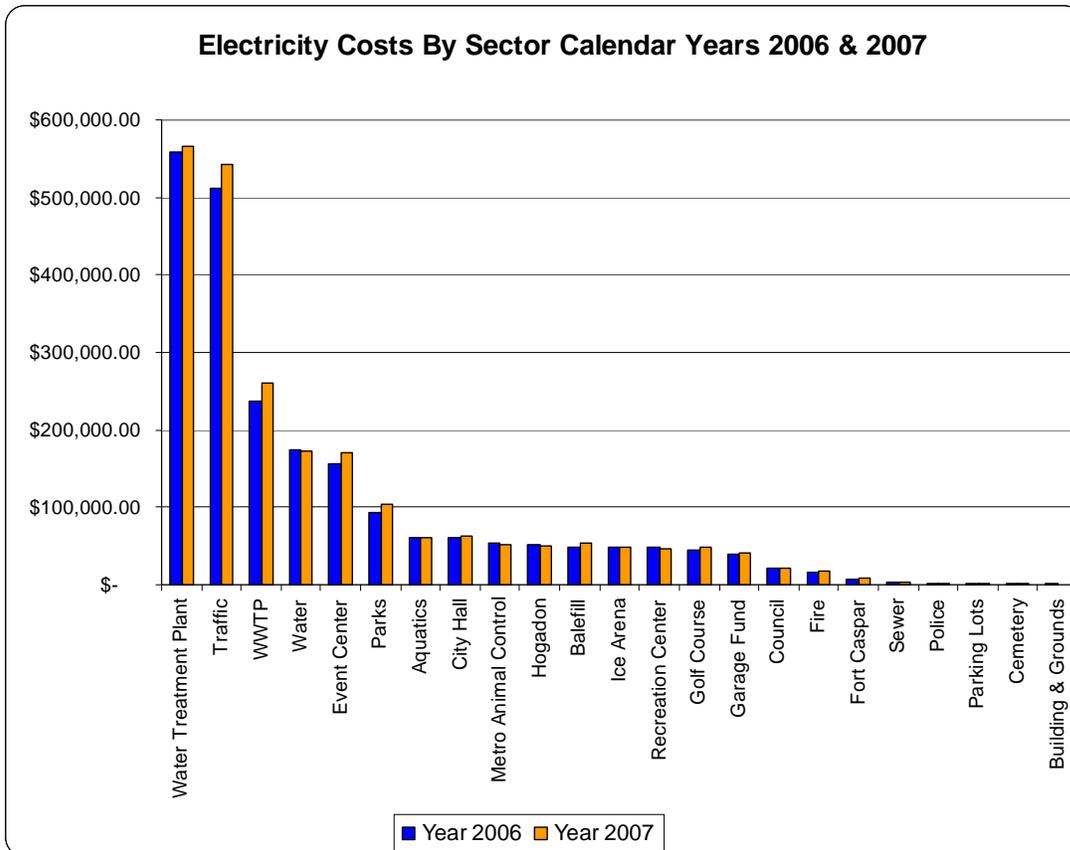
In FY 2009, 86% of all salary and wages are for full-time employees. Part-time salary and wages represent 8% of total salary and wages City-wide. However, the use of part-time employees varies widely throughout the city organization. For instance, in Leisure Enterprise funds, part-time represents 43.5% of all salary and wage expenditures. However, in the General Fund, Utility Enterprise Funds, Internal Service Funds the proportion is 3.6%, 2.8%, and 3.8% respectively.

City of Casper
All Funds Expenditure Summary by Use
 FY 2009

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 and water expenditures. In FY 2009, the City of Casper is budgeted to spend \$2,522,120 for electricity, \$647,690 for water and \$570,515 for natural gas.

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, 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, 65.5% of total City-wide budgeted water expenditures are related to the Park Division's maintenance of green areas. This figure does not include bulk water purchased by the Water Division for resale.



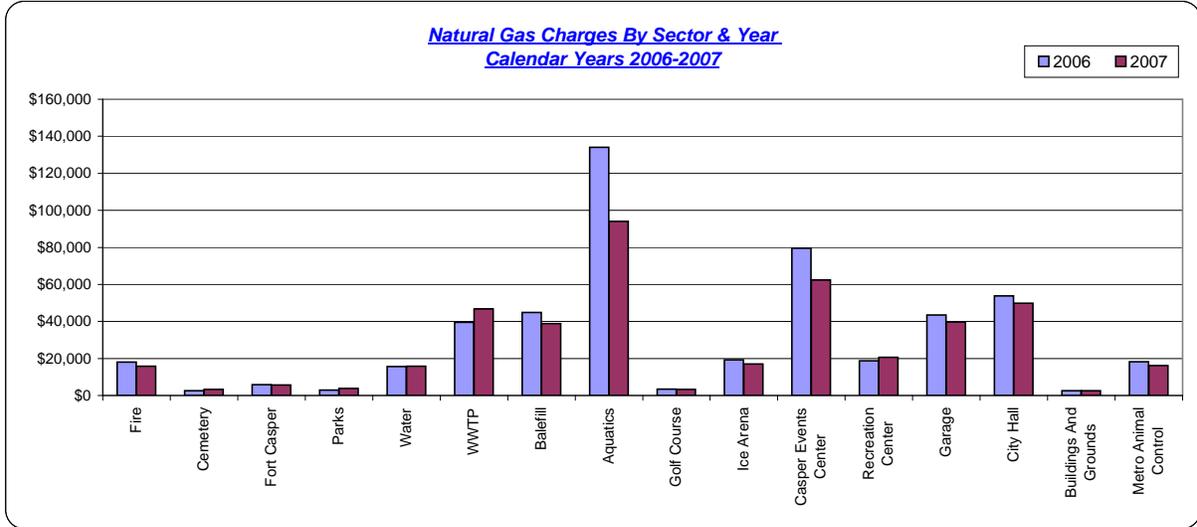
City of Casper
All Funds Expenditure Summary by Use
FY 2009

Electricity Costs By Sector Calendar Years 2006 & 2007			
Users	Main Use of Electricity	Total 2006 & 2007	%
Water Treatment Plant	Water Treatment	\$1,125,194	24.56%
Traffic	Street Lighting, Traffic Lights	1,054,306	23.01%
WWTP	Wastewater Treatment	497,625	10.86%
Water	Pumps	346,989	7.57%
Event Center	Lighting, Air Conditioning	326,915	7.13%
Parks	Lighting, Irrigation	196,514	4.29%
City Hall	Lighting, Air Conditioning	123,474	2.69%
Aquatics	Lighting, Swim Pool	122,653	2.68%
Metro Animal Control	Lighting, Air Conditioning	105,215	2.30%
Hogadon	Lifts, Lighting	103,231	2.25%
Balefill	Machines, Balers	102,926	2.25%
Ice Arena	Lighting	96,764	2.11%
Recreation Center	Lighting, Air Conditioning	95,210	2.08%
Golf Course	Lighting	92,682	2.02%
Garage Fund	Lighting	80,219	1.75%
Council	Lighting, Air Conditioning	43,278	0.94%
Fire	Lighting, Air Conditioning	33,070	0.72%
Fort Caspar	Lighting, Air Conditioning	16,161	0.35%
Sewer	Treatments, Lifts, Lighting	5,634	0.12%
Police	Lighting, Air Conditioning	4,979	0.11%
Parking Lots	Lighting	4,063	0.09%
Cemetery	Lighting, Air Conditioning	3,015	0.07%
Building & Grounds	Lighting, Air Conditioning	1,768	0.04%
Total		\$4,581,885	100.00%

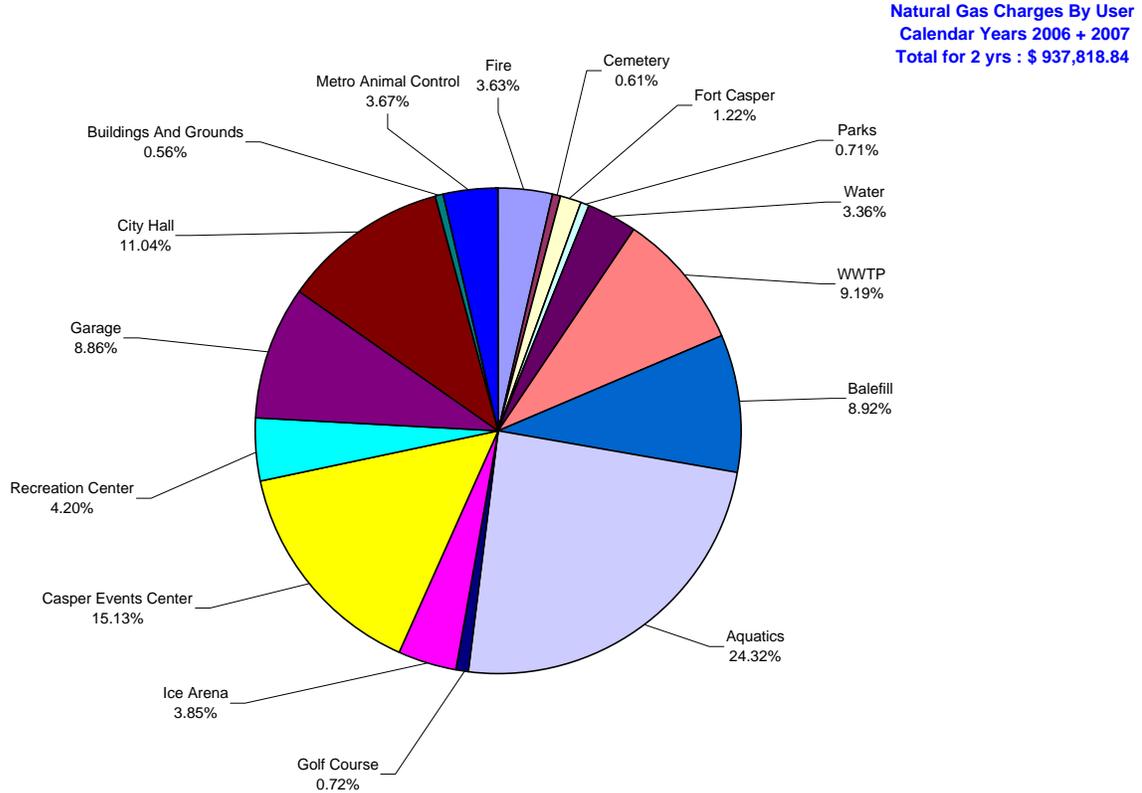
Casper averages about \$2,290,000 in electricity costs each calendar year.

City of Casper
All Funds Expenditure Summary by Use
 FY 2009

Contractual Services- Natural Gas Usage

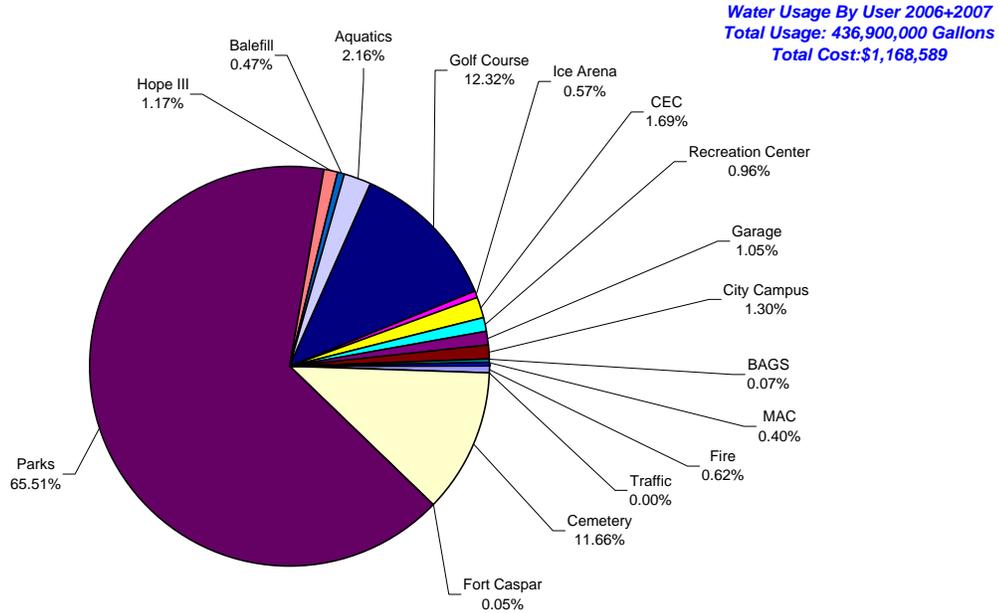


Casper averages about \$470,000 in natural gas costs each calendar year.



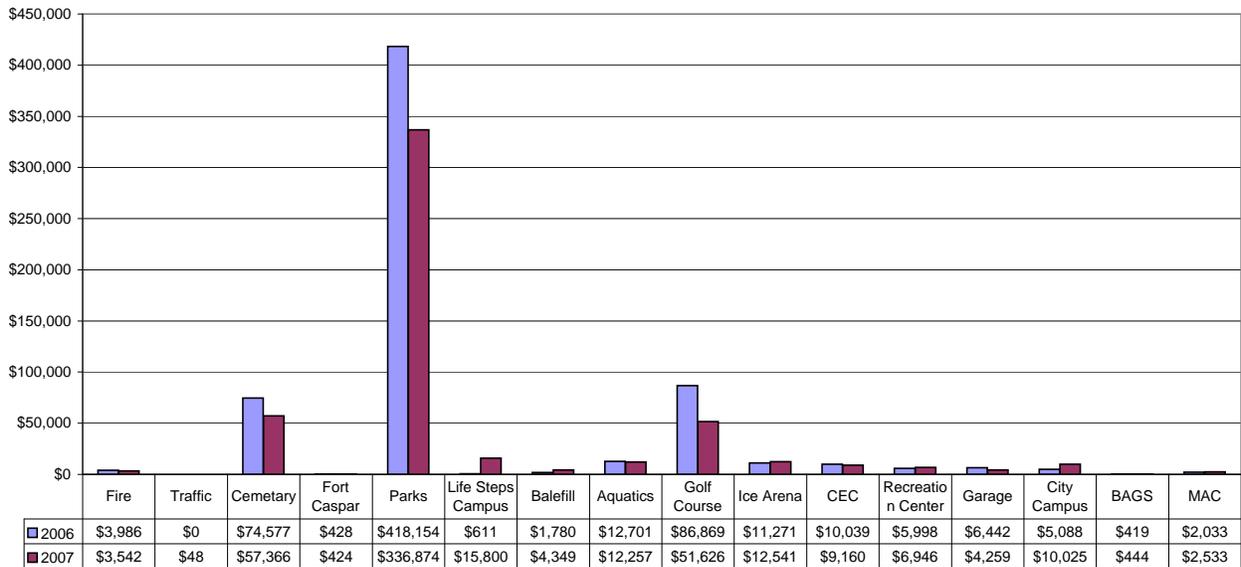
City of Casper
All Funds Expenditure Summary by Use
 FY 2009

Contractual Services- Water Usage



Casper uses about \$580,000 in water each calendar year in its operations, excluding bulk water for resale.

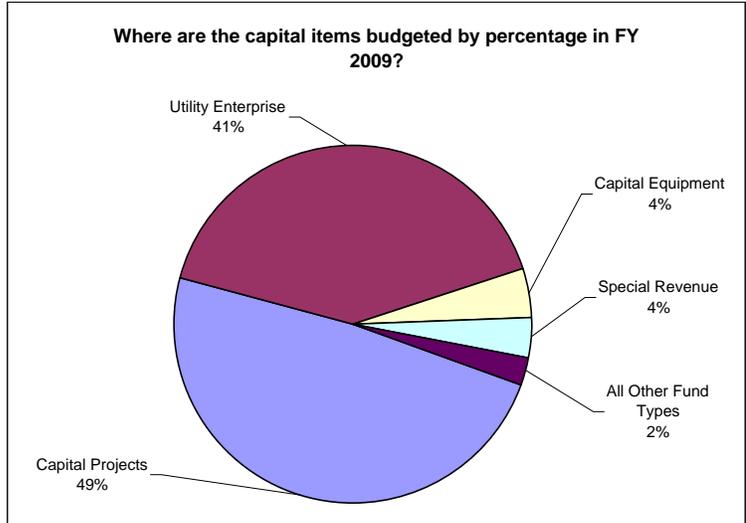
*Water Charges By User
 Calendar Years 2006-2007*



City of Casper
All Funds Expenditure Summary by Use
 FY 2009

Capital

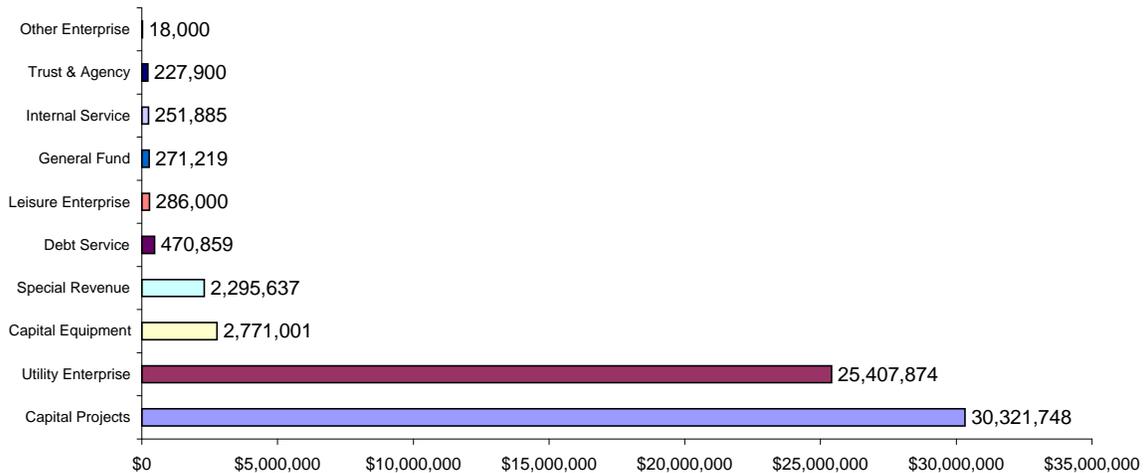
The City of Casper is currently undertaking an extensive capital improvement program. While many large dollar projects, such as the new wastewater treatment plant are near completion, other major projects remain for the next few years. A few examples of the largest long-term projects are water distribution infrastructure, water resource acquisition and preservation, street replacements, a new regional balefill, as well as the update and proper maintenance of existing infrastructure and buildings.



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. The City Manager's Office also prepares a five-year Base Operations & Maintenance plan that establishes the ongoing costs of all Capital Projects.

As can be seen from the charts on this page, most capital is budgeted in the Capital Projects Fund, the Capital Equipment fund, and 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 2009?



City of Casper
All Funds Expenditure Summary by Use
 FY 2009

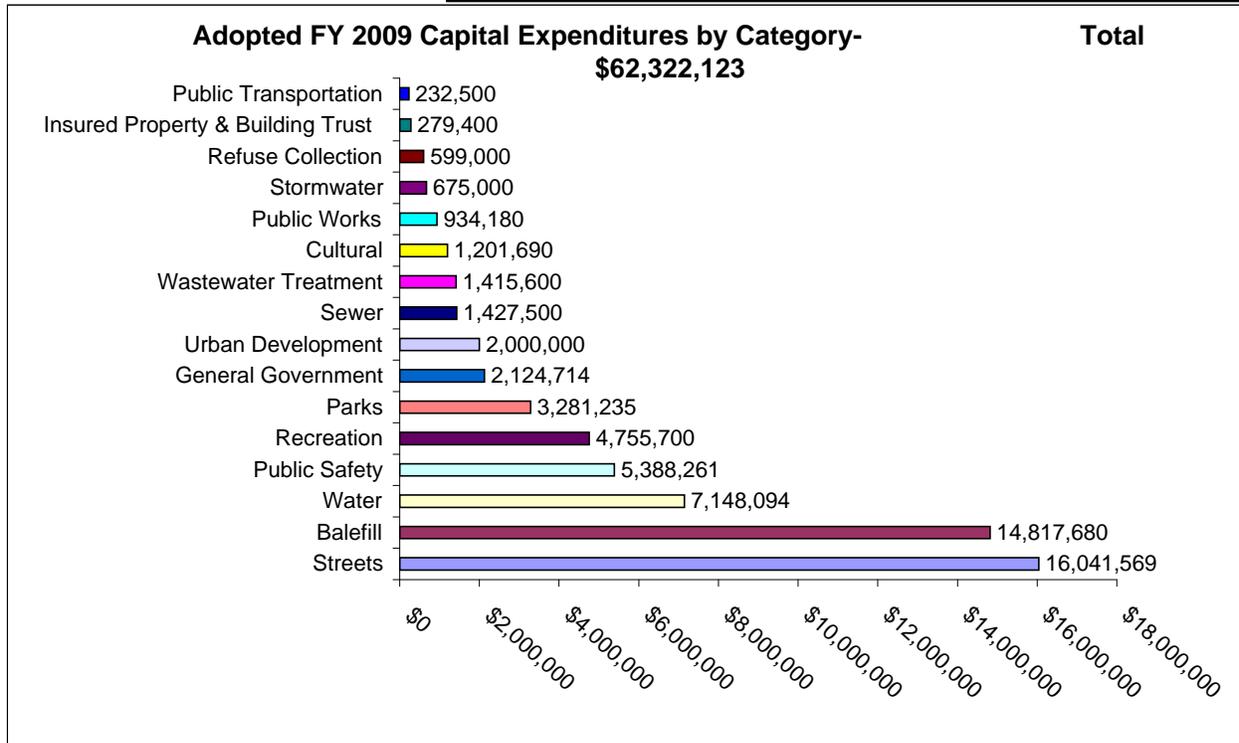
Capital

The table and chart on this page consolidate capital expenditures from all funds into the category of the intended use of that capital. For FY 2009, the largest categories are Streets with 25.6% of all expenditures, Balefill with 23.6%, and Water Distribution with 11.4%.

The largest category, Streets, 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 category includes all items related to the closure of the old landfill cells and changeover from a city landfill facility to a regional facility. A detailed explanation of all of the categories found in the table to the left, can be found in Appendix I of the budget. Appendix I also contains a comprehensive listing of all capital items in the budget.

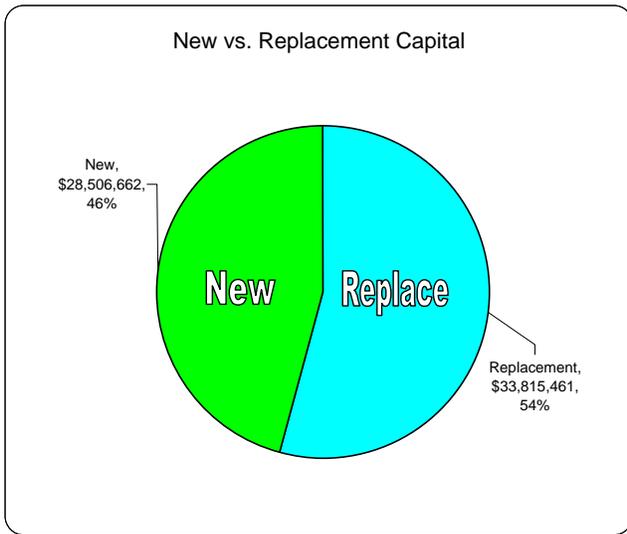
Use of Capital	FY 2009 Adopted Budget	% of Total
Streets	\$16,041,569	25.7%
Balefill	14,817,680	23.8%
Water	7,148,094	11.5%
Public Safety	5,388,261	8.6%
Recreation	4,755,700	7.6%
Parks	3,281,235	5.3%
General Government	2,124,714	3.4%
Urban Development	2,000,000	3.2%
Sewer	1,427,500	2.3%
Wastewater Treatment	1,415,600	2.3%
Cultural	1,201,690	1.9%
Public Works	934,180	1.5%
Stormwater	675,000	1.1%
Refuse Collection	599,000	1.0%
Insured Property & Building Trust Replacements	279,400	0.4%
Public Transportation	232,500	0.4%
Total For All Categories City-Wide	\$62,322,123	100%



City of Casper
All Funds Expenditure Summary by Use
 FY 2009

Capital

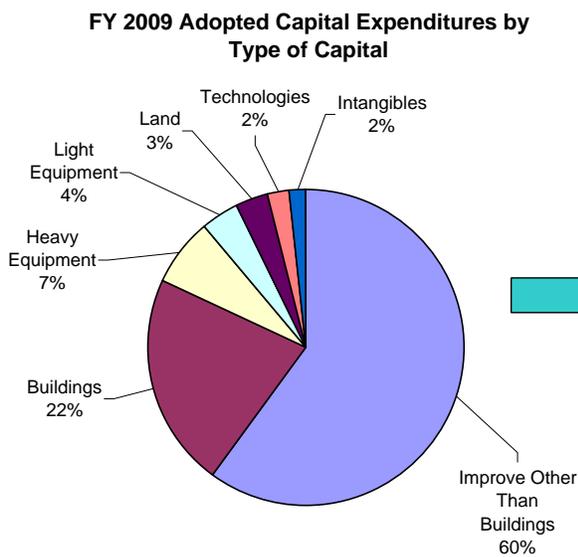
New items are capital items that are new additions to the capital inventory. Examples would be the expansion of the a park, the extension of a street or the expansion of the fleet to add additional vehicles. Replacements capital replaces items that the City already owns. These items may be near the end of their useful life, need repair, or other factors requiring replacement. Examples of replacement capital would be street resurfacing, a replacement roof for the Events Center or a police cars that replaces an existing vehicle.



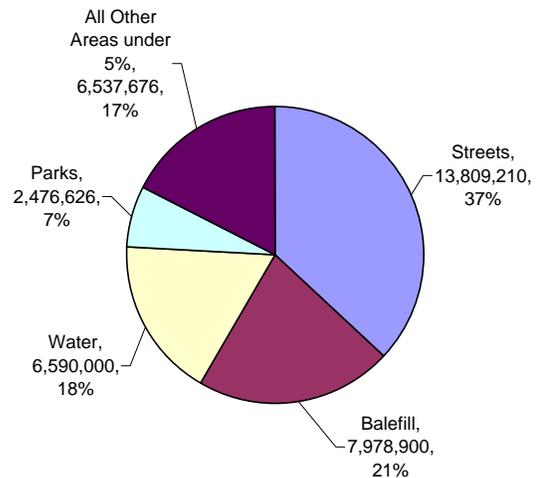
New capital items generally are of greatest concern from a planning standpoint because they represent a service level increase. This means that these items will need to be maintained and at some point replaced in the future. The largest new capital projects that involve an long-term expansion or change in the nature of city service are highlighted on the next few pages and described in more detail in Appendix I.

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

The largest capital type is improvements other than buildings. These are long-lived improvements that are not part of a building, such as a street, a water line, a park, or a landfill.



Breakout - Improvement Other than Buildings

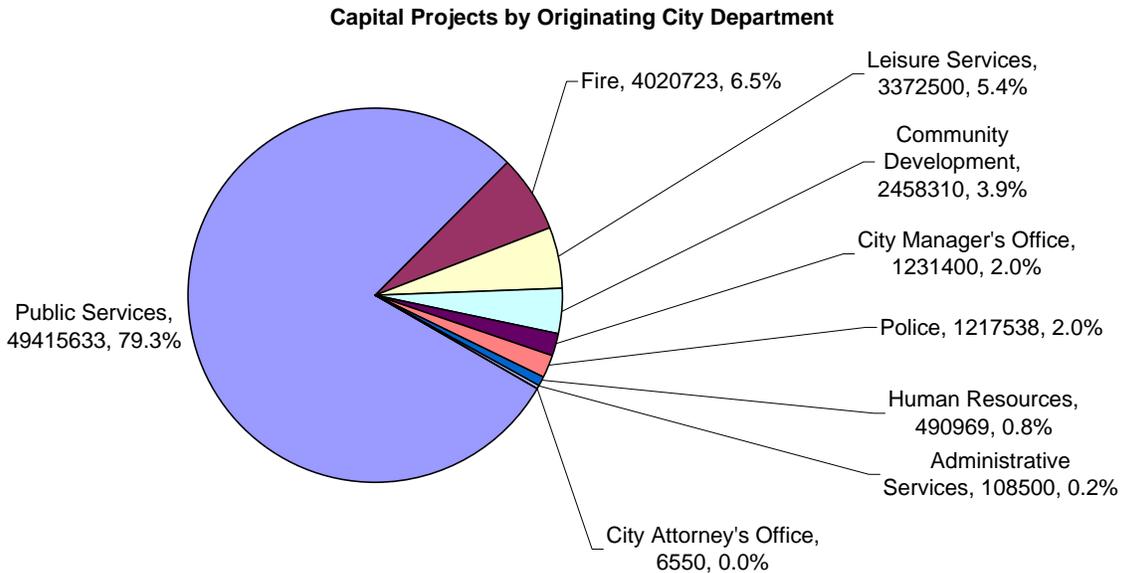


City of Casper
All Funds Expenditure Summary by Use
 FY 2009

Capital

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 operation of City Hall and other City office space in the City Campus.

Most of Public Services Department's activities are capital intensive rather than labor intensive. This is demonstrated by the Public Services Department originating 79.3% of all capital spending for FY 2009. In addition, the Engineering Division either manages or gives technical assistance to many of the larger capital project for other departments. An example of this is the replacement of Fire Station #3, which is currently being designed and developed by both Fire and Engineering staff.



City of Casper
All Funds Expenditure Summary by Use
 FY 2009

Capital

As can be seen in the table below, the top 20 projects constitute 66.4% of all capital spending currently included in the FY 2009 Adopted Budget.

The largest of these projects is the Balefill closure. This cost includes the closure of the current Balefill which includes monitoring wells, cap, seed, and other items necessary to safely close the existing Balefill cells. The current Balefill disposal space is anticipated to reach capacity in the fall of 2008. The budget also includes over \$7 million related to the start-up of a new Regional Balefill facility that is divided into a few large discrete projects, such as the Special Wastes Building and the Baler replacement.

The next largest is the Ft. Caspar Improvements of \$5,742,140 is the total cost of the street, curb, gutter, sidewalk, water and sewer improvements to be made in the Ft. Caspar Local Assessment District. This includes both the City and Local Assessment District financed portions of the overall project.

The City is budgeting to replace and relocate Fire Station #3 at a location on Beverly and 12th Streets.

Rebuilding Yellowstone Highway is a key component to encouraging infill development in the center of the City and is an important component in the overall Old Yellowstone District Redevelopment Plan.

PROJECT DESCRIPTION	CATEGORY	TYPE	COST	% of TOTAL CAPITAL SPENDING
Balefill Closure	Balefill	New	\$7,000,000	11.2%
Ft. Casper Phase II street, water and sewer improvements	Streets	Replacement	5,742,140	9.2%
Fire Station #3 replacement	Public Safety	Replacement	3,000,000	4.8%
Yellowstone Highway	Streets	Replacement	2,875,470	4.6%
Zone III water improvements	Water	New	2,800,000	4.5%
Special Wastes building	Balefill	New	2,500,000	4.0%
Senior Center addition	Recreation	New	2,194,000	3.5%
Water main repairs	Water	Replacement	2,000,000	3.2%
Revolving land purchases to support urban development and revitalization activities.	Urban Development	New	2,000,000	3.2%
Baler replacement including 2 balers and wrapping system	Balefill	Replacement	1,700,000	2.7%
Rock Creek Reservoir improvements	Water	New	1,245,000	2.0%
David Street connection	Streets	New	1,150,000	1.8%
Rails to Trails - Beverly Street Underpass	Parks	New	1,146,350	1.8%
Wastewater Treatment Plant replacements including: Screw pump (3rd of 3 to be replaced) \$350,000; Engine control panel \$200,000; Digester \$180,000; Gravity thickener renovation \$210,000	Wastewater Treatment	Replacement	1,144,100	1.8%
Baler building renovation and modifications	Balefill	Replacement	1,100,000	1.8%
Collector and arterial street repairs	Streets	Replacement	1,000,000	1.6%
Equipment storage and maintenance building	Balefill	New	800,000	1.3%
New traffic signals	Streets	New	770,000	1.2%
Stormwater master plan	Stormwater	New	610,000	1.0%
Conwell Street sidewalk & Cemetery fencing Phase II	Parks	New	610,000	1.0%
TOTAL FOR THESE 20 PROJECTS			\$41,387,060	66.4%
TOTAL CAPITAL EXPENDITURES FOR ALL ITEMS CITY-WIDE			\$62,322,123	100.0%

A comprehensive list and explanation of all capital items contained in the FY 2009 adopted budget can be found in Appendix I to the budget document.

City of Casper
Adopted All Funds Expenditure Summary by Fund & Cost Center
(Budget Basis)
FY 2009

Fund	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
General Fund	\$ 37,238,641	49,861,948	47,913,347	53,772,375
Total General Fund	37,238,641	49,861,948	47,913,347	53,772,375
Capital Funds				
Capital Projects Fund	8,549,401	21,258,793	12,762,881	30,333,748
Capital Equipment	2,255,009	4,132,306	2,866,717	2,776,000
Optional One Cent #12 Sales Tax	12,754,066	7,406,177	7,409,677	-
Optional One Cent #13 Sales Tax	2,000,018	10,043,874	8,854,030	17,793,285
Total Capital Funds	25,558,494	42,841,150	31,893,305	50,903,033
Enterprise Funds				
Water	17,733,590	21,180,951	18,483,550	18,131,143
Water Treatment Plant	1,989,311	2,338,641	2,267,123	2,450,768
Sewer	4,367,795	4,767,055	4,996,638	5,567,240
Wastewater Treatment Plant	9,321,000	12,637,514	12,589,565	5,581,726
Refuse Collection	4,456,213	4,879,696	4,974,156	4,771,486
Balefill	4,900,456	11,083,139	10,935,415	19,041,554
Casper Events Center	2,345,087	2,886,193	2,929,821	3,239,169
Golf Course	1,327,247	1,164,017	1,193,896	1,320,012
Casper Recreation Center	1,059,302	1,193,556	1,177,280	1,175,558
Aquatics	911,839	1,018,031	927,419	1,018,469
Ice Arena	458,079	508,025	454,066	512,994
Hogadon Ski Area	775,972	868,634	885,398	966,653
Parking Lots	94,539	74,730	75,030	55,516
Lifesteps Campus	171,190	215,584	212,958	196,739
Total Enterprise Funds	49,911,620	64,815,766	62,102,315	64,029,027
Special Revenue Funds				
Weed & Pest Control	373,844	428,621	431,668	516,889
Transit Services	1,261,933	1,401,707	1,401,707	1,274,298
Community Development Block Grant	450,328	962,211	783,754	723,602
Police Grants	286,906	262,246	164,929	468,945
Fire Grants	75,451	200,000	182,934	90,000
Redevelopment Loan Fund	30,061	35,468	35,468	1,241,468
Revolving Land Fund	-	2,000,000	500	2,000,500
Total Special Revenue Funds	2,478,523	5,290,253	3,000,960	6,315,702
Debt Services Fund				
Special Assessments	75,428	1,801,300	33,141	2,330,347
Total Debt Service Fund	\$ 75,428	1,801,300	33,141	2,330,347

City of Casper
Adopted All Funds Expenditure Summary by Fund & Cost Center
 (Budget Basis)
 FY 2009

Fund	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
Internal Services Funds				
Central Garage	\$ 3,197,610	3,279,670	3,416,660	3,686,615
Information Technology	958,442	1,207,880	1,188,652	1,385,952
Buildings & Grounds	962,988	1,060,707	1,045,995	1,118,516
City Hall	301,454	352,084	343,412	415,462
Property & Liability Insurance	735,322	751,114	696,867	845,525
Total Internal Services Funds	6,155,816	6,651,455	6,691,586	7,452,070
Trust & Agency Funds				
Perpetual Care	2,011,335	2,262,499	2,188,525	2,045,420
Metro Animal Control	708,883	893,075	858,100	928,899
Public Safety Communications	1,581,058	2,127,807	1,993,094	2,187,946
Health Insurance	4,719,907	5,262,485	5,134,755	6,677,240
Total Trust & Agency Funds	9,021,183	10,545,866	10,174,474	11,839,505
Total- All Funds	130,439,705	181,807,738	161,809,128	196,642,059
Less Intragovernmental Transactions				
Transfers Out	20,540,078	32,490,329	30,067,485	34,989,620
Internal Services Charges	4,784,475	5,321,550	5,300,667	6,145,712
Administration Fees	891,996	987,033	987,033	1,167,474
Total	26,216,549	38,798,912	36,355,185	42,302,806
Total Expenditures- All Funds	\$ 104,223,156	143,008,826	125,453,943	154,339,253

Personnel Summary

City of Casper
Detailed Changes to Full-Time Personnel
 (Full-Time Position Basis)
 FY 2009

Five new full-time positions were added during City Council Budget review for FY 2009. Four of these positions were changes of part-time positions into full-time positions.

Number of New Positions Position Name and Location

From City Manager's Proposed Budget Message

- 2 Parks & Recreation Technicians (cost shared by Hogadon Ski Area and Parks)
- 1 ** Food & Beverage Kitchen Supervisor in the Casper Events Center
- 1 ** Food & Beverage Service Coordinator in the Casper Events Center
- 1 ** Baler Coordinator in the Balefill Fund

5 TOTAL NEW FULL-TIME EMPLOYEES ADDED DURING FY 2009 BUDGET REVIEWS

** Non General Fund

Eight new positions were added during mid-year 2008. Seven of these were part of the City Council's Public Safety initiative and one was funded by a Weed & Seed grant.

Number of New Positions Position Name and Location

From City Council Public Safety Initiative

- 4 Police Officers in the Police Department
- 1 ** User Support Technician in the IT Division
- 1 Assistant City Attorney I in the City Attorney's Office
- 1 Court Clerk in the Municipal Court

From Weed and Seed Grant Funding

- 1 ** Code Enforcement Officer as part of the Weed and Seed Program in the Police Grants Fund

8 TOTAL NEW FULL-TIME EMPLOYEES ADDED DURING MID-YEAR FY 2008

** Non General Fund

The Council also added \$50,000 for an additional part-time judge in Municipal Court as part of the Public Safety initiative.

City of Casper
All Funds Personnel Summary By Fund
 (Full-Time Position Basis)
 FY 2009

Fund	Department	FY 2007 Authorized Positions	FY 2008 Authorized Positions	FY 2009 Adopted Positions
General Fund				
City Manager	City Manager	6	5	5
City Attorney	City Attorney	6	7	7
Municipal Court	Administrative Services	7	8	8
Finance	Administrative Services	21	21	21
Human Resources	Human Resources	7	7	7
Planning	Planning & Community Dev.	4	5	5
Code Enforcement	Planning & Community Dev.	11	12	12
Metropolitan Planning	Planning & Community Dev.	2	2	2
Police	Police	111	114	119
Fire	Fire	75	76	76
Engineering	Public Services	13	13	13
Traffic	Public Services	6	6	6
Streets	Public Services	29	29	29
Cemetery	Public Services	3	3	3
Parks	Public Services	20	21	22
Fort Casper	Leisure Services	3	4	4
		324	333	339
Capital Projects Funds				
Capital Projects Funds	City Manager	-	-	-
Capital Equipment	City Manager	-	-	-
Optional One Cent #12		-	-	-
Sales Tax		-	-	-
Optional One Cent #13		-	-	-
Sales Tax		-	-	-
		-	-	-
Enterprise Funds				
Water	Public Services	29	29	31
Water Treatment Plant	Public Services	12	12	10
Sewer	Public Services	7	7	7
Wastewater Treatment	Public Services	15	15	15
Refuse Collection	Public Services	14	15	15
Balefill	Public Services	15	17	18
Aquatics	Leisure Services	3	3	4
Golf Course	Leisure Services	5	5	5
Ice Arena	Leisure Services	3	3	3
Recreation Center	Leisure Services	9	9	8
Hogadon	Leisure Services	3	4	4
Casper Events Center	Leisure Services	14	16	18
		129	135	138

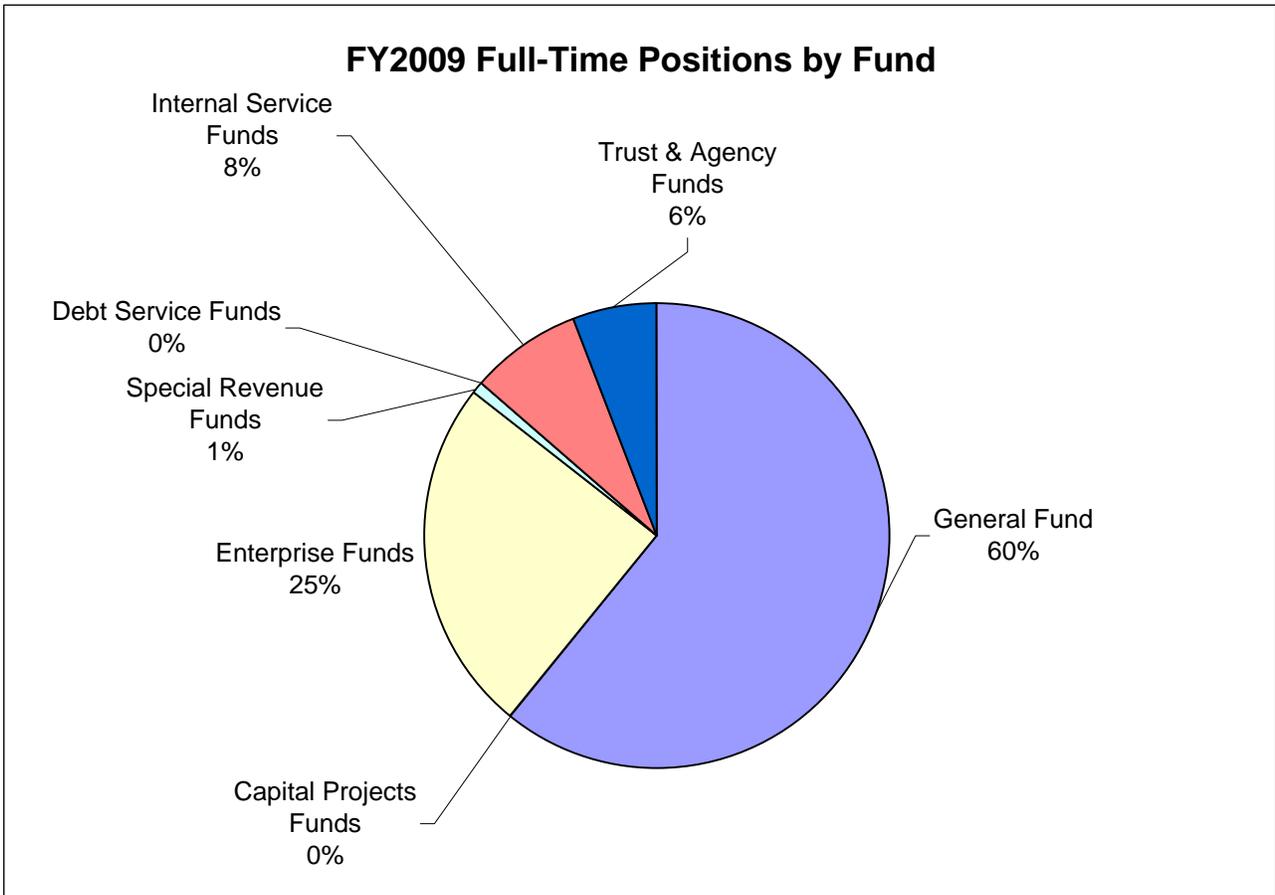
City of Casper
All Funds Personnel Summary By Fund cont'd
 (Full-Time Position Basis)
 FY 2009

Fund		FY 2007 Authorized Positions	FY 2008 Authorized Positions	FY 2009 Adopted Positions
Special Revenue Funds				
Weed & Pest Control	Public Services	1	1	2
Redevelopment	Planning & Community Dev.	-	-	-
Transit Services	Planning & Community Dev.	-	-	-
Community Develop.	Planning & Community Dev.	2	2	2
Block Grant				
Life Steps Campus	Planning & Community Dev.	-	-	-
Police Grants	Police	-	1	1
Special Assistance	Fire	-	-	-
		<u>3</u>	<u>4</u>	<u>5</u>
Debt Services Funds				
Special Assessments	Administrative Services	-	-	-
		<u>-</u>	<u>-</u>	<u>-</u>
Internal Services Funds				
Central Garage	Public Services	16	16	16
City Hall	Public Services	-	-	-
Information Technology & GIS	City Manager	12	15	15
Buildings & Grounds	Public Services	12	12	12
Property & Liability Insurance	Human Resources	-	-	-
		<u>40</u>	<u>43</u>	<u>43</u>
Trust & Agency Funds				
Perpetual Care	Administrative Services	-	-	-
Metro Animal Control	Police	11	11	11
Public Safety				
Communications	Police	22	22	22
Health Insurance	Human Resources	-	-	-
		<u>33</u>	<u>33</u>	<u>33</u>
Total without City Council		529	548	558

City of Casper
All Funds Personnel Summary By Fund
 (Full-Time Position Basis)
 FY 2009

Department	FY 2007 Authorized Positions	FY 2008 Authorized Positions	FY 2009 Adopted Positions**	Percent of Total City Staffing in FY2009
General Fund	324	333	339	60.75%
Capital Projects Funds	-	-	-	0.00%
Enterprise Funds	129	135	138	24.73%
Special Revenue Funds	3	4	5	0.90%
Debt Service Funds	-	-	-	0.00%
Internal Service Funds	40	43	43	7.71%
Trust & Agency Funds	33	33	33	5.91%
Total without City Council	529	548	558	100.00%

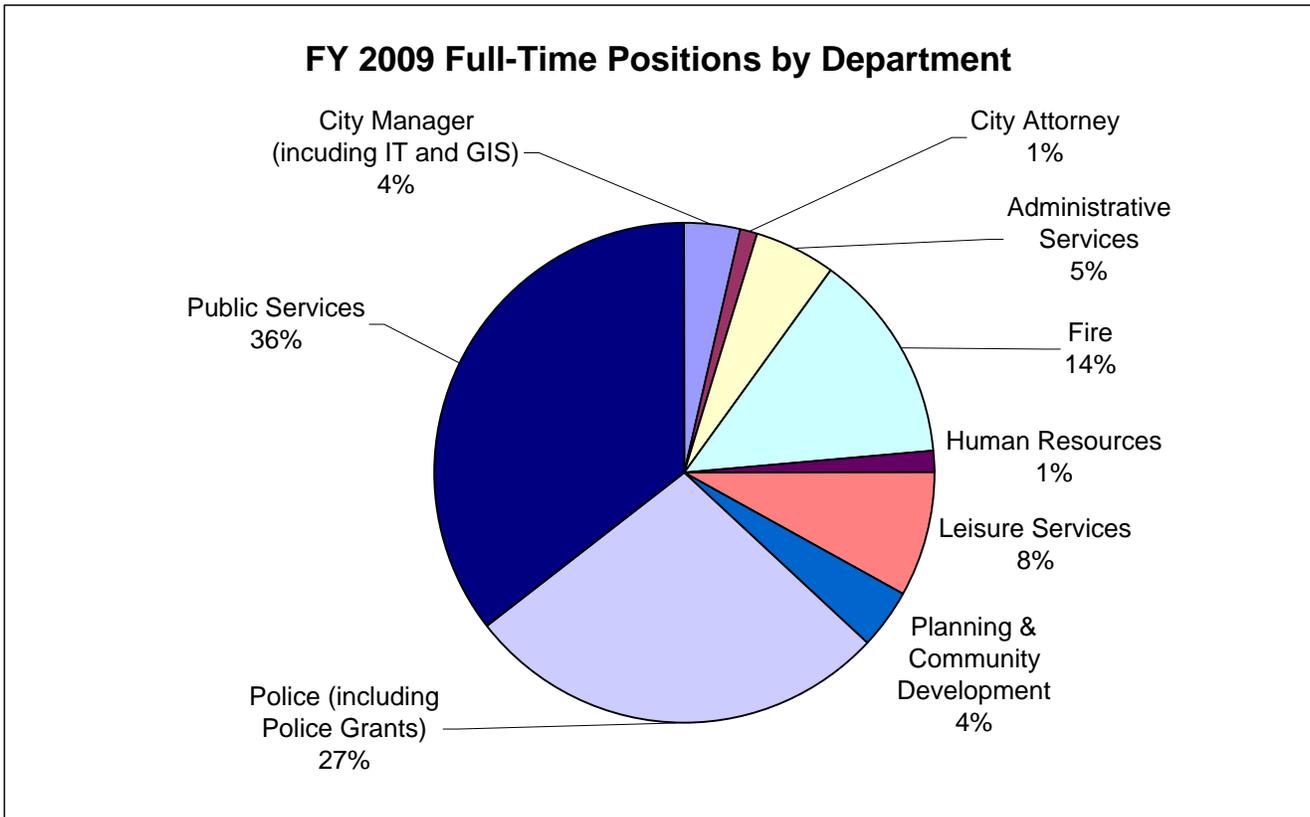
**FY 2009 Adopted count includes the new positions added from the City Manager's proposed budget message.



City of Casper
All Funds Personnel Summary By Department
 (Full-Time Position Basis)
 FY 2009

Department	FY 2007 Authorized Positions	FY 2008 Authorized Positions	FY 2009 Adopted Positions**	Percent of Total City Staffing in FY2009
City Manager (including IT and GIS)	18	20	20	3.58%
City Attorney	6	7	7	1.25%
Administrative Services	28	29	29	5.20%
Fire	75	76	76	13.62%
Human Resources	7	7	7	1.25%
Leisure Services	40	44	46	8.24%
Planning & Community Development	19	21	21	3.76%
Police (including Police Grants)	144	148	153	27.42%
Public Services	192	196	199	35.66%
Total without City Council	529	548	558	100.00%

**FY 2009 Adopted count includes the new positions added from the City Manager's proposed budget message.



Fund Reserves & City Debt Summary

Fund Reserves

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

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

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

Explanation of changes in fund reserve balances for FY 2009

The following funds' reserve balances are anticipated to increase or decline by more than 10% during FY 2009:

- General Fund (-17.89%)
- Capital Funds
 - Capital Projects (-41.24%)
 - Capital Equipment (-10.27%)
- Water (-14.42%)
- Sewer (-32.18%)
- Refuse Collection (+14.06%)
- Balefill (+20.82%)
- LifeSteps Campus (+25.97%)
- Weed & Pest Control (+11.52%)
- Redevelopment (+26.42%)
- Revolving Land Fund (-95.37%)
- Special Assessments (-95.75%)
- Metro Animal Control (-11.60%)
- ALL FUNDS (-13.75%)

General Fund

The General Fund reserve balance is anticipated to decline by \$4,416,745 as undesignated reserves in excess of City reserve policies are used for capital projects. This reflects a “pay-as you go” approach and is reasonable given the build-up of reserves due to strong revenues from mineral taxes and sales taxes in recent years.

Capital Funds

For the three capital funds including capital projects, capital equipment, and 1% #13, the reserves balance will decrease by a total of \$6,879, 499. This decrease is mainly due to rebudgeting of expenditures for already funded capital projects from FY 2008. These funds tend to fluctuate to reflect the scheduling of major capital projects. The ending reserve levels maintain a reserve in each capital fund sufficient for scheduled capital projects that are planned in the capital improvement plan for the future.

Water and Sewer Funds

The Water and Sewer Funds will be using reserves to pay for capital expenditures, to avoid paying for these expenditures through debt. The amount of reserves retained is within the policies adopted through rate models and debt stipulations.

Balefill Fund

The Balefill Fund is able to build reserves due to financing of capital from Natrona County Mineral Tax Consensus revenues. A depreciation amount is set aside each year to fund a new landfill cell in five years. The amount of reserves retained is within the policies adopted through rate models and debt stipulations.

Refuse Collection, Weed & Pest and LifeSteps Campus

For FY 2009, these funds' revenues are budgeted to exceed expenditures due to lower capital needs in FY 2009.

Redevelopment Loan Fund

The reserves of this fund are projected to increase over time due to the accumulation of mortgage payments from the developer of the Old Firehouse project.

Special Assessments

The reserves of this fund are used as revolving funding for certain street projects to avoid issuing debt. These expenditures are assessed to property owners and as payments are made this fund will replenish over time.

Metro Animal Control

The Metro Animal Control Fund is a joint power board and does not have an adopted reserve policy. Reserves are used to provide more resources for capital replacement.

ALL FUNDS

The City will use \$15,876,538 from the reserves of all funds in FY 2009. This 13.75% decrease in overall reserves is mainly due to the City undertaking additional one-time capital projects and using savings rather than debt to pay for these projects.

City of Casper
Projected Ending Reserves FY 2009
(Budget Basis)
FY 2009

Fund	June 30, 2008 Projected	FY 2009 Adopted Revenues	FY 2009 Adopted Expenditures**	June 30, 2009 Projected	Projected % Change in Reserves During FY 2009
General Fund	\$ 24,684,350	\$ 49,355,630	\$ 53,772,375	\$ 20,267,605	-17.89%
Capital Funds					
Capital Projects Fund	14,335,339	24,422,234	30,333,748	8,423,825	-41.24%
Capital Equipment	3,357,603	2,431,300	2,776,000	3,012,903	-10.27%
Optional One Cent #13 Sales Tax	11,237,943	17,170,000	17,793,285	10,614,658	-5.55%
Enterprise Funds					
Water	5,534,393	16,633,208	17,431,143	4,736,458	-14.42%
Water Treatment Plant	-	2,450,768	2,450,768	-	
Sewer	2,930,415	4,189,281	5,132,240	1,987,456	-32.18%
Wastewater Treatment Plant	7,210,814	3,648,950	4,831,726	6,028,038	-16.40%
Refuse Collection	1,650,066	4,512,290	4,280,360	1,881,996	14.06%
Balefill	3,582,079	19,131,125	18,385,180	4,328,024	20.82%
Aquatics	24,811	1,018,469	1,018,469	24,811	0.00%
Golf Course	610,945	1,154,378	1,182,012	583,311	-4.52%
Ice Arena	57,297	512,994	512,994	57,297	0.00%
Casper Recreation Center	162,089	1,175,558	1,175,558	162,089	0.00%
Hogadon	540,235	875,800	891,653	524,382	-2.93%
Casper Events Center	173,262	3,238,169	3,239,169	172,262	-0.58%
Parking Lots	495,298	33,500	37,516	491,282	-0.81%
Lifesteps Campus	\$ 36,308	\$ 206,169	\$ 196,739	\$ 45,738	25.97%

** FY 2009 Adopted Expenditures adjusted for depreciation and other non-cash expenses.

City of Casper
Projected Ending Reserves FY 2009
 (Budget Basis)
 FY 2009

Fund	June 30, 2008 Projected	FY 2009 Adopted Revenues	FY 2009 Adopted Expenditures**	June 30, 2009 Projected	Projected % Change in Reserves During FY 2009
Special Revenue Funds					
Weed & Pest Control	\$ 374,270	\$ 560,000	\$ 516,889	\$ 417,381	11.52%
Redevelopment Loan Fund	30,845	1,249,618	1,241,468	38,995	26.42%
Transit Services	-	1,274,298	1,274,298	-	
Police Grants	123,212	468,945	468,945	123,212	0.00%
Special Fire Assistance	63,588	90,000	90,000	63,588	0.00%
Revolving Land Fund	2,050,500	45,000	2,000,500	95,000	-95.37%
Community Development Block Grant	-	723,602	723,602	-	
Debt Services Funds					
Special Assessments	1,918,969	492,988	2,330,347	81,610	-95.75%
Internal Services Funds					
Central Garage	79,562	3,686,615	3,686,615	79,562	0.00%
City Hall	41,617	415,462	415,462	41,617	0.00%
Information Technology & GIS	74,757	1,385,952	1,385,952	74,757	0.00%
Buildings & Grounds	130,352	1,118,516	1,118,516	130,352	0.00%
Property & Liability Insurance	294,258	845,525	845,525	294,258	0.00%
Trust & Agency Funds					
Perpetual Care	26,586,151	2,779,438	2,045,420	27,320,169	2.76%
Metro Animal Control	188,360	894,899	916,749	166,510	-11.60%
Public Safety Communications	1,072,539	2,124,946	2,095,098	1,102,387	2.78%
Health Insurance	\$ 5,830,525	\$ 7,081,396	\$ 6,677,240	\$ 6,234,681	6.93%
Total - All Funds	115,482,752	177,397,023	193,273,561	99,606,214	-13.75%

** FY 2009 Adopted Expenditures adjusted for depreciation and other non-cash expenses.

City of Casper
General Obligation Legal Debt Margin Information
FY 2009

	Fiscal Year				
	2004	2005	2006	2007	2008
Assessed Valuation in the City of Casper	\$ 231,026,236	\$ 260,056,731	\$ 317,876,697	\$ 374,514,984	\$ 425,829,689
Growth From Previous Year	6.92%	12.57%	22.23%	17.82%	13.70%
Debt Limit for General Obligation Bonds (4% of assessed valuation)	\$ 9,241,049	\$ 10,402,269	\$ 12,715,068	\$ 14,980,599	\$ 17,033,188
Debt Limit for Sewer Bonds (4% of assessed valuation)	\$ 9,241,049	\$ 10,402,269	\$ 12,715,068	\$ 14,980,599	\$ 17,033,188
General Obligation Debt Applicable To Limit	-	-	-	-	-
Repayment of General Obligation Debt Applicable to Limits	-	-	-	-	-
General Obligation Debt Applicable to Limits	-	-	-	-	-
Sewer Debt Applicable to Limits	-	-	-	-	-
Less Amount Set Aside for Repayment of Debts	-	-	-	-	-
Sewer Debt Applicable to Limits	-	-	-	-	-
Sewer Debt Applicable to Limits	\$ -				
General Obligation Legal Debt Margin	9,241,049	10,402,269	12,715,068	14,980,599	17,033,188
Sewer Legal Debt Margin	9,241,049	10,402,269	12,715,068	14,980,599	17,033,188
Overall Legal Debt Margin	18,482,098	20,804,538	25,430,136	29,961,198	34,066,375
Total Net Debt Applicable to Limit as Percentage of Debt Limit	0.00%	0.00%	0.00%	0.00%	0.00%

Note: Water bonds and debt have no statutory debt limitations.

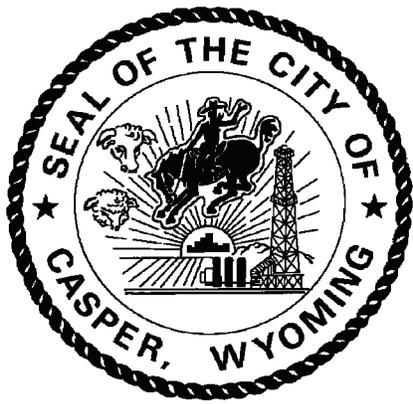
City of Casper
Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities				Total Primary Government
	General Bonded Debt	Capital Leases	Revenue Refunding Bonds	Water Fund	Sewer and Waste Water Treatment	Golf Course Fund	
1997	\$ -	\$ 58,215	\$ 2,350,000	\$ 330,000	\$ -	\$ 547,234	\$ 3,285,449
1998	0	38,419	1,875,000	330,000	0	543,118	2,786,537
1999	0	39,346	600,000	318,918	0	538,837	1,497,101
2000	0	25,752	350,000	307,392	0	534,385	1,217,529
2001	0	18,740	0	295,406	0	529,754	843,900
2002	0	11,121	0	282,941	0	524,939	819,001
2003	0	57,899	0	2,274,167	127,738	519,931	2,979,735
2004	0	45,507	0	3,036,832	325,767	514,723	3,922,829
2005	0	32,412	0	4,601,870	476,017	509,306	5,619,605
2006	0	18,481	0	6,930,584	1,401,017	503,673	8,853,755
2007	0	0	0	7,952,944	5,995,891	497,814	14,446,649
2008	\$ -	\$ -	\$ -	\$ 7,628,529	\$ 5,995,891	\$ 491,721	\$ 14,116,141

City of Casper
Notes Payable Business Type Activities
FY 2009

	Balance 6/30/2007	Additions	Reductions	Balance 6/30/2008	During FY 2009 Principal & Interest Due Within One Year
Sewer and Waste Water Treatment	5,995,891	-	-	5,995,891	441,189
Water Fund	7,952,944	-	324,415	7,628,529	551,788
Golf Course Fund	497,814	-	6,093	491,721	26,006
Total	\$ 14,446,649	\$ -	\$ 330,508	\$ 14,116,141	\$ 1,018,983

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



Performance Summary

**Citizen Survey
ICMA Performance Measures
Money Magazine's Best Cities Comparison**

CASPER 2008-2009 CITIZEN SURVEY

Executive Summary Report

Overview and Methodology

During the spring of 2008, ETC Institute administered a *DirectionFinder®* Survey for the City of Casper to assess citizen satisfaction with the delivery of major city services and to help determine priorities for the community as part of the City's ongoing planning process.

The survey was six (6) pages long and took the average person 10-15 minutes to complete. It was administered by phone to a random sample of 400 residents during April of 2008. The overall results of the survey have a precision of at least +/-5.0% at the 95% level of confidence.

Interpretation of "Don't Know" Responses. The percentage of persons who gave "don't know" responses is important because it often reflects the level of utilization of City services. For graphing purposes, the percentage of "don't know" responses has been excluded to facilitate valid comparisons with other communities. The percentage of "don't know" responses for each question is provided in the Tabular Data Section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "*who had an opinion.*"

Major Findings

- **Residents were generally satisfied with the overall quality of services provided by the City of Casper.** Most of the residents surveyed *who had an opinion* were satisfied with the quality of fire department services (98%), the effectiveness of garbage collection services (82%), and the quality of City parks, (82%). Residents were least satisfied with the maintenance of City streets (24%).
- **Services that residents thought should receive the most emphasis from the City.** The three major services that residents thought were the most important for the City to emphasize over the next two years were: (1) maintenance of City streets, (2) the effectiveness of City recycling programs, and (3) the quality of police services.
- **The majority of residents were satisfied with the quality of life in Casper.** Eighty-four percent (84%) of those surveyed *who had an opinion* indicated that they were satisfied with the quality of life in Casper; 14% gave neutral responses, and less than 3% were dissatisfied. (Total exceeds 100% due to rounding)
- **City Maintenance.** The highest levels of satisfaction with City maintenance services, based upon the combined percentage of "very satisfied" and "satisfied" responses of residents *who had an opinion*, were the quality of the City's outdoor athletic fields (83%), the maintenance of

City parks (79%) and the mowing and trimming along City streets and public areas (74%). Residents were least satisfied with the maintenance of potholes and cracks in City streets (28%).

- **Water and Sewer Services.** The highest levels of satisfaction with water and sewer services, based upon the combined percentage of “very satisfied” and “satisfied” responses of residents who had an opinion, were the readability of the water bill (84%), the water pressure in homes (84%), and the clarity and taste of the tap water in your home (72%).
- **Codes and Ordinances.** Residents were given three response options this year; Just About Right, Not Aggressive Enough, and Too Aggressive. The highest levels of satisfaction with the enforcement of City codes and ordinances, based upon the “Just About Right” responses of residents *who had an opinion*, were the enforcing of sign regulations (70%), enforcing animal control laws (70%), and the enforcing of traffic laws and speed limits (67%). Residents were asked which of the Codes and Ordinances issues needed more enforcement in their neighborhood and the highest response was enforcing the clean up of litter and junk.
- **Public Safety.** The highest levels of satisfaction with Public Safety Services based upon the combined percentage of “very satisfied” and “satisfied” responses of residents *who had an opinion*, were how quickly the fire department responds to emergencies (96%), the fire department’s response to medical emergencies (96%), and the fire department’s response to fires (96%).
- **Communication.** The highest levels of satisfaction with City communication, based upon the combined percentage of “very satisfied” and “satisfied” responses of residents who had an opinion, were with the availability of information about City services and programs (71%) and the opportunity to participate in City decision making (65%).
- **Parks and Recreation.** This year, attendance at several recreation destinations in the Casper area, was asked. Also asked was the likelihood that residents would recommend the destination to their friends. The destination highest in attendance was the Casper Events Center, and it was also highest in recommendation. Fourth highest in attendance but second in recommendation, was the Fort Casper Museum.

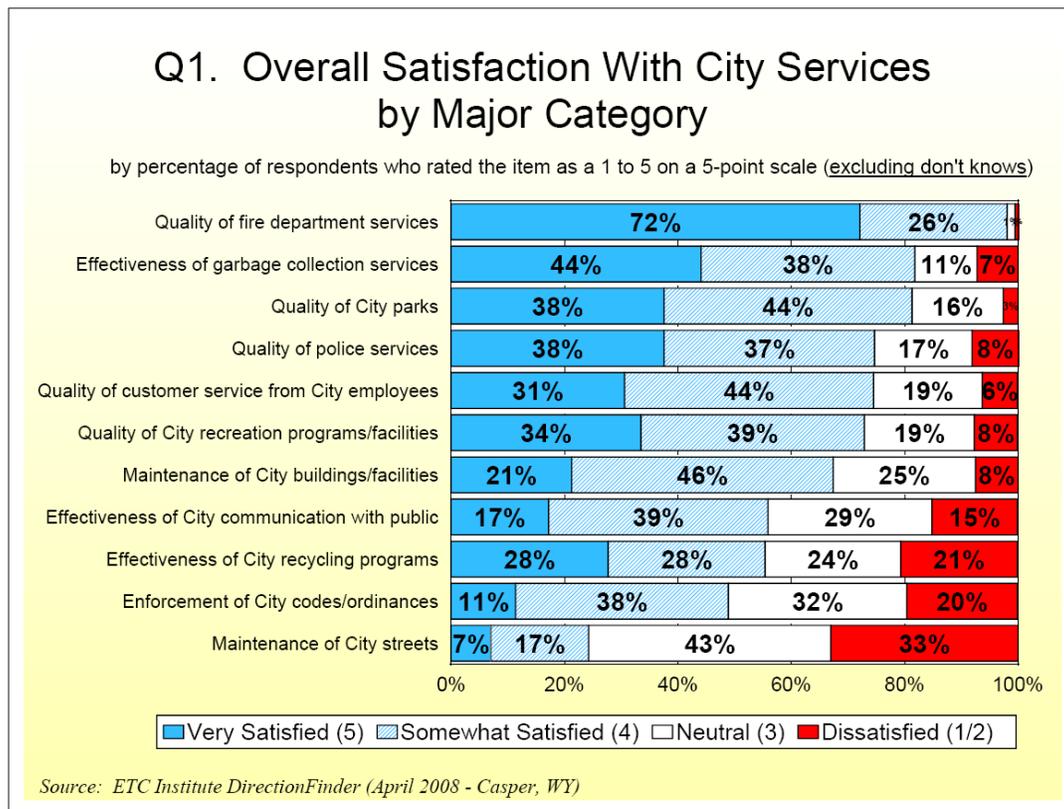
Other

- 24% of those surveyed, paid their cable, gas, or phone bills on-line.
- 34% of residents had been to the City’s website in the last 12 months, and of those, 75% rated it as “Excellent” or “Good”.
- 81% of those surveyed feel safe walking alone in their neighborhoods.
- 58% of those surveyed felt the City should invest in programs that would reduce its reliance on fossil fuels, even if the investment would not reduce the amount of money it spends on energy.
- Residents most often currently recycle newspaper (60%), aluminum cans (49%), and cardboard (43%).
- 61% of those surveyed would pay at least \$1 to \$5 additional each month on their utility bill to allow for plastics recycling.

- 75% of those surveyed currently use the City's recycling depots.
- 55% of those surveyed would pay at least \$1 to \$5 additional each month to provide curbside recycling.
- 75% of those surveyed support the continuation of an optional 1% sales tax to fund local government services and infrastructure.

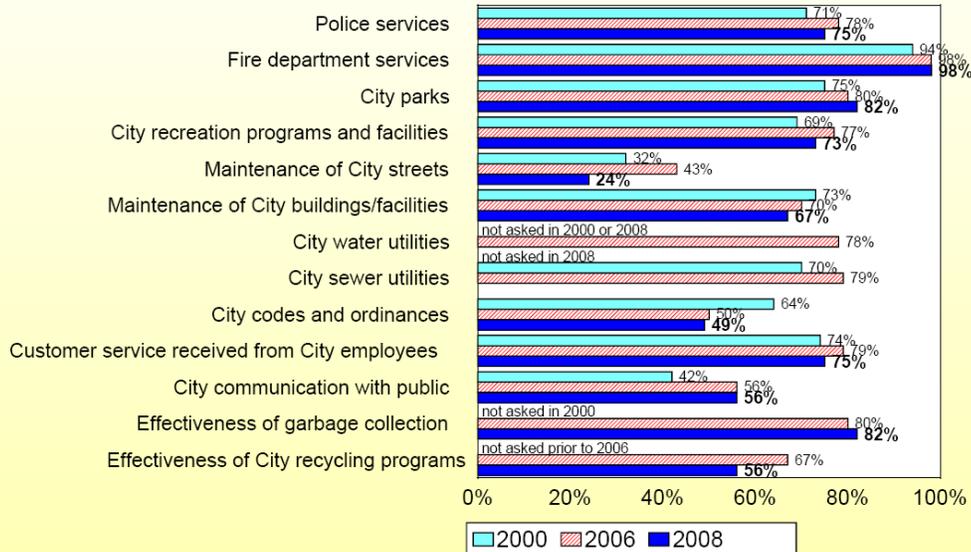
The complete City of Casper 2008 DirectionFinder® Survey is available at the City of Casper website www.casperwy.gov

The survey is conducted every two years, and will next be conducted in 2010.



Q1. Overall Satisfaction With City Services by Major Category - 2000, 2006 and 2008

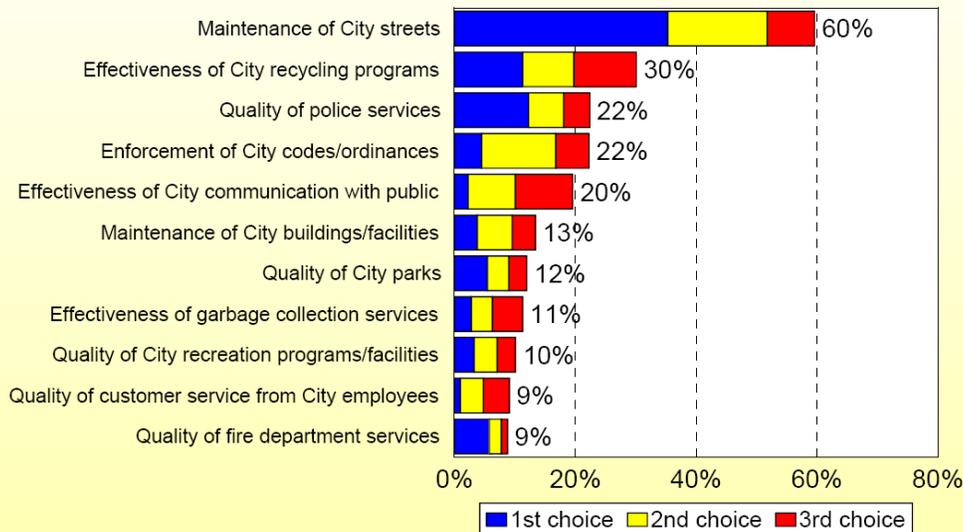
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (April 2008 - Casper, WY)

Q2. City Services That Should Receive the most Emphasis Over the Next Two Years by Major Category

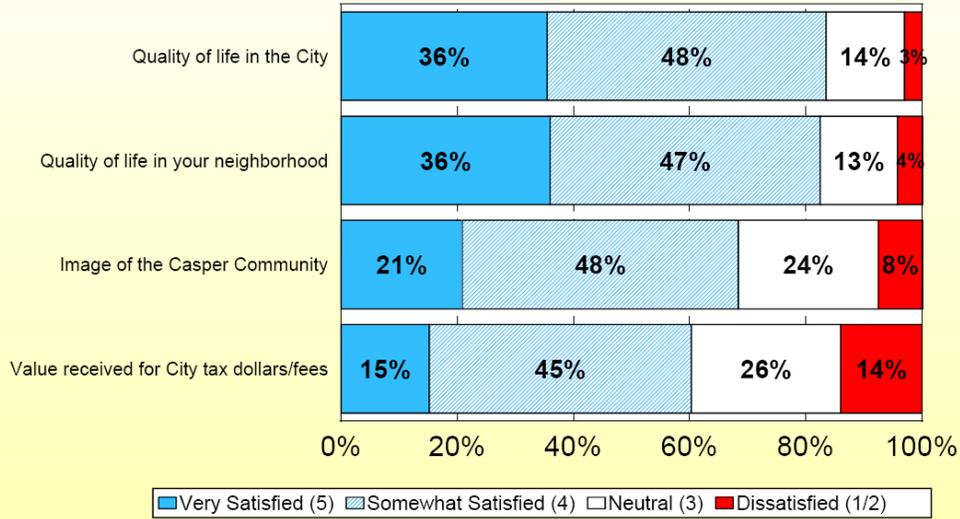
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (April 2008 - Casper, WY)

Q3. Satisfaction With Items That Influence Residents Perceptions of the City

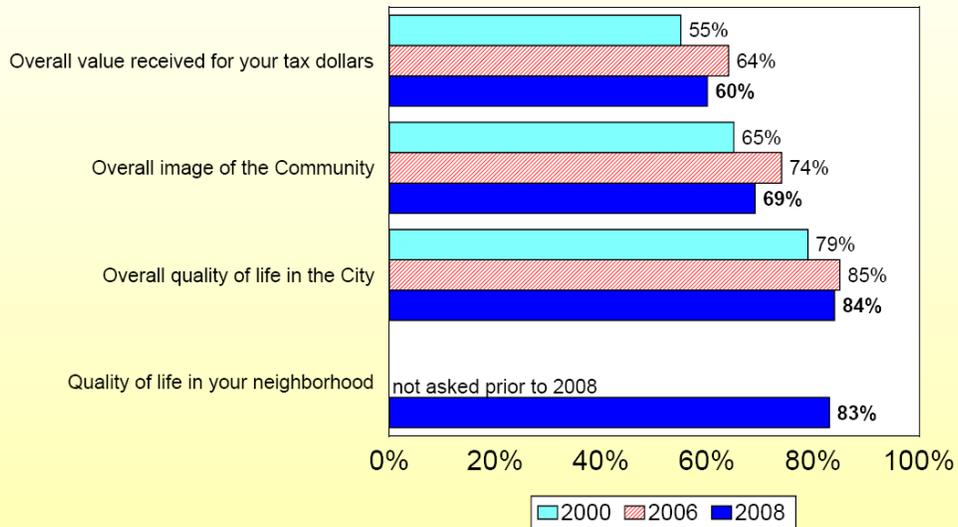
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (April 2008 - Casper, WY)

Q3. Satisfaction Ratings for Items That Influence Perceptions of the City - 2000, 2006 and 2008

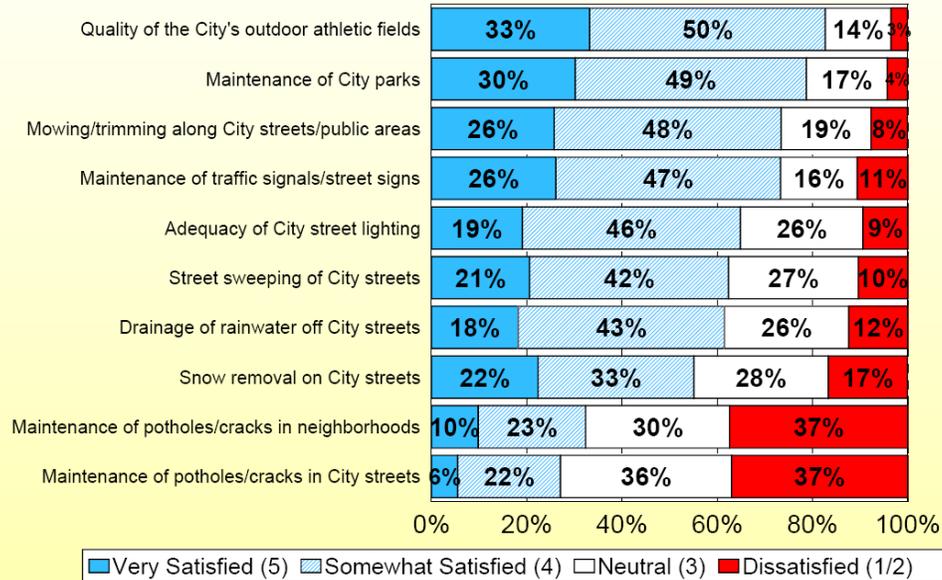
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (April 2008 - Casper, WY)

Q4. Satisfaction with Various Aspects of City Maintenance

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (April 2008 - Casper, WY)

Year 2008 Benchmarking Summary Report

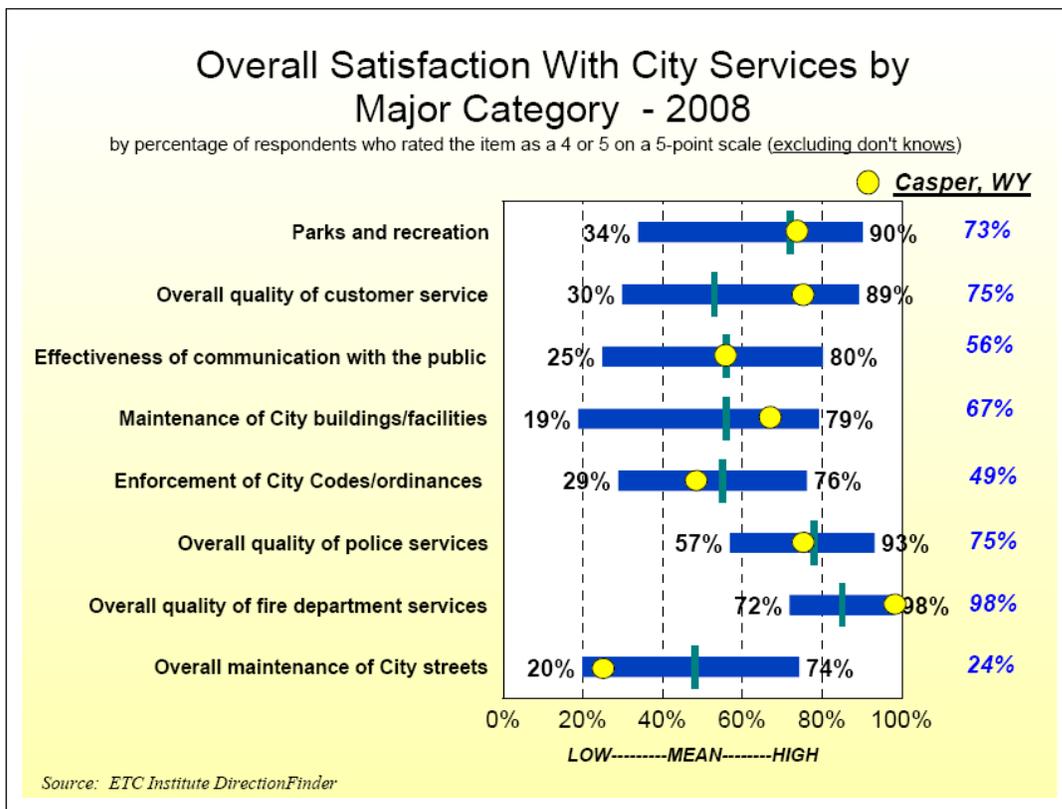
Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 100 cities in 24 states. This report contains benchmarking data for communities where the survey was administered between April 2004 and April 2008. The communities represented in this report include:

- Auburn, Alabama
- Blue Springs, Missouri
- Bridgeport, Connecticut
- Burbank, California
- Fort Worth, Texas
- Delk County, Georgia
- Mesa, Arizona
- Independence, Missouri
- Johnson County, Kansas
- Casper, Wyoming
- Kansas City, Missouri
- Indianapolis, Indiana
- Denver, Colorado
- Lee's Summit, Missouri
- Lenexa, Kansas
- Tulsa, Oklahoma
- Wichita, Kansas
- Naperville, Illinois
- Olathe, Kansas
- Peoria, Arizona
- Palm Desert, California
- Platte City, Missouri

- Des Moines, Iowa
- Overland Park, Kansas
- Kansas City, Kansas
- Oklahoma City, Oklahoma
- San Antonio, Texas
- Shoreline, WA
- Tamarac, Florida

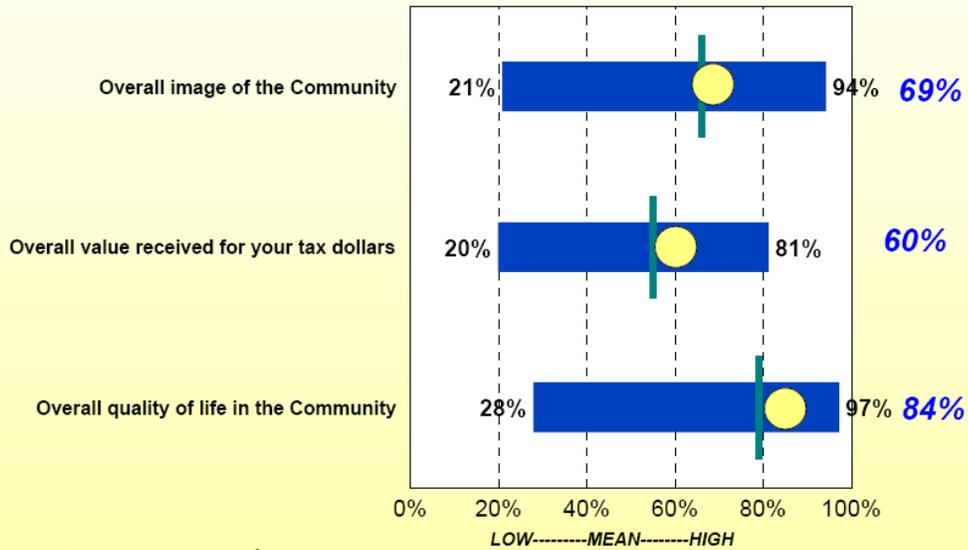
The charts on the following pages show the range of satisfaction among residents in the communities where the survey has been administered. The charts show the highest, lowest, and average (mean) levels of satisfaction for nearly several areas of municipal service delivery. The actual ratings for Casper are listed to the right of each chart. The dot on each bar shows how the results for Casper compare to the other communities that were surveyed.



Perceptions that Residents Have of the City in Which They Live - 2008

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)

● **Casper, WY**

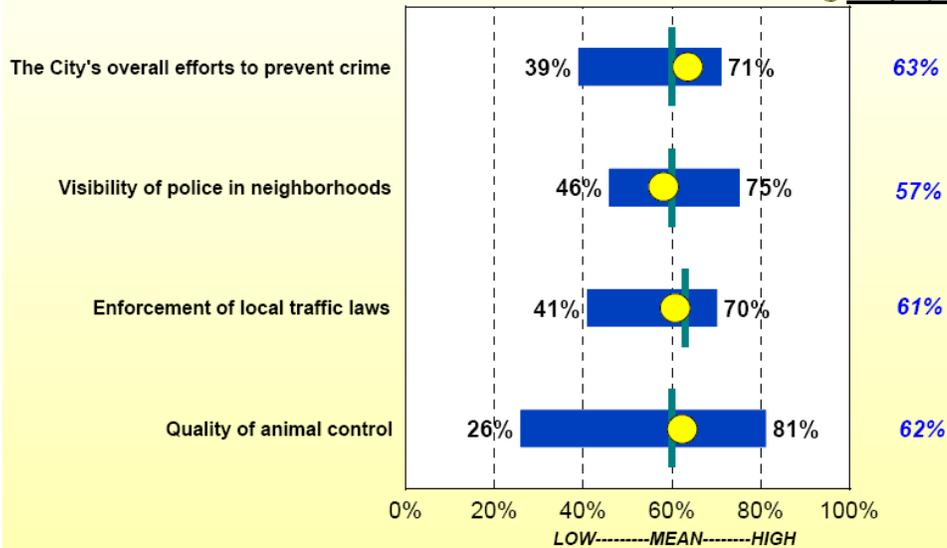


Source: ETC Institute DirectionFinder

Satisfaction with Various Public Safety Services Provided by Cities - 2008

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)

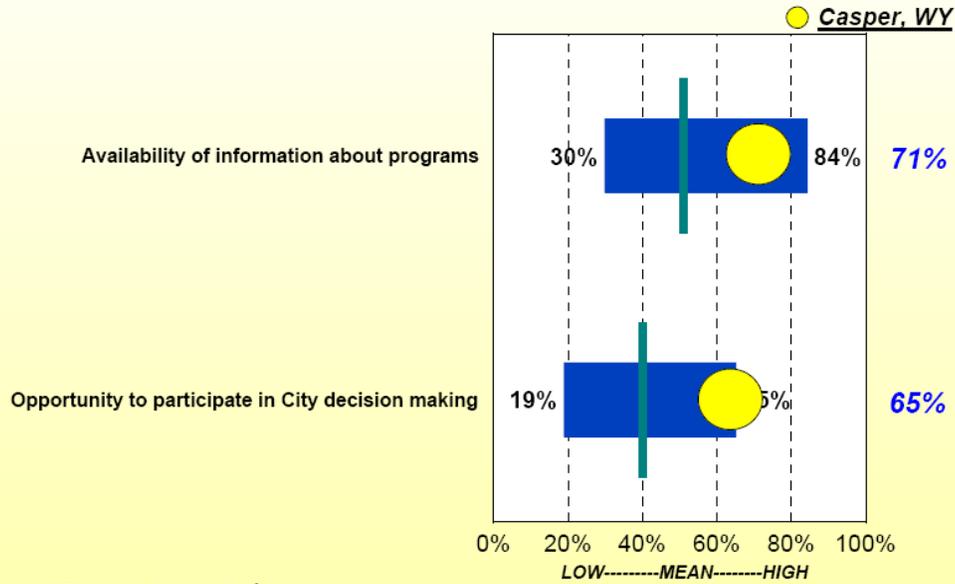
● **Casper, WY**



Source: ETC Institute DirectionFinder

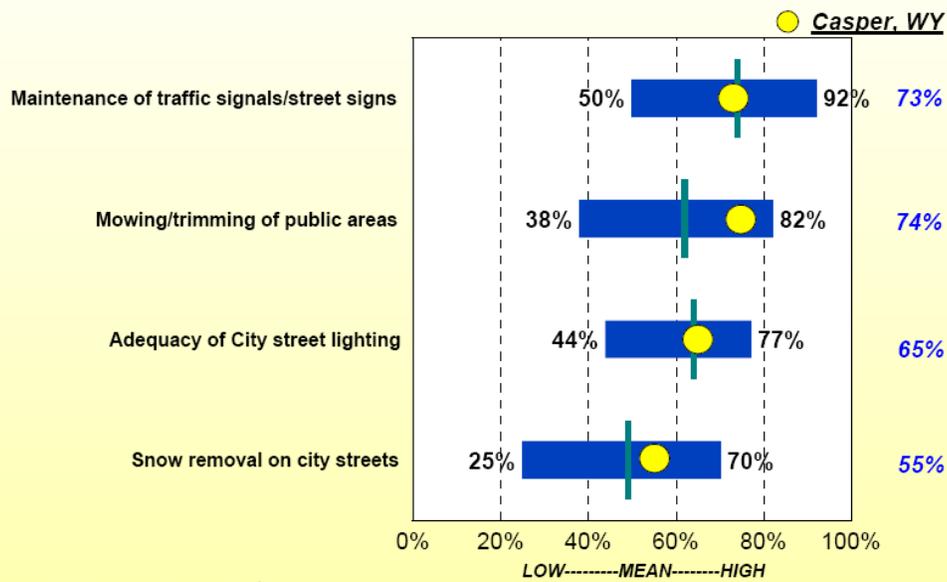
Satisfaction with Various Aspects of City Communications - 2008

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Satisfaction with Maintenance Services Provided by Cities - 2008

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



City of Casper, WY

ICMA Performance
Management Report
Summary

FY 2004 – 2007

A guide to using the FY 2004-2007 Casper ICMA Performance Measurement Report

Summary

Attached you will find a report that summarizes the ICMA Center for Performance Measurement (CPM) data submitted for the all ICMA templates for FY 2004 to 2007.

