

CITY OF CHEYENNE



NARRATIVE BUDGET REPORT TO THE GOVERNING BODY For the Fiscal Year July 1, 2021 through June 30, 2022

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January 31, 2021

To the Members of the City Council:

Attached please find the Narrative Budget Report prepared in accordance with the requirements of Resolution No. 5533.

This report includes the mission and overview of each General Fund Department along with their strategic goals and objectives and anticipated budget changes for the fiscal year ending June 30, 2022.

We will provide the proposed budget for all City funds to the City Council by the end of April and look forward to working with you through the budgeting process in the coming months.

A stylized, handwritten signature of Patrick J. Collins.

Patrick J. Collins
Mayor

A handwritten signature of Robin Lockman.

Robin Lockman, CPA
City Treasurer

BUDGET OVERVIEW FOR FISCAL YEAR 2022

Economic Outlook and Revenue

The City's practice is to budget revenues both conservatively and realistically, based on a combination of factors, including analysis of historical and current revenue receipts as well as changes in the local and state economy.

The City braced for a significant economic downturn in Fiscal Year 2021 because of the COVID-19 pandemic. A 25% decrease in sales and use tax revenues was anticipated and City Department Directors were tasked with eliminating an almost \$8 million shortfall by increasing revenues and/or decreasing expenditures.

Fortunately, it appears that the wind energy industry has helped offset the anticipated sales tax decline. For the first five months of Fiscal Year 2021, the City's sales and use tax collections are 16.61% ahead of the same time last year.

CITY OF CHEYENNE			
4% STATE SALES TAX DISTRIBUTION			
Month of Collections	FY 2021	FY 2020	% Change
July	\$ 1,855,945	\$ 1,881,067	-1.34%
August	1,734,990	1,700,588	2.02%
September	3,178,334	1,734,556	83.24%
October	1,600,310	1,631,320	-1.90%
November	1,536,593	1,547,426	-0.70%
Total	\$ 9,906,173	\$ 8,494,958	16.61%

Statewide the sales and use tax collection picture looks much different. The January 2021 Consensus Revenue Estimating Group (CREG) Report shows that year-to-date sales and use tax collections continued their double-digit decline statewide five months into Fiscal Year 2021. Twelve of the state's twenty-three counties reported year-over-year losses in collections. According to CREG, the primary reason for the large declines was reduced oil and natural gas drilling activities. As a result, the share of sales and use tax collections from the mineral extraction industry became the smallest since 2003 and have shrunk a historical 65.9 percent from a year earlier.

In contrast, CREG reports that Carbon, Albany and Laramie counties experienced strong fiscal year-to-date annual growth, benefiting from wind energy development and associated construction of transmission lines.

It should be noted that the increases this year in Laramie County appear to be temporary in nature and should not be considered when preparing the Fiscal Year 2022 budget. September 2020's collections were 83.24% higher than September of 2019, which was a short-term increase due to construction of the Roundhouse Energy Project.

Based on October and November's collections, it appears there is a slight downward trend in sales and use tax collections compared to the same time last fiscal year. The sales tax budgeted for Fiscal Year 2021 was \$14.65 million, while the actual

BUDGET OVERVIEW FOR FISCAL YEAR 2022

sales tax received in Fiscal Year 2020 was \$19.65 million, or a \$5 million difference. This projection may change in the next two months once the City receives December and January's collections.

Although Laramie County is so far escaping a decline in sales tax, the City will be affected by the state's budget crisis through a reduction in the direct distribution received from the State of Wyoming. Governor Gordon's supplemental budget request recommended a 10-percent (\$10.5 million) cut to the direct distribution for local governments. In December the Wyoming Association of Municipalities argued in front of the Joint Appropriations Committee (JAC) that this would have the practical effect of being a 20-percent cut, or nearly \$900K for the City of Cheyenne, as the entire \$10.5 million will have to be absorbed in Fiscal Year 2022. The JAC cut in half the Governor's proposed reduction before passing it for consideration during this year's legislative session. If the JAC's recommendation is approved by the legislature, it will reduce the City of Cheyenne's distribution by **\$457K**.

During the Fiscal Year 2021 budget process, the City had a nearly \$8 million budget deficit. Expenditures were significantly cut, but a decision was also made on the need to generate additional revenue, as the cuts would be too drastic otherwise. As a result, two temporary revenue adjustments were made to balance the Fiscal Year 2021 budget.

The first temporary adjustment was increasing the Solid Waste Fund transfer to the General Fund for one year. Resolution 5635 limits the total transfer from the Solid Waste Fund to 5 percent. Through resolution, the Fiscal Year 2021 budget increased this transfer for one year to 9.3%, for a total transfer of \$2.327 million. In Fiscal Year 2022 the transfer will be approximately \$700k, depending on the Solid Waste Fund's budgeted operating expenditures. This will result in a **\$1.63 million decrease** in this revenue line item in Fiscal Year 2022.

The second revenue adjustment was to divert the Belvoir Ranch wind energy lease payments from the Solid Waste Fund, Board of Public Utilities, and the Belvoir Recreation Fund to the General Fund for one year for a total of \$1 million. This will result in a **decrease of \$1 million**.

Expenditures

Various expenditures will be increasing in Fiscal Year 2022. These include employee health insurance, with a likely minimum 10% increase. If the City absorbs the entire amount, it will cost the General Fund approximately **\$600K (plus \$220K for all other funds) for a total increase of \$820K**. The City will possibly implement a self-funded health insurance plan in Fiscal Year 2022 to help control health insurance costs.

Additionally, the following Wyoming State Retirement System pension rate increases will occur in Fiscal Year 2022:

- .5% for regular employees (.25% for the employee and .25% for the employer) for all full-time employees except fire and law enforcement). The last two years the City paid both the employee and employer increases.

BUDGET OVERVIEW FOR FISCAL YEAR 2022

- 1.5% for paid Fire B Plan (1% for employer's share and .5% for employee). Again, the City absorbed both the employer's and employee's share.
- There are no current rate increases planned for the law enforcement pension; however, there was a bill presented during last year's legislative session to increase the law enforcement pension which ultimately did not pass.

If the City again covers both the employee and employer increases for regular employees and firefighters, the total pension rate increase will be approximately **\$300K annually (\$200K for the General Fund)**.

Initial estimates from the Wyoming Association of Risk Management (WARM) indicate that the City's property and liability insurance will also be higher with a projected increase of at least a 25%, or an **increase of \$205K**.

Due to the pandemic, the Civic Center has been closed and/or only able to offer limited events. As a result, the Civic Center Enterprise Fund estimated deficit from Fiscal Year 2021 will need to be addressed during the Fiscal Year 2022 budgeting process. Between March-December 2020, the Civic Center's net losses were approximately \$465K. To project the losses from January-June 2021, each month the facility costs nearly \$30K more than revenues. This will add an additional \$180K, or a total of approximately **\$645K** that will need to be transferred from the General Fund to cover the losses during the Fiscal Year 2022 budget process.