Please remember that this report is only a summary snapshot of important measures from the City of Casper's performance management program that are included to specifically address issues raised from the Citizen Survey or highlight areas with significance to the budget decision making process.

Detail

Use of ICMA Medians

The ICMA median of all participants and the ICMA median of cities with populations fewer than 100,000 are added to give context to Casper's performance. However, as the ICMA-CPM group expands by adding new members, these ICMA medians can tend to shift because the new members tend to come in waves from certain regions or size of cities. Medians are used rather than means to eliminate the influence of outliers. In many cases, my interpretation of these outliers among ICMA data is that they are either errors or the definition/methodology called for by ICMA is misapplied.

ICMA Data Collection Process

FY 2007 represented a major improvement in the data collection process over previous years. However, there were a few issues that hindered the FY 2007 ICMA data collection process, ultimately making administration more difficult and time-consuming. A few of these issues, such as accuracy and completeness of data submittals from departments, also diminish the value and reliability of reports and analysis created from the ICMA data.

Successes

October 1st Deadline for Mid-Year Report- For cities with a fiscal year ending in June, ICMA has been strongly encouraging these cities to submit at the mid-year group deadline. *All templates in the FY 2007 data collection process were submitted before the October 1st deadline.* The benefits of mid-year submittal are as follows:

- Data is collected closer to the end of the fiscal year and is likely to be more accurate.
- More timely data for analysis and decision making allows greater responsiveness and awareness to potential opportunities for performance improvement. After submittal and initial "cleaning" by ICMA, internal analysis using City of Casper

Data can begin in late October/early November (about 7 months earlier than with other deadline).

- The cleaned data is available in December, and can begin to be used internally at that time. This allows ICMA data from the previous fiscal year to be included within time framework of the early budget process. With capital, goals and objectives, and performance measures available before the initial review and City Manager review, greater alignment of operational budgets to larger strategic goals is possible.
- Meeting the earlier submittal deadline allows ICMA to include the City of Casper in the Mid-Year report and data set, as well as in the year-end report. The mid-year data report is issued about 6 months earlier than the year end report (February/ March vs. September/October) and is intended to improve the ICMA process for cities with a fiscal year ending mid-year rather than on a calendar year.

Colorado Consortium- the City of Casper has joined the Colorado Consortium, along with Teton County, and should have much more geographically relevant data in the next few years. The number of Colorado cities participating in the ICMA has grown significantly from the nine for the FY 2006 Collection period to 13 for the FY 2007 data collection period. The group also includes Teton County, WY and Casper, WY. The new group now includes a broader group of population sizes, with more mid to small cities which should be better comparisons to the City of Casper.

- City of Aurora – pop. 303,833
- Casper, WY- pop. 51,738
- Town of Castle Rock – pop. 39,682
- City of Centennial – pop 103,000
- City of Colorado Springs pop. 394,914
- City and County of Denver pop. 575,294
- City of Englewood pop. 32,350
- City of Fort Collins pop.139,908
- City of Golden pop. 17,863
- County of La Plata pop. 47,936
- County of Larimer pop. 276,253
- City of Longmont pop. 84,636
- City of Loveland pop.64,123
- County of Teton, WY pop. 19,032
- City of Westminster pop. 109,671

Billings, Montana is also a new participant in ICMA for FY 2007 with 2 templates planned. Future goals include encouraging larger Wyoming towns and cities to participate in benchmarking with the City of Casper (Cheyenne, Gillette, Riverton, Jackson, Laramie, etc).

Data Challenges

Accuracy- Many measures were not answered accurately on the first survey submittal. Data submittals should be based on data and should not be based on manager's estimates or experience only, as perception often does not coincide with operational reality and can be self-serving. However, data should be analyzed by operational managers before submittal to ensure they are accurate and are reasonable. If there are extreme or unusual events, these should be noted as explanatory causes in the notes sections. This helps prevent second and third requests for explanatory information by ICMA.

While all surveys are reviewed by the administrative analyst before sending to ICMA, many issues are not readily apparent to a non-manager in a certain field. This causes a secondary workload for the administrative analyst in the data cleaning process, which requires a great deal of fact checking, research, and coordination. For the surveys completed after the October deadline, this time requirement directly conflicted with certain budget creation responsibilities.

Completeness- The City of Casper has participated in the ICMA Comparative Performance Management program for four data cycles. The FY 2008 data cycle will be the fifth. However, many survey questions are left blank or marked not available. While it may make sense to limit measurement to valuable measures if data collection systems are not in place, many of the data points were in fact available with minimal research. This habit of marking "N/A", "Not applicable", or "Not available" for a large portion of data points severely limits the value of the ICMA data for a significant number of the templates that the City of Casper currently submits to ICMA.

Recording Process Used to Generate Measures and Sources of Information

The usefulness of data points across time relies on the same process and data sources being used to generate survey answers each year. If different sources are used, the validity of the data may be reduced, which may cause faulty year to year conclusions. Also, with turnover the experience level and expertise needed to generate data and reporting can vary significantly from year to year. By documenting the process used to find an answer and the sources used, the time needed to generate a complete survey can be substantially reduced. This documentation also allows a new employee to step into the ICMA process at a much higher capability level. This documentation will also be very useful as a reference as the City moves towards automating some reporting as part of a reporting system or executive dashboard.

Future Performance Measurement Plans

Planned Process for upcoming data collection process

- FY 2007 End of Year Benchmarking Data available from ICMA (Late July 2008)
- Review of last year's submittals (Early August 2008)
- Training on Performance Measurement (Mid- August 2008)
- Template specific Individual/ Group training and assistance (Mid- August 2008)

- Data collection by Departments (Mid-August to Mid-September 2008)
- Initial Review by Administrative Analyst (Mid-September to Submittal Deadline)
- Data submittal before deadline (October 1, 2007)
- Initial Data cleaning and verification by ICMA (October 2007)
- Response to verification items by Administrative Analyst and managers responsible for the ICMA template in their area (November 2008)
- Cleaned data available (December 2008)
- Mid Year Report creation by ICMA (January 2009)
- Mid Year Report sent to City of Casper (February 2009)
- Secondary data cleaning and verification (if necessary)
- End of Year Report creation by ICMA (November 2009)

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

General Demographics	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Population	51,738	52,089	None	74,813
Square miles of jurisdiction	25.7	25.87	None	47.7
Population density per square mile	2,014	2,013	None	2,291
Median household income	\$49,519	\$45,833	Increasing	\$44,932
Average household income	\$55,249	\$57,739	Increasing	\$59,647
Per capita income	\$23,132	\$23,945	Increasing	\$24,758
Percentage of individuals below poverty level	9%	11%	Decreasing	12%
Percentage of families below poverty level	9.2%	7.2%	Decreasing	8.2%
Unemployment rate	3.4%	2.6%	Stable	4.0%
% of owner-occupied housing units	67%	67%	Increasing	60%
Total operating expenditures per capita	\$1,306	\$1,276	Stable	\$1,194
Capital project expenditures (in millions of \$)	\$37	\$51	Increasing	\$23
Capital project expenditures as a % of insured valuation of all real and personal property including vehicles	23.3%	30.1%	Increasing	16.0%

Code Enforcement	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Building permits issued	5,955	5,739	Stable or increasing	5,072
Nuisance violation cases initiated per 1,000 population	54	24	Decreasing due to positive outcomes	16
Total valuation of building permits	\$112,519,968	\$183,761,650	Stable or increasing	\$203,523,569
Valuation of building permits per capita	\$2,175	\$3,528	Stable or increasing	\$2,323

Fire and EMS	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Fire and EMS expenditures per capita	\$132.33	\$125.38	Stable	\$130.15
Residential structure fires per 1,000 population served	1.58	0.83	Decreasing	0.78
Total structure fire incidents per 100,000 population	181.7	92.1	Decreasing	96.0
Total structure fire incidents per 1,000 structures	5.0	2.5	Decreasing	4.0
Total Fire and non-fire incidents per 100,000 population	9,098	10,693	Decreasing	8,793
Percentage of commercial and industrial structures inspected	100%	108%**	100%	43%
***Some structures were inspected more than once in year				
Fire incidents involving structures	94	48	Decreasing	Not applicable
Total fire incidents (structure and non-structure)	280	166	Decreasing	Not applicable
Total non-fire incidents requiring a response	4,427	5,404	Stable or decreasing	Not applicable
Structures inspected- Casper only	1,457	1,641	Higher is better	Not applicable

Fleet	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Hours billed as a percentage of billable hours	64.40%	70.62%	Increasing	70.50%
Total number of jurisdiction vehicles	299	290	Based on service req.	Not applicable
Total miles driven by all vehicles	2,786,464	3,435,906	Decreasing	Not applicable
Number of gallons of fuel purchased	339,213	317,787	Decreasing	Not applicable
Total miles of all vehicles and heavy equipment by total gallons of fuel purchased- an approximation of City wide fuel economy	9.5	10.6	Increasing	Not available

Highways and Roads	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Road rehabilitation expenditures per capita for paved and unpaved lane miles	\$34.55	\$39.07	Stable	20.56
Snow and ice control expenditures per lane mile plowed or treated	\$48.19	\$44.71	Stable	\$41.00
Paved lane miles for which jurisdiction is responsible	903.83	907.3	N/A	Not applicable
Number of potholes repaired	514	474	Increasing	Not applicable
Number of calendar days snow and ice control efforts were undertaken	69	63	N/A	Not applicable
Number of traffic signals for which jurisdiction has responsibility	1,001	1,001	Stable	Not applicable
Number of traffic signal repairs during fiscal year	661	894	Decreasing due to new equipment	Not applicable
Snow and ice control expenditures per calendar day that snow and ice control efforts were undertaken	\$17,343	\$12,761	Stable	Not available
Number of days with freezing and or snow conditions at any time during day	170	180	N/A	Not applicable
Snow and ice control expenditures per inch of snowfall in community	\$17,047	\$11,518	Stable	Not available

Human Resources	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Turnover rate among full-time employees	6%	8%	Decreasing***	7%
Turnover rate: Public Safety employees	7.10%	7.55%	Decreasing***	5%
***Some turnover is desirable and can occur for reasons beneficial to the organization such as an employee leaving due to employee performance issues.				
Number of jurisdiction employees at end of reporting period	1,116	1,155	No standard**	Not applicable
**This includes part-time employees and is not a standardized measure like full-time equivalents.				
Number of jurisdiction-wide full time equivalents FTEs	625.3	655.6	Stable	Not applicable

Parks	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Total park acreage	1,358	1,368	Increasing	994
Developed park acres per 1,000 population	8.20	8.24	Stable	6.40
Total park acres per 1,000 population	26.24	26.26	Stable	11.90
Number of athletic field acres	120	120	Increasing	67
Estimated number of trees that jurisdiction maintains	12,582	12,578	Increasing	8,672
Park expenditures per acre- General maintenance and utilities	\$1,420	\$1,838	Stable or decreasing	\$2,043
Total parks expenditures per capita	\$37.23	\$48.27	Stable or decreasing	\$25.47

Leisure	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Population served per swimming pool	10,347	10,418	Stable	34,518
Total earned revenue per capita for parks and recreation activities (excluding specialized facilities)	\$40.97	\$30.84	Increasing	\$17.18
Percentage of parks and recreation program expenditures (no utilities) recovered through user fees and charges (excluding specialized facilities)	80.16%	63.19%	Increasing	37.40%
Percentage of swimming pool expenditures recovered through user fees and charges	51%	42%	Increasing	40%
Percentage of annual operating and maintenance expenditures (no utilities) for parks and recreation covered by revenues (excluding specialized facilities)	55.92%	47.75%	Increasing	32.97%
Average daily count for Recreation Center	616	639	Increasing	Not Applicable
Total count of participants in all aquatics programs for FY	158,111	156,645	Increasing	Not Applicable
Number of 9-hole rounds played at jurisdiction	48,790	46,587	Increasing	Not Applicable

Parks and recreation expenditures and revenues (all facilities and activities, including utilities, excluding capital)	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Expenditures	\$7,203,427	\$8,552,475	Stable with service	Not applicable
Revenues	\$4,141,875	\$4,325,831	Increasing	Not applicable
Net	-\$3,061,552	-\$4,226,644	\$0	Not applicable
Parks and recreation subsidy per capita from other sources	\$59.17	\$81.14	Decreasing	Not available
Percentage of expenditures covered by revenues	57.50%	50.58%	Increasing	Not available

These measures were created by the City of Casper with no ICMA comparison currently available.

Police	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Response time in seconds to top priority calls from receipt of call to arrival on scene	300	275	Decreasing	397
UCR Part I violent crimes reported per 1,000 population	2.7	2.7	Decreasing**	3.1
UCR Part I property crimes reported per 1,000 population	51.7	50.9	Decreasing**	36.7
Juvenile arrests as % of total UCR Part I violent crime arrests	11.4%	12.1%	Decreasing**	16.1%
Juvenile arrests as % of total UCR Part I property crime arrests	48.8%	50.3%	Decreasing**	24.9%
Percentage of UCR Part I violent crimes cleared	52.5%	62.9%	Increasing	53.5%
Total arrests for UCR Part II offenses per 1,000 population	9.2	4.7	Decreasing**	5.6
DUI arrests per 1,000 population	8	10	Decreasing**	5
Injury producing traffic incidents per 1,000 population	6.17	5.72	Decreasing**	5.99
Moving violation citations issued per 1,000 population	126.9	119.3	Stable	139.5

Police (cont'd)	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Budgeted FTEs vs. Actual FTEs- Sworn reflects ability to fill and retain employees	Not available	95.18%	100%	Not available

DUI arrests	396	532	Decreasing**	Not applicable
Injury producing traffic incidents	319	298	Decreasing	Not applicable

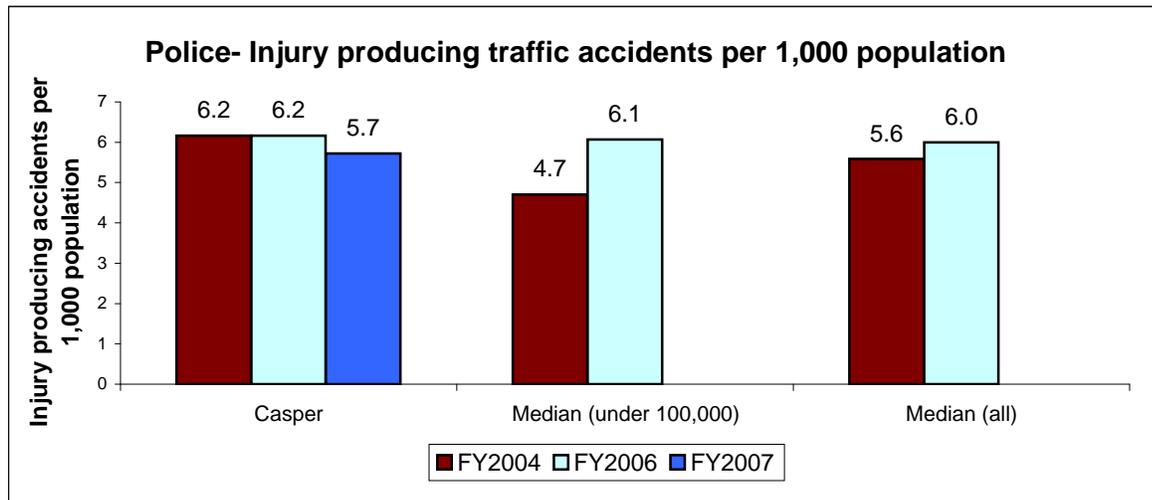
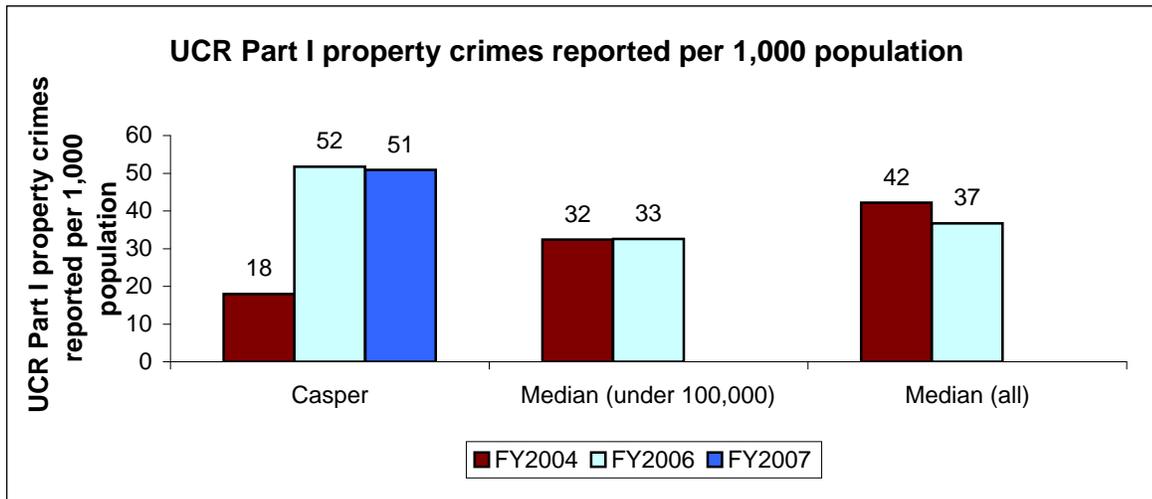
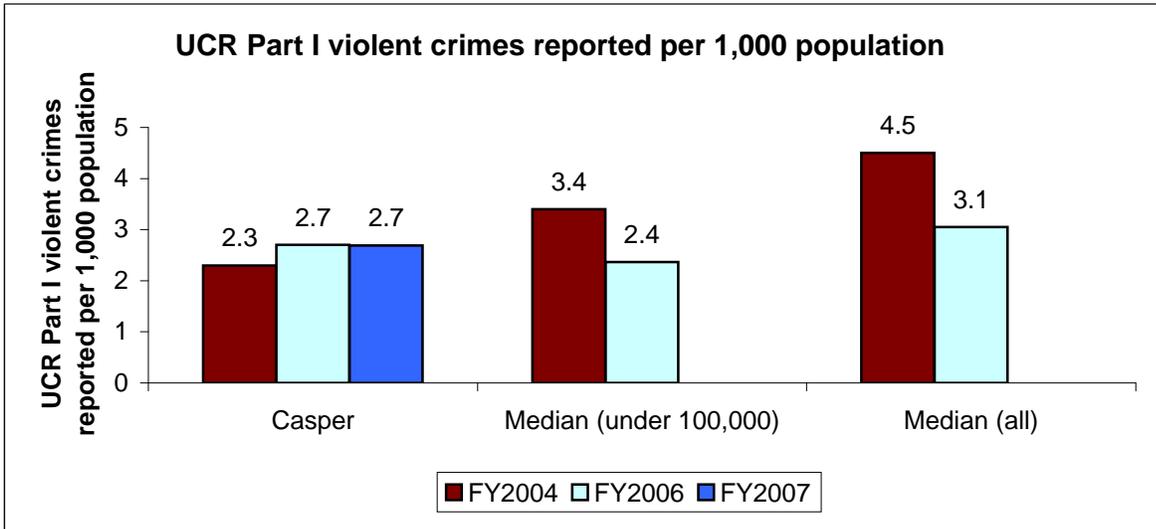
**Desirable decreases would be due to deterrence and prevention, based on stable enforcement activity and departmental focus.

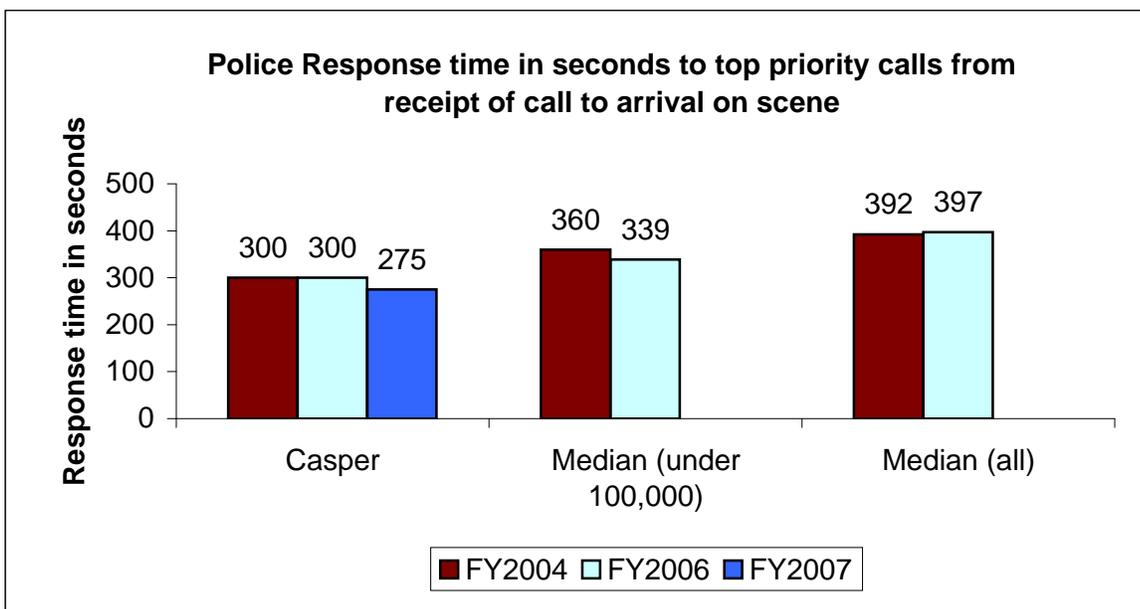
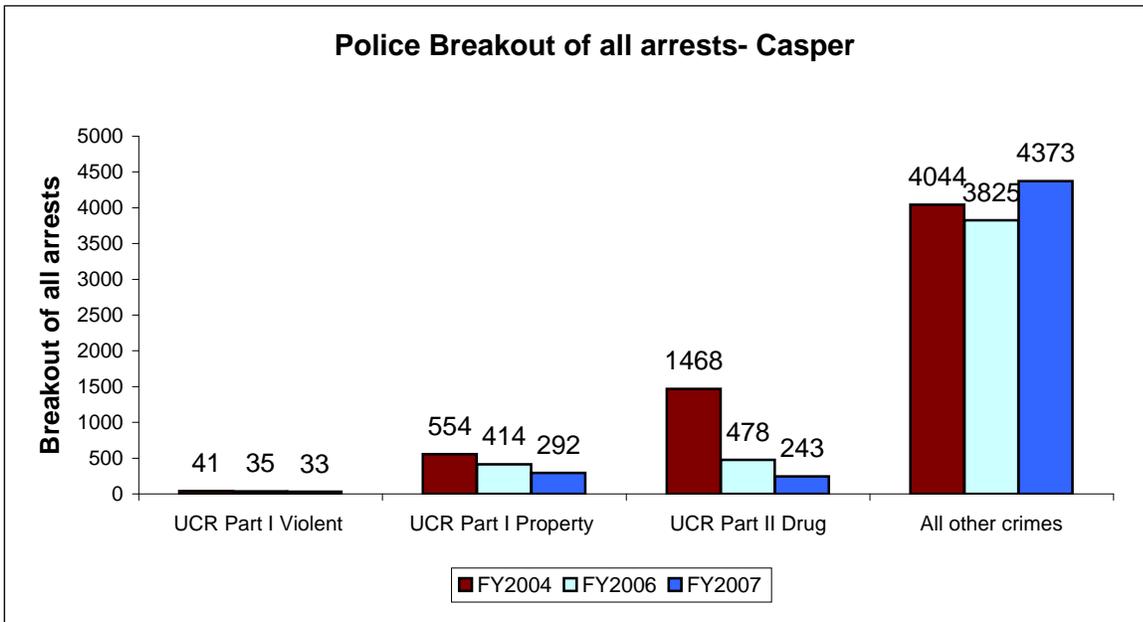
Purchasing	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Total construction purchases city-wide	\$23,980,408	\$41,626,380	N/A	Not applicable
Percentage of purchasing expenditures that are construction related	44%	52%	N/A	Not applicable
Percentage purchasing decisions by \$ made through a decentralized purchasing system	100%	100%	100%	14%

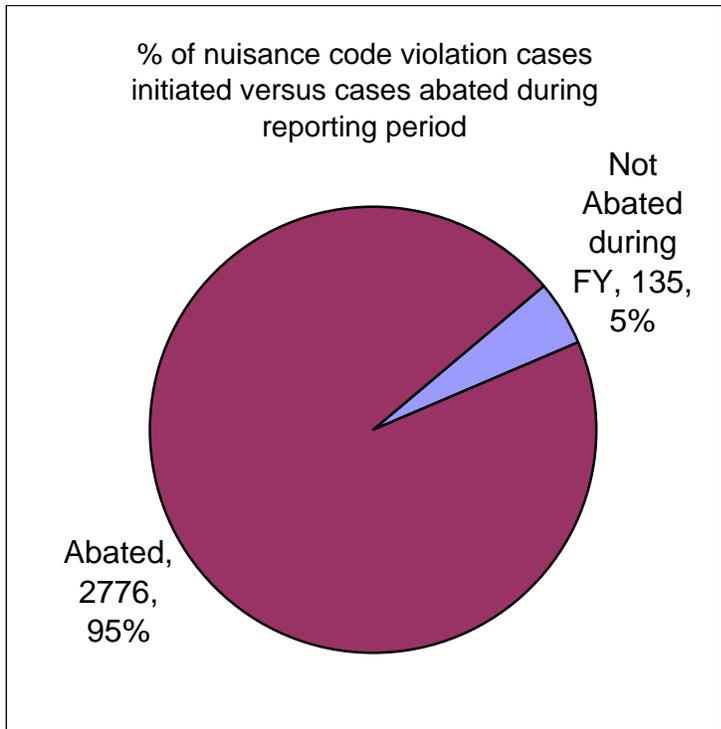
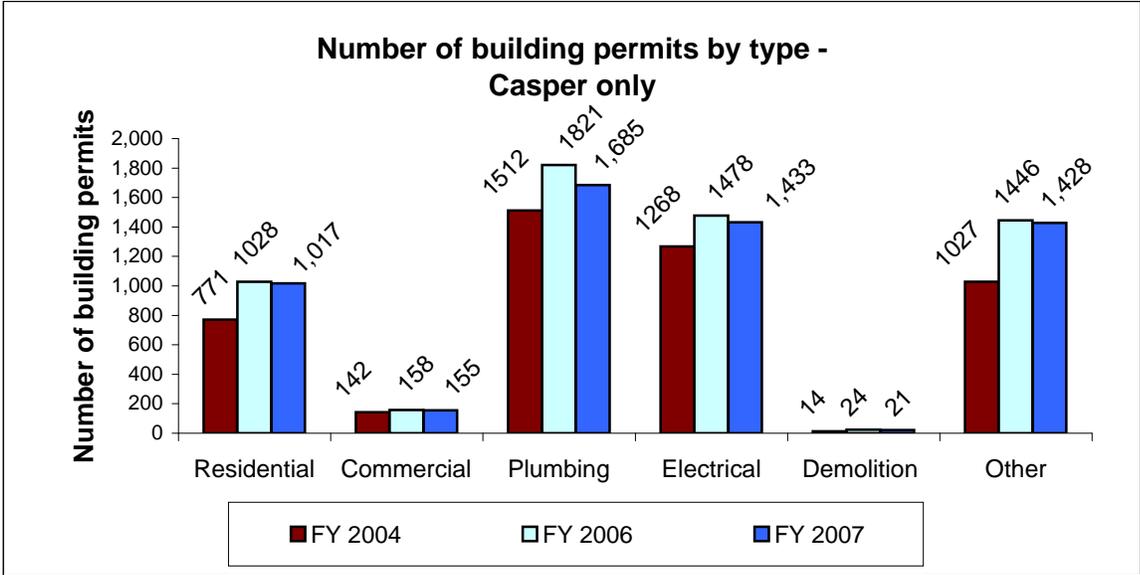
Refuse and Recycling	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Average tons collected per account per year	1.55	1.72	Decreasing	1.44
Operating and maintenance expenditures per ton of refuse collected	\$36.85	\$37.35	Stable	\$45.40
Operating and maintenance expenditures per refuse collection account	\$57.00	\$64.20	Stable	\$72.73
Operating and maintenance expenditures for refuse collection and disposal per account	\$114.73	\$144.14	Stable	\$121.21
Number of accounts per central drop-off recycling location	2,511	2,551	Decreasing	Not applicable
Tons of recyclable material collected as a percentage of all refuse and recyclable material collected	4.8%	11.5%	Increasing	10.30%
Number of residential refuse accounts	16,637	16,825	Increasing	Not applicable
Number of non-residential accounts (classified as commercial in Casper)	942	1,035	Increasing	Not applicable
Total number of refuse collection accounts served by jurisdiction	17,579	17,860	Increasing	Not applicable
Tons of refuse collected from residential and non-residential accounts in year	27,193	30,695	Decreasing	Not applicable

Risk Management	Casper FY 2006	Casper FY 2007	Desired Trend	ICMA 2006 median
Cost of Risk per capita	\$63.59	\$32.86	Decreasing	\$25.01
Casper has a number of special risk exposures including Events Center, Golf Course, Ice Rink, Landfill/Balefill, Refuse Collection, River, Skateboard Park, Swimming Pools, Aquatics Center/Water Park, Water and Wastewater Distribution and Treatment, and Hogadon Ski Area.				
Traffic Accidents per 100,000 miles driven Law Enforcement Vehicles	4.0	2.1	Decreasing	1.2
Traffic Accidents per 100,000 miles driven - All vehicles including Fire and Police	1.6	1.7	Decreasing	1.8
Total Cost of Risk- Sum of Property, General Liability, and Workers Comp	\$3,289,936	\$1,711,823	Decreasing	Not applicable
Actual number of Traffic Accidents in Casper- All vehicles including Police and Fire	45	58	Decreasing	Not applicable

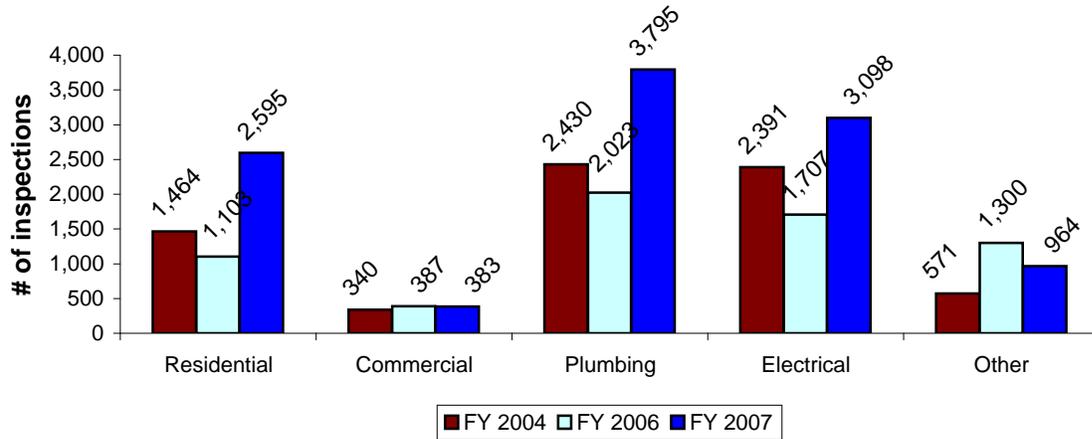
ICMA Performance Management Charts



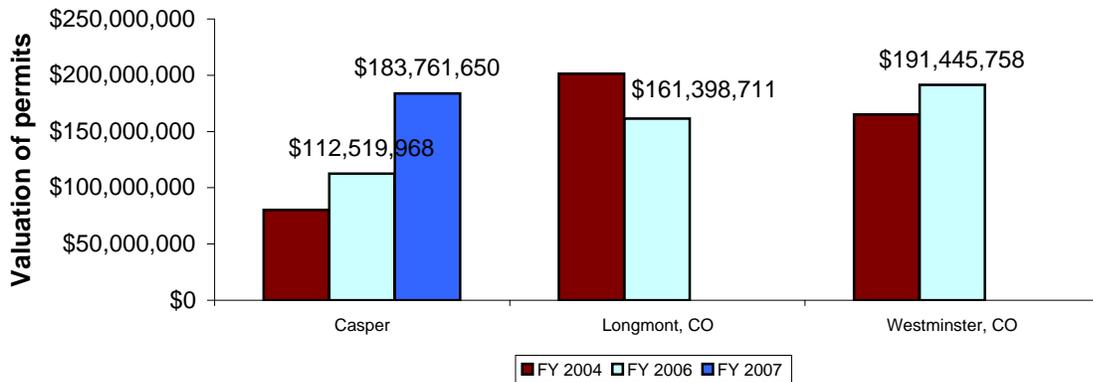




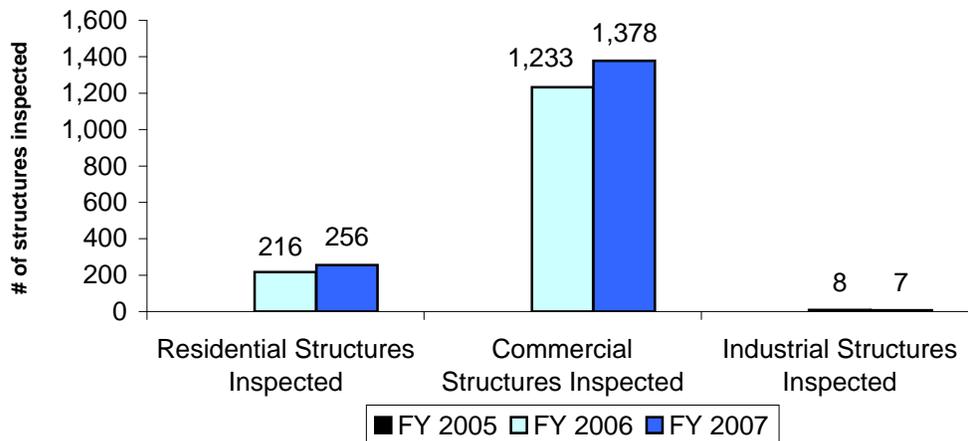
Number of building inspections by type - Casper only



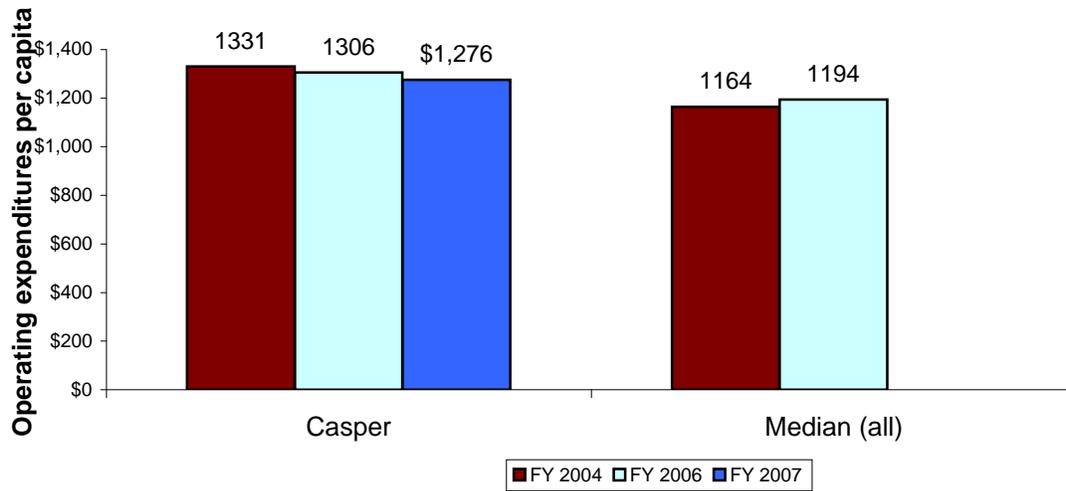
Valuation of residential and commercial permits



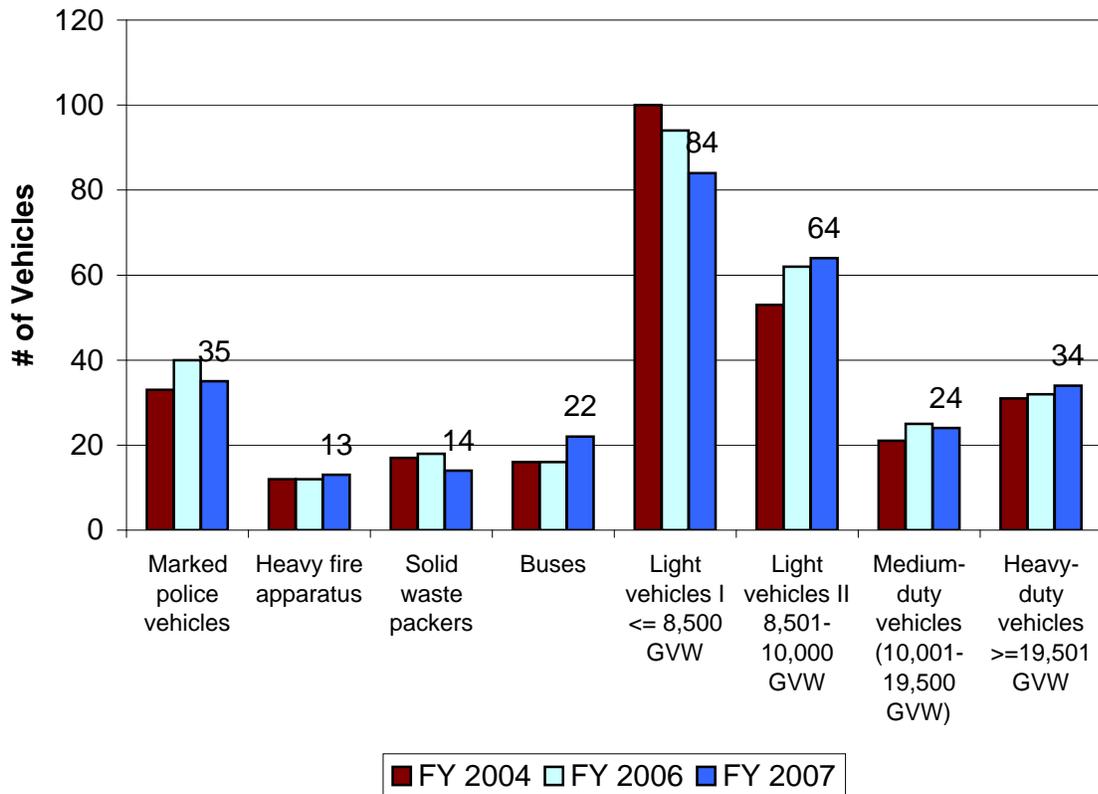
Structures with Fire inspections- Casper only

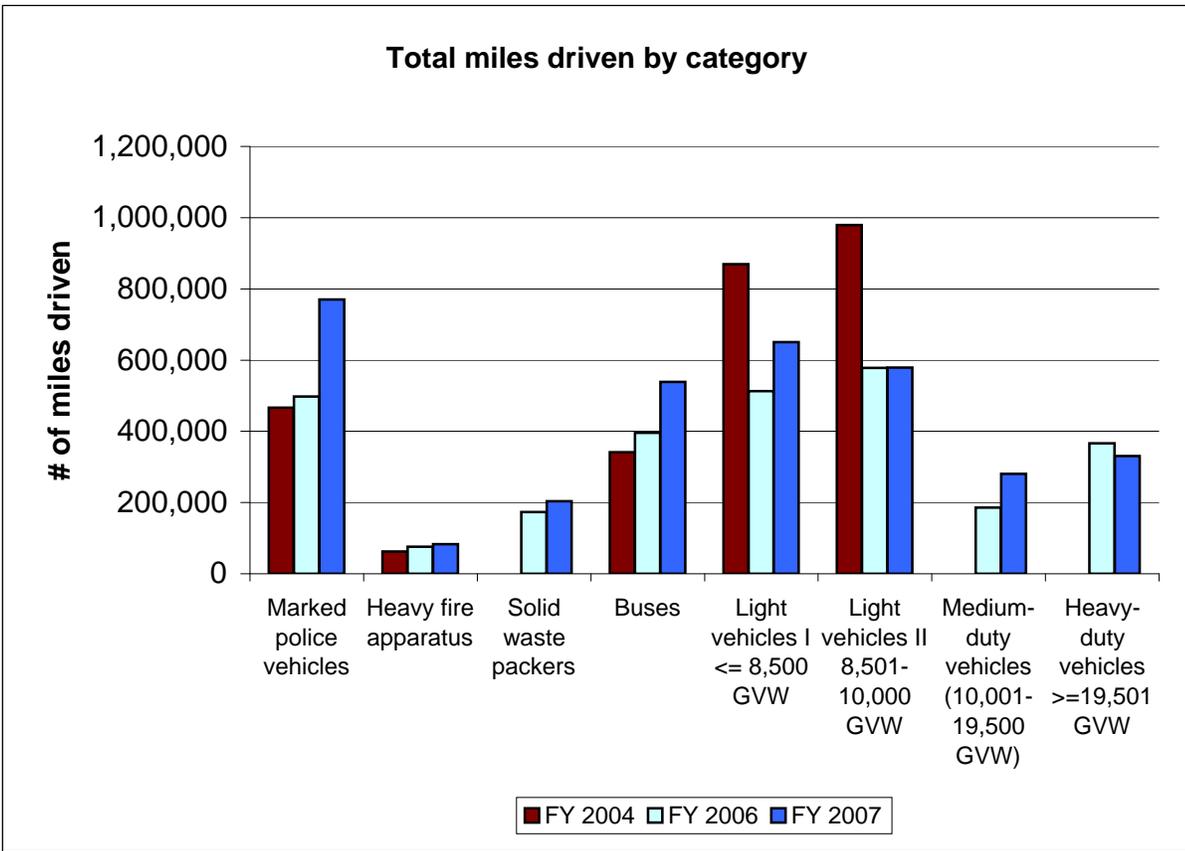
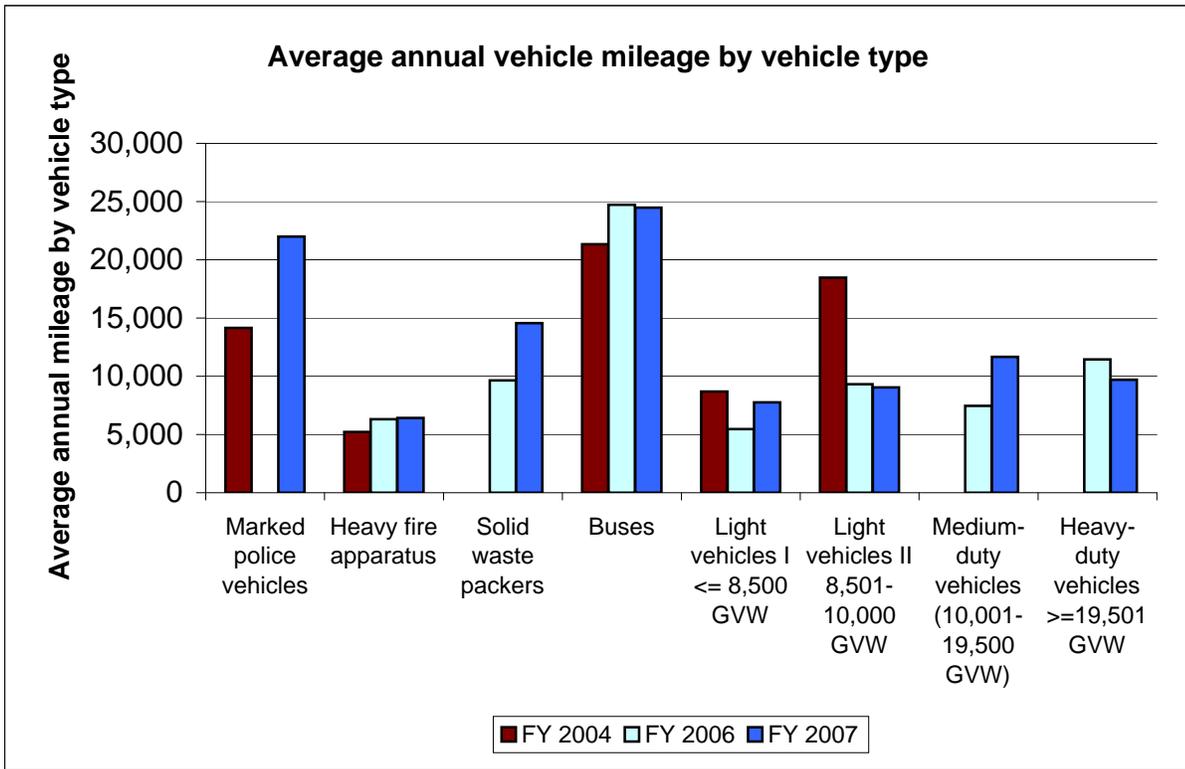


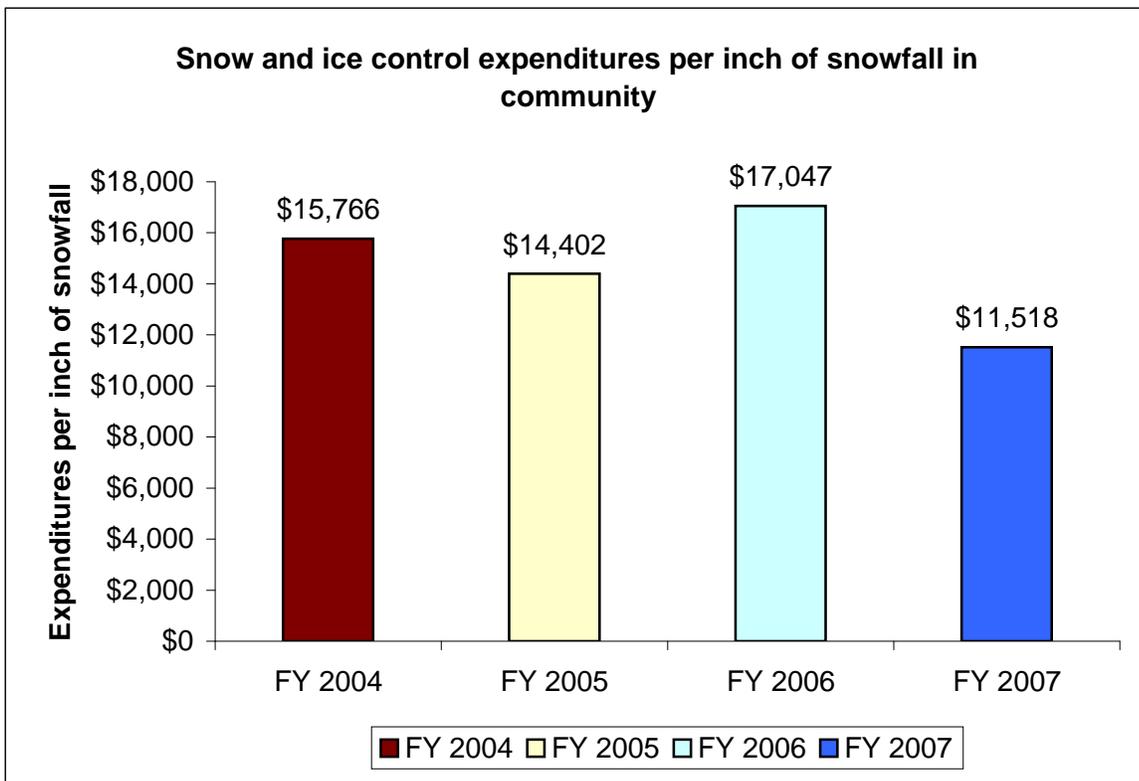
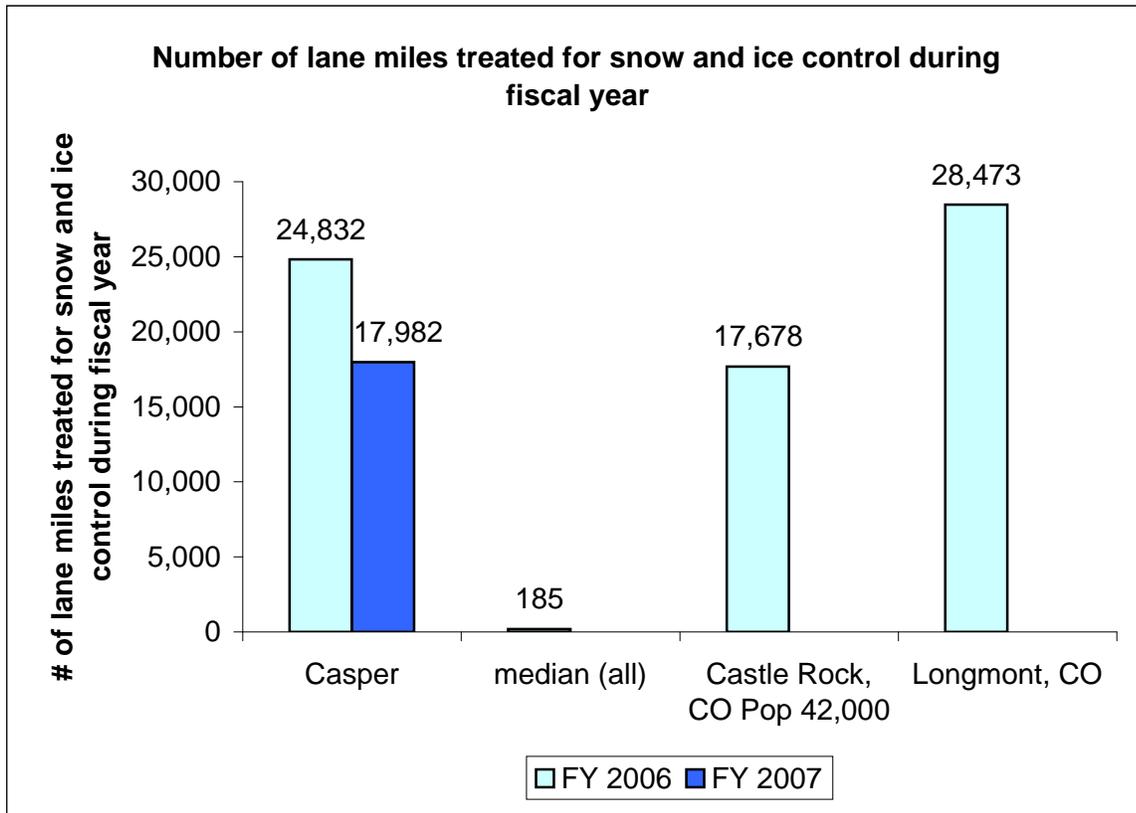
Total operating expenditures per capita



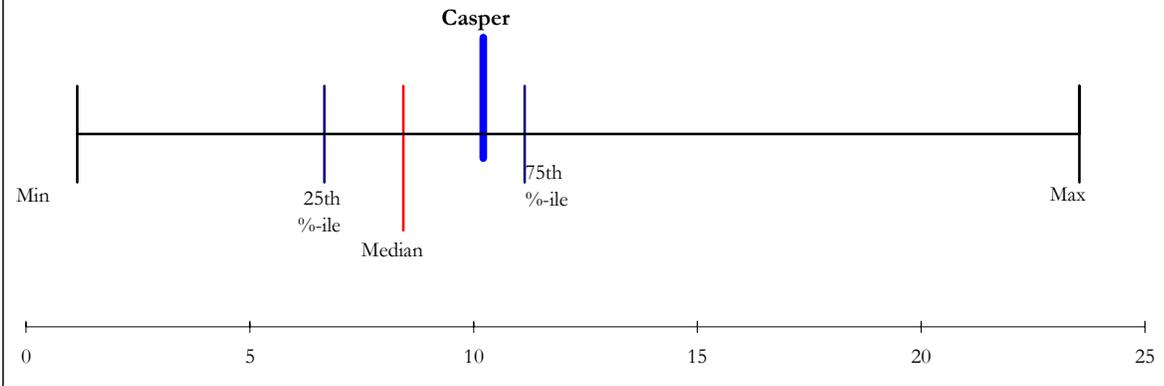
Fleet characteristics- Number of Vehicles by Category



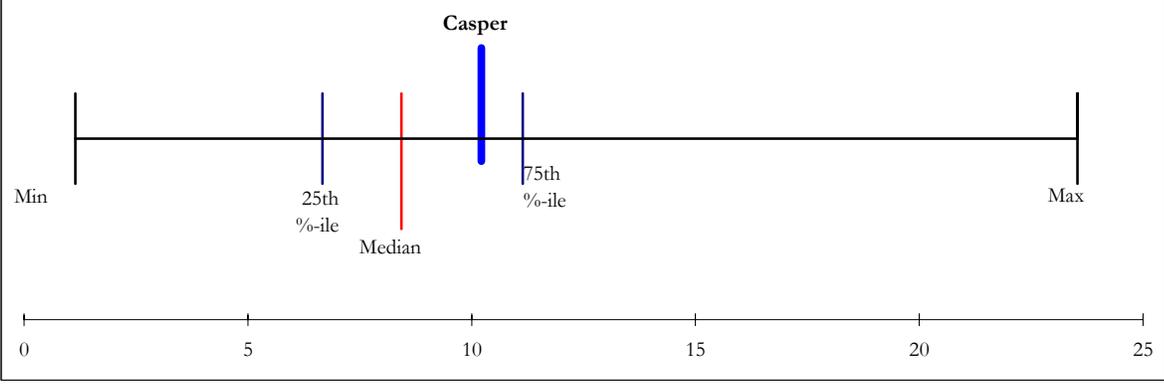




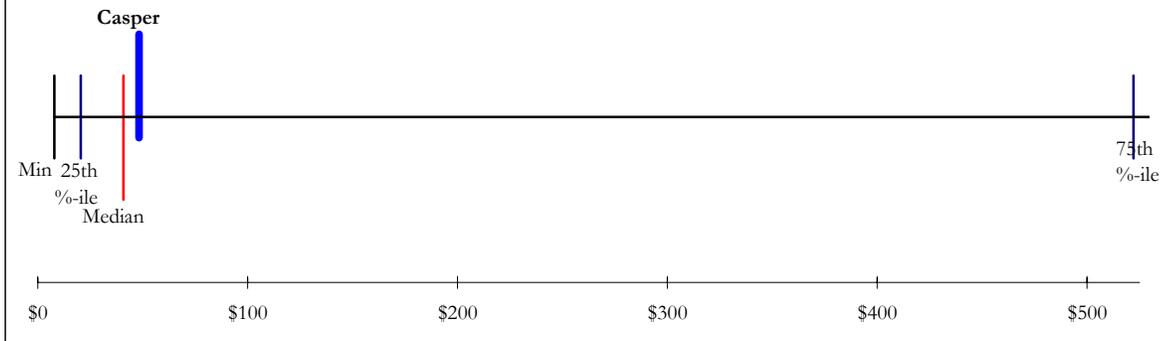
Total paved and unpaved lane miles per capita for FY 2006

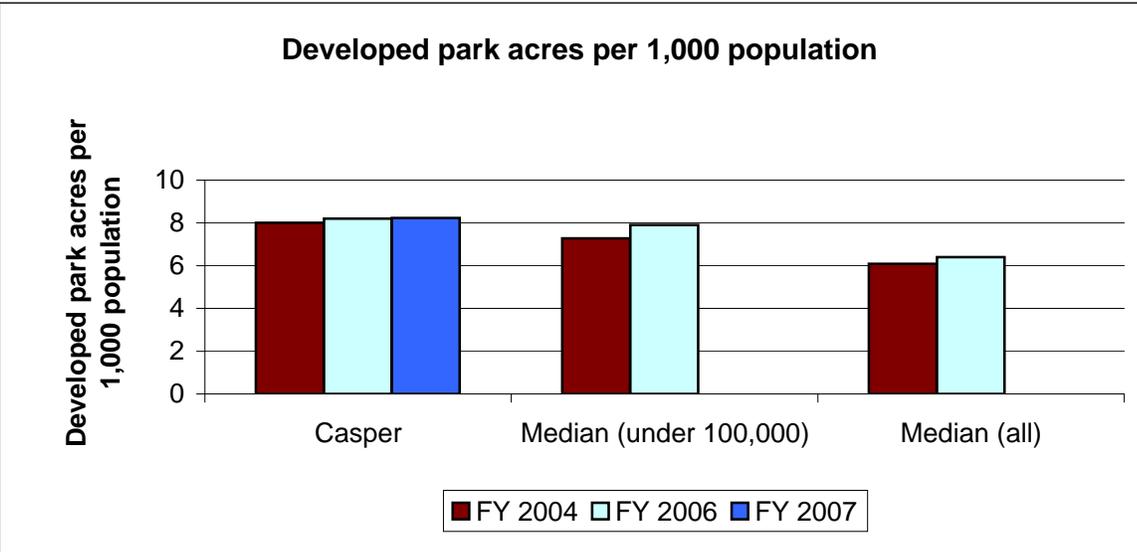
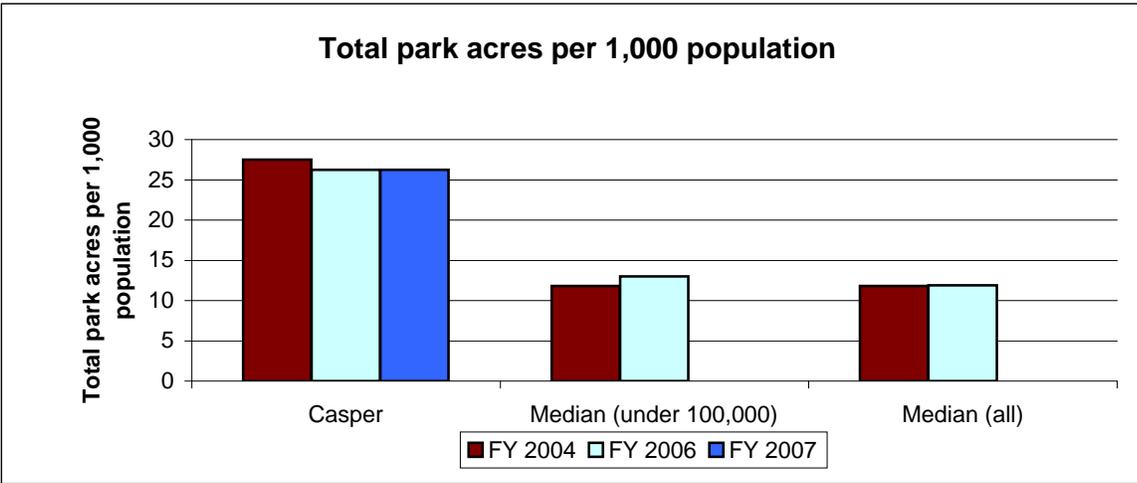
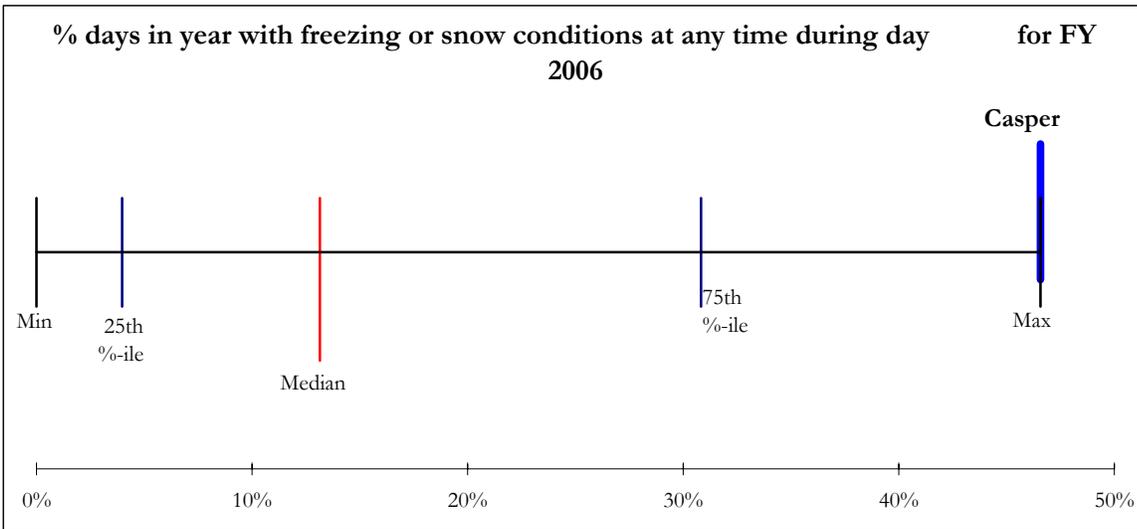


Total paved and unpaved lane miles per capita for FY 2006

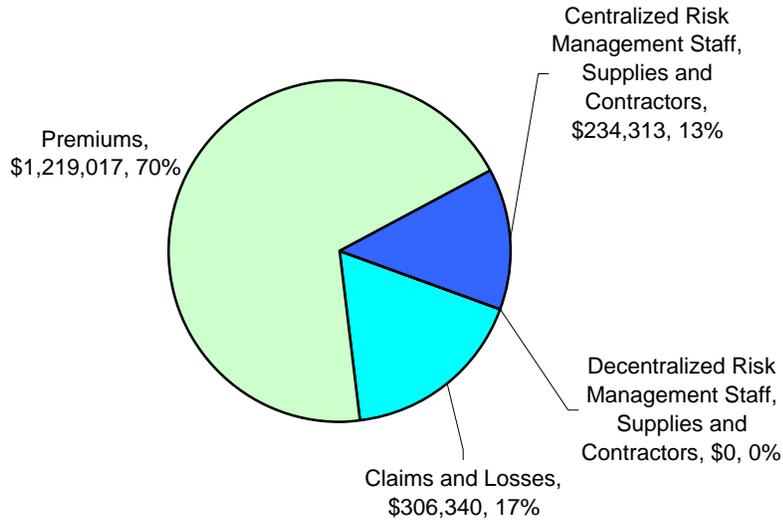


Snow & ice control expenditures per lane mile plowed/treated for FY 2006- Max value is off scale

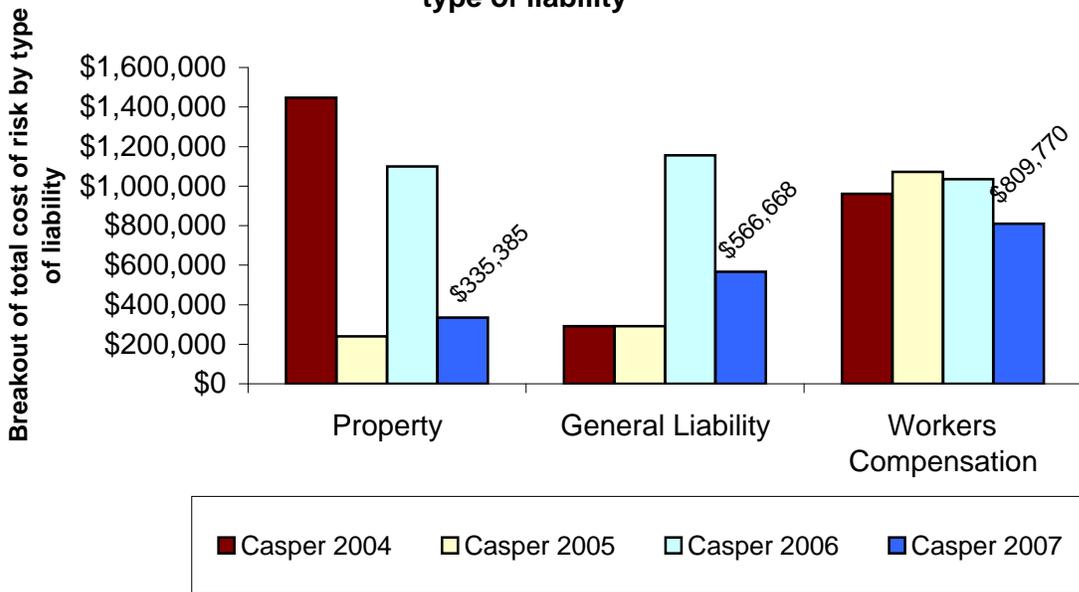




Risk Management- Breakout of total cost of risk by type of expenditure for FY 2007



Risk Management- Breakout of Casper's total cost of risk by type of liability



Casper compared to Money Magazine's 2008 Best Places to Live

Money Magazine Ranked Top 100 Small Cities with populations over 50,000. Casper is compared to this group but was not ranked in the Top 100 Small Cities in 2008.

All data from the August 2008 issue of Money Magazine, as found at
<http://money.cnn.com/magazines/moneymag/bplive/2008/>

	100 Best places Average	Casper, WY- 2008	Casper, WY- 2007
		Population estimate: 52,000	Population estimate: 52,000
Financial			
Sales tax	6.60%	5.00%*	5.00%*
State income tax rate (highest bracket)	5.17%	No State income tax	No State income tax
State income tax rate (lowest bracket)	2.43%	No State income tax	No State income tax
Auto insurance premiums (Average for the state)	\$1,791	\$1,969	\$2,166
Job growth % (2000-2007)	18.72%	17.84%	Not on comparable scale
Housing			
Median home price	\$291,949	\$203,775	\$204,620
Education			
Colleges, universities and professional schools (within 30 miles)	49	n/a	n/a
Junior colleges and technical institutes (within 30 miles)	25	1	1
Test scores reading (% above/below state average)	17.3%	-2.4%	-8.9%
Test scores math (% above/below state average)	16.80%	1.40%	-3.0%
% students attending public/private schools (located within town limits)	89.0/11.0	95.8/4.2	96.3/3.7

	100 Best places Average	Casper, WY- 2008	Casper, WY- 2007
Quality of life			
Air quality index*(% of days AQI ranked as good)	75.9%	100.0%	96.6%
Personal crime incidents (per 1,000)	2	2	3
Property crime incidents (per 1,000)	25	49	52
Median commute time (in minutes)	23.0	12.9	12.9
% population with commute 45 mins. or longer	15.70%	4.70%	4.7%
% population walk or bike to work	3.0%	2.3%	2.3%
Leisure and culture			
Movie theaters (within 15 miles)	51	5	5
Restaurants(within 15 miles)	4094	145	135
Bars (within 15 miles)	408	21	18
Public golf courses	316	9	5
Libraries (within 15 miles)	89	5	4
Museums (accredited by AAM; within 30 miles)	13	n/a	n/a
Ski resorts (within 100 miles)	33	1	1
Arts funding (Dollars per person of state funds spent on arts)	\$1.50	\$3.40	\$3.00
Weather			
Annual rainfall (inches)	36.17	12.57	13.18
% clear days in the area	30%	29%	29%
High temp in July ° F	87.8°	86.7°	77.5°
Low temp in Jan ° F	22.9°	12.1°	11.7°

	100 Best places Average	Casper, WY- 2008	Casper, WY- 2007
Health*			
Has health plan (% of residents)	88.3%	84.8%	85.3%
Body mass index (avg. for residents)	27	27	27
Diabetes rates (% of residents diagnosed)	9.6%	11.3%	10.3%
Hypertension rates (% of residents diagnosed)	27.2%	30.4%	30.9%
Meet the neighbors			
Median age	35.9	38.6	36.7
Completed at least some college (% of residents)	73.7%	59.2%	62.9%
Married	57.5%	53.0%	52.8%
Divorced	8.3%	13.2%	13.3%
Racial diversity index (100 is national average; higher numbers indicate greater diversity)	104.2	23	18.2
Amount spent on vacations(domestic and foreign, household avg. per year)	\$8,007	\$7,070	\$7,070

Notes:

* County data

** State data



General Fund Summary

General Fund Summary

(Budget Basis)

FY 2009

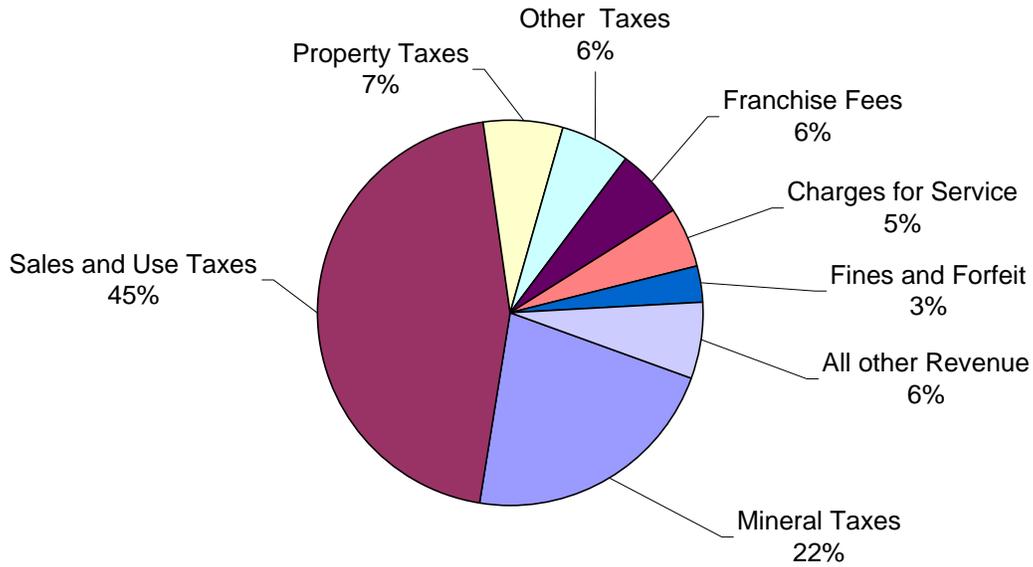
Revenues	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 ESTIMATE	FY 2009 ADOPTED
Mineral Taxes				
Severance	\$ 2,371,753	\$ 2,103,970	\$ 2,103,970	\$ 2,103,970
Royalties	2,086,101	2,081,560	2,081,560	2,081,560
State Supplemental	-	1,781,604	1,780,985	-
Above-The -Cap	3,517,636	3,516,445	3,516,445	5,244,002
Natrona County Consensus	-	-	-	1,400,000
Sales & Use Tax				
General	17,859,647	18,998,653	19,734,469	21,439,599
Supplemental	1,040,104	1,134,648	1,134,648	930,170
Property Tax	2,533,750	2,475,000	2,992,771	3,301,500
Auto Tax	1,059,091	1,143,819	1,163,051	1,279,357
Fuel Taxes	1,064,948	997,722	1,049,445	1,083,799
Cigarette Tax	433,382	426,101	440,000	445,000
Franchise Fees	2,706,280	2,730,518	2,740,961	2,935,106
Licenses & Permits	1,238,066	996,500	1,104,900	1,132,000
Intergovernmental	699,408	498,523	483,562	480,098
Charges for Services	2,225,511	2,084,946	2,103,278	2,425,779
Fines & Forfeitures	1,382,758	1,357,500	1,529,535	1,597,000
Interest	1,107,795	1,086,364	1,450,000	1,000,000
Miscellaneous	208,898	130,000	375,116	251,498
Transfers In	132,570	247,500	161,454	225,192
Total Revenue	\$ 41,667,698	\$ 43,791,373	\$ 45,946,150	\$ 49,355,630
Expenditures				
City Council	\$ 858,185	\$ 2,513,587	\$ 1,231,686	\$ 2,115,951
City Manager	642,236	785,253	637,571	866,952
City Attorney	466,105	600,386	551,436	717,043
Municipal Court	511,171	548,467	600,300	697,865
Finance	1,645,552	1,799,094	1,750,759	1,890,865
Health, Social & Community Services	1,044,381	1,230,263	1,074,963	1,247,576
Human Resources	661,278	789,109	615,305	679,728
Planning	296,384	458,434	469,504	571,039
Code Enforcement	827,383	989,350	988,561	1,045,057
Metropolitan Planning	382,845	612,041	612,965	458,321
Police	8,863,605	9,865,774	9,810,075	11,240,269
Fire	6,526,944	6,593,638	6,683,663	7,157,648
Engineering	1,138,957	1,194,994	1,234,906	1,289,346
Streets	3,474,664	3,707,535	3,765,122	3,931,074
Traffic	1,252,697	1,300,975	1,280,649	1,390,730
Cemetery	413,268	467,210	424,993	485,471
Fort Caspar	335,564	484,214	461,319	520,769
Parks	2,526,477	2,936,568	2,665,514	2,953,795
Transfers Out	5,370,945	12,985,056	13,054,056	14,512,876
Total Expenditures	\$ 37,238,641	\$ 49,861,948	\$ 47,913,347	\$ 53,772,375
Net Fund	\$ 4,429,057	\$ (6,070,575)	\$ (1,967,197)	\$ (4,416,745)

General Fund Summary

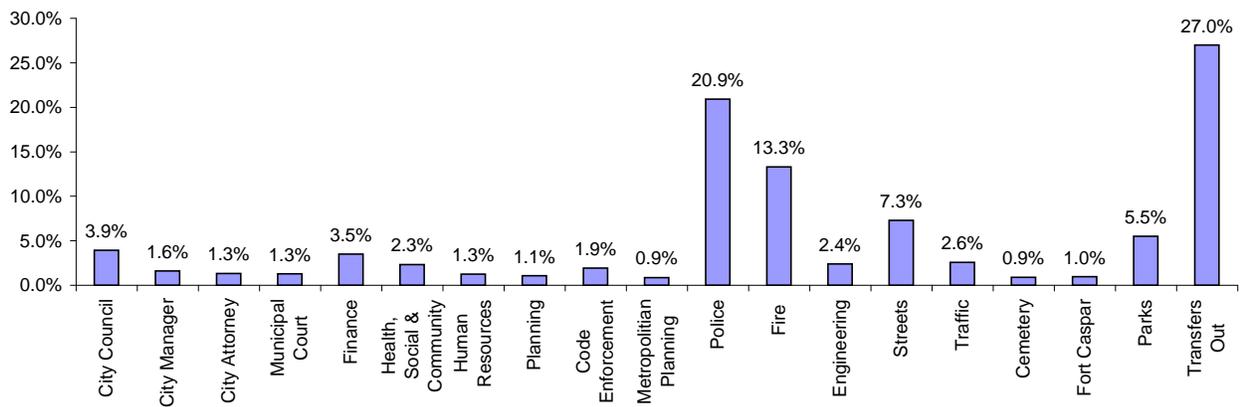
(Budget Basis)

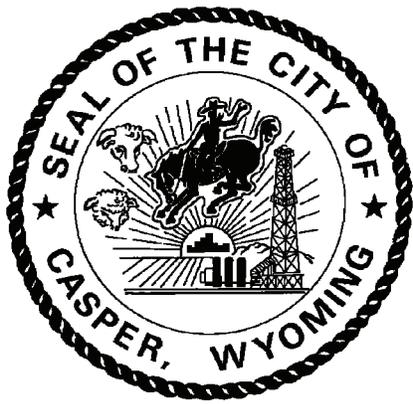
FY 2009

General Fund Revenues by Category FY 2009



General Fund Expenditures by Cost Center FY 2009





General Fund

General Fund Revenue

City Council

City Manager

City Attorney

Municipal Court

Finance

Health, Social, and Community Services

Planning

Code Enforcement

Metropolitan Planning Organization (MPO)

Police

Fire-EMS

Engineering

Streets

Traffic

Cemetery

Parks

Fort Caspar Museum

Transfers Out

General Fund

General Fund Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes	\$ 34,672,692	\$ 37,390,040	\$ 38,738,305	\$ 42,244,063
Licenses & Permits	1,238,066	996,500	1,104,900	1,132,000
Intergovernmental	699,408	498,523	483,562	480,098
Charges for Service	2,225,511	2,084,946	2,103,278	2,425,779
Fines & Forfeitures	1,382,758	1,357,500	1,529,535	1,597,000
Miscellaneous	1,316,693	1,216,364	1,825,116	1,251,498
Transfers In	132,570	247,500	161,454	225,192
Total Revenues	\$ 41,667,698	\$ 43,791,373	\$ 45,946,150	\$ 49,355,630
Expenditures				
Personnel	\$ 22,544,605	\$ 24,693,198	\$ 24,402,325	\$ 26,786,340
Contractual Services	5,711,946	6,175,222	6,089,022	6,830,319
Materials & Supplies	1,448,644	1,545,105	1,596,644	1,691,052
Other	1,991,471	4,283,820	2,601,477	3,680,569
Capital	171,030	179,547	169,823	271,219
Transfers Out	5,370,945	12,985,056	13,054,056	14,512,876
Total Expenditures	\$ 37,238,641	\$ 49,861,948	\$ 47,913,347	\$ 53,772,375
Net All General Fund	\$ 4,429,057	\$ (6,070,575)	\$ (1,967,197)	\$ (4,416,745)

General Fund Revenue

General Fund Revenues

General Fund Revenue Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes	\$ 34,672,692	\$ 37,390,040	\$ 38,738,305	\$ 42,244,063
Licenses & Permits	1,238,066	996,500	1,104,900	1,132,000
Intergovernmental	699,408	498,523	483,562	480,098
Charges for Service	2,225,511	2,084,946	2,103,278	2,425,779
Fines & Forfeitures	1,382,758	1,357,500	1,529,535	1,597,000
Miscellaneous	1,316,693	1,216,364	1,825,116	1,251,498
Transfers In	132,570	247,500	161,454	225,192
Total Revenues	\$ 41,667,698	\$ 43,791,373	\$ 45,946,150	\$ 49,355,630

MINERAL TAXES

Adopted FY 09 Revenue Amount: \$10,829,532

Trend: Temporarily increasing due to Natrona County consensus mineral taxes

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 12.4%

Explanation of Major Items: The amount of Mineral Taxes distributed to local governments is set by the Wyoming state legislature. These taxes represent 21.9% of total General Fund revenue.

Section 328 (Mineral Taxes Above-the Cap) and 329 (Mineral Taxes Supplemental Funding) are set by the General Government Appropriations bill by the Wyoming legislature. This information is provided to the City of Casper by the Office of State Lands and Investments. Please note that both of these revenue items will have 0% growth in FY 2010. Together these two revenues decrease \$54,047 from FY 2008.

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

Natrona County consensus mineral taxes are distributed based on an agreement by Natrona County and all municipalities. Both the amounts and distribution need to be negotiated each biennium with all local governments in Natrona County.

SALES AND OTHER TAXES

Adopted FY 09 Revenue Amount: \$25,177,925

Trend: Increasing but at a decreasing rate

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 9.8%

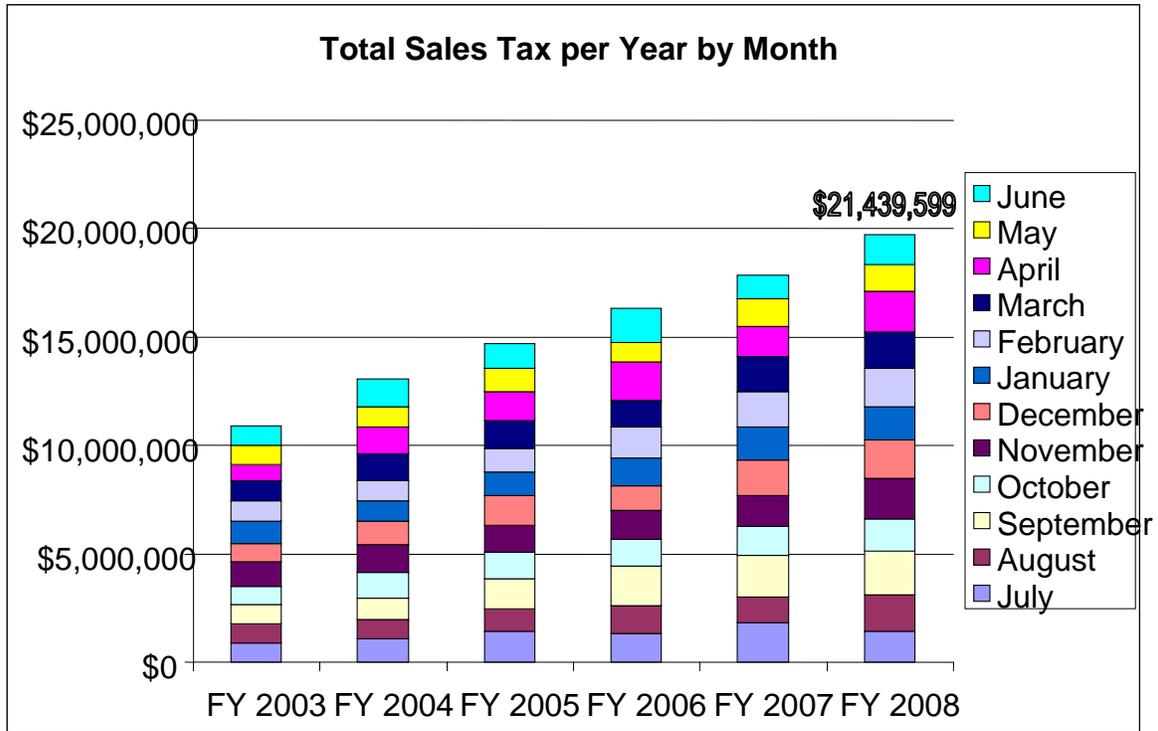
Explanation of Major Items: This category of taxes tends to be elastic with activity in the economy. As sales increase, these revenues tend to increase as well.

The exception in this group is the state sales tax replacement, which is allocated by the state legislature and has seen a significant decrease (-21.9%) in funds allocated for the General Fund FY 2009. The overall decrease in all funds was nearly 56% from \$2,109,100 to \$930,170 because in previous years, a portion of these monies were placed in the 1% sales tax fund. However, the state sales tax replacement formula used by the State of Wyoming was intended to only replace the 4% basic sales tax, and not the 1% optional sales tax. Please note that this will lower the revenue available from food tax replacement in the 1% #13 fund by \$1,178,930.

Even with food sales exempted, the City has seen strong growth in sales tax. Each of these revenues, except the sales tax replacement, was calculated using trend analysis. Due to the importance of sales tax revenues, these results were evaluated for reasonableness using both an estimation method based on percentage of revenues received and also using regression analysis. Both of the methods gave similar predictions as the initial trend analysis.

The Auto Tax, Cigarette Tax, Gasoline Tax, and Special Fuels tax are all forecasted to have revenue growth stronger than inflation. However, when estimates for FY 2008 year-end revenues are taken into account these increases are much smaller. These revenues correspond with overall increases in activity in other parts of the local economy.

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



PROPERTY TAXES

Adopted FY 09 Revenue Amount: \$3,301.500

Trend: Sharp short-term increases with long term growth rate unclear

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 25%

Explanation of Major Items: This category of taxes tends to be traditionally relatively stable. However, for FY 2009 this category is forecasted to have the largest percentage increase of all the revenue categories. This can be tied to both increases in value of existing property and new property developments.

Due to strong revenue growth during FY 2008, general property taxes were conservatively forecasted to increase by ten percent over the FY 2008 estimated revenues.

As a portion of the property tax, the municipal band revenues grow with increases in the overall property tax. However, these revenues are designated for the municipal band and are not revenues that can be used for other activities.

FRANCHISE FEES

Adopted FY 09 Revenue Amount: \$2,935,106

Trend: Increasing at a stable rate

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 7%

Explanation of Major Items: With the exception of QWEST franchise fees, each of the major franchise types has grown at an annual rate of about eight percent over the past three years.

QWEST franchise fees have declined an average of six percent a year since FY 2005.

LICENCES

Adopted FY 09 Revenue Amount: \$252,000

Trend: Stable with very small increases due to volume

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 6.5%

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.

PERMITS

Adopted FY 09 Revenue Amount: \$880,000

Trend: Stable with moderate increases due to volume

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 13.5%

Explanation of Major Items: Each permit type has stable pricing or fees, with revenue only generally increasing with volume. Volume in the case of permits is generally a reflection of construction activity. These revenue estimates were based on information provided by Community Development Department personnel in the building inspection division.