Finally, requests from support agencies will most likely be at or more than their Fiscal Year 2020 funding levels. This includes the air service minimum revenue guarantee (MRG). To return the support agencies back to their baseline funding levels will cost the City a little over **\$1 million**.

The information presented by the Mayor and City Department Directors in the sections that follow outline their significant budgetary changes from Fiscal Year 2021 to Fiscal Year 2022, including new staff requests. Mayor Collins will present the City Council with a balanced Fiscal Year 2022 budget. Therefore, once revenue projections are completed in March and April, Mayor Collins will review and prioritize the Department budget requests.

MAYOR

MISSION

The mission of Cheyenne City Government is to provide our community with the services necessary to promote a desired and sustainable quality of life. We are stewards of all that is entrusted to us.

DEPARTMENT OVERVIEW

- **Mayor:** Responsible for the overall direction and management of City operations. The Mayor serves as the Chief Executive and Operating Officer for the City.
- **City Attorney:** Provides legal advice, counsel and policy assistance to every department of City government, including the Mayor and City Council. The job of the City Attorney is to represent the best interests of the City of Cheyenne in all of its many activities and operations. This includes representing the City and the Police Department in prosecuting cases in Municipal Court, conducting litigation on behalf of the City in the Courts and before various Boards and Commissions, assisting with policy initiatives before the Governing Body, review and approval of all contracts entered into by City departments, providing advice and representation on personnel matters, and conducting labor negotiations and labor litigation.
- **Compliance:** The Compliance Division plays an integral role in development partnerships with both community partners and City employees. The mission is to create a quality of life, health, safety, and general welfare of our community and City employees. The Division is comprised of the following:
 - **Building:** Reviews construction plans and performs building inspections for all new construction to ensure that all City, state, and national codes, statutes and regulations are being met. The Division administers and enforces contractor licensing, as well as collects all plan review, permit, and licensing fees.
 - **Nuisance:** Primarily investigates and enforces ordinances. Striving to work with the constituency regarding blight and nuisance violations. Nuisance works to prevent, discourage and/or abate certain conditions which endanger the life, health, property, safety, or general welfare of the public. Staff follows the regulations of the City code and enforces code violations through civil processes.
 - **Risk Management:** Oversees the management of liability and property coverage premiums through the Wyoming Association of Risk Management and claim expenses. Safety strives to create an accident free work environment through elimination of hazards from the workplace. Attention to the safety program ensures compliance with federal, state, and local regulations, with an emphasis placed on Wyoming Occupational Safety and Health Administration (OSHA). Risk also administers new hire training and all continuing training based on root cause analysis from the Wyoming Association of Risk Management.

MAYOR

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- **ADA:** Develops and manages the ongoing efforts for full Americans with Disabilities Act (ADA) compliance including consultative services to management to ensure that the City is following Title II and the Equal Employment Opportunity Commission (EEOC) performance guidelines. Other tasks include arranging for and/or conducting training on the ADA; developing processes for prompt fulfillment of requests for alternative formats, interpreting services and other communication access needs; development of the required Transition Plan to remove access barriers; collaboration with the Mayors Council for People with Disabilities (MCPD) to facilitate policy formation; and, to review existing policies such as reasonable accommodation and beta testing performed by the user group.

The following divisions also report the Compliance Director:

- **Human resources:** Develops, implements, and monitors personnel policies and practices for the City, including assistance with recruiting, employee resolution, career pathing, employee retention, staff training, continuing education, performance evaluation, employee benefits, and keeping the City in sync with regional standards. Committed to provide City employees and future employees with a stable work environment including equal opportunities for learning and personal growth. The Human Resource Division acts as a catalyst to enable all City employees to contribute at optimum levels toward the success of the City, and is an advocate for doing the “right thing” all the time, every day.
- **Information Technology:** Responsible for administration, backup and maintenance of the City’s client/server/storage infrastructure, computer network operating systems, hardware, affiliated connectivity, wireless connections (point to multi-point back haul connections as well as end user WiFi) throughout various City locations and hosting of various software applications for City Departments. The Division provides specialized on-site I.T. services for the Police Department at the Cheyenne Public Safety Center and oversees the City’s mail room operations; several leased copiers; in-house print shop services; VoIP phone system; security cameras and provides “help desk” services to network users.
- **Municipal Court:** The Municipal Court is the Judicial Branch of the City of Cheyenne government. The Court has jurisdiction over misdemeanors involving adults, juveniles, nuisance, and animal cases. The Municipal Court imposes fines and jail time.
- **Youth Alternatives:** A Criminal Justice Agency, and a division of the Municipal Court Juvenile Division as specified by City Ordinance, which provides intervention and prevention services to the community’s youth and families. Intervention services are those services ordered by the Municipal Court which consist of: supervised probation, various diversion programs, community service, mentoring, and Intensive Chemical Testing. Prevention services include family counseling, mentoring, group services, afterschool programing, kinship services, a ropes course, and out of school suspension programs. The mission of Youth Alternatives is to intervene in the lives of young people at an impressionable stage in their emotional growth and development when positive behaviors are more easily formed.

MAYOR

STRATEGIC GOALS AND OBJECTIVES

- **Mayor:** Increase City revenues by securing grants, finding new revenue sources, and maximizing current budget dollars.
- **City Attorney:** Strategic goals and objectives for the City Attorney's office during FY 2022 include the following:
 - Revision of personnel policies.
 - Assist and guide reform of the Municipal Court.
 - Modernize operations of City Attorney office.
 - Assist with major development and re-development efforts across the City.
 - Liaise between the Mayor and City Council.
 - Negotiate major contracts with City partners in travel, recreation, and other activities.
 - Assist in development of City budget.
 - Represent the City in license enforcement actions.
- **Compliance:** The Compliance Division anticipates the following seven (7) internal impacts on strategic goals and objectives during FY 2022:
 - Information Technology will be overseen by the Compliance Director as a direct report.
 - All permitting and licensing will become an online service.
 - All departments will revise their safety evacuation plans to meet the requirements of the WARM pool.
 - Nuisance staff have begun an in-house abatement management program.
 - All City practices shall come under review of the risk and safety operation with continuing efforts to develop a comprehensive disaster readiness plan.
 - Support the Cheyenne U both in funding the program as well as directly coordinating the success of the program.
 - All new and renewed software programs will require Information Technology to participate in renewals and new opportunities.
- **Human Resources (HR):** Provides strategic direction for how the HR department supports core City services. HR collaborates with all departments across the organization to plan and monitor strategic initiatives and budget, driving process improvements and workforce/operational measurement efforts.

MAYOR

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- The HR team manages the selection, renewal and administration of the City of Cheyenne's comprehensive benefits program. It offers medical, dental, vision and life insurance, and other benefits.
- The HR team partners with every City of Department on recruitment, hiring, selection, coaching and providing additional types of support to meet the unique needs of employees. It conducts market studies to provide fair and competitive compensation, and informing City-wide compensation and classification strategies.

■ **Information Technology:**

- Continue City local area and wide area network development projects to replace equipment that has reached or is near end of life and also improve design to maximize operability.
- Work toward completing Server and OS Infrastructure design projects for the City's core network operations center and well as the Police child computer domain.
- Continue the deploy and developed changes in the City's user computing platforms which require mobility in preparation for remote working due to a disaster or pandemic.

■ **Municipal Court:**

- The Laramie County District Attorney's office announced they will no longer be prosecuting misdemeanors, so those cases are now being filed at the Municipal Court. The Court has also noticed low-level felonies being filed as misdemeanors in the Municipal Court.
- Processing arrest cases and cases that include a jail sentence have become more complicated and takes a great deal of coordination. The City of Cheyenne now houses prisoners in different facilities due to a lack of manpower, the COVID-19 pandemic, and the reorganization of POD usage at the Laramie County Detention Center. The facilities currently used by the Municipal Court include the Laramie County Detention Center, the Platte County Detention Center, the Community Transitional Center, the Albany County Detention Center, and the Laramie County Juvenile Detention Center.
- As life returns to a new normal with the new COVID-19 vaccines, the Municipal Court's case numbers will naturally increase due to more activity in the community. The Municipal Court also has hundreds of warrants and summons that will need to be served and the cases attached to them will need to be processed. Additionally, two jury trials will need to be conducted once current health orders are reduced to allow them to take place. These processes will require manpower to be done correctly and for justice to be served.
- Reduced overtime and compensatory time are becoming difficult to manage due to the current level of staffing and caseloads. Currently, all clerks have over 40 hours of compensatory time, and last year the Clerk of Court lost 80

MAYOR

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hours of vacation due to their workload. This is an area that will need to be addressed through the possible hire of new positions.

- **Youth Alternatives:** Youth Alternatives strategic goals and objectives for Fiscal Year 2022 include the following:
 - Youth Alternatives, through the exploration and use of best practice approaches, will continue to intervene in the lives of young people who are at risk of entering or penetrating further into the judicial system. This will serve to ensure that our youth have the opportunity to become successful, productive citizens which will have a direct impact on the overall health of our community.
 - Review and update internal case management policies and procedures to ensure clients are receiving the best services possible. This will also provide a means to accurately measure staff performance for the annual employee evaluation process.
 - Continue to monitor the pulse of the community and develop and refine groups and educational engagements accordingly. This will provide the community with resources and support as various issues arise.
 - Review service delivery options for our existing programs and the incorporation of new programming. The COVID-19 pandemic has required the use and exploration of new service models to ensure that youth and families are not faced with barriers to mental health services.
 - The state of the economy and the COVID-19 pandemic has impacted many funding sources. With this in mind, Youth Alternatives will continue to work with various agencies such as the Joint Powers Board to explore additional funding resources to ensure quality services are available to our youth and families.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- **Mayor:**
 - Hiring a grant writer to help the goal of securing new grant funding. Anticipated salary without benefits is \$65,000.
 - Replacing the Chief Economic Development Officer. Salary range is \$70,000 to \$120,000 without benefits, and the anticipated salary is \$75,000. Replacing this position is critical to growing the City's economy and providing revenue needed to fund the City. LEADs believes this position is critical to their mission, and gives their clients confidence the City process will be successful.
 - Hiring a Chief of Staff with expertise in municipal budgets. Anticipated salary without benefits is \$130,000.

MAYOR

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- **City Attorney:** The City Attorney's office attempts to run a lean and efficient operation to provide services to City Government. The City Attorney's office is often the "face" of the City in many of its interactions with constituents and partners, and always strives to maintain the highest possible level of integrity and professionalism. The City Attorney's office does not anticipate any budget increases in Fiscal Year 2022 unless the effort to reform the Municipal Court results in a dramatic increase in workload on the office.
- **Compliance:**
 - **Building** - The division has a one-time request for updated international code council books with a cost estimate of \$15,000.
 - **Building** -The division has an additional one-time request of up to \$25,000 estimated cost for vehicle replacement.
 - **Building** - Hire a Plan Reviewer position. This position was given up during the reduction in force (RIF) with an anticipation of the building being shut down during the COVID-19 pandemic. The request for the position would be \$69,500 plus benefits and added as a FTE.
 - **Building** - Hire an Abatement Technician to facilitate clean up, boarding of buildings, snow removal, and project abatement as needed. This is a part-time position not to exceed 28.5 hours per week for \$29,640 per year plus benefits.
 - **Building** - Purchase a trailer and equipment for abatements not to exceed \$6,000.
 - **Building** - Purchase an online licensing, permitting, and real estate portal program for approximately \$65,000.
 - **IT** - Estimate a 3-5% increase in annual maintenance fees for software/hardware used by the Information Technology Division.
 - **IT** - Software implementation for a City-wide solution allowing the City to accept on-line payments and processing for permits, forms, and applications from the public.
 - **IT** - Hire two new positions: 1) a Tech I position that was lost due to the RIF last year and 2) a Tech III position that can provide better top-level support for IT core infrastructure development. The Tech I position would start at approximately \$16.50 per hour, and the Tech III position would start at approximately \$58,000 per year plus benefits.
- **Human Resources:** HR was hit extremely hard during the Fiscal Year 2020 budget reductions. The HR Deputy Director and HR Educator positions were lost due to the RIF. Some of the duties for these positions were absorbed by current staff and a part-time (.5 FTE) staff member. Based on best practices as identified by SHRM (Society Human Resources Management), HR is quite understaffed - the department should have 1 HR FTE for every 100 City FTE's; currently there is only 4.5 HR FTE's.

MAYOR

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For comparison sake, Gillette has 5 HR FTE's, Casper has 6 HR FTE's, and Laramie has 3.5 HR FTE's. In addition, HR has reviewed each City division over the past 2 years to look at Labor Cost Ratio for their staff; however, HR has not been reviewed yet. Additionally, HR has brought on 4 unpaid volunteers to help incoming citizens find their way through City Hall. Therefore, the following added expenses are anticipated for Fiscal Year 2022, with a total annual expense of \$215,863:

- Promote Tammy Bartlett from HR Specialist to HR Office Manager – 6% adjustment/\$2,848 increase
 - Promote Julia Lebeck from HR Specialist to HR Benefits Administrator - 7% adjustment/\$2,402 increase
 - Provide Louise Waldo with a 3% adjustment/\$1,112 increase
 - Add a part-time staff member (.7 FTE) - \$29,500
 - Cheyenne U Educator staff member - \$65,000
 - Purchase/implement an Electronic Learning System - \$30,000
 - Paycom module: Performance and Compensation - \$85,000
- **Municipal Court:** Historically, the Municipal Court has operated with a staff of 4 Clerks, 2 Court Techs, 1 Bailiff, 2 full-time judges and 1 part-time juvenile judge. The Municipal Court has been in transition since moving the county court house from the Municipal Building and to the new Judge Joseph M. Carey City Center Building and is currently operating with three unfilled positions. The reduction in these positions was only temporary and primarily based on limited space and the desire to reevaluate the Court's needs after settling into the new facility. After this transitional period, the Municipal Court would like to rehire some of the vacant positions. It should be noted that these requested positions are not new positions. Although the current request will not put the Court at full strength it will assist in fulfilling the Court's duties. Therefore, the following positions are being requested for rehire:
- Part-Time Judge: This individual will primarily work with the adult court and will fill in for both judges if the need arises. 20 hours a month at \$24,000 per year plus FICA/Medicare and Worker's compensation benefits.
 - Full-Time Court Tech: This individual will assist with the daily operation of the court. \$31,200 per year plus full benefits.
 - * If the Fiscal Year 2022 budget cannot afford giving the Municipal Court a full-time Tech, consideration for hiring a part time position of 30 hours a week at \$11.50 per hour would be appreciated.