INTERGOVERNMENTAL REVENUE

Adopted FY 09 Revenue Amount: \$480,098

Trend: Flat or declining

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: -3.8%

Explanation of Major Items: The largest items in this group are related to the Metropolitan Planning Organization (MPO), which has had flat or declining revenue due to Federal funding cuts. Also, GIS-related MPO revenue was placed directly into the Information Technology fund.

CHARGES FOR SERVICE

Adopted FY 09 Revenue Amount: \$2,425,779

Trend: Moderate short-term increases with long term growth rate dependent on rates and usage

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 14%

Explanation of Major Items: The largest revenue group "Interdepartmental Charges" is forecasted to grow 12.7% from FY 2008 to FY 2009. This increase was caused by a cost allocation done by the Administrative Services Department to update the cost recovery for services provided to the City's enterprise operations. The type of analysis is done periodically to

reflect actual costs of providing these services, in order to avoid creating an indirect subsidy to these operations.

Planning and Community Development charges and miscellaneous charges also have strong projected growth from FY 2008 to FY 2009.

FINES AND FORFEITURES

Adopted FY 09 Revenue Amount: \$1,597,000

Trend: Steady growth

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 15%

Explanation of Major Items: The largest revenue group "Fines and Forfeitures" is projected to increase 15.7% to \$1,500,000. This revenue item is driven by enforcement activity in the community and actual receipts have been strong in FY 2008.

MISCELLANEOUS

Adopted FY 09 Revenue Amount: \$1,251,498

Trend: Flat

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: 3%

Explanation of Major Items: The largest revenue source in this group is interest income. Interest has been impacted by the timing of transfers out for one-time capital projects and lower projected interest rates in the next year.

TRANSFERS IN

Adopted FY 09 Revenue Amount: \$225,192

Trend: Flat

% Change in Category from FY 2008 Revised Budget to FY 2009 Adopted: -9.9%

Explanation of Major Items: The transfer in to the General Fund originates in the 1% #13 fund. \$87,500 of the transfer is for the Community Action Partnership. This is part of a four year allocation that began in FY 2008. The balance of the transfer (\$137,692) is related to budgeted costs for the forestry program in Parks.

**FY 2009 Budget
(Budget Basis)
General Fund Revenues**

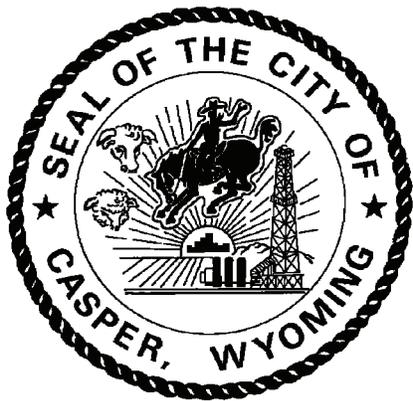
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Taxes				
Mineral Taxes				
Mineral Severance Tax	\$ 2,371,753	\$ 2,103,970	\$ 2,103,970	\$ 2,103,970
Mineral Royalties Tax	2,086,101	2,081,560	2,081,560	2,081,560
Mineral Taxes - Supplemental Funding	-	1,781,604	1,780,985	-
Mineral - Above-The-Cap Funding	3,517,636	3,516,445	3,516,445	5,244,002
Mineral - Natrona County Consensus**	-	-	-	1,400,000
Total Mineral Taxes	\$ 7,975,490	\$ 9,483,579	\$ 9,482,960	\$ 10,829,532
**\$14,000,000 of FY 2009 Natrona County Consensus revenue monies are budgeted in the Balefill Fund.				
Other Taxes				
Auto Tax	\$ 1,059,091	\$ 1,143,819	\$ 1,163,051	\$ 1,279,357
Cigarette Tax	433,382	426,101	440,000	445,000
Sales/Use Tax	17,859,647	18,998,653	19,734,469	21,439,599
Sales Tax - Food Tax Replacement	1,040,104	1,134,648	1,134,648	930,170
Gasoline Tax	705,530	656,576	680,681	702,405
Special Fuels Tax	359,418	341,146	368,764	381,394
Total Other Taxes	\$ 21,457,172	\$ 22,700,943	\$ 23,521,613	\$ 25,177,925
Property Taxes				
Property Tax	\$ 2,453,634	\$ 2,400,000	\$ 2,900,000	\$ 3,200,000
Property Tax - Band	80,116	75,000	92,771	101,500
Total Property Tax	\$ 2,533,750	\$ 2,475,000	\$ 2,992,771	\$ 3,301,500
Franchise Fees				
Cable TV Franchise	\$ 706,242	\$ 579,867	\$ 626,039	\$ 676,122
QWEST Franchise	185,244	218,591	169,159	162,990
Rocky Mtn. Power Franchise	1,228,051	1,317,944	1,314,036	1,419,284
Kinder Morgan Franchise	586,743	614,116	631,727	676,710
Total Franchise Fees	\$ 2,706,280	\$ 2,730,518	\$ 2,740,961	\$ 2,935,106
Total Taxes	\$ 34,672,692	\$ 37,390,040	\$ 38,738,305	\$ 42,244,063
Licenses				
Liquor Licenses	\$ 103,444	\$ 120,000	\$ 127,000	\$ 127,000
Health Licenses	28,815	28,500	28,500	29,000
Alarm/False Alarms	17,933	20,000	20,000	20,000
Other Licenses	23,334	15,000	15,000	20,000
Contractor Licenses	32,175	30,000	32,400	32,000
Electrician Licenses	13,621	13,000	15,000	15,000
Plumber Licenses	8,773	9,000	9,000	9,000
Total Licenses	\$ 228,095	\$ 235,500	\$ 246,900	\$ 252,000

**FY 2009 Budget
(Budget Basis)
General Fund Revenues**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Permits				
Building Permits	\$ 728,983	\$ 550,000	\$ 600,000	\$ 600,000
Electrical Permits	108,341	85,000	120,000	120,000
Mechanical Permits	52,760	50,000	48,000	50,000
Plumbing Permits	109,423	70,000	80,000	100,000
Other Permits	10,464	6,000	10,000	10,000
Total Permits	\$ 1,009,971	\$ 761,000	\$ 858,000	\$ 880,000
Total License & Permits	\$ 1,238,066	\$ 996,500	\$ 1,104,900	\$ 1,132,000
Intergovernmental Revenue				
Summer Youth Wages	\$ 32,042	\$ 42,000	\$ 26,252	\$ 28,500
WYDOT I-25	20,000	20,000	20,000	25,000
Federal Grants- MPO	613,216	425,586	425,586	408,771
Federal Grants- Kistler Building	-	-	-	3,645
MPO Member Contributions	34,150	10,937	11,724	14,182
Total Intergovernmental	\$ 699,408	\$ 498,523	\$ 483,562	\$ 480,098
Charges for Services				
Planning & Community Development				
P & CD - Rental Fees	\$ 7,494	\$ 8,000	\$ 5,000	\$ 5,000
P & CD - Plan Checking Fees	232,022	110,000	175,000	175,000
P & CD - Zoning/Subdivision	48,967	30,000	40,000	35,000
P & CD - C.A.T.C. Building Rent	8,400	8,400	8,400	8,400
P & CD - Weed/Litter Abatement	3,779	4,000	3,000	3,000
P & CD - Building Inspection	44,482	60,000	75,000	60,000
Total Planning & Comm. Dev	\$ 345,144	\$ 220,400	\$ 306,400	\$ 286,400
Miscellaneous Charges				
Ft. Caspar Admissions	\$ 13,657	\$ 17,000	\$ 16,500	\$ 20,000
Ft. Caspar Building Rent	-	-	225	1,500
Ft. Caspar Concessions	43,787	60,000	60,000	65,000
Other Charges	5,844	-	2,656	2,000
Cemetery Fees	116,331	100,000	90,000	115,000
NCSD #1 Crossing Guards	26,084	26,000	26,000	20,000
Total Miscellaneous Charges	\$ 205,703	\$ 203,000	\$ 195,381	\$ 223,500
Interdepartmental				
Administrative Fees	\$ 171,714	\$ 143,885	\$ 143,885	\$ 154,973
Interdepartmental Charges	1,253,628	1,289,161	1,289,161	1,506,406
Total Interdepartmental	\$ 1,425,342	\$ 1,433,046	\$ 1,433,046	\$ 1,661,379

**FY 2009 Budget
(Budget Basis)
General Fund Revenues**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Public Safety Fees				
Police Contract Wages	\$ 17,717	\$ 20,000	\$ 18,000	\$ 18,000
Police Accident Reports	9,558	8,500	8,500	8,500
Police VIN	18,129	14,000	14,000	14,000
Police Miscellaneous	38,177	16,000	18,000	18,000
Police NCSD #1 Officer	71,000	77,000	77,000	103,000
Police Restitution Fines	1,433	1,000	1,200	1,000
Police - DCI	93,308	92,000	31,751	92,000
Total Public Safety Fees	\$ 249,322	\$ 228,500	\$ 168,451	\$ 254,500
Total Charges For Services	\$ 2,225,511	\$ 2,084,946	\$ 2,103,278	\$ 2,425,779
Fines & Forfeitures				
Court Fines and Forfeitures	\$ 1,266,027	\$ 1,264,000	\$ 1,438,535	\$ 1,500,000
Court Costs	75,136	72,000	72,000	75,000
Parking Fines	38,120	18,500	16,000	18,500
Court Appointed Attorney	3,475	3,000	3,000	3,500
Total Fines & Forfeitures	\$ 1,382,758	\$ 1,357,500	\$ 1,529,535	\$ 1,597,000
Miscellaneous				
Street, Sidewalk & Curb Cuts	\$ 6,159	\$ 5,000	\$ 3,440	\$ 4,400
Interest On Investments	1,107,795	1,086,364	1,450,000	1,000,000
Gain/Loss On Sale Of Investments	(30,416)	-	160,000	-
Contributions - Fort Educator	-	-	18,252	32,098
Unidentified Revenue	40,675	25,000	-	25,000
Miscellaneous	192,480	100,000	193,424	190,000
Total Miscellaneous	\$ 1,316,693	\$ 1,216,364	\$ 1,825,116	\$ 1,251,498
Transfers In				
Transfers In 1% #13	132,570	247,500	161,454	225,192
Total Transfers In	\$ 132,570	\$ 247,500	\$ 161,454	\$ 225,192
Total Revenue	\$ 41,667,698	\$ 43,791,373	\$ 45,946,150	\$ 49,355,630



City Council

City Council

Mission Statement: To direct city operations that promote public health, safety, and well-being of all citizens and visitors of Casper.

Goal Setting: The Casper Council established its goals for FY 2008 and FY 2009 at a goal setting session that was held in February 2007.

High Priority Goals:

1. To expand efforts to educate the public on city issues.
2. Implement applicable smart growth principles throughout the community.
3. Identify and implement strategies to support public safety in the following areas.
4. Develop and implement plans to revitalize the downtown and central core neighborhoods.
5. Develop policies and programs to facilitate the development of housing options in the community.
6. Encourage recreational, residential, and business development along the North Platte River, through the core of the community.
7. Develop and fund a Comprehensive Five Year Capital Plan for city-owned infrastructure.

Lower Priority Goals:

8. Increase opportunities for the public to interact with city government.
9. Create strategies to encourage infill development and redevelopment throughout the city.
10. Continue development of a multi-modal transportation network throughout the Casper community.
11. Optimize use of the City's land assets.
12. Adopt a five-year Operation and Maintenance Plan. (Pro-Forma Projections.)

Highlights for FY 2009: This budget includes funding for ADA Compliance Activities (\$10,000), Citizens, Newsletters (\$10,000) National Development Council consulting services (\$30,000), College National Finals Rodeo funding (\$40,000), Platte River Parkway funding (\$50,000), United Way event funding (\$9,000) and Blue Envelope Health Fair funding (\$14,000). The Washington Strategies consulting services had previously been accounted for in Other Professional Services. Washington Strategies consulting services (\$65,000) was eliminated during council budget reviews.

General Fund Expenditures
City Council

City Council Staffing Summary					
		FY 2007	FY 2008	FY 2009	
Full Time Positions					
City Council Members		9	9	9	
Total		9	9	9	
Part Time Employees (Budget)					
		\$ -	\$ -	\$ -	-

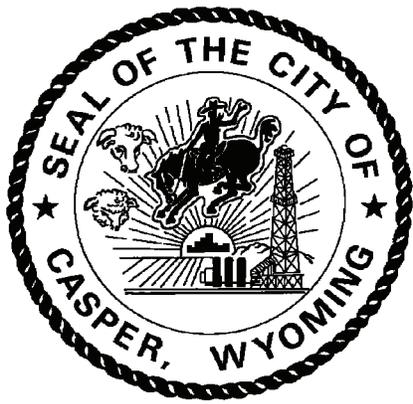
City Council Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
Personnel	\$	81,667	\$ 87,544	\$ 80,924	\$ 87,523
Contractual Services		198,482	252,658	207,062	159,428
Materials & Supplies		2,995	4,000	2,700	4,000
Other		570,696	2,159,385	938,000	1,855,000
Capital		4,345	10,000	3,000	10,000
Total Expenditures		\$ 858,185	\$ 2,513,587	\$ 1,231,686	\$ 2,115,951

**FY 2009 Budget
(Budget Basis)
City Council**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 75,600	\$ 80,000	\$ 75,000	\$ 80,000
Total Salaries & Wages	\$ 75,600	\$ 80,000	\$ 75,000	\$ 80,000
Benefits				
FICA/Medicare Tax	\$ 5,484	\$ 6,120	\$ 4,500	\$ 6,104
Workers' Compensation	583	1,424	1,424	1,419
Total Benefits	\$ 6,067	\$ 7,544	\$ 5,924	\$ 7,523
Total Personnel	\$ 81,667	\$ 87,544	\$ 80,924	\$ 87,523
Contractual Services				
Elections	\$ 2,000	\$ 5,000	\$ -	\$ 5,000
Appraisals	2,500	5,000	5,000	5,000
Survey Services	687	5,000	8,000	5,000
Other Professional Services	66,818	77,496	60,000	-
Insurance & Bonds	2,420	2,662	2,662	2,928
Telecommunications	3,830	3,000	3,000	3,000
Postage/Shipping	422	500	400	500
Advertising	34,806	50,000	32,000	35,000
Printing/Reproduction	6,876	8,000	6,000	8,000
Travel	26,591	35,000	30,000	30,000
Training	7,407	12,000	10,000	10,000
Association Dues	44,125	49,000	50,000	55,000
Total Contractual Services	\$ 198,482	\$ 252,658	\$ 207,062	\$ 159,428

**FY 2009 Budget
(Budget Basis)
City Council**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 1,931	\$ 2,000	\$ 1,200	\$ 2,000
Books, Periodicals, Maps	341	1,000	1,000	1,000
Awards	723	1,000	500	1,000
Total Materials & Supplies	\$ 2,995	\$ 4,000	\$ 2,700	\$ 4,000
Other Expenses				
Programs & Projects	\$ 21,566	\$ 1,223,000	\$ 515,000	\$ 825,000
ADA Compliance	9,158	10,000	5,000	10,000
CURA	3,851	-	-	-
Council Goals	448,921	768,798	300,000	600,000
Public Information	-	-	-	100,000
Increased Community Interaction	-	-	-	90,000
Domestic Violence Task Force	-	-	-	100,000
AMOCO JBP	29,000	-	-	-
CEC Operations Study	-	38,000	38,000	-
Newsletters	8,200	10,000	10,000	10,000
National Development Council	25,000	32,087	30,000	30,000
CNFR	25,000	40,000	40,000	40,000
Platte River Parkway Trust	-	-	-	50,000
Washington Strategies	-	-	-	-
High Speed Rail Study	-	37,500	-	-
Total Other Expenses	\$ 570,696	\$ 2,159,385	\$ 938,000	\$ 1,855,000
Capital - New				
Technologies	\$ 4,345	\$ 10,000	\$ 3,000	\$ 10,000
Total Capital - New	\$ 4,345	\$ 10,000	\$ 3,000	\$ 10,000
Total Expenses	\$ 858,185	\$ 2,513,587	\$ 1,231,686	\$ 2,115,951



City Manager's Office

City Manager's Office

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

1. **Goal:** *To increase citizens' use of the City's Website for communications and transactions.*
 1. Objective: To increase the average daily number of website page views to 1,000 for the period from April 1, 2009 through June 30, 2009.
2. **Goal:** *To decrease energy consumption in the City's operations.*
 1. Objective: To gain a comprehensive understanding of our current energy usage patterns, and propose at least five programs to reduce our energy consumption.
3. **Goal:** *To decrease staff time in the production of meeting packets.*
 1. Objective: To reduce the amount of time that the Executive Secretary in the City Manager's Office must spend on packet assembly and preparation for meetings of the Casper City Council.
4. **Goal:** *To increase the number of employees who are prepared to take supervisory positions throughout the organization.*
 1. Objective: Identify every work area that is either suffering from or vulnerable to knowledge or skill deficit problems.
 2. Objective: Have plans adopted for rectifying half of the skill and knowledge deficits in the city organization.

Highlights from FY 2008: The City Manager's Office provides direct support for the City Council and oversees the operations of the seven city departments. Staff turnover was an issue this year, with three department heads who are either new or in new positions. The City Manager's Office worked extensively with the legislature

Highlights for FY 2009: This budget includes funding for a full-time management intern, the Special Projects Coordinator, who will handle special projects. The length of the internship is one-year.

City Manager

City Manager Staffing Summary			
	FY 2007	FY 2008	FY 2009
Full Time Positions			
Administrative Analyst	1	1	1
Administrative Secretary	1	1	1
Assistant City Manager	1	1	1
City Manager	1	1	1
Exec Secretary/ Laserfiche Administrator	1	1	1
Urban Renewal Specialist	1	-	-
Total	6	5	5
Part Time Employees (Budget)	\$ 4,380	\$ 13,759	\$ 42,600

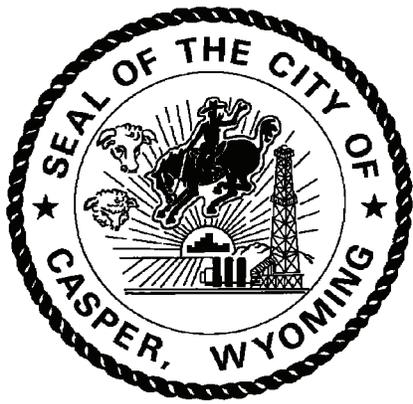
City Manager Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 565,996	\$ 568,691	\$ 566,199	\$ 647,128
Contractual Services	43,169	41,872	38,872	40,419
Materials & Supplies	4,518	4,500	4,500	4,405
Other	22,794	159,190	20,000	160,000
Capital	5,759	11,000	8,000	15,000
Total Expenditures	\$ 642,236	\$ 785,253	\$ 637,571	\$ 866,952

**FY 2009 Budget
(Budget Basis)
City Manager**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 385,254	\$ 371,186	\$ 371,171	\$ 390,492
Part Time	4,380	13,759	11,000	42,600
Overtime	3,690	3,000	1,707	3,000
Total Salaries & Wages	\$ 393,324	\$ 387,945	\$ 383,878	\$ 436,092
Other Pay				
Supplemental Pay	\$ 36,928	\$ 39,500	\$ 41,905	\$ 39,500
Disability Leave Buy-Back	7,227	7,500	6,670	8,000
Car Allowances	1,500	-	-	-
Total Other Pay	\$ 45,655	\$ 47,000	\$ 48,575	\$ 47,500
Benefits				
Health Insurance	\$ 33,327	\$ 34,872	\$ 34,872	\$ 52,944
Life Insurance	668	1,176	1,176	1,395
Disability Insurance	2,294	2,706	2,706	3,289
FICA/Medicare Tax	29,170	34,454	34,454	38,220
Retirement Contributions	38,146	39,041	39,041	44,256
Workers' Compensation	8,476	6,497	6,497	7,432
Deferred Compensation	14,936	15,000	15,000	16,000
Total Benefits	\$ 127,017	\$ 133,746	\$ 133,746	\$ 163,536
Total Personnel	\$ 565,996	\$ 568,691	\$ 566,199	\$ 647,128
Contractual Services				
Medical Testing Services	\$ 123	\$ 600	\$ 300	\$ 600
Insurance & Bonds	5,432	5,975	5,975	6,572
Telecommunications	2,418	2,500	2,500	2,500
Postage/Shipping	371	500	500	500
Printing/Reproduction	1,274	2,000	2,000	2,000
Travel	13,106	10,000	10,000	10,000
Training	9,184	9,000	9,000	9,000
Interdepartmental Services	4,020	3,297	3,297	2,747
Other Contractual	402	500	300	500
Association Dues	6,839	7,500	5,000	6,000
Total Contractual Services	\$ 43,169	\$ 41,872	\$ 38,872	\$ 40,419
Materials & Supplies				
Office Supplies	\$ 2,080	\$ 2,000	\$ 2,000	\$ 2,000
Books, Periodicals, Maps	2,438	2,500	2,500	2,405
Total Materials & Supplies	\$ 4,518	\$ 4,500	\$ 4,500	\$ 4,405

**FY 2009 Budget
(Budget Basis)
City Manager**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Programs & Projects	\$ 15,129	\$ 19,512	\$ 10,000	\$ 10,000
Operating Contingency	7,665	50,000	10,000	50,000
Staffing Contingency	-	89,678	-	100,000
Total Other Expenses	\$ 22,794	\$ 159,190	\$ 20,000	\$ 160,000
Capital - New				
Light Equipment	\$ -	\$ 1,000	\$ -	\$ -
Total Capital - New	\$ -	\$ 1,000	\$ -	\$ -
Capital - Replacement				
Technologies	\$ 5,759	\$ 10,000	\$ 8,000	\$ 15,000
Total Capital - Replacement	\$ 5,759	\$ 10,000	\$ 8,000	\$ 15,000
Total Expenses	\$ 642,236	\$ 785,253	\$ 637,571	\$ 866,952



City Attorney's Office

City Attorney's Office

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

1. **Goal:** *Maximize efficiency for review of contracts and other documents for the administration of city government.*
 1. Objective: Develop form files for 90% of the standard contracts, resolutions, and ordinances for the Community Development Department by December 31, 2008.
2. **Goal:** *Increase staff's knowledge in governmental, civil rights, real estate, criminal, and employment law.*
 1. Objective: Have each attorney attend at least two seminars/training programs in their respective areas of practice for the city, and for cross training purposes.
3. **Goal:** *Continue to develop new specialties within the office.*
 1. Objective: Develop the planning and zoning attorney position within the office.
4. **Goal:** *Improve response time to written requests for document review and legal opinions.*
 1. Objective: Respond to 90% of written requests for document review or legal opinions within five days of the request.
5. **Goal:** *Provide outreach and training to other departments on contract, employment, and zoning law, and on criminal prosecution issues.*
 1. Objective: Begin a program of outreach from our office to other departments to improve communication and interaction between our office and other departments.

Highlights from FY 2008: The City Attorney's Office, in addition to representing the City Council, supports the operations of all of the other City Departments and enforces the Casper City Code by prosecuting code violations in the Casper Municipal Court.

The office handles legal issues arising out of employment and personnel relations, workers' compensation and insurance issues, and oversees all litigation cases filed against the City. The office is further responsible for the review of all contracts, subdivision and site plan agreements for new developments, easements, and land related issues, including the acquisition and sale of real property by the City.

In 2007, the office consummated a very complex purchase agreement and related documents to enable to City to purchase the Rock River Reservoir which will help insure water resources for the City and its future development for years to come.

As part of the \$1.2 million council public safety initiative, an Assistant City Attorney I was added during midyear FY 2008. Costs for this position have been integrated into the FY 2009 budget.

Highlights for FY 2009: This budget includes the additional attorney position funded as part of the mid-year 2008 City Council public safety initiative.

City Attorney

City Attorney Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Assistant City Attorney I	2	2	2	
Assistant City Attorney II	-	1	1	
City Attorney	1	1	1	
Deputy City Attorney	1	1	1	
Legal Secretary	1	1	1	
Paralegal	1	1	1	
Total	6	7	7	
Part Time Employees (Budget)	\$ 35,443	\$ -	\$ -	

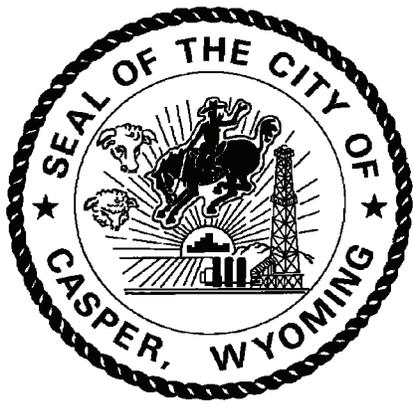
City Attorney Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 425,036	\$ 513,595	\$ 493,012	\$ 632,325
Contractual Services	18,647	58,311	37,284	56,238
Materials & Supplies	17,723	21,930	15,140	21,930
Capital	4,699	6,550	6,000	6,550
Total Expenditures	\$ 466,105	\$ 600,386	\$ 551,436	\$ 717,043

**FY 2009 Budget
(Budget Basis)
City Attorney**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 299,121	\$ 405,496	\$ 384,987	\$ 482,667
Part Time	35,443	-	-	-
Total Salaries & Wages	\$ 334,564	\$ 405,496	\$ 384,987	\$ 482,667
Other Pay				
Supplemental Pay	\$ -	\$ 3,000	\$ 3,500	\$ -
Disability Leave Buy-Back	1,397	2,037	1,166	3,325
Accrued Leave Payoff	-	-	297	-
Total Other Pay	\$ 1,397	\$ 5,037	\$ 4,963	\$ 3,325
Benefits				
Health Insurance	\$ 33,327	\$ 34,872	\$ 34,872	\$ 65,016
Life Insurance	484	906	906	961
Disability Insurance	1,729	2,546	2,546	2,801
FICA/Medicare Tax	24,738	31,407	31,407	37,178
Retirement Contributions	22,022	26,024	26,024	33,028
Workers' Compensation	6,775	7,307	7,307	7,349
Total Benefits	\$ 89,075	\$ 103,062	\$ 103,062	\$ 146,333
Total Personnel	\$ 425,036	\$ 513,595	\$ 493,012	\$ 632,325
Contractual Services				
Outside Legal	\$ 3,698	\$ 30,000	\$ 15,000	\$ 30,000
Insurance & Bonds	2,527	2,779	2,979	3,057
Telecommunications	2,279	4,680	3,000	3,000
Postage/Shipping	349	832	405	500
Printing/Reproduction	1,123	2,080	1,275	1,500
Travel	506	5,200	2,941	5,200
Training	2,927	6,240	4,804	6,240
Interdepartmental Services	3,024	3,380	3,380	3,241
Other Contractual	2,214	3,120	1,300	3,500
Association Dues	-	-	2,200	-
Total Contractual Services	\$ 18,647	\$ 58,311	\$ 37,284	\$ 56,238
Materials & Supplies				
Office Supplies	\$ 2,024	\$ 3,430	\$ 1,719	\$ 3,430
Books, Periodicals, Maps	15,699	18,500	13,421	18,500
Total Materials & Supplies	\$ 17,723	\$ 21,930	\$ 15,140	\$ 21,930

**FY 2009 Budget
(Budget Basis)
City Attorney**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital				
Capital - New				
Light Equipment	\$ -	\$ -	\$ -	\$ 1,000
Technologies	-	-	-	2,000
Total Capital - New	\$ -	\$ -	\$ -	\$ 3,000
Capital - Replacement				
Light Equipment	\$ 2,540	\$ 3,000	\$ 3,000	\$ 2,000
Technologies	2,159	3,550	3,000	1,550
Total Capital - Replacement	\$ 4,699	\$ 6,550	\$ 6,000	\$ 3,550
Total Expenses	\$ 466,105	\$ 600,386	\$ 551,436	\$ 717,043



Municipal Court

Municipal Court

The municipal court employs two judges who preside over the courtrooms on the fifth floor of the Hall of Justice Building. The judges report directly to the Casper City Council. Support staff for the Municipal Court, including clerks, bailiff, and the court manager, are employed as part of the Administrative Services Department.

Highlights for FY 2009: This budget includes the additional clerk and part-time judge positions funded as part of the mid-year 2008 City Council public safety initiative. The additional positions may be filled if needed, as the implementation of public safety initiative increases caseloads.

Municipal Court

Municipal Court Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Court Bailiff	1	2	2	2
Court Clerk II	3	3	3	3
Customer Service Representative	2	2	2	2
Municipal Court Manager	1	1	1	1
Total	7	8	8	8
Part Time Employees (Budget)	\$ 103,288	\$ 104,000	\$ 156,000	

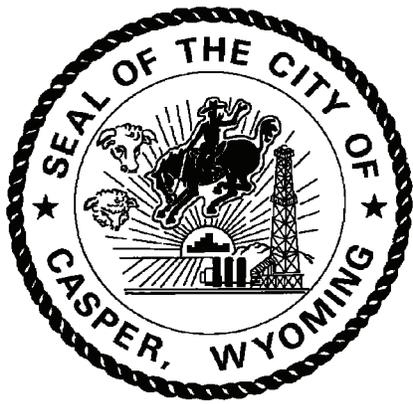
Municipal Court Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 454,039	\$ 485,050	\$ 515,683	\$ 610,717
Contractual Services	43,872	54,817	72,417	77,548
Materials & Supplies	3,330	4,100	4,100	4,500
Other	109	-	100	100
Capital	9,821	4,500	8,000	5,000
Total Expenditures	\$ 511,171	\$ 548,467	\$ 600,300	\$ 697,865

**FY 2009 Budget
(Budget Basis)
Municipal Court**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 250,421	\$ 276,418	\$ 306,578	\$ 319,209
Part Time	103,288	104,000	104,000	156,000
Overtime	1,761	1,200	2,000	2,000
Total Salaries & Wages	\$ 355,470	\$ 381,618	\$ 412,578	\$ 477,209
Other Pay				
Supplemental Pay	\$ -	\$ 3,500	\$ 3,500	\$ -
Disability Leave Buy-Back	2,478	2,500	1,557	2,100
Accrued Leave Payoff	72	-	569	-
Car Allowances	2,975	3,000	3,000	3,600
Total Other Pay	\$ 5,525	\$ 9,000	\$ 8,626	\$ 5,700
Benefits				
Health Insurance	\$ 44,976	\$ 40,880	\$ 40,880	\$ 63,780
Life Insurance	660	732	779	780
Disability Insurance	1,481	1,779	1,779	2,122
FICA/Medicare Tax	26,348	30,306	30,306	36,940
Retirement Contributions	14,324	16,101	16,101	18,364
Workers' Compensation	5,255	4,384	4,384	5,822
Clothing Allowance	-	250	250	-
Total Benefits	\$ 93,044	\$ 94,432	\$ 94,479	\$ 127,808
Total Personnel	\$ 454,039	\$ 485,050	\$ 515,683	\$ 610,717
Contractual Services				
Legal Services - Court Appointed				
Attorneys	\$ 6,247	\$ 10,000	\$ 10,000	\$ 13,000
Other Professional Services	213	350	350	350
Jury Expenses	1,360	2,000	3,600	6,000
Building Rent	16,741	17,000	17,000	25,000
Insurance & Bonds	3,015	3,317	3,317	3,648
Telecommunications	3,772	4,000	4,000	4,000
Postage/Shipping	1,909	2,000	2,000	2,000
Printing/Reproduction	1,071	2,000	2,000	2,000
Travel	522	2,000	2,000	2,000
Training	-	3,000	3,000	3,000
Interdepartmental Services	132	-	-	-
Other Contractual	8,740	9,000	25,000	16,400
Association Dues	150	150	150	150
Total Contractual Services	\$ 43,872	\$ 54,817	\$ 72,417	\$ 77,548

**FY 2009 Budget
(Budget Basis)
Municipal Court**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 2,982	\$ 3,500	\$ 3,500	\$ 3,500
Uniforms	-	100	100	500
Books, Periodicals, Maps	348	500	500	500
Total Materials & Supplies	\$ 3,330	\$ 4,100	\$ 4,100	\$ 4,500
Other Expenses				
Programs & Projects	\$ 109	\$ -	\$ 100	\$ 100
Total Other Expenses	\$ 109	\$ -	\$ 100	\$ 100
Capital - New				
Light Equipment	\$ 430	\$ 500	\$ 4,000	\$ -
Technologies	9,391	4,000	4,000	-
Total Capital - New	\$ 9,821	\$ 4,500	\$ 8,000	\$ -
Capital - Replacement				
Light Equipment	\$ -	\$ -	\$ -	\$ 2,000
Technologies	-	-	-	3,000
Total Capital - Replacement	\$ -	\$ -	\$ -	\$ 5,000
Total Expenses	\$ 511,171	\$ 548,467	\$ 600,300	\$ 697,865



Finance Division

Finance Division

Mission Statement: To provide financial and administrative services to citizens, vendors, other entities, city officials, management, and employees.

Accounting Services

1. **Goal:** *Issue monthly financial reports by the 4th working day after month-end (March 2009).*
 1. Objective: Have all month-end billable revenue and reimbursements identified and recorded by the 2nd working day after month-end (October 2008)
2. **Goal:** *Improve verification of City's fraud prevention and early detection program.*
 1. Objective: Expand City's in-house Internal Auditing and Reporting Program to meet all applicable Performance Standards of the Institute of Internal Auditors (June 2010).
 2. Objective: Provide management reporting for results of internal audit procedures, including recommendations to improve internal controls and to reduce fraud.

Treasury Services

1. **Goal:** *Maintain at least 90% of available cash invested in the City's Fixed Income Portfolio.*
 1. Objective: Develop cash flow projections for all funds with cash balances available for investing (November 2008).
Actions and Strategies:
 - Establish Liquidity Portfolio using liquid investment option(s) yielding highest historical returns (WYOSIP, Wyoming Government Fund, Repurchase Agreements, etc.) (December 2008)

Customer Services

1. **Goal:** *Keep utility billing accounts receivable days outstanding to less than 30 days.*
 1. Objective: 100% of accounts reaching 90 days old forwarded to City's collection agency within 10 days
 - Submit account discharges to Council within 30 days of the end of each quarter
 - Review City's service disconnection and customer deposit policies and practices (December 2008)

Business Services

1. Goal: *Bill 100% of all chargeable/reimbursable items, City wide, within two days of being billable*

1. Objective: Develop training program on timelines and thoroughness of billing, including all City Departments (September 2008)

Actions and Strategies:

- Review all existing agreements for billing terms (March 2009)
- In conjunction with Records Services, utilize Laserfiche module and develop process of tracking billing terms/requirements of all agreements (June 2010)
- Develop performance reporting for billing performance of each cost center (December 2008)

Highlights from FY 2008: During FY 2008, a Finance Clerk position was enhanced to a Financial Specialist. Funding was also provided for the services of the printing of utility bills by a printing contractor and processing of mailed-in utility bills by a bank.

Highlights for FY 2009: This budget includes a \$10,000 increase in audit fees requested by the City's independent auditor to offset additional costs required by revised audit standards.

Finance

Finance Staffing Summary			
	FY 2007	FY 2008	FY 2009
Full Time Positions			
Accountant	1	1	1
Accounting Clerk II	5	5	1
Accounting Technician	2	2	1
Admin Services Representative	-	-	5
Admin Services Specialist	2	2	3
Administrative Analyst	1	1	1
Administrative Services Director	1	1	1
Business Services Supervisor	1	1	1
Customer Services Supervisor	1	1	1
Finance Division Manager	1	1	1
Finance Technician	-	-	4
Records Management Specialist	1	1	1
Admin Services Rep I	1	1	-
Admin Services Technician	2	2	-
Administrative Secretary	1	1	-
Administrative Service Rep II	1	1	-
Total	21	21	21
Part Time Employees (Budget)	\$ 932	\$ 4,200	\$ 4,473

Finance Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 1,179,895	\$ 1,274,900	\$ 1,239,557	\$ 1,388,414
Contractual Services	422,866	501,444	487,122	467,951
Materials & Supplies	16,974	12,500	12,130	13,000
Other	-	250	150	5,000
Capital	25,817	10,000	11,800	16,500
Total Expenditures	\$ 1,645,552	\$ 1,799,094	\$ 1,750,759	\$ 1,890,865

**FY 2009 Budget
(Budget Basis)
Finance**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 905,898	\$ 982,081	\$ 951,520	\$ 1,067,197
Part Time	932	4,200	7,000	4,473
Overtime	418	1,810	80	500
Total Salaries & Wages	\$ 907,248	\$ 988,091	\$ 958,600	\$ 1,072,170
Other Pay				
Supplemental Pay	\$ -	\$ 10,500	\$ 10,500	\$ -
Disability Leave Buy-Back	4,469	6,000	5,032	14,133
Accrued Leave Payoff	98	2,000	7,345	-
Car Allowances	7,437	7,500	7,500	9,000
Total Other Pay	\$ 12,004	\$ 26,000	\$ 30,377	\$ 23,133
Benefits				
Health Insurance	\$ 119,556	\$ 105,648	\$ 105,648	\$ 123,852
Life Insurance	2,112	2,470	2,466	2,339
Disability Insurance	5,391	6,241	5,449	6,718
FICA/Medicare Tax	67,631	77,377	72,983	83,790
Retirement Contributions	56,583	60,937	56,367	67,108
Workers' Compensation	9,370	8,136	7,667	9,304
Total Benefits	\$ 260,643	\$ 260,809	\$ 250,580	\$ 293,111
Total Personnel	\$ 1,179,895	\$ 1,274,900	\$ 1,239,557	\$ 1,388,414
Contractual Services				
Investment Fees	\$ 45,385	\$ 35,650	\$ 64,605	\$ 21,896
Internal Audit	14,910	26,330	14,326	20,000
Accounting & Auditing	96,000	101,000	101,000	116,000
Medical Testing Services	206	300	-	300
Security Services	2,100	6,100	6,100	6,100
Office Machine Repairs	181	500	190	500
Maintenance Agreements	56,560	100,596	100,596	61,400
Insurance & Bonds	21,763	23,868	23,868	26,255
Telecommunications	4,926	5,000	5,000	5,000
Postage/Shipping	91,036	55,000	58,350	10,000
Advertising	4,721	4,500	3,000	4,500
Printing/Reproduction	33,276	16,000	21,700	10,000
Travel	3,862	6,500	5,786	8,500
Training	5,954	8,850	11,326	9,000
Other Contractual	32,719	103,000	63,445	160,000
Association Dues	9,267	8,250	7,830	8,500
Total Contractual Services	\$ 422,866	\$ 501,444	\$ 487,122	\$ 467,951

**FY 2009 Budget
(Budget Basis)
Finance**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 16,152	\$ 12,000	\$ 11,500	\$ 12,000
Uniforms	-	-	-	500
Books, Periodicals, Maps	822	500	630	500
Total Materials & Supplies	\$ 16,974	\$ 12,500	\$ 12,130	\$ 13,000
Other Expenses				
Programs & Projects	\$ -	\$ 250	\$ 150	\$ 5,000
Total Other Expenses	\$ -	\$ 250	\$ 150	\$ 5,000
Capital - New				
Light Equipment	\$ 6,333	\$ 2,000	\$ 3,800	\$ 2,000
Technologies	19,484	8,000	8,000	14,500
Total Capital - New	\$ 25,817	\$ 10,000	\$ 11,800	\$ 16,500
Total Expenses	\$ 1,645,552	\$ 1,799,094	\$ 1,750,759	\$ 1,890,865

Health, Social, and Community Services

Health, Social, & Community Services

Municipal Band: The recommended funding for the Municipal Band is equal to the anticipated property tax revenue of one quarter of one mill legally designated for the Municipal Band.

Human Services Commission: The Human Services Commission was created by the City of Casper and Natrona County to allocate funds for human service needs. The Commission receives funding from the City, County, state, and Federal Governments. Below is a listing of their planned expenditures in FY 2009.

Highlights for FY 2009: Changes in the cost center include increased funding for the Municipal Band, which is a result of the expected higher property tax revenue legally restricted for this purpose. This budget includes slightly higher funding for Human Services Administration to cover higher costs. The allotment to the Science Zone increases by \$5,000.

The Casper-Natrona County Health Department requested an increase of \$150,000 that is included in this budget. This is a 25% increase in the Department's funding from the City. The increase is attributed to a significant increase in personnel costs. Additional details can be seen in the Health Department's letter in the Appendix V.

Health, Social, and Community Services

Health, Social & Community Services Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Other	\$ 1,044,381	\$ 1,230,263	\$ 1,074,963	\$ 1,247,576
Total Expenditures	\$ 1,044,381	\$ 1,230,263	\$ 1,074,963	\$ 1,247,576

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.

Human Services Commission-

The Human Services Commission was created by the City of Casper and Natrona County to allocate funds for human service needs. The Commission receives funding from the City, County, State and Federal governments. In FY 2009, the Human Services Commission has requested \$200,326 in City funding, of which \$127,367 is for agency allocations and \$72,959 is for administration. There is a small increase in City funding for increased administration costs.

The following proposed agency allocations are funded from the City of Casper General Fund (\$39,867) and the City Optional One % Sales Tax #13 (\$87,500), as well as Natrona County General Fund (\$39,867) and the Natrona County Optional One % Sales Tax (\$87,500).

The following organizations are funded by the Human Services Commission:

	FY 2007 Allocation	FY 2008 Allocation	FY 2009 Allocation
Alzheimer's Association	\$ 4,200	\$ -	\$ -
The ARC of Natrona County	10,000	-	-
CASA	3,500	10,500	10,500
Casper Day Care- Child Development	17,500	19,604	19,046
Central Wyoming Counseling Center	13,400	13,400	13,400
Central Wyoming Rescue Mission	22,400	20,000	17,943
HCH Clinic	16,134	22,430	26,284
Meals on Wheels	10,900	12,000	11,794
Mercer House	16,300	17,700	19,257
Central Wyoming Senior Citizens	34,100	34,600	34,171
Self Help Center	33,100	45,000	45,004
Transitional Housing Program	-	31,900	31,900
Wyoming Senior Citizens, Inc.	9,200	10,600	9,943
Youth Crisis Center- Henry Home	14,000	17,000	15,572
TOTAL	\$ 204,734	\$ 254,734	\$ 254,814

The Community Action Partnership of Natrona County held agency meetings for City and County human services funding on April 28 and 29, 2008 to determine the FY 2009 recommended allocations.

**FY 2009 Budget
(Budget Basis)**

Health, Social & Community Services

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Other Expenses				
Municipal Band	\$ 92,249	\$ 88,071	\$ 92,771	\$ 101,500
Human Services - General	39,867	39,867	39,867	39,867
Human Services - 1% #13	62,500	247,500	87,500	87,500
Human Services - Admin	68,204	70,569	70,569	72,959
Health Department	600,000	600,000	600,000	750,000
Casper Mountain Fire District	7,500	7,500	7,500	7,500
Chamber of Commerce	38,750	46,875	46,875	38,750
Community Promotions	87,064	87,381	87,381	75,000
The Science Zone	10,000	10,000	10,000	15,000
Youth Empowerment Council	12,000	12,500	12,500	16,500
United Way Kick-Off Event	-	-	-	9,000
Blue Envelope Health Fair	-	-	-	14,000
Rescue Mission	6,247	-	-	-
Youth Crisis Center	20,000	20,000	20,000	20,000
Total Other Expenses	\$ 1,044,381	\$ 1,230,263	\$ 1,074,963	\$ 1,247,576
Total Expenses	\$ 1,044,381	\$ 1,230,263	\$ 1,074,963	\$ 1,247,576

Human Resources and Risk Management

Human Resources

Mission Statement: To provide quality services and support in employment, training, employee relations, benefits, compensation and safety beyond the expectations of all employees enabling them to better serve the City of Casper's Customers.

1. Goal: *To improve the reliability of data tracked in the Human Resources Department.*

1. Objective: To determine and reduce the number of tracking methods currently being used by June 30, 2009.
2. Objective: To select a centralized management system specific to Human Resources to purchase by July 31, 2009.

Highlights from FY 2008: A new performance appraisal system was implemented citywide in December 2007. In May 2008, 26 employees will graduate from the internal Leadership Academy. These are both examples of goals achieved in line with the FY'08 budget. An unforeseen challenge in achieving more goals was an 86% turnover rate in the Human Resources Department, including 100% turnover in the Risk Management Division.

The new Risk Management staff is learning the mission and daily activities. The cost allocation program was not achieved and will remain as a goal. Risk Management continues to monitor needs for adequate insurance.

Highlights for FY 2009: A bid process is currently underway to retain a new administrator for the city's health insurance fund. With health insurance rates rising, it is believed that opportunities exist to reduce the costs by more accurately tailoring the benefits offered to the needs of the city employees.

Human Resources and Risk Management

Human Resources and Risk Management Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Benefit Technician	1	1	1	
HR Information & Systems Tech	1	1	1	
Human Resources Analyst	1	1	1	
Human Resources Director	1	1	1	
Risk Management Specialist	1	1	-	
Risk Manager	1	1	1	
Administrative Secretary	-	-	1	
RM Injury/Claims Coordinator	1	1	1	
Total	7	7	7	
Part Time Employees (Budget)	\$ 39,324	\$ 58,926	\$ 46,391	

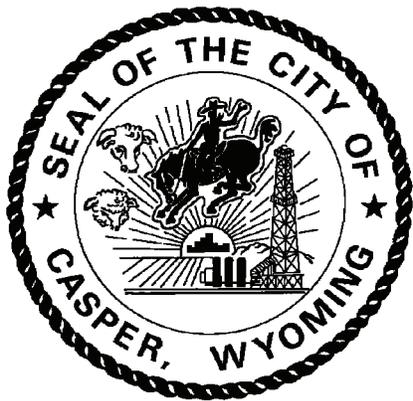
Human Resources & Risk Management Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 537,609	\$ 589,033	\$ 512,423	\$ 559,491
Contractual Services	89,200	91,607	59,090	77,768
Materials & Supplies	10,610	16,500	14,823	11,500
Other	18,675	86,000	23,000	25,000
Capital	5,184	5,969	5,969	5,969
Total Expenditures	\$ 661,278	\$ 789,109	\$ 615,305	\$ 679,728

**FY 2009 Budget
(Budget Basis)
Human Resources & Risk Management**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 372,780	\$ 386,890	\$ 341,125	\$ 377,661
Part Time	39,324	58,926	45,000	46,391
Overtime	41	500	100	1,000
Total Salaries & Wages	\$ 412,145	\$ 446,316	\$ 386,225	\$ 425,052
Other Pay				
Supplemental Pay	\$ -	\$ 3,500	\$ 3,000	\$ -
Disability Leave Buy-Back	3,850	4,208	2,733	4,600
Accrued Leave Payoff	5,052	-	1,736	-
Car Allowances	7,437	7,500	7,500	9,000
Total Other Pay	\$ 16,339	\$ 15,208	\$ 14,969	\$ 13,600
Benefits				
Health Insurance	\$ 40,691	\$ 52,680	\$ 52,680	\$ 52,944
Life Insurance	749	1,042	926	968
Disability Insurance	2,232	2,525	1,580	2,400
FICA/Medicare Tax	31,366	35,668	27,162	31,376
Retirement Contributions	25,867	27,998	22,821	26,416
Workers' Compensation	8,220	7,596	6,060	6,735
Total Benefits	\$ 109,125	\$ 127,509	\$ 111,229	\$ 120,839
Total Personnel	\$ 537,609	\$ 589,033	\$ 512,423	\$ 559,491
Contractual Services				
Medical Testing Services	\$ 18,259	\$ 20,000	\$ 10,900	\$ 15,000
Other Testing	787	2,000	500	2,000
Insurance & Bonds	8,734	9,607	9,607	10,568
Telecommunications	2,885	2,800	2,150	2,800
Postage/Shipping	4,798	3,500	2,759	3,500
Printing/Reproduction	3,182	3,900	6,105	3,900
Travel	3,850	4,000	4,101	4,000
Training	24,557	18,000	7,187	15,000
Interdepartmental Services	348	-	-	-
Other Contractual	13,519	11,200	4,535	10,000
Association Dues	832	1,600	1,000	1,000
Wellness Program Services	7,449	15,000	10,246	10,000
Total Contractual Services	\$ 89,200	\$ 91,607	\$ 59,090	\$ 77,768

**FY 2009 Budget
(Budget Basis)
Human Resources & Risk Management**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 4,979	\$ 4,500	\$ 8,153	\$ 4,500
Books, Periodicals, Maps	1,423	2,500	2,000	2,500
Civil Service Commission Supplies	296	500	470	500
Risk Management Supplies	3,812	4,000	4,000	4,000
Enviro Quality Prg Supplies	100	5,000	200	-
Total Materials & Supplies	\$ 10,610	\$ 16,500	\$ 14,823	\$ 11,500
Other Expenses				
Programs & Projects	\$ 18,675	\$ 86,000	\$ 23,000	\$ 25,000
Total Other Expenses	\$ 18,675	\$ 86,000	\$ 23,000	\$ 25,000
Capital - New				
Technologies	\$ 5,184	\$ 5,969	\$ 5,969	\$ 5,969
Total Capital - New	\$ 5,184	\$ 5,969	\$ 5,969	\$ 5,969
Total Expenses	\$ 661,278	\$ 789,109	\$ 615,305	\$ 679,728



Planning Division

Planning Division

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

1. Goal: *To increase revitalization of the City's core.*

1. *Objective:* Build a collaborative relationship with the Downtown Development Authority and property owners so that success in either the downtown or Old Yellowstone District complement and support each other.
2. *Objective:* Implement at least one major redevelopment project in the inner core.

2. Goal: *To have an updated, viable and user-friendly Comprehensive Plan.*

1. *Objective:* Complete Phase I of the Casper Area Comprehensive Plan update by the end of FY09.

Highlights from FY 2008: The Planning Division of the Community Development Department met many of its stated goals in the FY 2008 City of Casper Budget. These goals include improving efficiency in the review process by implementing a regularly scheduled pre-application meeting for developers and citizens to get answers early on. The West Central Corridor Redevelopment Plan (renamed the Old Yellowstone District Redevelopment Plan) was adopted. Through that process and through speaking opportunities, the staff educated the public on smart growth principles and applications. In addition, the City of Casper drafted and will adopt new zoning codes that allow for the implementation of smart growth tenets and reduce costs for housing construction.

Highlights for FY 2009: This budget includes additional funding for the urban renewal program, other professional services for property appraisals, and an increase in travel. Travel is increased in order to allow Planning Board members to attend Smart Growth conferences.

Planning

Planning Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Administrative Secretary	1	1	1	
Associate Planner	1	1	1	
Community Development Director	1	1	1	
Planning Technician	1	1	1	
Urban Development Specialist	-	1	1	
Total	4	5	5	
Part Time Employees (Budget)	\$ -	\$ -	\$ 8,520	

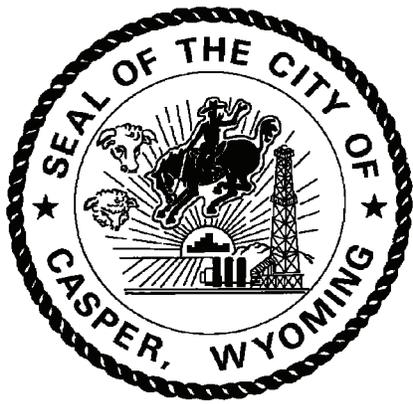
Planning Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 246,789	\$ 404,409	\$ 407,579	\$ 461,973
Contractual Services	36,121	40,925	48,825	81,466
Materials & Supplies	6,186	9,600	9,600	6,100
Other	340	1,000	1,000	9,000
Capital	6,948	2,500	2,500	12,500
Total Expenditures	\$ 296,384	\$ 458,434	\$ 469,504	\$ 571,039

**FY 2009 Budget
(Budget Basis)
Planning**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 181,328	\$ 294,626	\$ 294,626	\$ 324,311
Part Time	-	-	3,260	8,520
Overtime	5,228	5,000	4,500	4,500
Total Salaries & Wages	\$ 186,556	\$ 299,626	\$ 302,386	\$ 337,331
Other Pay				
Supplemental Pay	\$ -	\$ 2,500	\$ 2,000	\$ -
Disability Leave Buy-Back	-	-	865	900
Accrued Leave Payoff	-	-	267	-
Car Allowances	3,525	7,500	7,500	9,000
Phone Allowance	-	-	-	1,500
Total Other Pay	\$ 3,525	\$ 10,000	\$ 10,632	\$ 11,400
Benefits				
Health Insurance	\$ 22,488	\$ 40,512	\$ 40,512	\$ 54,180
Life Insurance	356	855	633	775
Disability Insurance	980	1,958	1,958	1,959
FICA/Medicare Tax	13,817	24,153	24,153	26,678
Retirement Contributions	15,384	22,852	22,852	24,118
Workers' Compensation	3,683	4,453	4,453	5,532
Total Benefits	\$ 56,708	\$ 94,783	\$ 94,561	\$ 113,242
Total Personnel	\$ 246,789	\$ 404,409	\$ 407,579	\$ 461,973
Contractual Services				
Other Professional Services	\$ 74	\$ 4,500	\$ 4,500	\$ 10,500
Insurance & Bonds	1,980	2,178	2,178	2,396
Telecommunications	955	2,620	2,620	2,620
Postage/Shipping	3,741	3,000	3,500	4,730
Advertising	7,527	9,000	9,000	9,000
Printing/Reproduction	2,014	2,000	2,000	7,500
Travel	1,940	5,000	12,000	21,850
Training	12,194	3,100	3,500	13,184
Interdepartmental Services	5,196	7,327	7,327	6,271
Association Dues	500	2,200	2,200	3,415
Total Contractual Services	\$ 36,121	\$ 40,925	\$ 48,825	\$ 81,466
Materials & Supplies				
Office Supplies	\$ 2,871	\$ 9,100	\$ 9,100	\$ 5,100
Books, Periodicals, Maps	445	500	500	1,000
Property Redevelopment/Rehab	2,870	-	-	-
Total Materials & Supplies	\$ 6,186	\$ 9,600	\$ 9,600	\$ 6,100

**FY 2009 Budget
(Budget Basis)
Planning**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Programs & Projects	\$ 340	\$ 1,000	\$ 1,000	\$ 9,000
Total Other Expenses	\$ 340	\$ 1,000	\$ 1,000	\$ 9,000
Capital				
Capital - New				
Technologies	\$ 6,948	\$ 2,500	\$ 2,500	\$ 8,300
Total Capital - New	\$ 6,948	\$ 2,500	\$ 2,500	\$ 8,300
Capital - Replacement				
Light Equipment	\$ -	\$ -	\$ -	\$ 4,200
Total Capital - Replacement	\$ -	\$ -	\$ -	\$ 4,200
Total Expenses	\$ 296,384	\$ 458,434	\$ 469,504	\$ 571,039



Code Enforcement

Code Enforcement

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

1. Goal: *To realize a visible, physical improvement in the downtown and core areas.*

1. Objective: Clean-up, re-use, or demolish at least three significant and under-utilized properties in the downtown and the core in FY09.
2. Objective: Develop a five-year capital improvement plan for the Old Yellowstone District and downtown.

Highlights from FY 2008: The Building Inspection Division of the Community Development Department met and exceeded the goals for the FY08. All 2006 International Codes were adopted and implemented. The Building Inspection Division dealt with an increase of 80% in the valuation of construction and a corresponding demand for our services with the same staffing level. An electrical inspector was hired in September. The gross revenues were approximately \$1,500,000, exceeding the total Code Enforcement Division budget of \$989,350, by \$510,000. There were 11,158 total inspections, and many plan reviews. We were able to deliver these services in a timely manner with minimal complaints from our customer base.

Code Enforcement continues to address nuisance violations such as weeds, litter, junk vehicles, clear view at intersections, especially on the priority routes, and in the Weed and Seed area. The Code Enforcement Division worked with Administrative Services and Information Technology to continue to improve and update the code enforcement software program for efficiency and accuracy in executing Division procedures. A Code Enforcement officer was hired to work the Weed and Seed area.

Highlights for FY 2009: Functionally, an additional Code Enforcement officer was added to Code Enforcement. However, because this position is funded through Weed & Seed grant funding, it is accounted for in the Police Grants fund.

Code Enforcement

Code Enforcement Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Accounting Technician	1	1	1	1
Building Code Enforcement Manager	1	1	1	1
Building Inspector II	5	6	6	6
Code Enforcement Inspector	2	2	2	2
Code Enforcement Supervisor	1	1	1	1
Secretary II	1	1	1	1
Total	11	12	12	12
Part Time Employees (Budget)	\$ -	\$ -	\$ -	-

Code Enforcement Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 738,871	\$ 857,518	\$ 856,708	\$ 891,589
Contractual Services	74,477	118,939	120,353	137,968
Materials & Supplies	5,241	5,500	5,500	6,500
Other	971	1,000	1,000	1,000
Capital	7,823	6,393	5,000	8,000
Total Expenditures	\$ 827,383	\$ 989,350	\$ 988,561	\$ 1,045,057

**FY 2009 Budget
(Budget Basis)
Code Enforcement**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 552,328	\$ 632,796	\$ 632,796	\$ 681,711
Overtime	605	530	530	530
Total Salaries & Wages	\$ 552,933	\$ 633,326	\$ 633,326	\$ 682,241
Other Pay				
Supplemental Pay	\$ -	\$ 5,500	\$ 5,500	\$ -
Disability Leave Buy-Back	6,038	6,100	5,047	6,100
Accrued Leave Payoff	-	-	243	250
Phone Allowance	-	-	-	4,080
Total Other Pay	\$ 6,038	\$ 11,600	\$ 10,790	\$ 10,430
Benefits				
Health Insurance	\$ 92,040	\$ 111,408	\$ 111,408	\$ 90,252
Life Insurance	1,097	1,236	1,236	1,172
Disability Insurance	3,410	3,998	3,998	4,363
FICA/Medicare Tax	40,187	49,339	49,339	52,991
Retirement Contributions	31,406	36,318	36,318	39,098
Workers' Compensation	11,760	10,293	10,293	11,042
Total Benefits	\$ 179,900	\$ 212,592	\$ 212,592	\$ 198,918
Total Personnel	\$ 738,871	\$ 857,518	\$ 856,708	\$ 891,589
Contractual Services				
Lawn & Tree Abatement	\$ 18,127	\$ 51,030	\$ 51,030	\$ 51,030
Equipment Repairs	-	2,000	1,000	2,000
Insurance & Bonds	8,637	9,501	9,501	10,451
Telecommunications	7,294	4,880	7,294	5,880
Postage/Shipping	5,099	6,000	6,000	6,000
Printing/Reproduction	3,393	4,500	4,500	4,500
Travel	2,206	4,000	4,000	5,000
Training	3,559	4,000	4,000	5,000
Interdepartmental Services	25,512	31,978	31,978	47,057
Association Dues	650	1,050	1,050	1,050
Total Contractual Services	\$ 74,477	\$ 118,939	\$ 120,353	\$ 137,968
Materials & Supplies				
Office Supplies	\$ 3,167	\$ 4,000	\$ 4,000	\$ 5,000
Books, Periodicals, Maps	2,074	1,500	1,500	1,500
Total Materials & Supplies	\$ 5,241	\$ 5,500	\$ 5,500	\$ 6,500
Other Expenses				
Programs & Projects	\$ 971	\$ 1,000	\$ 1,000	\$ 1,000
Total Other Expenses	\$ 971	\$ 1,000	\$ 1,000	\$ 1,000

**FY 2009 Budget
(Budget Basis)
Code Enforcement**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital - New				
Technologies	\$ 7,823	\$ 6,393	\$ 5,000	\$ 8,000
Total Capital - New	\$ 7,823	\$ 6,393	\$ 5,000	\$ 8,000
Total Expenses	\$ 827,383	\$ 989,350	\$ 988,561	\$ 1,045,057



Metropolitan Planning Organization (MPO)

Metropolitan Planning Organization (MPO)

Mission Statement: To administer the federal transportation dollars available to the Casper metropolitan area and develop plans for the extension, expansions and enhancement of the street, trail and transit facilities and transportation services in the community.

1. Goal: *To expand the existing transportation network of the City of Casper area to accommodate multiple modes of transportation.*

1. *Objective:* Improve the walkability of at least two high priority areas as defined in the Walkability Study.
2. *Objective:* Conduct two to three sub-area plans analyzing existing street cross-sections and identify improvements that will accommodate multiple modes of transportation like bike paths and street diets (the narrowing of streets).

Highlights from FY 2008: The Metropolitan Planning Organization (MPO) met many of their goals established for the FY08 Budget. These goals included increasing ridership on The Bus; adopting the West Central Corridor Master plan for the redevelopment of the Old Yellowstone District; adopting the Long Range Transportation Plan to ensure cooperative and comprehensive planning efforts between all local member jurisdictions; and completing an analysis of pedestrian facilities through the Walkability Plan in order to facilitate improvements to such in the Casper area in the near future. In addition, the MPO staff developed a plan to analyze and address high hazardous intersections in the Casper area in order to help provide a safer transportation system for all users.

Highlights for FY 2009: This budget includes additional funding to upgrade the MPO Planner position to a MPO Supervisor position. Funding for GIS activities are now accounted for in the IT Fund, without the MPO Program and Projects serving as a pass through account. This creates the effect of a reduction in this fund.

Metropolitan Planning Organization

Metropolitan Planning Organization Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
Accounting Technician		1	1	1
MPO Planner		1	1	-
MPO Supervisor		-	-	1
Total		2	2	2
Part Time Employees (Budget)		\$ -	\$ -	\$ -

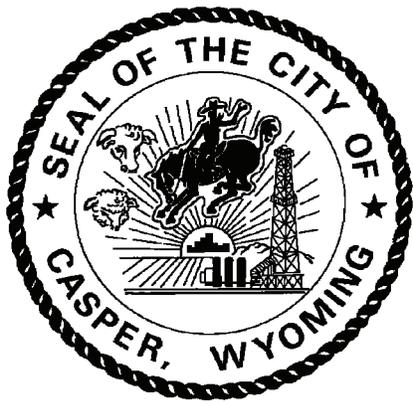
Metropolitan Planning Organization Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
Personnel	\$	109,255	\$ 119,221	\$ 119,946	\$ 124,414
Contractual Services		20,261	20,000	22,090	24,499
Materials & Supplies		2,313	2,000	2,000	3,000
Other		247,869	465,929	465,929	303,908
Capital		3,147	4,891	3,000	2,500
Total Expenditures		\$ 382,845	\$ 612,041	\$ 612,965	\$ 458,321

**FY 2009 Budget
(Budget Basis)
Metropolitan Planning Organization**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 82,842	\$ 89,097	\$ 89,097	\$ 93,804
Overtime	406	700	700	500
Total Salaries & Wages	\$ 83,248	\$ 89,797	\$ 89,797	\$ 94,304
Other Pay				
Supplemental Pay	\$ -	\$ 1,000	\$ 1,500	\$ -
Accrued Leave Payoff	-	-	225	-
Total Other Pay	\$ -	\$ 1,000	\$ 1,725	\$ -
Benefits				
Health Insurance	\$ 13,284	\$ 14,616	\$ 14,616	\$ 15,636
Life Insurance	199	205	205	194
Disability Insurance	496	562	562	613
FICA/Medicare Tax	6,132	6,946	6,946	7,215
Retirement Contributions	4,728	5,101	5,101	5,356
Workers' Compensation	1,168	994	994	1,096
Total Benefits	\$ 26,007	\$ 28,424	\$ 28,424	\$ 30,110
Total Personnel	\$ 109,255	\$ 119,221	\$ 119,946	\$ 124,414
Contractual Services				
Insurance & Bonds	\$ 4,250	\$ 4,675	\$ 4,675	\$ 5,143
Telecommunications	503	560	560	560
Postage/Shipping	499	500	500	500
Advertising	690	1,000	850	1,000
Printing/Reproduction	421	500	500	750
Travel	3,000	3,100	3,100	6,420
Training	3,248	2,400	4,640	2,800
Interdepartmental Services	6,480	4,404	4,404	2,187
Other Contractual	271	1,711	1,711	3,539
Association Dues	899	1,150	1,150	1,600
Total Contractual Services	\$ 20,261	\$ 20,000	\$ 22,090	\$ 24,499
Materials & Supplies				
Office Supplies	\$ 2,257	\$ 2,000	\$ 2,000	\$ 3,000
Safety Equipment/Supplies	56	-	-	-
Total Materials & Supplies	\$ 2,313	\$ 2,000	\$ 2,000	\$ 3,000
Other Expenses				
Programs & Projects	\$ 247,869	\$ 465,929	\$ 465,929	\$ 303,908
Total Other Expenses	\$ 247,869	\$ 465,929	\$ 465,929	\$ 303,908

**FY 2009 Budget
(Budget Basis)
Metropolitan Planning Organization**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital - New				
Technologies	\$ 3,147	\$ 4,891	\$ 3,000	\$ 2,500
Total Capital - New	\$ 3,147	\$ 4,891	\$ 3,000	\$ 2,500
Total Expenses	\$ 382,845	\$ 612,041	\$ 612,965	\$ 458,321



Police Department

Police Department – Administration Section

Mission Statement: To provide proactive patrol and timely response to calls for services to ensure that citizens feel safe in their homes and on the streets.

1. **Goal:** *To increase usable office space through additional office space and the remodel of Casper PD.*
 1. Objective: To select office locations for Career Services and other selected units by 7/1/08.
2. **Goal:** *To attain Commission on Accreditation for Law enforcement Agencies (CALEA) Accreditation.*
 1. Objective: To initiate the CALEA Accreditation process.
3. **Goal:** *To implement a “Comp Stat” police summary report system at the Casper Police Department.*
 1. Objective: To have a “Comp Stat” police summary report system operational by September 1, 2008.

Police Department - Career Services

Mission Statement: To provide in-service training courses, specialized training schools and recruiting efforts to ensure the citizens and businesses of Casper will receive high quality professional police services.

1. **Goal:** *To improve the level of physical fitness of the Officers on the Casper Police Department.*
 1. Objective: To have 75% officers participate in regular exercise and fitness activities
 2. Objective: To have 60% officers be able to pass annual Fitness testing standards.
 3. Objective: To improve overall health of officers and reduce the work man-hours lost from injury and illness by 5%.
2. **Goal:** *To reach authorized strength of 98 sworn officers.*
 1. Objective: To complete the hiring process for (10) officers in calendar year 2008.
3. **Goal:** *To implement a Crisis Intervention Team (CIT) for dealing with people in mental crisis.*
 1. Objective: To select and train 25% of the department's sworn patrol officers to be CIT Officers.
4. **Goal:** *To exceed the minimum training for the POST certification standard (40 hours every two years) for each sworn officer.*
 1. Objective: To provide forty (40) hours of POST certified training on an annual basis for each officer.
5. **Goal:** *To reduce officer work related injuries.*

Objective: To reduce officer work related injuries and light duty days by 10%.

Police Department – Patrol Section

Mission Statement: To provide proactive patrol and timely response to calls for services to ensure that citizens feel safe in their homes and on the streets.

- 1. Goal:** *To improve the efficiency and quality of Patrol Investigations and Case Management.*
 1. Objective: To have 75% of cases assigned to patrol officers closed within 4 weeks and 100% of cases assigned closed within 6 weeks.
 2. Objective: To have cases which are to be investigated by patrol officers returned and assigned to officers within 72 hours.
- 2. Goal:** *To reduce the amount of Auto Burglaries and Larcenies in Casper.*
 1. Objective: To reduce the number of Larcenies occurring in Casper over 2007 totals by 5%.
 2. Objective: To reduce the number of Auto Burglaries occurring in Casper over 2007 totals by 5%.
- 3. Goal:** *To reduce the number of Burglaries, both residential and business.*
 1. Objective: To reduce the ratio of Burglaries per thousand residents to 8.0 .
- 4. Goal:** *To reduce patrol response times, and provide a timely and effective response to crime and service calls.*
 1. Objective: To decrease response times on Priority 1 calls from an average of 9:03 minutes to 7:00 minutes.
 2. Objective: To decrease response times to Priority 2 calls from an average of 21:18 minutes to 15:00 minutes.
 3. Objective: To decrease response times to Priority 3 calls from an average of 44:47 minutes to 35:00 minutes.
- 5. Goal:** *To decrease the number of citizen complaints regarding public intoxication.*
 1. Objective: To decrease an officer's time spent on a public intoxication arrest to less than one hour.
 2. Objective: To decrease the number of citizen reported complaints regarding public intoxication by 5 %.
- 6. Goal:** *To decrease the number of alcohol related collisions in Casper.*
 1. Objective: To decrease the average DWUI Blood Alcohol content (BAC) to 0.14%.
 2. Objective: To decrease the number of alcohol related collisions by 10%.
- 7. Goal:** *To decrease the number of traffic collisions in Casper.*
 1. Objective: To decrease the number of collisions occurring in Casper over 2007 totals by 5%.
 2. Objective: To reduce the number of collisions at the top ten (10) accident locations in Casper by 5%.
 3. Objective: To reduce the 85th percentile speeds on selected streets to no more than 5 mph over the posted speed limit.

4. Objective: To implement a Weed & Seed strategy in the designated core area of Casper that will decrease violent crime from 60% of the city's total to 45%.
5. Objective: To continue the annual sponsorship and organization of the Meth Conference.

Police Department - Weed & Seed Program

Mission Statement: To reduce the availability and use of drugs in our community while reducing the related felony crime rate.

1. **Goal:** *To decrease drug related criminal activity in Casper.*
 1. Objective: To maintain a recidivism rate amongst participants of the Drug Court Program at 25% or lower during the first two years of completing the program.
 2. Objective: To maintain a ratio of 9.5 drug arrests per thousand residents.
 3. Objective: Increase the response to reported drug house activity to a level of 80% of reported drug houses are followed up within 7 days of being assigned.
2. **Goal:** *To decrease the overall warrant numbers, increase revenue from them, and to improve the procedures by which this is accomplished.*
 1. Objective: To actively reduce those 1800 outstanding warrants to 1400 the first year and then to continue to reduce the number of warrants progressively until a level of 1000 is reached.

Police Department – Records

Mission Statement: To provide data entry, information retrieval and records maintenance services in a timely manner to the Department, other law enforcement agencies, and the public.

1. **Goal:** *To promote the professional development of Records staff.*
 1. Objective: To train three new staff members on all job duties of the Records Section, obtain required certifications, and keep informed on changes and updates affecting their job duties.
 2. Objective: To provide ongoing training of all five staff members on required certifications and changes affecting their job duties.
2. **Goal:** *To process electronic records through Workflow.*
 1. Objective: To process, enter, retrieve and maintain police records electronically with 98% accuracy.
3. **Goal:** *To process electronic records through Report Beam.*
 1. Objective: To retrieve police accident records electronically with 98% accuracy.
4. **Goal:** *To maintain electronic Records through Summit Imaging.*
 1. Objective: To scan charging documents and miscellaneous report attachments into Summit with 99% accuracy.
5. **Goal:** *To reach authorized strength in the Records section.*
 1. Objective: To fill one existing vacancy and train one Lead Records Specialist to oversee daily operations of Records Section.

Police Department Highlights from FY 2008: The impact of methamphetamine has declined over the past year. This is consistent in criminal justice, treatment and drug testing data. Alcohol, however is on the increase with 580 drunk driving arrests and 665 public intoxication arrests for 2007.

The Combined Accident Reduction Traffic Enforcement program has increased public awareness in regards to speeding, school zones and drunk driving with high visibility enforcement. Graffiti continues to be a problem in the community and several arrests were made for this offense. A graffiti abatement program is beginning to show some success.

Recruitment challenges have been met with an aggressive recruiting program in the Midwest. New hires have a higher education level.

Police Department Highlights for FY 2009: This budget includes the additional four patrol officer positions funded as part of the public safety funding for expanded traffic enforcement. It is anticipated that these additional four positions, as well as all vacant police officer positions, will be filled and fully deployed by March 2009.

A Secretary position was changed to a Police Records Specialist position during mid-year 2008.

Anticipated and significant percentage increases in the costs of Adult Prisoner Care, Juvenile Prisoner Care and Building Rent are contributors to the higher budget. Increases in interdepartmental charges are due to increased charges due to fuel and an expanded fleet, and due to additional staff being added to the IT fund to support Police activities.

Police

Police Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
Sworn				
Police Chief		1	1	1
Police Lieutenant		5	5	5
Police Sergeant		9	9	9
Police Officer		77	83	83
Police Officer Authorized Overhire		3	-	5
Total Sworn		95	98	103
Non-Sworn				
Administrative Secretary		1	1	1
Community Services Officer		2	2	2
Crime Analysis Technician		1	1	1
Lead Police Records Specialist		1	1	1
Parking Enforcement Attendant		1	1	1
Police Records Specialist		3	4	4
Police Records Supervisor		1	1	1
Property Evidence Technician		2	2	2
Public Safety Oper Budget Specialist		1	1	1
Secretary II		2	1	1
Victim Services Coordinator		1	1	1
Total Non-Sworn		16	16	16
Total		111	114	119
Part Time Employees (Budget)		\$ 6,574	\$ 17,444	\$ 18,578

Police Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
Personnel	\$	7,155,921	\$ 8,055,072	\$ 7,896,222	\$ 8,836,024
Contractual Services		1,503,348	1,607,328	1,697,245	2,175,895
Materials & Supplies		147,762	146,900	160,808	162,400
Other		28,600	30,950	30,800	30,950
Capital		27,974	25,524	25,000	35,000
Total Expenditures	\$	8,863,605	\$ 9,865,774	\$ 9,810,075	\$ 11,240,269

**FY 2009 Budget
(Budget Basis)
Police**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 5,275,799	\$ 5,858,747	\$ 5,701,839	\$ 6,441,053
Part Time	6,574	17,444	12,000	18,578
Overtime	174,773	185,000	195,000	215,000
Holiday Pay	105,938	93,600	90,000	100,642
Total Salaries & Wages	\$ 5,563,084	\$ 6,154,791	\$ 5,998,839	\$ 6,775,273
Other Pay				
Other Pay	\$ 10,784	\$ 20,800	\$ 12,000	\$ 22,153
Supplemental Pay	10,157	64,628	70,630	10,836
Disability Leave Buy-Back	52,128	55,000	55,000	60,000
Accrued Leave Payoff	9,210	36,400	36,400	36,400
Phone Allowance	15,220	15,840	15,840	17,800
Total Other Pay	\$ 97,499	\$ 192,668	\$ 189,870	\$ 147,189
Benefits				
Health Insurance	\$ 744,288	\$ 874,104	\$ 874,104	\$ 990,588
Life Insurance	10,722	11,643	11,643	11,577
Disability Insurance	31,928	39,185	39,185	45,858
FICA/Medicare Tax	113,706	162,809	162,809	174,711
Retirement Contributions	463,871	507,414	507,414	556,119
Unemployment Compensation	-	100	-	100
Workers' Compensation	127,955	107,358	107,358	119,289
Clothing Allowance	2,868	5,000	5,000	15,320
Total Benefits	\$ 1,495,338	\$ 1,707,613	\$ 1,707,513	\$ 1,913,562
Total Personnel	\$ 7,155,921	\$ 8,055,072	\$ 7,896,222	\$ 8,836,024
Contractual Services				
Medical Testing Services	\$ 6,414	\$ 10,000	\$ 4,500	\$ 10,000
Investigation Services	8,656	10,000	12,500	15,000
Recruitment Services	15,844	20,000	25,000	35,000
Prisoner Care - Adult	664,490	700,000	800,000	908,000
Prisoner Care - Juvenile	113,088	135,000	90,000	157,000
Equipment Repairs	5,172	3,700	3,500	3,700
Building Rent	93,272	100,000	125,000	125,000
Equipment Rental	866	5,000	1,500	2,000
Insurance & Bonds	138,097	152,579	152,579	167,737
Telecommunications	30,033	30,600	32,000	30,600
Radio	17,999	15,000	14,500	15,000
Postage/Shipping	17,351	16,000	12,000	11,000
Printing/Reproduction	14,935	7,000	7,500	7,000
Travel	36,689	25,109	38,000	45,109

**FY 2009 Budget
(Budget Basis)
Police**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services Cont.				
Training	46,395	30,000	28,000	60,000
Interdepartmental Services	241,836	280,902	280,902	468,195
Admin/Mgmt Fees	20,004	30,914	30,914	71,705
Photo Services	70	200	50	-
Other Contractual	29,710	31,824	35,000	40,349
Association Dues	2,427	3,500	3,800	3,500
Total Contractual Services	\$ 1,503,348	\$ 1,607,328	\$ 1,697,245	\$ 2,175,895
Materials & Supplies				
Office Supplies	\$ 27,285	\$ 23,000	\$ 28,000	\$ 28,500
Operational Supplies	18,999	25,000	30,000	25,000
Other Materials & Supplies	9,804	10,000	12,000	10,000
Uniforms	48,371	54,500	60,000	65,000
Books, Periodicals, Maps	5,051	2,500	5,800	5,000
Photo Supplies	190	500	300	-
Training Supplies	461	2,000	1,800	2,000
Canine Program Supplies	18,438	9,500	9,000	9,500
Crime Prevention Supplies	3,254	1,500	1,608	2,000
Evidence Supplies	7,635	8,000	6,500	8,000
Investigation Supplies	1,041	3,900	300	2,400
Patrol Supplies	6,862	5,000	5,500	5,000
Street Drug Unit Supplies	371	1,500	-	-
Total Materials & Supplies	\$ 147,762	\$ 146,900	\$ 160,808	\$ 162,400
Other Expenses				
Programs & Projects	\$ 28,600	\$ 30,800	\$ 30,800	\$ 30,800
Bad Debt Expense	-	150	-	150
Total Other Expenses	\$ 28,600	\$ 30,950	\$ 30,800	\$ 30,950
Capital - New				
Technologies	\$ 18,122	\$ 15,224	\$ 15,000	\$ 25,000
Total Capital - New	\$ 18,122	\$ 15,224	\$ 15,000	\$ 25,000
Capital - Replacement				
Light Equipment	\$ 9,852	\$ 10,300	\$ 10,000	\$ 10,000
Total Capital - Replacement	\$ 9,852	\$ 10,300	\$ 10,000	\$ 10,000
Total Expenses	\$ 8,863,605	\$ 9,865,774	\$ 9,810,075	\$ 11,240,269

Fire-EMS Department

Fire-EMS Department

Departmental Mission Statement: To provide for the public safety needs of our community with skill and compassion.

Fire-EMS – Fire Prevention Division

1. **Goal:** *To reduce the number of fires in the community.*
 1. Objective: To decrease the total number of fires in Casper by 5%.
2. **Goal:** *To obtain professional fire inspector and fire investigator certifications for fire prevention staff members.*
 1. Objective: To obtain IAAI, CFI and ICC certifications for 100% of fire prevention staff .
3. **Goal:** *To create a more efficient fire inspection process for use in the field.*
 1. Objective: To reduce administrative support of field fire inspections.
 2. Objective: To eliminate paper inspection forms used in the field by fire prevention staff.
 - 3.

Fire-EMS – Training Division

1. **Goal:** *To increase supervisory and leadership skill sets in department personnel.*
 1. Objective: To implement a formal Company Officer Development Program for all Captains and Engineers.

Fire-EMS – Operations Division

1. **Goal:** *To ensure that all apparatus and vehicles are maintained in readiness condition.*
 1. Objective: To reduce apparatus and vehicle “Out of Service” status by 10%.

Highlights from FY 2008: The mission of the Casper Fire-EMS Department is “To respond to the public safety needs of the community with skill and compassion.” During FY08 to date, the department has responded to 5,279 calls for service. EMS/Rescue incidents have accounted for the majority of calls for service. Of the 5,279 total calls, 3,828 have been EMS/Rescue incidents. The majority of the department’s FY08 goals focused on strategic planning. The strategic planning document will be completed by the end of June, 2008. In addition to the strategic planning, all department members have successfully completed new National Pro-Board Firefighter I and Firefighter II certifications; the training division has developed curriculum for a new Company Officer Development program; the department has reduced its physical fitness injuries by 15% and has also implemented a new physical fitness testing process for fire prevention division staff members.

Highlights for FY 2009: This budget reflects the 6.5% Cost of Living Adjustment and the one-time \$650 bonus per platoon staff negotiated for FY 2009.

Fire

Fire Staffing Summary			
	FY 2007	FY 2008	FY 2009
Full Time Positions			
Sworn			
Fire Chief	1	1	1
Fire Division Chief	3	3	3
Fire Shift Commander	3	3	3
Fire Captain	15	15	15
Fire Engineer	21	21	21
Fire Prevention Officer II	3	4	4
Firefighter	27	27	27
Total Sworn	73	74	74
Non-Sworn			
Administrative Secretary	1	1	1
Secretary II	1	1	1
Total Non-Sworn	2	2	2
Total	75	76	76
Part Time Employees (Budget)	\$ -	\$ -	\$ -

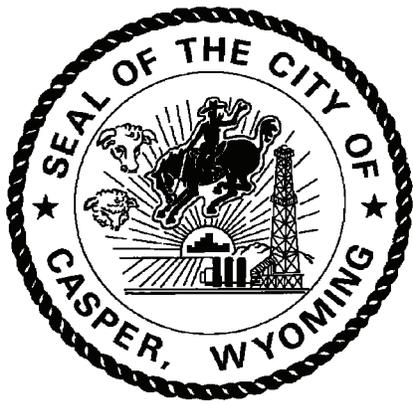
Fire Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 5,720,589	\$ 5,725,149	\$ 5,840,957	\$ 6,254,307
Contractual Services	584,473	640,304	614,521	656,156
Materials & Supplies	182,315	192,850	182,850	187,850
Other	1,834	1,835	1,835	1,835
Capital	37,733	33,500	43,500	57,500
Total Expenditures	\$ 6,526,944	\$ 6,593,638	\$ 6,683,663	\$ 7,157,648

**FY 2009 Budget
(Budget Basis)
Fire**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 3,671,760	\$ 3,852,085	\$ 3,794,423	\$ 4,167,589
Overtime	563,148	250,000	450,000	300,000
Overtime - Scheduled	138,813	315,000	271,000	328,222
Holiday Pay	77,012	107,650	105,000	97,118
Total Salaries & Wages	\$ 4,450,733	\$ 4,524,735	\$ 4,620,423	\$ 4,892,929
Other Pay				
Education Pay	\$ 720	\$ 720	\$ 720	\$ -
Supplemental Pay	-	1,000	2,500	45,500
Disability Leave Buy-Back	5,822	8,278	8,278	9,359
Accrued Leave Payoff	54,548	38,000	23,000	38,000
Phone Allowance	-	-	-	6,500
Total Other Pay	\$ 61,090	\$ 47,998	\$ 34,498	\$ 99,359
Benefits				
Health Insurance	\$ 537,720	\$ 551,911	\$ 551,911	\$ 647,400
Life Insurance	7,413	7,893	7,893	7,893
Disability Insurance	2,518	2,732	2,732	2,732
FICA/Medicare Tax	57,170	59,055	58,000	59,055
Retirement Contributions	495,972	455,621	487,000	474,611
Workers' Compensation	107,973	75,204	78,500	70,328
Total Benefits	\$ 1,208,766	\$ 1,152,416	\$ 1,186,036	\$ 1,262,019
Total Personnel	\$ 5,720,589	\$ 5,725,149	\$ 5,840,957	\$ 6,254,307

**FY 2009 Budget
(Budget Basis)
Fire**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Medical Testing Services	\$ 35,147	\$ 34,500	\$ 34,500	\$ 34,500
Water	9,810	10,560	10,300	10,560
Energy - Electricity	16,362	18,000	18,000	18,000
Energy - Natural Gas	17,233	15,000	15,000	15,000
Equipment Repairs	41,388	54,670	55,170	58,000
Office Machine Repairs	3,816	3,300	3,300	-
Maintenance Agreements	11,423	15,602	15,602	15,602
Insurance & Bonds	20,840	22,923	22,923	25,216
Telecommunications	45,609	35,160	42,500	30,000
Postage/Shipping	2,092	1,700	1,700	1,700
Advertising	903	500	500	500
Printing/Reproduction	6,404	6,800	6,000	6,800
Travel	14,602	20,900	20,900	20,900
Training	29,310	31,000	-	41,000
Interdepartmental Services	326,784	363,689	363,689	375,378
Other Contractual	-	3,000	1,437	-
Association Dues	2,750	3,000	3,000	3,000
Total Contractual Services	\$ 584,473	\$ 640,304	\$ 614,521	\$ 656,156
Materials & Supplies				
Office Supplies	\$ 5,138	\$ 5,500	\$ 5,500	\$ 5,500
Operational Supplies	87,593	101,500	91,500	96,500
Other Materials & Supplies	1,367	-	-	-
Uniforms	51,086	49,610	49,610	49,610
Custodial Supplies	12,163	14,880	14,880	14,880
Photo Supplies	839	-	-	-
Safety Equipment/Supplies	1,916	2,000	2,000	2,000
Training Supplies	22,213	19,360	19,360	19,360
Total Materials & Supplies	\$ 182,315	\$ 192,850	\$ 182,850	\$ 187,850
Other Expenses				
Principal Payments/Debt Service	\$ 1,834	\$ 1,835	\$ 1,835	\$ 1,835
Total Other Expenses	\$ 1,834	\$ 1,835	\$ 1,835	\$ 1,835
Capital - New				
Light Equipment	\$ 24,455	\$ 22,500	\$ 32,500	\$ 32,500
Technologies	13,278	11,000	11,000	25,000
Total Capital - New	\$ 37,733	\$ 33,500	\$ 43,500	\$ 57,500
Total Expenses	\$ 6,526,944	\$ 6,593,638	\$ 6,683,663	\$ 7,157,648



Engineering Division

Engineering Division

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

- 1. Goal:** *To increase management efficiencies of capital project productions.*
 1. Objective: To achieve 100% compliance with capital project tracking duties, responsibilities, and deadlines in 2008.
 2. Objective: To identify and program all 2009 City capital improvement projects by August 10, 2008.
- 2. Goal:** *To maintain Engineering Division's proactive approach to changing technologies within the construction industry.*
 1. Objective: To explore the possibility of a design/build project production by December 31, 2008.
 2. Objective: To produce updated standard professional services and construction document formats by December 31, 2008.
- 3. Goal:** *To increase the use of GIS as a tool for the Engineering Division.*
 1. Objective: To establish a basic proficiency of ARC GIS with select Engineering staff by December 21, 2008.
 2. Objective: To establish a system to store, view, manipulate and distribute capital improvement project information by December 31, 2008.
- 4. Goal:** *To increase new development and re-development coordination with the Community Development Department.*
 1. Objective: To establish a formalized internal process to address and communicate subdivision and site plan comments to Community Development Department and developers by August 1, 2008.