MAYOR

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- The current Court Tech employee has taken on a great deal of responsibility over the last year. The court is recategorizing this employee from a Court Tech to Scheduling/Trial Clerk. This Position handles all the scheduling and coordinating between the court, the prosecutor, the police officers, and the defendants. This position also conducts the in-court room clerking for all trials. The Court feels it is appropriate to raise the wage from \$31,200 to \$33,279 to reflect the professionalism and responsibility the position requires.
- Last August the court relocated to the Judge Joseph M. Carey City Center. The relocation resulted in changes to our utility, phone and janitorial expenses. Due to relocation to the new building, adjustments will need to be made to the Fiscal Year 2022 budget to reflect the actual cost of for services needed at our current location.

■ **Youth Alternatives:**

- A 10% budget reduction was implemented for Fiscal Year 2021 which resulted in Youth Alternatives eliminating approximately \$17,000 from the Professional Services (janitorial expenses) line item. As a result, janitorial duties were performed by the staff. If funding is available for Fiscal Year 2022, Youth Alternatives will be seeking to add the associated janitorial costs of approximately \$17,000 back into the General Fund Budget. A new quote for Fiscal Year 2022 will need to be obtained in order to provide specific costs associated with such expenses.
- Additional Fiscal Year 2021 reductions resulted in Youth Alternatives having to move a portion of the funding for the Mayors Youth Council out of the General Fund to the Special Friends' reserve account. This amount totaled approximately \$10,000. As was noted in the Fiscal Year 2021 budget, this was not going to be a long term, sustainable solution. With that in mind, Youth Alternatives will be requesting that the funds totaling approximately \$10,000 for the Mayors Youth Council be moved from Special Friends' reserves back to the General Fund.
- The Fiscal Year 2021 budget reduction also included the elimination of a part-time position in the amount of \$15,000. Youth Alternatives will be requesting that these funds be allocated in the Fiscal Year 2022 budget. This will, in turn, allow Youth Alternatives the ability to continue to meet the high demand for services and the ability to continue to provide quality and timely services that the program is known for.

MAYOR

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Mayor	4.0	5.0	4.6	4.6
City Attorney	6.0	5.0	5.0	5.0
Human Resources	3.0	4.0	6.0	4.0
Risk Management	3.0	2.0	0.0	0.0
Compliance	0.0	0.0	18.4	13.4
Municipal Court	9.0	8.0	8.0	6.0
Youth Alternatives	3.0	3.0	4.3	4.1
TOTAL	28.0	27.0	46.3	37.1

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Mayor	\$ 6,038	\$ 25,536	\$ 31,205	\$ -
City Attorney	-	-	-	-
Human Resources	3,830	13,191	2,620	26,000
Risk Management	-	-	-	-
Compliance	-	-	-	-
Municipal Court	38,630	58,111	35,716	34,166
Youth Alternatives	4,663	25,212	22,441	-
TOTAL	\$ 53,161	\$ 122,049	\$ 91,983	\$ 60,166

MAYOR

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY (CONTINUED)

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Mayor	\$ 366,547	\$ 689,535	\$ 710,924	\$ 485,772
City Attorney	554,112	570,790	556,406	607,176
Human Resources	406,203	584,115	718,932	511,562
Risk Management	1,084,208	166,874	-	-
Compliance	-	987	1,440,674	1,185,847
Municipal Court	656,303	693,309	667,208	653,746
Youth Alternatives	312,105	359,905	376,958	397,714
TOTAL	\$ 3,379,477	\$ 3,065,515	\$ 4,471,102	\$ 3,841,817

CITY CLERK

MISSION

The mission of the City Clerk Department is to constantly strive to provide efficient, quality services in a courteous, knowledgeable and professional manner. The City Clerk Department consists of the City Clerk Division.

DEPARTMENT OVERVIEW

- **City Clerk Division:** Responsible for City legislative, historical and other records management and maintenance areas, including the City records retention program; business and liquor licensing and permitting; City-owned property files and affiliated database maintenance; municipal elections assistance and information, and serving as clerk to several City boards and commissions. The Division also receipts monies due the City; maintains cemetery records and provides Cemetery Complex administrative services; oversees City Codebook supplementation; oversees and maintains public records request data for the City; and, participates in management of the City's internet website, including streaming video services for Governing Body meetings.

STRATEGIC GOALS AND OBJECTIVES

- Continue implementing an on-line business licensing and permitting application project with the Mayor's office, IT, City Treasurer and other City departments/divisions involving software program licensing and receipting modules (project was under consideration with Strap-Op Program).
- Continue working with Mayor's staff regarding updates to the recently implemented upgraded City website.
- Provide City staff with clarification of current state record retention requirements. This update process was delayed due to the COVID-19 pandemic. Goal is to acquire necessary clarification to provide training to City staff on current record retention requirements.
- Complete conversion of Cemetery Software Data Program and provide associated staff training.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- Estimated 3-5% increase in annual maintenance fees for software/hardware programs.
- Increase annual salary for the Deputy City Clerk (\$5,000.00). The Deputy City Clerk has achieved the status and certification of CMC, Certified Municipal Clerk. In continued efforts to retain quality, experienced and knowledgeable staff, it is vital to support continuing education efforts.

CITY CLERK

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- Request to replace the permanent part-time position that was eliminated as a result of the Fiscal Year 2021 reduction in force (RIF). 20 hours per week/\$14,400.00 annually.
- Continue professional services contract for a database file maintenance of City property records. Primary focus of the contract is for continued development of file maintenance/database and basic property related searches for the City Clerk's office. Contract was reduced by ½ due to the Fiscal Year 2021 RIF. Expenses related to research requested by other City departments will be the responsibility of the requesting department and subject to agreement of the contractor.
- Consideration to continue a professional services contract for consulting and special support services to the City Clerk for completion of various projects as funding may become available.
- Anticipated increase for professional services for the purpose of utilizing services provided by outside legal counsel under contract for various City boards and commissions. This includes, but is not limited to, legal services for grievances filed with the City of Cheyenne (continued number of increased cases annually). Other professional services are also paid out of this line item.
- Anticipated additional software expenses related to potential on-line business licensing and permitting application project (this project was under consideration through the Strat-Op Program with other City departments/divisions and cost is unknown depending on the software program that is selected-multi department/division shared expense). Goal is to continue with this project whenever funding becomes available.
- Continue to research cost estimates for potential implementation of an on-line agenda management system. This project has been held back due to lack of identified funding in the Fiscal Year 2020-2021 budgets. Goal is to continue with this project whenever funding becomes available.

CITY CLERK

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
City Clerk	7.0	7.0	7.0	7.0
Information Technology	8.0	8.0	7.0	6.0
TOTAL	15.0	15.0	14.0	13.0

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
City Clerk	\$ 9,117	\$ 10,788	\$ 10,826	\$ -
Information Technology	-	-	-	-
TOTAL	\$ 9,117	\$ 10,788	\$ 10,826	\$ -

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
City Clerk	\$ 559,168	\$ 722,025	\$ 718,059	\$ 705,990
Information Technology	1,223,309	1,255,095	1,174,812	1,224,843
TOTAL	\$ 1,782,477	\$ 1,977,120	\$ 1,892,870	\$ 1,930,833

PUBLIC WORKS

MISSION

The mission of the Public Works Department is to provide quality, cost effective maintenance and repair of the City's infrastructure, and to provide quality, cost effective essential services for public health, safety, and welfare in areas of Facilities Maintenance, Solid Waste, Transportation, Transit and Fleet Maintenance.

DEPARTMENT OVERVIEW

- **Administration:** One consolidated administrative office is assigned to support the needs of the Public Works Department plus division administrators at Fleet maintenance, Sanitation, and Transit. Public Works provides oversight of the Belvoir Ranch and heads the Belvoir Ranch Steering Committee, as well as administers the Optional 1% Sales Tax Fund (5th Penny Tax) and the Solid Waste Funds.
- **Facilities Maintenance:** Responsible for cleaning and repair of buildings citywide.
- **Solid Waste:** Provides waste collection and disposal services to residents and businesses in the City while accepting solid waste from private haulers that collect waste outside City limits. Solid Waste includes the Compost Facility, Transfer Station, Household Hazardous Waste Facility, and Electronic Waste & Recycling Programs.
- **Street & Alley:** Provides a safe transportation system to the traveling public by repairing and maintaining roadways and the City's stormwater drainage system in all weather conditions.
- **Traffic Maintenance:** Maintains and repairs signs, paint, and traffic signals within the City to ensure a safe transportation system.
- **Transit:** Provides both route and curb-to-curb bus service throughout the City and into some areas outside City limits.
- **Fleet Maintenance:** Responsible for cleaning, repair, and replacement for a fleet of 700+ vehicles and equipment items City-wide.

STRATEGIC GOALS AND OBJECTIVES

- Public Works will continue to work towards implementing technology throughout the department to collect data necessary to support wise decision making. We intend to rehire positions lost due to a revenue drop associated with the COVID-19 pandemic in order to provide the essential services the public expects.
- Solid Waste Division goals and objectives include continuing to implement recommendations from the Integrated Solid Waste Management Plan (ISWMP) including an annual fee schedule based on a full cost accounting model completed in Fiscal Year 2020. We will complete construction of Happy Jack Landfill expansion cells 1 and 2 with disposal to begin in winter 2021. Sanitation will complete implementation of a new routing and work order system to improve route efficiency.

PUBLIC WORKS

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- Street & Alley Maintenance continues to improve pothole patching by using products that allow multiple patch crews to operate throughout the City when needed. Traffic Maintenance will increase epoxy striping throughout the City to improve and extend the lifecycle of pavement markings and complete a school zone sign project that will limit speed zones to specific times when children are present.
- Transit intends to purchase land and a building to move the Transfer Station away from the Spiker Parking Structure to an area better suited for large busses and a large volume of pedestrian traffic.
- Facilities Maintenance will continue to address deferred maintenance (roof replacements, upkeep building exteriors, energy upgrades, etc.), upgrade items that require periodic replacement (carpeting, fixtures, furniture, etc.), and update overloaded or failing systems (electrical, plumbing, HVAC, etc.).
- Fleet Maintenance will seek additional training opportunities to reduce the need for outsourcing repairs and add a full-time mechanic to perform field service calls.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

■ **Pay Increases for Existing Employees:**

- Promote one Facilities Maintenance Technician to Senior Maintenance Technician with a salary increase from \$15.75 to \$18.50 per hour - an annual increase of \$5,720. Shawn Frederickson has completed his probation, has previous experience, and is performing at Senior Maintenance Technician level. (General Fund 1412)
- Promote four Truck Driver/Utility Workers in Street & Alley to Heavy Equipment Operators with a salary increase from \$17.50 to \$18.00 per hour - an annual increase of \$1,020 each. These employees have completed their probation and met all the criteria required of Heavy Equipment Operators. (General Fund 1416)
- Promote Sanitation Office Supervisor, Kaitlyn Garey, to Sanitation Office Manager with an annual salary increase from \$35,359.92 to \$42,000 - an increase of \$6,640.08. We would delete the Office Supervisor position. We left the Office Manager position vacant after the last employee resigned in order to work with current employees and identify the right candidate for the Manager position. This position has a significant amount of responsibility similar to the Operations Manager position in Public Works. Ms. Garey is currently performing Office Manager duties at or above expectations. (Solid Waste Fund 1417)
- Increase pay a maximum of \$8,000 for Landfill Manager, Matthew Theriault, to bring his annual salary to a maximum of \$80,000. Mr. Theriault earned his Professional Engineer (PE) license in December 2020. It is common practice for a Staff Engineer who earns their PE while employed with the City to receive compensation for attaining

PUBLIC WORKS

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that goal. This additional compensation will bring Mr. Theriault to the compensation level of the previous Landfill Manager. (Solid Waste Fund 1424)

■ **Additional Personnel:**

- Facilities Maintenance Foreman with an estimated annual salary of \$50,000 plus benefits. This position is needed to provide additional manpower and continuity. This position was vacant and lost in the previous budget cycle. (General Fund 1412)
- Three part-time seasonal employees in Traffic Maintenance to provide additional manpower or sign and paint projects at a cost of \$30,000. These positions were lost in the previous budget. (General Fund 1403)
- Two Heavy Equipment Operators in Street & Alley with annual salary of \$36,720 plus benefits each. These positions are needed to provide essential services such as snow and ice control, street patching, sweeping, blading, inlet cleaning, etc. One position was vacant and lost in the previous budget. One employee was RIF'd in the previous budget. (General Fund 1416)
- One part-time seasonal employee in Street & Alley Maintenance to mow the right-of-way at a cost of \$15,000. This position was lost in the previous budget. (General Fund 1416)
- Return half of the Deputy Public Works Director salary and benefits back to general fund. This was temporarily moved to the Solid Waste budget in the previous budget cycle. (General Fund 1401)
- Solid Waste Staff Engineer with an annual salary of \$65,000. This position works under direction of the Solid Waste Administrator, manages projects, and provides engineering support to Sanitation Transfer Station, Landfill, and Compost Facility as well as other Public Works Divisions. This position was vacant and lost in the previous budget cycle. (Solid Waste Fund 1424)
- Fleet Maintenance Senior Mechanic with an annual salary of \$46,800. This position would provide a full-time mechanic to perform field service calls. This position would help reduce overtime and the need to send equipment out to private repair shops for service. (Internal Service Fund 1415)

■ **General Fund Increases:**

■ Public Works Administration 1401:

- * Add \$100,000 for half the cost of software to manage the public works and engineering divisions daily work which will provide data needed to manage all aspects of public works including right-of-way maintenance, facilities maintenance, and work orders.