Highlights from FY 2008: Numerous capital improvement projects and private developments challenged the Engineering Division resources throughout FY08. Capital projects included improvements at the Balefill, water main replacements, Zone 2 water transmission extensions, wastewater treatment plant improvements, various parks facility improvements, cemetery fencing upgrades, and electrical upgrades at the Events Center. Design efforts for the Eastdale Drainage and Ft. Casper Phase II projects were performed for construction programmed in FY09. Oversight was provided on large developments such as Prairie Park, Falcon Crest II-IV, Mesa No. 5 Additions, and the eastside McMurry area.

Highlights for FY 2009: This budget is status quo except for an increase in technologies for more sensitive GPS surveying equipment.

Engineering

Engineering Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Administrative Analyst	1	1	1	
Administrative Secretary	1	1	1	
Associate Engineer	3	3	3	
City Engineer	1	1	1	
City Surveyor	1	1	1	
Engineering Technician II	2	2	2	
Public Services Director	1	1	1	
Secretary II	1	1	1	
Senior Engineering Technician	2	2	2	
Total	13	13	13	
Part Time Employees (Budget)	\$ 8,396	\$ 12,600	\$ 13,419	

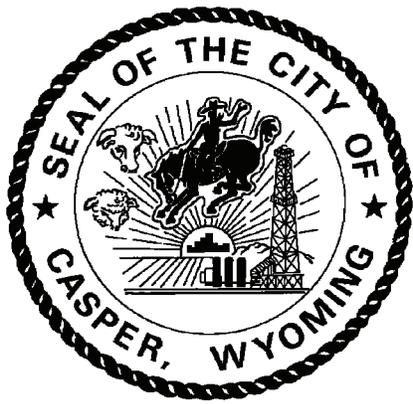
Engineering Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 1,006,266	\$ 1,070,743	\$ 1,081,532	\$ 1,116,530
Contractual Services	105,058	104,384	131,654	118,949
Materials & Supplies	19,157	13,867	14,386	13,867
Capital	8,476	6,000	7,334	40,000
Total Expenditures	\$ 1,138,957	\$ 1,194,994	\$ 1,234,906	\$ 1,289,346

**FY 2009 Budget
(Budget Basis)
Engineering**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 762,009	\$ 796,509	\$ 796,509	\$ 841,626
Part Time	8,396	12,600	9,258	13,419
Overtime	1,800	2,172	2,172	2,250
Total Salaries & Wages	\$ 772,205	\$ 811,281	\$ 807,939	\$ 857,295
Other Pay				
Standby Time	\$ 3,609	\$ 4,605	\$ 4,602	\$ 4,260
Supplemental Pay	-	6,500	6,500	-
Disability Leave Buy-Back	6,694	8,300	8,300	4,500
Accrued Leave Payoff	-	-	14,134	-
Phone Allowance	-	-	-	2,940
Total Other Pay	\$ 10,303	\$ 19,405	\$ 33,536	\$ 11,700
Benefits				
Health Insurance	\$ 95,076	\$ 104,616	\$ 104,616	\$ 105,888
Life Insurance	1,366	1,650	1,650	1,560
Disability Insurance	4,657	5,058	5,058	5,047
FICA/Medicare Tax	56,603	63,547	63,547	66,482
Retirement Contributions	48,957	51,584	51,584	54,378
Workers' Compensation	17,099	13,602	13,602	14,180
Total Benefits	\$ 223,758	\$ 240,057	\$ 240,057	\$ 247,535
Total Personnel	\$ 1,006,266	\$ 1,070,743	\$ 1,081,532	\$ 1,116,530
Contractual Services				
Engineering Services	\$ -	\$ 6,000	\$ 2,731	\$ 3,000
Insurance & Bonds	7,250	7,975	7,975	8,773
Telecommunications	6,951	7,320	7,320	5,000
Postage/Shipping	1,546	2,500	2,500	2,500
Printing/Reproduction	1,927	2,000	2,000	2,000
Travel	4,561	10,000	10,000	10,000
Training	6,801	8,000	6,494	8,000
Interdepartmental Services	14,088	17,589	17,589	16,176
Other Contractual	58,811	39,500	71,484	60,000
Association Dues	3,123	3,500	3,561	3,500
Total Contractual Services	\$ 105,058	\$ 104,384	\$ 131,654	\$ 118,949

**FY 2009 Budget
(Budget Basis)
Engineering**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 13,857	\$ 7,867	\$ 7,867	\$ 7,500
Operational Supplies	2,272	2,300	2,300	2,667
Other Materials & Supplies	1,439	1,500	1,500	1,500
Books, Periodicals, Maps	1,106	1,200	1,719	1,200
Safety Equipment/Supplies	483	1,000	1,000	1,000
Total Materials & Supplies	\$ 19,157	\$ 13,867	\$ 14,386	\$ 13,867
Capital - New				
Technologies	\$ 8,476	\$ 6,000	\$ 7,334	\$ 40,000
Total Capital - New	\$ 8,476	\$ 6,000	\$ 7,334	\$ 40,000
Total Expenses	\$ 1,138,957	\$ 1,194,994	\$ 1,234,906	\$ 1,289,346



Streets

Streets Division

Mission Statement: To maintain city streets and storm sewers.

1. Goal: *To increase our understanding of how to give “the most emphasis” to maintenance of City streets as requested in the Casper Citizen Survey.*

1. Objective: To establish a program for citizen reporting of pavement issues including potholes and snow and ice removal by July 31, 2008.
2. Objective: To repair 100% of potholes within 48 hours of being reported.
3. Objective: To establish a priority for creating GIS coverage for potholes by August 31, 2008
4. Objective: To implement a cost effective pavement management plan that incorporates pavement management software and streets supervisor’s visual inspections by September 30, 2008.
5. Objective: To prepare a survey instrument and determine method of collecting citizen input to identify street maintenance issues by August 31, 2008

2. Goal: *To maintain existing snow removal operations while limiting cost increases.*

1. Objective: To re-evaluate current snow removal operations and the impact of future community development on it by September 30, 2008.

3. Goal: *To increase the ability to produce accurate reports necessary for effectively maintaining and budgeting for City streets.*

1. Objective: To work with IT to develop necessary reporting from current work order system by September 1, 2008.
2. Objective: To maintain an accurate equipment charge out rate in the work order system.

4. Goal: *To increase compliance with Phase II Stormwater rules and regulations.*

1. Objective: To achieve 100% compliance with the Stormwater Phase II regulations within 180 days of issuance of permit by DEQ.
2. Objective: To develop a plan by October 1, 2008 to achieve compliance with NPDES Phase II requirements.
3. Objective: To investigate, implement and promote the Illicit Discharge Program so that reports of illegal dumping can be reported to the stormwater hot line by June 30, 2008.
4. Objective: To develop and prioritize a water quality testing program of the influent and outfall fluent to determine the water quality issues within the Casper jurisdictional area.

Highlights from FY 2008: The Street Section of the Street Division swept 13,457 miles of streets and spent 11,864 hours on snow and ice control using 1,406 more tons of ice slicer than in 2006. More potholes were patched requiring 26% more patching materials, eleven miles of streets were repaved by Street crews, and another eleven miles of streets were repaired by the same crews. Nearly 2,000 catch basins, 3,000 feet of storm pipe, and 3,500 feet of drainage ditches were cleaned. Despite increased efforts throughout the last seven years to address the maintenance of city streets, citizen survey satisfaction rates continue to decline.

Highlights for FY 2009: Material costs, such as hot mix for the repair of streets, have increased significantly in this function. These increased costs are reflected in the budget. The decrease in the Program & Project line in the budget reflects a reallocation of the part-time personnel costs of the Storm Water program to personnel line items. The remaining balance of Program & Projects is for the non-personnel costs of the Storm Water program.

Streets

Streets Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
Street Supervisor		3	3	3
Infrastructure Maintenance Coordinator		1	1	1
Equipment Operator I		11	11	11
Equipment Operator II		14	14	14
Total		29	29	29
Part Time Employees (Budget)		\$ 28,976	\$ 59,325	\$ 65,893

Streets Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
Personnel	\$	1,980,740	\$ 2,165,714	\$ 2,194,529	\$ 2,318,971
Contractual Services		725,632	741,131	738,993	760,203
Materials & Supplies		716,784	713,700	791,600	811,700
Other		51,508	86,990	40,000	36,000
Capital		-	-	-	4,200
Total Expenditures	\$	3,474,664	\$ 3,707,535	\$ 3,765,122	\$ 3,931,074

**FY 2009 Budget
(Budget Basis)
Streets**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 1,354,395	\$ 1,434,272	\$ 1,434,272	\$ 1,539,319
Part Time	28,976	59,325	59,325	65,893
Overtime	143,256	150,000	178,000	165,000
Total Salaries & Wages	\$ 1,526,627	\$ 1,643,597	\$ 1,671,597	\$ 1,770,212
Other Pay				
Supplemental Pay	\$ -	\$ 14,500	\$ 14,720	\$ 1,440
Disability Leave Buy-Back	8,105	8,500	9,095	10,000
Accrued Leave Payoff	5,740	-	-	-
Phone Allowance	-	-	-	1,500
Total Other Pay	\$ 13,845	\$ 23,000	\$ 23,815	\$ 12,940
Benefits				
Health Insurance	\$ 197,268	\$ 238,464	\$ 238,464	\$ 255,120
Life Insurance	2,878	3,067	3,067	2,916
Disability Insurance	8,374	9,958	9,958	12,267
FICA/Medicare Tax	111,195	127,487	127,487	136,412
Retirement Contributions	84,260	90,475	90,475	97,367
Workers' Compensation	36,293	29,666	29,666	31,737
Total Benefits	\$ 440,268	\$ 499,117	\$ 499,117	\$ 535,819
Total Personnel	\$ 1,980,740	\$ 2,165,714	\$ 2,194,529	\$ 2,318,971
Contractual Services				
Equipment Rental	\$ 3,952	\$ 5,000	\$ 4,750	\$ 5,000
Insurance & Bonds	15,586	17,144	17,144	18,859
Telecommunications	3,634	2,500	4,000	3,000
Radio	1,999	2,000	2,200	2,000
Printing/Reproduction	360	2,000	1,822	2,000
Travel	232	5,000	6,800	5,000
Training	1,904	5,000	4,950	5,000
Interdepartmental Services	686,880	681,487	681,487	700,844
Balefill	20	10,000	4,890	7,500
Other Contractual	11,065	11,000	10,950	11,000
Total Contractual Services	\$ 725,632	\$ 741,131	\$ 738,993	\$ 760,203
Materials & Supplies				
Office Supplies	\$ 2,480	\$ 2,500	\$ 2,500	\$ 2,500
Operational Supplies	35,614	35,000	35,000	35,000
Other Materials & Supplies	62,679	60,000	58,950	60,000
Uniforms	9,418	12,000	11,850	12,000
Books, Periodicals, Maps	1,500	1,500	1,800	1,500

**FY 2009 Budget
(Budget Basis)
Streets**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies Cont.				
Safety Equipment/Supplies	\$ 2,550	\$ 2,700	\$ 3,000	\$ 2,700
Storm Sewer Supplies	2,557	3,000	4,000	6,000
Small Tools & Supplies	9,738	10,000	8,650	10,000
Base Course	29,804	42,000	37,850	42,000
Hot Mix	249,773	270,000	269,000	300,000
Concrete	31,473	35,000	40,000	40,000
Ice Control Supplies	279,198	240,000	319,000	300,000
Total Materials & Supplies	\$ 716,784	\$ 713,700	\$ 791,600	\$ 811,700
Other Expenses				
Programs & Projects	\$ 51,508	\$ 86,990	\$ 40,000	\$ 36,000
Total Other Expenses	\$ 51,508	\$ 86,990	\$ 40,000	\$ 36,000
Capital - Replacement				
Technologies	\$ -	\$ -	\$ -	\$ 4,200
Total Capital - Replacement	\$ -	\$ -	\$ -	\$ 4,200
Total Expenses	\$ 3,474,664	\$ 3,707,535	\$ 3,765,122	\$ 3,931,074

Traffic

Traffic Section

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

1. **Goal:** *To increase the effectiveness of the current lane marking operation.*
 1. Objective: To perform lifecycle cost analysis on lane marking options by March 31, 2009.
2. **Goal:** *To increase the energy efficiency and visibility of all signalized intersections.*
 1. Objective: To establish a plan for upgrading current incandescent traffic signal bulbs to cost effective LED's and replacing eight inch heads with twelve inch heads by September 30, 2008.
 2. Objective: To establish a program for upgrading signal poles to meet the federal standards of a traffic signal head for each vehicle lane.

Highlights from FY 2008: The Traffic Section of the Street Division continued efforts to enhance signals, pavement markings, and walkability. Incandescent lamps in signals were changed to light emitting diodes (LED) in eight signalized intersections for better visibility, reduced maintenance, and energy efficiency. Conversion to new traffic signal operating software is nearly complete. Pavement markings (996,952 feet) were repainted three times during the summer months to keep up to code. In addition, 28 lane use symbols were ground off and replaced, three bike lanes were added to the existing two bike lanes, and six additional crosswalks were added to the already existing 244.

Highlights for FY 2009: The increase in this budget reflects increase electricity use for additional street lighting and traffic lights, as well as an expected increase in rates. Electricity is the single highest cost for this cost center.

Traffic

Traffic Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
	Traffic Maintenance Supervisor	1	1	1
	Traffic Technician II	4	4	4
	Signal Electrical Tech II	1	1	1
	Total	6	6	6
Part Time Employees (Budget)		\$ 29,265	\$ 60,385	\$ 43,452

Traffic Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
	Personnel	\$ 418,918	\$ 477,650	\$ 432,306	\$ 479,529
	Contractual Services	656,622	629,325	656,411	717,501
	Materials & Supplies	174,033	194,000	191,932	193,700
	Capital	3,124	-	-	-
	Total Expenditures	\$ 1,252,697	\$ 1,300,975	\$ 1,280,649	\$ 1,390,730

**FY 2009 Budget
(Budget Basis)
Traffic**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 271,309	\$ 287,775	\$ 264,003	\$ 297,409
Part Time	29,265	60,385	42,800	43,452
Overtime	29,397	27,000	22,000	27,000
Total Salaries & Wages	\$ 329,971	\$ 375,160	\$ 328,803	\$ 367,861
Other Pay				
Supplemental Pay	\$ -	\$ 3,250	\$ 3,490	\$ 720
Disability Leave Buy-Back	1,525	1,600	2,523	2,800
Accrued Leave Payoff	-	-	-	2,135
Phone Allowance	-	-	-	720
Total Other Pay	\$ 1,525	\$ 4,850	\$ 6,013	\$ 6,375
Benefits				
Health Insurance	\$ 34,728	\$ 39,360	\$ 39,360	\$ 47,448
Life Insurance	599	702	702	677
Disability Insurance	1,635	1,989	1,989	2,307
FICA/Medicare Tax	24,514	29,191	29,191	28,698
Retirement Contributions	17,268	18,058	18,058	18,585
Workers' Compensation	7,976	6,790	6,790	6,678
Clothing Allowance	702	1,550	1,400	900
Total Benefits	\$ 87,422	\$ 97,640	\$ 97,490	\$ 105,293
Total Personnel	\$ 418,918	\$ 477,650	\$ 432,306	\$ 479,529
Contractual Services				
Water	\$ 11	\$ 200	\$ 200	\$ 500
Energy - Electricity	554,076	525,000	554,000	615,000
Equipment Repairs	-	1,000	500	1,000
Underpass	3,354	300	380	500
Equipment Rental	2,052	2,000	1,900	2,000
Insurance & Bonds	9,924	10,917	10,917	12,008
Telecommunications	7,262	7,000	6,400	7,480
Radio	645	1,000	300	1,000
Travel	4,130	3,500	4,500	3,500
Training	3,667	3,500	2,700	3,500
Interdepartmental Services	47,556	42,093	42,093	40,013
Other Contractual	19,588	26,815	25,239	25,000
Electrical Repairs	4,357	6,000	7,282	6,000
Total Contractual Services	\$ 656,622	\$ 629,325	\$ 656,411	\$ 717,501

**FY 2009 Budget
(Budget Basis)
Traffic**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 3,896	\$ 4,000	\$ 3,980	\$ 4,000
Operational Supplies	17,958	24,000	23,971	20,000
Other Materials & Supplies	11,310	12,000	11,991	12,000
Uniforms	311	500	450	1,100
Safety Equip & Supplies	454	500	700	600
Paint & Sign Supplies	98,161	110,000	109,100	110,000
Small Tools & Supplies	1,993	2,000	1,700	2,000
Traffic Signal Supplies	36,557	37,000	36,790	40,000
Traffic Survey Supplies	3,393	4,000	3,250	4,000
Total Materials & Supplies	\$ 174,033	\$ 194,000	\$ 191,932	\$ 193,700
Capital - New				
Technologies	\$ 3,124	\$ -	\$ -	\$ -
Total Capital - New	\$ 3,124	\$ -	\$ -	\$ -
Total Expenses	\$ 1,252,697	\$ 1,300,975	\$ 1,280,649	\$ 1,390,730



Cemetery

Cemetery

Mission Statement: To provide interment services at Highland Park Cemetery.

Goals: The Cemetery work group is a subsection of the Parks Division. The goals for this work area are the same as the goals for the division overall. (The Parks Division goals are printed in the following section of this document.)

Highlights from FY 2008: Highland Cemetery had 104 interments (a slight increase) with approximately 48% being inurnments. A steady inurnments increase is projected, which will affect future expansion plans for the cemetery. Completion of the first of three phases of the wrought iron perimeter fencing project significantly enhanced the grounds. Phase II is underway and will include a new main gate off 12th Street. This will give direct access to the newest cemetery sections and work well with the new office and operations building at 12th and Lowell Streets—a vacant City building assigned to the cemetery and currently being remodeled.

Highlights for FY 2009: This is a status quo budget that is essentially unchanged from FY 2008.

Cemetery

Cemetery Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
	Cemetery Supervisor	1	1	1
	Equipment Operator I	2	2	2
	Total	3	3	3
Part Time Employees (Budget)		\$ 68,391	\$ 85,619	\$ 91,184

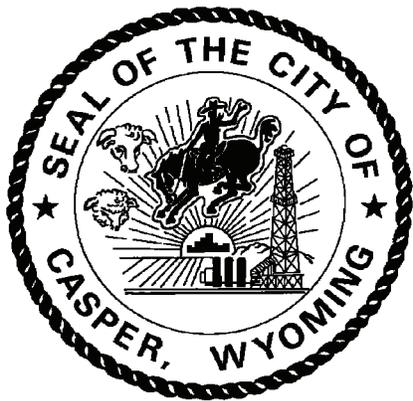
Cemetery Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
	Personnel	\$ 290,646	\$ 316,369	\$ 304,661	\$ 340,899
	Contractual Services	108,849	127,441	104,257	124,472
	Materials & Supplies	13,773	18,400	16,075	18,600
	Capital	-	5,000	-	1,500
	Total Expenditures	\$ 413,268	\$ 467,210	\$ 424,993	\$ 485,471

**FY 2009 Budget
(Budget Basis)
Cemetery**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 145,628	\$ 151,596	\$ 151,140	\$ 161,443
Part Time	68,391	85,619	71,636	91,184
Overtime	16,378	15,000	16,000	16,000
Total Salaries & Wages	\$ 230,397	\$ 252,215	\$ 238,776	\$ 268,627
Other Pay				
Supplemental Pay	\$ -	\$ 2,250	\$ 3,950	\$ 1,700
Disability Leave Buy-Back	1,163	1,200	-	1,200
Phone Allowance	-	-	-	480
Total Other Pay	\$ 1,163	\$ 3,450	\$ 3,950	\$ 3,380
Benefits				
Health Insurance	\$ 17,364	\$ 19,104	\$ 19,104	\$ 20,436
Life Insurance	299	363	311	325
Disability Insurance	854	1,065	750	1,182
FICA/Medicare Tax	17,010	19,999	18,614	21,609
Retirement Contributions	9,385	9,772	9,508	9,862
Unemployment Compensation	8,981	5,300	9,200	10,000
Workers' Compensation	5,193	4,651	4,248	5,028
Clothing Allowance	-	450	200	450
Total Benefits	\$ 59,086	\$ 60,704	\$ 61,935	\$ 68,892
Total Personnel	\$ 290,646	\$ 316,369	\$ 304,661	\$ 340,899
Contractual Services				
Water	\$ 75,869	\$ 86,500	\$ 70,000	\$ 80,000
Energy - Electricity	1,200	1,800	1,200	1,800
Energy - Natural Gas	3,233	3,000	2,750	3,500
Insurance & Bonds	2,665	2,932	2,932	3,225
Telecommunications	338	740	556	600
Training	2,288	2,750	600	2,500
Interdepartmental Services	23,256	24,719	24,719	30,847
Other Contractual	-	5,000	1,500	2,000
Total Contractual Services	\$ 108,849	\$ 127,441	\$ 104,257	\$ 124,472
Materials & Supplies				
Operational Supplies	\$ 538	\$ 1,600	\$ 800	\$ 1,800
Other Materials & Supplies	12,909	16,000	14,600	16,000
Uniforms	-	500	475	500
Safety Equipment/Supplies	326	300	200	300
Total Materials & Supplies	\$ 13,773	\$ 18,400	\$ 16,075	\$ 18,600

**FY 2009 Budget
(Budget Basis)
Cemetery**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital - New				
Technologies	\$ -	\$ 5,000	\$ -	\$ 1,500
Total Capital - New	\$ -	\$ 5,000	\$ -	\$ 1,500
Total Expenses	\$ 413,268	\$ 467,210	\$ 424,993	\$ 485,471



Fort Caspar Museum and Historic Site

Fort Caspar Museum and Historic Site

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

- 1. Goal:** *To increase the Fort Caspar Museum educational opportunities for youth, schools, and adults during the FY09 budget year.*
 1. Objective: To develop 6 educational programs, or events, that target youth, schools, and adults during the FY09 budget year.
- 2. Goal:** *To maintain the accepted professional standards for the care and maintenance of museum collections.*
 1. Objective: To complete the physical inventory of the museum collection by December 30, 2008.
 2. Objective: To finish inputting and editing collection objects into PastPerfect Software by June 20, 2009.
 3. Objective: To install compactor storage units and open shelf storage units in the museum and carriage shed.
- 3. Goal:** *To maintain the scholarly work performed by the museum staff.*
 1. Objective: To publish the 5th museum sponsored book related to the history of Fort Caspar by June 30, 2009.
- 4. Goal:** *To install two temporary exhibits that complement the permanent museum gallery.*
 1. Objective: To complete the installation of the first exhibit in the temporary gallery space by November 15, 2008.
 2. Objective: To complete the installation of the second exhibit in the temporary gallery space by April 15, 2009.
- 5. Goal:** *To complete furnishing of telegraph rooms in the fort building.*
 1. Objective: To develop furnishing plan and install exhibit for telegraph store room by June 1, 2009.

Highlights from FY 2008: Fort Caspar Museum educates 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. To that end, the Phase II expansion of the museum exhibit, storage, multipurpose, and classroom areas is complete; and educational programming and public visitations are on the rise. Today the museum staff consists of four full time personnel: a Museum Manager, Curator of Collections, Curator of Education, and a Secretary; assisted by interns, part time staff, and volunteers to assist in accomplishing these goals.

Highlights for FY 2009: This budget includes the printing of materials for the Historic Walking Tour funded by a grant and building expenditures for dobbing various parts of the fort structure.

Capital increase of \$25,000 for Visitor Signage and Pathway improvements (\$6,000), Carriage House Storage Shelving (\$3,000) and \$16,000 for Classroom AV Equipment/Furnishings

Fort Caspar

Fort Caspar Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
Museum Manager		1	1	1
Museum Curator		1	2	2
Secretary II		1	1	1
Total		3	4	4
Part Time Employees (Budget)		\$ 23,040	\$ 33,160	\$ 33,015

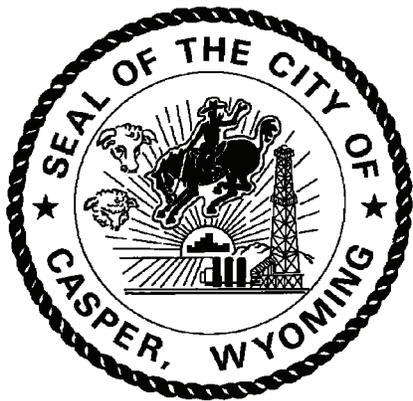
Fort Caspar Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures					
Personnel	\$	217,855	\$ 302,285	\$ 290,990	\$ 315,116
Contractual Services		67,186	85,009	84,509	101,653
Materials & Supplies		29,227	55,400	46,900	54,300
Other		3,694	5,300	4,700	5,200
Capital		17,602	36,220	34,220	44,500
Total Expenditures		\$ 335,564	\$ 484,214	\$ 461,319	\$ 520,769

**FY 2009 Budget
(Budget Basis)
Fort Caspar**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 132,779	\$ 187,551	\$ 180,551	\$ 205,525
Part Time	23,040	33,160	30,660	33,015
Overtime	3,395	7,500	7,500	5,700
Holiday Pay	185	300	305	350
Total Salaries & Wages	\$ 159,399	\$ 228,511	\$ 219,016	\$ 244,590
Other Pay				
Supplemental Pay	\$ -	\$ 1,750	\$ 1,500	\$ -
Disability Leave Buy-Back	2,246	3,000	2,337	3,000
Accrued Leave Payoff	9,199	-	-	-
Phone Allowance	-	-	-	480
Total Other Pay	\$ 11,445	\$ 4,750	\$ 3,837	\$ 3,480
Benefits				
Health Insurance	\$ 22,464	\$ 34,872	\$ 34,872	\$ 31,272
Life Insurance	281	483	483	411
Disability Insurance	740	1,242	1,242	1,399
FICA/Medicare Tax	12,538	17,655	17,165	18,163
Retirement Contributions	7,744	11,257	10,860	12,188
Workers' Compensation	3,244	3,515	3,515	3,613
Total Benefits	\$ 47,011	\$ 69,024	\$ 68,137	\$ 67,046
Total Personnel	\$ 217,855	\$ 302,285	\$ 290,990	\$ 315,116
Contractual Services				
Water	\$ 2,011	\$ 1,750	\$ 2,000	\$ 2,000
Energy - Electricity	7,902	10,000	10,000	10,000
Energy - Natural Gas	6,978	7,000	7,000	7,000
Maintenance Agreements	540	540	540	540
Alarm	2,076	1,700	1,700	1,700
Insurance & Bonds	4,552	5,007	5,007	5,508
Telecommunications	1,701	2,500	2,000	2,250
Postage/Shipping	436	850	600	650
Advertising	5,505	5,500	5,500	5,500
Printing/Reproduction	1,638	1,600	1,600	6,600
Travel	4,366	4,150	4,150	4,600
Training	710	1,000	1,000	1,000
Interdepartmental Services	17,976	22,403	22,403	22,755
Admin/Mgmt Fees	-	7,809	7,809	14,705
Other Contractual	10,795	13,200	13,200	16,845
Total Contractual Services	\$ 67,186	\$ 85,009	\$ 84,509	\$ 101,653

**FY 2009 Budget
(Budget Basis)
Fort Caspar**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 770	\$ 900	\$ 900	\$ 1,000
Operational Supplies	1,939	2,300	2,300	2,300
Other Materials & Supplies	50	200	200	200
Uniforms	852	500	500	500
Safety Equipment/Supplies	193	1,000	1,000	800
Resale Supplies	24,647	43,500	35,000	42,500
Artifacts	263	5,000	5,000	5,000
Caspar Collins Day Supplies	-	1,200	1,200	1,200
Living History Supplies	513	800	800	800
Total Materials & Supplies	\$ 29,227	\$ 55,400	\$ 46,900	\$ 54,300
Other Expenses				
Programs & Projects	\$ 949	\$ 1,200	\$ 1,200	\$ 1,200
Sales Tax	2,745	4,100	3,500	4,000
Total Other Expenses	\$ 3,694	\$ 5,300	\$ 4,700	\$ 5,200
Capital - New				
Buildings	\$ 15,060	\$ 31,720	\$ 31,720	\$ 28,500
Improve Other Than Buildings	-	2,000	-	-
Technologies	2,542	2,500	2,500	16,000
Total Capital - New	\$ 17,602	\$ 36,220	\$ 34,220	\$ 44,500
Total Expenses	\$ 335,564	\$ 484,214	\$ 461,319	\$ 520,769



Parks

Parks Division

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

1. **Goal:** *To increase the appeal of special landscape areas and flower beds.*
 1. Objective: To increase the man-hours dedicated to special areas by 15%.
 2. Objective: To rebuild or recondition 10 special areas by October 2008.
 3. Objective: To increase the frequency of special area maintenance activities by September 2008.
 4. Objective: To increase the aesthetic appeal of the special areas by October 2009.
2. **Goal:** *To increase walkability throughout the community.*
 1. Objective: To add 5,000 lineal feet of trails, walks, and pathways to parks and greenways by December 2009.
 2. Objective: To add a total of 20 benches and lighting along two walks and paths by May 2009 to increase user comfort and sense of safety.
3. **Goal:** *To increase user input on individual facilities.*
 1. Objective: To establish annual meetings with special facilities user groups to discuss terms and conditions of leases and agreements and to discuss capital and maintenance needs by November 2008.
 2. Objective: To develop a facility planning process that addresses repair and maintenance activities of leased facilities, directs capital funds to the facilities with the greatest need by December 2008.
4. **Goal:** *To decrease the amount of potable water used to maintain plants, trees, shrubs, and turf in parks and public areas.*
 1. Objective: To develop a plan to use low water vegetation by December 2008.
 2. Objective: To develop a plan to more efficiently use water depending on soil types and amount of direct sun by December 2008.
5. **Goal:** *To decrease the amount of maintenance while improving the appearance of the rights-of-way.*
 1. Objective: To evaluate landscaping solutions that could include hardscape, grasses, or ground cover that require minimal mowing by May 2009.
 2. Objective: To reduce the acreage mowed in the highway rights-of-way by 50 acres by May 2009.
6. **Goal:** *To increase the number and health of trees in the urban forest.*
 1. Objective: To update the tree coverage database regarding tree condition by December 2008.
 2. Objective: To increase from 11% to 13% the number of trees in good to excellent condition by May 2010.
 3. Objective: To develop a program to protect existing trees by June 2009.

4. Objective: To remove 100 Russian olive trees in Crossroads Park and Amoco Park. Prune 50 of the trees that have been selected to remain along the North Platte River. Plant 15 appropriated replacement trees along the river by May 2009.
5. Objective: To plant trees to create shaded areas around three playgrounds by May 2009.

7. Goal: *To decrease the number of seasonal and part-time vacancies.*

1. Objective: To fill at least 90% of the seasonal and part-time vacancies.

Highlights from FY 2008: Parks Section of the Parks Division provided direction on a new skateboard park, and Field of Dreams Baseball Complex and constructed the Sedar Draw Trail. An important accomplishment was the hiring of a city forester to lead the new Urban Forestry Section, and a 17% increase over the average number of trees planted in recent years was realized with the planting of 310 trees. The outcome of a soil enhancement pilot project was significant water savings. Induction and LED lighting along the rail/trail and in Conwell Park have decreased energy costs and point to future opportunities in other locations.

Highlights from FY 2009: The reduction in this budget is due to a decrease in Program & Projects related to the Forestry program moving from start-up to operational status, as the FY 2008 budget included some one-time costs. Also, a Municipal Worker II position was reassigned to the Weed & Pest Fund to more accurately reflect this position's focus on weed and pest reduction activities.

Parks

Parks Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Parks Manager	1	1	1	
Parks Crew Supervisor	4	4	4	
Municipal Service Worker II	10	10	9	
Grounds Maint Technician II	1	1	1	
Equipment Operator II	1	1	1	
CEC Grounds Technician	1	1	1	
Secretary II	1	1	1	
Construction Maint Worker I	1	1	1	
Forester	-	1	1	
Parks and Recreation Technician	-	-	2	
Total	20	21	22	
Part Time Employees (Budget)	\$ 135,804	\$ 240,450	\$ 213,278	

Parks Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Personnel	\$ 1,414,513	\$ 1,680,255	\$ 1,569,097	\$ 1,721,390
Contractual Services	1,013,683	1,059,727	968,317	1,052,205
Materials & Supplies	95,703	129,358	121,600	173,700
Other	-	55,728	-	-
Capital	2,578	11,500	6,500	6,500
Total Expenditures	\$ 2,526,477	\$ 2,936,568	\$ 2,665,514	\$ 2,953,795

**FY 2009 Budget
(Budget Basis)
Parks**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 887,665	\$ 994,009	\$ 959,904	\$ 1,036,489
Part Time	135,804	240,450	165,000	213,278
Overtime	66,980	60,500	55,000	65,000
Total Salaries & Wages	\$ 1,090,449	\$ 1,294,959	\$ 1,179,904	\$ 1,314,767
Other Pay				
Supplemental Pay	\$ -	\$ 11,800	\$ 13,870	\$ 2,400
Disability Leave Buy-Back	11,859	15,000	11,100	15,000
Accrued Leave Payoff	13,798	-	24,072	-
Car Allowances	725	-	-	-
Phone Allowance	-	-	-	2,400
Total Other Pay	\$ 26,382	\$ 26,800	\$ 49,042	\$ 19,800
Benefits				
Health Insurance	\$ 129,804	\$ 154,104	\$ 154,104	\$ 185,304
Life Insurance	2,014	2,580	2,132	2,200
Disability Insurance	5,346	6,655	5,315	7,373
FICA/Medicare Tax	81,332	101,411	95,652	102,415
Retirement Contributions	53,315	64,668	56,468	62,848
Unemployment Compensation	58	2,000	-	1,000
Workers' Compensation	25,711	23,078	22,520	22,533
Deferred Compensation	102	850	300	-
Clothing Allowance	-	3,150	3,660	3,150
Total Benefits	\$ 297,682	\$ 358,496	\$ 340,151	\$ 386,823
Total Personnel	\$ 1,414,513	\$ 1,680,255	\$ 1,569,097	\$ 1,721,390

**FY 2009 Budget
(Budget Basis)
Parks**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Water	\$ 382,821	\$ 374,000	\$ 337,000	\$ 350,000
Energy - Electricity	95,694	110,000	100,000	115,000
Energy - Natural Gas	3,702	3,000	3,000	3,000
Equipment Rental	55,097	70,000	55,000	60,000
Insurance & Bonds	47,268	53,495	51,995	56,500
Telecommunications	11,706	12,000	11,300	9,600
Radio	640	1,750	640	1,750
Postage/Shipping	215	500	200	500
Travel	10,553	8,500	8,600	9,000
Training	4,969	10,000	6,500	11,000
Interdepartmental Services	380,736	397,482	377,482	411,355
Balefill	11,798	9,000	9,800	10,000
Other Contractual	8,484	10,000	6,800	14,500
Total Contractual Services	\$ 1,013,683	\$ 1,059,727	\$ 968,317	\$ 1,052,205
Materials & Supplies				
Office Supplies	\$ 3,983	\$ 5,000	\$ 3,000	\$ 5,000
Operational Supplies	7,261	8,000	10,500	13,000
Other Materials & Supplies	4,305	7,000	5,900	52,000
Uniforms	3,886	4,000	3,200	4,000
Safety Equipment/Supplies	2,910	3,200	3,100	3,200
Vehicle Supplies	1,518	2,500	1,900	2,000
Landscape Maintenance Supplies	8,835	26,454	25,000	25,000
I-25 Cleanup	9,643	14,704	14,000	14,000
Athletic Field Supplies	21,006	20,000	20,000	20,000
Irrigation Supplies	29,970	35,000	32,000	32,000
Small Tools & Supplies	2,386	3,500	3,000	3,500
Total Materials & Supplies	\$ 95,703	\$ 129,358	\$ 121,600	\$ 173,700
Other Expenses				
Programs & Projects	\$ -	\$ 55,728	\$ -	\$ -
Total Other Expenses	\$ -	\$ 55,728	\$ -	\$ -
Capital - New				
Technologies	\$ 2,578	\$ 11,500	\$ 6,500	\$ 6,500
Total Capital - New	\$ 2,578	\$ 11,500	\$ 6,500	\$ 6,500
Total Expenses	\$ 2,526,477	\$ 2,936,568	\$ 2,665,514	\$ 2,953,795

Transfers Out

Transfers Out

Transfers Out Highlights for FY 2009

Included in transfers out is the \$767,409 transfer to the Perpetual Care Fund needed to supplement the interest earnings of the Operations Account. Also included, is a \$125,000 transfer to the capital projects for additional funds for the Brattis Building (\$100,000) and the police substation (\$25,000). The Brattis Building was funded in the amount of \$300,000 in FY 2008 and the additional transfer in FY 2009 increases the budget for the Brattis Building to \$400,000

General Fund Transfers Out Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenditures				
Transfers Out	\$ 5,370,945	\$ 12,985,056	\$ 13,054,056	\$ 14,512,876
Total Expenditures	\$ 5,370,945	\$ 12,985,056	\$ 13,054,056	\$ 14,512,876

FY 2009 Budget (Budget Basis)

Transfers Out

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Expenses				
Transfers Out				
Capital Projects	\$ 1,594,979	\$ 7,884,623	\$ 7,884,623	\$ 8,659,970
Capital Equipment	-	530,000	530,000	506,300
Casper Recreation Center	530,964	576,556	576,556	557,858
Aquatics	-	257,231	257,231	282,355
Hogadon	277,668	312,281	321,281	307,800
Casper Events Center	-	-	-	-
Life Steps Campus	28,000	-	60,000	-
Transit Services (Formerly CATC)	390,888	415,811	415,811	397,658
Police Grants	20,004	80,000	80,000	62,056
Refuse Collection	-	210,200	210,200	-
Information Technology & GIS	595,548	639,257	639,257	714,482
Buildings & Grounds	209,739	185,693	185,693	245,746
Special Assessments - LAD Fund	-	-	-	458,488
Perpetual Care	553,511	576,878	576,878	889,525
Metro Animal Control	569,524	588,584	588,584	630,721
PSCC	580,020	697,654	697,654	726,512
City Hall	-	-	-	20,490
Central Garage	20,100	30,288	30,288	52,915
Total Transfers Out	\$ 5,370,945	\$ 12,985,056	\$ 13,054,056	\$ 14,512,876
Total Expenses	\$ 5,370,945	\$ 12,985,056	\$ 13,054,056	\$ 14,512,876

Capital Funds

Capital Projects
Capital Equipment
Optional One Cent #13

Capital Funds Consolidated

Capital Funds Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes	\$ 15,772,589	\$ 15,000,000	\$ 15,585,000	\$ 16,920,000
Miscellaneous	2,143,156	1,330,000	1,380,710	749,000
Capital Transfer In	8,656,948	19,991,900	17,069,022	25,227,497
Grants	1,858,077	345,103	285,882	1,127,037
Total Revenues	\$ 28,430,770	\$ 36,667,003	\$ 34,320,614	\$ 44,023,534
Expenditures				
Contractual Services	\$ 1,531,916	\$ 937,354	\$ 952,854	\$ 882,354
Capital	10,744,879	25,374,099	15,602,598	33,092,748
Transfers Out	13,281,699	16,529,697	15,337,853	16,927,931
Total Expenditures	\$ 25,558,494	\$ 42,841,150	\$ 31,893,305	\$ 50,903,033
Net All Capital Funds	\$ 2,872,276	\$ (6,174,147)	\$ 2,427,309	\$ (6,879,499)

Capital Projects

Capital Projects Fund

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

Capital Projects Highlights and Issues for FY 2009			
Project names	Use of Capital Project	Funding Source	Funding Amount
Investment Management Fees		Interest	\$ 12,000
Casper Events Center Roof	Cultural	1%#13	500,000
Nicolaysen Museum Roof	Cultural	1%#13	250,000
Casper Events Center Concessions	Cultural	General Fund	175,000
Casper Events Center Windows	Cultural	General Fund	75,000
Move Eastside Gateway Statute	Cultural	1%#13	74,000
Nicolaysen Museum Improvements	Cultural	General Fund	16,890
City Hall Addition and Master Plan	General Gov	General Fund	92,000
Payroll Time & Attendance Project	General Gov	General Fund	310,000
Planning Consulting	General Gov	General Fund	147,810
Sharepoint Project	General Gov	General Fund	12,500
Senior Study	General Gov	General Fund	2,500
Parking Garage Elevator Replacement	General Gov	General Fund	400,000
City Hall Cooling System	General Gov	General Fund	150,000
City Center Annex Remodeling	General Gov	General Fund	300,000
Roof Replacements- Misc.	General Gov	General Fund	50,000
Marathon building Concrete Repairs	General Gov	General Fund	100,000
Rails Trails Beverly St Underpass	Parks	1%#12	646,350
Park Improvements	Parks	1%#13	558,760
Rails Trails Beverly St. Underpass -TEAL	Parks	Federal Grant	500,000
Raw Water Irrigation Project	Parks	1%#12	157,037
Alta Vista Park	Parks	1%#12	118,177
Platte River Parkway	Parks	1%#12	98,552
Casper Legion Baseball	Parks	1%#13	86,509
Conwell Street Sidewalk/ Cemetery	Parks	General Fund	610,000
Fire Station #3 Replacement	Public Safety	General Fund	3,000,000
Public Safety Training Center- City Center	Public Safety	Federal Grant	470,000
Fire Station Renovations	Public Safety	General Fund	78,223
Fire Station Refurbish	Public Safety	General Fund	70,000
Parking Citation Software/Hardware	Public Safety	General Fund	43,000
Public Safety Community Sub-Station	Public Safety	General Fund	25,000
Municipal Court Software	Public Safety	General Fund	87,000
Brattis Building Remodel	Public Works	General Fund	400,000
Service Center Improvements	Public Works	1%#13	315,980
Environmental Audit	Public Works	General Fund	50,000
Senior Center Addition	Recreation	1%#13	2,100,000
Senior Center Addition	Recreation	Contributions	94,000
Leisure Services Bldg Improvements	Recreation	General Fund	595,000
Platte River Parkway	Recreation	1%#13	397,750
PV Pool Slide	Recreation	1%#13	350,000

Capital Projects Highlights and Issues for FY 2009 Cont.

Hogadon Waterline Extension	Recreation	1%#13	350,000
Ice Arena Improvements	Recreation	1%#13	300,000
Rec. Center Improvements	Recreation	1%#13	107,000
Hogadon Electrical Assessment	Recreation	General Fund	22,000
Casper Ice Arena Dasher Boards	Recreation	1%#12	4,000
Hogadon Admin. Building Roof Repl.	Recreation	General Fund	46,000
Leisure Services Parking Lot Improve.	Recreation	General Fund	400,000
Speedway Concession Stand Water	Recreation	General Fund	50,000
Mike Cedar Outdoor Pool Improvements	Recreation	General Fund	55,000
Stormwater Drainage Improve	Stormwater	General Fund	65,000
Stormwater Master plan	Stormwater	General Fund	610,000
Ft. Casper Neighborhood Improvements	Streets	1%#13	3,791,140
Ft. Casper Street, Water and Sewer	Streets	LAD	1,951,000
David Street Connection	Streets	1%#13	800,000
David Street Connection	Streets	General Fund	350,000
Yellowstone Highway	Streets	1%#13	1,000,000
Yellowstone Highway	Streets	General Fund	1,875,470
Misc Arterial & Collector Street Improve.	Streets	General Fund	600,000
Residential Streets	Streets	1%#13	561,600
Waterford Street Improvements	Streets	1%#12	400,000
Paradise Drive Reconstruction	Streets	1%#13	320,000
Walsh Drive Improvements	Streets	1%#13	200,000
Indian Paintbrush/CY Intersection	Streets	Contribution	70,000
Traffic Signals- New	Streets	General Fund	770,000
15th & Beverly Street intersection	Streets	General Fund	275,000
Traffic Signals- Existing LED Lighting	Streets	General Fund	91,500
Collectors and Arterials Repairs	Streets	General Fund	1,000,000
Residential Street Repairs materials Only	Streets	General Fund	200,000
Misc Bridge Repairs	Streets	General Fund	50,000
Traffic Markings- Inlaid Markings	Streets	General Fund	100,000
Variable Message Signs- Traffic Control/	Streets	General Fund	100,000
Walkability Improvements Sidewalks	Streets	General Fund	300,000
		All Projects	\$ 30,333,748

Capital Projects Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous	\$ 1,530,543	\$ 1,035,000	\$ 819,315	\$ 364,000
Capital Transfer In	7,280,948	17,078,900	14,156,022	22,931,197
Grants	1,760,389	345,103	266,072	1,127,037
Total Revenues	\$ 10,571,880	\$ 18,459,003	\$ 15,241,409	\$ 24,422,234
Expenditures				
Contractual Services	\$ 51,830	\$ 12,000	\$ 19,000	\$ 12,000
Capital	8,497,571	21,246,793	12,743,881	30,321,748
Total Expenditures	\$ 8,549,401	\$ 21,258,793	\$ 12,762,881	\$ 30,333,748
Net Capital Projects Fund	\$ 2,022,479	\$ (2,799,790)	\$ 2,478,528	\$ (5,911,514)
			Projected Reserves on June 30, 2008	\$ 14,335,339
			Projected Reserves on June 30, 2009	\$ 8,423,825

**FY 2009 Budget
(Budget Basis)
Capital Projects**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Intergovernmental				
Grants	\$ 1,760,389	\$ 345,103	\$ 266,072	\$ 1,127,037
Total Intergovernmental	\$ 1,760,389	\$ 345,103	\$ 266,072	\$ 1,127,037
Miscellaneous				
Gain/Loss On Sale Of Assets	\$ -	\$ 5,000	\$ -	\$ -
Contributions	813,333	825,000	356,000	164,000
Miscellaneous	134,931	5,000	-	-
Interest	525,081	200,000	450,000	200,000
Gain/Loss On Sale Of Investments	57,198	-	13,315	-
Total Miscellaneous	\$ 1,530,543	\$ 1,035,000	\$ 819,315	\$ 364,000
Transfers				
Transfers In	\$ 7,280,948	\$ 17,078,900	\$ 14,156,022	\$ 22,931,197
Total Transfers	\$ 7,280,948	\$ 17,078,900	\$ 14,156,022	\$ 22,931,197
Total Revenue	\$ 10,571,880	\$ 18,459,003	\$ 15,241,409	\$ 24,422,234
Expenses				
Contractual Services				
Other Contractual-Ft. Caspar Expansion	\$ 34,251	\$ -	\$ -	\$ -
Investment Fees	17,579	12,000	19,000	12,000
Total Contractual Services	\$ 51,830	\$ 12,000	\$ 19,000	\$ 12,000
Capital				
Other Capital Projects	\$ 3,927,439	\$ 1,828,140	\$ 1,596,229	\$ 1,362,810
Buildings- New	602,206	4,161,231	673,344	2,756,000
Improve Other Than Buildings - New	2,353,223	11,498,115	8,053,204	5,378,866
Buildings- Replacement	1,334,271	3,728,752	2,390,549	6,198,870
Imprv Other Than Buildings - Replace	280,432	30,555	30,555	14,625,202
Total Capital	\$ 8,497,571	\$ 21,246,793	\$ 12,743,881	\$ 30,321,748
Total Expenses	\$ 8,549,401	\$ 21,258,793	\$ 12,762,881	\$ 30,333,748
Net Fund	\$ 2,022,479	\$ (2,799,790)	\$ 2,478,528	\$ (5,911,514)



Capital Equipment

Capital Equipment Fund

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

Capital Equipment Highlights and Issues for FY 2009			
Operating Area	Type of Capital Equipment	Description of Capital Equipment	FY 09 Expenditure
City Manager	Technologies		\$ 425,000
Planning	Technologies	Planning Software	\$ 5,000
		Building Permit & Contractor	
Code Enforcement	Technologies	License Software	\$ 50,000
Police Department	Light Equip.		431,300
Engineering	Technologies	Project Management Software	10,000
Public Safety Communication Center	Technologies	CAD Upgrade	53,100
Fire	Light Equip.		290,000
Fire	Heavy Equip.		400,000
Fire	Technologies	Mobile Data Computers	100,000
Streets	Light Equip.		65,000
Streets	Heavy Equip.		700,000
Cemetery	Light Equip.		16,100
Buildings & Grounds	Light Equip.		45,000
Garage	Light Equip.		35,000
Parks	Light Equip.		82,500
Recreation	Light Equip.		32,000
Aquatics	Light Equip.		5,000
Ice Arena	Light Equip.		6,000
Casper Events Center	Light Equip.		20,000
	Investment Fees		5,000
All Capital Equipment			\$ 2,776,000

**The funding remaining for any FY 2008 capital equipment are rebudgeted for FY 2009.

Capital Equipment Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous	\$ 213,081	\$ 125,000	\$ 187,604	\$ 135,000
Capital Transfer In	1,376,000	2,913,000	2,913,000	2,296,300
Grants	97,688	-	19,810	-
Total Revenues	\$ 1,686,769	\$ 3,038,000	\$ 3,120,414	\$ 2,431,300
Expenditures				
Contractual Services	\$ 7,701	\$ 5,000	\$ 8,000	\$ 5,000
Capital	2,247,308	4,127,306	2,858,717	2,771,000
Total Expenditures	\$ 2,255,009	\$ 4,132,306	\$ 2,866,717	\$ 2,776,000
Net Capital Equipment Fund	\$ (568,240)	\$ (1,094,306)	\$ 253,697	\$ (344,700)
			Projected Reserves on June 30, 2008	\$ 3,357,603
			Projected Reserves on June 30, 2009	\$ 3,012,903

**FY 2009 Budget
(Budget Basis)
Capital Equipment**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Grants				
Grants	\$ 97,688	\$ -	\$ 19,810	\$ -
Total Grants	\$ 97,688	\$ -	\$ 19,810	\$ -
Miscellaneous Revenue				
Interest	\$ 179,615	\$ 120,000	\$ 160,000	\$ 120,000
Miscellaneous Revenue	8,380	5,000	22,597	15,000
Gain/Loss On Sale Of Investments	25,086	-	5,007	-
Total Miscellaneous Revenue	\$ 213,081	\$ 125,000	\$ 187,604	\$ 135,000
Transfers				
Transfers In	\$ 1,376,000	\$ 2,913,000	\$ 2,913,000	\$ 2,296,300
Total Transfers	\$ 1,376,000	\$ 2,913,000	\$ 2,913,000	\$ 2,296,300
Total Revenue	\$ 1,686,769	\$ 3,038,000	\$ 3,120,414	\$ 2,431,300
Expenses				
Contractual Services				
Investment Fees	\$ 7,701	\$ 5,000	\$ 8,000	\$ 5,000
Total Contractual Services	\$ 7,701	\$ 5,000	\$ 8,000	\$ 5,000
Capital				
Replacement Light Equipment	\$ 784,724	\$ 1,535,996	\$ 1,135,020	\$ 1,027,900
Replacement Heavy Equipment	523,183	1,478,000	979,086	1,100,000
Replacement Technologies	-	-	-	100,000
New Improve Other Than Buildings	184	-	-	-
New Light Equipment	185,037	20,000	20,964	-
New Technologies	754,180	1,093,310	723,647	543,100
Total Capital	\$ 2,247,308	\$ 4,127,306	\$ 2,858,717	\$ 2,771,000
Total Expenses	\$ 2,255,009	\$ 4,132,306	\$ 2,866,717	\$ 2,776,000
Net Fund	\$ (568,240)	\$ (1,094,306)	\$ 253,697	\$ (344,700)

Optional One Cent #13
Sales Tax

One Cent # 13 Sales Tax Fund

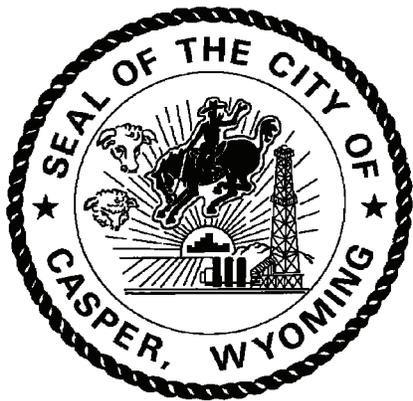
This fund accounts for the revenue and expenditures of the Optional One Cent #13 sales tax. The four year tax period for Optional One Cent #13 began in FY 2007 will end in FY 2011. The #13 denotes that this is the 13th funding period for the optional sales tax, which is approved by voter referendum for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

One Cent #13 Sales Tax Fund Highlights and Issues for FY 2009	
Projects and costs to be funded in FY 2008 by a transfer from the Optional One Cent #13 sales tax include:	
Investment Fees	\$ 5,000
Outside Agencies	
Community Health Center (For operations)	370,000
Casper Area Economic Development Agency (For operations)	400,000
CATC & The Bus	90,354
Transfers Out to Other Funds	
Aquatics Fund (For operations of outdoor pools)	250,000
Capital Equipment (See Capital Equipment Fund for details)	1,790,000
Capital Projects	12,412,739
General Fund (For the Parks Forestry program and Community Action Partnership)	225,192
Perpetual Care (Adds to principal of the Buildings and Operations Trust)	750,000
Water Fund (Miscellaneous water main replacements)	1,500,000
Total Expenditures	\$ 17,793,285

One Cent # 13 Sales Tax Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes	\$ 6,235,121	\$ 15,000,000	\$ 15,585,000	\$ 16,920,000
Miscellaneous	16,334	100,000	255,755	250,000
Total Revenues	\$ 6,251,455	\$ 15,100,000	\$ 15,840,755	\$ 17,170,000
Expenditures				
Contractual Services	\$ 18	\$ 915,354	\$ 917,354	\$ 865,354
Transfers Out	2,000,000	9,128,520	7,936,676	16,927,931
Total Expenditures	\$ 2,000,018	\$ 10,043,874	\$ 8,854,030	\$ 17,793,285
Net One Cent #13 Fund	\$ 4,251,437	\$ 5,056,126	\$ 6,986,725	\$ (623,285)
			Projected Reserves on June 30, 2008	\$ 11,237,943
			Projected Reserves on June 30, 2009	\$ 10,614,658

**FY 2009 Budget
(Budget Basis)
One Cent #13**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes				
Sales Taxes	\$ 6,235,121	\$ 15,000,000	\$ 15,585,000	\$ 16,920,000
Total Taxes	\$ 6,235,121	\$ 15,000,000	\$ 15,585,000	\$ 16,920,000
Miscellaneous				
Interest Income	\$ 15,995	\$ 100,000	\$ 250,000	\$ 250,000
Gain/Loss On Sale Of Investments	339	-	5,755	-
Total Miscellaneous	\$ 16,334	\$ 100,000	\$ 255,755	\$ 250,000
Total Revenue	\$ 6,251,455	\$ 15,100,000	\$ 15,840,755	\$ 17,170,000
Expenses				
Contractual Services				
Investment Fees	\$ 18	\$ 5,000	\$ 7,000	\$ 5,000
Community Health Center	-	370,000	370,000	370,000
Chamber of Commerce- Visitor Center	-	50,000	50,000	-
Casper Area Economic Dev. Agency	-	400,000	400,000	400,000
CATC & The Bus	-	90,354	90,354	90,354
Total Contractual Services	\$ 18	\$ 915,354	\$ 917,354	\$ 865,354
Transfers Out				
Transfer Out- Balefill New Landfill	\$ 2,000,000	\$ -	\$ -	\$ -
Transfer Out- Aquatics Fund	-	250,000	250,000	250,000
Transfer Out- Capital Equipment	-	1,800,000	1,800,000	1,790,000
Transfer Out- Capital Projects	-	4,581,020	3,475,222	12,412,739
Transfer Out- General Fund	-	247,500	161,454	225,192
Transfer Out- Perpetual Care	-	750,000	750,000	750,000
Transfer Out- Water Fund	-	1,500,000	1,500,000	1,500,000
Total Transfers Out	\$ 2,000,000	\$ 9,128,520	\$ 7,936,676	\$ 16,927,931
Total Expenses	\$ 2,000,018	\$ 10,043,874	\$ 8,854,030	\$ 17,793,285
Net Fund	\$ 4,251,437	\$ 5,056,126	\$ 6,986,725	\$ (623,285)



Enterprise Funds

Utility Enterprise Funds

Water Distribution

Water Treatment Plant (WTP)

Wastewater Treatment Plant (WWTP)

Refuse Collection

Balefill

Leisure Enterprise Funds

Casper Events Center

Golf Course

Casper Recreation Center

Aquatics

Ice Arena

Hogadon Ski Area

Other Enterprise Funds

LifeSteps Campus

Parking Lots

All Enterprise Funds Consolidated

Utility, Leisure, and Other Enterprise Funds Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 28,766,933	\$ 30,923,897	\$ 32,109,139	\$ 34,197,306
Miscellaneous	22,125,649	1,713,046	2,232,294	1,993,671
Operating Transfer In	2,260,738	2,679,291	2,607,219	2,885,132
Capital Transfer In	3,388,700	3,500,000	3,500,000	1,500,000
System Development Charges	879,908	1,130,000	943,780	1,010,000
Grants	2,199,868	2,558,800	10,165,730	17,194,550
Total Revenues	\$ 59,621,796	\$ 42,505,034	\$ 51,558,162	\$ 58,780,659
Expenditures				
Personnel	\$ 9,831,795	\$ 11,182,798	\$ 11,044,314	\$ 11,907,637
Contractual Services	11,322,256	13,569,951	13,638,245	13,601,048
Materials & Supplies	6,750,130	6,976,128	7,098,803	7,743,504
Other	3,338,881	3,757,088	3,759,649	5,064,964
Capital	18,307,858	29,329,801	26,561,304	25,711,874
Transfers Out	360,700	-	-	-
Total Expenditures	\$ 49,911,620	\$ 64,815,766	\$ 62,102,315	\$ 64,029,027
Net All Enterprise Funds	\$ 9,710,176	\$ (22,310,732)	\$ (10,544,153)	\$ (5,248,368)

Utility Enterprise Funds

Water Distribution

Water Treatment Plant (WTP)

Wastewater Treatment Plant (WWTP)

Refuse Collection

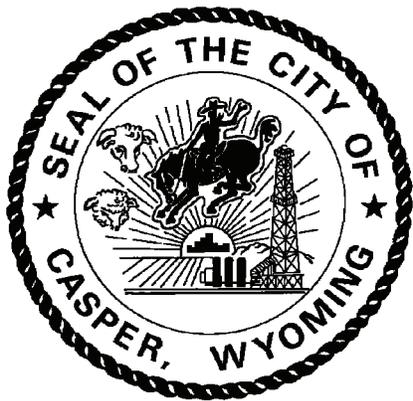
Balefill

Public Utilities Division
Division-wide goal

1. **Goal:** ***To maintain institutional knowledge.***
 1. Objective: To have at least 10 line employees with supervisory training able to fill future supervisor positions by 2010.
 2. Objective: To provide a minimum of 10 hours per year per employee of technical training.
 3. Objective: To complete the review of at least 33% of the GIS water distribution layer and revise attribute tables.
 4. Objective: To verify review of 50% of GIS sanitary sewer layer.
 5. Objective: To increase the number of local people interested in pursuing a career in water and sewer.

Utility Enterprise Funds Consolidated

Utility Enterprise Funds Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 24,658,926	\$ 26,074,710	\$ 27,326,280	\$ 28,969,387
Miscellaneous	21,765,019	1,250,486	1,771,489	1,480,835
Operating Transfer In	-	210,200	210,200	410,850
Capital Transfer In	3,360,700	3,500,000	3,500,000	1,500,000
System Development Charges	879,908	1,130,000	943,780	1,010,000
Grants	2,199,868	2,558,800	10,165,730	17,194,550
Total Revenues	\$ 52,864,421	\$ 34,724,196	\$ 43,917,479	\$ 50,565,622
Expenditures				
Personnel	\$ 6,105,057	\$ 6,821,083	\$ 6,839,527	\$ 7,262,205
Contractual Services	9,144,245	11,165,034	11,202,131	11,062,869
Materials & Supplies	6,135,383	6,327,803	6,427,851	7,029,748
Other	3,059,089	3,468,092	3,470,936	4,781,221
Capital	17,963,891	29,104,984	26,306,002	25,407,874
Transfers Out	360,700	-	-	-
Total Expenditures	\$ 42,768,365	\$ 56,886,996	\$ 54,246,447	\$ 55,543,917
Net All Enterprise Funds	\$ 10,096,056	\$ (22,162,800)	\$ (10,328,968)	\$ (4,978,295)



Water Distribution

Public Utilities Division

Water Distribution

Mission Statement: Maintain and expand the city's tanks, booster stations, and pipelines to ensure a high quality public water distribution system.

1. Goal: *To maintain transmission/distribution system nitrification at acceptable levels at reduced costs.*

1. Objective: To perform study for nitrification control in the transmission/distribution system by February 28, 2009 and implement recommendations.

Highlights from FY 2008: In FY08 the Water Distribution System was in 100% compliance with all EPA and DEQ regulations. A substantial amount of water line replacement was done during the summer of 2007. During both the months of March and April 2008, there were no water main breaks. This is the first time this has happened in a one month period for over 35 years. The automatic meter reading system, installed in FY07, is performing at an exceptional level with high efficiency (+99%) and high productivity. The design for the Zone III Improvements, consisting of a replacement booster station and new water storage tank, was completed in FY08.

Highlights for FY 2009: This budget reflects the rate increase that was approved to begin in January 2008. User Fees are budgeted to increase due to higher estimated water use from growth.

This budget includes increased Debt Service and Interest Expense amounts due to the commencement of payments on loans that have been drawn upon and the interest accrued while projects funded by loans were being constructed.

Two Utility Worker II have been transferred from the Water Treatment Plant to this fund to more accurately reflect their work assignments. These positions are fully funded by a interdepartmental charges from the Water Treatment Plant to the Water Fund.

Water
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 9,716,990	\$ 10,566,000	\$ 10,549,737	\$ 11,052,647
Administration/Management Fees	74,298	77,369	80,564	76,561
Total Revenues	9,791,288	10,643,369	10,630,301	11,129,208
Expenses				
Personnel Services	1,987,903	2,187,997	2,179,537	2,408,231
Contractual	1,450,627	1,895,021	1,858,557	1,808,654
Materials & Supplies	5,055,060	5,016,882	5,152,537	5,397,008
Depreciation	649,992	700,000	700,000	700,000
Debt Service & Interest	307,649	469,728	469,728	652,156
Total Expenses	9,451,231	10,269,628	10,360,359	10,966,049
Operating Income (Loss)	340,057	373,741	269,942	163,159
<u>Non-operating Activity</u>				
Revenues				
Interest	350,672	150,000	239,844	230,000
Miscellaneous	(55,331)	20,000	76,003	20,000
Total Revenues	295,341	170,000	315,847	250,000
Expenses				
Bad Debt	-	12,000	12,000	12,000
Claims	-	5,000	5,000	5,000
Total Expenses	-	17,000	17,000	17,000
Non-operating Income (Loss)	295,341	153,000	298,847	233,000
<u>Capital Activity</u>				
Sources				
Capital Grants & Loans	2,196,868	2,278,000	2,045,843	2,778,150
System Development Fees	479,407	645,000	537,267	565,000
Contributions	-	-	-	410,850
Transfers In	1,000,000	3,500,000	3,500,000	1,500,000
Total Sources	3,676,275	6,423,000	6,083,110	5,254,000
Uses				
New Capital	6,126,447	4,761,672	1,810,610	4,357,400
Replacement Capital	2,155,912	6,132,651	6,295,581	2,790,694
Total Uses	8,282,359	10,894,323	8,106,191	7,148,094
Capital Income (Loss)	(4,606,084)	(4,471,323)	(2,023,081)	(1,894,094)
Net Income (Loss)	\$ (3,970,686)	\$ (3,944,582)	\$ (1,454,292)	\$ (1,497,935)

Water Fund

Water FY 2009 Capital Summary

Replacement Capital		New Capital	
Water main repairs	\$ 2,000,000	Zone III Water Improvements	2,800,000
Paving	\$ 225,000	Rock Creek Reservoir Improv.	1,245,000
Water Tank painting	\$ 100,000	Oversizing reimbursements	80,000
Water line materials	\$ 100,000	Meters and ERTs	97,500
Pumps and valves	\$ 25,000	Salter Attachmnet for deicing	6,700
Security improvements and alarms	\$ 15,000	Portable generator	100,000
Dump truck	\$ 125,000	GIS utility layer	\$ 20,000
Soft dig machine	\$ 39,500	Wireless area internet	5,000
Replacement computers	\$ 10,000	GIS Field computer	3,200
Pick-up truck and utility box; machinery, water meters, 15 large meters; meter heads and parts	\$ 151,194		
Total	\$ 2,790,694		4,357,400

Water Staffing Summary

	FY 2007	FY 2008	FY 2009
Full Time Positions			
Administrative Secretary	1	1	1
Cross Connection Inspe	1	1	1
Equipment Operator II	4	4	4
Hydrant Maintenance Supervisor	1	1	1
Meter Records Clerk	1	1	1
Meter Service Supervisor	1	1	1
Meter Service Worker	2	2	2
Public Utilities Manager	1	1	1
Secretary II	1	1	1
Senior Meter Service Worker	4	4	4
Utility Superintendent	1	1	1
Utility Supervisor	3	3	3
Utility Worker I	4	4	4
Utility Worker II	2	2	5
Water Equipment Operator	1	1	-
Water Operations Tech	1	1	1
Total	29	29	31
Part Time Employees (Budget)	\$ 23,380	\$ 47,250	\$ 50,321

Water Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 9,716,990	\$ 10,566,000	\$ 10,549,737	\$ 11,052,647
Miscellaneous	369,639	247,369	396,411	326,561
Contributions	-	-	-	410,850
Capital Transfer In	1,000,000	3,500,000	3,500,000	1,500,000
System Development Charges	479,407	645,000	537,267	565,000
Grants	2,196,868	2,278,000	2,045,843	2,778,150
Total Revenues	\$ 13,762,904	\$ 17,236,369	\$ 17,029,258	\$ 16,633,208
Expenditures				
Personnel	\$ 1,987,903	\$ 2,187,997	\$ 2,179,537	\$ 2,408,231
Contractual Services	1,450,627	1,895,021	1,858,557	1,808,654
Materials & Supplies	5,055,060	5,016,882	5,152,537	5,397,008
Other	957,641	1,186,728	1,186,728	1,369,156
Capital	8,282,359	10,894,323	8,106,191	7,148,094
Total Expenditures	\$ 17,733,590	\$ 21,180,951	\$ 18,483,550	\$ 18,131,143
Net Water Fund	\$ (3,970,686)	\$ (3,944,582)	\$ (1,454,292)	\$ (1,497,935)
			Projected Reserves on June 30, 2008	\$ 5,534,393
			Projected Reserves on June 30, 2009	\$ 4,736,458

**FY 2009 Budget
(Budget Basis)
Water**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Charges For Services				
User Fees	\$ 9,177,151	\$ 9,900,000	\$ 10,027,601	\$ 10,300,000
Wholesale Water Sales	261,249	286,000	285,809	300,000
Hydrant Water Usage	103,116	175,000	81,469	150,000
Services Reconnection	15,559	20,000	13,464	16,000
Meter Sales & Installation	74,855	70,000	78,759	80,000
Construction Connections	36,832	75,000	30,135	35,000
Other Charges	48,228	40,000	32,500	40,000
Interdepartmental Services	-	-	-	131,647
Total Charges For Services	\$ 9,716,990	\$ 10,566,000	\$ 10,549,737	\$ 11,052,647
Miscellaneous Revenue				
Lease Fees	\$ 25,002	\$ 20,000	\$ 48,043	\$ 20,000
Administrative Fees	74,298	77,369	80,564	76,561
Interest	350,672	150,000	239,844	230,000
Gain/Loss On Sale Of Investments	(80,333)	-	27,960	-
Total Miscellaneous Revenue	\$ 369,639	\$ 247,369	\$ 396,411	\$ 326,561
Total Operating Revenue	\$ 10,086,629	\$ 10,813,369	\$ 10,946,148	\$ 11,379,208
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 1,367,178	\$ 1,453,182	\$ 1,453,182	\$ 1,638,278
Part Time	23,380	47,250	47,250	50,321
Overtime	75,270	96,055	96,055	100,000
Total Salaries & Wages	\$ 1,465,828	\$ 1,596,487	\$ 1,596,487	\$ 1,788,599
Other Pay				
Standby Time	\$ 23,034	\$ 28,460	\$ 28,460	\$ 32,355
Supplemental Pay	-	16,000	15,220	-
Disability Leave Buy-Back	15,063	15,191	13,811	16,581
Accrued Leave Payoff	864	11,500	8,000	-
Phone Allowance	-	-	-	4,560
Clothing Allowance	-	4,900	2,100	4,650
Total Other Pay	\$ 38,961	\$ 76,051	\$ 67,591	\$ 58,146

**FY 2009 Budget
(Budget Basis)
Water**

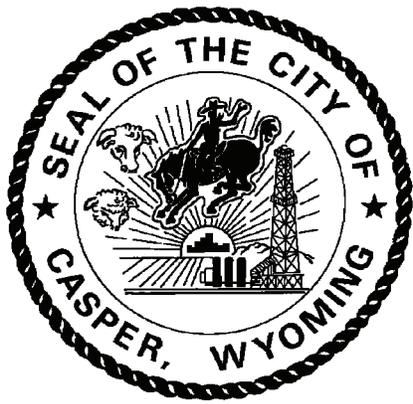
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 245,755	\$ 254,232	\$ 254,232	\$ 270,756
Life Insurance	2,794	3,362	3,362	3,382
Disability Insurance	8,284	10,066	10,066	12,290
FICA/Medicare Tax	108,243	127,834	127,834	141,280
Retirement Contributions	82,293	91,405	91,405	101,514
Unemployment Compensation	1,687	-	-	-
Workers' Compensation	34,058	28,560	28,560	32,264
Total Benefits	\$ 483,114	\$ 515,459	\$ 515,459	\$ 561,486
Total Personnel	\$ 1,987,903	\$ 2,187,997	\$ 2,179,537	\$ 2,408,231
Contractual Services				
Investment Fees	\$ 19,098	\$ 14,000	\$ 15,000	\$ 14,000
Engineering Services	3,124	10,000	7,800	10,000
Refuse Collection	1,433	1,200	2,221	1,200
Energy - Electricity	225,691	259,000	248,100	284,000
Energy - Natural Gas	15,082	13,375	13,000	14,000
Equipment Repairs	770	1,700	2,229	1,700
Street Repairs	95,085	453,789	453,789	300,000
Maintenance Agreements	6,379	7,000	7,000	7,000
Insurance & Bonds	64,533	70,986	70,986	78,084
Telecommunications	12,584	12,000	12,579	10,000
Postage/Shipping	1,647	3,000	1,447	3,000
Printing/Reproduction	723	1,400	-	1,400
Travel	10,425	15,000	12,590	15,000
Training	10,069	14,000	9,406	14,000
Interdepartmental Services	737,808	748,253	748,253	781,376
Admin/Mgmt Fees	50,706	52,118	52,118	54,694
Other Contractual	184,196	205,100	188,919	206,100
Association Dues	5,088	4,600	4,300	4,600
Laundry & Towel Service	6,186	8,500	8,820	8,500
Total Contractual Services	\$ 1,450,627	\$ 1,895,021	\$ 1,858,557	\$ 1,808,654
Materials & Supplies				
Office Supplies	\$ 5,384	\$ 8,909	\$ 4,453	\$ 8,909
Other Materials & Supplies	11,669	13,300	11,125	13,300
Safety Equipment/Supplies	8,142	9,000	8,696	9,000
Water/Sewer Line Materials	75,746	90,000	90,000	110,000
Engineering Supplies	333	1,500	900	1,500
Building Supplies	4,983	6,500	6,300	6,500
Meter Supplies	13,232	4,000	5,900	5,000
Instrumentation	14,158	16,500	7,600	16,500
Booster/Lift Station Supplies	8,306	12,000	9,500	12,000
Other Structures	3,370	5,000	4,600	29,000

**FY 2009 Budget
(Budget Basis)
Water**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies Cont.				
Vehicle Supplies	\$ 2,575	\$ 4,733	\$ 3,443	\$ 4,733
Machinery Supplies	8,424	10,000	9,544	10,000
Small Tools & Equipment	8,209	10,440	10,066	10,440
Bulk Water	4,813,668	4,750,000	4,900,000	5,078,126
Bulk Fuel	76,861	75,000	80,410	82,000
Total Material & Supplies	\$ 5,055,060	\$ 5,016,882	\$ 5,152,537	\$ 5,397,008
Other Expenses				
Debt Service	\$ 198,815	\$ 284,327	\$ 284,327	\$ 401,908
Depreciation	649,992	700,000	700,000	700,000
Interest	108,834	185,401	185,401	250,248
Bad Debt	-	12,000	12,000	12,000
Claims	-	5,000	5,000	5,000
Total Other Expenses	\$ 957,641	\$ 1,186,728	\$ 1,186,728	\$ 1,369,156
Total Operating Expenses	\$ 9,451,231	\$ 10,286,628	\$ 10,377,359	\$ 10,983,049
Operating Income (Loss)	\$ 635,398	\$ 526,741	\$ 568,789	\$ 396,159
Capital Revenue				
Grants				
State Grants/Loans	\$ 965,837	\$ 2,278,000	\$ 1,554,444	\$ 2,778,150
Federal Grants	1,231,031	-	491,399	-
Total Grants	\$ 2,196,868	\$ 2,278,000	\$ 2,045,843	\$ 2,778,150
Operating Transfers				
System Development Charges	\$ 479,407	\$ 645,000	\$ 537,267	\$ 565,000
Capital Transfers In	1,000,000	3,500,000	3,500,000	1,500,000
Contributions	-	-	-	410,850
Total Operating Transfers	\$ 1,479,407	\$ 4,145,000	\$ 4,037,267	\$ 2,475,850
Total Capital Revenue	\$ 3,676,275	\$ 6,423,000	\$ 6,083,110	\$ 5,254,000
Capital Expenses				
Capital - New				
Improve Other Than Buildings	\$ 5,938,102	\$ 4,569,378	\$ 1,639,997	\$ 4,125,000
Light Equipment	182,706	90,359	90,190	104,200
Heavy Equipment	-	72,000	71,700	100,000
Intangibles	3,633	26,735	6,223	20,000
Technologies	2,006	3,200	2,500	8,200
Total Capital - New	\$ 6,126,447	\$ 4,761,672	\$ 1,810,610	\$ 4,357,400

**FY 2009 Budget
(Budget Basis)
Water**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital - Replacement				
Buildings	\$ 400	\$ -	\$ -	\$ -
Improve Other Than Buildings	1,956,863	5,825,980	6,005,980	2,465,000
Light Equipment	77,859	252,671	250,862	151,194
Heavy Equipment	115,333	-	6,539	164,500
Technologies	5,457	54,000	32,200	10,000
Total Capital - Replacement	\$ 2,155,912	\$ 6,132,651	\$ 6,295,581	\$ 2,790,694
Total Capital Expenses	\$ 8,282,359	\$ 10,894,323	\$ 8,106,191	\$ 7,148,094
Net Capital	\$ (4,606,084)	\$ (4,471,323)	\$ (2,023,081)	\$ (1,894,094)
Net Fund	\$ (3,970,686)	\$ (3,944,582)	\$ (1,454,292)	\$ (1,497,935)



Water Treatment Plant (WTP)

Public Utilities Division

Water Treatment Plant

Mission Statement: To operate the Central Wyoming Regional Water System (CWRWS) Treatment Plant Joint Powers Board's water treatment plant to produce and deliver high quality water to the members of the Regional Water System.

1. **Goal:** *To increase the water available for new residential and commercial usage.*
 1. Objective: To increase available "firm" water supplies by 10% by December 2011.
 2. Objective: To maintain the five-year moving average peak day water demand to increase no greater than the growth rate over the next five years. (The current five year average peak day water demand is 27,347,000 gallons. This average should not increase more than the growth rate in new accounts.)
2. **Goal:** *To maintain adequate water service during disaster or emergency conditions.*
 1. Objective: Update the Emergency Response Plan for the Regional Water Treatment Plant and Casper Water Distribution System (i.e. Natrona County Emergency Management Plan, City Business Continuity Plan, etc.) by December 31, 2008.
 2. Objective: Finalize the reconnaissance study of backup emergency generators at the Water Treatment Plant by March 31, 2008 and present the findings.
 3. Objective: Develop a final plan to present options of recommended emergency backup generators by December 31, 2008.
 4. Objective: Finalize participation in Wyoming Water and Wastewater Agency Response Network for emergency assistance by March 31, 2008.
3. **Goal:** *To maintain Water regulatory compliance.*
 1. Objective: To maintain 100% compliance with the SDWA and CWA during 2008 at the Water Treatment Plant.
 2. Objective: To determine long term disposal option of biosolids at the WWTP by June 1, 2009.

Highlights from FY 2008: Water produced in Fiscal Year 2008 was in 100% compliance with all EPA and DEQ regulations. Water sales for FY08 through April have been good (3.87 billion gallons average). In FY08, a revised Wholesale Water Rate model with an approved Reserve Policy was completed by the Board. The major capital accomplishment was the Regional Water System's participation in the new Wardwell Zone IIIB water system. This will help the development of more affordable housing in the Casper metropolitan area.

Highlights for FY 2009: Two Utility Worker II employees have been transferred from the Water Treatment Plant to the Water Fund to more accurately reflect their work assignments. These positions are fully funded by interdepartmental charges from Water Treatment Plant to the Water Fund.

Water Treatment Plant Operations

Income Statement

(Budget Basis)

FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 1,989,342	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Total Revenues	1,989,342	2,338,641	2,267,123	2,450,768
Expenses				
Personnel Services	725,928	809,269	807,119	689,939
Contractual	724,345	883,900	825,648	1,087,947
Materials & Supplies	539,038	645,472	634,356	672,882
Total Expenses	1,989,311	2,338,641	2,267,123	2,450,768
Operating Income (Loss)	31	-	-	-
Net Income (Loss)	\$ 31	\$ -	\$ -	\$ -

Water Treatment Plant Operations Fund

Water Treatment Plant Operations Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Custodial Maintenance Worker I	1	1	1	1
Plant Mechanic I	1	1	1	1
Secretary II	1	1	1	1
Utility Worker II	2	2	-	-
Water Operations Specialist	2	2	2	2
Water Plant Operator	-	-	1	1
Water Plant Operation Tech	4	4	3	3
WTP Operations Manager	1	1	1	1
Total	12	12	10	10
Part Time Employees (Budget)	\$ 85,481	\$ 94,488	\$ 74,616	\$ 74,616

Water Treatment Plant Operations Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 1,989,342	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Total Revenues	\$ 1,989,342	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Expenditures				
Personnel	\$ 725,928	\$ 809,269	\$ 807,119	\$ 689,939
Contractual Services	724,345	883,900	825,648	1,087,947
Materials & Supplies	539,038	645,472	634,356	672,882
Total Expenditures	\$ 1,989,311	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Net Water Treatment Plant Operations	\$ 31	\$ -	\$ -	\$ -
			Projected Reserves on June 30, 2008	\$0
			Projected Reserves on June 30, 2009	\$0

**FY 2009 Budget
(Budget Basis)
Water Treatment Plant Operations**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Charges For Services				
Intergovernmental Reimbursements	\$ 1,989,342	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Total Charges For Services	\$ 1,989,342	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Total Operating Revenue	\$ 1,989,342	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 507,133	\$ 567,376	\$ 558,440	\$ 494,635
Overtime	24,946	28,419	33,992	21,789
Total Salaries & Wages	\$ 532,079	\$ 595,795	\$ 592,432	\$ 516,424
Other Pay				
Standby Time	\$ 7,022	\$ 7,751	\$ 9,252	\$ 5,455
Supplemental Pay	-	6,000	6,000	-
Disability Leave Buy-Back	5,404	6,734	6,047	6,600
Accrued Leaves Pay Off	5,379	-	-	-
Phone Allowance	-	-	-	1,440
Clothing Allowance	-	1,200	900	1,200
Total Other Pay	\$ 17,805	\$ 21,685	\$ 22,199	\$ 14,695
Benefits				
Health Insurance	\$ 85,481	\$ 94,488	\$ 94,488	\$ 74,616
Life Insurance	1,201	1,529	1,536	1,052
Disability Insurance	3,192	3,816	3,724	3,573
FICA/Medicare Tax	41,534	47,085	47,351	40,631
Retirement Contributions	31,789	34,615	34,970	30,018
Workers' Compensation	12,847	10,256	10,419	8,930
Total Benefits	\$ 176,044	\$ 191,789	\$ 192,488	\$ 158,820
Total Personnel	\$ 725,928	\$ 809,269	\$ 807,119	\$ 689,939
Contractual Services				
Lab Services	\$ 29,474	\$ 40,500	\$ 35,300	\$ 45,500
Sewer	148	300	317	350
Refuse Collection	550	600	564	600
Energy - Electricity	514,758	617,000	582,000	673,000
Energy - Natural Gas	95,317	150,000	140,000	165,000
Equipment Repairs	54,451	28,000	26,000	30,000
Maintenance Agreements	15,808	23,500	23,500	19,850
Telecommunications	5,871	6,200	6,762	4,000
Postage/Shipping	1,918	2,600	1,850	2,600
Advertising	275	600	374	600

**FY 2009 Budget
(Budget Basis)
Water Treatment Plant Operations**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services Cont.				
Printing / Reproduction	\$ -	\$ 600	\$ 200	\$ 600
Travel	1,182	5,000	2,396	5,000
Training	1,985	5,000	3,754	5,000
Interdepartmental Charges	-	-	-	131,647
Other Contractual	-	500	-	500
Association Dues	812	1,600	700	1,600
Laundry & Towel Service	1,796	1,900	1,931	2,100
Total Contractual Services	\$ 724,345	\$ 883,900	\$ 825,648	\$ 1,087,947
Materials & Supplies				
Office Supplies	\$ 6,669	\$ 10,000	\$ 8,300	\$ 10,000
Operating Supplies	474,475	554,922	554,922	578,832
Other Materials & Supplies	1,153	1,750	1,450	1,750
Uniforms	1,003	1,800	600	1,800
Safety Equipment/Supplies	1,978	3,500	2,700	3,500
Water/Sewer Line Materials	8,982	15,000	13,800	15,000
Pumps/Lubrication Supplies	483	1,500	1,230	1,500
Instrumentation	4,355	7,000	6,854	8,000
Booster/Lift Station Supplies	9,858	10,000	9,000	10,000
Other Structures	6,100	12,500	11,000	12,500
Vehicle Supplies	5,506	8,000	7,500	8,000
Machinery Supplies	10,177	10,000	9,500	10,000
Lab Supplies	8,299	9,500	7,500	12,000
Total Materials & Supplies	\$ 539,038	\$ 645,472	\$ 634,356	\$ 672,882
Total Expenses	\$ 1,989,311	\$ 2,338,641	\$ 2,267,123	\$ 2,450,768
Net Fund	\$ 31	\$ -	\$ -	\$ -

Sewer

Public Utilities Division Sewer Fund

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

- 1. Goal:** *To decrease sewer main failure rates (backups) and overflows.*
 1. Objective: To increase the CCTV work from forty thousand lineal feet of sewer main in 2007 to forty-five thousand lineal feet of sewer main in 2008.
 2. Objective: To increase the yearly sewer main cleaned from 504,000 lineal feet in 2007 to 530,000 lineal feet in 2008.
 3. Objective: To reduce the average number of sewer main system backups from 24 to 15 or less in 2008.

Highlights from FY 2008: There have been 16 sewer main back-ups this year as of April 30th, as compared to an average of 21 at the end of April for the previous five years. Wastewater Collection will inform residents in affected areas of sewer service lateral ownership and responsibilities and ways to decrease the chance of sewer back-ups. Sewer main projects are continuing with Glendale Avenue being the primary emphasis. The FY 2008 root killer foaming project appears to have been successful.

Highlights for FY 2009: This budget reflects the rate increase that was approved to begin in January 2008. Additionally, user fees are budgeted to increase due to higher estimated water use from growth. Interest income is anticipated to decrease due to the planned spending of reserves and generally lower interest rates.

Sewer
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 3,196,442	\$ 3,150,000	\$ 3,636,438	\$ 3,747,682
Administration/Management Fees	239,358	250,598	250,598	271,599
Total Revenues	3,435,800	3,400,598	3,887,036	4,019,281
Expenses				
Personnel Services	426,673	484,824	485,713	500,992
Contractual	2,840,393	2,987,544	3,222,478	3,147,660
Materials & Supplies	11,589	27,090	21,748	31,088
Depreciation	405,216	435,000	435,000	435,000
Total Expenses	3,683,871	3,934,458	4,164,939	4,114,740
Operating Income (Loss)	(248,071)	(533,860)	(277,903)	(95,459)
<u>Non-operating Activity</u>				
Revenues				
Interest	114,894	95,820	119,556	35,000
Miscellaneous	4,797	-	2,389	-
Gain/Loss on Sale of Investments	(26,320)	-	13,937	-
Total Revenues	93,371	95,820	135,882	35,000
Expenses				
Bad Debt	-	8,000	8,000	15,000
Claims	3,655	10,000	10,000	10,000
Total Expenses	3,655	18,000	18,000	25,000
Non-operating Income (Loss)	89,716	77,820	117,882	10,000
<u>Capital Activity</u>				
Sources				
System Development Fees	129,453	135,000	123,630	135,000
Total Sources	129,453	135,000	123,630	135,000
Uses				
New Capital	18,190	46,043	45,144	205,000
Replacement Capital	662,079	768,554	768,555	1,222,500
Total Uses	680,269	814,597	813,699	1,427,500
Capital Income (Loss)	(550,816)	(679,597)	(690,069)	(1,292,500)
Net Income (Loss)	\$ (709,171)	\$ (1,135,637)	\$ (850,090)	\$ (1,377,959)

Sewer Fund

Sewer FY 2009 Capital Summary

Replacement Capital		New Capital	
Ft Casper Area Phase II sewer improvement	\$ 600,000	Oversizing Reimbursement	50,000
Other critical areas sewer improvements	\$ 300,000	Sewer master plan update	150,000
Lift station towers	\$ 17,500	Software for TV truck	5,000
Misc. light equipment and tools	\$ 8,000		<u>205,000</u>
Small vactor truck	\$ 295,000		
Computer replacement	\$ 2,000		
Total	\$ 1,222,500		

Sewer Staffing Summary

	FY 2007	FY 2008	FY 2009
Full Time Positions			
Utility Supervisor	1	1	1
Utility Worker I	1	1	1
Utility Worker II	5	5	5
Total	7	7	7
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Sewer Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 3,196,442	\$ 3,150,000	\$ 3,636,438	\$ 3,747,682
Miscellaneous	332,729	346,418	386,480	306,599
System Development Charges	129,453	135,000	123,630	135,000
Total Revenues	\$ 3,658,624	\$ 3,631,418	\$ 4,146,548	\$ 4,189,281
Expenditures				
Personnel	\$ 426,673	\$ 484,824	\$ 485,713	\$ 500,992
Contractual Services	2,840,393	2,987,544	3,222,478	3,147,660
Materials & Supplies	11,589	27,090	21,748	31,088
Other	408,871	453,000	453,000	460,000
Capital	680,269	814,597	813,699	1,427,500
Total Expenditures	\$ 4,367,795	\$ 4,767,055	\$ 4,996,638	\$ 5,567,240
Net Sewer Fund	\$ (709,171)	\$ (1,135,637)	\$ (850,090)	\$ (1,377,959)
			Projected Reserves on June 30, 2008	\$ 2,930,415
			Projected Reserves on June 30, 2009	\$ 1,987,456

**FY 2009 Budget
(Budget Basis)
Sewer**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Charges For Services				
User Fees	\$ 3,196,442	\$ 3,150,000	\$ 3,636,438	\$ 3,747,682
Total Charges For Services	\$ 3,196,442	\$ 3,150,000	\$ 3,636,438	\$ 3,747,682
Miscellaneous Revenue				
Miscellaneous	\$ 4,797	\$ -	\$ 2,389	\$ -
Administrative Fees	239,358	250,598	250,598	271,599
Interest	114,894	95,820	119,556	35,000
Gain/Loss On Sale Of Investments	(26,320)	-	13,937	-
Total Miscellaneous Revenue	\$ 332,729	\$ 346,418	\$ 386,480	\$ 306,599
Total Operating Revenue	\$ 3,529,171	\$ 3,496,418	\$ 4,022,918	\$ 4,054,281
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 323,502	\$ 346,250	\$ 346,250	\$ 354,745
Overtime	13,813	15,000	18,000	18,000
Total Salaries & Wages	\$ 337,315	\$ 361,250	\$ 364,250	\$ 372,745
Other Pay				
Standby Time	\$ 10,154	\$ 11,628	\$ 11,628	\$ 13,004
Supplemental Pay	-	3,500	3,500	-
Disability Leave Buy-Back	128	750	586	750
Accrued Leave Payoff	-	10,144	5,988	7,500
Phone Allowance	-	-	-	480
Clothing Allowance	-	1,050	1,050	1,050
Total Other Pay	\$ 10,282	\$ 27,072	\$ 22,752	\$ 22,784
Benefits				
Health Insurance	\$ 22,488	\$ 34,872	\$ 34,872	\$ 42,726
Life Insurance	710	963	963	767
Disability Insurance	2,035	2,407	2,407	2,716
FICA/Medicare Tax	25,942	29,708	29,708	30,261
Retirement Contributions	19,629	21,861	21,861	21,952
Workers' Compensation	8,272	6,691	8,900	7,041
Total Benefits	\$ 79,076	\$ 96,502	\$ 98,711	\$ 105,463
Total Personnel	\$ 426,673	\$ 484,824	\$ 485,713	\$ 500,992

**FY 2009 Budget
(Budget Basis)
Sewer**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Investment Fees	\$ 5,789	\$ 8,625	\$ 8,100	\$ 7,500
Energy - Electricity	2,811	4,000	3,200	4,000
Equipment Repairs	6,550	6,500	6,335	6,500
Insurance & Bonds	30,433	33,476	33,476	36,823
Telecommunications	1,637	13,443	8,919	12,000
Travel	3,283	5,000	3,790	3,000
Training	3,271	4,000	3,509	5,000
Interdepartmental Services	447,360	466,953	466,953	456,737
Admin/Mgmt Fees	103,731	106,802	106,802	105,994
Other Contractual	3,469	55,800	54,500	54,800
Association Dues	-	900	700	900
Laundry & Towel Service	4,114	4,000	3,978	4,000
Sewer	2,227,945	2,278,045	2,522,216	2,450,406
Total Contractual Services	\$ 2,840,393	\$ 2,987,544	\$ 3,222,478	\$ 3,147,660
Materials & Supplies				
Office Supplies	\$ 1,102	\$ 3,190	\$ 2,134	\$ 3,190
Other Materials & Supplies	1,856	6,500	4,300	6,498
Safety Equipment/Supplies	1,905	3,000	2,400	3,000
Water/Sewer Line Materials	3,337	6,000	5,000	10,000
Engineering Supplies	-	1,500	900	1,500
Booster/Lift Station Supplies	1,776	5,025	5,500	5,025
Vehicle Supplies	1,094	1,125	890	1,125
Small Tools & Equipment	519	750	624	750
Total Material & Supplies	\$ 11,589	\$ 27,090	\$ 21,748	\$ 31,088
Other Expenses				
Depreciation	\$ 405,216	\$ 435,000	\$ 435,000	\$ 435,000
Bad Debt	-	8,000	8,000	15,000
Claims	3,655	10,000	10,000	10,000
Total Other Expenses	\$ 408,871	\$ 453,000	\$ 453,000	\$ 460,000
Total Operating Expenses	\$ 3,687,526	\$ 3,952,458	\$ 4,182,939	\$ 4,139,740
Operating Income (Loss)	\$ (158,355)	\$ (456,040)	\$ (160,021)	\$ (85,459)
Capital				
Capital Charges				
System Development Charges	\$ 129,453	\$ 135,000	\$ 123,630	\$ 135,000
Total Capital Charges	\$ 129,453	\$ 135,000	\$ 123,630	\$ 135,000
Total Capital Revenue	\$ 129,453	\$ 135,000	\$ 123,630	\$ 135,000

**FY 2009 Budget
(Budget Basis)
Sewer**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital Expenses				
Capital - New				
Improve Other Than Buildings	\$ 11,755	\$ 30,000	\$ 30,000	\$ 50,000
Intangibles	6,435	11,043	11,044	150,000
Technologies	-	5,000	4,100	5,000
Total Capital - New	\$ 18,190	\$ 46,043	\$ 45,144	\$ 205,000
Capital - Replacement				
Buildings	\$ 93,966	\$ 79	\$ 79	\$ -
Improve Other Than Buildings	567,774	768,475	768,476	917,500
Light Equipment	-	-	-	8,000
Heavy Equipment	-	-	-	295,000
Technologies	339	-	-	2,000
Total Capital - Replacement	\$ 662,079	\$ 768,554	\$ 768,555	\$ 1,222,500
Total Capital Expenses	\$ 680,269	\$ 814,597	\$ 813,699	\$ 1,427,500
Net Capital	\$ (550,816)	\$ (679,597)	\$ (690,069)	\$ (1,292,500)
Net Fund	\$ (709,171)	\$ (1,135,637)	\$ (850,090)	\$ (1,377,959)



Wastewater Treatment Plant

Public Utilities Division Wastewater Treatment Plant

Mission Statement: To operate the wastewater plant for treatment of regional sanitary wastewater.

1. Goal: *To maintain Wastewater regulatory compliance.*

1. Objective: To maintain 100% compliance with the SDWA and CWA during 2008 at the WWTP.
2. Objective: To determine long term disposal option of biosolids at the WWTP by June 1, 2009.

2. Goal: *To maintain adequate sewer service during disaster or emergency conditions.*

1. Objective: Update the Emergency Response Plan for the Wastewater Treatment Plant and coordinate with other Emergency Response Plans by December 31, 2008.
2. Objective: Finalize participation in Wyoming Water and Wastewater Agency Response Network for emergency assistance by March 31, 2008.

Highlights from FY 2008: The Wastewater Treatment Plant (WWTP) had 100% compliance with all EPA and DEQ regulations while operating in a construction environment. The WWTP improvements will be finished in FY 2008, which will allow the plant to meet new EPA and DEQ discharge permit requirements and expand the capacity of the treatment plant from 7 to 10 million gallons per day. The major WWTP challenge is the replacement need of many of the unit processes installed between 1976 and 1986.

The \$20,325,673 equity transfer that occurred during FY 2007 is related to the Wastewater Treatment Plant becoming a City of Casper property. Previously, the Wastewater Treatment Plant had been owned by a joint power board. When the City of Casper assumed ownership of the Wastewater Treatment Plant in FY 2007, it assumed all of the plant's liabilities and assets.

Highlights for FY 2009: This budget includes increased Debt Service and Interest Expense amounts due to the commencement of payments on construction loans that have been drawn upon during construction of the Wastewater Treatment Plant. Interest accrued from the time of disbursement while the projects funded by loans were being constructed.

Other operational items include increased costs for electricity and operating supplies.

Wastewater Treatment Plant
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 144,460	\$ 160,000	\$ 149,509	\$ 160,290
Intergovernmental User Charges	2,366,153	2,654,445	2,654,445	2,855,285
Administration/Management Fees	24,387	25,799	25,799	28,375
Total Revenues	2,535,000	2,840,244	2,829,753	3,043,950
Expenses				
Personnel Services	998,951	1,110,411	1,107,802	1,157,672
Contractual	797,163	930,165	898,217	992,464
Materials & Supplies	123,707	191,250	180,109	282,250
Depreciation	715,992	750,000	750,000	750,000
Total Expenses	2,635,813	2,981,826	2,936,128	3,182,386
Operating Income (Loss)	(100,813)	(141,582)	(106,375)	(138,436)
<u>Non-operating Activity</u>				
Revenues				
Interest	364,655	260,000	300,000	295,000
Gain/ Loss on Sale of Investments	(83,506)	-	39,755	-
Equity Transfers In	20,325,673	-	-	-
Total Revenues	20,606,822	260,000	339,755	295,000
Expenses				
Debt Service	-	-	-	363,740
Interest Expense	-	-	-	620,000
Total Expenses	-	-	-	983,740
Non-operating Income (Loss)	20,606,822	260,000	339,755	(688,740)
<u>Capital Activity</u>				
Sources				
Capital Grants & Loans	-	-	6,001,887	-
System Development Fees	271,048	350,000	282,883	310,000
Transfers In	-	-	-	-
Total Sources	271,048	350,000	6,284,770	310,000
Uses				
New Capital	2,183	2,500	2,450	85,500
Replacement Capital	6,683,004	9,653,188	9,650,987	1,330,100
Total Uses	6,685,187	9,655,688	9,653,437	1,415,600
Capital Income (Loss)	(6,414,139)	(9,305,688)	(3,368,667)	(1,105,600)
Net Income (Loss)	\$ 14,091,870	\$ (9,187,270)	\$ (3,135,287)	\$ (1,932,776)

Wastewater Treatment Plant Fund

Wastewater Treatment Plant FY 2009 Capital Summary

Replacement Capital		New Capital	
Replacement Roof	\$ 60,000	Biosolids disposal design & permitting costs	\$ 75,000
Screw Pump	350,000	Shop equipment	2,500
Engine Control Panel	200,000	Master balance analyzer	3,000
Digester	180,000	Wireless internet for plant	5,000
Gravity Thickener Renovation	210,000	Total	\$ 85,500
Other Improvements to plant	204,100		
Pick-up truck	25,000		
Office equipment	20,000		
Unexpected item and repairs	70,000		
Lighting	5,000		
Computer replacements	6,000		
Total	\$ 1,330,100		

Wastewater Treatment Plant Staffing Summary

	FY 2007	FY 2008	FY 2009
Full Time Positions			
Industrial Pretreatment Supervisor	1	1	1
Instrument and Controls Tech	1	1	1
Laboratory Technician II	1	1	1
Plant Maintenance Supervisor	1	1	1
Plant Mechanic I	1	1	1
Plant Mechanic II	2	2	2
Secretary II	1	1	1
Wastewater Plant Operator I	1	1	2
Wastewater Treatment Plant Manager	1	1	1
WW Plant Operator IV	5	5	4
Total	15	15	15
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Wastewater Treatment Plant Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 2,510,613	\$ 2,814,445	\$ 2,803,954	\$ 3,015,575
Miscellaneous	20,631,209	285,799	365,554	323,375
System Development Charges	271,048	350,000	282,883	310,000
Grants	-	-	6,001,887	-
Total Revenues	\$ 23,412,870	\$ 3,450,244	\$ 9,454,278	\$ 3,648,950
Expenditures				
Personnel	\$ 998,951	\$ 1,110,411	\$ 1,107,802	\$ 1,157,672
Contractual Services	797,163	930,165	898,217	992,464
Materials & Supplies	123,707	191,250	180,109	282,250
Other	715,992	750,000	750,000	1,733,740
Capital	6,685,187	9,655,688	9,653,437	1,415,600
Total Expenditures	\$ 9,321,000	\$ 12,637,514	\$ 12,589,565	\$ 5,581,726
Net Wastewater Treatment Plant Fund	\$ 14,091,870	\$ (9,187,270)	\$ (3,135,287)	\$ (1,932,776)
			Projected Reserves on June 30, 2008	\$ 7,210,814
			Projected Reserves on June 30, 2009	\$ 6,028,038

**FY 2009 Budget
(Budget Basis)
Wastewater Treatment Plant**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
Septic Waste Charges	\$ 101,145	\$ 110,000	\$ 109,716	\$ 116,845
Commercial Sump Waste Charges	43,290	45,000	39,322	43,445
Intergovernmental User Charges	2,366,153	2,654,445	2,654,445	2,855,285
Other Charges	25	5,000	471	-
Total Charges For Services	\$ 2,510,613	\$ 2,814,445	\$ 2,803,954	\$ 3,015,575
Miscellaneous Revenue				
Administrative Fees	\$ 24,387	\$ 25,799	\$ 25,799	\$ 28,375
Interest	364,655	260,000	300,000	295,000
Gain/Loss On Sale Of Investments	(83,506)	-	39,755	-
Equity Transfers	20,325,673	-	-	-
Total Miscellaneous Revenue	\$ 20,631,209	\$ 285,799	\$ 365,554	\$ 323,375
Total Operating Revenue	\$ 23,141,822	\$ 3,100,244	\$ 3,169,508	\$ 3,338,950
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 732,328	\$ 793,599	\$ 784,222	\$ 833,462
Overtime	29,735	40,000	43,068	40,500
Total Salaries & Wages	\$ 762,063	\$ 833,599	\$ 827,290	\$ 873,962
Other Pay				
Standby Time	\$ 4,075	\$ 4,087	\$ 7,798	\$ 7,731
Supplemental Pay	-	7,500	7,500	-
Disability Leave Buy-Back	6,753	7,203	7,619	7,838
Accrued Leave Payoff	7,225	-	-	-
Phone Allowance	-	-	-	1,440
Clothing Allowance	-	2,100	1,500	2,250
Total Other Pay	\$ 18,053	\$ 20,890	\$ 24,417	\$ 19,259
Benefits				
Health Insurance	\$ 95,052	\$ 120,382	\$ 120,382	\$ 122,760
Life Insurance	1,432	2,106	2,084	1,602
Disability Insurance	4,412	5,301	5,263	5,941
FICA/Medicare Tax	56,621	65,377	65,452	68,333
Retirement Contributions	43,516	48,106	48,200	50,526
Workers' Compensation	17,802	14,650	14,714	15,289
Total Benefits	\$ 218,835	\$ 255,922	\$ 256,095	\$ 264,451
Total Personnel	\$ 998,951	\$ 1,110,411	\$ 1,107,802	\$ 1,157,672

**FY 2009 Budget
(Budget Basis)
Wastewater Treatment Plant**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Investment Management	\$ 20,088	\$ 18,975	\$ 18,975	\$ 17,000
Other Purchased Services	14,917	39,731	38,231	22,500
Refuse Collection	43,849	55,000	48,000	58,000
Energy - Electricity	256,383	335,220	319,000	365,220
Energy - Natural Gas	42,893	50,000	48,808	50,000
Maintenance Agreements	-	11,400	11,100	11,600
Insurance & Bonds	33,003	36,304	36,304	39,934
Telecommunications	24,662	22,500	21,231	22,500
Postage/Shipping	344	1,600	1,000	1,600
Printing/Reproduction	2,474	3,000	2,610	3,500
Travel	4,223	8,000	6,700	8,000
Training	8,873	10,000	8,600	10,000
Interdepartmental Services	67,656	47,487	47,487	69,161
Admin/Mgmt Fees	239,358	250,598	250,598	271,599
Other Contractual	27,910	29,350	28,400	29,350
Laundry & Towel Service	10,530	11,000	11,173	12,500
Total Contractual Services	\$ 797,163	\$ 930,165	\$ 898,217	\$ 992,464
Materials & Supplies				
Office Supplies	\$ 3,858	\$ 6,250	\$ 3,460	\$ 6,250
Operating Supplies	38,841	81,000	70,780	161,000
Other Materials & Supplies	540	3,250	2,800	3,250
Safety Equipment/Supplies	6,747	5,000	5,000	6,000
Pumps & Lubricant Supplies	5,009	10,500	8,282	10,500
Instrumentation	4,780	15,000	5,463	15,000
Booster/Lift Station Supplies	8,226	15,000	14,000	15,000
Other Structures	27,479	25,000	41,224	35,000
Machinery Supplies	14,077	15,000	14,600	15,000
Small Tools & Equipment Supplies	2,874	3,750	3,000	3,750
Lab Supplies	11,276	11,500	11,500	11,500
Total Materials & Supplies	\$ 123,707	\$ 191,250	\$ 180,109	\$ 282,250
Other Expenses				
Debt Service - Principal Payments	\$ -	\$ -	\$ -	\$ 363,740
Interest Expense	-	-	-	620,000
Depreciation	715,992	750,000	750,000	750,000
Total Other Expenses	\$ 715,992	\$ 750,000	\$ 750,000	\$ 1,733,740
Total Operating Expenses	\$ 2,635,813	\$ 2,981,826	\$ 2,936,128	\$ 4,166,126
Operating Income (Loss)	\$ 20,506,009	\$ 118,418	\$ 233,380	\$ (827,176)

**FY 2009 Budget
(Budget Basis)
Wastewater Treatment Plant**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital Revenue				
Grants				
State/Grants Loans	\$ -	\$ -	\$ 6,001,887	\$ -
Total Grants	\$ -	\$ -	\$ 6,001,887	\$ -
Development Charges				
System Development Charges	\$ 271,048	\$ 350,000	\$ 282,883	\$ 310,000
Total Development Charges	\$ 271,048	\$ 350,000	\$ 282,883	\$ 310,000
Total Capital Revenue	\$ 271,048	\$ 350,000	\$ 6,284,770	\$ 310,000
Capital Expenditures				
Capital - New				
Improve Other Than Buildings	\$ -	\$ -	\$ -	\$ 75,000
Light Equipment	2,183	2,500	2,450	5,500
Technologies	-	-	-	5,000
Total Capital - New	\$ 2,183	\$ 2,500	\$ 2,450	\$ 85,500
Capital - Replacement				
Buildings	\$ -	\$ -	\$ -	\$ 60,000
Improve Other Than Buildings	6,527,226	8,957,695	8,607,694	1,144,100
Light Equipment	148,164	551,493	901,493	120,000
Heavy Equipment	-	140,000	139,000	-
Technologies	7,614	4,000	2,800	6,000
Total Capital - Replacement	\$ 6,683,004	\$ 9,653,188	\$ 9,650,987	\$ 1,330,100
Total Capital Expenditures	\$ 6,685,187	\$ 9,655,688	\$ 9,653,437	\$ 1,415,600
Net Capital	\$ (6,414,139)	\$ (9,305,688)	\$ (3,368,667)	\$ (1,105,600)
Net Fund	\$ 14,091,870	\$ (9,187,270)	\$ (3,135,287)	\$ (1,932,776)

Refuse Collection

Refuse Collection

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

- 1. Goal:** *To increase cost effectiveness of container maintenance and replacement.*
 1. Objective: To investigate & compare costs of several container replacement programs by December 31, 2008.
 2. Objective: To investigate extending the life of trash containers from 10 years to 15 years or longer by December 31, 2008.
- 2. Goal:** *To maintain responsive and cost-effective sanitation services.*
 1. Objective: To increase route efficiency with current personnel numbers by June 30, 2009.
- 3. Goal:** *To increase compliance of trash collection rules.*
 1. Objective: To increase the percentage customers complying with the solid waste bagging and prohibited waste rules from 60% to 95% and the overfilling rule from 85% to 95% by January 1, 2010.
- 4. Goal:** *To increase the number of citizens engaged in stewardship of the community environment.*
 1. Objective: To maintain Keep Casper Beautiful as a Keep America Beautiful affiliate in good standing.
 2. Objective: To increase the number of volunteers involved in Keep Casper Beautiful activities from 494 (FY07) to 568 (FY08).
 3. Objective: To explore applying the community-based social marketing approach to at least one recycling issue by November 1, 2008.
- 5. Goal:** *To increase operational efficiency.*
 1. Objective: To modify the bid specifications to improve the quality of steel used in trash trucks purchased by the City by July 1, 2009.
 2. Objective: To maintain six side loaders and three front loaders available for routes at all times by June 30, 2008.

Highlights from FY 2008: Refuse Collection Section of the Solid Waste Division collected nearly 1,900 tons of recyclable materials and about 32,400 tons of waste. Recycling programs expansions include two new community recycling depots (one at Paradise Valley swimming pool and one at Wal-Mart East) and approximately 38 new accounts to the business recycling program. Keep Casper Beautiful, a Refuse Collection Program, successfully teamed with departments throughout the City to implement a Graffiti Abatement Program that cleaned graffiti from 17 areas.

Highlights for FY 2009: Charges for Interdepartmental services have increased due to increased costs for fleet operations including the cost of fuel. Also, during FY 2008 a cost study was performed that more accurately allocated the costs of billing, payment processing and other administrative services between the Utility enterprises. This cost study reallocation had the largest impact on the Refuse Collection fund.

The revenues and costs related to a tree planting and forestry education grant awarded to the Keep Casper Beautiful program, is shown in the Parks cost center. This was done to keep tree planting and forestry expenditures consolidated in a single location.

Refuse Collection
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 3,442,129	\$ 3,497,000	\$ 3,892,338	\$ 4,325,090
Administration/Management Fees	22,731	24,500	24,500	26,200
Recycling Revenue	-	30,000	115,100	84,000
Total Revenues	3,464,860	3,551,500	4,031,938	4,435,290
Expenses				
Personnel Services	949,887	1,041,363	1,062,475	1,160,987
Contractual	2,248,869	2,106,049	2,175,429	2,414,528
Materials & Supplies	38,641	37,078	37,528	35,445
Depreciation	426,870	469,908	469,908	491,126
Debt Service & Interest	-	-	-	-
Total Expenses	3,664,267	3,654,398	3,745,340	4,102,086
Operating Income (Loss)	(199,407)	(102,898)	286,598	333,204
<u>Non-operating Activity</u>				
Revenues				
Interest	73,953	56,200	58,600	44,000
Gain/ Loss on Sale of Investments	(16,941)	-	4,440	-
Contributions	4,621	9,500	38,756	33,000
Total Revenues	61,633	65,700	101,796	77,000
Expenses				
Bad Debt Expense	3,661	6,000	6,000	-
Transfers Out	360,700	-	-	-
Keep Casper Beautiful	27,154	102,600	106,119	70,400
Total Expenses	391,515	108,600	112,119	70,400
Non-operating Income (Loss)	(329,882)	(42,900)	(10,323)	6,600
<u>Capital Activity</u>				
Sources				
Capital Grants & Loans	3,000	-	10,000	-
Transfers In	-	210,200	210,200	-
Total Sources	3,000	210,200	220,200	-
Uses				
New Capital	96,000	67,500	67,500	128,800
Replacement Capital	304,431	1,049,198	1,049,197	470,200
Total Uses	400,431	1,116,698	1,116,697	599,000
Capital Income (Loss)	(397,431)	(906,498)	(896,497)	(599,000)
Net Income (Loss)	\$ (926,720)	\$ (1,052,296)	\$ (620,222)	\$ (259,196)

Refuse Collection Fund

Refuse Collection FY 2009 Capital Summary

Replacement Capital		New Capital	
Rear loader truck	\$ 170,000	Route Study	\$ 12,000
Side loader truck	200,000	56 commercial containers	<u>116,800</u>
Commercial bins and refurbishing parts	45,000	Total	\$ 128,800
Specialty truck diagnostic software	1,900		
Recycling depot steps and parts	12,000		
90 gallon and 300 gallon containers	40,000		
Computer	<u>1,300</u>		
Total	\$ 470,200		

Refuse Collection Staffing Summary

	FY 2007	FY 2008	FY 2009
Full Time Positions			
Construction Maint Worker I	1	1	1
Sanitation Equipment Oper II	5	5	5
Secretary II	1	1	1
Senior Sanitation Equip Oper	5	5	5
SW Coll Route/ Vehicle Maintenance Co	1	1	1
SW Collection Supervisor	1	1	1
Municipal Worker III	-	1	1
Total	14	15	15
Part Time Employees (Budget)	\$ 45,617	\$ 56,278	\$ 65,285

Refuse Collection Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 3,442,129	\$ 3,497,000	\$ 3,892,338	\$ 4,325,090
Miscellaneous	84,364	120,200	241,396	187,200
Operating Transfer In	-	210,200	210,200	-
Grants	3,000	-	10,000	-
Total Revenues	\$ 3,529,493	\$ 3,827,400	\$ 4,353,934	\$ 4,512,290
Expenditures				
Personnel	\$ 949,887	\$ 1,041,363	\$ 1,062,475	\$ 1,160,987
Contractual Services	2,248,869	2,106,049	2,175,429	2,414,528
Materials & Supplies	38,641	37,078	37,528	35,445
Other	457,685	578,508	582,027	561,526
Capital	400,431	1,116,698	1,116,697	599,000
Transfers Out	360,700	-	-	-
Total Expenditures	\$ 4,456,213	\$ 4,879,696	\$ 4,974,156	\$ 4,771,486
Net Refuse Collection Fund	\$ (926,720)	\$ (1,052,296)	\$ (620,222)	\$ (259,196)
			Projected Reserves on June 30, 2008	\$ 1,650,066
			Projected Reserves on June 30, 2009	\$ 1,881,996

**FY 2009 Budget
(Budget Basis)
Refuse Collection**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Operating Revenues				
Grants				
State Grants/Loans	\$ 3,000	\$ -	\$ 10,000	\$ -
Total Grants	\$ 3,000	\$ -	\$ 10,000	\$ -
Charges For Services				
Commercial Charges	\$ 927,156	\$ 944,800	\$ 1,032,800	\$ 1,200,000
Residential Charges	2,514,973	2,552,200	2,859,538	3,125,090
Total Charges For Services	\$ 3,442,129	\$ 3,497,000	\$ 3,892,338	\$ 4,325,090
Miscellaneous Revenue				
Recycle Revenue	\$ -	\$ 30,000	\$ 115,100	\$ 84,000
Interest On Investments	73,953	56,200	58,600	44,000
Gain/Loss On Sale Of Investments	(16,941)	-	4,440	-
Contributions	4,621	9,500	38,756	33,000
Admin/Mgmt Fees	22,731	24,500	24,500	26,200
Total Miscellaneous	\$ 84,364	\$ 120,200	\$ 241,396	\$ 187,200
Transfers				
Transfers In	\$ -	\$ 210,200	\$ 210,200	\$ -
Total Transfers	\$ -	\$ 210,200	\$ 210,200	\$ -
Total Operating Revenue	\$ 3,529,493	\$ 3,827,400	\$ 4,353,934	\$ 4,512,290
Operating Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 606,850	\$ 669,537	\$ 669,537	\$ 729,327
Part Time	45,617	56,278	56,278	65,285
Overtime	61,476	49,795	70,524	75,200
Total Salaries & Wages	\$ 713,943	\$ 775,610	\$ 796,339	\$ 869,812
Other Pay				
Supplemental Pay	\$ -	\$ 7,500	\$ 7,750	\$ 750
Disability Leave Buy-Back	2,112	2,290	1,973	2,290
Accrued Leave Payoff	4,717	-	-	-
Phone Allowance	-	-	-	1,680
Total Other Pay	\$ 6,829	\$ 9,790	\$ 9,723	\$ 4,720

**FY 2009 Budget
(Budget Basis)
Refuse Collection**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 114,516	\$ 130,512	\$ 130,512	\$ 145,668
Life Insurance	1,371	1,499	1,499	1,583
Disability Insurance	3,700	4,486	4,486	5,765
FICA/Medicare Tax	52,623	60,242	60,242	67,260
Retirement Contributions	37,852	41,107	41,107	45,827
Unemployment Compensation	1,284	2,000	2,000	2,000
Workers' Compensation	17,159	14,017	14,017	15,652
Clothing Allowance	610	2,100	2,550	2,700
Total Benefits	\$ 229,115	\$ 255,963	\$ 256,413	\$ 286,455
Total Personnel	\$ 949,887	\$ 1,041,363	\$ 1,062,475	\$ 1,160,987
Contractual Services				
Investment Fees	\$ 3,927	\$ 3,700	\$ 2,910	\$ 2,910
Office Machine Repairs	135	600	750	750
Insurance & Bonds	17,865	19,652	19,652	21,617
Telecommunications	3,649	3,200	3,200	2,000
Radio	-	1,200	1,200	1,200
Postage/Shipping	372	350	450	350
Advertising	2,293	12,750	7,550	7,550
Printing/Reproduction	1,631	4,300	4,300	3,000
Travel	2,157	2,600	3,120	6,000
Training	1,860	3,200	3,200	3,800
Interdepartmental Services	533,676	583,382	583,382	743,236
Admin/Mgmt Fees	198,099	194,000	194,000	198,600
Balefill	1,427,777	1,177,700	1,252,800	1,334,600
Other Contractual	29,081	43,415	43,415	33,415
Association Dues	334	1,000	1,000	1,000
Recycling Services	26,013	55,000	54,500	54,500
Total Contractual Services	\$ 2,248,869	\$ 2,106,049	\$ 2,175,429	\$ 2,414,528
Materials & Supplies				
Office Supplies	\$ 3,759	\$ 2,043	\$ 2,043	\$ 2,000
Operating Supplies	16,207	15,000	15,000	20,000
Other Materials & Supplies	3,290	3,000	3,000	3,000
Uniforms	1,462	2,230	2,230	2,230
Safety Equipment/Supplies	6,083	5,305	5,755	6,215
Infectious Waste Disposal Supplies	5,903	7,500	7,500	-
Small Tools & Supplies	1,937	2,000	2,000	2,000
Total Materials & Supplies	\$ 38,641	\$ 37,078	\$ 37,528	\$ 35,445

**FY 2009 Budget
(Budget Basis)
Refuse Collection**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Depreciation	\$ 426,870	\$ 469,908	\$ 469,908	\$ 491,126
Bad Debt Expense	3,661	6,000	6,000	-
Keep Casper Beautiful	27,154	102,600	106,119	70,400
Total Other Expenses	\$ 457,685	\$ 578,508	\$ 582,027	\$ 561,526
Capital				
Capital - New				
Intangibles	\$ -	\$ -	\$ -	\$ 12,000
Light Equipment	96,000	67,500	67,500	116,800
Total Capital - New	\$ 96,000	\$ 67,500	\$ 67,500	\$ 128,800
Capital - Replacement				
Light Equipment	\$ 72,779	\$ 359,806	\$ 206,748	\$ 97,000
Heavy Equipment	228,701	686,792	839,849	370,000
Technologies	2,951	2,600	2,600	3,200
Total Capital - Replacement	\$ 304,431	\$ 1,049,198	\$ 1,049,197	\$ 470,200
Total Capital	\$ 400,431	\$ 1,116,698	\$ 1,116,697	\$ 599,000
Transfers				
Transfers Out	360,700	-	-	-
Total Transfers	\$ 360,700	\$ -	\$ -	\$ -
Total Expenses	\$ 4,456,213	\$ 4,879,696	\$ 4,974,156	\$ 4,771,486
Net Fund	\$ (926,720)	\$ (1,052,296)	\$ (620,222)	\$ (259,196)

Balefill

Balefill

Mission Statement: To dispose of municipal solid waste.

1. Goal: *To increase environmental compliance with regards to solid waste permitting.*

1. Objective: To decrease the number of incidences of non-compliant violations from DEQ to zero by December 31, 2009.

2. Goal: *To maintain a stable disposal rate for municipal solid waste.*

1. Objective: To significantly reduce the volume of waste that is not baled from 25% of the waste to 20% within the next three years.
2. Objective: To increase landfill diversion of waste from 2% to 7% within the next five years.
3. Objective: To increase customer base to include Rawlins, Douglas, Midwest/Edgerton, and Kaycee to improve economy of scale by December 31, 2011.

3. Goal: *To increase operational efficiency.*

1. Objective: To decrease baler equipment downtime to zero by January 31, 2009.
2. Objective: To provide for 24 hour turnaround on routine scheduled maintenance to reduce downtime of critical operations equipment.

Highlights from FY 2008: Balefill Section of the Solid Waste Division accepted approximately 106,800 tons of waste compared to last year's 102,989 tons. Construction of a \$5.9 million new, lined Balefill and activities associated with Integrated Solid Waste Management Planning with at least eight other state landfills has been completed. Extent of Contamination project activities began using a progressive method for determining locations to drill groundwater wells, and the geophysics and soil core samples completed will be used to determine the final number and locations of groundwater wells to be installed.

Highlights for FY 2009: The greatest change is the expected receipt of \$14,000,000 in capital funding for a new Balefill facility from Natrona County Consensus Funding. This funding is a relatively new allocation method for mineral tax monies from the State of Wyoming. These capital items related to the new Balefill are detailed in the capital section.

Other changes include the transfer of Special waste costs from the refuse collection fund to the Balefill to match the revenue of the program to its expenses. Other operational impacts included the increased cost of bulk fuel, and additional costs for large bags used as part of the new baler process.

Balefill
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 3,803,410	\$ 3,708,624	\$ 4,176,690	\$ 4,377,625
Administration/Management Fees	183,099	194,000	194,000	198,600
Total Revenues	3,986,509	3,902,624	4,370,690	4,576,225
Expenses				
Personnel Services	1,015,715	1,187,219	1,196,881	1,344,384
Contractual	1,082,848	2,362,355	2,221,802	1,611,616
Materials & Supplies	367,348	410,031	401,573	611,075
Depreciation	360,399	393,756	393,756	551,374
Sales tax	-	1,100	425	425
Landfill Closure/Post-closure	105,000	105,000	105,000	105,000
Total Expenses	2,931,310	4,459,461	4,319,437	4,223,874
Operating Income (Loss)	1,055,199	(556,837)	51,253	352,351
<u>Non-operating Activity</u>				
Revenues				
Interest	187,890	46,700	163,500	130,000
Miscellaneous	(23,911)	10,000	24,148	8,500
Total Revenues	163,979	56,700	187,648	138,500
Expenses				
Bad Debt	53,501	-	-	-
Total Expenses	53,501	-	-	-
Non-operating Income (Loss)	110,478	56,700	187,648	138,500
<u>Capital Activity</u>				
Sources				
Grants & Loans	-	280,800	2,108,000	14,416,400
Transfers In	2,360,700	-	-	-
Total Sources	2,360,700	280,800	2,108,000	14,416,400
Uses				
New Capital	1,846,252	6,299,178	6,299,178	11,512,780
Replacement Capital	69,393	324,500	316,800	3,304,900
Total Uses	1,915,645	6,623,678	6,615,978	14,817,680
Capital Income (Loss)	445,055	(6,342,878)	(4,507,978)	(401,280)
Net Income (Loss)	\$ 1,610,732	\$ (6,843,015)	\$ (4,269,077)	\$ 89,571

Balefill Fund

Balefill FY 2009 Capital Summary			
Replacement Capital		New Capital	
Baler building renovation and modifications	\$ 1,100,000	Equipment Storage Building	\$ 800,000
Repaving of internal roads	\$ 78,900	Special Wastes Building	2,500,000
Baler replacement including 2 balers and wrapping system	\$ 1,700,000	Balefill closure	7,000,000
Excavator	\$ 200,000	Stationary wood grinder	900,000
Pit loader	\$ 200,000	Portable litter fences	38,880
2 computers and 2 monitors	\$ 3,000	Silo for Posi-shell cement	47,900
Scale hardware & software upgrades	\$ 3,000	Two roll-off containers	11,000
Pick-up truck	\$ 20,000	Pick-up- Special wastes ops.	20,000
Total	\$ 3,304,900	Pick-up truck	25,000
		One haul truck for large loads	170,000
		Total	\$ 11,512,780

Balefill Staffing Summary			
	FY 2007	FY 2008	FY 2009
Full Time Positions			
Balefill Clerk	1	2	2
Balefill Supervisor	1	1	1
Baler Operator	3	4	4
Environmental Safety Technician	1	1	1
Equipment Operator II	5	5	5
Keep Casper Beautiful Coordinator	1	1	1
Municipal Service Worker II	1	1	1
Solid Waste Division Manager	1	1	1
SW Diversion/ Special Waste Supervisor	1	1	1
Baler Coordinator	-	-	1
Total	15	17	18
Part Time Employees (Budget)	\$ 48,638	\$ 35,452	\$ 39,265

Balefill Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 3,803,410	\$ 3,708,624	\$ 4,176,690	\$ 4,377,625
Miscellaneous	347,078	250,700	381,648	337,100
Capital Transfer In	2,360,700	-	-	-
Grants	-	280,800	2,108,000	14,416,400
Total Revenues	\$ 6,511,188	\$ 4,240,124	\$ 6,666,338	\$ 19,131,125
Expenditures				
Personnel	\$ 1,015,715	\$ 1,187,219	\$ 1,196,881	\$ 1,344,384
Contractual Services	1,082,848	2,362,355	2,221,802	1,611,616
Materials & Supplies	367,348	410,031	401,573	611,075
Other	518,900	499,856	499,181	656,799
Capital	1,915,645	6,623,678	6,615,978	14,817,680
Total Expenditures	\$ 4,900,456	\$ 11,083,139	\$ 10,935,415	\$ 19,041,554
Net Balefill Fund	\$ 1,610,732	\$ (6,843,015)	\$ (4,269,077)	\$ 89,571
			Projected Reserves on June 30, 2008	\$ 3,582,079
			Projected Reserves on June 30, 2009	\$ 4,328,024

**FY 2009 Budget
(Budget Basis)
Balefill**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Operating Revenues				
Grants				
State Grants/Loans	\$ -	\$ 280,800	\$ 108,000	\$ 416,400
State Loan - New Landfill	-	-	2,000,000	-
State Grant - Natrona County				
Consensus	-	-	-	14,000,000
Total Grants	\$ -	\$ 280,800	\$ 2,108,000	\$ 14,416,400
Charges For Services				
Commercial Charges	\$ 297,778	\$ 309,100	\$ 344,150	\$ 364,400
Residential Charges	870,045	877,700	929,820	970,200
Private Commercial Charges	2,403,086	2,426,200	2,687,000	2,797,300
Contaminated Soil	158,653	35,000	150,000	150,000
Other Charges	73,848	60,624	65,720	95,725
Total Charges For Services	\$ 3,803,410	\$ 3,708,624	\$ 4,176,690	\$ 4,377,625
Miscellaneous Revenue				
Sales - Compost/Tarps/Woodchips	\$ 5,131	\$ 10,000	\$ 8,500	\$ 8,500
Interest On Investments	187,890	46,700	163,500	130,000
Gain/Loss On Sale Of Investments	(43,042)	-	14,648	-
Contributions	14,000	-	1,000	-
Admin/Mgmt Fees	183,099	194,000	194,000	198,600
Total Miscellaneous	\$ 347,078	\$ 250,700	\$ 381,648	\$ 337,100
Transfers				
Transfers In	\$ 2,360,700	\$ -	\$ -	\$ -
Total Transfers	\$ 2,360,700	\$ -	\$ -	\$ -
Total Operating Revenue	\$ 6,511,188	\$ 4,240,124	\$ 6,666,338	\$ 19,131,125
Operating Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 661,617	\$ 804,886	\$ 780,020	\$ 922,966
Part Time	48,638	35,452	46,100	39,265
Overtime	56,780	37,400	59,064	56,000
Total Salaries & Wages	\$ 767,035	\$ 877,738	\$ 885,184	\$ 1,018,231
Other Pay				
Supplemental Pay	\$ -	\$ 7,750	\$ 8,000	\$ 750
Disability Leave Buy-Back	4,979	5,050	5,259	5,300
Accrued Leave Payoff	1,435	-	42	5,500
Car Allowance	2,975	3,000	2,940	3,000
Phone Allowance	-	-	-	2,700
Total Other Pay	\$ 9,389	\$ 15,800	\$ 16,241	\$ 17,250

**FY 2009 Budget
(Budget Basis)**

Balefill

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 113,473	\$ 149,616	\$ 149,616	\$ 141,960
Life Insurance	1,353	1,836	1,836	1,909
Disability Insurance	3,960	5,293	5,293	6,669
FICA/Medicare Tax	56,620	68,644	68,644	79,553
Retirement Contributions	40,874	48,519	48,519	55,905
Unemployment Compensation	4,231	3,200	4,375	3,200
Workers' Compensation	18,456	15,973	15,973	18,507
Clothing Allowance	324	600	1,200	1,200
Total Benefits	\$ 239,291	\$ 293,681	\$ 295,456	\$ 308,903
Total Personnel	\$ 1,015,715	\$ 1,187,219	\$ 1,196,881	\$ 1,344,384
Contractual Services				
Investment Fees	\$ 10,605	\$ 7,500	\$ 9,800	\$ 9,800
Medical Testing Services	2,624	3,200	3,200	3,200
Engineering Services	103,368	1,186,493	1,035,493	199,500
Other Testing	53,455	71,036	71,036	55,670
Water	6,196	5,600	11,117	11,200
Energy - Electricity	51,956	52,000	47,000	49,350
Energy - Natural Gas	46,886	40,000	52,000	54,600
Alarm	1,081	2,450	1,081	1,200
Equipment Rental	112,396	112,085	112,100	90,600
Insurance & Bonds	14,838	16,322	16,322	17,954
State Landfill Assurance Prg	14,262	7,100	2,558	13,135
Telecommunications	8,441	8,100	8,826	2,000
Radio	-	-	-	1,200
Postage/Shipping	161	300	300	300
Advertising	2,913	2,250	2,250	2,250
Printing/Reproduction	922	5,000	3,000	3,000
Travel	4,718	3,900	5,000	6,000
Training	10,342	9,300	11,000	11,000
Interdepartmental Services	517,510	657,999	657,999	833,177
Admin/Mgmt Fees	22,731	24,500	24,500	26,200
Other Contractual	96,466	145,940	145,940	219,000
Association Dues	977	1,280	1,280	1,280
Total Contractual Services	\$ 1,082,848	\$ 2,362,355	\$ 2,221,802	\$ 1,611,616

**FY 2009 Budget
(Budget Basis)
Balefill**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 3,065	\$ 3,000	\$ 3,000	\$ 3,000
Operating Supplies	161,788	198,100	198,100	359,100
Other Materials & Supplies	5,143	6,200	6,200	6,200
Uniforms	3,863	4,675	4,675	4,675
Safety Equipment/Supplies	18,406	19,000	18,000	18,000
Cover Materials	20,843	10,836	-	20,000
Building Supplies	7,684	7,000	7,000	7,000
Infectious Waste Disposal Supplies	-	-	-	10,000
Paint & Sign Supplies	892	1,000	1,000	7,100
Small Tools & Supplies	2,269	2,500	2,747	2,500
Bulk Fuel	143,395	157,720	160,851	173,500
Total Materials & Supplies	\$ 367,348	\$ 410,031	\$ 401,573	\$ 611,075
Other Expenses				
Depreciation	\$ 360,399	\$ 393,756	\$ 393,756	\$ 551,374
Landfill Closure/Post Closure Costs	105,000	105,000	105,000	105,000
Bad Debt Expense	53,501	-	-	-
Sales Tax	-	1,100	425	425
Total Other Expenses	\$ 518,900	\$ 499,856	\$ 499,181	\$ 656,799
Capital				
Capital - New				
Buildings	\$ 16,228	\$ -	\$ -	\$ 3,300,000
Improv Other Than Buildings	1,801,872	6,164,884	6,164,884	7,900,000
Light Equipment	24,786	111,694	111,694	142,780
Heavy Equipment	-	-	-	170,000
Technologies	3,366	22,600	22,600	-
Total Capital - New	\$ 1,846,252	\$ 6,299,178	\$ 6,299,178	\$ 11,512,780
Capital - Replacement				
Buildings	\$ 23,084	\$ 7,700	\$ -	\$ 1,100,000
Improve Other Than Buildings	-	-	-	78,900
Light Equipment	-	60,800	60,800	20,000
Heavy Equipment	45,309	250,000	250,000	2,100,000
Technologies	1,000	6,000	6,000	6,000
Total Capital - Replacement	\$ 69,393	\$ 324,500	\$ 316,800	\$ 3,304,900
Total Capital	\$ 1,915,645	\$ 6,623,678	\$ 6,615,978	\$ 14,817,680
Total Expenses	\$ 4,900,456	\$ 11,083,139	\$ 10,935,415	\$ 19,041,554
Net Fund	\$ 1,610,732	\$ (6,843,015)	\$ (4,269,077)	\$ 89,571

Leisure
Enterprise Funds

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

Leisure Enterprise Funds Consolidated

Leisure Enterprise Funds Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 3,991,630	\$ 4,652,187	\$ 4,632,748	\$ 5,018,250
Miscellaneous	327,951	431,560	425,305	482,836
Operating Transfer In	2,260,738	2,469,091	2,337,019	2,474,282
Total Revenues	\$ 6,580,319	\$ 7,552,838	\$ 7,395,072	\$ 7,975,368
Expenditures				
Personnel	\$ 3,726,738	\$ 4,361,715	\$ 4,204,787	\$ 4,645,432
Contractual Services	2,042,133	2,198,342	2,231,865	2,321,924
Materials & Supplies	614,747	648,325	670,952	713,756
Other	261,792	264,827	264,544	265,743
Capital	232,116	165,247	195,732	286,000
Total Expenditures	\$ 6,877,526	\$ 7,638,456	\$ 7,567,880	\$ 8,232,855
Net All Leisure Enterprise Funds	\$ (297,207)	\$ (85,618)	\$ (172,808)	\$ (257,487)

Casper Events Center

Casper Events Center

Mission Statement: To provide a community resource that provides a variety of entertainment and events for the citizens of Natrona County and the State of Wyoming, while generating positive economic impact for the community.

1. Goal: *To increase the number of concerts and family oriented events and decrease the subsidy.*

1. Objective: To increase the booking of concerts by three before June 30, 2009.
2. Objective: To increase the booking of family oriented shows by two before June 30, 2009.

2. Goal: *To increase revenue from ticketed events.*

1. Objective: To increase the internet and phone sales of tickets through E-Venue by 20% by June 30, 2009.

3. Goal: *To determine facility needs in order to modernize the facility for capital improvement projects in a timely manner.*

1. Objective: To complete upgrade of electrical supply to CEC by June 30, 2009.
2. Objective: To complete design and cost estimate of CEC Food & Beverage electrical upgrade for concession stands and Coffee & Donut Stand by June 30, 2008.
3. Objective: To complete design and cost estimate of roof replacement by June 30, 2009.

4. Goal: *To increase profitability at the CEC.*

1. Objective: To exceed budgeted revenues in fiscal 2009.
2. Objective: To increase catering revenue by 10%.
3. Objective: To increase alcohol revenue by 10%.
4. Objective: To increase concession revenue by 15%.

5. Goal: *To continue to provide exceptional quality in food, beverage and service with a reasonable ROI.*

1. Objective: To re-establish a reputation for excellence in all phases of our Food and Beverage Operation and the CEC.

Highlights from FY 2008: The CEC has increased the number of concerts and family oriented events and decreased the subsidy. This has been accomplished through the implementation of the real time ticket purchase through the Box Office and the aggressive approach of booking events. The CEC has become more attentive to the capital replacement procedure and is doing a better job of modernizing the facility for the public and employees.

Food and Beverage Service utilizes a centralized management staff that oversees the food service operations at the Casper Events Center, Municipal Golf Course, and at the Hogadon Ski Area. During fiscal year 2008, Food and Beverage at the Events Center surpassed the revenues and profitability earned during the entirety of FY 2007 by March of 2008. Catering revenue is up 43.9%, alcohol revenue is up 15.9%, novelty revenue is up 331.2% and concession revenue is comparable to 2007.

Casper Events Center
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 1,386,269	\$ 1,790,250	\$ 1,967,908	\$ 2,102,300
Administration/Management Fees	137,333	210,342	210,342	269,059
Total Revenues	1,523,602	2,000,592	2,178,250	2,371,359
Expenses				
Personnel Services	1,399,392	1,752,490	1,726,125	2,061,384
Contractual	673,667	789,559	836,379	802,009
Materials & Supplies	227,683	290,100	284,150	329,426
Other	60	120	50	50
Total Expenses	2,300,802	2,832,269	2,846,704	3,192,869
Operating Income (Loss)	(777,200)	(831,677)	(668,454)	(821,510)
<u>Non-operating Activity</u>				
Revenues				
Interest	14,759	10,800	16,000	9,985
Miscellaneous	25,683	21,009	15,300	17,000
Transfers In	785,923	851,798	720,271	839,825
Total Revenues	826,365	883,607	751,571	866,810
Non-operating Income (Loss)	826,365	883,607	751,571	866,810
<u>Capital Activity</u>				
Uses				
Capital	44,285	53,924	83,117	46,300
Total Uses	44,285	53,924	83,117	46,300
Capital Income (Loss)	(44,285)	(53,924)	(83,117)	(46,300)
Net Income (Loss)	\$ 4,880	\$ (1,994)	\$ -	\$ (1,000)

Casper Events Center Fund

Casper Events Center Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Leisure Services Director	1	1	1	1
Events Center Manager	-	1	1	1
Accounting Technician	1	1	1	1
Administrative Secretary	1	1	1	1
Audio Visual Technician	1	1	1	1
Assistant Box Office Manager	-	1	1	1
Box Office Manager	1	1	1	1
Event Coordinator	1	1	1	1
Food & Bev Superintendent	1	1	1	1
Food & Beverage Manager	1	1	1	1
Maintenance Crew Chief	1	1	1	1
Maintenance Supervisor	1	1	1	1
Marketing Assistant	1	1	1	1
Marketing Promotions Manager	1	1	1	1
Operations Manager	1	1	1	1
Special Facilities Superintendent	1	1	1	1
Food & Beverage Service Coordinator	-	-	1	1
Food & Beverage Kitchen Supervisor	-	-	1	1
Total	14	16	18	
Part Time Employees (Budget)	\$ 418,049	\$ 552,654	\$ 652,106	

Casper Events Center Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 1,386,269	\$ 1,790,250	\$ 1,967,908	\$ 2,102,300
Miscellaneous	177,775	242,151	241,642	296,044
Operating Transfer In	785,923	851,798	720,271	839,825
Total Revenues	\$ 2,349,967	\$ 2,884,199	\$ 2,929,821	\$ 3,238,169
Expenditures				
Personnel	\$ 1,399,392	\$ 1,752,490	\$ 1,726,125	\$ 2,061,384
Contractual Services	673,667	789,559	836,379	802,009
Materials & Supplies	227,683	290,100	284,150	329,426
Other	60	120	50	50
Capital	44,285	53,924	83,117	46,300
Total Expenditures	\$ 2,345,087	\$ 2,886,193	\$ 2,929,821	\$ 3,239,169
Net Casper Events Center Fund	\$ 4,880	\$ (1,994)	\$ -	\$ (1,000)
			Projected Reserves on June 30, 2008	\$ 173,262
			Projected Reserves on June 30, 2009	\$ 172,262

**FY 2009 Budget
(Budget Basis)
Casper Events Center**

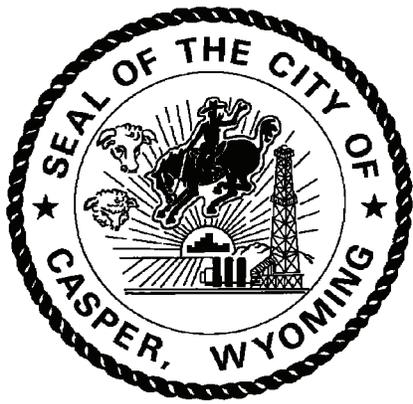
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
ATM Fees	\$ 2,329	\$ -	\$ 3,738	\$ 4,000
Catering	142,203	250,000	313,000	313,000
Gratuities - Service Fee	17,154	30,500	38,370	36,900
Building Rental	196,430	186,000	190,000	200,000
Equipment Fees	41,362	36,000	40,000	42,000
Concessions	298,546	350,000	350,000	380,000
Alcohol Sales	200,615	240,000	300,000	350,000
Parking Income	50,935	62,300	68,000	78,000
Exhibitor Services	18,817	34,000	19,000	21,000
Service Fees	91,030	212,000	261,500	279,400
Reimbursable Wages	305,232	356,200	361,200	369,000
Lease Fees	20,467	33,250	23,000	29,000
Other Charges	1,149	-	100	-
Total Charges For Services	\$ 1,386,269	\$ 1,790,250	\$ 1,967,908	\$ 2,102,300
Miscellaneous				
Interest on Investments	\$ 14,759	\$ 10,800	\$ 16,000	\$ 9,985
Gain/Loss on Sale of Investments	4,000	-	-	-
Administrative Fees	137,333	210,342	210,342	269,059
Unclassified Miscellaneous	21,683	21,009	15,300	17,000
Total Miscellaneous	\$ 177,775	\$ 242,151	\$ 241,642	\$ 296,044
Transfers				
Transfers In	\$ 785,923	\$ 851,798	\$ 720,271	\$ 839,825
Total Transfers	\$ 785,923	\$ 851,798	\$ 720,271	\$ 839,825
Total Revenue	\$ 2,349,967	\$ 2,884,199	\$ 2,929,821	\$ 3,238,169
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 672,579	\$ 800,680	\$ 770,356	\$ 950,169
Part Time	418,049	552,654	553,672	652,106
Overtime	23,183	25,775	34,138	30,075
Holiday Pay	325	700	800	852
Total Salaries & Wages	\$ 1,114,136	\$ 1,379,809	\$ 1,358,966	\$ 1,633,202
Other Pay				
Supplemental Pay	\$ 6,590	\$ 26,000	\$ 41,341	\$ 36,345
Disability Leave Buy-Back	5,356	7,200	7,387	10,000
Accrued Leave Payoff	13,138	13,500	-	-
Car Allowance	10,412	10,500	12,000	13,500
Phone Allowance	-	-	-	4,200
Total Other Pay	\$ 35,496	\$ 57,200	\$ 60,728	\$ 64,045

**FY 2009 Budget
(Budget Basis)
Casper Events Center**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 83,784	\$ 118,080	\$ 118,080	\$ 135,924
Life Insurance	1,389	1,968	1,968	2,025
Disability Insurance	4,130	5,347	5,347	5,876
FICA/Medicare Tax	88,767	109,932	107,204	129,848
Retirement Contributions	43,449	52,110	52,110	60,322
Unemployment Compensation	3,083	3,089	-	2,000
Workers' Compensation	25,158	24,955	21,722	28,142
Total Benefits	\$ 249,760	\$ 315,481	\$ 306,431	\$ 364,137
Total Personnel	\$ 1,399,392	\$ 1,752,490	\$ 1,726,125	\$ 2,061,384
Contractual Services				
Medical Testing Services	\$ -	\$ 100	\$ -	\$ 100
Water	20,305	28,000	22,000	24,000
Refuse Collection	-	11,000	6,000	5,000
Energy - Electricity	168,644	165,000	165,000	170,000
Energy - Natural Gas	68,675	80,000	73,000	80,000
Equipment Repairs	4,578	19,100	17,000	17,600
Maintenance Agreements	76,402	95,175	94,614	99,800
Insurance & Bonds	32,016	35,218	35,218	38,740
Telecommunications	33,138	28,000	28,000	27,000
Postage/Shipping	2,807	2,400	2,900	3,500
Advertising	18,974	19,750	16,000	25,500
Promotional Expenses	487	240	200	-
Printing/Reproduction	4,557	6,200	5,700	5,900
Travel	2,261	7,100	7,783	9,400
Training	1,488	2,800	3,829	7,000
Interdepartmental Services	24,876	25,491	25,491	28,951
Admin/Mgmt Fees	30,963	26,161	26,161	27,221
Other Contractual	149,032	133,379	158,770	119,817
Association Dues	1,667	2,845	1,420	1,900
Credit Card Service Charges	21,509	73,600	73,900	88,580
Production Service	11,288	28,000	73,393	22,000
Total Contractual Services	\$ 673,667	\$ 789,559	\$ 836,379	\$ 802,009
Materials & Supplies				
Office Supplies	\$ 12,419	\$ 11,200	\$ 13,000	\$ 12,150
Operating Supplies	64,378	100,000	100,000	100,000
Other Materials & Supplies	3,400	7,500	5,700	5,700
Uniforms	1,618	3,450	3,350	3,300
Safety Equipment/Supplies	594	1,950	2,100	2,200
Alcohol Supplies	44,648	59,000	65,000	77,076
Building Supplies	38,928	17,000	18,000	22,000
Concession Supplies	61,698	90,000	77,000	107,000
Total Materials & Supplies	\$ 227,683	\$ 290,100	\$ 284,150	\$ 329,426

**FY 2009 Budget
(Budget Basis)
Casper Events Center**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Sales Tax	\$ 60	\$ 120	\$ 50	\$ 50
Total Other Expenses	\$ 60	\$ 120	\$ 50	\$ 50
Capital				
Capital New				
Improve Other Than Buildings	\$ 19,622	\$ 33,510	\$ 63,510	\$ 1,500
Technologies	24,663	20,414	19,607	12,800
Total Capital New	\$ 44,285	\$ 53,924	\$ 83,117	\$ 14,300
Capital Replacement				
Improve Other Than Buildings	\$ -	\$ -	\$ -	\$ 32,000
Total Capital Replacement	\$ -	\$ -	\$ -	\$ 32,000
Total Capital	\$ 44,285	\$ 53,924	\$ 83,117	\$ 46,300
Total Expenses	\$ 2,345,087	\$ 2,886,193	\$ 2,929,821	\$ 3,239,169
Net Fund	\$ 4,880	\$ (1,994)	\$ -	\$ (1,000)



Municipal Golf Course

Municipal Golf Course

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

1. **Goal:** *To increase the speed and playability of the municipal golf course.*
 1. Objective: To decrease the amount of ground-under-repair areas by 50% during the 2008 golf season.
 2. Objective: To increase mowing of primary rough to two times weekly, maintaining a 2 ¼ inch average height of cut.
2. **Goal:** *To maintain and continue the cart path replacement program each year.*
3. **Goal:** *To decrease the money spent on irrigation water at the municipal golf course.*
 1. Objective: To decrease the amount of water used for irrigation of the golf course by 10% in the 2008 golf season.
 2. Objective: To decrease the amount of potable water purchased for irrigation purposes by 10% in the next fiscal year.

Highlights from FY 2008: During this budget year golf course staff will address survey identified pass holder concerns such as: cart path repairs, reduced rough area heights, irrigation water conservation, and 19th Hole Restaurant/Lounge services. Each year the golf course provides an average 230 days of play. Today the golf course staff consists of four full time personnel: a Golf Course Supervisor, Golf Course Technician, Irrigation Specialist, and a Golf Course Mechanic; assisted by 15-20 seasonal personnel.

At the Golf Course, food and beverage revenue is up \$36,000 over FY 2007, but our expenses are up \$73,627. With a management change in September 2007, we are working to improve our service and quality and reverse the trend, as was accomplished at the Hogadon Lodge in 2008 through tighter controls and controlling waste.

Weather is a controlling factor at the Golf Course as it is at Hogadon Ski Area. The weather during April 2008 at the Golf Course was not "friendly" to the golfing public, but we are looking forward to a great season for the remainder of fiscal 2008 and into 2009.

Highlights for FY 2009: The increase in revenues for this fund are driven by slightly higher expected play, increased fees, increased food and beverage sales, and prices driven by higher food costs.

Golf Course Income Statement

(Budget Basis)

FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 941,600	\$ 1,038,000	\$ 971,202	\$ 1,095,600
Administration/Management Fees	19,071	21,509	21,956	20,778
Total Revenues	960,671	1,059,509	993,158	1,116,378
Expenses				
Personnel Services	410,048	422,975	455,994	465,258
Contractual	443,467	386,046	363,036	397,137
Materials & Supplies	165,625	135,800	155,700	151,580
Depreciation	138,000	138,000	138,000	138,000
Debt Service & Interest	26,004	26,006	26,006	26,037
Other	6,319	8,530	8,500	9,000
Total Expenses	1,189,463	1,117,357	1,147,236	1,187,012
Operating Income (Loss)	(228,792)	(57,848)	(154,078)	(70,634)
<u>Non-operating Activity</u>				
Revenues				
Interest	32,882	35,000	30,000	17,000
Miscellaneous	(3,399)	21,500	23,500	21,000
Total Revenues	29,483	56,500	53,500	38,000
Non-operating Income (Loss)	29,483	56,500	53,500	38,000
<u>Capital Activity</u>				
Uses				
New Capital	3,336	3,660	3,660	15,000
Replacement Capital	134,448	43,000	43,000	118,000
Total Uses	137,784	46,660	46,660	133,000
Capital Income (Loss)	(137,784)	(46,660)	(46,660)	(133,000)
Net Income (Loss)	\$ (337,093)	\$ (48,008)	\$ (147,238)	\$ (165,634)

Golf Course Fund

Golf Course Staffing Summary					
		FY 2007	FY 2008	FY 2009	
Full Time Positions					
	Food & Beverage Manager	1	1	1	
	Golf Course Mechanic	1	1	1	
	Golf Course Supervisor	1	1	1	
	Golf Course Technician	1	1	1	
	Irrigation Technician	1	1	1	
	Total	5	5	5	
Part Time Employees (Budget)		\$ 117,617	\$ 117,378	\$ 130,519	

Golf Course Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
	Charges for Service	\$ 941,600	\$ 1,038,000	\$ 971,202	\$ 1,095,600
	Miscellaneous	48,554	78,009	75,456	58,778
	Total Revenues	\$ 990,154	\$ 1,116,009	\$ 1,046,658	\$ 1,154,378
Expenditures					
	Personnel	\$ 410,048	\$ 422,975	\$ 455,994	\$ 465,258
	Contractual Services	443,467	386,046	363,036	397,137
	Materials & Supplies	165,625	135,800	155,700	151,580
	Other	170,323	172,536	172,506	173,037
	Capital	137,784	46,660	46,660	133,000
	Total Expenditures	\$ 1,327,247	\$ 1,164,017	\$ 1,193,896	\$ 1,320,012
	Net Golf Course Fund	\$ (337,093)	\$ (48,008)	\$ (147,238)	\$ (165,634)
				Projected Reserves on June 30, 2008	\$ 610,945
				Projected Reserves on June 30, 2009	\$ 583,311

**FY 2009 Budget
(Budget Basis)
Golf Course**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Operating Revenues				
Charges For Services				
Catering	\$ 6,674	\$ 12,000	\$ 12,000	\$ 15,000
Gratuities	3,834	4,000	4,500	4,500
Golf Cart Rental	219,116	230,000	250,000	275,600
Concessions	40,451	55,500	56,541	69,000
Alcohol Sales	80,372	76,000	77,961	89,700
Other Charges	339	500	200	500
Season Passes	270,603	335,000	270,000	307,400
Green Fees	320,211	325,000	300,000	333,900
Total Charges For Services	\$ 941,600	\$ 1,038,000	\$ 971,202	\$ 1,095,600
Miscellaneous Revenue				
Gift Certificates	\$ -	\$ 16,000	\$ 15,500	\$ 16,000
Interest	32,882	35,000	30,000	17,000
Administrative Fees	19,071	21,509	21,956	20,778
Gain/Loss On Sale Of Investments	(7,504)	-	3,000	-
Miscellaneous Revenue	4,105	5,500	5,000	5,000
Total Miscellaneous	\$ 48,554	\$ 78,009	\$ 75,456	\$ 58,778
Total Operating Revenue	\$ 990,154	\$ 1,116,009	\$ 1,046,658	\$ 1,154,378
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 190,609	\$ 203,843	\$ 203,843	\$ 218,433
Part Time	117,617	117,378	128,932	130,519
Overtime	13,909	18,500	21,000	16,605
Holiday Pay	427	500	500	533
Total Salaries & Wages	\$ 322,562	\$ 340,221	\$ 354,275	\$ 366,090
Other Pay				
Supplemental Pay	\$ 3,700	\$ 4,750	\$ 9,500	\$ 15,296
Disability Leave Buy-Back	1,221	1,225	1,515	1,800
Accrued Leave Payoff	333	-	3,548	-
Phone Allowance	-	-	-	960
Total Other Pay	\$ 5,254	\$ 5,975	\$ 14,563	\$ 18,056

**FY 2009 Budget
(Budget Basis)
Golf Course**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 30,648	\$ 28,080	\$ 28,080	\$ 30,036
Life Insurance	447	533	633	501
Disability Insurance	1,096	1,331	1,562	1,470
FICA/Medicare Tax	25,089	26,485	32,921	29,388
Retirement Contributions	11,408	12,188	14,301	12,880
Unemployment Compensation	5,638	2,000	2,000	-
Workers' Compensation	7,906	6,162	7,659	6,837
Total Benefits	\$ 82,232	\$ 76,779	\$ 87,156	\$ 81,112
Total Personnel	\$ 410,048	\$ 422,975	\$ 455,994	\$ 465,258
Contractual Services				
Investment Fees	\$ 2,146	\$ 1,500	\$ 1,400	\$ 1,400
Contractual Supervisors	105,458	100,000	100,000	102,500
Water	126,835	80,000	50,255	60,000
Energy - Electricity	43,311	35,000	35,000	40,000
Energy - Natural Gas	3,825	3,000	3,000	3,000
Equipment Repairs	1,606	1,000	500	1,000
Maintenance Agreements	716	500	500	500
Insurance & Bonds	3,715	4,086	4,086	4,495
Telecommunications	3,451	3,000	3,000	3,000
Advertising	5,036	3,400	4,000	3,000
Printing/Reproduction	75	500	100	200
Travel	2,311	3,500	3,500	3,500
Training	2,037	1,550	1,800	1,750
Interdepartmental Services	49,944	44,301	44,301	43,494
Admin/Mgmt Fees	70,790	86,644	86,644	107,348
Other Contractual	19,352	16,115	23,000	20,000
Association Dues	2,093	750	750	750
Credit Card Service Charges	766	1,200	1,200	1,200
Total Contractual Services	\$ 443,467	\$ 386,046	\$ 363,036	\$ 397,137

**FY 2009 Budget
(Budget Basis)
Golf Course**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 1,178	\$ 650	\$ 900	\$ 650
Operating Supplies	10,553	8,800	10,000	6,000
Other Materials & Supplies	3,119	2,500	2,500	2,500
Uniforms	458	700	700	700
Safety Equipment/Supplies	680	650	600	600
Golf Course Supplies	6,195	5,000	5,000	5,000
Alcohol Supplies	29,848	20,500	30,000	30,200
Concession Supplies	41,911	21,000	30,000	24,930
Landscape Maintenance Supplies	33,552	42,000	42,000	42,000
Irrigation Supplies	11,436	13,000	13,000	13,000
Bulk Fuel	25,521	20,000	20,000	25,000
Small Tools & Supplies	1,174	1,000	1,000	1,000
Total Materials & Supplies	\$ 165,625	\$ 135,800	\$ 155,700	\$ 151,580
Other Expenses				
Depreciation	\$ 138,000	\$ 138,000	\$ 138,000	\$ 138,000
Principal Payments/Debt Service	5,858	6,093	6,093	6,338
Interest Expense	20,146	19,913	19,913	19,699
Sales Tax	6,319	8,530	8,500	9,000
Total Other Expenses	\$ 170,323	\$ 172,536	\$ 172,506	\$ 173,037
Capital				
Capital - New				
Technologies	\$ 3,336	\$ 3,660	\$ 3,660	\$ -
Light Equipment	-	-	-	15,000
Total Capital - New	\$ 3,336	\$ 3,660	\$ 3,660	\$ 15,000
Capital - Replacement				
Buildings	\$ 10,740	\$ 15,000	\$ 15,000	\$ 20,000
Improvements Other Than Buildings	-	-	-	30,000
Light Equipment	-	28,000	28,000	9,000
Heavy Equipment	123,708	-	-	55,000
Technologies	-	-	-	4,000
Total Capital - Replacement	\$ 134,448	\$ 43,000	\$ 43,000	\$ 118,000
Total Capital	\$ 137,784	\$ 46,660	\$ 46,660	\$ 133,000
Total Expenses	\$ 1,327,247	\$ 1,164,017	\$ 1,193,896	\$ 1,320,012
Net Fund	\$ (337,093)	\$ (48,008)	\$ (147,238)	\$ (165,634)



Recreation Center

Recreation Center

Mission Statement: Provide recreation services that enhance the quality of life for Casper area residents and visitors. Services promote positive recreational opportunities, skill development, and good health in friendly and well-maintained environments.

1. Goals: *To decrease transfers from the General Fund to the Casper Recreation Center cost center.*

1. Objectives: To increase the annual number of participants to the Recreation Center.
2. Objectives: Increase the average daily number of visitors/participants to the Casper Recreation Center in FY 2009 to 650 people.
3. Objectives: Increase overall revenue generated while incrementally decreasing expenses by 3%.

Highlights from FY 2008: In FY08, the Casper Recreation Division formed a new partnership with the Natrona County School District to provide nearly 2,000 school-aged youth with free or affordable sports and recreational activities through the Casper After School Program for Education and Recreation, C.A.S.P.E.R. An additional 4,500 youth were served through the School Enrichment Program. Other notable events that positively impacted recreational opportunities, revenues and/or participation included an increase in fitness class registrations, hosting Barak Obama's Town Meeting, completing a successful summer Adventure Camp program for children, participation in the Weed and Seed program, and facilitating numerous special events and tournaments.

Highlights for FY 2009: The decrease in expenditures by this fund is due to a Custodial Maintenance worker being transferred from this fund to the Aquatics Fund to more accurately reflect the areas this employee was charged with cleaning and maintaining. The Aquatics Fund and the Ice Arena have split the cost of this employee.

Casper Recreation Center
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 520,210	\$ 581,900	\$ 565,329	\$ 582,000
Total Revenues	520,210	581,900	565,329	582,000
Expenses				
Personnel Services	784,554	878,221	863,641	843,875
Contractual	199,910	249,714	250,577	267,277
Materials & Supplies	60,134	54,300	51,114	49,850
Promotional Expenses	91	200	200	200
Sales Tax	8,620	8,621	8,621	8,621
Debt Service & Interest	18	-	27	35
Total Expenses	1,053,327	1,191,056	1,174,180	1,169,858
Operating Income (Loss)	(533,117)	(609,156)	(608,851)	(587,858)
<u>Non-operating Activity</u>				
Revenues				
Transfers In	530,964	611,056	611,951	593,558
Total Revenues	530,964	611,056	611,951	593,558
Non-operating Income (Loss)	530,964	611,056	611,951	593,558
<u>Capital Activity</u>				
Capital				
New Capital	5,975	2,500	3,100	5,700
Total Uses	5,975	2,500	3,100	5,700
Capital Income (Loss)	(5,975)	(2,500)	(3,100)	(5,700)
Net Income (Loss)	\$ (8,128)	\$ (600)	\$ -	\$ -

Casper Recreation Center Fund

Casper Recreation Center Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
	Custodial Maintenance Worker I	2	2	1
	Recreation Coordinator	2	2	2
	Recreation Superintendent	1	1	1
	Recreation Supervisor	2	2	2
	Secretary II	1	1	1
	Senior Custodial Maint Worker	1	1	1
	Total	9	9	8
Part Time Employees (Budget)		\$ 249,255	\$ 276,953	\$ 294,736

Casper Recreation Center Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
	Charges for Service	\$ 520,210	\$ 581,900	\$ 565,329	\$ 582,000
	Operating Transfer In	530,964	611,056	611,951	593,558
	Total Revenues	\$ 1,051,174	\$ 1,192,956	\$ 1,177,280	\$ 1,175,558
Expenditures					
	Personnel	\$ 784,554	\$ 878,221	\$ 863,641	\$ 843,875
	Contractual Services	199,910	249,714	250,577	267,277
	Materials & Supplies	60,134	54,300	51,114	49,850
	Other	8,729	8,821	8,848	8,856
	Capital	5,975	2,500	3,100	5,700
	Total Expenditures	\$ 1,059,302	\$ 1,193,556	\$ 1,177,280	\$ 1,175,558
Net Casper Recreation Center Fund		\$ (8,128)	\$ (600)	\$ -	\$ -
					Projected Reserves on June 30, 2008 \$ 162,089
					Projected Reserves on June 30, 2009 \$ 162,089

**FY 2009 Budget
(Budget Basis)
Casper Recreation Center**

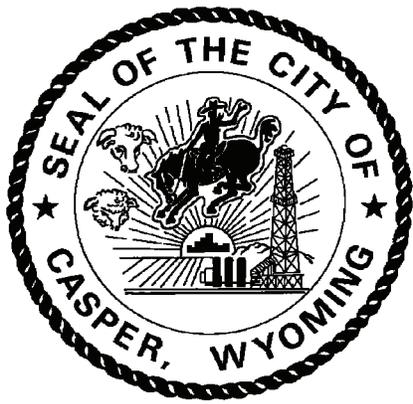
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Operating Revenues				
Charges For Services				
Park User Fees	\$ 13,789	\$ 14,000	\$ 14,000	\$ 14,000
Recreation Passes	75,335	82,000	75,000	80,000
Courts	5,136	5,000	5,000	5,000
Classes	242,273	280,000	270,000	280,000
Locker Rental	5,068	5,000	5,000	5,000
Room Rental	19,859	21,500	20,000	21,000
Towel Rental	1,255	1,400	1,000	1,000
Equipment Fees	402	1,200	750	750
League User Fees	27,974	31,000	31,000	31,500
Pro Shop Sales	3,512	4,300	4,300	4,300
Foundation Contribution	5,040	7,500	10,700	8,300
Concessions	8,839	9,000	8,000	9,000
Ball Field User Fees	67,606	67,500	68,079	68,000
Admissions	43,535	44,000	44,000	45,000
Gift Certificates	-	8,000	8,000	8,500
Tennis Court User Fees	691	500	500	650
Other Charges	(104)	-	-	-
Total Charges For Services	\$ 520,210	\$ 581,900	\$ 565,329	\$ 582,000
Transfers				
Transfers In	\$ 530,964	\$ 611,056	\$ 611,951	\$ 593,558
Total Transfers	\$ 530,964	\$ 611,056	\$ 611,951	\$ 593,558
Total Operating Revenue	\$ 1,051,174	\$ 1,192,956	\$ 1,177,280	\$ 1,175,558
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 371,659	\$ 385,699	\$ 375,652	\$ 377,043
Part Time	249,255	276,953	270,397	294,736
Overtime	11,258	8,500	9,628	8,750
Total Salaries & Wages	\$ 632,172	\$ 671,152	\$ 655,677	\$ 680,529
Other Pay				
Supplemental Pay	\$ -	\$ 5,750	\$ 5,750	\$ -
Disability Leave Buy-Back	3,379	3,500	4,395	5,750
Accrued Leave Payoff	-	32,500	32,500	-
Car Allowance	-	2,000	2,000	3,000
Phone Allowance	-	-	-	960
Total Other Pay	\$ 3,379	\$ 43,750	\$ 44,645	\$ 9,710

**FY 2009 Budget
(Budget Basis)
Casper Recreation Center**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 63,384	\$ 68,592	\$ 68,592	\$ 62,544
Life Insurance	854	1,096	1,096	787
Disability Insurance	2,237	2,632	2,632	2,480
FICA/Medicare Tax	46,849	54,690	54,690	52,805
Retirement Contributions	21,504	24,145	24,145	21,898
Unemployment Compensation	(208)	-	-	1,446
Workers' Compensation	14,383	12,164	12,164	11,676
Total Benefits	\$ 149,003	\$ 163,319	\$ 163,319	\$ 153,636
Total Personnel	\$ 784,554	\$ 878,221	\$ 863,641	\$ 843,875
Contractual Services				
Water	\$ 11,615	\$ 11,500	\$ 11,500	\$ 12,000
Office Equipment Repairs	235	400	200	700
Maintenance Agreements	10,584	10,700	10,100	10,100
Insurance & Bonds	10,761	11,837	11,837	13,021
Energy - Electricity	47,047	52,000	52,000	54,000
Energy - Natural Gas	20,222	20,000	20,000	22,000
Telecommunications	9,615	9,500	9,500	9,500
Postage/Shipping	2,861	4,000	2,750	2,500
Advertising	6,970	7,500	7,500	7,500
Printing/Reproduction	22,711	25,850	25,850	30,500
Travel	6,519	7,000	8,413	7,250
Interdepartmental Services	42,204	59,050	59,050	59,847
Admin/Mgmt Fees	-	23,427	23,427	29,409
Other Contractual	7,932	6,000	7,500	8,000
Association Dues	634	950	950	950
Total Contractual Services	\$ 199,910	\$ 249,714	\$ 250,577	\$ 267,277
Materials & Supplies				
Office Supplies	\$ 4,611	\$ 5,000	\$ 5,000	\$ 5,000
Operating Supplies	29,346	23,600	20,250	20,500
Other Materials & Supplies	689	1,500	1,500	1,100
Uniforms	3,859	4,500	4,503	4,000
Custodial Supplies	14,088	12,500	12,500	12,500
Photo Supplies	750	1,000	1,161	1,000
Safety Equipment/Supplies	495	1,400	1,400	750
Resale Supplies	5,528	4,300	4,300	4,500
Small Tools & Supplies	768	500	500	500
Total Materials & Supplies	\$ 60,134	\$ 54,300	\$ 51,114	\$ 49,850

**FY 2009 Budget
(Budget Basis)
Casper Recreation Center**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Promotional Expenses	\$ 91	\$ 200	\$ 200	\$ 200
Sales Tax	8,620	8,621	8,621	8,621
Principal Payments / Debt Service	18	-	27	35
Total Other Expenses	\$ 8,729	\$ 8,821	\$ 8,848	\$ 8,856
Capital - New				
Technologies	\$ 5,975	\$ 2,500	\$ 3,100	\$ 5,700
Total Capital - New	\$ 5,975	\$ 2,500	\$ 3,100	\$ 5,700
Total Expenses	\$ 1,059,302	\$ 1,193,556	\$ 1,177,280	\$ 1,175,558
Net Fund	\$ (8,128)	\$ (600)	\$ -	\$ -



Aquatics

Aquatics

Mission Statement: Provide water-oriented recreation services that enhance the quality of life or Casper area residents and visitors. Services promote positive recreational opportunities, skill development, and good health in friendly and well-maintained environment.

1. Goal: *To decrease transfers from the General Fund to the Pools cost center.*

1. Objectives: To decrease operating expenses related to heating water at the Casper Family Aquatic Center.

2. Goal: *To increase the average number of visitors per operating hour.*

1. Objectives: Increase the number of customer visits to 22 per hour.

Highlights from FY 2008: The Casper Family Aquatic Center has experienced an increase in hourly participation of 15% in FY08. The increase in popularity is primarily due to several factors including creating a customer inviting environment by providing pool-side seating, improving the physical appearance of the party room for rentals, an \$11,000 increase in revenues associated with lessons, improved communication with staff regarding accountability and defining staff expectations clearly. Hourly attendance at the Outdoor Pools decreased by 16% although there was a decrease of 29% in hours of operation. Operating hours at the Outdoor Pools were decreased to minimize subsidy levels.

Highlights for FY 2009: A Custodial Maintenance worker was transferred from the Recreation Center Fund to the Aquatics Fund to more accurately reflect the areas this employee was charged with cleaning and maintaining. The Aquatics Fund and the Ice Arena have split the cost of this employee, and the employee maintains both facilities.

Aquatics
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 410,202	\$ 483,200	\$ 405,033	\$ 444,900
Administration/Management Fees	-	-	-	17,089
Miscellaneous Revenue	18,833	27,600	22,765	24,125
Total Revenues	429,035	510,800	427,798	486,114
Expenses				
Personnel Services	542,283	614,884	546,989	626,850
Contractual	310,609	336,847	316,647	326,069
Materials & Supplies	55,281	61,650	58,850	59,400
Other	798	1,150	1,075	1,150
Total Expenses	908,971	1,014,531	923,561	1,013,469
Operating Income (Loss)	(479,936)	(503,731)	(495,763)	(527,355)
<u>Non-operating Activity</u>				
Revenues				
Transfers In	495,420	507,231	499,621	532,355
Total Revenues	495,420	507,231	499,621	532,355
Non-operating Income (Loss)	495,420	507,231	499,621	532,355
<u>Capital Activity</u>				
Uses				
Capital - New	341	1,500	1,858	3,000
Capital - Replacement	2,527	2,000	2,000	2,000
Total Uses	2,868	3,500	3,858	5,000
Capital Income (Loss)	(2,868)	(3,500)	(3,858)	(5,000)
Net Income (Loss)	\$ 12,616	\$ -	\$ -	\$ -

Aquatics Fund

Aquatics Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Recreation Coordinator	1	1	1	
Recreation Supervisor	1	1	1	
Custodial Maintenance Worker I	-	-	1	
Senior Custodial Maint Worker	1	1	1	
Total	3	3	4	
Part Time Employees (Budget)	\$ 317,957	\$ 388,310	\$ 372,831	

Aquatics Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 410,202	\$ 483,200	\$ 405,033	\$ 444,900
Miscellaneous	18,833	27,600	22,765	41,214
Operating Transfer In	495,420	507,231	499,621	532,355
Total Revenues	\$ 924,455	\$ 1,018,031	\$ 927,419	\$ 1,018,469
Expenditures				
Personnel	\$ 542,283	\$ 614,884	\$ 546,989	\$ 626,850
Contractual Services	310,609	336,847	316,647	326,069
Materials & Supplies	55,281	61,650	58,850	59,400
Other	798	1,150	1,075	1,150
Capital	2,868	3,500	3,858	5,000
Total Expenditures	\$ 911,839	\$ 1,018,031	\$ 927,419	\$ 1,018,469
Net Aquatics Fund	\$ 12,616	\$ -	\$ -	\$ -
			Projected Reserves on June 30, 2008	\$ 24,811
			Projected Reserves on June 30, 2009	\$ 24,811

**FY 2009 Budget
(Budget Basis)
Aquatics**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Operations				
Charges For Services				
Daily Admissions	\$ 199,529	\$ 250,000	\$ 197,500	\$ 230,000
Waterslide Admission	6,099	6,500	4,108	-
Special Events - Admission	769	1,000	2,500	2,500
Lesson Fees	103,133	98,000	96,000	100,000
Season Passes	64,022	86,000	66,000	72,000
Locker Rental	2,926	3,500	3,325	3,300
Pool Rentals	22,519	26,500	23,400	24,500
Building Rent - Party	8,210	8,700	8,800	9,000
Pro Shop Sales	2,995	3,000	3,400	3,600
Total Charges For Services	\$ 410,202	\$ 483,200	\$ 405,033	\$ 444,900
Miscellaneous Revenue				
Concessions	\$ 18,833	\$ 19,600	\$ 20,000	\$ 21,125
Gift Certificates	-	3,000	2,750	3,000
Lease Fees	-	5,000	-	-
Admin Fees	-	-	-	17,089
Other Charges	-	-	15	-
Total Miscellaneous Revenue	\$ 18,833	\$ 27,600	\$ 22,765	\$ 41,214
Transfers				
Transfers In	\$ 495,420	\$ 507,231	\$ 499,621	\$ 532,355
Total Transfers	\$ 495,420	\$ 507,231	\$ 499,621	\$ 532,355
Total Operating Revenue	\$ 924,455	\$ 1,018,031	\$ 927,419	\$ 1,018,469
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 122,028	\$ 125,769	\$ 111,407	\$ 156,958
Part Time	317,957	388,310	323,637	372,831
Overtime	17,576	13,800	22,700	7,000
Total Salaries & Wages	\$ 457,561	\$ 527,879	\$ 457,744	\$ 536,789
Other Pay				
Supplemental Pay	\$ -	\$ 3,000	\$ 5,690	\$ 2,500
Disability Leave Buy-Back	1,798	1,950	1,500	500
Accrued Leave Payoff	1,272	3,693	3,693	-
Phone Allowance	-	-	-	480
Total Other Pay	\$ 3,070	\$ 8,643	\$ 10,883	\$ 3,480

**FY 2009 Budget
(Budget Basis)
Aquatics**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 27,611	\$ 19,104	\$ 19,104	\$ 25,236
Life Insurance	295	309	309	375
Disability Insurance	696	823	823	1,018
FICA/Medicare Tax	34,819	41,045	41,045	41,333
Retirement Contributions	7,271	7,533	7,533	9,000
Workers' Compensation	10,960	9,548	9,548	9,619
Total Benefits	\$ 81,652	\$ 78,362	\$ 78,362	\$ 86,581
Total Personnel	\$ 542,283	\$ 614,884	\$ 546,989	\$ 626,850
Contractual Services				
Water	\$ 14,059	\$ 19,500	\$ 17,500	\$ 19,250
Equipment Repairs	532	1,000	700	950
Insurance & Bonds	11,782	12,960	12,960	14,256
Energy - Electricity	61,439	58,000	57,000	59,000
Energy - Natural Gas	135,662	145,000	130,000	133,000
Telecommunications	4,222	3,600	3,700	3,400
Postage/Shipping	846	1,000	1,000	1,000
Advertising	32,991	24,000	20,000	17,000
Training	3,701	2,700	4,200	3,800
Interdepartmental Services	42,720	58,778	58,778	56,958
Admin/Mgmt Fees	-	7,809	7,809	14,705
Other Contractual	2,655	2,500	3,000	2,750
Total Contractual Services	\$ 310,609	\$ 336,847	\$ 316,647	\$ 326,069
Materials & Supplies				
Office Supplies	\$ 2,641	\$ 2,750	\$ 2,250	\$ 2,500
Operating Supplies	31,529	37,700	34,550	35,000
Other Materials & Supplies	1,083	1,000	1,000	1,000
Uniforms	3,416	3,300	3,400	3,600
Books, Periodicals, Maps	1,056	500	500	650
Custodial Supplies	4,191	4,300	4,300	4,300
Photo Supplies	261	1,500	1,500	1,500
Safety Equipment/Supplies	1,473	1,500	2,250	1,750
Resale Supplies	2,360	1,600	1,600	1,600
Concession Supplies	7,271	7,500	7,500	7,500
Total Materials & Supplies	\$ 55,281	\$ 61,650	\$ 58,850	\$ 59,400
Other Expenses				
Sales Tax	\$ 798	\$ 1,150	\$ 1,075	\$ 1,150
Total Other Expenses	\$ 798	\$ 1,150	\$ 1,075	\$ 1,150

**FY 2009 Budget
(Budget Basis)
Aquatics**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital				
Capital - New				
Technologies	\$ 341	\$ 1,500	\$ 1,858	\$ 3,000
Total Capital - New	\$ 341	\$ 1,500	\$ 1,858	\$ 3,000
Capital - Replacement				
Light Equipment	\$ 2,527	\$ 2,000	\$ 2,000	\$ 2,000
Total Capital - Replacement	\$ 2,527	\$ 2,000	\$ 2,000	\$ 2,000
Total Capital	\$ 2,868	\$ 3,500	\$ 3,858	\$ 5,000
Total Expenses	\$ 911,839	\$ 1,018,031	\$ 927,419	\$ 1,018,469
Net Fund	\$ 12,616	\$ -	\$ -	\$ -



Ice Arena

Ice Arena

Mission Statement: To provide recreation services that enhance the quality of life for Casper area residents and visitors. Services promote positive recreational opportunities, skill development, and good health in a friendly and well maintained environment.