PUBLIC WORKS

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- Traffic Maintenance 1403:
 - * Overtime plus \$5,000 (total \$10,000).
 - * Fully fund clothing/boots plus \$1,000 (total \$2,000).
- Facilities Maintenance 1412 and CIP Account:
 - * Reinstate annual allocation of \$250,000 to continue deferred maintenance, fund periodic replacement of facility items that wear out, and update plumbing, electrical, and HVAC systems.
 - * Fully fund clothing/boots plus \$1,450 (total \$2,000).
 - * Increase Office Supplies plus \$750 (total \$1,500).
- Street & Alley 1416:
 - * Fully fund clothing/boots plus \$5,000 (total \$10,000).
- Transit (027):
 - * \$300,000 matching grant funds. These funds were not required in the previous budget due to a CARES Act grant that required no match.
- **Internal Service Fund (Fleet Maintenance) 1415:**
 - Equipment increase plus \$60,000 to replace a service truck.

PUBLIC WORKS

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Public Works Administration	6.0	3.0	2.5	1.8
Traffic Operations	5.0	5.0	5.0	5.0
Facilities Maintenance	10.0	9.0	9.0	4.0
Street and Alley	25.0	25.0	25.0	23.0
TOTAL	46.0	42	41.5	33.8

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Public Works Administration	\$ -	\$ -	\$ -	\$ -
Traffic Operations	25,573	16,351	11,510	-
Facilities Maintenance	-	-	-	-
Street and Alley	9,807	9,303	6,912	-
TOTAL	\$ 35,379.99	\$ 25,653.01	\$ 18,422.00	\$ -

PUBLIC WORKS

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY (CONTINUED)

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Public Works Administration	\$ 256,002	\$ 316,038	\$ 292,627	\$ 203,910
Traffic Operations	499,325	508,763	493,582	500,572
Facilities Maintenance	953,921	996,422	934,118	761,378
Street and Alley	2,649,787	2,137,112	2,172,828	2,295,900
TOTAL	\$ 4,359,034	\$ 3,958,335	\$ 3,893,155	\$ 3,761,759

POLICE

MISSION

The Cheyenne Police Department is “Protecting the Legend” of Cheyenne by working in cooperation with the citizens to lead the charge in preventing crime and defending the rights of the community.

DEPARTMENT OVERVIEW

- Safeguard the lives and property of the people we serve.
- Work to prevent crime.
- Improve the overall quality of life in Cheyenne by working inclusively with stakeholders.
- Strive to remain leaders in public safety.

STRATEGIC GOALS AND OBJECTIVES

- Employ a Problem-Oriented Policing approach that requires officers to use the SARA model (Scan, Analyze, Respond, Assess) to impact crime and help identify/address issues negatively impacting various areas within the community.
- Improve the wellness program for employees by expanding the voluntary annual PT test to include a standardized obstacle course (goal of 50% more participation).
- Expand the Peer Support program by harnessing technology for easier access to mental health resources for employees.
- Develop and deploy a leadership curriculum for future first line supervisors (Sergeants) and officers participating in the Master Police Officer program.
- Expand the current training program to include a monthly digital review and assessment of new and current police policies to ensure employees retain and adhere to policies that are based on best practices within the law enforcement profession.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- \$254,000 including benefits to fund three previously approved police officer positions, including salary and benefits. City Council approved three additional police positions in Fiscal Year 2019; however, they were not funded in Fiscal Year 2021 due to salary savings and military deployments. These positions need to be funded.
- \$167,000 including benefits to fund two full-time CSO positions. CPD took on security duties for the Municipal Court and security for the Spiker Parking Facility without any increase in personnel/budget.

POLICE

(Continued from page 26)

- \$65,000 plus benefits to fund one of the two Records Clerk positions that was lost during COVID-19 budget cuts and RIF.
- \$60,000 for phase two of the civilian salary program. The City Council approved a three-phase program to bring our civilian employees to market value back in Fiscal Year 2020. This is the second phase of that plan. Civilians lost longevity pay putting them further behind in market value.
- \$83,400 for a new Crime Analyst position. This includes salary and benefits. Best practices recommend that a City with the population of Cheyenne should have 2.5 crime analyst positions to quickly identify trends for a pro-active response from police versus a reactive response.
- \$15,000 for software that incorporates internal data in order to identify and address officers/employees who may need further support, training, EAP, etc. This type of software is recommended for early intervention purposes as a best practice within the law enforcement profession.
- \$20,000 overtime for Cheyenne Frontier Days security in accordance with City Contract #7169 in which Cheyenne Frontier Days agreed to pay \$67,000 for Fiscal Year 2021.
- The below changes are a result of FY 2021 budget cuts due to COVID-19 and would bring these specific line-items back to the amounts originally requested for FY 2022:
 - \$35,000 for professional development (training)
 - \$20,000 for firearms
 - \$10,000 for office supplies
 - \$30,000 for jail services
 - \$50,000 for overtime
 - \$10,000 for tuition reimbursement

POLICE

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Police Administration	20.0	20.0	18.0	16.0
Patrol	105.0	110.0	109.0	108.0
TOTAL	125.0	130.0	127.0	124.0

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Police Administration	\$ 24,382	\$ 20,941	\$ 18,686	\$ 92,600
Patrol	120,022	109,445	68,763	-
TOTAL	\$ 144,404	\$ 130,386	\$ 87,449	\$ 92,600

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Police Administration	\$ 3,305,726	\$ 3,864,585	\$ 3,375,270	\$ 3,302,955
Patrol	10,019,330	10,746,063	10,544,863	10,736,512
TOTAL	\$ 13,325,056	\$ 14,610,648	\$ 13,920,133	\$ 14,039,467

FIRE RESCUE

MISSION

Cheyenne Fire Rescue will preserve life and property, promote public safety, and foster lasting partnerships to enhance the quality of life in our community.

DEPARTMENT OVERVIEW

- **Administration:** The office of the Fire Chief and support personnel who provide direct management of the department, policy direction, fiscal oversight, personnel management, and accountability for all programs and services offered by the department.
- **Operations:** Responsible for all calls for service initiated from the 911 communications center 24 hours a day, 365 days a year. Included in the Operations Division are the Special Operations Teams and Emergency Medical Services program. Special Operations not only serves Cheyenne, but also Laramie, Platte, and Goshen Counties as part of the Regional Emergency Response Teams (RERT-7). These two teams are the Hazardous Materials Team and Technical Rescue Team and are specialty trained and equipped members who are ready to respond to these specific types of calls in the City, region, and state when needed. Emergency Medical Service (EMS) is responsible for the state and local compliance of all the department medical services by both Paramedics and Emergency Medical Technicians. EMS works with the Medical Directors for protocol development and compliance, liaison with our ambulance provider, and ensures completion of new and required training needs.
- **Fire Prevention/Public Education:** Responsible for the annual inspection of businesses for compliance with adopted building codes through education and interpretation of these codes. Additionally, the Prevention Division reviews all new construction projects to assist with the proper implementation of codes and fire protection systems to ensure the safety of the building and the occupants. Furthermore, the goal of the Prevention Division is to educate the public in the areas of fire safety prevention through all aspects and to all ages of our community.
- **Training:** Responsible for ensuring all members of the department are adequately trained to meet the needs of the department's mission. This includes new hire training and orientation, annual training requirements to comply with Insurance Service Organization (ISO) schedule, specialty training, live fire training, EMS required compliance and any additional training that may be needed to improve our capabilities to serve the citizens of Cheyenne.

STRATEGIC GOALS AND OBJECTIVES

- Address how Fire Rescue does things and if they are done correctly.
- Establish a Cheyenne Fire & Rescue Self-Assessment Program that encompasses an internal review of:

FIRE RESCUE

(Continued from page 29)

- Governance and Administration
 - Assessment and Planning
 - Goals and Objectives
 - Financial Resources
 - Programs
 - Physical Resources
 - Human Resources
 - Training and Competency
 - Essential Resources
 - External Systems Relationships
- Develop a comprehensive Community Risk Assessment (CRA) and Standard of Cover (SOC) program that also incorporates the foundational elements of the Insurance Service Office (ISO) Fire Suppression Rating Schedule to identify the following:
- Identify critical infrastructures and risks to determine Level of Service Delivery (OLS, RLS, CLS)
 - Determine additional staffing needs to support increased workloads and meet the needs of the department.
 - Begin comprehensive review of the City's ISO rating and requirements (review 7/2021).
 - Evaluate additional service capabilities, needs and programs to benefit the community.
 - Provide detailed justification for additional staffing and needs.
 - The need for increased Citywide coverage for fire and EMS services, additional apparatus coverage, additional fire stations and locations, and additional services in Prevention, Training and Suppression.
 - Establish timelines for future stations, locations, equipment, personnel and funding to match the CRA-SOC and ISO review requirements.
 - Address the community need (risk) by expanding our operations gradually over time with controlled processes.

FIRE RESCUE

(Continued from page 30)

- Lay the foundation blocks for future Center for Public Safety Excellence (CFAI) Accreditation (3-5-year process).
- Based upon the EMS review through internal assessment and Joint Powers Board, determine:
 - Evaluate EMS Call Types for Service to ensure proper delivery of services within established acceptable scope of practice for the CFR delivery model.
 - The need for specialized EMS vehicles and response.
 - The calls for service which are not true EMS emergencies and work to reduce these types of request for service.
 - Measure outcomes of our EMS service and patient care.
- Develop a strong Funding Opportunity Committee and Standard Operating Guideline (SOG) that addresses:
 - Federal Grants (Assistance to Firefighter Grant [AFG], Staffing for Adequate Fire and Emergency Response Grant [SAFER]).
 - State Grants (Department of Homeland Security [DHS], State Loan and Investment Board [SLIB]).
 - 6th Penny Ballots (incorporate a collective and collaborative approach with all Emergency Services to ensure fiscal responsibility and community buy-in).
 - Processes and procedures for identification, development, review and approval.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- **\$227,353-Lease Purchase Payments:** Previously paid by overages in the 2015-2018 1% Optional "Fifth Penny" Tax Fund but requesting to be paid from the General Fund in Fiscal Year 2022 budget
 - \$103,220 for radios (this will be the third payment of a five-year lease term).
 - \$124,133 for Self-Contained Breathing Apparatus (SCBA) (this will be the third payment of a five-year lease term).
- **\$50,050-Uniforms:**
 - Per the CLA (Union Contract) each member is authorized \$550 for uniforms. At 91 authorized personnel, this represents a \$14,050 increase in the clothing amount.

FIRE RESCUE

(Continued from page 31)

■ **\$500,000-Station Maintenance Estimate:**

- Due to the age of current fire stations and the increasing maintenance cost not covered by facilities, a funding source will need to be determined for items such as:
 - * Boiler and heating repairs.
 - * Carpet and drapes.
 - * Bay door repairs.
 - * Ongoing miscellaneous repairs related to the age and conditions of the stations.
- Since there is currently no specific plan for station replacement due to age, these facilities are costing the City more each year, and funding for repairs is essential to keeping them operational.

■ **Personnel Estimate:**

- \$69,727 for an Administrative Assistant. Replace the one position lost do to COVID-19 budget reductions , and to help transition in the future when the current Office Manager retires. Critical to the effective daily operations of this organization. Estimated salary is \$44,625 plus benefits.
- \$117,700 for an additional Fire Prevention Lieutenant. Continued growth of the City directly affecting the amount workload on the Division. Estimated salary is \$75,780 plus benefits.
- \$1,071,756 for 12 Firefighter Positions. Additional Firefighter positions based on staffing models to reach NFPA 1710 & OSHA 2 in/2 out mandates. Continued growth pushing response zones further out. Increased call volume requiring retooling our response model for EMS & Fire Suppression. Estimated salary is \$57,160 plus benefits.
 - * Exploring funding opportunities under Staffing for Adequate Fire & Emergency Response (SAFER) Grants.

■ **\$3,350,000-Vehicles Estimate:**

- As the age of fire apparatus is now costing more to maintain, continued replacement of apparatus is required to ensure adequate and efficient apparatus to serve the City.
- The purchase of the following four (4) new pieces of apparatus for the line fleet is being proposed:

FIRE RESCUE

(Continued from page 32)

- \$950,000 for a Quint (combination of a ladder/engine) to replace the Quint that was taken out of service several years ago. This would provide enhanced coverage on the Dell Range commercial corridor.
- \$2,400,000 for the purchase of three (3) new engines plus equipment package to replace our aging fleet.
 - * Exploring funding opportunities under Assistance to Firefighters Grants (AFG) and 6th Penny projects.