1. Goal: *To decrease operating expenses related to heating and lighting at the Casper Ice Arena.*

1. Objective: Decrease electric expenses by installing energy efficient lighting over the ice.
2. Objective: Decrease natural gas expenses by installing improved insulation above the I-beams over the ice.

2. Goal: *Increase the annual number of participants at the Casper Ice Arena compared to FY08.*

1. Objective: Increase the number of user visits to average 38 people per hour while operating for a minimum of 3565 hours during FY09.
2. Objective: Develop and implement a plan to utilize vacant ice time by offering and conducting programs/events that attract enough participation and/or sponsorship to generate a 35% profit margin.
3. Objective: Increase attendance at public skating sessions by 5%.

3. Goal: *Increase the number of registrants in the Learn To Skate classes.*

1. Objective: Increase the number of Learn to Skate and/or Learn to Curl participants by 5%.

Highlights from FY 2008: Participation and revenue related figures for FY08 at the Casper Ice Arena basically mirrored the ice sport industry as a whole. Typically, participation in ice sports during non-Winter Olympic years is markedly less than years immediately preceding and following the Olympics when ice sports receive greater media coverage and public enthusiasm is high. Despite those challenges, participation numbers at the Casper Ice Arena were down by only 15% in a market that can vary as much as 35% from the top. Participation in Learn-To-Skate classes has remained nearly constant with improved participation at the entry level.

Highlights for FY 2009: A Custodial Maintenance worker was transferred from the Recreation Center Fund to the Aquatics Fund to more accurately reflect the areas this employee was charged with cleaning and maintaining. The Aquatics Fund and the Ice Arena have split the cost of this employee, and the employee maintains both facilities. This expense shows up as an increase to administrative/management fees in the Ice Arena fund.

Ice Arena
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 239,849	\$ 244,500	\$ 203,371	\$ 238,450
Miscellaneous Revenue	75,098	76,800	66,800	73,800
Total Revenues	314,947	321,300	270,171	312,250
Expenses				
Personnel Services	284,494	307,448	258,896	291,973
Contractual	127,901	153,577	150,752	176,021
Materials & Supplies	40,682	41,800	39,300	40,000
Other	3,517	3,700	3,400	3,500
Total Expenses	456,594	506,525	452,348	511,494
Operating Income (Loss)	(141,647)	(185,225)	(182,177)	(199,244)
<u>Non-operating Activity</u>				
Revenues				
Transfers	170,763	186,725	183,895	200,744
Total Revenues	170,763	186,725	183,895	200,744
Non-operating Income (Loss)	170,763	186,725	183,895	200,744
<u>Capital Activity</u>				
Uses				
Replacement Capital	1,485	1,500	1,718	1,500
Total Uses	1,485	1,500	1,718	1,500
Capital Income (Loss)	(1,485)	(1,500)	(1,718)	(1,500)
Net Income (Loss)	\$ 27,631	\$ -	\$ -	\$ -

Ice Arena Fund

Ice Arena Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
	Recreation Coordinator	1	1	1
	Recreation Supervisor	1	1	1
	Senior Custodial Maint Worker	1	1	1
	Total	3	3	3
Part Time Employees (Budget)		\$ 97,566	\$ 107,568	\$ 108,573

Ice Arena Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
	Charges for Service	\$ 239,849	\$ 244,500	\$ 203,371	\$ 238,450
	Miscellaneous	75,098	76,800	66,800	73,800
	Operating Transfer In	170,763	186,725	183,895	200,744
	Total Revenues	\$ 485,710	\$ 508,025	\$ 454,066	\$ 512,994
Expenditures					
	Personnel	\$ 284,494	\$ 307,448	\$ 258,896	\$ 291,973
	Contractual Services	127,901	153,577	150,752	176,021
	Materials & Supplies	40,682	41,800	39,300	40,000
	Other	3,517	3,700	3,400	3,500
	Capital	1,485	1,500	1,718	1,500
	Total Expenditures	\$ 458,079	\$ 508,025	\$ 454,066	\$ 512,994
	Net Ice Arena Fund	\$ 27,631	\$ -	\$ -	\$ -
				Projected Reserves on June 30, 2008	\$ 57,297
				Projected Reserves on June 30, 2009	\$ 57,297

**FY 2009 Budget
(Budget Basis)
Ice Arena**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Operating Revenues				
Charges For Services				
Daily Admissions	\$ 21,620	\$ 24,000	\$ 17,500	\$ 24,000
Special Events Admissions	694	800	800	800
Group User Fees	148,159	141,000	125,000	138,000
School Group Instructions	4,472	4,500	4,200	4,500
Season Passes	7,570	8,700	5,400	8,000
Skating Classes	29,064	34,000	27,000	33,000
Locker Rental	1,597	1,900	1,750	1,750
Party Rentals	10,858	11,500	10,500	11,500
Skate Rentals	7,075	8,800	6,000	9,200
Equipment Fees	550	900	71	-
Service Fees	6,212	6,200	5,000	6,000
Gift Certificates	410	200	150	200
Other Charges	1,568	2,000	-	1,500
Total Charges For Services	\$ 239,849	\$ 244,500	\$ 203,371	\$ 238,450
Miscellaneous Revenue				
Concessions	\$ 73,191	\$ 75,000	\$ 65,000	\$ 72,000
Pro Shop Sales	1,907	1,800	1,800	1,800
Total Miscellaneous	\$ 75,098	\$ 76,800	\$ 66,800	\$ 73,800
Transfers				
Transfers In	\$ 170,763	\$ 186,725	\$ 183,895	\$ 200,744
Total Transfers In	\$ 170,763	\$ 186,725	\$ 183,895	\$ 200,744
Total Operating Revenue	\$ 485,710	\$ 508,025	\$ 454,066	\$ 512,994
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 129,562	\$ 134,875	\$ 114,239	\$ 127,911
Part Time	97,566	107,568	83,634	108,573
Overtime	1,946	4,300	2,800	2,750
Total Salaries & Wages	\$ 229,074	\$ 246,743	\$ 200,673	\$ 239,234
Other Pay				
Supplemental Pay	\$ -	\$ 2,000	\$ 2,000	\$ 500
Disability Leave Buy-Back	1,145	1,500	-	-
Phone Allowance	-	-	-	480
Total Other Pay	\$ 1,145	\$ 3,500	\$ 2,000	\$ 980

**FY 2009 Budget
(Budget Basis)
Ice Arena**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 22,476	\$ 24,744	\$ 24,328	\$ 20,436
Life Insurance	297	307	300	314
Disability Insurance	795	841	828	1,004
FICA/Medicare Tax	17,556	19,146	18,996	18,378
Retirement Contributions	7,459	7,712	7,391	7,351
Workers' Compensation	5,692	4,455	4,380	4,276
Total Benefits	\$ 54,275	\$ 57,205	\$ 56,223	\$ 51,759
Total Personnel	\$ 284,494	\$ 307,448	\$ 258,896	\$ 291,973
Contractual Services				
Water	\$ 10,830	\$ 14,000	\$ 11,000	\$ 12,000
Energy - Electricity	47,276	52,500	52,500	53,500
Energy - Natural Gas	18,615	21,000	21,000	22,000
Equipment Repairs	2,080	2,500	2,500	2,875
Insurance & Bonds	4,733	5,207	5,207	5,727
Telecommunications	1,201	1,500	1,300	1,300
Advertising	6,420	6,000	6,000	6,000
Promotional Expenses	1,298	1,500	1,500	1,500
Training	1,677	2,600	3,000	2,600
Interdepartmental Services	30,636	35,686	35,686	37,152
Admin/Mgmt Fees	-	7,809	7,809	28,117
Other Contractual	2,475	2,500	2,500	2,500
Association Dues	660	775	750	750
Total Contractual Services	\$ 127,901	\$ 153,577	\$ 150,752	\$ 176,021
Materials & Supplies				
Office Supplies	\$ 1,484	\$ 1,500	\$ 1,500	\$ 1,500
Operating Supplies	6,772	7,000	6,500	7,500
Other Materials & Supplies	2,914	1,800	1,800	2,500
Uniforms	867	900	900	900
Custodial Supplies	3,835	4,500	4,500	4,500
Photo Supplies	153	250	250	250
Safety Equipment/Supplies	152	350	350	350
Concession Supplies	24,076	25,000	23,000	22,000
Small Tools & Supplies	384	300	300	300
Bulk Fuel	45	200	200	200
Total Materials & Supplies	\$ 40,682	\$ 41,800	\$ 39,300	\$ 40,000

**FY 2009 Budget
(Budget Basis)
Ice Arena**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Sales Tax	\$ 3,517	\$ 3,700	\$ 3,400	\$ 3,500
Total Other Expenses	\$ 3,517	\$ 3,700	\$ 3,400	\$ 3,500
Capital - Replacement				
Technologies	\$ 1,485	\$ 1,500	\$ 1,718	\$ 1,500
Total Capital - Replacement	\$ 1,485	\$ 1,500	\$ 1,718	\$ 1,500
Total Capital	\$ 1,485	\$ 1,500	\$ 1,718	\$ 1,500
Total Expenses	\$ 458,079	\$ 508,025	\$ 454,066	\$ 512,994
Net Fund	\$ 27,631	\$ -	\$ -	\$ -



Hogadon Ski Area

Hogadon Ski Area

Mission Statement: To provide a ski area at a reasonable cost for user groups and the general public, that is conducive to the safety and recreational needs of skiers and snowboarders.

- 1. Goal:** *To increase school district utilization of the ski area.*
 1. Objective: To increase off-season contact with school district officials by 100% (2-4 meetings), with the help of the Leisure Services Director and the Special Facilities Superintendent, prior to the 2009 ski season.
 2. Objective: To increase direct marketing to the school district by 50% (2-4 mailings), prior to the 2009 ski season.
- 2. Goal:** *To increase out-of-town group utilization of the ski area.*
 1. Objective: To increase off-season contact with out-of-town groups by 100% (1-2 different types of groups), with the help of the Special Facilities Superintendent and the Marketing Director; prior to the 2009 ski season.
 2. Objective: To increase direct marketing to out-of-town groups by 50% (2-4 mailings), prior to the 2009 ski season.
- 3. Goal:** *To complete the snowmaking water line replacement on Park Avenue and Morning Dew.*
 1. Objective: To maintain the integrity of Morning Dew and Park Avenue snow making, the water lines require replacement, prior to the 2009 ski season.

Highlights from FY 2008: Hogadon Ski Area provides a ski area at a reasonable cost for user groups and the general public that is conducive to the safety and recreational needs of skiers and snowboarders. To that end, during this budget year Hogadon will complete the final step in replacing the snowmaking water lines on the Park Avenue run, resulting in more efficient snowmaking and water savings. Each season staff creates a Terrain Park with various snow features and man-made rails. Today the ski area staff consists of four full time personnel: a Ski Area Manager, Ski Area Operations Supervisor, Ski Area Mechanic, and a Ski Area Technician; assisted by 15-20 seasonal personnel. For FY 2008, the Hogadon Lodge Food and Beverage was up in Revenue by \$7,000+ over FY 2007 while reducing the deficit from \$25,539 to \$5,673.

Highlights for FY 2009: Increased revenues for this fund are expected due to increased use and food sales and slightly higher prices for both.

This budget does not reflect the additional \$14,136 of personnel costs for converting part-time employees to two full-time maintenance worker positions that will be seasonally shared between Hogadon and Parks that is presented in the City Manager's budget message.

Hogadon Ski Area
Income Statement
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 493,500	\$ 514,337	\$ 519,905	\$ 555,000
Total Revenues	493,500	514,337	519,905	555,000
Expenses				
Personnel Services	305,967	385,697	353,142	356,092
Contractual	286,579	282,599	314,474	353,411
Materials & Supplies	65,342	64,675	81,838	83,500
Depreciation	74,997	75,000	75,000	75,000
Sales Tax	3,368	3,500	3,665	4,150
Total Expenses	736,253	811,471	828,119	872,153
Operating Income (Loss)	(242,753)	(297,134)	(308,214)	(317,153)
<u>Non-operating Activity</u>				
Revenues				
Interest	9,198	6,000	15,000	12,000
Gain/Loss on Sale of Investments	(2,107)	-	2,622	-
Building Rent	600	1,000	1,020	1,000
Transfer In	277,668	312,281	321,281	307,800
Total Revenues	285,359	319,281	339,923	320,800
Non-operating Income (Loss)	285,359	319,281	339,923	320,800
<u>Capital Activity</u>				
Uses				
Replacement Capital	39,719	57,163	57,279	94,500
Total Uses	39,719	57,163	57,279	94,500
Capital Income (Loss)	(39,719)	(57,163)	(57,279)	(94,500)
Net Income (Loss)	\$ 2,887	\$ (35,016)	\$ (25,570)	\$ (90,853)

Hogadon Ski Area Fund

Hogadon Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
	Ski Area Manager	1	1	1
	Ski Area Mechanic	1	1	1
	Ski Area Operations Technician	-	1	1
	Ski Area Operations Supervisor	1	1	1
	Total	3	4	4
Part Time Employees (Budget)		\$ 92,728	\$ 99,381	\$ 67,640

Hogadon Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
	Charges for Service	\$ 493,500	\$ 514,337	\$ 519,905	\$ 555,000
	Miscellaneous	7,691	7,000	18,642	13,000
	Operating Transfer In	277,668	312,281	321,281	307,800
	Total Revenues	\$ 778,859	\$ 833,618	\$ 859,828	\$ 875,800
Expenditures					
	Personnel	\$ 305,967	\$ 385,697	\$ 353,142	\$ 356,092
	Contractual Services	286,579	282,599	314,474	353,411
	Materials & Supplies	65,342	64,675	81,838	83,500
	Other	78,365	78,500	78,665	79,150
	Capital	39,719	57,163	57,279	94,500
	Total Expenditures	\$ 775,972	\$ 868,634	\$ 885,398	\$ 966,653
	Net Hogadon Fund	\$ 2,887	\$ (35,016)	\$ (25,570)	\$ (90,853)
				Projected Reserves on June 30, 2008	\$ 540,235
				Projected Reserves on June 30, 2009	\$ 524,382

**FY 2009 Budget
(Budget Basis)
Hogadon**

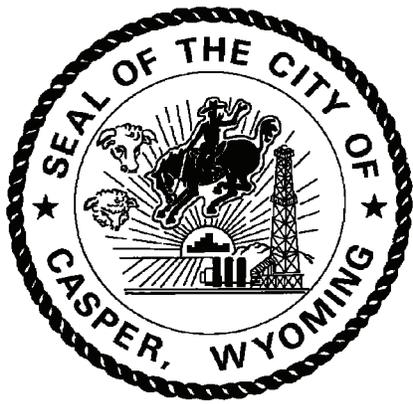
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Operations				
Operating Revenues				
Charges for Services				
Catering	\$ -	\$ 4,333	\$ 3,300	\$ 3,000
Gratuities - Service Fee	-	650	-	-
Lift Tickets - Half Day	50,258	42,000	60,000	55,000
Lift Tickets - Adult	40,011	40,000	58,500	50,000
Lift Tickets - Student	32,704	30,000	30,300	35,000
Lift Tickets - Child	14,292	16,000	23,200	22,000
Lift Tickets - POMA	3,072	3,750	4,950	4,000
Group User Fees	14,403	14,000	16,000	20,000
Ski School	2,970	3,500	5,000	4,000
Season Passes	237,994	255,000	224,155	255,000
Ski Rentals	11,175	12,500	12,500	12,500
Concessions	69,129	84,004	73,300	88,000
Gift Certificates	-	5,600	2,300	5,000
Other Charges	17,492	3,000	6,400	1,500
Total Charges For Services	\$ 493,500	\$ 514,337	\$ 519,905	\$ 555,000
Miscellaneous Revenue				
Building Rent	\$ 600	\$ 1,000	\$ 1,020	\$ 1,000
Interest On Investments	9,198	6,000	15,000	12,000
Gain/Loss on Sale of Investments	(2,107)	-	2,622	-
Total Miscellaneous	\$ 7,691	\$ 7,000	\$ 18,642	\$ 13,000
Transfers				
Transfers	\$ 277,668	\$ 312,281	\$ 321,281	\$ 307,800
Total Transfers	\$ 277,668	\$ 312,281	\$ 321,281	\$ 307,800
Total Operating Revenue	\$ 778,859	\$ 833,618	\$ 859,828	\$ 875,800
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 147,699	\$ 189,864	\$ 181,939	\$ 200,092
Part Time	92,728	99,381	70,000	67,640
Overtime	12,362	13,500	16,000	13,163
Holiday Pay	420	1,000	7,100	1,065
Total Salaries & Wages	\$ 253,209	\$ 303,745	\$ 275,039	\$ 281,960
Other Pay				
Supplemental Pay	\$ -	\$ 2,075	\$ 2,250	\$ 2,000
Disability Leave Buy-Back	2,470	3,000	2,464	3,000
Phone Allowance	-	-	80	480
Total Other Pay	\$ 2,470	\$ 5,075	\$ 4,794	\$ 5,480

**FY 2009 Budget
(Budget Basis)
Hogadon**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 13,284	\$ 29,232	\$ 29,232	\$ 25,236
Life Insurance	282	425	416	418
Disability Insurance	856	1,239	1,343	1,390
FICA/Medicare Tax	19,074	23,629	23,129	21,986
Retirement Contributions	8,753	11,352	11,307	12,005
Unemployment Compensation	2,023	5,500	2,500	2,500
Workers' Compensation	6,016	5,500	5,382	5,117
Total Benefits	\$ 50,288	\$ 76,877	\$ 73,309	\$ 68,652
Total Personnel	\$ 305,967	\$ 385,697	\$ 353,142	\$ 356,092
Contractual Services				
Investment Fees	\$ 430	\$ 375	\$ 500	\$ 500
Other Professional Services	1,544	3,000	3,500	3,000
Refuse Collection	1,357	1,100	1,250	1,100
Energy - Electricity	59,973	43,000	48,000	50,000
Energy - Natural Gas	9,302	9,000	9,800	10,000
Equipment Repairs	4,614	5,000	5,000	5,000
Water System Repairs	683	800	500	800
Maintenance Agreements	400	400	400	400
Insurance & Bonds	27,490	30,239	30,239	33,263
Telecommunications	2,851	3,800	2,500	2,750
Advertising	20,213	21,200	27,000	25,000
Printing/Reproduction	1,211	2,500	2,500	2,000
Travel	5,164	4,400	4,400	4,500
Training	1,309	2,500	2,500	2,500
Interdepartmental Services	55,500	49,732	49,732	83,956
Admin/Mgmt Fees	85,614	98,353	98,353	112,642
Other Contractual	8,874	7,000	27,500	15,000
Association Dues	50	100	400	600
Credit Card Service Charges	-	100	400	400
Total Contractual Services	\$ 286,579	\$ 282,599	\$ 314,474	\$ 353,411

**FY 2009 Budget
(Budget Basis)
Hogadon**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Materials & Supplies				
Office Supplies	\$ 3,149	\$ 3,600	\$ 3,000	\$ 3,400
Operational Supplies	4,771	7,000	8,500	9,500
Other Materials & Supplies	3,237	3,400	3,200	3,500
Uniforms	2,056	2,100	2,000	2,000
Custodial Supplies	474	500	500	500
Safety Equipment/Supplies	1,745	1,075	1,000	1,100
Concession Supplies	29,773	21,000	29,138	28,000
Landscape Maintenance Supplies	750	1,000	1,000	1,000
Snowmaking Supplies	6,438	5,000	5,000	5,000
Small Tools & Supplies	2,494	2,500	2,500	2,500
Bulk Fuel	10,455	17,500	26,000	27,000
Total Materials & Supplies	\$ 65,342	\$ 64,675	\$ 81,838	\$ 83,500
Other Expenses				
Depreciation	\$ 74,997	\$ 75,000	\$ 75,000	\$ 75,000
Sales Tax	3,368	3,500	3,665	4,150
Total Other Expenses	\$ 78,365	\$ 78,500	\$ 78,665	\$ 79,150
Capital				
Capital - Replacement				
Improve Other Than Buildings	\$ 19,479	\$ 18,500	\$ 18,616	\$ 62,600
Light Equipment	20,240	34,663	34,663	23,900
Technologies	-	4,000	4,000	8,000
Total Capital - Replacement	\$ 39,719	\$ 57,163	\$ 57,279	\$ 94,500
Total Capital	\$ 39,719	\$ 57,163	\$ 57,279	\$ 94,500
Total Expenses	\$ 775,972	\$ 868,634	\$ 885,398	\$ 966,653
Net Fund	\$ 2,887	\$ (35,016)	\$ (25,570)	\$ (90,853)



Other Enterprise Funds

LifeSteps Campus
Parking Lots



LifeSteps Campus

LifeSteps Campus

The function of the LifeSteps Campus cost center is to 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 2008: This fund was established in FY 2007 to account for the operations of the LifeSteps Campus. The facility is managed by the Community Development Office. \$28,000 of improvements were made to the campus in FY 2008. The Housing and Community Development Division now has its offices located at the LifeSteps Campus.

Highlights for FY 2009: The revenue budget reflects increased rent income resulting from full implementation of rent increases. The expense budget also reflects higher general operating costs that are expected and the allocation of staff costs, thought administrative fees, required to manage the property. The administrative fees charged to this fund will be shown as revenue in the CDBG Fund.

**LifeSteps Campus
Income Statement**
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Expenses				
Contractual	\$ 119,991	\$ 188,331	\$ 185,705	\$ 196,739
Depreciation	-	6,169	6,169	-
Total Expenses	119,991	194,500	191,874	196,739
Operating Income (Loss)	(119,991)	(194,500)	(191,874)	(196,739)
<u>Non-operating Activity</u>				
Revenues				
Building Rent	113,397	194,500	146,611	206,169
Transfer In	28,000	-	60,000	-
Total Revenues	141,397	194,500	206,611	206,169
Non-operating Income (Loss)	141,397	194,500	206,611	206,169
<u>Capital Activity</u>				
Uses				
New Capital	44,283	-	-	-
Replacement Capital	6,916	21,084	21,084	-
Total Uses	51,199	21,084	21,084	-
Capital Income (Loss)	(51,199)	(21,084)	(21,084)	-
Net Income (Loss)	\$ (29,793)	\$ (21,084)	\$ (6,347)	\$ 9,430

LifeSteps Campus

LifeSteps Campus Staffing Summary					
		FY 2007	FY 2008	FY 2009	
Full Time Positions					
None		-	-	-	
Total		-	-	-	
Part Time Employees (Budget)		\$ -	\$ -	\$ -	

LifeSteps Campus Budget Summary						
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED	
Revenues						
Charges for Service		\$ 113,397	\$ 194,500	\$ 146,611	\$ 206,169	
Operating Transfer In		-	-	60,000	-	
Capital Transfer In		28,000	-	-	-	
Total Revenues		\$ 141,397	\$ 194,500	\$ 206,611	\$ 206,169	
Expenditures						
Contractual Services		\$ 119,991	\$ 188,331	\$ 185,705	\$ 196,739	
Other		-	6,169	6,169	-	
Capital		51,199	21,084	21,084	-	
Total Expenditures		\$ 171,190	\$ 215,584	\$ 212,958	\$ 196,739	
Net LifeSteps Campus Func		\$ (29,793)	\$ (21,084)	\$ (6,347)	\$ 9,430	
					Projected Reserves on June 30, 2008	\$ 36,308
					Projected Reserves on June 30, 2009	\$ 45,738

**FY 2009 Budget
(Budget Basis)
LifeSteps Campus**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service				
Building Renta	\$ 113,397	\$ 194,500	\$ 146,611	\$ 206,169
Total Charges for Service	\$ 113,397	\$ 194,500	\$ 146,611	\$ 206,169
Transfers				
Transfers In	\$ 28,000	\$ -	\$ 60,000	\$ -
Total Transfers	\$ 28,000	\$ -	\$ 60,000	\$ -
Total Revenue	\$ 141,397	\$ 194,500	\$ 206,611	\$ 206,169
Expenses				
Contractual Services				
Water	\$ 8,233	\$ 10,000	\$ 28,704	\$ 30,000
Energy - Electricity	5,512	7,422	13,000	13,000
Energy - Natural Gas	45,465	72,432	36,544	40,200
Maintenance Agreements	1,972	2,829	18,024	13,456
Property Management	11,129	-	-	-
Insurance & Bonds	-	5,007	5,007	5,508
Admin/Mgmt Fees	-	8,117	8,117	32,535
Other Contractua	47,680	82,524	75,969	61,700
Alarm	-	-	340	340
Total Contractual Services	\$ 119,991	\$ 188,331	\$ 185,705	\$ 196,739
Other Expenses				
Depreciation	\$ -	\$ 6,169	\$ 6,169	\$ -
Total Other Expenses	\$ -	\$ 6,169	\$ 6,169	\$ -
Capital				
Capital - New				
Property Redev/Rehabilitator	\$ 44,283	\$ -	\$ -	\$ -
Total Capital - New	\$ 44,283	\$ -	\$ -	\$ -
Capital - Replacement				
Buildings	\$ 6,916	\$ 21,084	\$ 21,084	\$ -
Total Capital - Replacement	\$ 6,916	\$ 21,084	\$ 21,084	\$ -
Total Capital	\$ 51,199	\$ 21,084	\$ 21,084	\$ -
Total Expenses	\$ 171,190	\$ 215,584	\$ 212,958	\$ 196,739
Net Fund	\$ (29,793)	\$ (21,084)	\$ (6,347)	\$ 9,430



Parking Lots

Parking Lots

Function: To effectively maintain city owned parking facilities.

Highlights for FY 2009: This budget area is status quo except for the listed capital improvements.

**Parking
Income Statement**
(Budget Basis)
FY 2009

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
<u>Operating Activity</u>				
Revenues				
Charges for Services	\$ 2,980	\$ 2,500	\$ 3,500	\$ 3,500
Miscellaneous Revenue	18,000	18,000	18,000	18,000
Total Revenues	20,980	20,500	21,500	21,500
Expenses				
Contractual	15,887	18,244	18,544	19,516
Depreciation	18,000	18,000	18,000	18,000
Total Expenses	33,887	36,244	36,544	37,516
Operating Income (Loss)	(12,907)	(15,744)	(15,044)	(16,016)
<u>Non-operating Activity</u>				
Revenues				
Gain/Loss on Sale of Investments	(4,361)	-	2,000	-
Interest	19,040	13,000	15,500	12,000
Total Revenues	14,679	13,000	17,500	12,000
Non-operating Income (Loss)	14,679	13,000	17,500	12,000
<u>Capital Activity</u>				
Uses				
Capital	60,652	38,486	38,486	18,000
Total Uses	60,652	38,486	38,486	18,000
Capital Income (Loss)	(60,652)	(38,486)	(38,486)	(18,000)
Net Income (Loss)	\$ (58,880)	\$ (41,230)	\$ (36,030)	\$ (22,016)

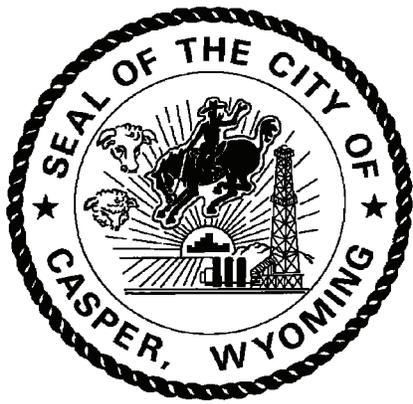
Parking Fund

Parking Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
None		-	-	-
Total		-	-	-
Part Time Employees (Budget)		\$ -	\$ -	\$ -

Parking Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
Charges for Service		\$ 2,980	\$ 2,500	\$ 3,500	\$ 3,500
Miscellaneous		32,679	31,000	35,500	30,000
Total Revenues		\$ 35,659	\$ 33,500	\$ 39,000	\$ 33,500
Expenditures					
Contractual Services		\$ 15,887	\$ 18,244	\$ 18,544	\$ 19,516
Other		18,000	18,000	18,000	18,000
Capital		60,652	38,486	38,486	18,000
Total Expenditures		\$ 94,539	\$ 74,730	\$ 75,030	\$ 55,516
Net Parking Fund		\$ (58,880)	\$ (41,230)	\$ (36,030)	\$ (22,016)
Projected Reserves on June 30, 2008					\$ 495,298
Projected Reserves on June 30, 2009					\$ 491,282

**FY 2009 Budget
(Budget Basis)
Parking**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
Parking Permits	\$ 2,980	\$ 2,500	\$ 3,500	\$ 3,500
Total Charges For Services	\$ 2,980	\$ 2,500	\$ 3,500	\$ 3,500
Miscellaneous Revenue				
Rent - Chamber Of Commerce	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Interest Income	19,040	13,000	15,500	12,000
Gain/ Loss on Sale of Invest	(4,361)	-	2,000	-
Total Miscellaneous	\$ 32,679	\$ 31,000	\$ 35,500	\$ 30,000
Total Revenue	\$ 35,659	\$ 33,500	\$ 39,000	\$ 33,500
Expenses				
Contractual Services				
Investment Fees	\$ 979	\$ 800	\$ 1,000	\$ 600
Insurance & Bonds	10,654	11,719	11,719	12,891
Energy - Electricity	2,075	2,200	2,300	2,500
Interdepartmental Services	504	525	525	525
Other Contractual	1,675	3,000	3,000	3,000
Total Contractual Services	\$ 15,887	\$ 18,244	\$ 18,544	\$ 19,516
Other Expenses				
Depreciation	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Total Other Expenses	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Total Operating Expenses	\$ 33,887	\$ 36,244	\$ 36,544	\$ 37,516
Operating Income (Loss)	\$ 1,772	\$ (2,744)	\$ 2,456	\$ (4,016)
Capital - Replacement				
Improve Other Than Buildings	\$ 60,405	\$ 13,358	\$ 13,358	\$ 18,000
Light Equipment	247	25,128	25,128	-
Total Capital Expenditures	\$ 60,652	\$ 38,486	\$ 38,486	\$ 18,000
Total Expenses	\$ 94,539	\$ 74,730	\$ 75,030	\$ 55,516
Net Fund	\$ (58,880)	\$ (41,230)	\$ (36,030)	\$ (22,016)



Special Revenue Funds

Special Revenue Funds Consolidated

Special Revenue Funds Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes	\$ 337,470	\$ 384,382	\$ 550,000	\$ 560,000
Miscellaneous	280,857	230,821	252,806	1,566,842
Transfer In/ Operating Transfer	410,892	495,811	495,811	459,714
Capital Transfer In	-	2,000,000	2,000,000	-
Grants	1,376,470	1,824,092	1,873,014	1,824,907
Total Revenues	\$ 2,405,689	\$ 4,935,106	\$ 5,171,631	\$ 4,411,463
Expenditures				
Personnel	\$ 288,624	\$ 270,860	\$ 323,389	\$ 523,679
Contractual Services	1,391,922	1,504,524	1,412,174	1,465,972
Materials and Supplies	125,225	179,950	95,248	215,225
Other	349,920	907,673	672,125	1,810,189
Capital	322,832	2,427,246	498,024	2,300,637
Total Expenditures	\$ 2,478,523	\$ 5,290,253	\$ 3,000,960	\$ 6,315,702
Net All Special Revenue Funds	\$ (72,834)	\$ (355,147)	\$ 2,170,671	\$ (1,904,239)

Weed and Pest Control

Weed and Pest Control

Mission Statement: To enhance the community's livability by providing noxious weed control, pest control, and mosquito control.

- 1. Goal:** *To reduce the incidence of noxious weeds, pests, and mosquitoes in the City of Casper.*

General Information: The Weed and Pest Control program is established under the auspices of Wyoming State Statute, which provide for the establishment of a separate weed and pest control district, with any city or town with a population of five thousand (5,000) or more allowed to establish and administer a program for the control of weeds and pests within the jurisdictional limits of the City. Funding for the City's Weed and Pest Control program is from a one mill property tax applied to all property in the district, with eighty-five percent of the funds attributable to the property within the corporate limits of the City transferred to the City, and fifteen percent of the funds retained by the district for administration.

Funding received by the City from the District may be used in any phase of weed and pest control as determined by the City Council. The Control Program shall include work on designated weeds and pests as determined by the District Board.

Highlights for FY 2009: This budget reflects an increase expected in property tax revenue. This fund also had a Municipal Worker II full-time position transferred in from the Parks Division to more accurately reflect this position's focus on weed and pest control activities.

Weed & Pest Fund

Weed & Pest Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
Municipal Service Worker II		1	1	2
Total		1	1	2
Part Time Employees (Budget)		\$ 18,259	\$ 33,390	\$ 35,560

Weed & Pest Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
Taxes		\$ 337,470	\$ 384,382	\$ 550,000	\$ 560,000
Total Revenues		\$ 337,470	\$ 384,382	\$ 550,000	\$ 560,000
Expenditures					
Personnel		\$ 78,280	\$ 100,111	\$ 99,858	\$ 153,807
Contractual Services		224,799	235,510	232,610	257,082
Materials & Supplies		69,023	89,500	56,700	104,500
Capital		1,742	3,500	42,500	1,500
Total Expenditures		\$ 373,844	\$ 428,621	\$ 431,668	\$ 516,889
Net All Weed & Pest Fund		\$ (36,374)	\$ (44,239)	\$ 118,332	\$ 43,111
				Projected Reserves on June 30, 2008	\$ 374,270
				Projected Reserves on June 30, 2009	\$ 417,381

**FY 2009 Budget
(Budget Basis)
Weed And Pest**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes				
Property Taxes	\$ 337,470	\$ 384,382	\$ 550,000	\$ 560,000
Total Taxes	\$ 337,470	\$ 384,382	\$ 550,000	\$ 560,000
Total Revenue	\$ 337,470	\$ 384,382	\$ 550,000	\$ 560,000
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 38,672	\$ 40,257	\$ 40,130	\$ 80,789
Part Time	18,259	33,390	36,397	35,560
Overtime	3,771	4,000	1,542	2,000
Total Salaries & Wages	\$ 60,702	\$ 77,647	\$ 78,069	\$ 118,349
Other Pay				
Supplemental Pay	\$ -	\$ 500	\$ 740	\$ 720
Disability Leave Buy-Back	-	1,200	-	1,200
Phone Allowance	-	-	-	480
Total Other Pay	\$ -	\$ 1,700	\$ 740	\$ 2,400
Benefits				
Health Insurance	\$ 9,204	\$ 10,128	\$ 10,128	\$ 15,636
Life Insurance	100	117	117	202
Disability Insurance	238	283	197	568
FICA/Medicare Tax	4,307	6,080	6,080	9,273
Retirement Contributions	2,293	2,591	2,591	4,771
Workers' Compensation	1,436	1,415	1,415	2,158
Clothing Allowance	-	150	521	450
Total Benefits	\$ 17,578	\$ 20,764	\$ 21,049	\$ 33,058
Total Personnel	\$ 78,280	\$ 100,111	\$ 99,858	\$ 153,807

**FY 2009 Budget
(Budget Basis)
Weed And Pest**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Insurance & Bonds	\$ 1,524	\$ 1,676	\$ 1,676	\$ 1,843
Travel	3,421	2,500	1,000	2,500
Training	1,647	1,500	1,100	1,500
Interdepartmental Services	60,912	84,834	84,834	79,239
Admin/Mgmt Fees	70,000	55,000	55,000	65,000
Other Contractual	87,295	90,000	89,000	107,000
Total Contractual Services	\$ 224,799	\$ 235,510	\$ 232,610	\$ 257,082
Materials & Supplies				
Operating Supplies	\$ 59,678	\$ 75,000	\$ 50,000	\$ 90,000
Other Materials & Supplies	4,724	10,000	3,000	10,000
Safety Equipment	1,572	1,500	1,200	1,500
Small Tools & Equipment	3,049	3,000	2,500	3,000
Total Materials & Supplies	\$ 69,023	\$ 89,500	\$ 56,700	\$ 104,500
Capital - New				
Technologies	\$ 1,742	\$ 3,500	\$ 1,500	\$ 1,500
Total Capital - New	\$ 1,742	\$ 3,500	\$ 1,500	\$ 1,500
Capital - Replacement				
Heavy Equipment	\$ -	\$ -	\$ 41,000	\$ -
Total Capital - Replacement	\$ -	\$ -	\$ 41,000	\$ -
Total Capital	\$ 1,742	\$ 3,500	\$ 42,500	\$ 1,500
Total Expenses	\$ 373,844	\$ 428,621	\$ 431,668	\$ 516,889
Net Fund	\$ (36,374)	\$ (44,239)	\$ 118,332	\$ 43,111



Transit Services

Transit Services

Mission Statement: To serve the transportation needs of the elderly, disabled, and low income individuals who lack personal transportation, as well as those who wish to avail themselves of fixed route transit services. The Casper Area Transportation Coalition (CATC) is a contracted agency that provides ground transportation services on the City's behalf.

1. Goal: To increase access to transit.

1. *Objective:* Increase the accessibility to transit for key populations and/or neighborhoods, increasing rider ship by 20% on The Bus.

2. Goal: To increase ridership and reduce the cost of The Bus.

Highlights from FY 2008: The Bus saw a remarkable increase in ridership this year as compared to previous years. For the first six months of the year (July 2007 through December 2007), The Bus provided 6,076 rides per month, which is 1,039 more rides per month than in the previous year. This amounts to a 21% year to date increase. This growth was shared by all four of the in-city bus routes. In contrast, ridership on Dial-A-Ride was down slightly, with 4,236 rides per month. CATC began two new fixed route service routes outside of the city limits this year – the Orange route, which serves Evansville, and the Purple route, which serves Mills. CATC also received funding from the Optional One Percent Sales Tax #13 so that it could begin to provide fixed route bus service on Saturdays. Unfortunately, CATC has been unable to retain enough bus drivers so that it can launch that service.

Highlights for FY 2009: This budget does not anticipate any large changes in services in FY 2009.

Transit Fund

Transit Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
None		-	-	-
Total		-	-	-
Part Time Employees (Budget)		\$ -	\$ -	\$ -

Transit Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
Operating Transfer In		\$ 390,888	\$ 415,811	\$ 415,811	\$ 397,658
Grants		832,819	902,396	902,396	876,640
Total Revenues		\$ 1,223,707	\$ 1,318,207	\$ 1,318,207	\$ 1,274,298
Expenditures					
Contractual Services		\$ 1,066,541	\$ 1,129,257	\$ 1,129,207	\$ 1,041,248
Materials & Supplies		868	450	500	550
Capital		194,524	272,000	272,000	232,500
Total Expenditures		\$ 1,261,933	\$ 1,401,707	\$ 1,401,707	\$ 1,274,298
Net Transit Fund		\$ (38,226)	\$ (83,500)	\$ (83,500)	\$ -
					Projected Reserves on June 30, 2008 \$ (83,500)
					Projected Reserves on June 30, 2009 \$ (83,500)

**FY 2009 Budget
(Budget Basis)
CATC- Transit Services**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Intergovernmental				
Federal Grants	\$ 832,819	\$ 902,396	\$ 902,396	\$ 876,640
Total Intergovernmental	\$ 832,819	\$ 902,396	\$ 902,396	\$ 876,640
Transfers In				
Transfers	\$ 390,888	\$ 415,811	\$ 415,811	\$ 397,658
Total Transfers	\$ 390,888	\$ 415,811	\$ 415,811	\$ 397,658
Total Revenue	\$ 1,223,707	\$ 1,318,207	\$ 1,318,207	\$ 1,274,298
Expenses				
Contractual Services				
Telecommunications	\$ 108	\$ 200	\$ 200	\$ 200
Postage/Shipping	167	175	175	175
Advertising	1,001	1,000	1,000	900
Printing/Reproduction	158	200	150	200
Travel	369	1,000	1,000	1,000
Training	1,050	1,000	1,000	1,000
Interdepartmental Services	2,016	2,728	2,728	2,573
Admin/Mgmt Fees	-	6,972	6,972	7,000
Association Dues	128	100	100	150
Programs & Projects	1,061,544	1,115,882	1,115,882	1,028,050
Total Contractual Services	\$ 1,066,541	\$ 1,129,257	\$ 1,129,207	\$ 1,041,248
Materials & Supplies				
Office Supplies	\$ 577	\$ 250	\$ 250	\$ 300
Books, Periodicals, Maps	291	200	250	250
Total Materials & Supplies	\$ 868	\$ 450	\$ 500	\$ 550
Capital - Replacement				
Light Equipment	\$ 194,524	\$ 272,000	\$ 272,000	\$ 232,500
Total Capital - Replacement	\$ 194,524	\$ 272,000	\$ 272,000	\$ 232,500
Total Expenses	\$ 1,261,933	\$ 1,401,707	\$ 1,401,707	\$ 1,274,298
Net Fund	\$ (38,226)	\$ (83,500)	\$ (83,500)	\$ -

Community Development Block Grant

Community Development Block Grant

Mission Statement: To promote and support community activities that provide decent and affordable housing, community based services, economic development activities and a suitable environment directly benefiting low to moderate income citizens of Casper.

1. Goal: *To reduce or eliminate chronic homelessness in the City of Casper.*

1. Objective: Obtain approval of a chronic homelessness elimination plan by January 1, 2009.

Community Development Block Grant (CDBG) Fund

Adopted Use of CDBG Funds

The proposed use of the FY09 Community Development Block Grant is as follows:

Public Services- CATC Transit Support	74,162
Code Enforcement Activities - Weed and Seed	60,000
City Core Revitalization Activities	153,797
Housing Rehabilitation Assistance Program	87,239
Rental rehabilitation	100,000
LifeSteps Campus	80,556
Total	555,754

Community Development Block Grant Staffing Summary

	FY 2007	FY 2008	FY 2009
Full Time Positions			
H & CD Manager	1	1	1
Secretary II	1	1	1
Total	2	2	2
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Community Development Block Grant Budget Summary

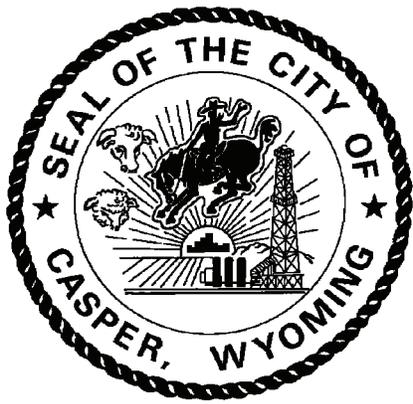
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Grants	\$ 208,923	\$ 745,196	\$ 706,986	\$ 638,767
Miscellaneous	118,518	58,117	76,768	84,835
Total Revenues	\$ 327,441	\$ 803,313	\$ 783,754	\$ 723,602
Expenditures				
Personnel	\$ 123,880	\$ 133,783	\$ 133,790	\$ 142,602
Contractual Services	10,553	16,023	12,157	12,579
Materials & Supplies	854	1,200	1,650	1,200
Other	315,041	811,205	636,157	567,221
Total Expenditures	\$ 450,328	\$ 962,211	\$ 783,754	\$ 723,602
Net CDBG Fund	\$ (122,887)	\$ (158,898)	\$ -	\$ -
			Projected Reserves on June 30, 2008	\$ -
			Projected Reserves on June 30, 2009	\$ -

**FY 2009 Budget
(Budget Basis)
Community Development Block Grant**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Intergovernmental Revenues				
Federal Grants	\$ 208,923	\$ 745,196	\$ 706,986	\$ 638,767
Total Intergovernmental	\$ 208,923	\$ 745,196	\$ 706,986	\$ 638,767
Miscellaneous				
Administrative Fees	\$ -	\$ 8,117	\$ 8,117	\$ 32,535
Interest On Rehab Loans	8,556	5,000	2,711	2,300
Principal Payments - Loans	71,485	20,000	35,067	20,000
Miscellaneous	38,477	25,000	30,873	30,000
Total Miscellaneous	\$ 118,518	\$ 58,117	\$ 76,768	\$ 84,835
Total Revenue	\$ 327,441	\$ 803,313	\$ 783,754	\$ 723,602
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 100,106	\$ 104,202	\$ 104,209	\$ 110,987
Total Salaries & Wages	\$ 100,106	\$ 104,202	\$ 104,209	\$ 110,987
Other Pay				
Supplemental Pay	\$ -	\$ 1,000	\$ 1,000	\$ -
Car Allowance	-	3,000	3,000	3,600
Phone Allowance	-	-	-	960
Total Other Pay	\$ -	\$ 4,000	\$ 4,000	\$ 4,560
Benefits				
Health Insurance	\$ 8,148	\$ 8,976	\$ 8,976	\$ 9,600
Life Insurance	198	209	209	192
Disability Insurance	618	665	665	675
FICA/Medicare Tax	7,468	8,279	8,279	8,839
Retirement Contributions	5,685	6,089	6,089	6,304
Workers' Compensation	1,657	1,363	1,363	1,445
Total Benefits	\$ 23,774	\$ 25,581	\$ 25,581	\$ 27,055
Total Personnel	\$ 123,880	\$ 133,783	\$ 133,790	\$ 142,602

**FY 2009 Budget
(Budget Basis)
Community Development Block Grant**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Building Rent	\$ 1,000	\$ 1,000	\$ -	\$ -
Insurance & Bonds	1,028	1,076	1,076	1,183
Telecommunications	704	1,960	94	2,500
Postage/Shipping	261	1,150	150	500
Advertising	394	600	600	500
Printing/Reproduction	149	624	624	500
Travel	2,030	1,500	1,500	1,500
Training	235	1,000	1,000	1,000
Interdepartmental Services	3,545	6,138	6,138	3,921
Association Dues	1,207	975	975	975
Total Contractual Services	\$ 10,553	\$ 16,023	\$ 12,157	\$ 12,579
Materials & Supplies				
Office Supplies	\$ 854	\$ 1,200	\$ 1,650	\$ 1,200
Total Materials & Supplies	\$ 854	\$ 1,200	\$ 1,650	\$ 1,200
Other Expenses				
Programs & Projects	\$ 2,689	\$ 4,776	\$ 4,776	\$ 19,050
Principal Payments	1,712	1,713	1,713	-
CDBG Projects	310,640	804,716	629,668	548,171
Total Other Expenses	\$ 315,041	\$ 811,205	\$ 636,157	\$ 567,221
Total Expenses	\$ 450,328	\$ 962,211	\$ 783,754	\$ 723,602
Net Fund	\$ (122,887)	\$ (158,898)	\$ -	\$ -



Police Grants

Police Grants Fund

This fund accounts for the revenue and expenditures related to grants and other special funding received to provide specialized police services and programs to the public.

Police Grants Highlights	
Highlights from FY 2008:	The Weed and Seed program is funded primarily through a \$1,000,000 grant from the federal Department of Justice. It is dispensed over a five year period. Typically, a small portion of the grant is dispensed in Year 1, a larger portion is dispensed in Year 2, and the largest portion is dispensed in Year 3. The amounts then decline for Years 4 and 5. Unfortunately, the federal program was cut this year, effectively reducing Casper's scheduled allotment by \$100,000. This funding was made up for with an extra allocation from the city's General Fund.
Highlights from FY 2009:	This budget reflects the expansion of the Weed & Seed Program, staffed by a part-time Weed & Seed program coordinator and a new full-time code enforcement officer added during mid year FY 2008.

Police Grants Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
Code Enforcement Inspector		-	1	1
Total		-	1	1
Part Time Employees (Budget)		\$ 115,654	\$ 129,000	\$ 187,389

Police Grants Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
Grants		\$ 167,579	\$ 51,500	\$ 80,698	\$ 219,500
Miscellaneous		115,654	129,000	81,575	187,389
Operating Transfers In		20,004	80,000	80,000	62,056
Total Revenues		\$ 303,237	\$ 260,500	\$ 242,273	\$ 468,945
Expenditures					
Personnel		\$ 86,464	\$ 36,966	\$ 89,741	\$ 227,270
Contractual Services		46,515	8,734	3,200	90,063
Materials & Supplies		54,480	88,800	36,398	108,975
Other		4,818	61,000	-	1,000
Capital		94,629	66,746	35,590	41,637
Total Expenditures		\$ 286,906	\$ 262,246	\$ 164,929	\$ 468,945
Net Police Grants Fund		\$ 16,331	\$ (1,746)	\$ 77,344	-
Projected Reserves on June 30, 2008					\$ 123,212
Projected Reserves on June 30, 2009					\$ 123,212

**FY 2009 Budget
(Budget Basis)
Police Grants**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Intergovernmental Revenue				
State Grants	\$ 38,900	\$ -	\$ 13,005	\$ 6,000
Federal Grants	128,679	51,500	67,693	213,500
Total Intergovernmental	\$ 167,579	\$ 51,500	\$ 80,698	\$ 219,500
Miscellaneous				
Interest Income	\$ 703	\$ 500	\$ 300	\$ 500
Contributions	41,118	30,000	30,000	83,889
Miscellaneous	73,833	98,500	51,275	103,000
Total Miscellaneous	\$ 115,654	\$ 129,000	\$ 81,575	\$ 187,389
Transfers				
Transfer In	\$ 20,004	\$ 80,000	\$ 80,000	\$ 62,056
Total Transfers In	\$ 20,004	\$ 80,000	\$ 80,000	\$ 62,056
Total Revenue	\$ 303,237	\$ 260,500	\$ 242,273	\$ 468,945
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ -	\$ -	\$ -	\$ 51,269
Part Time	47,225	32,940	49,323	89,216
Overtime	34,797	1,200	37,592	54,245
Total Salaries & Wages	\$ 82,022	\$ 34,140	\$ 86,915	\$ 194,730
Benefits				
Health Insurance	\$ -	\$ -	\$ -	\$ 10,836
Life Insurance	-	-	-	96
Disability Insurance	-	-	-	332
Retirement Contributions	-	-	-	2,912
FICA/Medicare Tax	3,390	2,042	2,042	14,897
Workers' Compensation	1,052	784	784	3,467
Total Benefits	\$ 4,442	\$ 2,826	\$ 2,826	\$ 32,540
Total Personnel	\$ 86,464	\$ 36,966	\$ 89,741	\$ 227,270
Contractual Services				
Travel	\$ 22,066	\$ 3,500	\$ 1,500	\$ 7,329
Training	8,683	4,000	500	8,505
Other Contractual	15,766	1,234	1,200	74,229
Total Contractual Services	\$ 46,515	\$ 8,734	\$ 3,200	\$ 90,063
Materials & Supplies				
Operating Supplies	\$ 54,480	\$ 88,800	\$ 36,398	\$ 108,975
Total Materials & Supplies	\$ 54,480	\$ 88,800	\$ 36,398	\$ 108,975

**FY 2009 Budget
(Budget Basis)
Police Grants**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Programs & Projects	\$ 4,818	\$ 61,000	\$ -	\$ 1,000
Total Other Expenses	\$ 4,818	\$ 61,000	\$ -	\$ 1,000
Capital				
Light Equipment	\$ 1,187	\$ 13,000	\$ 4,000	\$ 13,000
Technologies	87,749	18,746	11,149	7,637
Light Equipment	5,693	35,000	20,441	21,000
Total Capital	\$ 94,629	\$ 66,746	\$ 35,590	\$ 41,637
Total Expenses	\$ 286,906	\$ 262,246	\$ 164,929	\$ 468,945
Net Fund	\$ 16,331	\$ (1,746)	\$ 77,344	\$ -

Special Fire Assistance

Special Fire Assistance Fund

This fund accounts for fire related grants and special reimbursements the City occasionally receives for equipment provided to other entities; primarily, Federal and State agencies.

Special Fire Assistance Highlights

Highlights from FY 2008: Funding from FY 2008 was used to purchase, among other items, a 45' Goose Neck Trailer and mobile satellite service for Fire-EMS communications.

Special Fire Assistance Staffing Summary

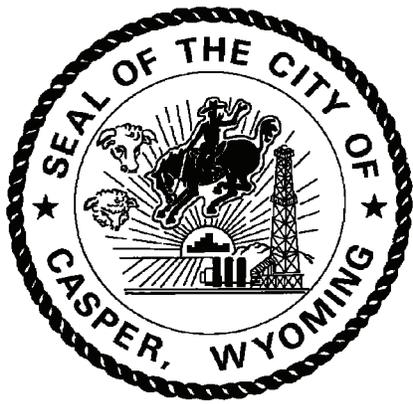
	FY 2007	FY 2008	FY 2009
Full Time Positions			
None	-	-	-
Total	-	-	-
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Special Fire Assistance Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Grants and Intergovernmental	\$ 167,149	\$ 125,000	\$ 182,934	\$ 90,000
Total Revenues	\$ 167,149	\$ 125,000	\$ 182,934	\$ 90,000
Expenditures				
Contractual Services	\$ 43,514	\$ 115,000	\$ 35,000	\$ 65,000
Capital	31,937	85,000	147,934	25,000
Total Expenditures	\$ 75,451	\$ 200,000	\$ 182,934	\$ 90,000
Net Special Fire Assistance Fund	\$ 91,698	\$ (75,000)	\$ -	\$ -
			Projected Reserves on June 30, 2008	\$ 63,588
			Projected Reserves on June 30, 2009	\$ 63,588

**FY 2009 Budget
(Budget Basis)
Special Assistance - Fire Assistance**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Intergovernmental				
Federal Grants	\$ 97,860	\$ 100,000	\$ 139,500	\$ 65,000
Reimbursements - Fire Services	69,289	25,000	43,434	25,000
Total Intergovernmental	\$ 167,149	\$ 125,000	\$ 182,934	\$ 90,000
Total Revenues	\$ 167,149	\$ 125,000	\$ 182,934	\$ 90,000
Expenses				
Contractual Services				
Fire Services	\$ 39,566	\$ -	\$ -	\$ -
Other Contractual	662	-	-	-
Operating Supplies	3,286	115,000	35,000	65,000
Total Contractual Services	\$ 43,514	\$ 115,000	\$ 35,000	\$ 65,000
Capital				
Light Equipment - Fire	\$ 31,937	\$ 85,000	\$ 147,934	\$ 25,000
Total Capital	\$ 31,937	\$ 85,000	\$ 147,934	\$ 25,000
Total Expenses	\$ 75,451	\$ 200,000	\$ 182,934	\$ 90,000
Net Fund	\$ 91,698	\$ (75,000)	\$ -	\$ -



Redevelopment Loan Fund

Redevelopment Loan Fund

This fund accounts for the funding activity and debt service received by the City from the property developer of the Old Firehouse Project, and, in turn, paid by the City to the Federal Housing and Urban Development (HUD) agency.

Redevelopment Loan Highlights

Highlights for FY 2009: This fund has been expanded to account for additional HUD 108 loans.

Redevelopment Loan Staffing Summary

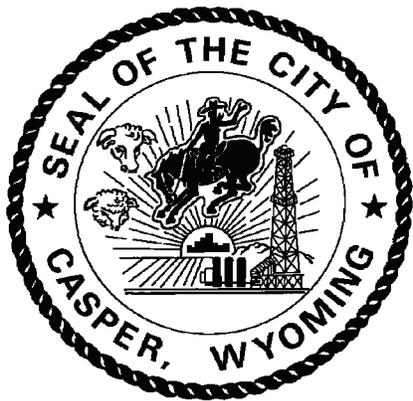
	FY 2007	FY 2008	FY 2009
Full Time Positions			
None	-	-	-
Total	-	-	-
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Redevelopment Loan Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous	\$ 46,685	\$ 43,704	\$ 43,463	\$ 1,249,618
Total Revenues	\$ 46,685	\$ 43,704	\$ 43,463	\$ 1,249,618
Expenditures				
Other Expenses	\$ 30,061	\$ 35,468	\$ 35,468	\$ 1,241,468
Total Expenditures	\$ 30,061	\$ 35,468	\$ 35,468	\$ 1,241,468
Net Redevelopment Loan Fund	\$ 16,624	\$ 8,236	\$ 7,995	\$ 8,150
			Projected Reserves on June 30, 2008	\$ 30,845
			Projected Reserves on June 30, 2009	\$ 38,995

**FY 2009 Budget
(Budget Basis)
Redevelopment Loan**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous Revenue				
Loan Payments	\$ 30,061	\$ 35,468	\$ 35,468	\$ 39,868
Interest On Investments	285	450	150	150
HUD 108 Proceeds	-	-	-	1,200,000
Debt/Interest Payments	16,339	7,786	7,845	9,600
Total Revenue	\$ 46,685	\$ 43,704	\$ 43,463	\$ 1,249,618
Expenses				
Loan Expenses				
Debt Service - Interest	\$ 30,061	\$ 35,468	\$ 35,468	\$ 37,068
Principal Payments	-	-	-	4,400
HUD 108 Loans	-	-	-	1,200,000
Total Expenses	\$ 30,061	\$ 35,468	\$ 35,468	\$ 1,241,468
Net Fund	\$ 16,624	\$ 8,236	\$ 7,995	\$ 8,150



Revolving Land Fund

Revolving Land Fund

This fund accounts for the acquisition and resale of real property.

Revolving Land Highlights

Highlights for FY 2008: This is a new fund established in FY 2008 to acquire and resell land for redevelopment. No funds have yet been spent from this fund in FY 2008.

Revolving Land Staffing Summary

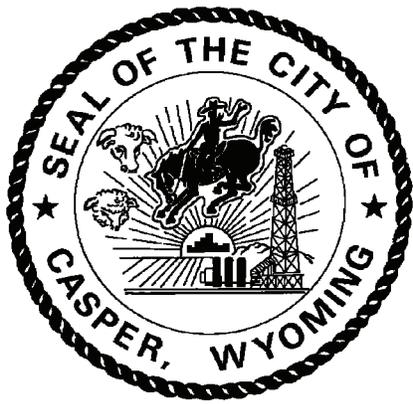
	FY 2007	FY 2008	FY 2009
Full Time Positions			
None	-	-	-
Total	-	-	-
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Revolving Land Budget Summary

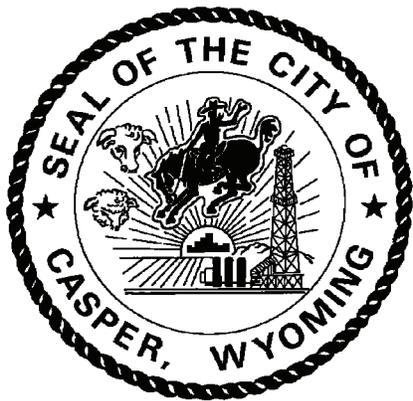
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous	\$ -	\$ -	\$ 51,000	\$ 45,000
Capital Transfers In	-	2,000,000	2,000,000	-
Total Revenues	\$ -	\$ 2,000,000	\$ 2,051,000	\$ 45,000
Expenditures				
Other Expenses	\$ -	\$ -	\$ 500	\$ 500
Capital	-	2,000,000	-	2,000,000
Total Expenditures	\$ -	\$ 2,000,000	\$ 500	\$ 2,000,500
Net Revolving Land Fund	\$ -	\$ -	\$ 2,050,500	\$ (1,955,500)
			Projected Reserves on June 30, 2008	\$ 2,050,500
			Projected Reserves on June 30, 2009	\$ 95,000

**FY 2009 Budget
(Budget Basis)
Revolving Land**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous Revenue				
Gain/Loss On Sale of Assets	\$ -	\$ -	\$ 1,000	\$ -
Lease Fees	-	-	5,000	5,000
Interest On Investments	-	-	45,000	40,000
Total Miscellaneous	\$ -	\$ -	\$ 51,000	\$ 45,000
Transfers				
Transfers In	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -
Total Transfers	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -
Total Revenue	\$ -	\$ 2,000,000	\$ 2,051,000	\$ 45,000
Expenses				
Other Expenses				
Investment Fees	\$ -	\$ -	\$ 500	\$ 500
Total Other Expenses	\$ -	\$ -	\$ 500	\$ 500
Capital Expenses				
Land	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000
Total Capital Expenses	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000
Total Expenses	\$ -	\$ 2,000,000	\$ 500	\$ 2,000,500
Net Fund	\$ -	\$ -	\$ 2,050,500	\$ (1,955,500)



Debt Service Funds



Special Assessments

Special Assessments

This fund accounts for outstanding special assessments owed to the City.

When the City Council decides that a portion of the cost of a public improvement project, typically a street project, should be assessed to the adjoining property owners, this fund pays the construction costs on behalf of the property owner in the Local Assessment District (LAD). After the project is complete, the property owners are assessed a proportional share of the costs immediately, without incurring any interest, or they may make installment payments over an extended time period as determined by the assessment ordinance. When the property owners make payments, the money is placed in this fund and used to finance future projects.

Highlights for FY 2009: This budget includes a \$1,858,488 transfer to the Capital Projects Fund that will finance the LAD portion of the Phase II Fort Casper neighborhood street, water, and sewer improvement project. This amount will be repaid over time to this fund from property assessments levied against properties in the improvement district.

An infusion from General Fund monies was needed to fund current estimates of costs related to Phase II of the Fort Casper LAD project. The \$458,488 shortfall between funds originally available and the anticipated costs of the LAD financed portion of the project's costs was funded by the City Council during budget review sessions to ensure the project continues as scheduled.

Local Assessment Districts Fund

Local Assessment Districts Staffing Summary					
		FY 2007	FY 2008	FY 2009	
Full Time Positions					
None		-	-	-	
Total		-	-	-	
Part Time Employees (Budget)		\$ -	\$ -	\$ -	

Local Assessment Districts Budget Summary						
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED	
Revenues						
Miscellaneous		\$ 87,131	\$ 86,500	\$ 106,268	\$ 492,988	
Total Revenues		\$ 87,131	\$ 86,500	\$ 106,268	\$ 492,988	
Expenditures						
Contractual Services		\$ 3,875	\$ 1,300	\$ 4,000	\$ 1,000	
Other		65,309	-	-	-	
Capital		6,244	500,000	29,141	470,859	
Transfers Out		-	1,300,000	-	1,858,488	
Total Expenditures		\$ 75,428	\$ 1,801,300	\$ 33,141	\$ 2,330,347	
Net Local Assessment District Fund		\$ 11,703	\$ (1,714,800)	\$ 73,127	\$ (1,837,359)	
					Projected Reserves on June 30, 2008	\$ 1,918,969
					Projected Reserves on June 30, 2009	\$ 81,610

**FY 2009 Budget
(Budget Basis)
Local Assessment Districts**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
LAD Assessment Principal	\$ -	\$ 24,000	\$ 16,000	\$ 10,000
LAD Assessment Interest	1,737	10,000	4,800	4,000
LAD Assessment Penalties	962	2,500	600	500
Interest On Investment	72,469	50,000	82,868	20,000
Gain/Loss On Sale of Investments	11,963	-	2,000	-
Transfer In	-	-	-	458,488
Total Revenues	\$ 87,131	\$ 86,500	\$ 106,268	\$ 492,988
Expenses				
Contractual Services				
Investment Fees	\$ 3,875	\$ 1,300	\$ 4,000	\$ 1,000
Total Contractual Services	\$ 3,875	\$ 1,300	\$ 4,000	\$ 1,000
Capital - New				
Technologies	\$ 6,244	\$ -	\$ -	\$ -
Total Capital - New	\$ 6,244	\$ -	\$ -	\$ -
Capital - Replacement				
Improve Other Than Buildings	\$ -	\$ 500,000	\$ 29,141	\$ 470,859
Total Capital - Replacement	\$ -	\$ 500,000	\$ 29,141	\$ 470,859
Other Expenses				
Programs & Projects	\$ 65,309	\$ -	\$ -	\$ -
Total Other Expenses	\$ 65,309	\$ -	\$ -	\$ -
Transfers				
Transfers Out	\$ -	\$ 1,300,000	\$ -	\$ 1,858,488
Total Transfers	\$ -	\$ 1,300,000	\$ -	\$ 1,858,488
Total Expenses	\$ 75,428	\$ 1,801,300	\$ 33,141	\$ 2,330,347
Net Fund	\$ 11,703	\$ (1,714,800)	\$ 73,127	\$ (1,837,359)

Internal Service Funds

Internal Service Funds Consolidated

Internal Service Funds Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Services/User Fees	\$ 4,433,025	\$ 4,944,025	\$ 5,067,329	\$ 5,559,981
Miscellaneous	95,554	58,451	104,666	82,800
Transfer In/ Operating Transfer	1,386,752	1,455,623	1,440,809	1,647,689
Grants	125,050	144,784	144,784	161,600
Total Revenues	\$ 6,040,381	\$ 6,602,883	\$ 6,757,588	\$ 7,452,070
Expenditures				
Personnel	\$ 2,527,304	\$ 2,844,894	\$ 2,802,569	\$ 3,091,770
Contractual Services	1,626,184	1,823,493	1,734,600	1,895,872
Materials and Supplies	1,822,299	1,746,084	1,893,618	2,155,143
Other	17,575	25,363	16,549	57,400
Capital	162,454	211,621	244,250	251,885
Total Expenditures	\$ 6,155,816	\$ 6,651,455	\$ 6,691,586	\$ 7,452,070
Net All Internal Service Funds	\$ (115,435)	\$ (48,572)	\$ 66,002	\$ -

Central Garage

Central Garage

Mission Statement: To enhance community livability by providing stewardship of vehicles and equipment used for maintaining the public infrastructure, maintaining community safety, providing community recreation and administering City operations.

1. Goal: *To increase the effectiveness of our current fleet maintenance program.*

1. Objective: To implement a proactive fleet management program to replace the reactive fleet maintenance program by August 30, 2008.
2. Objective: To identify fleet management issues and priorities between the Fleet Division and its internal customers by July 31, 2008.
3. Objective: To complete all auto and light truck vehicle scheduled and unscheduled maintenance and mechanical repairs (excluding engine and transmission replacements and body work) within 24 hours.
4. Objective: To develop a plan to reduce fuel consumption and increase mileage per gallon of the fleet (including exploring the use of hybrids) by December 1, 2008.
5. Objective: To keep 95% of the critical fleet (police, fire, sanitation, and snow removal equipment) available for daily operations.
6. Objective: To increase the accountability for mechanics and users in the areas of inspection, maintenance, and operations.

Highlights from FY 2008: The Central Garage invests nearly 1,300 hours per month fulfilling almost 350 work orders per month. Challenges faced by the Central Garage include aging city equipment, staff shortages, an expanding fleet, and the consequences of Casper's growth. Old and varied equipment complicates finding parts and technical support as well as requires extensive maintenance. New construction continues to require more city services and thus, additions to the fleet. Building updates including a new roof and improved lighting have been accomplished.

Highlights for FY 2009: This budget includes an estimated increase in fuel costs, higher cost for outside repair services, and higher costs of vehicle supplies.

Central Garage Fund

Central Garage Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Equipment Mechanic I	1	1	1	1
Equipment Mechanic II	8	8	8	8
Equipment Mechanic Supervisor	1	1	1	1
Equipment Service Worker	1	1	1	1
Equipment Tire Service Worker	1	1	1	1
Fleet Maintenance Manager	1	1	1	1
Secretary II	1	1	1	1
Warehouse Technician	2	2	2	2
Total	16	16	16	16
Part Time Employees (Budget)	\$ 16,433	\$ 17,325	\$ 18,451	

Central Garage Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Services/ User Fees	\$ 3,008,399	\$ 3,230,182	\$ 3,337,466	\$ 3,633,700
Miscellaneous	764	-	-	-
Transfer In/ Operating Transfer	20,100	30,288	30,288	52,915
Total Revenues	\$ 3,029,263	\$ 3,260,470	\$ 3,367,754	\$ 3,686,615
Expenditures				
Personnel	\$ 982,025	\$ 1,016,969	\$ 1,002,547	\$ 1,066,991
Contractual Services	488,626	537,201	518,298	550,824
Materials and Supplies	1,718,963	1,634,800	1,780,615	2,037,300
Capital	7,996	90,700	115,200	31,500
Total Expenditures	\$ 3,197,610	\$ 3,279,670	\$ 3,416,660	\$ 3,686,615
Net Central Garage Fund	\$ (168,347)	\$ (19,200)	\$ (48,906)	-
			Projected Reserves on June 30, 2008	\$ 79,562
			Projected Reserves on June 30, 2009	\$ 79,562

**FY 2009 Budget
(Budget Basis)
Central Garage**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
Intergovernmental Services	\$ 2,746,597	\$ 3,005,182	\$ 3,005,182	\$ 3,394,700
Wyoming Medical Center	32,197	25,000	37,284	28,000
CATC	229,605	200,000	295,000	211,000
Total Charges For Services	\$ 3,008,399	\$ 3,230,182	\$ 3,337,466	\$ 3,633,700
Miscellaneous Revenue				
Miscellaneous Revenue	\$ 764	\$ -	\$ -	\$ -
Total Miscellaneous Revenue	\$ 764	\$ -	\$ -	\$ -
Transfers				
Transfers In	\$ 20,100	\$ 30,288	\$ 30,288	\$ 52,915
Total Transfers	\$ 20,100	\$ 30,288	\$ 30,288	\$ 52,915
Total Revenue	\$ 3,029,263	\$ 3,260,470	\$ 3,367,754	\$ 3,686,615
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 703,722	\$ 701,672	\$ 684,898	\$ 727,005
Part Time	16,433	17,325	17,525	18,451
Standby Pay	3,341	3,570	4,570	5,325
Overtime	24,468	35,000	35,000	35,000
Total Salaries & Wages	\$ 747,964	\$ 757,567	\$ 741,993	\$ 785,781
Other Pay				
Supplemental Pay	\$ -	\$ 8,250	\$ 10,250	\$ -
Disability Leave Buy-Back	4,397	4,400	4,552	4,600
Car Allowance	2,750	3,000	2,000	3,000
Total Other Pay	\$ 7,147	\$ 15,650	\$ 16,802	\$ 7,600
Benefits				
Health Insurance	\$ 106,272	\$ 122,568	\$ 122,568	\$ 138,396
Life Insurance	1,673	1,732	1,732	1,662
Accrued Leave Payoff	1,021	-	-	9,408
Disability Insurance	4,246	4,634	4,634	5,265
FICA/Medicare Tax	55,114	59,152	59,152	61,411
Retirement Contributions	41,493	42,463	42,463	43,842
Workers' Compensation	17,095	13,203	13,203	13,626
Total Benefits	\$ 226,914	\$ 243,752	\$ 243,752	\$ 273,610
Total Personnel	\$ 982,025	\$ 1,016,969	\$ 1,002,547	\$ 1,066,991

**FY 2009 Budget
(Budget Basis)
Central Garage**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Other Testing	\$ 1,450	\$ 3,000	\$ 3,500	\$ 3,000
Water	9,957	11,000	12,000	13,000
Energy - Electricity	39,554	42,000	34,000	42,000
Energy - Natural Gas	42,992	52,500	43,000	52,000
Equipment Repairs	5,686	8,500	7,700	8,500
Insurance & Bonds	17,107	18,818	18,818	20,700
Telecommunications	5,787	5,000	6,600	5,960
Printing/Reproduction	3,296	3,000	2,880	3,000
Travel	290	3,000	2,800	2,500
Training	2,049	4,500	3,800	10,000
Interdepartmental Services	125,460	144,883	144,000	151,812
Other Contractual	3,248	10,000	12,000	8,352
Laundry & Towel Service	6,720	11,000	9,500	10,000
Outside Services	225,030	220,000	217,700	220,000
Total Contractual Services	\$ 488,626	\$ 537,201	\$ 518,298	\$ 550,824
Materials & Supplies				
Office Supplies	\$ 2,009	\$ 2,000	\$ 1,995	\$ 2,000
Operating Supplies	4,682	7,000	6,350	7,000
Building Supplies	10,382	14,300	14,300	14,300
Vehicle Supplies	895,993	775,000	771,500	800,000
Small Tools & Equipment	11,256	14,000	13,970	14,000
Bulk Fuel	794,641	822,500	972,500	1,200,000
Total Materials & Supplies	\$ 1,718,963	\$ 1,634,800	\$ 1,780,615	\$ 2,037,300
Capital				
Light Equipment	\$ 3,988	\$ 12,000	\$ 35,000	\$ 26,500
Technologies	4,008	4,500	6,000	5,000
Buildings	-	74,200	74,200	-
Total Capital	\$ 7,996	\$ 90,700	\$ 115,200	\$ 31,500
Total Expenses	\$ 3,197,610	\$ 3,279,670	\$ 3,416,660	\$ 3,686,615
Net Fund	\$ (168,347)	\$ (19,200)	\$ (48,906)	\$ -



Information Technology

Information Technology

Mission Statement: To provide an efficient and economical state-of-the-art computing capability of City departments under a networking system which allows interaction between work stations at various sites throughout the community.

1. **Goal:** *To increase data integration using backbone systems such as GIS.*
 1. Objective: To inventory and analyze all systems and identify the most desirable information sources that are requested by City staff by September 30, 2008.
 2. Objective: To develop a standard method for integrating spatial and non-spatial information systems by January 2009.
 3. Objective: Integrate three non-spatial databases to the GIS spatial database, by June 30, 2009.
 4. Objective: To further develop the GIS Standards and quality control procedures by December 2008.
 5. Objective: To conduct two training sessions on data entry and quality control, for City GIS users, by June 30, 2009.
 6. Objective: To provide infrastructure reporting to various departments, by June 30, 2009.
2. **Goal:** *To reduce energy demands for the City's Information Systems and components.*
 1. Objective: Establish policy of purchasing only computer components that adhere to Federal efficiency guidelines, by July 1, 2008.
 2. Objective: Establish baseline power consumption as related to technology by December 31, 2008.
 3. Objective: Establish computer-use power consumption policies by January 2009.
 4. Objective: Identify IT processes that can be consolidated to limit the overall number of servers by February 2009.
 5. Objective: To acquire more energy efficient equipment for the knowledge management project by February 2009.
 6. Objective: Identify reports that can be placed online to reduce paper usage by 3%, by June 30, 2009.
3. **Goal:** *To increase citizens' interaction with City Government through technology.*
 1. Objective: Implement three recommendations from the web consultant report by June 30, 2009.
 2. Objective: Implement Agenda Manager within the organization with the intent of deploying to the City's website, by December 31, 2008.
 3. Objective: Implement the Cisco Call Center technology at the Events Center Box Office by June 30, 2009.
 4. Objective: Implement video streaming of City council meetings by June 30, 2009.

4. Goal: *To maintain the ability to operate essential City systems during a service interruption.*

1. Objective: Migrate City's tape backup library to Events Center by August 31, 2008.
2. Objective: Define scheduling and reporting mechanism to verify ongoing testing of City's business continuity plan by August 1, 2008.
3. Objective: Create a mirrored VoIP system between City Hall and the Casper Events Center by December 31, 2008.
4. Objective: Develop a plan for GIS business continuity by November 30, 2008.
5. Objective: Implement recommendations for backup power sources for off-site VoIP locations by December 31, 2008.

Highlights from FY 2008: Technology personnel performed many upgrades and updates in FY07-08, with special attention paid to GIS, Public Safety, and the City's financial system. The Phase II Wireless Compliance project was completed, which utilizes the GIS addressing to map emergent call location by latitude and longitude coordinates. A new public safety paging module and mobile command vehicle were deployed, and a new ticketing process was installed at the Events Center. Communication infrastructure was augmented with a major fiber build out project that provided high speed connectivity to most major City buildings, and additional access points were added to the mobile data network. This year represented many successful projects that involved cooperation between GIS and IT staff, which was the basis for the planned integration of these two work groups in FY09-10.

Information Technology (IT) & Geographic Information Services (GIS)

Information Technology and GIS Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Information Technology				
CAD Systems Technician	-	1	1	
Financial Systems Technician	1	1	1	
Management Inform Serv Manager	1	1	1	
Network/ Systems Analyst	1	-	-	
Network Engineer	-	1	1	
Systems & Database Administrator	1	1	1	
User Support Technician	3	5	5	
WAN Network Administrator	1	1	1	
GIS				
GIS Coordinator	1	1	1	
GIS Technician	2	2	2	
Senior GIS Technician	1	1	1	
Total	12	15	15	
Part Time Employees (Budget)	\$ -	\$ 4,200	\$ 22,152	

Information Technology & GIS Fund Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Services/ User Fees	\$ 265,041	\$ 403,835	\$ 403,835	\$ 509,070
Grants	125,050	144,784	144,784	161,600
Miscellaneous	3,458	1,451	776	800
Transfers In	595,548	639,257	639,257	714,482
Total Revenues	\$ 989,097	\$ 1,189,327	\$ 1,188,652	\$ 1,385,952
Expenditures				
Personnel	\$ 808,706	\$ 1,018,354	\$ 1,004,847	\$ 1,172,914
Contractual Services	98,528	152,477	146,756	157,638
Materials and Supplies	7,374	8,000	8,000	8,000
Other	25	9,049	9,049	27,400
Capital	43,809	20,000	20,000	20,000
Total Expenditures	\$ 958,442	\$ 1,207,880	\$ 1,188,652	\$ 1,385,952
Net IT & GIS Fund	\$ 30,655	\$ (18,553)	\$ -	\$ -
			Projected Reserves on June 30, 2008	\$ 74,757
			Projected Reserves on June 30, 2009	\$ 74,757

**FY 2009 Budget
(Budget Basis)
Information Services & GIS
With History of Fund 62 and 67 Combined**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Grants and Loans				
Federal Grants	\$ 125,050	\$ 144,784	\$ 144,784	\$ 161,600
Total Grants and Loans	\$ 125,050	\$ 144,784	\$ 144,784	\$ 161,600
Charges For Services				
Intergovernmental Services	\$ 265,041	\$ 403,835	\$ 403,835	\$ 509,070
Total Charges For Services	\$ 265,041	\$ 403,835	\$ 403,835	\$ 509,070
Miscellaneous Revenue				
Unclassified Miscellaneous	\$ 3,458	\$ 1,451	\$ 776	\$ 800
Total Miscellaneous Revenue	\$ 3,458	\$ 1,451	\$ 776	\$ 800
Transfers				
Transfers In	\$ 595,548	\$ 639,257	\$ 639,257	\$ 714,482
Total Transfers	\$ 595,548	\$ 639,257	\$ 639,257	\$ 714,482
Total Revenue	\$ 989,097	\$ 1,189,327	\$ 1,188,652	\$ 1,385,952
Expenditures				
Personnel				
Salaries & Wages				
Full Time	\$ 628,689	\$ 785,269	\$ 768,769	\$ 892,480
Part Time	-	4,200	8,769	22,152
Overtime	2,912	2,500	2,200	2,500
Total Salaries & Wages	\$ 631,601	\$ 791,969	\$ 779,738	\$ 917,132
Other Pay				
Supplemental Pay	\$ -	\$ 7,000	\$ 6,000	\$ -
Phone Allowance	-	-	288	1,500
Disability Leave Buy-Back	2,966	4,770	3,282	4,770
Accrued Leave Payoff	4,201	-	924	-
Total Other Pay	\$ 7,167	\$ 11,770	\$ 10,494	\$ 6,270
Benefits				
Health Insurance	\$ 68,508	\$ 88,848	\$ 88,848	\$ 105,888
Life Insurance	1,191	1,442	1,442	1,462
Disability Insurance	3,731	4,956	4,956	5,582
FICA/Medicare Tax	47,142	61,489	61,489	70,640
Retirement Contributions	35,874	45,015	45,015	51,105
Workers' Compensation	13,492	12,865	12,865	14,835
Total Benefits	\$ 169,938	\$ 214,615	\$ 214,615	\$ 249,512
Total Personnel	\$ 808,706	\$ 1,018,354	\$ 1,004,847	\$ 1,172,914

**FY 2009 Budget
(Budget Basis)
Information Services & GIS
With History of Fund 62 and 67 Combined**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Consulting Fees	\$ 3,750	\$ 27,500	\$ 23,605	\$ 15,000
Maintenance Agreements	44,155	63,553	61,672	82,777
Insurance & Bonds	11,169	12,286	12,286	12,286
Telecommunications	8,049	5,054	5,594	3,974
Postage	202	300	300	300
Printing/Reproduction	573	700	570	700
Travel	12,158	13,000	13,000	13,000
Training	13,029	20,000	20,000	20,000
Interdepartmental Services	2,328	2,434	2,434	1,951
Other Contractual	185	2,000	2,000	2,000
Association Dues	2,930	5,650	5,295	5,650
Total Contractual Services	\$ 98,528	\$ 152,477	\$ 146,756	\$ 157,638
Materials & Supplies				
Office Supplies	\$ 7,063	\$ 6,700	\$ 6,700	\$ 6,700
Books, Periodicals, Maps	311	1,300	1,300	1,300
Total Materials & Supplies	\$ 7,374	\$ 8,000	\$ 8,000	\$ 8,000
Capital - New				
Light Equipment	\$ 1,831	\$ 4,000	\$ 4,000	\$ 4,000
Technologies	41,978	16,000	16,000	16,000
Total Capital - New	\$ 43,809	\$ 20,000	\$ 20,000	\$ 20,000
Other				
Programs & Projects	\$ 25	\$ 9,049	\$ 9,049	\$ 27,400
Total Other	\$ 25	\$ 9,049	\$ 9,049	\$ 27,400
Total Expenditures	\$ 958,442	\$ 1,207,880	\$ 1,188,652	\$ 1,385,952
Net Fund	\$ 30,655	\$ (18,553)	\$ -	\$ -

Buildings and Grounds

Buildings and Grounds

Mission Statement: To enhance community livability by providing stewardship of the City owned buildings including energy use management, preventive maintenance, repair and renovation, grounds maintenance, and landscaping.

1. Goal: *To decrease vandalism and graffiti on public facilities.*

1. Objective: Remove 100% of the graffiti on public facilities within 48 hours.
2. Objective: Replace or repair 100% of vandalized public facilities within 72 hours.

2. Goal: *To increase operational efficiency of existing city facilities.*

1. Objective: Decrease energy consumption in city facilities by 10%.
2. Objective: Decrease potable water consumption by 3% over the next 12 months.
3. Objective: Increase staff's knowledge and use of energy efficient technologies by June 1, 2009.

Highlights from FY 2008: Buildings and Grounds Section (BAGS) of the Parks Division provided repair, maintenance, remodeling, and custodial services for most City facilities. Oversight for City Hall HVAC and back up power projects was provided. Buildings to be purchased or leased by the City to alleviate overcrowding at City Hall and the Hall of Justice were evaluated. Plans for remodeling the Brattis Building to create a consolidated BAGS facility were formulated, and the house on Miller Street purchased by the City was remodeled for temporary use of new city employees.

Highlights for FY 2009: In FY 2009, the Buildings and Grounds section will begin work on the Brattis Building as its new operational headquarters. The renovation is funded in the capital projects fund, and the Brattis Building is currently accounted for in the City Campus fund.

Buildings and Grounds Fund

Buildings and Grounds Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Buildings & Grounds Superintendent	1	1	1	
Buildings & Grounds Supervisor	1	1	1	
Construction Maint Worker II	5	5	5	
Custodial Maintenance Worker I	4	4	4	
Senior Custodial Maint Worker	1	1	1	
Total	12	12	12	
Part Time Employees (Budget)	\$ 31,381	\$ 47,460	\$ 50,545	

Building and Grounds Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Services/ User Fees	\$ 521,124	\$ 603,894	\$ 603,894	\$ 603,886
Transfer In/ Operating Transfer	479,772	456,915	442,101	514,630
Total Revenues	\$ 1,000,896	\$ 1,060,809	\$ 1,045,995	\$ 1,118,516
Expenditures				
Personnel	\$ 736,573	\$ 809,571	\$ 795,175	\$ 851,865
Contractual Services	128,692	149,852	149,554	159,628
Materials and Supplies	93,900	101,284	101,266	104,523
Capital	3,823	-	-	2,500
Total Expenditures	\$ 962,988	\$ 1,060,707	\$ 1,045,995	\$ 1,118,516
Net Buildings and Grounds Fund	\$ 37,908	\$ 102	-	-
			Projected Reserves on June 30, 2008	\$ 130,352
			Projected Reserves on June 30, 2009	\$ 130,352

**FY 2009 Budget
(Budget Basis)
Buildings And Grounds**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
Intergovernmental Services	\$ 521,124	\$ 603,894	\$ 603,894	\$ 603,886
Total Charges For Services	\$ 521,124	\$ 603,894	\$ 603,894	\$ 603,886
Transfers				
Transfers	\$ 479,772	\$ 456,915	\$ 442,101	\$ 514,630
Total Transfers	\$ 479,772	\$ 456,915	\$ 442,101	\$ 514,630
Total Revenue	\$ 1,000,896	\$ 1,060,809	\$ 1,045,995	\$ 1,118,516
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 525,863	\$ 549,616	\$ 547,591	\$ 580,579
Part Time	31,381	47,460	44,400	50,545
Overtime	4,147	6,500	5,518	6,500
Total Salaries & Wages	\$ 561,391	\$ 603,576	\$ 597,509	\$ 637,624
Other Pay				
Supplemental Pay	\$ -	\$ 6,000	\$ 6,720	\$ 2,400
Disability Leave Buy-Back	6,418	6,500	6,419	6,500
Accrued Leave Payoff	-	1,500	-	-
Phone Allowance	-	-	-	2,160
Total Other Pay	\$ 6,418	\$ 14,000	\$ 13,139	\$ 11,060
Benefits				
Health Insurance	\$ 79,704	\$ 93,336	\$ 91,003	\$ 99,852
Life Insurance	1,156	1,237	1,240	1,178
Disability Insurance	3,194	3,514	4,189	3,833
FICA/Medicare Tax	41,180	47,486	47,362	49,869
Retirement Contributions	29,997	32,222	32,133	33,695
Workers' Compensation	13,533	11,050	5,600	11,604
Clothing Allowance	-	3,150	3,000	3,150
Total Benefits	\$ 168,764	\$ 191,995	\$ 184,527	\$ 203,181
Total Personnel	\$ 736,573	\$ 809,571	\$ 795,175	\$ 851,865

**FY 2009 Budget
(Budget Basis)
Buildings And Grounds**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Contractual Services				
Water	\$ 1,070	\$ 1,020	\$ 1,075	\$ 1,080
Energy - Electricity	854	1,000	978	1,000
Energy - Natural Gas	2,893	2,450	2,979	3,200
Building Maintenance	30,605	33,792	31,698	33,792
Maintenance Agreements	13,383	22,986	24,587	25,000
Insurance & Bonds	6,458	7,104	7,104	7,104
Telecommunications	1,016	2,000	1,200	900
Travel	592	400	368	400
Training	265	1,300	1,300	1,600
Interdepartmental Services	59,748	63,255	63,255	67,552
Other Contractual	1,248	6,125	4,704	6,000
Electrical Repairs	10,560	8,420	10,306	12,000
Total Contractual Services	\$ 128,692	\$ 149,852	\$ 149,554	\$ 159,628
Materials & Supplies				
Office Supplies	\$ 434	\$ 600	\$ 550	\$ 600
Other Materials & Supplies	733	891	825	891
Uniforms	1,748	1,351	1,300	1,351
Custodial Supplies	12,494	16,000	15,631	16,000
Safety Supplies	1,556	1,800	1,780	1,800
Building Supplies	50,970	51,081	50,530	51,081
Vehicle Supplies	116	800	400	800
Landscaping Supplies	1,475	2,800	2,100	2,500
Electrical Supplies	5,739	9,461	11,650	12,000
Paint & Sign Supplies	15,116	12,000	13,000	13,500
Small Tools & Equipment	3,519	4,500	3,500	4,000
Total Materials & Supplies	\$ 93,900	\$ 101,284	\$ 101,266	\$ 104,523
Capital				
Light Equipment	\$ 3,823	\$ -	\$ -	\$ 2,500
Total Capital	\$ 3,823	\$ -	\$ -	\$ 2,500
Total Expenses	\$ 962,988	\$ 1,060,707	\$ 1,045,995	\$ 1,118,516
Net Fund	\$ 37,908	\$ 102	\$ -	\$ -



City Campus Fund

City Campus Fund

This fund accounts for the operating and minor capital expenditures for City Hall, the City Hall Annex, the City Center Building, the Miller Street Dormitory, and the Brattis Building.

Highlights from FY 2008: The Miller Street Dormitory was purchased with Public Utilities funding as part of a wellhead protection project. It was only after the building was purchased that the city renovated and furnished the building for temporary employee housing. The City Center building was purchased in April 2008 in response to a dire need for additional office space at both City Hall and the Hall of Justice Building.

Highlights for FY 2009: This fund, formerly the City Hall Fund, has been renamed to reflect the inclusion of the costs of operating the Brattis Building, the City Center Building and residential property currently made available for short-term residency of new employees. When the Brattis Building is put into service to house the Building & Grounds Division, the costs of operating the building will be budgeted in the Building & Grounds Fund and eliminated from this fund.

Due to the increased cost of building operations, the rent charged to Natrona County for space at the Marathon Building will be increased in FY 2009. Other rent items include rent at the city-owned residential facility, and rental income from the City Center building. As tenants leave the building, and city operations occupy a greater portion of the space monthly rental income from the City Center building should decrease to zero by the end of FY 2009.

City Campus Buildings Fund

City Campus Buildings Staffing Summary				
		FY 2007	FY 2008	FY 2009
Full Time Positions				
None		-	-	-
Total		-	-	-
Part Time Employees (Budget)		\$ -	\$ -	\$ -

City Campus Buildings Budget Summary					
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues					
Charges for Services/ User Fees		\$ 12,000	\$ 12,000	\$ 28,020	\$ 49,800
Transfer In/ Operating Transfer		291,332	329,163	329,163	365,662
Total Revenues		\$ 303,332	\$ 341,163	\$ 357,183	\$ 415,462
Expenditures					
Contractual Services		\$ 294,699	\$ 339,163	\$ 339,675	\$ 387,257
Materials and Supplies		2,062	2,000	3,737	5,320
Capital		4,693	10,921	-	22,885
Total Expenditures		\$ 301,454	\$ 352,084	\$ 343,412	\$ 415,462
Net City Campus Fund		\$ 1,878	\$ (10,921)	\$ 13,771	\$ -
					Projected Reserves on June 30, 2008 \$ 41,617
					Projected Reserves on June 30, 2009 \$ 41,617

**FY 2009 Budget
(Budget Basis)
City Campus Buildings**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
Building Rental	\$ 12,000	\$ 12,000	\$ 28,020	\$ 49,800
Total Charges For Services	\$ 12,000	\$ 12,000	\$ 28,020	\$ 49,800
Transfers				
Transfers In	\$ 291,332	\$ 329,163	\$ 329,163	\$ 365,662
Total Transfers	\$ 291,332	\$ 329,163	\$ 329,163	\$ 365,662
Total Revenue	\$ 303,332	\$ 341,163	\$ 357,183	\$ 415,462
Expenses				
Contractual Services				
Water	\$ 10,300	\$ 10,100	\$ 17,683	\$ 16,100
Energy - Electricity	60,373	64,050	60,696	77,750
Energy - Natural Gas	49,410	53,500	49,204	70,015
Maintenance Agreements	-	500	500	500
Alarm	332	700	288	700
Insurance & Bonds	10,264	11,291	11,291	12,420
Telecommunications	5,936	4,500	6,313	7,000
Interdepartmental Services	157,404	191,522	191,522	195,317
Other Contractual	680	3,000	2,178	7,455
Total Contractual Services	\$ 294,699	\$ 339,163	\$ 339,675	\$ 387,257
Materials & Supplies				
Operational Supplies	\$ -	\$ -	\$ 250	\$ 2,620
Other Materials & Supplies	531	500	100	1,200
Small Tools & Equipment	1,531	1,500	3,387	1,500
Total Materials & Supplies	\$ 2,062	\$ 2,000	\$ 3,737	\$ 5,320
Total Operating Expenses	\$ 296,761	\$ 341,163	\$ 343,412	\$ 392,577
Operating Income (Loss)	\$ 6,571	\$ -	\$ 13,771	\$ 22,885
Capital				
Improve Other Than Buildings	\$ 4,693	\$ 10,921	\$ -	\$ 17,885
Buildings	-	-	-	5,000
Total Capital	\$ 4,693	\$ 10,921	\$ -	\$ 22,885
Total Expenses	\$ 301,454	\$ 352,084	\$ 343,412	\$ 415,462
Net Fund	\$ 1,878	\$ (10,921)	\$ 13,771	\$ -

Property and Liability Insurance Fund

Property and Liability Insurance Fund

Mission Statement: To provide financing related to the City's property and liability insurance, including premiums, deductible and repairs / replacement costs of property that is less than the current deductibles.

1. **Goal:** *To improve communications with the City of Casper departments.*
 1. Objective: Provide 100% of the property, liability and injury incident reports to department heads on a monthly basis by the 10th of the month preceding the end of the reporting month.
 2. Objective: Provide 100% of all cost reports relating to property, liability, and injuries to department heads on a quarterly basis by the 10th of the month preceding the end of the reporting quarters.
2. **Goal:** *Determine the true risk for each department based on past experience to foster greater accountability and responsibility City-wide.*
 1. Objective: Develop an actual department history/allocation process.

Property and Liability Insurance Fund

Property and Liability Insurance Staffing Summary					
		FY 2007	FY 2008	FY 2009	
Full Time Positions					
None		-	-	-	
Total		-	-	-	
Part Time Employees (Budget)		\$ -	\$ -	\$ -	

Property and Liability Insurance Budget Summary						
		FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED	
Revenues						
Charges for Services/ User Fees		\$ 626,461	\$ 694,114	\$ 694,114	\$ 763,525	
Miscellaneous		91,332	57,000	103,890	82,000	
Total Revenues		\$ 717,793	\$ 751,114	\$ 798,004	\$ 845,525	
Expenditures						
Contractual Services		\$ 615,639	\$ 644,800	\$ 580,317	\$ 640,525	
Other		17,550	16,314	7,500	30,000	
Capital		102,133	90,000	109,050	175,000	
Total Expenditures		\$ 735,322	\$ 751,114	\$ 696,867	\$ 845,525	
Net Property and Liability Fund		\$ (17,529)	\$ -	\$ 101,137	\$ -	
					Projected Reserves on June 30, 2008	\$ 294,258
					Projected Reserves on June 30, 2009	\$ 294,258

**FY 2009 Budget
(Budget Basis)
Property & Liability Insurance**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Interdepartmental Charges	\$ 626,461	\$ 694,114	\$ 694,114	\$ 763,525
Interest Income	7,765	7,000	8,500	7,000
Insurance Reimbursements	82,464	50,000	95,000	75,000
Gain Loss on Sale of Investments	1,103	-	390	-
Total Revenue	\$ 717,793	\$ 751,114	\$ 798,004	\$ 845,525
Expenses				
Contractual Services				
Investment Fees	\$ 343	\$ 300	\$ 390	\$ 400
Insurance and Bonds	615,296	644,500	579,927	640,125
Total Contractual Services	\$ 615,639	\$ 644,800	\$ 580,317	\$ 640,525
Other Expenses				
Claims	\$ 7,561	\$ 16,314	\$ 7,500	\$ 30,000
Bad Debt Expense	9,989	-	-	-
Total Other Expenses	\$ 17,550	\$ 16,314	\$ 7,500	\$ 30,000
Capital				
Buildings	\$ 44,010	\$ 35,000	\$ 20,300	\$ 60,000
Light Equipment	54,558	40,000	62,500	75,000
Heavy Equipment	3,565	15,000	26,250	40,000
Total Capital	\$ 102,133	\$ 90,000	\$ 109,050	\$ 175,000
Total Expenses	\$ 735,322	\$ 751,114	\$ 696,867	\$ 845,525
Net Fund	\$ (17,529)	\$ -	\$ 101,137	\$ -

Trust and Agency Funds

Trust & Agency Funds Consolidated

Trust & Agency Funds Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Services/ User Fees	\$ 5,494,161	\$ 6,570,150	\$ 6,331,937	\$ 7,145,753
Taxes	791,821	800,000	850,000	900,000
Miscellaneous	1,969,543	1,888,139	2,124,354	1,816,168
Transfer In/ Operating Transfer	4,339,045	2,537,495	2,537,495	2,996,758
Licenses	23,581	20,000	20,000	22,000
Total Revenues	\$ 12,618,151	\$ 11,815,784	\$ 11,863,786	\$ 12,880,679
Expenditures				
Personnel	\$ 1,740,053	\$ 2,076,528	\$ 1,916,348	\$ 2,175,752
Contractual Services	5,089,259	5,891,921	5,792,506	6,780,767
Materials and Supplies	65,126	86,840	82,950	63,763
Other	121,263	298,657	256,198	900,998
Capital	478,748	516,344	450,896	227,900
Transfers Out	1,526,734	1,675,576	1,675,576	1,690,325
Total Expenditures	\$ 9,021,183	\$ 10,545,866	\$ 10,174,474	\$ 11,839,505
Net All Trust & Agency Funds	\$ 3,596,968	\$ 1,269,918	\$ 1,689,312	\$ 1,041,174

Perpetual Care

Perpetual Care Fund

Mission: The Perpetual Care Fund was established to account for funds set aside to support certain City facilities and operations. The principal dollars set aside are not to be expended, only the interest earnings are to be used. There are four sub-accounts in this fund: the North Platte Park Trust, Buildings Trust, Operations Trust, and the Urban Forestry Trust.

Building Trust- The interest earnings from this account are used for repairs of buildings and replacement of furnishings in all City facilities constructed or improved with Optional Once Cent Sales Tax funds. On June 30, 2008, there will be a projected \$4,020,628 of principal and \$57,042 of spendable interest in this account. Interest earned during FY 2009 is also budgeted to be expended. The budget includes the following expenditures for facility repair and improvements:

City Hall- Boilers	\$	10,000
Hall of Justice and Detention Center - 50% of shared expenses with Natrona County		25,000
Fire Station #5 -Furnaces		7,000
Swimming Pools- Filters, ladders, doors, pumps, and valves		44,000
Metro Animal Control - Chillers, Kennel Gates		18,400
Program & Projects- Emergency Building Repair		125,000
Investment Fees		6,031
Fixed Interdepartmental Services		1,923
	\$	237,354

North Platte Park Trust - The interest earnings from this account are used for improvements in the original North Platte Park Area. This area includes the exterior of the Events Center, Crossroads Park, Casper Speedway, Skeet Range, Casper Air Modelers' Facility and other vacant lands to the north and east of the Casper Events Center. The Motorcross area and Horseback riding area are excluded due to provisions in those organizations lease agreements. On June 30, 2008, there will be a projected \$1,213,233 principal balance and \$19,283 of spendable interest in this account. Expenditures for FY 2009 are proposed to be \$72,820.

Operations Trust - The interest earnings from this account are used for improvements in operations and maintenance of facilities originally constructed or improved with Optional One Cent Sales Tax funds. On June 30, 2008 there will be a projected \$21,825,720 principal balance and no spendable interest in this account. The budget includes the following transfers and operating expenditures:

Ice Arena	\$	200,744
Recreation Center		35,700
Casper Events Center		839,825
City Hall		345,172
Buildings & Grounds		268,884
Investment Fees		33,000
	\$	1,723,325

Urban Forestry Trust - An initial \$75,000 was donated to the City in 1998 by the William McNamara estate for use in the parks. This account was established using those funds. Since the initial donation, additional funds have been contributed. The interest earnings from this donation are used for the planting and maintenance of City-owned trees. On June 30, 2008 there will be a projected \$265,062 principal balance and no spendable interest in this account. Expenditures for FY 2009 are proposed to be \$11,921.

Perpetual Care Highlights for FY 2009

The Transfers In consist of:

A \$750,000 transfer of One Cent #13 funding that will be added to the non-spendable principal balances of the Building Trust Account (\$135,000) and the Operations Trust Account (\$615,000).

A \$767,409 transfer from the General Fund to the Operations Account to supplement the amount of interest earnings needed to support the operations based in facilities that were constructed with Optional Sales Tax revenue. The current interest rates do not generate enough interest on the available principal to fully fund the requirements of the Operations Account.

Perpetual Care Staffing Summary

	FY 2007	FY 2008	FY 2009
Full Time Positions			
None	-	-	-
Total	-	-	-
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Perpetual Care Budget Summary

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Services/ User Fees	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
Miscellaneous	1,496,418	1,418,975	1,480,955	1,132,713
Transfer In/ Operating Transfer	3,189,501	1,251,257	1,251,257	1,639,525
Total Revenues	\$ 4,693,119	\$ 2,677,432	\$ 2,739,412	\$ 2,779,438
Expenditures				
Contractual Services	\$ 62,521	\$ 48,008	\$ 70,749	\$ 43,172
Materials and Supplies	16,603	41,000	41,000	11,523
Other	72,519	193,659	151,200	196,000
Capital	332,958	304,256	250,000	104,400
Transfers Out	1,526,734	1,675,576	1,675,576	1,690,325
Total Expenditures	\$ 2,011,335	\$ 2,262,499	\$ 2,188,525	\$ 2,045,420
Net Perpetual Care	\$ 2,681,784	\$ 414,933	\$ 550,887	\$ 734,018
			Projected Reserves on June 30, 2008	\$ 26,586,151
			Projected Reserves on June 30, 2009	\$ 27,320,169

**FY 2009 Budget
(Budget Basis)
Perpetual Care
North Platte Park Trust**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
N Platte Park Trust Gain/(Loss) On Inv	\$ (4,282)	\$ -	\$ 7,526	\$ -
N Platte Park Interest	65,029	62,378	61,202	54,470
Total Revenues	\$ 60,747	\$ 62,378	\$ 68,728	\$ 54,470
Expenditures				
Investment Fees	\$ 2,162	\$ 1,800	\$ 2,588	\$ 1,820
Programs & Projects	15,281	71,200	71,200	71,000
Total Expenditures	\$ 17,443	\$ 73,000	\$ 73,788	\$ 72,820
Total North Platte Park Trust	\$ 43,304	\$ (10,622)	\$ (5,060)	\$ (18,350)

Building Trust

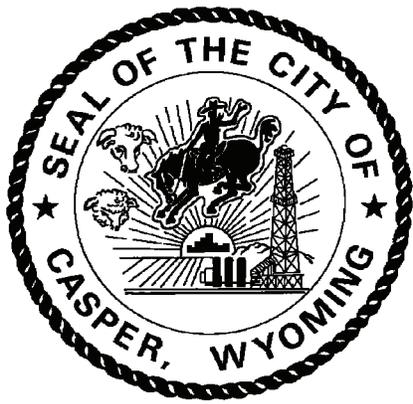
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Building Trust Gain/(Loss) On Inv	\$ (32,534)	\$ -	\$ 32,534	\$ -
Building Trust Interest	261,528	207,558	203,178	180,828
Senior Citizens Building Rent	7,200	7,200	7,200	7,200
Transfers In	163,907	115,000	115,000	115,000
Total Revenues	\$ 400,101	\$ 329,758	\$ 357,912	\$ 303,028
Expenditures				
Buildings	\$ 332,958	\$ 304,256	\$ 250,000	\$ 104,400
Interdepartmental Svcs Fixed	2,172	1,573	1,573	1,923
Investment Fees	15,281	8,600	18,488	6,031
Programs & Projects	57,238	122,459	80,000	125,000
Total Expenditures	\$ 407,649	\$ 436,888	\$ 350,061	\$ 237,354
Total Building Trust	\$ (7,548)	\$ (107,130)	\$ 7,851	\$ 65,674

**FY 2009 Budget
(Budget Basis)
Perpetual Care
Urban Forestry**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Urban Forestry Gain/(Loss) On Invstmnts	\$ (421)	\$ -	\$ 422	\$ -
Urban Forestry Trust Interest	14,235	14,341	13,394	11,921
Contributions - Urban Forestry	190,061	-	-	-
Total Urban Forestry Revenues	\$ 203,875	\$ 14,341	\$ 13,816	\$ 11,921
Expenditures				
Investment Fees	\$ 45	\$ 35	\$ 100	\$ 398
Operating Supplies	16,603	41,000	41,000	11,523
Total Urban Forestry Expenditures	\$ 16,648	\$ 41,035	\$ 41,100	\$ 11,921
Total for Urban Forestry	\$ 187,227	\$ (26,694)	\$ (27,284)	\$ -

Operations Trust

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Operations Trust Gain/(Loss) On Inv	\$ (90,598)	\$ -	\$ 159,219	\$ -
Operations Trust Interest	1,081,233	1,124,498	993,280	876,094
Debt Repayment - Interfund Advnc	12,167	10,200	10,200	9,400
Transfers In	3,025,594	1,136,257	1,136,257	1,524,525
Total Operations Revenues	\$ 4,028,396	\$ 2,270,955	\$ 2,298,956	\$ 2,410,019
Expenditures				
Investment Fees	\$ 42,861	\$ 36,000	\$ 48,000	\$ 33,000
Transfers Out	1,526,734	1,675,576	1,675,576	1,690,325
Total Operations Expenditures	\$ 1,569,595	\$ 1,711,576	\$ 1,723,576	\$ 1,723,325
Total for Operations Trust	\$ 2,458,801	\$ 559,379	\$ 575,380	\$ 686,694
Total Revenues	\$ 4,693,119	\$ 2,677,432	\$ 2,739,412	\$ 2,779,438
Total Expenditures	\$ 2,011,335	\$ 2,262,499	\$ 2,188,525	\$ 2,045,420
Net Fund	\$ 2,681,784	\$ 414,933	\$ 550,887	\$ 734,018



Metro Animal Control

Metro Animal Control

Mission Statement: To provide animal control service in a clean environment that includes: housing stray animals, abuse investigation, catching stray animals, dealing with complaints from the public, returning pets home to their owners, adoptions of stray animals, and euthanasia.

1. **Goal:** *To increase number of animals going to rescue groups.*
 1. Objective: To increase the number of pets that are going to animal rescue groups to 250
2. **Goal:** *To reduce the number of animal euthanasia for 2008.*
 1. Objective: To reduce the number of animals euthanized by Metro Animal Control and Welfare to 1200 animals or less for the year 2008
3. **Goal:** *To have all Animal Control Officers NACA certified and Metro staff Euthanasia Techs certified in the State of Wyoming.*
 1. Objective: To have all Animal Control Officers certified at the National Animal Control Association levels 1 and 2 by December 31, 2008. Have all Metro personnel attend the required euthanasia training for the State of Wyoming by December 31, 2008.
4. **Goal:** *To increase the number of animals adopted for 2008.*
 1. Objective: To increase the number of animals adopted by Metro Animal Control and Welfare to 1300 animals in 2008.

Highlights for FY 2008: The number of animals handled by Metro continues to increase. Adoptions rates are also on the increase while owner surrenders remain low. The return to owners remains high due to the chip program that has been promoted by Metro. They have been able to keep euthanasia rates low by utilizing rescue organizations and transferring selected animals to other city animal centers where there is a demand.

Metro continues to promote positive pet ownership programs in the community such as licensing and micro chips, bite clinics and adoptathons.

Highlights for FY 2009: No significant changes planned in FY 2009.

Metro Animal Control Fund

Metro Animal Control Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Animal Protection Officer II	5	5	5	5
Kennel Technician	3	4	4	4
Lead Animal Protection Officer	1	1	1	1
Metro Animal Control Manager	1	1	1	1
Shelter Supervisor	1	-	-	-
Total	11	11	11	11
Part Time Employees (Budget)	\$ -	\$ 14,720	\$ 15,677	

Metro Animal Control Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Licenses	\$ 23,581	\$ 20,000	\$ 20,000	\$ 22,000
Charges for Services/ User Fees	190,437	231,395	218,895	232,678
Miscellaneous	10,468	7,000	10,500	9,500
Transfer In/ Operating Transfer	569,524	588,584	588,584	630,721
Total Revenues	\$ 794,010	\$ 846,979	\$ 837,979	\$ 894,899
Expenditures				
Personnel	\$ 542,356	\$ 648,685	\$ 632,043	\$ 679,565
Contractual Services	112,627	132,994	117,411	134,434
Materials and Supplies	37,972	37,650	34,900	44,250
Other	5,400	12,150	12,150	12,150
Capital	10,528	61,596	61,596	58,500
Total Expenditures	\$ 708,883	\$ 893,075	\$ 858,100	\$ 928,899
Net Metro Animal Control	\$ 85,127	\$ (46,096)	\$ (20,121)	\$ (34,000)
			Projected Reserves on June 30, 2008	\$ 188,360
			Projected Reserves on June 30, 2009	\$ 166,510

**FY 2009 Budget
(Budget Basis)
Metro Animal Control**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Licenses				
Pet Licenses	\$ 23,581	\$ 20,000	\$ 20,000	\$ 22,000
Total Licenses	\$ 23,581	\$ 20,000	\$ 20,000	\$ 22,000
Charges For Services				
Boarding Fees	\$ 3,093	\$ 4,000	\$ 2,500	\$ 3,500
Adoption Fees	32,563	41,000	30,000	41,000
Intergovernmental User Charges	154,781	186,395	186,395	188,178
Total Charges For Services	\$ 190,437	\$ 231,395	\$ 218,895	\$ 232,678
Miscellaneous Revenue				
Interest	\$ 5,286	\$ 4,000	\$ 7,000	\$ 6,000
Misc Revenue	4,323	3,000	3,000	3,000
Gain/Loss On Sale of Investmnts	859	-	500	500
Total Miscellaneous	\$ 10,468	\$ 7,000	\$ 10,500	\$ 9,500
Transfers				
Transfers In	\$ 569,524	\$ 588,584	\$ 588,584	\$ 630,721
Total Transfers	\$ 569,524	\$ 588,584	\$ 588,584	\$ 630,721
Total Operating Revenue	\$ 794,010	\$ 846,979	\$ 837,979	\$ 894,899
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 381,791	\$ 430,942	\$ 424,560	\$ 467,320
Part Time	-	14,720	4,000	15,677
Overtime	11,252	13,100	12,000	13,100
Total Salaries & Wages	\$ 393,043	\$ 458,762	\$ 440,560	\$ 496,097
Other Pay				
Disability Leave Buy-Back	\$ 4,686	\$ 4,000	\$ 4,710	\$ 5,500
Accrued Leave Payoff	10,079	1,500	500	1,500
Car Allowance	2,975	3,000	3,000	3,000
Supplemental Pay	-	5,500	5,500	-
Total Other Pay	\$ 17,740	\$ 14,000	\$ 13,710	\$ 10,000

**FY 2009 Budget
(Budget Basis)
Metro Animal Control**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 66,420	\$ 101,280	\$ 101,280	\$ 91,488
Life Insurance	911	1,174	1,174	1,111
Disability Insurance	2,210	2,843	2,843	3,250
FICA/Medicare Tax	29,927	36,186	36,186	38,876
Retirement Contributions	22,324	25,720	25,720	27,598
Unemployment Contributions	-	-	1,800	1,800
Workers' Compensation	9,706	8,420	8,420	9,045
Clothing Allowance	75	300	350	300
Total Benefits	\$ 131,573	\$ 175,923	\$ 177,773	\$ 173,468
Total Personnel	\$ 542,356	\$ 648,685	\$ 632,043	\$ 679,565
Contractual Services				
Investment Fees	\$ 223	\$ 173	\$ 300	\$ 300
Medical Testing Services	1,292	1,500	1,600	1,700
Other Professional Services	2,906	5,000	2,500	5,000
Water	4,252	5,250	5,500	6,000
Energy - Electricity	7,015	8,500	8,000	8,500
Energy - Natural Gas	19,811	15,000	12,000	15,000
Equipment Repairs	389	100	450	600
Maintenance Agreements	2,922	4,800	2,880	3,300
Insurance & Bonds	5,917	6,509	6,509	7,159
Telecommunications	8,614	8,490	8,500	8,490
Radio	68	2,000	500	1,000
Postage/Shipping	1,752	2,000	1,500	2,000
Printing/Reproduction	2,970	2,000	450	500
Travel	1,154	3,250	2,500	3,250
Training	-	5,000	3,500	4,000
Interdepartmental Services	33,984	36,895	36,895	41,349
Dispatch Services	8,057	12,927	12,927	12,686
Other Contractual	3,558	5,000	5,500	5,000
Association Dues	1,047	600	400	600
Programs & Projects	6,696	8,000	5,000	8,000
Total Contractual Services	\$ 112,627	\$ 132,994	\$ 117,411	\$ 134,434
Materials & Supplies				
Office Supplies	\$ 2,794	\$ 3,000	\$ 2,500	\$ 7,000
Operating Supplies	22,322	22,700	22,000	28,300
Other Materials & Supplies	7,839	7,300	7,500	4,300
Uniforms	3,405	2,500	1,500	2,500
Books, Periodicals, Maps	597	600	400	600
Safety Equipment	250	550	-	550
Spay & Neuter Supplies	765	1,000	1,000	1,000
Total Materials & Supplies	\$ 37,972	\$ 37,650	\$ 34,900	\$ 44,250

**FY 2009 Budget
(Budget Basis)
Metro Animal Control**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Other Expenses				
Depreciation	\$ 5,400	\$ 12,150	\$ 12,150	\$ 12,150
Total Other Expenses	\$ 5,400	\$ 12,150	\$ 12,150	\$ 12,150
Capital - Replacement				
Light Equipment	\$ 2,059	\$ 56,596	\$ 56,596	\$ 53,500
Technologies	8,269	5,000	5,000	5,000
Total Capital - Replacement	\$ 10,328	\$ 61,596	\$ 61,596	\$ 58,500
Capital - New				
Technologies	\$ 200	\$ -	\$ -	\$ -
Total Capital - New	\$ 200	\$ -	\$ -	\$ -
Total Operating Expenses	\$ 708,883	\$ 893,075	\$ 858,100	\$ 928,899
Net Fund	\$ 85,127	\$ (46,096)	\$ (20,121)	\$ (34,000)

Public Safety Communication Center

Public Safety Communications Center

Mission Statement: To provide communication services to all user agencies and the public within Natrona County as well as providing E-911 services.

1. Goal: *To provide efficient and effective services for the public and user agencies.*

1. Objective: To reach authorized full time staffing of 19 dispatchers.

2. Goal: *To establish consistency for employees of PSCC.*

1. Objective: To have 90% of all dispatchers with Advanced Dispatchers Certifications and 90% of all dispatchers and call takers with Advance EMD Protocol Certifications.

Highlights from FY 2008: The call load in the dispatch center continues to climb at a fairly steady rate of 2 ½ to 3% per year. Cell phones calls into 911 now make up over 52% of the total. This is a trend that continues to increase.

A major accomplishment this past year has been the Phase II compliance for E-911. This means that when a call comes in on 911, the latitude and longitude of the call can be determined. It has already been a significant factor in an abduction/murder and a stranded snowmobiler on the mountain.

Staffing continues to be a major problem in the Center. Staff turnover has been high with most employees leaving for dayshift jobs that have considerably lower stress.

Highlights for FY 2009: The telecommunications expenditure for PSCC shows a large increase due to payments that must be made to local telephone utilities as part of the E-911 Phase II Compliance program.

Public Safety Communications Center Fund

Public Safety Communications Center Staffing Summary				
	FY 2007	FY 2008	FY 2009	
Full Time Positions				
Call Taker	2	2	2	2
Lead Communications Technician	4	4	4	4
PSCC Communications Supervisor	1	1	1	1
Public Safety Communications Tech	13	15	15	15
CAD Systems Technician	1	-	-	-
User Support Technician	1	-	-	-
Total	22	22	22	22
Part Time Employees (Budget)	\$ 26,057	\$ 61,950	\$ 65,977	

Public Safety Communications Center (PSCC) Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Taxes	\$ 791,821	\$ 800,000	\$ 850,000	\$ 900,000
Charges for Service	239,656	377,615	377,202	399,479
Miscellaneous	41,530	32,164	65,014	98,955
Transfer In/ Operating Transfer	580,020	697,654	697,654	726,512
Total Revenues	\$ 1,653,027	\$ 1,907,433	\$ 1,989,870	\$ 2,124,946
Expenditures				
Personnel	\$ 1,197,697	\$ 1,427,843	\$ 1,284,305	\$ 1,496,187
Contractual Services	194,204	448,434	469,591	525,921
Materials and Supplies	10,551	8,190	7,050	7,990
Other	43,344	92,848	92,848	92,848
Capital	135,262	150,492	139,300	65,000
Total Expenditures	\$ 1,581,058	\$ 2,127,807	\$ 1,993,094	\$ 2,187,946
Net PSCC Fund	\$ 71,969	\$ (220,374)	\$ (3,224)	\$ (63,000)
			Projected Reserves on June 30, 2008	\$ 1,072,539
			Projected Reserves on June 30, 2009	\$ 1,102,387

**FY 2009 Budget
(Budget Basis)
Public Safety Communications**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges For Services				
Interdepartmental Services	\$ 3,324	\$ 20,413	\$ 20,000	\$ 21,595
Intergovernmental User Charge	198,828	297,226	297,226	314,436
Wyoming Medical Center	37,504	59,976	59,976	63,448
Total Charges For Services	\$ 239,656	\$ 377,615	\$ 377,202	\$ 399,479
Miscellaneous Revenue				
Administrative Fees	\$ 20,004	\$ 30,914	\$ 30,914	\$ 71,705
Interest On Investments	21,786	1,000	32,000	25,000
Miscellaneous Revenue	100	250	100	250
Gain/Loss On Sale Of Investments	(360)	-	2,000	2,000
Total Miscellaneous	\$ 41,530	\$ 32,164	\$ 65,014	\$ 98,955
Taxes				
Telephone Service Charge	\$ 791,821	\$ 800,000	\$ 850,000	\$ 900,000
Total Taxes	\$ 791,821	\$ 800,000	\$ 850,000	\$ 900,000
Transfers In				
Transfers In	\$ 580,020	\$ 697,654	\$ 697,654	\$ 726,512
Total Transfers	\$ 580,020	\$ 697,654	\$ 697,654	\$ 726,512
Total Operating Revenue	\$ 1,653,027	\$ 1,907,433	\$ 1,989,870	\$ 2,124,946
Expenses				
Personnel				
Salaries & Wages				
Full Time	\$ 787,573	\$ 899,111	\$ 780,720	\$ 965,778
Part Time	26,057	61,950	30,000	65,977
Overtime	67,970	75,000	85,000	80,000
Total Salaries & Wages	\$ 881,600	\$ 1,036,061	\$ 895,720	\$ 1,111,755
Other Pay				
Holiday Pay	\$ 21,321	\$ 24,000	\$ 20,000	\$ 25,560
Supplemental Pay	-	10,000	9,500	-
Disability Leave Buy-Back	1,817	1,900	2,403	2,700
Accrued Leave Payoff	3,299	3,000	4,000	3,000
Phone Allowance	480	480	480	480
Total Other Pay	\$ 26,917	\$ 39,380	\$ 36,383	\$ 31,740

**FY 2009 Budget
(Budget Basis)
Public Safety Communications**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Benefits				
Health Insurance	\$ 139,008	\$ 174,360	\$ 174,360	\$ 162,396
Life Insurance	1,753	2,419	2,419	2,293
Disability Insurance	4,261	6,286	6,286	7,745
FICA/Medicare Tax	66,318	82,280	82,280	87,493
Retirement Contributions	70,717	80,084	80,084	85,763
Unemployment Contributions	195	200	-	200
Workers' Compensation	6,928	6,773	6,773	6,802
Total Benefits	\$ 289,180	\$ 352,402	\$ 352,202	\$ 352,692
Total Personnel	\$ 1,197,697	\$ 1,427,843	\$ 1,284,305	\$ 1,496,187
Contractual Services				
Investment Fees	\$ 85	\$ 115	\$ 1,500	\$ 1,215
Maintenance Agreements	96,234	218,836	178,500	209,926
Building Rent	9,566	10,950	14,008	14,950
Insurance & Bonds	6,643	7,307	7,307	8,038
Telecommunications	61,936	65,000	125,000	125,000
Radio	1,561	1,300	2,000	3,000
Printing/Reproduction	-	500	350	500
Travel	5,757	2,500	2,000	2,500
Training	5,341	8,000	4,000	8,000
Interdepartmental Services	3,192	129,426	129,426	146,792
Other Contractual	3,889	4,500	5,500	6,000
Total Contractual Services	\$ 194,204	\$ 448,434	\$ 469,591	\$ 525,921
Materials & Supplies				
Office Supplies	\$ 5,488	\$ 3,000	\$ 3,000	\$ 3,500
Operating Supplies	4,146	800	2,000	1,800
Other Materials & Supplies	575	890	500	890
Uniforms	177	2,500	1,500	1,300
Books, Periodicals, Maps	165	500	50	500
Safety Equipment	-	500	-	-
Total Materials & Supplies	\$ 10,551	\$ 8,190	\$ 7,050	\$ 7,990
Other Expenses				
Depreciation	\$ 43,344	\$ 92,848	\$ 92,848	\$ 92,848
Total Other Expenses	\$ 43,344	\$ 92,848	\$ 92,848	\$ 92,848
Capital - New				
Light Equipment	\$ 892	\$ 2,000	\$ 200	\$ 1,000
Technologies	92,000	93,300	95,600	1,000
Total Capital - New	\$ 92,892	\$ 95,300	\$ 95,800	\$ 2,000

**FY 2009 Budget
(Budget Basis)
Public Safety Communications**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Capital - Replacement				
Light Equipment	\$ 42,082	\$ 42,192	\$ 40,000	\$ 5,000
Technologies	288	13,000	3,500	58,000
Total Capital - Replacement	\$ 42,370	\$ 55,192	\$ 43,500	\$ 63,000
Total Operating Expenses	\$ 1,581,058	\$ 2,127,807	\$ 1,993,094	\$ 2,187,946
Net Fund	\$ 71,969	\$ (220,374)	\$ (3,224)	\$ (63,000)

Employee Health Insurance Fund

Employee Health Insurance Fund

Mission Statement: To provide a quality medical and dental benefits plan to employees, retirees, and their families through a fiscally responsible self-funded program.

1. Goal: *To reduce the rate of increase of health care costs.*

1. Objective: To reduce the number of claims over \$50,000 by one (1) by June 30, 2009.
2. Objective: To reduce the number of stress management prescription costs by 5% by June 30, 2009.
3. Objective: Hire a new Third Party Administrator.

Highlights from FY 2008: The Human Resources Department continues to explore consumer driven health plan options to present to City Council. This is at least a year long process to educate employees on such options. The Lean on Me Program was continued for another six months to help target lifestyle awareness. An unforeseen challenge in achieving more goals was an 86% turnover rate in the Human Resources Department. The Human Resources Department is responsible for administering the City's Health Plan.

Highlights for FY 2009: This budget reflects a 7% increase in both the employee and employer premiums. The employer premiums are paid from and budgeted in each cost center and fund, with full-time employees. The employer premiums are paid into the Health Insurance Fund by monthly charges generated in conjunction with the processing of payrolls.

This budget also reflects the setting aside of \$600,000 of current revenue to fund the FY 2009 amortized costs of the City's total unfunded actuarial accrued liability as determined by the requirements of Government Accounting Standards Board Statement No. 45. An actuarial valuation performed in FY 2008 determined that the City's total unfunded liability is currently \$16,733,886. During FY 2009 the alternatives of funding or not funding this liability, and the impacts, will be evaluated and a recommendation will be presented.

Employee Health Insurance Fund

Employee Health Insurance Staffing Summary			
	FY 2007	FY 2008	FY 2009
Full Time Positions			
None	-	-	-
Total	-	-	-
Part Time Employees (Budget)	\$ -	\$ -	\$ -

Employee Health Insurance Budget Summary				
	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Charges for Service	\$ 5,056,868	\$ 5,953,940	\$ 5,728,640	\$ 6,506,396
Miscellaneous	421,127	430,000	567,885	575,000
Total Revenues	\$ 5,477,995	\$ 6,383,940	\$ 6,296,525	\$ 7,081,396
Expenditures				
Contractual Services	\$ 4,719,907	\$ 5,262,485	\$ 5,134,755	\$ 6,077,240
Other	-	-	-	600,000
Total Expenditures	\$ 4,719,907	\$ 5,262,485	\$ 5,134,755	\$ 6,677,240
Net Employee Health Insurance Fund	\$ 758,088	\$ 1,121,455	\$ 1,161,770	\$ 404,156
			Projected Reserves on June 30, 2008	\$ 5,830,525
			Projected Reserves on June 30, 2009	\$ 6,234,681

**FY 2009 Budget
(Budget Basis)
Employee Health Insurance**

	FY 2007 ACTUAL	FY 2008 REVISED	FY 2008 ESTIMATE	FY 2009 ADOPTED
Revenues				
Miscellaneous Revenue				
Interest On Investments	\$ 151,713	\$ 130,000	\$ 150,000	\$ 175,000
Gain/Loss On Sale Of Investments	(34,755)	-	21,000	-
Insurance Reimbursements	304,169	300,000	396,885	400,000
Total Miscellaneous	\$ 421,127	\$ 430,000	\$ 567,885	\$ 575,000
Charges for Service				
Non-Employee Premiums	\$ 412,273	\$ 350,000	\$ 438,388	\$ 450,000
Employee Contributions	1,057,103	1,398,485	1,173,377	1,511,349
Employer Contributions	3,575,387	4,195,455	4,108,837	4,534,047
COBRA Contributions	12,105	10,000	8,038	11,000
Total Charges for Service	\$ 5,056,868	\$ 5,953,940	\$ 5,728,640	\$ 6,506,396
Total Revenue	\$ 5,477,995	\$ 6,383,940	\$ 6,296,525	\$ 7,081,396
Expenses				
Plan Administration Fees	\$ 165,777	\$ 122,850	\$ 126,385	\$ 250,000
Investment Fees	7,658	4,000	12,736	20,000
Medical Stop-Loss	395,244	450,000	354,403	450,000
Dental Insurance	265,032	262,535	301,231	325,000
Wellness Program Services	35,842	38,100	40,000	60,000
Prescriptions	598,302	800,000	700,000	1,000,000
Claims	3,252,052	3,585,000	3,600,000	3,972,240
OPEB Retiree Benefits Trust Funding	-	-	-	600,000
Total Expenses	\$ 4,719,907	\$ 5,262,485	\$ 5,134,755	\$ 6,677,240
Net Fund	\$ 758,088	\$ 1,121,455	\$ 1,161,770	\$ 404,156

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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
- CDBG
- HOPE
- Police Grants
- Special Fire Assistance
- Redevelopment Fund

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% #12
- Optional 1% #13

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 Hall
- Information Technology
- Buildings and Grounds
- GIS
- 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 have 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 2009 BUDGET CALENDAR

Budgetary Preparation

November 26, 2007	Capital Improvement Plan (CIP) process begins, includes capital projects and capital equipment for next five years.
January 5—Jan 31, 2008	Salary & benefit projections by Human Resources. Finance calculates City-wide personnel costs.
February 1	1st draft of CIP completed.
February 5– March 7	Department entry of estimated year-end expenditures and revenues for FY 2008, as well as budget entry for revenue and projected expenditures for FY 2009.
March 1	CIP completed
March 12—23	Budget review by Assistant City Manager, Administrative Services Director, and department heads and division supervisors
March 26– April 5	Budget reviews with City Manager and department heads and division supervisors
May 11	Summary Proposed Budget to Council
May 15	Pre-budget accepted by Council
May 20	Budget Books to Council
May 22, 27	Council Budget Sessions
June 17	Public Hearing on FY08 Budget Amendments
June 17	Public Hearing on FY09 Budget Adoption

Publication Dates

June 12	Proposed Amendments of Funds (to Casper Star Tribune by June 1)
June 12	Notice of Hearing on City Budget (to Casper Star Tribune by June 1)
June 3	Publication of Tentative Budget (Published in Minutes Document)

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 2008 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>
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.



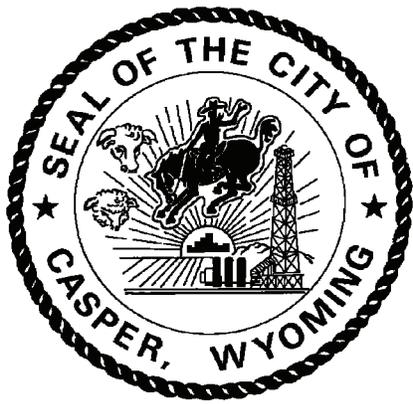
Appendices

Appendix I– Capital Items Funded in FY 2009 Adopted Budget

Appendix II–Items Considered During Proposed Budget Review Sessions

- Recommended New Staffing**
- Recommended for Funding from
One-Time Monies**
- Potential Use of Available
Reserves**
- Department Staffing
Memorandums**
- Outside Agency Requests**

Appendix III– Glossary



Appendix I

Summary of All Capital Items Funded in FY 2009 Adopted Budget

FY 2009 Capital Summary

This section was created to consolidate and summarize all capital items found in the FY 2009 Adopted Budget, including items added by the City Council during the budget review sessions. This section is a summarized version of the 5 year capital improvement plan, which is a separate document that precedes the 1 yr operating and capital budget process.

For the purposes of this section, capital is defined as all the buildings, improvements other than buildings, heavy equipment, light equipment and intangibles the City will purchase in FY 2009. Capital differs from materials and supplies in terms of size, cost, and length of use. Capital items are those items with an expected life of longer than one year. In many cases, the life of a capital item such as a building or a street can be much longer than this time period.

Capital items represent long term investments in the community's infrastructure, environment and capabilities, and are the largest type of expenses in the FY 2009 Budget. The consolidated list of all capital items in the following pages is organized by category in descending order. High impact, high importance, and high visibility projects are detailed, while other projects are simply noted. Additional information about any project can be obtained by contacting Finance staff at jspringer@cityofcasperwy.com.

Use of Capital	FY 2009 Adopted Budget	% of Total
Streets	\$16,041,569	25.7%
Balefill	14,817,680	23.8%
Water	7,148,094	11.5%
Public Safety	5,388,261	8.6%
Recreation	4,755,700	7.6%
Parks	3,281,235	5.3%
General Government	2,124,714	3.4%
Urban Development	2,000,000	3.2%
Sewer	1,427,500	2.3%
Wastewater Treatment	1,415,600	2.3%
Cultural	1,201,690	1.9%
Public Works	934,180	1.5%
Stormwater	675,000	1.1%
Refuse Collection	599,000	1.0%
Property & Liability Insurance & Building Trust Replacements	279,400	0.4%
Public Transportation	232,500	0.4%
Total For All Categories City-Wide	\$62,322,123	100%

Streets and Traffic projects- \$16,041,569

This category consolidates all projects related to streets and traffic into one category. This includes sidewalks, traffic lights, and other items related to the proper functioning of a street system.

***Fort Casper neighborhood projects-* \$5,742,140**

Description: Residential street improvements in the Fort Casper neighborhood lying south of DeSmet Avenue, north of CY Avenue and west of Custer Street to the Natrona County Fairgrounds. This includes new pavement, new underground storm sewer piping and inlets, new concrete curb walk, and upgrades to the water and sewer mains and services lines. The proposed project entails contribution by the property owners as part of a local assessment district. The LAD is slated to cover the expense of concrete curbwalk and of private sanitary sewer service lines within the rights-of-way. This is Phase II of the Fort Casper neighborhood improvements. This construction will improve traffic circulation and make the neighborhood more attractive and extend pavement life by eliminating standing water on the streets and gutters. The area was constructed without underground storm sewer, which has caused ongoing problems. New water and sewer lines will improve services to all of the homes. New curbswalks will improve walkability and improve drainage. New ADA ramps will improve accessibility.

Type: Replacement

Impact: Reduced maintenance costs due to new infrastructure and improved design, particularly related to stormwater drainage. Improved property values in area and greater walkability.

Funding Source: This project includes \$3,791,140 funded by 1% #13 sales taxes, as well as 1,951,000 funded by a Local Assessment District.

***Yellowstone Highway-* \$2,875,470**

Description: This project sets aside funds for a local match to the federal funds allocated for improvements to a portion of the West Yellowstone Highway in the Old Yellowstone District. The initial cost estimate from the Wyoming Department of Transportation for reconstruction of this street, from David to Spruce Streets, is \$6,307,229. The federal funding committed is \$3,431,759, leaving an unfunded balance of \$2,875,470 to be paid by the City. The project is among the first steps to improving the infrastructure in the Old Yellowstone District. It is needed both to improve the transportation system that connects Downtown to the Amoco Reuse project and to open up properties along the street for redevelopment as proposed in the Old Yellowstone District plan.

Type: Replacement

Impact: Reduced maintenance costs due to new infrastructure and improved design. Improved property values in area and greater walkability due to wider sidewalks and landscaping improvements.

Funding Source: This project is funded by \$1,000,000 from 1% #13 sales taxes, as well as \$1,875,470 from General Fund revenues.

David Street Connection - \$1,150,000

Description: Construction of the David Street Extension from Midwest Avenue to Collins Drive. New north-south extension of downtown street will improve traffic circulation and relieve congestion on Center Street.

Type: New

Impact: Additional block section will require maintenance, street sweeping, and snow plowing. It should also help improve functioning of street grid system.

Funding Source: This project includes \$800,000 funded by 1% #13 sales taxes, as well as \$350,000 from General Fund revenues,

Miscellaneous Collectors and Arterial Street Repairs- \$1,600,000

Description: The city's Engineering Division maintains a pavement management system that identifies streets in need of major reconstruction. Only by investing each year in projects to upgrade major collector and arterial streets, can the city hope to address the need for improvements in condition of the pavement on these highly traveled thoroughfares. The Pavement Management Program Software has identified a total of \$10,568,000 in street maintenance projects beyond the projects identified for Optional 1% #13 Sales Tax that should be addressed in the next five years. Those rehabilitation projects would focus on various collector and arterial streets to include Ash Street, Beech Street, Bellaire, Beverly Street, Durbin Street, East Road, Indian Paintbrush, Walnut Street, 1st Street, 4th Street, 5th Street, 12th Street, 13th Street, 15th Street, College Drive, Goodstein, Walsh Street, "A" Street, Kingsbury, and Ridgecrest.

Type: Replacement

Impact: Reduced maintenance costs due to new infrastructure.

Funding Source: \$1,000,000 in FY 2009 General Fund revenues, with \$600,000 rebudgeted from FY 2008.

Residential Streets Repairs and Materials- \$761,600

Description: Each year, the Public Services Department devotes a crew to performing repairs to local streets in neighborhoods that have been identified as maintenance problems. Streets for resurfacing are selected based on the condition of the pavement as determined by criteria such as extent of cracks and potholes needing repair, deteriorating pavement and base material, and amount of traffic on the road as determined by regular traffic counts. Maintenance would typically include slurry seal,

microsurfacing, crack seal and/or overlay depending on the condition and age of the street.

Type: Replacement

Impact: Reduced maintenance costs due to new infrastructure.

Funding Source: \$561,600 1% 13 sales tax revenues, and \$200,000 General Fund revenues.

Waterford Street Improvements - \$400,000

Description: City Council elected to contribute \$90,000 to the developer to construct the Waterford Street roadway connection between Donegal and E. 18th Streets, including storm drainage improvements. In addition, Council is requiring construction of a “porkchop” island in the intersection of Waterford and Donegal Streets to discourage northbound traffic on Waterford Street adjacent to Centennial Jr. High School. The storm drainage contribution is consistent with Council allowances made for recent development in the Falcon Crest Additions for the 26th Street connection with McKinley Street.

Type: Replacement

Impact: Additional street surface area to maintain.

Funding Source: \$400,000 1% #12 sales tax revenues

Paradise Drive Reconstruction- \$320,000

Description: This is the first stage of the reconstruction of approximately 4800 lineal feet of Paradise Drive between CY Avenue and Riverbend Road. Improvements include a new three lane section of asphalt pavement and installation and/or replacement of water, sewer, and storm sewer piping. This street was constructed in 1953 and annexed into the City in 1979. Prior to the annexation, very little maintenance was performed on it. The street is not served by an underground storm sewer system and over the years the surface drainage has caused pavement deterioration. Additional upgrades to the water and sewer mains and service lines will be constructed while the street is open.

Type: Replacement

Impact: Reduced maintenance costs due to new infrastructure and improved design, particularly related to stormwater drainage.

Funding Source: \$320,000 from 1%#13 sales tax

Walsh Drive - \$200,000.

Description: 700 Foot extension of Walsh Drive from East Yellowstone Highway to Post Office Road. This project was recommended by the 2020 Long Range Transportation Plan to improve traffic circulation through the impacted area.

Type: New

Impact: 700 additional center line feet of road to maintain, sweep, and snow plow. Increases traffic circulation in area and reduces impact on other north south thorough fares.

Funding Source: \$200,000 from 1% #13 sales tax

Intersection at Indian Paintbrush & CY Avenue - \$70,000.

Description: This project involves construction of an eastbound , protected left turn bay at the intersection of Indian Paintbrush Drive and CY Avenue. The length of the turn bay, including taper and storage, is estimated to be 390'. A proposed commercial convenience store/fueling station (Obo's Market) at the NE corner of the intersection prompted a traffic study prepared by SHE Engineers in December 2007. Based on anticipated traffic generated as a result of the development, in addition to the existing background traffic levels, the turn bay is found to be necessary.

Type: New

Impact: Additional street surface area to maintain.

Funding Source: \$70,000 Developer contribution

15th and Beverly Intersection - \$275,000

Description: Improvements to 15th and Beverly intersection to compensate for increased traffic counts at this intersection.

Type: Replacement

Impact: New turn lanes, street surface should help reduce maintenance costs.

Funding Source: \$275,000 General Fund

Bridge Repairs \$50,000

Description: The Engineering Department staff requested an assessment of the condition of several bridges in the city's street system by the WYDOT structure inspection program, and prioritized those that needed repairs in order to keep these bridges functional.

Type: Replacement

Impact: Extends useful life of existing bridges.

Funding Source: \$50,000 General Fund

Walkability improvements Phase II \$300,000

Description: The City and the Metropolitan Planning Office completed a walkability study this year that identified areas of the community where no sidewalks currently exist, and are needed in order to support pedestrians. The areas are primarily on city-owned property. The ability to provide a safe walking environment for citizens requires that sidewalks be installed, and in many cases, pedestrian crossing lights also need to be installed to assist individuals in crossing major streets safely. The first phase of the needed improvements will be completed this summer. The second phase is estimated to cost \$300,000.

Type: New

Impact: New pedestrian crossing light signalization can add to electricity cost if not replacing existing pedestrian crossing signals. Additional sidewalk areas will need to be maintained on city-owned properties.

Funding Source: \$300,000 General Fund

Traffic Signals –New \$770,000

Description: New development that is occurring along Wyoming Boulevard on the west side of Casper, and along East 2nd Street, will require the installation of traffic control devices in order to address the expected demand for access and egress from these sites. A total of 4 new traffic signals are proposed to be installed by the developers in the next year, with the City of Casper required to reimburse the costs that would be associated with future development demands or with past agreements with adjacent developers. These signals may also include construction of deceleration lanes required by the Wyoming Department of Transportation. The signal locations are as follows: Plaza Drive and Wyoming Boulevard; East 2nd Street and Landmark Drive; Talon Drive and Wyoming Boulevard; and, Eagle Drive and Wyoming Boulevard.

Type: New

Impact: Additional traffic signals to be maintained and replaced. Additional ongoing electricity cost from operation of the signals.

Funding Source: General Fund

Phase I of conversion to Light Emitting Diode (LED) Lighting for Traffic Signals- \$91,500

Description: Converting all of the city-owned traffic signals to LED bulbs will save significant amount of energy costs. The total project cost is estimated to be \$216,078 in materials, with the labor provided by employees in the Traffic Division. This project has been divided into three phases. It is proposed that the first phase be funded in FY 09, at a cost of \$91,500.

Type: New

Impact: Reduces electricity cost due to high efficiency of LED lighting. Reduces maintenance due to longer life of LED versus current bulb type.

Funding Source: General Fund

Traffic Markings- Inlaid Markings \$100,000

Description: Many of the collector and arterial streets in Casper have been constructed with concrete. The street markings on these streets tend to wear quickly as a result of weather and heavy traffic. This places a significant maintenance burden on the Traffic Division. It is recommended that in high traffic areas, the concrete be marked using inlaid technology that will provide a longer lasting impression for lanes and other traffic control markings

Type: New

Impact: Reduces maintenance due to longer life of inlaid markings versus painted street markings.

Funding Source: General Fund

Variable Message Signs- Traffic Control/Safety \$100,000

Description: The Traffic Division has requested the purchase of four message signs. These signs will be used at street construction projects throughout the community. They will direct traffic into specific lanes or around projects, especially those projects involving city crews. The estimated cost of these signs is \$25,000 each, for a total of \$100,000.

Type: New

Impact: Operational improvement, specifically with traffic control and public notices. Should help make work areas safer by increasing public awareness of work areas. Each sign will need some maintenance and to be replaced at some point in the future.

Funding Source: General Fund

Heavy Equipment -2 dump trucks and loader \$700,000

Description: Three of the city's dump truck fleet are eligible for replacement this year. The Council chose to only replace 2 of these vehicles. At a cost of \$130,000 per truck, this represents a total cost of \$260,000. The loader will cost \$440,000

Type: Replacement

Impact: Replacement of older heavy equipment will reduce maintenance and repair costs.

Funding Source: General Fund

Light Equipment \$65,000

Plow, Sander, Crewcab Pickup Truck

Balefill Projects \$14,817,680

As part of a negotiated agreement between the Natrona County and all of the component municipalities through the county consensus mineral tax process, the City received \$14,000,000 for closure of the existing landfill, and the creation of a regional landfill.

County Consensus projects \$14,000,000

Special Wastes Building \$2,500,000

Description: The current facility has outgrown its present size. The existing building handles items such as paint, used oil, other household waste, infectious waste, cooking oil, electronic waste, propane tanks, fluorescent light bulbs, and tires. All of these wastes combined are exceeding current storage capacity. The current building has several safety issues including inadequate ventilation, no sump for easy spill cleanup, inadequate floor

space to maintain a three foot cleared aisle, and electrical power consumption exceeds the service panel rating. Employees are also exposed to chemical vapors due to the poor ventilation making their work environment unsafe. Record keeping and customer receipting are performed on a computer which is in the same room as the wastes exposing it to chemical vapors affecting computer reliability.

Type: New

Impact: Total operational budgetary impact is estimated to be \$5,100 per year consisting of an increase in maintenance costs that is estimated to be \$4800 per year, with an additional \$300 to heat and light the additional floor space.

Funding Source: Natrona County Consensus Mineral Taxes

Equipment Storage & Maintenance Building \$800,000

Description: Construction of the new landfill requires an equipment maintenance building for the landfill equipment; scraper, dozer, excavator, haul trucks, and road grader. The new equipment maintenance building will be constructed at the new landfill site. The existing building located nearly 2 miles from the new landfill will provide cold storage for refuse collection equipment and residential bins, and additional area for trash container refurbishing. The new building will be sized to store the scraper, dozer, excavator, one haul truck, and road grader. Approximate size is 5000 square feet. The baler building will be used to store the second haul truck.

Type: New

Impact: The new building will extend the life of the scraper, dozer, excavator, haul trucks, and road grader as having indoor storage prevents wear and tear caused by extreme weather conditions, such as sand blasting by high winds. Maintenance and other costs of \$80,000 in year one of operation, with these costs more than offset by extensions in the life of expensive heavy equipment and reduction in repairs due to damage from wind and extreme cold.

Funding Source: Natrona County Consensus Mineral Taxes

Balefill Closure \$7,000,000

Description: The existing Balefill is not lined and has been in operation since the 1940's. Leachate and methane from the Balefill are impacting groundwater and the North Platte River. The State of Wyoming DEQ has been working with the City of Casper on a closure plan for the old Balefill, after the new site is opened. The State of Wyoming's Department of Environmental Quality has been working with the City of Casper to close the Balefill and open a new lined landfill. The closure plan includes the installation of monitoring systems and a new cap. The existing landfill is not lined beneath where garbage is placed. Leachate is percolating into the groundwater beneath the site. Leachate is due to precipitation events

and moisture in garbage. Wyoming DEQ is requiring the City to close its existing landfill so that a cover (cap) is installed to reduce further contamination of groundwater due to precipitation events

Type: New

Impact: \$20,000 for monitoring and testing each year.

Funding Source: Natrona County Consensus Mineral Taxes

Baler Building Renovation and modifications \$1,100,000

Description: Baler building modifications include rehabilitation of the existing baler building by replacing the baling floor to the concrete push walls and safety improvements for the operators. The existing baler building will need to have the concrete floors replaced beneath the pump rooms and balers. The existing hydraulic lines are all beneath the floor in concrete vaults which are frequently full of hydraulic fluid, dirt and garbage. Also, the concrete troughs for leachate runoff are inadequately designed for collection and maintenance of leachate from bales. Currently leachate is not controlled and sent to the Waste Water Treatment Plant for treatment and is allowed to drain to the earth below the building. The replacement balers allow for automated baling eliminating the need for a traditional baler operator control room. The current building configuration also does not provide space for the equipment cooling fans to be close enough to adequately function in the extreme heat of summer. Other minor repairs include replacement of sheet rock, enclosure of break room stairs & lower bathroom, and replacement of HVAC system. The new balers will have a new bagging system that will reduce litter when transporting the bales to the landfill site for disposal.

Type: Replacement

Impact: No operational budget impact.

Funding Source: Natrona County Consensus Mineral Taxes

Baler Replacement including two balers and a wrapping system
\$1,700,000

Description: The existing Logaman balers are over 25 years old. Replacement parts are difficult to find and very expensive. The ongoing maintenance costs associated with the balers has risen to over \$100,000 per year. The project includes building renovations, replacement of the existing balers with larger capacity machines, and the addition of a wrapping system which will encapsulate the bales before they are placed in the cell, eliminating the need for an additional cover system for the face of the bales to prevent litter from the bales being carried across the site.

Type: New

Impact: The existing balers have cost \$250,000 each year in maintenance over the last two years due to breakdowns. The replacement of the balers should reduce maintenance costs significantly from this \$250,000 level.

Funding Source: Natrona County Consensus Mineral Taxes

Stationary Grinder for yard waste and clean wood diversion \$400,000

Description: To make the landfill last as long as possible, diversion of waste from the landfill is critical. Paper and cardboard take up the largest volume of landfill space at 37%, and yard waste and wood take up the second largest volume at 19%. The City of Casper is planning to propose to the City Council in 2008 to ban yard waste and clean wood from the landfill with a January 2010 implementation date. With the landfill ban proposal, the City is planning to propose curbside collection of yard waste and other disposal options. We anticipate a 50% to 60% increase in the incoming yard waste to the compost area of the Solid Waste facility, and anticipate high volumes of clean wood such as wood pallets and wood from renovations and new construction projects. Currently, the City rents a grinder twice a year to grind branches. With significant increases of material being received at the compost area, weekly grinding operations will be critical to efficiently and effectively manage composting. Numerous composting operations around the country have stationary grinders at their compost yards that are used weekly. Weekly grinding will allow storage space to be freed up and will improve nitrogen levels in the composting process by grinding branches when they are greener.

Type: New

Impact: The balefill will no longer need to rent a grinder twice a year, which more than offsets the operations and maintenance costs of the grinder. Additional sales of wood chips and compost is a potential revenue stream for the balefill.

Funding Source: Natrona County Consensus Mineral Taxes

Construction and Demolition Drop-off area \$500,000

Description: A Construction & demolition drop-off area will consist of a new concrete area and roll-off containers. The drop-off will allow Solid Waste facility residential customers to leave their construction and demolition debris in a safe area as opposed to going to the face of the landfill and being exposed to numerous safety hazards. The area will provide better customer segregation of waste items, such as sheet rock which are abrasive to the baler conveyors and baler side walls. With better waste segregation, the life of balers and baler conveyors will be extended, and better compaction of waste will be achieved at the landfill extending the landfill's life expectancy. A drop-off area will maintain the safety of customers and increase the baler's life expectancy. Diversion of construction and demolition (C&D) materials is estimated to extend the life of the balers by nearly 20 percent, and numerous landfills across the United States have drop off areas for C&D residential wastes or landfill attendants to monitor and assist with traffic and dumping activities.

Type: New

Impact: \$65,000 for first two years of operation, with cost estimated to be \$40,000 per year thereafter. These costs are expected to be more than offset by extending the life of the baler equipment and building, reducing repairs due to damage from these materials, and extended life of the landfill cells due to better compaction of materials.

Funding Source: Natrona County Consensus Mineral Taxes

Other items funded from operating revenue and reserves

Other New Items-

Light Equipment \$142,780 including portable litter fences, silo for cement, two roll-off containers, new pickup truck

Heavy Equipment \$170,000 including one haul truck for bales and large loads

Other Replacement Items-

Repaving of road area \$78,900; Pick-up truck replacement \$20,000; Excavator \$200,000; Pit Loader \$200,000; Two Computer replacements \$3,000; Scale hardware and software \$3,000

Water Distribution \$7,148,094

Zone III Water Improvements \$2.8 million;

Description: The 2006 Water Master Plan analyzed Zones III and IV for adequacy to meet current and future water demands. The study indicated that required water storage in Zone III was approaching capacity. The 2006 Water Master Plan also provided recommendations for additional water storage and transmission lines in Zone III. This project includes two new Zone III water transmission lines and a new Zone III water storage tank on Goodstein Drive. The Sunrise Hills No. 1 booster station serving Zone III, constructed in 1953, is scheduled to be replaced in FY 2009 as a part of this project. Higher than average growth is expected within Zone III and IV in south Casper.

Type: New

Impact: Added capacity that will need to be maintained and replaced at some point in the future. Booster station maintenance will be increased \$10,000 per year.

Funding Source: Depreciation water funds

Rock Creek Reservoir Improvements \$1.245 million

Description: The Rock Creek Reservoir was purchased in FY 2007, and a number of improvements were identified as being necessary to maintain the Rock Creek Reservoir as a reliable water source for the community.

Type: New

Impact: Reduces repair costs related to current water retention structures and ensures a reliable water supply and stable price for the Casper area.

Funding Source: Depreciation water funds

Other New Items \$312,400

Portable emergency generator built in-house \$100,000; New meters and wireless reading transmitters \$97,500; Salter Attachment for deicing \$6,700; GIS utility layer \$20,000; Wireless internet for water garage \$5000; GIS Field computer \$3,200; Oversizing reimbursements \$80,000

Water main repairs and replacements \$2 million;

Description: These projects are aimed at replacing corroded water mains, mains with breakage problems, undersized water mains with respect to fire flows or pressure, unlined cast iron mains, and lead service lines in older areas of Casper. The projects selected for replacement are based upon the number of water main breaks for a particular line and upon other factors such as fire protection capabilities and if lead service lines are present. Streets which are being reconstructed will also have the water main replaced if necessary (Glendale Avenue, Fort Casper neighborhood-Phase II, West Yellowstone Reconstruction Paradise Valley Drive reconstruction). There are areas within Valley Hills, central Casper, Beverly Street area, etc. that currently have lower than acceptable water pressures. The water mains in these low water pressure areas will be replaced from FY 09- FY 16 and will be switched to higher pressure zones to improve water pressure to customers. Casper has extremely corrosive soils in regards to cast iron and ductile iron water pipe. Cast iron was used in Casper prior to 1975. Ductile iron pipe was used between 1975 and 1983. Since 1983, almost all water main construction has used non-corrosive PVC pipe. Continued replacements are needed as the water system ages.

Type: Replacement

Impact: Reduced operations and maintenance costs due to reduced water loss from old mains, and fewer repairs and emergency response to leak and breakage events

Funding Source: \$1,500,000 from 1% #13 Sales Taxes, \$500,000 from depreciation water funds

Other Replacement Items \$790,694

Paving \$225,000; Water line materials \$100,000; Water Tank painting \$100,000; Pumps and valves \$25,000; Security improvements and alarms \$15,000; Pick-up truck and utility box; machinery,\$62,000; water meters, 15 large meters; meter heads and parts \$89,194; Dump truck \$125,000; Soft dig machine \$39,500; Replacement computers \$10,000

Public Safety \$5,388,261

The Public Safety category includes expenditures related to Police, Fire, Code Enforcement, the Public Safety Communication Center, Metro Animal Control and the Municipal Court.

Municipal Court

Municipal Court Software \$87,000

Description: Approximately two years ago, the city's alcohol task force identified the ability to communicate data about Municipal Court alcohol convictions to the Wyoming Supreme Court to incorporate into a statewide data base as a beneficial process to pursue. Consequently, the information technology function of the Supreme Court demonstrated the software system they have been encouraging local courts to install to facilitate the communication of data. The Municipal Court administration staff has reviewed the system and has determined that it will both enhance the current Court data operations, as well as communicate data to the Supreme Court. Includes new software system and a replacement server.

Type: Replacement

Impact: An increase of \$2,000 in yearly software maintenance over current software package.

Funding Source: General Fund

Other Replacement Items \$5,000

Municipal Court computer replacements (\$3,000), Office Furniture and equipment (\$2,000)

Code Enforcement

Building Permit & Contractor license Software \$50,000

Description: For the past several years, the Code Enforcement Division has been utilizing an internally designed system to track building permits and contractor licensing. As the development projects have increased in both numbers and size, it has been difficult to maintain this system in a way that will allow ongoing reporting and analysis of the processes and data connected to the construction activity in Casper. It is proposed that a software module developed by our financial systems vendor be purchased to track and report on permits and licensing activities

Type: New

Impact: A projected increase in yearly software maintenance costs of \$5,000.

Funding Source: General Fund

Other Replacement Items \$8,000

Four computer replacements \$8,000,

Fire

Replacement Items

Fire Station #3 Replacement \$3,000,000.

Description: Fire Station #3 is the oldest station (+50years) being utilized and it needs to be replaced. A site at Beverly and 15th Street has been purchased as an acceptable alternative to the current site. The new facility is proposed to be 14,000 square feet in size, and will include apparatus bays, a decontamination area, living quarters and training space. This building may be LEED Certified. This certification may add additional project costs that are unknown at this time.

Type: Replacement

Impact: No operational impact. Helps maintain high quality fire services.

Funding Source: General Fund

Fire Station Renovations and Refurbishments \$148,223.

Description: This project involves general updating of the four fire stations, including painting interior and exterior surfaces as needed; replacing carpet and flooring; repairing apparatus floors that have cracked and shifted; remodeling bathrooms and shower facilities; and, replacing furniture.

Type: Replacement

Impact: No operational impact. Extends useful life of current fire stations.

Funding Source: General Fund

Mobile data computers \$100,000

Description: The Police and Fire Vehicles were put on wireless mobile data terminals in 2005, to provide the capability of accessing the dispatch center database from the field. This allows the fire trucks to pull up the maps for checking addresses, as well as tracking their response and submitting reports through the wireless system. Other important databases for commercial buildings and hazardous materials can also be accessed through this wireless network. Grant funds were initially used to set up this system. The computers and terminals that were installed in the fire units are reaching the end of their useful life and need to be upgraded. Police units turn over more frequently, so the computer equipment in these vehicles is replaced when the unit is replaced. Fire units are on a longer replacement schedule; therefore, the computer equipment must be replaced all at one time. The cost of replacing 16 mobile computers and terminals is approximately \$6,250 per vehicle, or a total of \$100,000.

Type: Replacement

Impact: No ongoing cost impact. Improves operational capabilities due to new computer technology (speed, power) in computer replacements.

Funding Source: General Fund

Other Replacement Items \$735,000

Pick-ups \$90,000; Mobile cascade \$80,000; Rescue equipment \$120,000; Brush Truck \$200,000; Rescue Truck \$200,000 Replacement fire light equipment \$25,000

Other New Items \$57,500

Misc. light equipment needed for operations \$32,500 Tablet computers for paperless fire inspections process \$25,000

Metro Animal Control

Other Replacement Items \$58,500

Replacement truck and equipment box, as well as replacement and refurbishment of cages in the shelter \$53,500; Replacement computers \$5,000

Police

Patrol Vehicles \$350,000

Description: These are scheduled replacements for police patrol vehicles.

Type: Replacement

Impact: No ongoing budgetary or operational impact.

Funding Source: 1% #13 sales taxes

Parking Citation Software/Hardware \$43,000

Description: This project calls for the upgrade to the software used to issue parking citations. The cost includes hardware and software updates. The current system is past its useful life and needs to be updated.

Type: Replacement

Impact: Ongoing projected yearly budgetary impact of \$2,500 due to increased software maintenance fees.

Funding Source: General Fund

Other Replacement Items \$76,000

Public Safety Community Sub-Station Facility Update \$25,000; Police Grant Light equipment \$21,000; replacement light equipment \$10,000

Public Safety Training Center- City Center Building \$470,000

Description: The Council approved the purchase of the City Center Building at 100 West "B" Street to be used as office space for city operations and as a training center for public safety functions. This additional training space will be used to allow Casper to operate its own Police Academy, which will shorten the amount of time between hiring a new police officer and that officer being ready for full duty. The office

space portion of this project is described further in the general government category.

Type: New

Impact: This project represents additional square footage that needs to be maintained, cleaned, and heated and cooled. By operating its own Police Academy, the Police Department plans on saving significant monies on training, munitions, and other costs related to sending police officer recruits to the state academy, as well as reducing the delay related to the infrequency of state run academies.

Funding Source: Federal Grant

Other New Items \$121,937

Police technology \$25,000; Police grant light equipment \$15,637; Automatic license plate recognition system \$30,000, Less lethal munitions \$5,000; Naturally speaking software \$8,000; Computer replacements \$10,000; AR-15 Simunition (training ammunition) upper receivers \$3,300; PIN Mapping \$25,000

Public Safety Communication Center

New Items \$55,100

CAD Upgrade \$53,100; Telephone equipment and other equipment \$1,000; Computer equipment \$1,000

Replacement Items \$63,000

CAD servers \$58,000; Telephone equipment and other equipment \$5,000

Recreation \$4,755,700

The Recreation category includes expenditures related to Aquatics, Casper Recreation Center, Golf Course, Hogadon, Ice Arena, and outside recreation related agencies.

Aquatics

Paradise Valley Pool Slide \$350,000.

Description: The water slide at Paradise Valley pool is near the end of its design life.

Type: Replacement

Impact: Should maintain or increase revenue levels related to entrance fees at this premier park by increasing the attractiveness of the large water slide at this pool.

Funding Source: 1% #13 sales taxes

Mike Sedar Outdoor Pool Improvements \$55,000;

Description: The outdoor pools will begin to require some significant investments to bring them up to standards. Mike Sedar needs to have new circulation lines installed in the wading pool, and a new gel coat applied to the entire pool to protect the surface from cracking and leaking.

Type: Replacement

Impact: Extends the life of the Mike Sedar pool, and allows for continued operation. No operational cost impact.

Funding Source: General Fund

Other Replacement Items \$7,000

Deck furniture at Aquatics Center \$2,000; Vacuums \$5,000;

New Items \$3,000

Computers \$3,000

Casper Recreation Center

New Items \$5,700

Three computers \$4,200; Sound system \$1,500

Replacement Items \$139,000

Gymnastics Equipment \$12,000, Kiln \$6,000, Tables and Chairs \$2,000, Weight/ Fitness Equipment \$12,000; Rec. Center Solar Panels \$107,000

Golf Course

New Items \$15,000

Char broiler \$5,000; Green sweeper \$10,000

Replacement Items \$118,000

Kitchen floor replacement \$20,000; Cart paths \$30,000; Green covers \$9,000; Large mower for roughs and tall grass areas \$55,000; Tow computers and internet card \$4,000

Hogadon Ski Area

Hogadon Waterline Replacement \$350,000;

Description: Replace the last water line for the snowmaking system at Hogadon Ski Area.

Type: Replacement

Impact: New water line will reduce repair maintenance related to leaks, will conserve water, and allow for better snowmaking potential. By increasing snowmaking potential, the ski area can be operational for a greater proportion of the days in the season and increase daily pass sales.

Funding Source: 1% #13 sales taxes

Hogadon Electrical Assessment \$22,000

Description: The electrical service at Hogadon was designed to be a city-owned system. It has become increasingly more difficult to test and maintain this system, which would be better served as being part of the Rocky Mountain Power system. This funding will be used to contract with Rocky Mountain Power to provide an assessment and design for reconstructing the service to current standards.

Type: New

Impact: Will allow operation and maintenance of the electrical system to be transferred to Rocky Mountain Power.

Funding Source: General Fund

Hogadon Admin. Building Roof Replacement. \$46,000;

Description: All of the buildings at Hogadon were constructed at approximately the same time. City staff has worked during the summer months to make repairs and improvements to the facilities. Roofs have been replaced on the lodge and on some of the smaller buildings during the last five years. The administration building roof is next in-line for replacement, at an estimated cost of \$46,000.

Type: Replacement

Impact: No impact. Helps avoid repair and maintenance issues and extends life of building.

Funding Source: General Fund

Other Replacement Items \$99,500

Reroof admin building \$25,000; Lodge Carpet \$16,000, \$21,600 for Food Service area improvements; Snowmobile \$7,400; ATVs \$6,500; Compressor \$5,000; Copier \$3,000; Fireplace \$3,000; Ski Patrol Boots \$1,000; Tower safety pads \$3,000; Ski area software upgrade and two replacement computers \$8,000;

Ice Arena

Replacement Ice Arena Items \$311,500

Concession Equipment \$2,000, Hockey Goals \$4,000; Ice Arena Dashboard replacements \$304,000; Computer replacement \$1,500

Leisure Services Department- To be assigned based on need, assessment

Leisure Services Bldg Improvements \$595,000

Description:

Type: Replacement

Impact: No impact. Helps avoid repair and maintenance issues and extends life of the leisure services buildings.

Funding Source: General Fund

Leisure Services Parking Lot Improve. \$400,000

Description: An assessment was conducted of all of the parking lots at leisure service facilities in order to identify those areas needing resurfacing and/or reconstruction. This amount will fund parking lot improvements at the Casper Events Center, Casper Recreation Center and Casper Ice Arena, and the smaller parking lots at the outdoor swimming pools.

Type: Replacement

Impact: No impact. Helps avoid repair and maintenance issues and extends life of the parking lots.

Funding Source: General Fund

Outside Agencies

Senior Center Addition - \$2,194,000

Description: This project will construct a 5,600 square foot addition to the Senior Citizen Center located at 1831 E. 14th Street to provide needed space for group activities such as meals, meetings, entertainment, and special programs. The population served by the facility has grown by over 25% since the center opened in 1998 and community demographic projections anticipate continued growth in the number of seniors needing services.

Type: New

Impact: The Senior Center is operated by an outside agency that will pay for operating and routine maintenance costs, and the city will be responsible for the replacement of long-term major building systems.

Funding Source: \$2,100,000 from 1% #13 sales taxes and \$94,000 from contributions

Speedway Concession Stand Water Service \$50,000

Description: The Casper Speedway has operated without any potable water service for many years. Portable restrooms are set up on the site each year by the Parks Division. The concession stand has used bottled water to support a minimal offering of hot dogs and other snacks. This year, the Natrona County Health Department has indicated that they will no longer allow the concessions operations to function without a water service to provide dedicated water for washing and drinking.

Type: New

Impact: Will allow the Parks Department to stop providing portable restrooms to the area each year. Other costs will be borne by the group that leases the Speedway facility.

Funding Source: General Fund

Parks \$3,281,235

The Parks category includes expenditures related to Parks, Cemetery, Weed & Pest Control, and outside agencies expenditures.

Parks

Platte River Parkway \$496,302;

Description: Additional development of the Platte River Parkway trail system, including new trail extensions, land acquisitions, and other improvements.

Type: New

Impact: Additional trail miles provide a segregated route for pedestrian and bike traffic through an east-west trail corridor.

Funding Source: \$397,750 from 1% #13, \$98,552 from 1%#12

Rails Trails Beverly St Underpass \$1,146,350.

Description: Construction of approach ramps and appurtenances on both ends of previously constructed underpass/tunnel under Beverly Street. The approach ramps and appurtenances (wing walls, handrail, landscaping, lighting, storm drainage pumping) are needed to complete the project. The underpass/tunnel under Beverly St. was constructed in 2006 with Federal TEAL funds. There were insufficient funds to complete the full scope of improvement in 2006. The underpass was closed on both ends and backfilled with earth in anticipation of a completion phase that would open this linkage in the Rails-to-Trails corridor under Beverly Street. The completion of the connections would improve the walkability and connectivity of the area and the Rails to Trails network.

Type: New

Impact: Allows underpass to open to pedestrian traffic. Maintenance of underpass expected to be minimal.

Funding Source: \$646,350 from 1% #12 sales tax, \$500,000 from Federal TEAL grant

Raw Water Irrigation Project \$157,037.

Description: This is the design and engineering for the expansion of the raw water irrigation system for irrigation of the Field of Dreams south of K Street. The first phase of the raw water system that serves the soccer complex is projected to reduce water costs by 60%. Adding the Field of Dreams to the raw water system will further minimize irrigation costs.

Type: New

Impact: Expect at least a 60% reduction in water costs attributable to the Field of Dreams baseball complex served by this project.

Funding Source: 1% #12 sales taxes

Alta Vista Park \$118,177

Type: New

Impact: This will be a new park with water and maintenance costs.

Funding Source: 1% #12 sales taxes

Park Improvements \$558,760.

Description: This project involves the rehabilitation of various park amenities such as shelters, playground equipment, roadways, parking lots, and lighting. The lighting, paving, and play structures in many of these parks need to be upgraded due to age, wear and tear and new safety standards. To meet the changing demands of an aging population, more walks, pathways and trails are also proposed along with benches and fitness equipment.

Type: Replacement

Impact: No impact. Helps avoid repair and maintenance issues and extends life of the parks.

Funding Source: \$558,760 from 1% #13 sales taxes

Other Replacement Items \$89,000

Four computer replacements \$6,500; Gator, pickup with plow, pickup \$82,500

Cemetery

Conwell Street Sidewalk/ Cemetery Fencing Phase II \$610,000

Description: Currently, there is not a sidewalk on Conwell Street as it fronts Highland Park Cemetery. Since this is city-owned property, it is our responsibility to install the sidewalk. Additionally, a new wrought iron fence has been designed for installation around the cemetery property. This fence enhances the appearance and security of the property. The first phase is complete, and the second phase is currently underway. Phase III of the project not only consists of placement of the new wrought iron fencing, but also the construction of the needed sidewalk on Conwell Street, from East 4th to East 12th Streets.

Type: New

Impact: Additional city owned sidewalk surface area to be maintained and eventually replaced. Wrought iron fence will need regular maintenance to keep it in excellent condition.

Funding Source: General Fund

Other Items \$17,600

One new computer \$1,500; Replacement Mower \$16,100;

Outside Agency

Replacement Items for Casper Legion Baseball \$ 86,509

Weed & Pest

New Computer \$1,500

General Government \$2,124,714

The General Government category includes expenditures related to Finance, City Manager's Office, City Attorney, Human Resources and Community Development.

Major General Government Items

Major Technology Projects - Knowledge management system, energy conservation, voice over IP phase III, wireless network
\$425,000

Description: *Wireless network* - This project expands the core roaming wireless system to the Recreation Center, Water Distribution Garage, Central Services and Solid Waste. The roaming wireless installations will allow employees to use the city computer network from anywhere in the buildings without a hardwire connection. *Knowledge Management* - This project addresses the need to maintain electronic communications that could fall under the State of Wyoming's retention guidelines. To address this issue, staff researched solutions that would have the capability to archive and categorize e-mail messages in a manner that could be easily saved, searched and retrieved. This software would likely require a hardware platform capable of storing an enormous amount of data in an organized way. Cost estimates include e-mail management software, a networked storage device, installation, training and maintenance. *Voice over IP phase III* - Additional City work sites with VOIP. *Energy conservation* – Investment in technologies that are more energy efficient.

Type: New

Impact: Increased software maintenance and computer hardware replacements. Each new site with VOIP will reduce current traditional phone costs by reducing the number of traditional phone lines.

Funding Source: 1% #13 sales tax

City Hall Cooling System \$150,000

Description: The operating systems for City Hall have been reaching the end of their expected life. Most recently, the chiller has required continual maintenance and has experienced ongoing failure in components. It is recommended that the chiller unit be replaced at an estimated cost of \$150,000. It is also recommended that the replacement unit be "Energy Star Rated," and be part of the ongoing effort to reduce the energy consumption at City Hall.

Type: Replacement

Impact: A new cooling system helps avoid repair and maintenance issues and extends life of City Hall. This change should reduce cooling electricity operating costs due to the switch to Energy-star rated chiller unit. Energy-star equipment versus other modern chillers represents a potential savings of at least 25%.

Funding Source: General Fund

City Center Annex Remodeling \$300,000

Description: The Council approved the purchase of the City Center Building located at 100 West “B” Street. An assessment of the building was conducted by the City Engineer’s office, and recommendations were developed with regard to investments needed in the building infrastructure systems to make it function as office space for city operations. The directions were clear that the initial improvements would not be aesthetic, but would provide a comfort level that major systems such as the cooling and heating systems would not fail. A cost estimate of \$300,000 has been developed to address needed upgrades in the heating and cooling systems, the elevator, electrical and plumbing systems and wiring for computers and telephones. Additional technology upgrades to allow connection to the city’s network will also be included in this work, so as to bring this building up to the same standards as other city facilities

Type: Replacement

Impact: Reduces short-term pressure for office space at City Hall. Additional square footage requires electricity and water costs, as well as regular maintenance and custodial services.

Funding Source: General Fund

City Hall Addition and Master Plan \$92,000

Description: After the City Center Building office space is completed, City Hall will be assessed to determine what physical changes may be needed to address the future projected office and meeting space needs for the operation of the City.

Type: New

Impact: None at this time. Plan does not create an operational commitment or expansion.

Funding Source: General Fund

Parking Garage Elevator Replacement \$400,000

Description: The Municipal Parking Structure was constructed in the late 1980’s, and included two separate elevators – one on Wolcott Street and one on Center Street. Over the years, both elevators have had maintenance issues, with the Center Street Elevator having an \$80,000 replacement of the lift mechanism performed in the early 1990’s. More recently, the Wolcott Street elevator has begun to fail on a regular basis, and the elevator company has indicated that due to the age of the units, it is becoming more difficult to find replacement parts to keep both units

running. With the demand for the elevators increasing as the Wyoming National Bank Building apartments opened up and residents were assigned parking spots on the fifth floor, the need for the Wolcott Street elevator has become more critical. Both elevators are on the five-year replacement schedule, and the first unit to be replaced would be the Wolcott Street unit at a cost of \$400,000.

Type: Replacement

Impact: Helps avoid repair and maintenance issues and extends life of the downtown parking garage. Should increase parking revenues by increasing utilization of parking garage.

Funding Source: General Fund

Planning Consulting \$147,810

Description:

Type: New

Impact: None at this time. Consulting services will not create an operational commitment or expansion.

Funding Source: General Fund

Payroll Time & Attendance Project \$310,000.

Description: Automated time and attendance system for the City of Casper payroll process. All employees become responsible for entry of their hours worked and benefit time. System allows for employees to enter their own hours for specific programs/projects, eliminates the need for supervisors/payroll clerks to enter the time for employees.

Type: New

Impact: Improved payroll process reliability and accuracy with minor reductions in time (1 hour per two weeks per payroll clerk, potential for about 520 hr reduction per year or ¼ FTE) spent recording the hours worked for entire organization.

Funding Source: General Fund

Marathon Building Concrete Repairs \$100,000

Description: The city purchased the Marathon Building on Market Street in 2004 to provide needed storage space for Fire, Police and Public Services Departments vehicles and equipment. In addition, certain areas of the garage space were set aside for use by Natrona County on a monthly lease basis. During the past year, some deterioration of the concrete floor in the garage area was noted, and a concern was raised that without some effort made to repair and reinforce this floor, there could be additional cracks that might eventually result in leaks to the basement areas below. An initial assessment has resulted in an estimate of \$100,000 needed to seal and reinforce the concrete floor in the garage area.

Type: Replacement

Impact: Helps avoid major repair and maintenance issues and extends life of the Marathon Building.

Funding Source: General Fund

Roof Replacements- Misc. \$50,000

Description: With so many smaller buildings in the city's parks system, it has been difficult to meet the need for roof replacement over time. These buildings include restrooms, concession stands and special facility buildings, such as the skeet range and air modelers. City staff has attempted to address this need by setting aside \$50,000 of one-time monies, when possible, to work through the inventory of roofs on a priority basis. It will be possible to replace roofs on 3 of these smaller buildings with this funding.

Type: Replacement

Impact: Helps avoid major repair and maintenance issues and extends life of the smaller City buildings.

Funding Source: General Fund

Planning Software \$5,000

Description: Land use issues are becoming increasingly more complicated and numerous. The Planning Division is responsible for tracking, enforcing specific conditions, and collecting for recapture agreements or other financial obligations. It is very difficult to track all of these concerns without appropriate software assistance. Community Viz is an urban planning software program that allows significant flexibility in evaluating development proposals, density analyses, and alternate land use scenarios.

Type: New

Impact: Software will be particularly helpful in analyzing new developments and building "what if" scenarios as the Casper Area Comprehensive Plan is updated. Software should increase quality and speed of Planning information.

Funding Source: General Fund

All other non-major items –

Finance Items \$15,500

General office equipment \$2,000; Printing solution for \$4,000; Computer replacements \$7,500; Accuprint Upgrades and forms \$2,000; Misc. Replacements \$1,000;

City Attorney Items-\$6,550

Desk and office equipment for new Assistant City Attorney I position. \$1,000; Computer for new Assistant City Attorney I position. \$2,000; Replacement office equipment and furniture. \$2,000; Replacement computer \$1,550

City Manager's Office Items - \$60,000

Senior Study \$2,500; Copy machine and computer replacements \$41,000; Equipment replacements. \$4,000; Sharepoint Project \$12,500;

Community Development Items- \$15,000

MPO Computer replacement \$2,500; Planning color printer/copy machine & computer replacements \$8,300; New office furniture \$4,200;

City Campus Items – \$22,885

City Hall replacement items \$10,500; City Center improvements other than buildings \$7385; City Center building repairs \$5,000;

Parking Items - \$18,000

\$4,000 to replace light ballasts; \$4,000 to repaint striping on roof; \$10,000 for New signage

Urban Development \$2,000,000

Land Purchases \$2,000,000;

Description: Land purchases to support revitalization activities

Type: New

Impact: These purchases are “revolving”, which means the property will be bought, aggregated, and resold to encourage revitalization activities. These properties are intended to be sold to support private economic development type activities, rather than retained for City public uses. Over the long term, revitalization in the Old Yellowstone district should increase property tax values in the area.

Funding Source: Any sales of land from this fund are used to facilitate future purchases. Initial balance created from General Fund transfer.

Sewer \$1,427,500

Fort Casper Area Phase II sewer improvements \$600,000;

Description:

Type: Replacement

Impact: Helps avoid major repair and maintenance issues and extends life of the sewer system in the Fort Casper area.

Funding Source: Sewer fund reserves

Other critical areas sewer improvements \$300,000;

Description:

Type: Replacement

Impact: Helps avoid major repair and maintenance issues and extends life of the sewer system in areas identified as being in critical condition.

Funding Source: Sewer fund reserves

Other Replacement Items \$322,500

Lift station towers \$17,500; Misc. light equipment and tools \$8,000; Small vactor truck \$295,000; Computer replacement \$2,000;

Sewer Master Plan Update \$150,000;

Type: New

Impact: Better information source for sewer capital improvement decisions that will improve effectiveness of future sewer project investments.

Funding Source: Sewer revenues

Other New Items \$55,000

Oversizing Reimbursement \$50,000; Software for TV truck \$5,000

Wastewater Treatment \$1,415,600

Replacement Items

Screw pump (3rd of 3 to be replaced) \$350,000; Engine control panel \$200,000; Digester \$180,000; Gravity Thickener renovation \$210,000; Replacement roof \$60,000; Pick-up truck \$25,000; Office equipment \$20,000; Unexpected item and repairs \$70,000; Lighting \$5,000; Computer replacements \$6,000

Biosolids Disposal Site Design \$75,000

Update biosolids disposal site design and permitting costs for site at the Balefill.

Type: New

Impact: Allows biosolids to be composted at a separate section of the Balefill in an environmentally friendly manner that allows future reuse of the materials rather than taking up valuable landfill space.

Funding Source: Wastewater treatment plant revenues

Other New Items \$10,500

Shop equipment \$2,500; Master balance analyzer \$3,000; Wireless internet implementation for Wastewater Treatment Plant \$5,000;

Cultural \$1,201,690

This category includes Casper Events Center, Fort Caspar Museum, and outside agencies such as the Nicolaysen Art Museum.

Casper Events Center

Casper Events Center Roof \$500,000;

Description: The Events Center has many important systems that are reaching the end of their productive lives and need to be replaced. Most of these improvements were part of the original construction and are now over 25 years old. The current roof leaks with the potential that damage to inside building components may create unsafe conditions for the public and staff.

Type: Replacement

Impact: Helps avoid major repair and maintenance issues and extends life of the Casper Events Center.

Funding Source: 1% #13 Sales Taxes

Casper Events Center Concessions \$175,000

Description: Updates the electrical service within the events center to the concession stands and updates the concession stand areas.

Type: Replacement

Impact: Increased revenue due to higher concession sales from higher volume and more attractive concession stands.

Funding Source: General Fund

Other Replacement Items \$127,000

Lightning Protection \$10,000, Replacement Seats \$5,000, Tables \$5,000; Casper Events Center Windows \$75,000; Concrete repairs and window replacements \$32,000;

Other New Items \$14,300

Casper Events Center Fire wall \$4,000; Computers \$8,800; Box Office Improvements \$1,500

Fort Caspar Museum

Fort Caspar Items -\$44,500

Visitor signage and pathway \$6,000, carriage shed storage \$3,000 and, \$6,000 of miscellaneous capital; Classroom audio visual equipment and furnishings \$16,000; fort daubing maintenance \$13,500

Outside Agencies

Outside Agency Items \$340,890

Nicolaysen Museum Roof Replacement \$250,000; Nicolaysen Museum Replacement Improvements \$16,890; Move Eastside Gateway Statute to New Base \$74,000;

Public Works \$934,180

***Brattis Building Remodel* \$400,000.**

Description: The City Council authorized the purchase of the Brattis grocery building across from City Hall when it became available in FY 2007 due to its proximity to City Hall. When examining possible uses for this space, staff suggested the option of remodeling the building to house the Buildings and Grounds Division. Currently, Buildings and Grounds personnel are located in three different buildings around Casper. Bringing all of the operations together in one building will improve supervision and work planning functions, as well as provide better workspace and storage of supplies in one central location.

Type: Replacement

Impact: Additional square footage requires electricity, natural gas and water costs, as well as regular maintenance and custodial services. Operational quality increases due to better supervision.

Funding Source: General Fund

***Other Replacement Items* \$745,160**

Service Center Building Improvements \$315,980; Mower \$45,000. Tools \$2,500; Shop tools, machine analyzer equipment, lift repair \$26,500; Service Center Improvements- using leftover money after roof project \$315,980; Pickup w/utility body \$35,000; Diagnostic Equipment \$4200

***Environmental Audit* \$50,000;**

Description: This project analyzes all City operations to identify and document potential hazards for employees, the public and the environment. An example of an area that is examined includes the City's chemical usage and storage.

Type: New

Impact: Hazards identified must be mitigated or eliminated if possible, with unknown potential costs.

Funding Source: General Fund

***Project Management Software* \$10,000**

Description: With the large number of projects that are underway within the organization and the community, it has become increasingly difficult to track progress and establish timelines that can be managed within our current staff resources. The Engineering Division has proposed

purchasing a project management software package that would assist in tracking and monitoring construction projects and other capital investments for reporting purposes.

Type: New

Impact: Software system will displace other manual tracking and reporting systems in the City. The software should pay for itself in saved staff time in its first year that will be used by the Engineering Division to complete additional capital projects.

Funding Source: General Fund

Survey Grade GPS Surveying Equipment \$40,000

Description: Survey grade GPS based surveying equipment that will allow internal staff to perform certain work without the use of outside contractors due to higher degree of accuracy and detail.

Type: New

Impact: Reduces outside contractual services for surveying.

Funding Source: General Fund

Stormwater \$675,000

Stormwater Master plan \$610,000;

Description: The last time that a comprehensive storm water master plan was completed was in 1983. That plan has provided a good basis for developing storm water improvements over the years, but has become seriously out-of-date with high levels of new development occurring in the city. A comprehensive storm water master plan will be prepared by a consulting firm.

Type: New

Impact: Better information source for storm water capital improvement decisions that will improve effectiveness of future stormwater project investments.

Funding Source: General Fund

Stormwater Drainage Improvements \$65,000

Description: Two drainage projects have been identified on existing streets in order to improve the drainage of the adjacent properties. The first is the improvement of the drainage ditch adjacent to Trevett Lane which serves all of the property above this street. The second drainage project is the improvement of the drainage system adjacent the Parkway Plaza property that carries storm water from the Center Street underpass, as well as from the adjoining property to the south and to the north.

Type: New

Impact: Helps avoid major damage related to stormwater on both City and private property and extends life of streets

Funding Source: General Fund

Refuse Collection \$599,000

Replacement Rear loader truck \$170,000;

Replacement Side loader truck \$200,000;

Other Replacement Items \$100,200

Specialty truck diagnostic software \$1,900; Computer replacement \$1,300; Commercial bins and refurbishing parts \$45,000; Replacement of worn-out 90 gallon and 300 gallon containers \$40,000; Replace steps and other failed parts at recycling depots \$12,000;

New commercial containers \$116,800

56 new commercial containers due to increased demand for services.

Property & Liability and Building Trust \$279,400

Building Trust \$104,400

Description: To be used for maintenance of buildings built with 1% sales tax funds.

Type: Replacement

Impact: Helps avoid major repair and maintenance issues and extends life of buildings originally built with 1% sales taxes.

Funding Source: Perpetual Care Building Trust interest earnings

Property & Liability Insurance \$175,000

Description: For any damage to buildings not covered by insurance such as bringing a building up to code. \$ 60,000; For any damage to light equipment \$75,000; For any damage to heavy equipment \$40,000

Type: Replacement

Impact: Offsets any shortfall, such as deductibles, in reimbursements from Casper's insurance pool to buy new equipment. Also, is used to bring buildings and other capital up to current codes and standards when it is damaged.

Funding Source: Property and liability fund internal service charges

Public Transportation \$232,500

Three replacement passenger vans \$225,000;

Other replacement items \$7,500

Paint and remodel office \$6,000; Pave & crack seal parking lot \$1,500

Appendix II

Items Considered During Proposed Budget Review Sessions

- . Recommended New Staffing**
- . Recommended for Funding from One-Time Monies**
- . Potential Use of Available Reserves**
- . Department Staffing Memorandums**
- . Outside Agency Requests**

Recommended New **Staffing**

ADDITIONAL BUDGET ITEMS

Recommended New Staffing Positions

A number of requests for new staffing were submitted by the respective departments during the FY 09 budget development process. A listing of those requests, and a short explanation of their need, is included for your review in Section IV of Appendices. The following positions are recommended for funding in FY 09.

Hogadon/Parks

- 2 – Hogadon/Parks Employees

During the last ski season, it was very difficult to fill part-time positions. Staff could not operate the second lift due to the shortage of staff. It is proposed that two positions be created that would be shared between Hogadon and Parks. They would work part of the year (5/12th) at Hogadon and then the remainder of the year (7/12th) in the Parks Division. Most of the cost for the positions can be absorbed by reducing the part-time labor budgets.

Food Service

- 1 – Food & Beverage Service Coordinator
- 1 – Food & Beverage Kitchen Manager

The Food and Beverage Division is designed to utilize a large temporary/event-driven (part-time) work force, with a small number of full-time employees. It has become very difficult to hire and retain a sufficient number of part-time employees. They have approval for three part-time supervisory positions to supplement the full-time management. They have been unable to fill these positions. As a result, the full-time staff is working many extra hours to supplement the part-time.

There would not be an increase to the budget as the three part-time supervisory positions would be eliminated.

Solid Waste

- Balefill Operations & Equipment Coordinator

The landfill has increased its waste handling by 30% in the last three years, and 44% in the last six. The existing staff is having a hard time keeping up with the volume. Additionally, the new landfill is coming on line which will require active leachate management. A Balefill Operations & Equipment Coordinator position is being requested to assist with the work load. This position will be responsible for equipment and landfill maintenance, employee training and work scheduling for landfill staff, and leachate management.

Recommended for
Funding from One-Time
Monies

ADDITIONAL BUDGET ITEMS

Description of Projects and Equipment
Recommended for Funding from One-Time Monies

Public Safety **\$ 1,031,300**

- Fire Station #3 Replacement (Supplemental Funding) – During the project involving the relocation of the baseball fields at East 12th and Beverly Streets, Council allocated \$500,000 from the Fire Station #3 replacement project. It is recommended that Council replace these funds in FY 09.

- Fire Mobile Data Computer Replacement – The Police and Fire Vehicles were put on wireless mobile data terminals in 2005, to provide the capability of accessing the dispatch center database from the field. This allows the fire trucks to pull up the maps for checking addresses, as well as tracking their response and submitting reports through the wireless system. Other important databases for commercial buildings and hazardous materials can also be accessed through this wireless network. Grant funds were initially used to set up this system. The computers and terminals that were installed in the fire units are reaching the end of their useful life and need to be upgraded. Police units turn over more frequently, so the computer equipment in these vehicles is replaced when the unit is replaced. Fire units are on a longer replacement schedule; therefore, the computer equipment must be replaced all at one time. The cost of replacing 16 mobile computers and terminals is approximately \$6,250 per vehicle, or a total of \$100,000.

- Police Mobile Data Radio Upgrade – In order to provide the capability for wireless access to the city’s network in the field, individual radios must be installed in each vehicle so that the data can be transmitted both directions via radio signal. The consultant for the project has recommended that the City consider upgrading the initial radios purchased for this system to a newer technology at an estimated cost of \$350,000.

- Police Equipment – Additional equipment has been requested by the Police Department to address operational issues:

Automatic License Plate Recognition System	\$ 30,000
Less Lethal Munitions	5,000
Naturally Speaking Software	8,000
Computer Replacements	10,000
AR-15 Simunition Upper Receivers	3,300
PIN Mapping	<u>25,000</u>
	\$ 81,300

Buildings and Structures

\$ 1,656,000

- Parking Garage Elevator Replacement – The Municipal Parking Structure was constructed in the late 1980’s, and included two separate elevators – one on Wolcott Street and one on Center Street. Over the years, both elevators have had maintenance issues, with the Center Street Elevator having an \$80,000 replacement of the lift mechanism performed in the early 1990’s. More recently, the Wolcott Street elevator has begun to fail on a regular basis, and the elevator company has indicated that due to the age of the units, it is becoming more difficult to find replacement parts to keep both units running. With the demand for the elevators increasing as the Wyoming National Bank Building apartments opened up and residents were assigned parking spots on the fifth floor, the need for the Wolcott Street elevator has become more critical. It is recommended that both elevators be placed on a replacement schedule, and the first unit to be replaced would be the Wolcott Street unit at a cost of \$400,000.
- City Hall Cooling System – The operating systems for City Hall have been reaching the end of their expected life. Most recently, the chiller has required continual maintenance and has experienced ongoing failure in components. It is recommended that the chiller unit be replaced at an estimated cost of \$150,000. It is also recommended that the replacement unit be “Energy Star Rated,” and be part of the ongoing effort to reduce the energy consumption at City Hall.
- City Center Annex – The Council approved the purchase of the City Center Building located at 100 West “B” Street. An assessment of the building was conducted by the City Engineer’s office, and recommendations were developed with regard to investments needed in the building infrastructure systems to make it function as office space for city operations. The directions were clear that the initial improvements would not be aesthetic, but would provide a comfort level that major systems such as the cooling and heating systems would not fail. A cost estimate of \$300,000 has been developed to address needed upgrades in the heating and cooling systems, the elevator, electrical and plumbing systems and wiring for computers and telephones. Additional technology upgrades to allow connection to the city’s network will also be included in this work, so as to bring this building up to the same standards as other city facilities
- Hogadon Administration Building Roof Replacement – All of the buildings at Hogadon were constructed at approximately the same time. City staff has worked during the summer months to make repairs and improvements to the facilities. Roofs have been replaced on the lodge and on some of the smaller buildings during the last five years. The administration building roof is next in-line for replacement, at an estimated cost of \$46,000.

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Miscellaneous Roof Replacements – With so many smaller buildings in the city’s parks system, it has been difficult to meet the need for roof replacement over time. These buildings include restrooms, concession stands and special facility buildings, such as the skeet range and air modelers. City staff has attempted to address this need by setting aside \$50,000 of one-time monies, when possible, to work through the inventory of roofs on a priority basis. It will be possible to replace roofs on 3 of these smaller buildings with this funding.

- Marathon Building Concrete Repairs – The city purchased the Marathon Building on Market Street in 2004 to provide needed storage space for Fire, Police and Public Services Departments vehicles and equipment. In addition, certain areas of the garage space were set aside for use by Natrona County on a monthly lease basis. During the past year, some deterioration of the concrete floor in the garage area was noted, and a concern was raised that without some effort made to repair and reinforce this floor, there could be additional cracks that might eventually result in leaks to the basement areas below. An initial assessment has resulted in an estimate of \$100,000 needed to seal and reinforce the concrete floor in the garage area.
- Conwell Street Sidewalk/Cemetery Fencing Phase III – Currently, there is not a sidewalk on Conwell Street as it fronts Highland Park Cemetery. Since this is city-owned property, it is our responsibility to install the sidewalk. Additionally, a new wrought iron fence has been designed for installation around the cemetery property. This fence enhances the appearance and security of the property. The first phase is complete, and the second phase is currently underway. Phase III of the project not only consists of placement of the new wrought iron fencing, but also the construction of the needed sidewalk on Conwell Street, from East 4th to East 12th Streets. The total project is estimated to cost \$610,000.

Streets and Traffic

\$ 5,469,470

- Traffic Signals – New – New development that is occurring along Wyoming Boulevard on the west side of Casper, and along East 2nd Street, will require the installation of traffic control devices in order to address the expected demand for access and egress from these sites. A total of 4 new traffic signals are proposed to be installed by the developers in the next year, with the City of Casper required to reimburse the costs that would be associated with future development demands or with past agreements with adjacent developers. These signals may also include construction of deceleration lanes required by the Wyoming Department of Transportation. The signal locations are as follows: Plaza Drive and Wyoming Boulevard (\$400,000); East 2nd Street and Landmark Drive (\$190,000); Talon Drive and Wyoming Boulevard (\$200,000); and, Eagle Drive and Wyoming Boulevard (\$200,000). The total anticipated cost is \$990,000.

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Traffic Signals – Existing – LED Lighting – Converting all of the city-owned traffic signals to LED bulbs will save significant amount of energy costs. The total project cost is estimated to be \$216,078 in materials, with the labor provided by employees in the Traffic Division. This project has been divided into three phases. It is proposed that the first phase be funded in FY 09, at a cost of \$91,500.

- Collectors and Arterial Repairs – The city’s Engineering Division maintains a pavement management system that identifies streets in need of major reconstruction. Only by investing each year in projects to upgrade major collector and arterial streets, can the city hope to address the need for improvements in condition of the pavement on these highly traveled thoroughfares. Funds from the Optional 1%#13 Sales Tax are not sufficient to address all of the needs. A total of \$1,000,000 is requested from one-time monies to support repairs on collector and arterial streets.
- Residential Street Repairs (Materials Only) – Each year, the Public Services Department devotes a crew to performing repairs to local streets in neighborhoods that have been identified as maintenance problems. The Optional 1%#13 Sales Tax funds for local streets will be utilized for construction in the Fort Casper neighborhood. A one-time allocation of \$200,000 will be used to purchase materials to allow for additional repairs in selected areas that have experienced significant deterioration in the condition of the pavement, and require overlay or concrete replacement.
- West Yellowstone Highway – OYD – Supplemental – A total of \$1,000,000 in Optional 1%#13 Sales Tax funds have been set aside for a local match to the federal funds allocated for improvements to a portion of the West Yellowstone Highway in the Old Yellowstone District. The initial cost estimate from the Wyoming Department of Transportation for reconstruction of this street, from David to Spruce Streets, is \$6,307,229. The federal funding committed is \$3,431,759, leaving an unfunded balance of \$1,875,470.
- Miscellaneous Bridge Repairs – The Engineering Department staff requested an assessment of the condition of several bridges in the city’s street system, and prioritized those were needing repairs. The estimate for the first phase of repairs is \$50,000.
- Traffic Markings – Inlaid Markings – Many of the collector and arterial streets in Casper have been constructed with concrete. The street markings on these streets tend to wear quickly as a result of weather and heavy traffic. This places a significant maintenance burden on the Traffic Division. It is recommended that in high traffic areas, the concrete be marked using inlaid technology that will provide a longer lasting impression for lanes and other traffic control markings at an estimated cost of \$200,000.

- Leisure Services Parking Lot Improvements – An assessment was conducted of all of the parking lots at leisure service facilities in order to identify those areas needing resurfacing and/or reconstruction. A total of \$547,500 is requested to fund parking lot improvements at the Casper Events Center, Casper Recreation Center and Casper Ice Arena, and the smaller parking lots at the outdoor swimming pools.
- Storm Drainage Improvements – Two drainage projects have been identified on existing streets in order to improve the drainage of the adjacent properties. The first is the improvement of the drainage ditch adjacent to Trevett Lane which serves all of the property above this street. The second drainage project is the improvement of the drainage system adjacent the Parkway Plaza property that carries storm water from the Center Street underpass, as well as from the adjoining property to the south and to the north. The total estimated cost for these two projects is \$65,000.
- Variable Message Signs – Traffic Control/Safety – The Traffic Division has requested the purchase of four message signs. These signs will be used at street construction projects throughout the community. They will direct traffic into specific lanes or around projects, especially those projects involving city crews. The estimated cost of these signs is \$25,000 each, for a total of \$100,000.
- David Street Extension – Supplemental – Optional 1%#13 Sales Tax funds were allocated for the construction of the David Street Extension from Midwest Avenue to Collins Drive, in the amount of \$800,000. Due to an increase in estimated construction costs based on recent bids, the total project costs are now estimated at \$1,150,000, or a total short fall of \$350,000.

Equipment **\$ 390,000**

- Dump Truck Replacement – Streets – Three of the city’s dump truck fleet are eligible for replacement this year. At a cost of \$130,000 per truck, this represents a total cost of \$390,000

Programs **\$ 390,000**

- Public Information – Council Goal – During the FY 08 budget discussions, Council expressed a desire to look at programs that would increase the ability of the citizens to communicate with the city. The initial estimate of cost is \$200,000.
-

Domestic Violence Task Force – A Council Committee has been meeting this year to determine the best approach to providing support for addressing the impact that domestic violence incidents have on our community. This group has met with law enforcement, service providers and legal experts to determine how to expend the funds set aside for this issue. A final report from the Council Committee is expected in the next few weeks, and a recommendation on the allocation of the \$100,000 budget that was set aside for this purpose will be included.

- Increased Community Interaction – Council Goal – Council discussed the need to increase the opportunity for citizens to interact with Council members and staff through the City’s website. Staff has received a recommendation for redesign of the website from a consulting firm hired last year. The new design would include features that would make the site more “interactive” and would require significant changes in the way that the website is currently managed. Bringing the website “in-house” on our own web browser will require additional hardware and software, as well as technical staff to support and maintain this tool. The estimated budget for start-up and operations the first year is \$90,000.

Other **\$ 2,182,000**

- Council Goals – Each year, funds are allocated from reserves for special projects that Council desires to undertake. The proposed amount for funding Council Goals is \$500,000.
- Speedway Concession Stand Water Service – The Casper Speedway has operated without any potable water service for many years. Portable restrooms are set up on the site each year by the Parks Division. The concession stand has used bottled water to support a minimal offering of hot dogs and other snacks. This year, the Natrona County Health Department has indicated that they will no longer allow the concessions operations to function without a water service to provide dedicated water for washing and drinking. The estimated cost for providing this service is \$50,000.
- LAD Fund Contribution – There are two projects planned to be funded from the LAD revolving fund this year. The first is the Fort Casper neighborhood local assessment district (LAD), and the second is the proposal for replacement of curb cuts at various locations throughout the City. There is currently \$1,536,000 available for projects in the LAD Fund. An additional \$515,000 is needed to fund both of the projects planned for FY09
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Walkability Improvements – Sidewalks/Traffic Lights – The city and the Metropolitan Planning Office completed a walkability study this year that identified areas of the community where no sidewalks currently exist, and are needed in order to support pedestrians. The areas are primarily on city-owned property. The ability to provide a safe walking environment for citizens requires that sidewalks be installed, and in many cases, pedestrian crossing lights also need to be installed to assist individuals in crossing major streets safely. The first phase of the needed improvements will be completed this summer. The second phase is estimated to cost \$300,000.

- Storm Water Master Plan – The last time that a comprehensive storm water master plan was completed was in 1983. That plan has provided a good basis for developing storm water improvements over the years, but has become seriously out-of-date with all of the new development occurring in the city. It is estimated that a comprehensive storm water master plan could be prepared by a consulting firm for \$610,000.
- Community Development Planning Software – Land use issues are becoming increasingly more complicated and numerous. The Planning Division is responsible for tracking, enforcing specific conditions, and collecting for recapture agreements or other financial obligations. It is very difficult to track all of these concerns without appropriate software assistance. Community Viz is an urban planning software program that allows significant flexibility in evaluating development proposals, density analyses, and alternate land use scenarios. It will be particularly helpful in analyzing new developments and building “what if” scenarios as the Casper Area Comprehensive Plan is updated. The cost of this software is \$5,000.
- Engineering Project Management Software – With the large number of projects that are underway within the organization and the community, it has become increasingly difficult to track progress and establish timelines that can be managed within our current staff resources. The Engineering Division has proposed purchasing a project management software package that would assist in tracking and monitoring construction projects and other capital investments for reporting purposes. The cost of this software is estimated to be \$10,000.
- Municipal Court Software – Approximately two years ago, the city's alcohol task force identified the ability to communicate data about Municipal Court alcohol convictions to the Wyoming Supreme Court to incorporate into a statewide data base as a beneficial process to pursue. Consequently, the information technology function of the Supreme Court demonstrated the software system they have been encouraging local courts to install to facilitate the communication of data. The Municipal Court administration staff has reviewed the system and has determined that it will both enhance the current Court data operations, as well as communicate data to the Supreme Court. The estimated cost for a new software system and replacement server is \$87,000.

- Building Permit/Contractor Licensing Software – For the past several years, the Code Enforcement Division has been utilizing an internally designed system to track building permits and contractor licensing. As the development projects have increased in both numbers and size, it has been difficult to maintain this system in a way that will allow ongoing reporting and analysis of the processes and data connected to the construction activity in Casper. It is proposed that a software module developed by our financial systems vendor be purchased to track and report on permits and licensing activities for a cost of \$50,000.
- Mike Sedar Outdoor Pool Improvements – The outdoor pools will begin to require some significant investments to bring them up to standards. Mike Sedar needs to have new circulation lines installed in the wading pool, and a new gel coat applied to the entire pool to protect the surface from cracking and leaking. The estimated cost of these repairs is \$55,000.

Potential Use of **Available Reserves**

ADDITIONAL BUDGET ITEMS

Items Not Currently Funded

Over the last few years, Council and staff have discussed the possibility of implementing new programs, as well as undertaking new capital projects. Additionally, there are a number of pieces of equipment that need replacing within the organization. None of the items listed have a committed funding source. They are listed only for your review and potential consideration.

New Programs

The programs discussed attempt to address issues that the organization frequently encounters. The new programs, and their estimated first year costs, are listed. Please note that if any of these programs are implemented, they will require long-term, on-going funding. Descriptions of each these programs can be found in the appendix section of the budget.

Programs

• Yard Waste Collection Program	\$ 653,006
• Plastics Recycling Program	96,040
• Paper Recycling Program	35,750
• Additional Bus Route	<u>87,000*</u>
Total	\$ 871,796

*General Fund Support

Capital Projects

Council and staff have identified other capital needs within the community. Additionally, outside groups have approached the City Council with funding requests. Descriptions of each these items can be found in the appendix section of the budget.

Public Safety

• Fire Station Replacement/Land Purchase(s)	\$ 13,000,000
• Police Equipment	<u>190,318</u>
Total	\$ 13,190,318

Public Works

• Street Islands	\$ 400,000
• Downtown One-Way Street Elimination	<u>350,000</u>
Total	\$ 750,000

Equipment Replacement

• Motor Grader – Streets	\$ 220,000
• Oil Distributor – Streets	220,000
• Crane Truck – Garage	<u>125,000</u>
Total	\$ 565,000

Buildings & Structures

• Casper Events Center Miscellaneous Improvements	\$ 1,000,000
• Hogadon High Voltage Power Supply	500,000
• Golf Course Maintenance Building	1,750,000
• Golf Course Irrigation System Replacement	2,000,000
• Casper Recreation Center Miscellaneous Improvements	300,000
• Spray Park	<u>350,000</u>
Total	\$ 5,900,000

Other Items

• Performing Arts Center	\$ 6,000,000
• Urban Renewal Revolving Land Purchase	1,000,000
• Beverly Street Underpass	650,000
• Energy Savings Program Implementation	<u>500,000</u>
Total	\$ 8,150,000

New Programs

\$ 871,796

- Yard Waste Collection Program – This proposal would not only ban yard waste from the landfill, but would provide for a yard waste collection service, which would be optional. The initial capital cost to implement the program is \$635,006, phased over two years.
- Plastics Recycling Program – This proposal would include placement of bins at the current community recycling depots, to collect #2 natural plastic (i.e., milk jugs). The cost to provide these bins at the eight depot sites is \$96,040.
- Paper Recycling Program – This proposal will be a cooperative effort between the Natrona County School District and City of Casper to encourage recycling of paper used in schools. Initially, the program will be undertaken in an least 5 schools and if it is successful, would be expanded to all schools in Natrona County. The cost of this program is \$35,750 to the Balefill budget, and \$35,750 to the Natrona County School District.
- Additional Bus Route – In light of the rising cost of fuel, citizens are beginning to look for alternate means of transportation. To address this likely continuing trend, Council may wish to look at adding an additional route to *The Bus* program. An additional route would cost \$87,000 to the General Fund on an ongoing basis.

Capital Projects

\$ 28,555,318

Public Safety - \$13,190,318

- Fire Station Replacement/Land Purchase(s) – The Fire Chief has discussed the potential of relocating all of the existing stations in order to better serve the community, as it continues to grow. The relocation of stations would allow the Fire Department to maintain the same level of fire and emergency response (within 4 minutes) throughout the City without adding a new station and additional manning. The estimated cost of relocating 4 of the existing stations, assuming that Fire Station No. 3 has been replaced and relocated, would be approximately \$13,000,000.
- Police Equipment – The Police Chief has identified items that would be of use for the department, but not essential. The cost would be \$190,318. These items include:
 - FATS Training System – The FATS training system is a situational decision training program for lethal and nonlethal encounters. It creates a training environment where officers react to a scenario. This is an area that is difficult to replicate without this equipment. The firearms qualification program is not producing the highest quality of shooter. The cost would be \$75,000.
 - Rifle Grade Vests – Recent shootings of police officers across the country have shown a tendency towards rifles. The heightened threat of rifles is their ability to penetrate most personal body vests. To place a rifle ballistic vest in each patrol vehicle would cost \$31,570.

Imaging Module – Officers reports are currently written in the Spillman computer program, which allows for easy access for appropriate personnel. Affidavits, however, must be written in another program that does not allow access. This application would allow for downloading, capturing, searching, editing, organizing, and sharing of digital images, whether they are photographs or documents. The cost of this system is \$83,748.

Public Works - \$750,000

- Street Islands – The design for East 2nd Street included the infrastructure for landscape islands at two critical locations between Beverly Street and Wyoming Boulevard. Conduit was installed to allow for lighting and water lines were installed for the drip irrigation systems. Construction of the islands is estimated to cost \$400,000.
- Downtown One-Way Street Elimination – Downtown property owners and businesses have discussed the possibility of eliminating the paired one-way streets through the Central Business District. One-way streets tend to increase speeds and discourage drivers from stopping to visit the small business which may be located along these routes. The estimated cost of eliminating the one-ways on Wolcott and Durbin is \$350,000. A way to significantly reduce this cost would be to simply install four-way stop signs.

Equipment Replacement - \$565,000

- Motor Grader – Streets – The cost of the large street maintenance equipment has escalated in recent years and many of the pieces eligible for replacement have been pushed back as a result. The amount of funding available for capital equipment replacement has not kept up with these increases, and the size of the city’s fleet has also grown to meet all the needs. The estimated cost to replace one of the motor graders in the Streets Division is \$220,000.
- Oil Distributor – Streets – This unit was scheduled for replacement last year from one-time monies. However, when bids were received on the equipment listed for replacement, the total costs had increased on all of the heavy pieces, and the list had to be reduced in order to stay within budget. This unit is used heavily for street maintenance programs in residential areas and is estimated to cost \$220,000 to replace.
- Crane Truck – Garage – This is another large piece of equipment that is used to service breakdowns in the field when it is difficult to bring the unit back to the garage for access to the hydraulic lifts. The safety requirements for crane trucks have increased as well, making our current unit questionable to pass future inspections. The estimated cost of replacement is \$125,000.

Buildings and Structures - \$5,900,000

- Casper Events Center Miscellaneous Improvements – The Events Center has many important systems that are reaching the end of their productive lives and need to be replaced. Most of these improvements were part of the original construction and are now over 25 years old. The following list of proposed upgrades represents a total of \$1,000,000 in costs:

Basketball Court Replacement	\$ 150,000
Sound System Upgrades	150,000
Concrete Repair	300,000
CEC Roof Replacement	400,000
TOTAL	\$ 1,000,000

- Hogadon High Voltage Power Supply – The electrical service at Hogadon was designed to be a city-owned system. It has become increasingly more difficult to test and maintain this system, which would be better served as being part of the Rocky Mountain Power system. Funding has been set aside in the current year to be used to contract with Rocky Mountain Power to provide an assessment and design for reconstructing the service to current standards. It is estimated that an amount of \$500,000 would be required, to be used for improvements such as replacing switchgear, transformers and cabling for the primary service.
- Golf Course Maintenance Building – The Municipal Golf Course has been using the old clubhouse as the maintenance building for many years. The old club house was constructed in the 1930’s. A new facility is estimated to cost \$1,750,000. Depreciation reserves are not sufficient to fund the cost of this project, and so it continues to be delayed.
- Golf Course Irrigation System Replacement – The original irrigation system for the first 18 holes was installed in 1976. It was upgraded in 1985 to electrically actuated heads and controls. Although the irrigation heads have been upgraded over the years, much of the fairway and rough heads are from the original system installed in 1976. Replacing the entire irrigation system will allow the facility to incorporate new technology, which will help to improve the efficiency of the operation and the conserve both water and power. The cost of a new system for the original 18 holes is estimated to cost \$2,000,000.
- Casper Recreation Center Miscellaneous Improvements – The five year plan for perpetual care improvements at the Casper Recreation Center does not address some of the more expensive projects that will be needed to update this 25 year old facility. The following projects are requested to be funded from one-time monies as a significant investment in updating this building, and a total cost of \$300,000.

Replace the Basketball Goals	\$ 50,000
Replace the Women’s Steam Room Tile	50,000
Repaint the Upper Walls in the Gym	100,000
HVAC Improvements	100,000
TOTAL	\$ 300,000

- Spray Park – In lieu of maintaining outdoor swimming pools, it has been suggested that spray parks be constructed. These facilities have been very popular throughout the country. They are estimated to cost \$350,000 each.

Other Items - \$8,150,000

- Performing Arts Center – The committee for the development of a new civic center has proposed that the City commit \$6 million to the construction of a new civic center. This money would be repaid over time from the proceeds of the Wold Trona Royalty. A Council Committee report will be presented to the City Council in the near future.
- Urban Renewal Revolving Land Purchase – During last year’s budget review, Council elected to contribute \$2 million to a revolving land fund. The Smart Growth Committee is concerned that this amount will be insufficient to complete all of the desired projects. They have suggested that an additional \$1 million be added to this account. It is anticipated that most of this money will only be committed for a relatively short time period. The cost would be \$1,000,000.
- Beverly Street Underpass – The Platte River Parkway Trust has been unsuccessful in receiving grant funds from WYDOT for the final phase of the Beverly Street Underpass. Currently, a portion of the walkway has been completed, but it cannot be opened until the remaining work is complete. The Trust is going to apply once again for a grant from WYDOT. If they are not successful, Council might want to look at funding the project for the benefit and safety of the users of the trail. The estimated cost to complete the project is \$650,000.
- Energy Savings Program Implementation – City staff has established an internal Energy Conservation Committee to examine all of the operational concerns with making improvements and changes to lead to a reduction in the amount of energy used by the organization. No specific recommendations have come forward at this time, but efforts to address changes in building systems and operations will require funding to implement. Funding in the amount of \$500,000 is requested to support the first phase of this program.

Department Staffing **Memorandums**

May 6, 2008

MEMO TO: Thomas Forslund, City Manager

FROM: Doug Follick, Leisure Services Director

SUBJECT: Additional Leisure Services Personnel Request for FY09 Budget

Recommendation:

That the City Manager recommend and the City Council authorize funding in the FY 2009 budget for the new positions listed below.

Summary:

The Food & Beverage Division and Hogadon have both experienced significant difficulties recruiting and retaining quality part-time/seasonal employees for the past several years/seasons. Therefore both Divisions are requesting additional full-time positions. The Food & Beverage Division is requesting two full-time positions; one that will work specifically at the Casper Events Center (CEC), and one that will work at all three venues (Hogadon, 19th Hole, and CEC). The two full-time positions being requested by Hogadon will be shared with the Parks Division, working 5/12ths at Hogadon and 7/12ths at Parks.

New Employee Request

Priority	Employee Name	Cost Center	Proposed Title	Current Grade/Step	Proposed Grade/Step	Proposed Salary w/Benefits	Ongoing Annual Cost in Addition to Salary & Benefits	Remarks
1	2 New Employees	Hogadon	Yet to be determined		FTH09/5 (step 5 is for budgetary purposes only)	\$86,726	Some annual costs for training	2 New Positions
1	New Employee	Food & Beverage	Food & Beverage Service Coordinator		FTH08/5 (step 5 is for budgetary purposes only)	\$42,589	Some annual costs for training	New Position
2	New Employee	Food & Beverage	Food & Beverage Kitchen Supervisor		FTH08/5 (step 5 is for budgetary purposes only)	\$42,589	Some annual costs for training	New Position

April 20, 2008

MEMO TO: Thomas O. Forslund, City Manager

FROM: Gary R. Clough, P.E., Public Services Director

SUBJECT: Additional Public Services Department Personnel Request for FY08 Budget

Recommendation:

That the City Manager recommend and the City Council authorize funding in the FY 2008 Budget for the new positions listed below.

Summary:

The Public Services Department request funding in the FY 2008 Budget for the following positions. The table indicates the priority and status. The salaries listed in the table include benefits.

Priority	Employee Position	Current Title	Proposed Title	Proposed Grade/Step	Current Cost	Proposed Salary w/Benefits	Equipment Start-Up Cost	Benefits/Results
1.	New Employee		Operations and Maintenance Coordinator for Solid Waste	FTH38/1		\$65,346	\$25,000 for new truck	Responsibilities include directing equipment operators at landfill and operating leachate collection system.
2.	2 New Employees		Yet to be determined	FTH09/5		\$86,726		2 New positions. 7/12ths of salary to be allocated to Parks and funded by an equal reduction in part time hours.
3.	New Employee		Yet to be Determined	SPT17/5		\$2,320		Responsibilities include maintenance of parks equipment during the summer months. Paid for by an equal reduction of part time hours for other positions.
4.	Part Time Conversion (2) to Full Time	Stormwater Eng. Tech.II and GIS Tech.	Engineering Tech. II	FTH30/1	\$46,900	\$59,074		Responsibilities for this position include monitoring NPDES stormwater program, implementing illicit discharge program, inspecting and inventorying all stormwater infrastructure per NPDES mandates.

5.	New Employee		Signal/Electrical Technician II	FTH34/3		\$60,302		Responsibilities include electrical locates, traffic signal and street light maintenance. 2 man crew is needed to safely maintain facilities. Currently crews are pulled from other operations. Increase of street lights and signals due to growth have made one tech. unable to keep up with demand.
6.	2 New Employees		Equipment Operator II	FTH34/1		\$120,604 for 2.	\$20,000 for new truck	Responsibilities include cleaning catch basins, storm sewers, operating vac truck and backhoe as necessary to meet NPDES mandates and preventing local flooding due to blockages.
7.	New Employee		WTP Operator I	FTH26/1		\$51,220		The addition of this position will allow an existing class IV operator to be reclassified as a Chief Operator. Chief Operator will assist in daily operations in support of the manager, assist in process control decisions, assign daily work orders, back up on all regulatory paperwork and requirements and establish an orderly succession of skilled and trained supervisors in the future.

Outside Agency **Requests**



475 South Spruce Street
Casper, WY 82601
Phone: 307-235-9340
Fax: 307-237-2036
Website: www.casperhealth.com

April 9, 2008

V. H. McDonald
Casper City Clerk
Casper City Hall
200 North David Street
Casper, WY 82601

Renae Vitto
Natrona County Clerk
Natrona County Courthouse
200 North Center Street
Casper, WY 82601

Dear Ms. Vitto and Mr. McDonald:

Enclosed please find the proposed Health Department's Budget for FY-2009 as discussed with the Board of Health this date.

Overall expenses have remained essentially stable. However, there is a sharp rise in proposed personnel costs to fulfill our Strategic Planning goals, a Nurse Practitioner, Community Coordinator, Registered Nurse, and Clerical Staff, and to compensate current employees who continue to generate revenue. This salary compensation is based upon a Salary Market Review conducted by Porter Muirhead, Cornia, and Howard in January of 2008, and is combined with personnel Performance Reviews to enable the Department to correctly compensate and retain experienced professional staff in our community's intensively competitive environment.

This proposal also anticipates a sharp drop in grant funding. The final determination of several grants will not be known for several months, however, if funds are withdrawn, there will be a sharp reduction in revenue.

In order to conserve our modest financial reserves, the FY-09 proposed Budget includes a **request of \$750,000 from both the City of Casper and Natrona County**. Please note that this is the first requested increase in local government funding for over two years and that it accounts for less than half of the costs to provide Public Health Services to our population. The citizens of Casper and Natrona County enjoy an excellent Public Health Program that includes:

Community Nursing/Home Health Care:

- Adult Home Health Visits, Medicare Eligibility
- Prenatal and Postnatal Education Services
- High Risk Maternal/Child Home Visits

:

Disease Prevention:

- Immunization, Child, Adult and International Travel
- Clinical Services
 - Tuberculosis Testing and Follow-up
 - Sexually Transmitted Disease Testing and Treatment
 - HIV Testing, Counseling and Referral
 - Pediatric Specialty Clinics
 - Cervical Cancer Screening and Referral
 - et al.

Environmental Health:

- Food Safety Regulation
- Drinking Water Safety Regulation
- On-site Sewage Regulation (Septic Systems)
- Planning/Zoning Control
- Lodging Regulation (Hotel/Motel)
- Campground Regulation
- Body Art Regulation (Tattoo/Piercing)
- Day Care Regulation
- Recreational Water Regulation (Pools/Spas)
- Animal Bite Investigation
- Building Plan Review
- Radon and Mold Consultation
- Insect and Vector Control (Note: Natrona County reported only four case of West Nile Virus in 2007—Other Counties reported over one hundred cases!)

Special Operations:

- Medical Reserve Corps
- Emergency and Disaster Management Planning
- Consultation to other counties on Emergency Management

All Divisions:

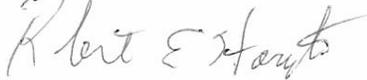
- Public Education
- Legislative Consultation and Advice
- Communicable Disease Surveillance, Investigation and Control

Health Department employees hold advanced educational and professional degrees and maintain continuing education credentials in their specialties. Our employees are active in numerous local, state, national and international Public Health organizations, and bring the local Public Health perspective to those groups' functions.

As we look to the future, there will be a continuing need to expand Health Department operations to deal with aging populations, "*smart growth*" planning, and growing demands for environmental and energy management. If the Health Department is to grow and meet these needs, it will be imperative for the City of Casper and Natrona County to absorb an increased share of the costs to provide these services.

If you have questions about this request, please feel free to contact me at: **577-9722**

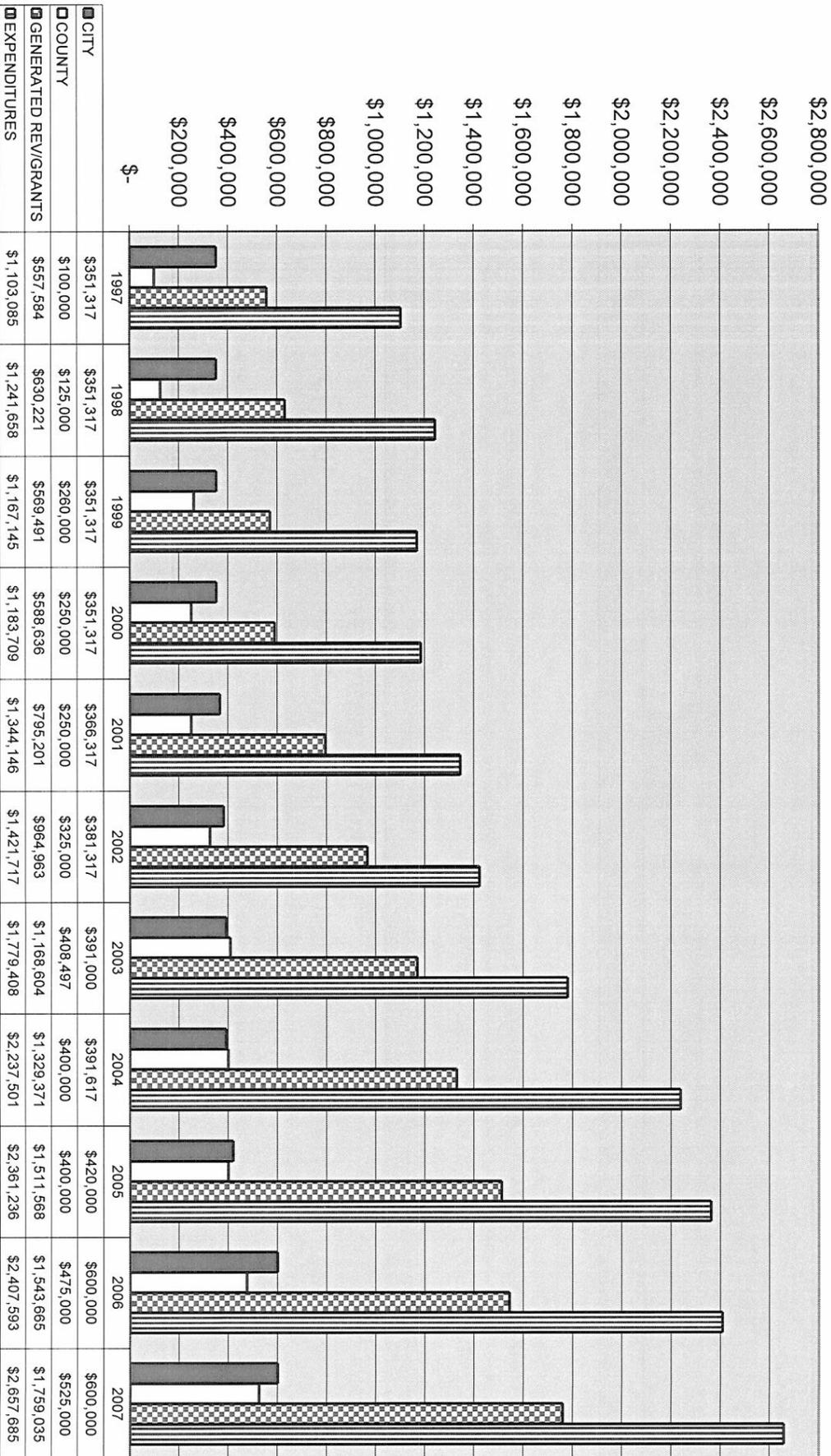
Thank you for your consideration.

A handwritten signature in cursive script that reads "Robert E. Harrington".

Robert E. Harrington, MS, RS, DAAS
Director

Enclosures

TEN YEAR HISTORY CITY OF CASPER-NATRONA CO HEALTH DEPARTMENT



*INCLUDES GRANTS

**CITY OF CASPER-NATRONA COUNTY HEALTH DEPARTMENT
FY 1995 TO FY 2005 BUDGET ANALYSIS**

	CITY	COUNTY	GENERATED REV	EXPENDITURES
1995 \$	351,317 \$	335,317 \$	610,686 \$	1,190,089
1996 \$	351,317 \$	165,000 \$	576,470 \$	1,054,283
1997 \$	351,317 \$	100,000 \$	557,584 \$	1,103,085
1998 \$	351,317 \$	125,000 \$	630,221 \$	1,241,658
1999 \$	351,317 \$	260,000 \$	569,491 \$	1,167,145
2000 \$	351,317 \$	250,000 \$	588,636 \$	1,183,709
2001 \$	366,317 \$	250,000 \$	795,201 \$	1,344,146
2002 \$	381,317 \$	325,000 \$	964,963 \$	1,421,717
2003 \$	391,000 \$	408,497 \$	1,168,604 \$	1,779,408
2004 \$	391,617 \$	400,000 \$	1,329,371 \$	2,237,501
2005 \$	420,000 \$	400,000 \$	1,511,568 \$	2,361,236
2006 \$	600,000 \$	475,000 \$	1,543,665 \$	2,407,593
2007 \$	600,000 \$	525,000 \$	1,759,035 \$	2,657,685
2008 \$	600,000 \$	550,000		

*Includes Grants

CASPER-NATRONA CO HEALTH DEPT
DIRECTOR - PROPOSED FY - 2009

FOR THE NINE PERIODS ENDED MARCH 31, 2008

	AS OF MO ABOVE	FY-2008 BUDGET	PROPOSED FY-09
REVENUE			
GRANT REVENUES	50,960.41	952,731.55	609,200.00
RESERVED DOLLARS		38,000.00	
TAX REVENUES - CITY	50,000.00	600,000.00	
TAX REVENUE COUNTY	45,833.33	550,000.00	
GENERATED REVENUE	69,458.20	696,655.00	697,440.00
INTEREST EARNED	1,491.64	40,000.00	40,000.00
INSECT CONTROL	4,974.19	162,000.00	168,335.00
TOTAL REVENUE	222,717.77	3,039,386.55	1,514,975.00
EXPENDITURES	222,717.77	3,039,386.55	1,514,975.00
STATE MATCHING DOLLARS			
PROFESSIONAL SUPPLEMENT	86,047.98	171,000.00	230,000.00
SALARIES	29,799.71	56,200.00	104,000.00
BENEFITS	5,608.78	1,146,442.00	1,601,626.00
CONTRACT/AUDIT/SYS MGR/LEGAL	688.15	405,346.40	487,740.24
POSTAGE	3,935.19	82,850.00	89,250.00
CONV/MEET/TRAV	1,705.75	8,250.00	8,050.00
TELEPHONE	1,979.34	29,200.00	33,000.00
EQU PUR/MAINT/REPAIR/TECH	262.50	18,500.00	19,400.00
AUTO EXP/MILE/REPAIR/FUELS	1,102.22	109,600.00	39,200.00
OFFICE/TECH/ED SUPPLIES	7,157.90	16,900.00	17,800.00
CHEM/LAB/MED/PILLS SUPPL	19.96	16,350.00	17,350.00
BOOKS/MGS/SUBS	331.00	130,300.00	130,000.00
RETURN CHECK/REFUND/MISC	82,991.82	1,650.00	1,650.00
GRANT EXPENSES		2,450.00	2,600.00
MED RES EXP HE		1,079,617.97	609,332.00
METH EXP:ADMIN		2,500.00	4,000.00
ADVERTISING	629.48		
INSURANCE		23,000.00	23,500.00
CLIA/PROF TEST/GONO/CHLIA/PAP	3,154.65	16,000.00	20,000.00
BLDG MAINT		300.00	300.00
COMMUNITY EMERGENCY EXP	4,974.20	50,000.00	50,000.00
INSECT CONTROL	3,548.50	162,000.00	168,335.00
STRATEGIC PLANNING/BOH	964.57	100,000.00	25,000.00
OUTSTANDING PURCHASE ORDERS	234,901.70		
TOTAL EXPENSES	(12,183.93)	3,628,456.37	3,682,133.24
REVENUE OVER (UNDER) EXPENSES		(589,069.82)	(2,167,158.24)

CASPER-NATRONA CO HEALTH DEPT
 PROFIT & LOSS STATE
 FY 2008

FOR THE EIGHT PERIODS ENDED FEBRUARY 29, 2008

	PERIOD TO DATE			YEAR TO DATE			ANNUAL BUDGT
	ACTUAL	CURR BUDGET	BUDGET VAR	ACTUAL	CURR BUDGET	BUDGET VAR	
REVENUE							
GRANT REVENUE	50,556.36	83,141.65	(32,585.29)	612,958.83	620,164.75	(7,205.92)	952,731.55
RESERVED DOLLARS - DP		3,166.67	(3,166.67)		25,333.36	(25,333.36)	38,000.00
TAX REVENUE	99,833.00	95,833.34	3,999.66	766,666.31	766,666.72	(.41)	1,150,000.00
GENERATED REVENUE	64,686.40	58,054.55	6,631.85	568,618.04	464,436.40	104,181.64	696,655.00
INTEREST EARNED	452.72	3,333.33	(2,880.61)	34,081.02	26,666.64	7,414.38	40,000.00
INSECT CONTROL	5,113.02	13,500.00	(8,386.98)	150,970.07	108,000.00	42,970.07	162,000.00
TOTAL REVENUE	220,641.50	257,029.54	(36,388.04)	2,133,294.27	2,011,267.87	122,026.40	3,039,386.55
	220,641.50	257,029.54	(36,388.04)	2,133,294.27	2,011,267.87	122,026.40	3,039,386.55
EXPENDITURES							
GRANT EXPENSES	54,791.55	93,269.89	38,478.34	659,963.94	707,114.34	47,150.40	1,079,617.97
INSECT CONTROL EXPENSES	5,113.01	12,427.17	7,314.16	150,970.06	111,408.56	(39,561.50)	162,000.00
COMMUNITY EMERGENY EXP							
EXPENDITURES	165,374.60	185,803.25	20,428.65	1,241,885.36	1,514,526.00	272,640.64	2,286,838.40
STRATEGIC PLANNING	5,283.85	8,333.33	3,049.48	27,984.31	66,666.64	38,682.33	100,000.00
TOTAL EXPENDITURES	230,563.01	299,833.64	69,270.63	2,080,803.67	2,399,715.54	318,911.87	3,628,456.37
REVENUE OVER (UNDER) EXPENSES	(9,921.51)	(42,804.10)	32,882.59	52,490.60	(388,447.67)	440,938.27	(589,069.82)

FINAL

	<u>YEAR TO DATE</u>	
	ACTUAL	
ASSETS		
CASH AND INVESTMENTS		
CASH		
CASH: ADM		
CASH: EH		
CASH: LAB		
CASH: CN		
CASH: DP		
PETTY CASH DRAWER		
PETTY CASH DRAWER: ADM	600.00	
PETTY CASH DRAWER: ADMIN		
PETTY CASH DRAWER: LAB		
PETTY CASH DRAWER: DP at CC	50.00	
PETTY CASH DRAWER: DP	200.00	
	<hr/>	
TOTAL CASH AND INVESTMENTS		850.00
CASH WITH FISCAL AGENT		
FIRST INTERSTATE BANK OPERATIN	31,240.63	
CREDIT CARD CLEARING:GEN		
INVESTMENTS - COUNTY POOL	481,012.41	
INVESTMENTS - WYOSIP	692,209.25	
INVESTMENTS - SWEEP ACCOUNT	241,389.78	
INVESTMENTS-MARKET ADJUSTMENTS	(2,344.97)	
INVOICED AMTS TO BE RECEIVED		
INV AMTS TO BE RECEIVED: ADMIN		
INVOICED AMTS TO BE REC'D:RA		
INV AMTS TO BE RECEIVED:EH		
INVOICED AMTS TO BE:HIV/ED GT	15,288.87	
INV AMTS TO BE RECEIVED: CN	720.00	
INV AMTS TO BE RECEIVED:IC	25,000.00	
RESERVE CHEMICAL INVENTORY:IC	2,051.00	
INV AMTS TO BE RECEIVED: DP	2,383.00	
INV AMTS TO BE RECEIVED:HE		
INVOICED AMONTS TO BE BE RECD		
INVOICED AMOUNTS TO BE REC'D		
	<hr/>	
TOTAL CASH WITH FISCAL AGENT		1,488,949.97
PROPERTY AND EQUIPMENT	427,830.66	
A/D:GEN	(250,209.40)	
	<hr/>	
TOTAL PROPERTY & EQUIPMENT		177,621.26
		<hr/>
TOTAL ASSETS		<u>1,667,421.23</u>

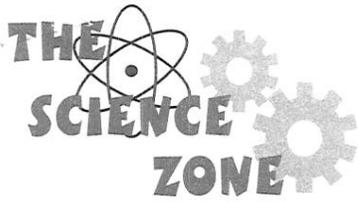
LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES		
WARRANTS PAYABLE		
OUTSTANDING PURCHASE ORDERS	40,690.82	
BOARD OF HEALTH		
DEFERRED FOR BOH		
ADMINISTRATION		
DEFERRED FOR HIV/ED GT- AD	2,300.00	
DEFERRED GRANT: CRI - AD	137,981.45	
DEFERRED FOR PANDEMIC FLU - AD	48,172.80	
RADON TESTING		
DEFERRED FOR RADON		
COMMUNITY NURSING		
DEFERRED GIRL POWER GRANT		
DEFERRED MCH GRANT		
DEFERRED WHTANF (CN MCH) GRANT	8,326.30	
DEFERRED FOR MOD:CN		
DEFERRED FOR WY COMM:CN- GFE		
INSECT CONTROL		
DEFERRED FOR IC FUNDS		
DEFERRED FOR IC - W/P	21,325.28	

FINAL

	<u>YEAR TO DATE</u>	
	ACTUAL	
DEFERRED FOR IC - CITY	70,959.99	
DEFERRED FOR IC (STATE)		
DISEASE PREVENTION		
DEFERRED FOR TITLE X:DP-FP	28,200.00	
DEFERRED MCH FP PRO:DP		
DEF FOR HIV/AIDS SPECIAL GRANT		
DEFERRED FOR CHL/STD GRANT		
DEFERRED FOR FP-MCH:DP	5,000.00	
DEFERRED GRANT: HIV RAPP DP		
DEFERRED FOR IMMUNIZATION		
DEF FOR AMEND CHL/STD		
DEFERRED:WHC/STD DP:FP	5,000.00	
DEFERRED FOR HIV/MSM GRANT: D		
DEFERRED FOR HIV AD:DP-FP	10,946.00	
DEFERRED FOR WHC ED TRAVEL FUN		
DEFERRED FOR FP COALITION:DP	5,000.00	
DEFERRED FOR FP REFERAL PROJEC		
HEALTH EDUCATION		
DEFERRED FOR HRSA:HE		
DEFERRED FOR HE:SAMS		
DEFERRED GRANT: MCMURRY:HE		
DEF GRANT - PREV COAL (TOOTH)		
DEFERRED FOR WMC:HE		
DEFERRED MED RES:HE	5,416.25	
BIOTERRORISM		
DEFERRED GRANT - BT - 2008	27,332.31	
DEFERRED FOR BT '05		
DEF FOR BT '06		
DEFERRED FOR BT-07		
ACCRUED EXPENSES AND OTHER LIABILITIES		
FICA AND FWT ACCRUAL: GEN		
UNEMPLOYMENT INSURANCE ACCRUAL	2,197.82	
WORKMEN'S COMPENSATION ACCRUAL	6,213.25	
WY RETIREMENT	23.74	
OTHER DEDUCTIONS ACCRUAL	910.55	
ACCRUED COMPENSATED ABSENCES	71,113.72	
INACTIVE		
TOTAL CURRENT LIABILITIES		<u>497,110.28</u>
TOTAL LIABILITIES		497,110.28
FUND BALANCE		
UNRESERVED FUND BALANCE	673,964.05	
RESERVED GAIN ON SALE		
RESERVED FOR INVENTORY - IC	3,908.00	
RESERVED FOR AD BT 02 REIMBUSE		
RESERVE/ COMMUNITY EMERGENCIES	100,000.00	
RESERVED FOR IMMUNIZATION	50,000.00	
RESERVED FOR CHL/STD GRANT		
RESERVED FOR FAMILY PLAN:DP	25,000.00	
RESERVED FOR VACATION/SICK	79,327.04	
RESERVED FOR CHL/FP GRANT		
RESERVED FOR AID/HIV	8,000.00	
RESERVED FOR PROPERTY & EQUIP	177,621.26	
FUND BALANCE - CURRENT	52,490.60	
TOTAL FUND BALANCE		<u>1,170,310.95</u>
TOTAL LIABILITIES AND FUND BALANCE		<u><u>1,667,421.23</u></u>

FINAL



3960 S. Poplar at Sunrise Center
Casper, WY 82601
Phone: 307-473-ZONE (9663)
FAX: 307-261-6131
www.TheScienceZone.org

April 15, 2008

City of Casper
c/o Mayor Paul C. Bertoglio
200 North David St.
Casper, WY 82601-1815

Dear Mayor Bertoglio and Casper City Council,

The Science Zone is pleased to submit this request for your review. We look forward to a successful partnership in a cooperative effort to offer unique and innovative science exploration to Wyoming's youth.

Our proposal requests \$25,000.00 from the City of Casper for general operating support. The Science Zone is a community-based facility, which offers families and children of all ages, interactive science and math learning opportunities. The hands-on programs and exhibits are tailored to meet school district standards and assist in the often-daunting task of teaching math and science. Many of the children that will be reached come from multigenerational poverty-stricken, low-educated families living in several rural communities that offer under-funded and poorly coordinated services and limited opportunities for our youth. We accomplish the above through: Permanent, Rotating and Traveling Exhibits, Summer Science Camps, After-School Science Classes, Storybook Science, Outreach Programs, Special Events, Birthday Parties, and live demonstrations and films in our theatre

The Science Zone strives to improve the quality of life in our community by offering families and children of all ages interactive science, technology, and math learning opportunities. We are dedicated to providing hands-on learning in a unique setting that brings the scientific world home to children of Wyoming. This knowledge will ultimately give them an advantage in their everyday lives.

Thank you for supporting The Science Zone and other nonprofit organizations in Casper!
We could not do it without you!

Sincerely,

A handwritten signature in cursive script that reads 'Julie Sexton'.

Julie Sexton
Executive Director

The Science Zone

Organizational Information

Brief Summary of Organization's History

The Science Zone, Inc., formerly known as the *Wyoming Science Adventure Center (WySAC)*, grew from Casper's Vision 2000, a community-wide process initiated by the Casper City Council to plan for the community's future into the 21st century. The need for a hands-on, exploratory center where families and children could learn together and build a comfort level about math and science was a consistent request heard at Vision 2000 Education Task Force meetings. While larger communities outside the state may offer many museums and interactive opportunities for informal education, relatively few of these options exist in Casper or Wyoming. The development of a Science Discovery Center that would address this community and state need was adopted as an action item by the Casper Vision 2000 process. *WySAC* began in Casper in 1997, as a pilot collaborative project among the City of Casper, the Natrona County School District, Casper College and the Casper Area Community Foundation.

In response to the growing needs and interests identified in the project, the board, staff and volunteers of *WySAC* believed that the time had come to make the science center a permanent entity. *The Science Zone* was established as a new and independent non-profit organization in June 2005. *The Science Zone, Inc.* is committed to expanding and developing popular exhibits and educational programs. As we plan for the future, our goals focus on presenting learning opportunities that lead the way for the people of Wyoming to explore science in a unique setting.

Mission Statement

The Science Zone strives to be the premier science center in Wyoming offering quality educational programming, staff, and exhibits. We will provide high-interest, hands-on learning experiences to the public of all ages, thereby making involvement in science a regular and fun part of our patrons' lives.

Goals

Our objectives include providing quality on-site educational and recreational exhibits and programs, implemented by highly trained staff; providing resources to local educators; and reaching out to underprivileged youth through partnerships and after-school programs. *The Science Zone* is committed to providing quality exhibits and programs that reach beyond entertainment and provide a unique educational experience.

Description of programs, activities, strengths, & accomplishments

The Science Zone utilizes innovative exhibits, programs, and outreach to present informal science education to the entire State of Wyoming. According to the *National Science Foundation*, informal education consists of learning activities that are voluntary and self-directed, life-long, and motivated mainly by intrinsic interests, curiosity, exploration, manipulation, fantasy, task completion, and social interaction. Informal learning occurs in an out-of-school setting and can be linear or non-linear and often is self-paced and visual- or object-oriented. It provides an experiential base and motivation for further activity and learning. The outcomes of informal learning experiences in science, mathematics, and technology include a sense of fun and wonder in addition to a better understanding of concepts, topics, processes of thinking in scientific and technical disciplines, and an increased knowledge about career opportunities in these fields.

The Science Zone is a community-based facility, which offers families and children of all ages, interactive science and math learning opportunities. The hands-on programs and exhibits are tailored to meet school district standards and assist in the often-daunting task of teaching math and science. Many of the children that will be reached come from multigenerational poverty-stricken, low-educated families living in several rural communities that offer under-funded and poorly coordinated services and limited opportunities for our youth. We accomplish the above through: Permanent, Rotating and Traveling Exhibits, Summer Science Camps,

After-School Science Classes, Storybook Science, Outreach Programs, Special Events, Birthday Parties, and live demonstrations and films in our theatre.

The Science Zone education staff teaches classes for all age groups throughout the year. The Storybook Science class for preschoolers brings the world of science to 3-5 year olds through story, exploration and play and is partially funded through a grant from Target. The Mini-mad Scientist class for kindergarten – 2nd graders, hit a record enrollment last year and had to be expanded to two weekly classes. During the summer months innovative classes are held for children from preschool to 6th grade.

The Science Zone has successfully increased our membership by over 20% in the past year and we have hit record numbers in attendance. We also brought three amazing exhibits to the state of Wyoming. “The Robot Zoo”, “It’s a Nano World” and the “Maze of Illusions” educated the community on three very different areas of scientific study. “The Robot Zoo” demonstrates the complexity of nature as a master engineer. Through biomechanics the animal robots reveal how real animals work. The 2,500 square-foot exhibit brings three larger-than-life sized animated robots including a platypus, a chameleon and a fly with a 3-foot wingspan. Seven hands-on activities accompany the robots and illustrate the amazing real-life characteristics of these animals. “It’s a Nano World,” an exhibit that explores the eye-opening world of nanobiotechnology, was developed by the Sciencenter in Ithaca, N.Y. and is funded by the Nanobiotechnology Center through a grant from the National Science Foundation. “Tech City” is a traveling 3,000 sq. ft. exhibition that includes fun, interactive stations where visitors solve the kind of real world problems that engineers face. The exhibit presents an engineering approach that includes opportunities for designing, building, testing and modifying.

Project Description

Purpose of Grant

The Science Zone is requesting \$25,000.00 from the City of Casper for general operating expenses. This funding is essential to the foundation of all our programs and achievements, but is also the most difficult to generate. Currently, operating expenses account for 50% of our annual budget. We seek to generate this funding through earned income, fundraisers and grants. This year we will also submit grants to the following organizations seeking operational funds: Daniels Fund - \$50,000.00, McMurry Foundation - \$30,000.00, Wyoming Community Foundation - \$20,000.00, Ruth Ellbogen Foundation - \$3,000.00 and Walmart - \$1,000.00.

Goals 2008

In 2008, *The Science Zone* will broaden our impact on the community through increased children’s programming and the Museum Adventure Quest camp. With the cooperation of the Nicolaysen Art Museum and the Audubon we were able to launch the first Museum Adventure Quest camp in June 2007. The camp is a week long experience for children in 4th – 7th grade and is held at the Izaak Walton League. We also believe it is time to further conservation efforts and provide education to our community on ways to protect and care for our planet. With this in mind we are promoting the reduce, reuse, and recycle principle in our museum as well as future Earth Day activities and lessons. We have plans to improve our *Zone Zoo*; a living exhibit with reptiles, amphibians and arachnids, with biome study and exhibit cases. Our rotating exhibits for the year include *Tech City*, *Masters of the Night: The True Story of Bats* and *Magic School Bus*. We will also be expanding our outreach program this year to include preschools. The program will be called *Storybook Science on the Road* and is geared towards children ages 3-5 years.

Relationship with other organizations

The Science Zone as WySAC, and the City of Casper were the driving forces in the creation of the Casper Museum Consortium. This organization consists of seven Casper area museums. The consortium meets monthly to plan and implement a variety of programs and marketing strategies in an effort to promote Casper Area Museums.

Through the Science Zone's outreach program, we work to enhance the educational programs at the Boys and Girls Club and have a strong connection with the Natrona County School District and currently have a contract to provide standard based outreach activities through their Staff Development Program.

The following is a partial list of past and present community partners:

Association of Science & Technology Centers
Audubon Center
BOCES
Boys and Girls Club
Casper College and Tate Museum
Casper College Education Department
Casper Museum Consortium
City of Casper
Fetch!
KCWY TV
NASA
Natural Resource Conservation Service
National Weather Service
Natrona County Joint Powers Board
Natrona County School District
Rotary Club
University of Wyoming/Casper Center – Education Department
Wyoming Game & Fish Department

The Science Zone Board of Directors

The Science Zone board is currently made up of 9 members from our community. We are working to build our board to 15 members. 50% of the board contributes to The Science Zone financially, with the other 50% making in-kind contributions. The board is a diverse group with ages ranging from the 20's to the 60's, and coming from disciplines such as marketing, media, healthcare, education, business and construction.

Evaluation

The Science Zone will use information gathered from committees and other sources to assess and evaluate our progress toward reaching goals. The methodology used to assess and measure outcomes includes attendance, registrations, earned income, outreach numbers and classroom satisfaction surveys. Staff and board members track and examine information.

- The Finance Committee is made up of staff, board and community leaders from disciplines in banking, finance and accounting. They meet monthly to review the current financial information which includes cash flow statements, analysis of the budget, and review of income and expense statements.
- The Resource and Development Committee is made up of staff, board and community leaders with expertise in marketing, education, and technology. The subcommittees under Resource and Development include Exhibits and Programs, Marketing and Fundraisers.
- The Operations and Facility Committee is made up of staff, board and community leaders with expertise in human resources, construction, and architecture.

These committees meet monthly and are continually reviewing the progress of The Science Zone, while examining new arenas for expansion and improvement.



Community Action Partnership
of Natrona County

Aspen Creek Office Building
800 Werner Court, Suite 201
Casper, Wyoming 82601
PHONE: 307-232-0124
FAX: 307-232-0145
E-Mail: cap@natronacounty-wy.gov
<http://www.capnc.org>

12th Street HCH Clinic
1514 East 12th Street, Suite 201
Casper Wyoming 82601
PHONE: 307-235-6116
FAX: 307-235-0249
E-Mail: hch@natronacounty-wy.gov
<http://www.capnc.org/services/Clinic.html>

Life Steps Transitional Housing
1514 East 12th Street, Suite 200
Casper Wyoming 82601
PHONE: 307-235-4703
FAX: 307-235-4817
<http://www.capnc.org/services/housing.html>

TO: Tom Forslund, City Manager, City of Casper

FROM:  Dennis L. Royal, Executive Director, Community
Action Partnership of Natrona County

DATE: March 18, 2008

SUBJECT: FY 2009 Budget Request

Enclosed is the Community Action Partnership of Natrona County's budget request to the City for FY 2009. We are requesting a 2.2% in increase general fund revenues from \$110,436 to \$112,826. This increase reflects a 4.5% salary increase and increases in some benefits. The salary increases reflects what that the County plans to give County employees in FY 2009. Therefore we are requesting the same amount of funding from the Natrona County Commissioners as we are the City of Casper. The 1 % Budget request remains the same as in FY 2008.

Thank you for your consideration of this request.

cc: V.H. McDonald, Finance Director



FY 09 CITY BUDGET REQUEST SUMMARY

<u>City Funding</u>	<u>FY 08 Budget</u>	<u>FY 09 Request</u>
General Fund	\$ 110,436	\$ 112,826
1% Funding	<u>\$ 87,500</u>	<u>\$ 87,500</u>
	\$ 197,936	\$ 200,326
<u>Other Funding</u>		
Natrona County General Fund	\$ 110,436	\$ 112,826
Natrona County 1%	\$ 87,500	\$ 87,500
Other (Federal, State, Private and Program Income)	\$ 1,235,529	\$ 1,294,965
TOTAL COMMUNITY ACTION BUDGET:	\$ 1,631,401	\$ 1,695,617

BUDGET DETAIL

I. General Fund Budget

Line Item	FY 08 Budget	FY 09 Budget Request*
Salaries - 1 Director @ \$ 70,184*50% 1 Administrative Assistant @ \$29,031* 50%	\$47,471	\$49,607
Wyoming Retirement - 2 Employees @ 11.25% * 50%	\$5,341	\$5,581
Social Security Match and Medicare @ .0765% * 50%	\$3,631	\$3,795
Employee Medical Insurance 2 employees @ \$455 month * 50%	\$5,460	\$5,460
Unemployment Insurance @ .0121 *20,100 * 2 * 50%	\$154	\$122
Worker's Comp @ 1.42% * 50%	\$822	\$704
Contractual Services -Accounting	\$2,060	\$2,060
Maintenance Contracts - Copier lease @ \$217/mo * 50%	\$2,641	\$2,641
Office Supplies	\$2,989	\$2,989
Agency Funding	\$39,867	\$39,867
TOTAL	\$110,436	\$112,826

II. 1% BUDGET

Line Item	FY 08 Budget Request*	FY 09 Budget Request*
Agency Funding	\$ 87,500	\$ 87,500

* County Request is for same amount.

III. Human Services Agency Allocations

Agency funding allocations are below. Funding sources include City General Funding (\$39,867), City 1% (\$87,500), County General Fund (\$39,867) and County 1% (\$87,500).

AGENCY	FY 08 Allocation	FY 09* Recommendation
The ARC of Natrona County	\$0	
CASA	\$10,500	
Casper Day Care – Child Development	\$19,604	
Central Wyoming Counseling Center	\$13,400	
Central Wyoming Rescue Mission	\$20,000	
HCH Clinic	\$22,430	
Meals on Wheels	\$12,000	
Mercer House	\$17,700	
Central Wyoming Senior Citizens	\$34,600	
Self Help Center	\$45,000	
Transitional Housing Program	\$31,900	
Wyoming Senior Citizens, Inc.	\$10,600	
Youth Crisis Center – Henry Home	\$17,000	
TOTAL	\$254,734	\$254,734

***FY 09 Agency Funding Hearings will be held in late April 2008**

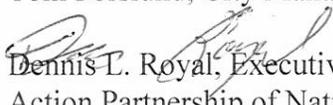


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1514 East 12th Street, Suite 200
Casper Wyoming 82601
PHONE: 307-235-4703
FAX: 307-235-4817
<http://www.capnc.org/services/housing.html>

TO: Tom Forslund, City Manager, City of Casper
FROM:  Dennis L. Royal, Executive Director, Community
Action Partnership of Natrona County
DATE: April 30, 2008
SUBJECT: FY 2009 Budget Request Update

The Community Action Partnership of Natrona County held agency meetings for City and County human services funding on April 28 and 29.

Enclosed are the FY 2009 agency allocations.

Thank you for your consideration of this request.

cc: V.H. McDonald, Finance Director



III. Human Services Agency Allocations

Agency funding allocations are below. Funding sources include City General Funding (\$39,867), City 1% (\$87,500), County General Fund (\$39,867) and County 1% (\$87,500).

AGENCY	FY 08 Allocation	FY 09 Recommendation
The ARC of Natrona County	-	-
CASA	\$10,500	\$10,500
Casper Day Care – Child Development	\$19,604	\$19,046
Central Wyoming Counseling Center	\$13,400	\$13,400
Central Wyoming Rescue Mission	\$20,000	\$17,943
HCH Clinic	\$22,430	\$26,284
Meals on Wheels	\$12,000	\$11,794
Mercer House	\$17,700	\$19,257
Central Wyoming Senior Citizens	\$34,600	\$34,171
Self Help Center	\$45,000	\$45,004
The Women’s Heart	-	\$0
Transitional Housing Program	\$31,900	\$31,900
Wyoming Senior Citizens, Inc.	\$10,600	\$9,943
Youth Crisis Center – Henry Home	\$17,000	\$15,572
TOTAL	\$254,734	\$254,734



March 11, 2008

Mr. V.H. McDonald
City of Casper-Finance Department
200 North David St.
Casper, WY 82601

Dear Mr. McDonald:

The purpose of this letter is to respectfully request that \$20,000.00 be included in your 2008-2009 budget for professional services provided by the Youth Crisis Center, Inc.

We continue to answer the needs of the residents of Casper, to include being available to receive children from the Casper Police Department that have been removed from the non safe environments, for the safety of the children.

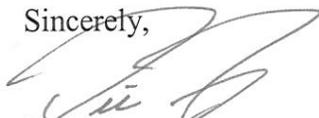
Last year the Youth Crisis Center provided care for 864 children. This year to date we have served 198 children brought to us by the Casper Police Department for an average stay of 7.0 days. The City of Casper would fund approximately \$14.43 per day, per child, for these services.

It is also noteworthy that to date, 32 community speaking engagements have been presented, all indicating the City of Casper is a funding source of our services, to this community's children.

Any help you can offer in regard to this request would be greatly appreciated. Thank you for your past support.

If you have any questions or concerns please contact me at your earliest convenience.

Sincerely,



Dick Dresang
Executive Director

Cc: Mr. Tom Pagel, Chief of Police
City of Casper



April 14, 2008

City of Casper – Finance Department
ATTN: V. H. McDonald
200 North David Street
Casper, Wyoming 82601

Re: 2009 Fiscal Year Budget

Dear Mr. McDonald:

This letter represents our request for funds from the City of Casper 2009 Fiscal Year Budget. I have attached a list identifying four items for which we are seeking funding and the amount requested for each item.

We appreciate your consideration of these items for funding from the City's 2009 budget.

If you have any questions concerning any of our requests, please do not hesitate to contact me.

Sincerely,

Lori Becker
by Carol Wagner, Project Mgr.
Lori Becker
Executive Director

Enclosure

Priority	Est. Cost	Description	February 08
1	\$2,000.00	Replace Ticket Mechanism: Replace thermal ticket printer, controller, and hood. (Wolcott side) Components are quite sensitive to the wind and weather. Replacing components will ensure the gate works efficiently and properly.	
2	\$4,000.00	Replace light ballasts: Replace bad light ballasts. Several ballasts are replaced annually. Replacing bad ballasts will keep the Parking Garage well lit.	
3	\$4,000.00	Repaint Uncovered Parking: Repaint roof parking. Lines in uncovered parking have become faded over the years. Repainting the lines will help customers stay in one space, optimizing the parking spaces available.	
4	\$3,500.00	New computers for exit booth: Replace two computers in exit booth. Current computers are windows 98. In the past year the computers have crashed. The point of sale program locks up a few times a week. New computers will insure good record keeping, security, and professionalism for our customers.	
Total	\$13,500.00		

Thank you for taking the time to review this list. With these improvements the Parking Garage will be a better, safer place to park. This will benefit the City, Downtown merchants, and the Chamber of Commerce.

Parking Garage Manager
Joe Garnier

Appendix III

Glossary

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 Assessor as a basis for levying property taxes.

Asset: Resources owned or held by a government which have monetary value.

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.

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.

General Obligation (G.O.) Bond: This type of bond is backed by the full faith, credit, and taxing power of the government.

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.

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 called fixed assets.

Capital Budget: The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

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.

Glossary

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.

Department: The organizational unit of government which is functionally unique in its delivery of services.

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.

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.

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.

Infrastructure: The physical assets of a (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.

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.

Glossary

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.

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% #12 Sales Tax	The twelfth 4 year approval period by voters of an additional one cent sales tax.
1% #13 Sales Tax	The thirteenth 4 year approval period by voters of an additional one cent sales tax.
ACH	Automated Clearing House (ACH) is the name of an electronic network for financial transactions in the United States.
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
CPU	Casper Public Utilities
CRM	Citizen Relationship Management system
CWRWS	Central Wyoming Regional Water Treatment System Joint Powers Board
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
FFI	Fire Fighter I training certification
FFII	Fire Fighter II training certification
FICA	Federal Insurance Contributions Act (FICA) tax is a United States payroll tax imposed by the federal government
FTA	Federal Transit Authority
FY	Fiscal Year
GEMS	The City's financial system. A product of Harris Corp.
GIS	Geographic Information System
HPMS	Highway Performance Monitoring System
HUD	Federal Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning system
ICMA	International City/County Management Association
IT	Information Technology
MPO	Metropolitan Planning Organization
NACA	National Animal Control Association
NCIC	National Crime Information Center.
POS System	Point of Sale System
PSCC	Public Safety Communication Center
RM	Risk Management
SCADA	Supervisory Control And Data Acquisition. SCADA refers to a large-scale, distributed measurement and control system
UCR	Uniform Crime Reports
VoIP	Voice over Internet Protocol
Weed & Pest	A program by the State of Wyoming for the control of weed and pests. Funded by a designated portion of property taxes.
WWDC	Wyoming Water Development Commission



FRONT AND BACK
COVERS ARE
ILLUSTRATIONS FROM
THE NICOLAYSEN ART
MUSEUM & DISCOVERY
CENTER'S

2007 BANNER ART
PROJECT

IN CELEBRATION OF THE
MUSEUM'S 40TH
ANNIVERSARY

FRONT COVER IS FROM ARTWORK OF
KAY ABEYTA
WYOMING SPEEDSTERS

LEFT IS FROM ARTWORK OF
CHERYL FEEBACK
SKY HIGH 'N' BUCKIN HARD

City of Casper, Wyoming
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