FIRE RESCUE

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Fire Administration	4.0	4.0	4.0	3.0
Training	2.0	2.0	2.0	2.0
Prevention	5.0	5.0	4.0	5.0
Public Education	0.0	1.0	1.0	0.0
Suppression	79.0	79.0	83.0	79.0
Special Operations (HazMat & Rope Rescue)	0.0	0.0	0.0	0.0
EMS	1.0	1.0	1.0	1.0
Fire Honor Guard	0.0	0.0	0.0	0.0
TOTAL	91.0	92.0	95.0	90.0

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Fire Administration	\$ 497,010	\$ 637,791	\$ 526,885	\$ 497,375
Training	297,640	319,235	348,874	315,621
Prevention	638,607	543,119	630,000	623,907
Public Education	-	89,751	93,793	-
Suppression	9,224,025	9,944,930	9,677,448	9,470,088
Special Operations (HazMat & Rope Rescue)	125,580	17,932	(5,839)	-
EMS	133,345	192,893	161,578	198,835
Fire Honor Guard	-	3,011	-	-
TOTAL	\$ 10,916,207	\$ 11,748,662	\$ 11,432,739	\$ 11,105,826

COMMUNITY RECREATION AND EVENTS

MISSION

The mission of the Cheyenne City Community Recreation and Events Department is to create community through people, parks, events, and programs by providing recreational, health, and entertainment opportunities that positively impact quality of life, economic and workforce development, and youth retention.

DEPARTMENT OVERVIEW

- **The Community Recreation & Events Department:** Consists of an administrative office that manages the overall operation of twelve divisions that perform operations with emphasis on providing quality customer service, experiences, entertainment, parks, events, community beautification, recreational opportunities, programs, grounds maintenance, capital improvements, facilities and environmental protections.
- **Aquatics Division:** Provides programming, training, maintenance, management and improvements for the municipal pools and beach.
- **Botanic Gardens:** Exhibits diverse plant collections and landscapes, beautifies the community, hosts events, manages a robust corps of volunteers, provides community education for all ages in the subjects of landscaping, gardening, science, history, renewable energy, and sustainable solutions.
- **Cemetery:** Provides maintenance, management, and improvements for five cemeteries, including burial services and record keeping.
- **Urban Forestry:** Provides planting, maintenance, plan review, and safety enforcement for all public urban forestry including the DDA and provides public community forestry support and education pertaining to tree health and safety.
- **Clean and Safe:** Provides event set up and take down, maintains the City parking structures, cleans and makes necessary repairs to the downtown area and serves as ambassadors to touring guests.
- **Civic Center:** Provides and maintains a multi-use, cultural facility for performance and entertainment opportunities for the community, and hosts important community and civic celebrations and educational events.
- **Program and Facilities:** The Department's one-stop shop for facility rental reservations and recreation program registrations.
- **Golf:** Provides maintenance and improvements for public 18-hole and 9-hole golf courses.
- **Ice & Events Center:** Provides family entertainment and enrichment through diverse events and activities on ice and off, and is a rental event venue.

COMMUNITY RECREATION AND EVENTS

(Continued from page 35)

- **Parks:** Provides maintenance, management, and improvements for more than 1000 acres of parks and amenities, more than 41 miles of Greenway system, triangle and median strips, athletic fields, and rental facilities such as the amphitheater and picnic shelters.
- **Recreation:** Provides community recreational programming and education, youth and adult sports leagues, special events, and family support services.
- **Weed & Pest:** Provides information about plants, insects, and arachnid specimen, provides recommendations for the safest control measures, and oversees County-wide weed and pest control.

STRATEGIC GOALS AND OBJECTIVES

This Department has the responsibility of maintaining, renovating, and/or enhancing 102 facilities, assets valued over \$160M, 365 pieces of equipment, and thousands of acres with minimal funding resources. The General Fund provides a basic operational budget only, but has not kept pace with community growth resulting in an extensive list of deferred maintenance items as identified in the Capital Improvement Plan. This Department is well positioned and plays a key role in supporting efforts to diversify the City's revenue options as tourism and recreation is big business in Cheyenne and Wyoming. The following are the Department's strategic goals and objectives:

- Seek partners in a collaborative and innovative effort to secure and dedicate a sustainable revenue stream to maintain, enhance, and develop a Department system that meets the needs of the growing community.
- To continue to maximize limited resources with fund leverage and operational efficiencies.
- Seek to provide necessary resources, equipment, and manpower for staff to perform at optimal levels.
- To maintain staff effectiveness and morale with continued focused and relevant training opportunities.
- Contribute to community quality of life, health, and economic development benefits by continually being innovative.
- To reduce the number of deferred facility maintenance and ADA issues.
- Continue development of partnerships with downtown merchants to revitalize downtown.
- Continue work with partners to support community events (i.e. CFD, Community Action, Depot Museum, Warehouse 21, WestEdge Collective, Visit Cheyenne, etc.).
- Increase cost recovery by ramping up marketing and advertising and investing in equipment and facilities.

COMMUNITY RECREATION AND EVENTS

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- Re-establish CRE budget (staffing & resources) to **at least** pre-pandemic levels:
 - FY 2020 General Fund FTE = 68; FY 2020 General Fund budget = \$7,870,886
 - FY 2021 General Fund FTE = 57.7; FY 2021 General Fund budget = \$6,595,176 (decrease of \$1,275,710)
- Have resources and plans ready to launch as pandemic restrictions change and/or lifted.
- Enlist partners to discuss funding to implement deferred maintenance repairs, energy efficiency measures, and make headway on the Capital Improvement Plan list at all grounds and facilities.
- Establish infrastructure, quality of life amenity funding mechanisms to accommodate community growth, including establishing a grant matching fund.
- Continue and refine marketing efforts for community awareness, celebrate achievements, participation and sponsorships. (approximately \$15,000).
- Educate and garner support for renovation of the nearly 40-year-old Civic Center.
- Provide adequate gymnastics facility, outdoor pool, and playground facilities.
- Continue assessing service delivery efficiency and more equitable lease agreements.
- Establish open and productive communication and strategic planning with governing body.

COMMUNITY RECREATION AND EVENTS

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Community Rec & Events Admin	2.0	7.0	7.0	5.0
Forestry	7.0	7.0	7.0	6.0
Programs & Facilities	7.0	7.0	7.0	6.0
Aquatics	3.0	3.0	3.0	3.0
Recreation	5.0	3.0	3.0	3.7
Recreation Buildings	0.0	0.0	0.0	0.0
Kiwanis Community House	0.0	0.0	0.0	0.0
Golf Courses	7.0	7.0	7.0	7.0
Parks	17.0	17.0	17.0	15.0
Cemetery	5.0	5.0	5.0	4.0
Botanic Gardens	8.0	8.0	8.0	5.0
Clean & Safe	4.0	4.0	4.0	3.0
TOTAL	65.0	68.0	68.0	57.7

COMMUNITY RECREATION AND EVENTS

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY (CONTINUED)

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Community Rec & Events Admin	\$ 5,921	\$ -	\$ -	\$ -
Forestry	34,347	29,124	40,079	25,000
Aquatics	-	-	-	-
Programs & Facilities	-	-	295	-
Recreation	-	-	-	-
Recreation Buildings	-	-	-	-
Kiwanis Community House	-	-	-	-
Golf Courses	108,322	101,437	82,735	80,000
Parks	136,285	109,043	103,935	115,000
Cemetery	61,109	50,460	49,231	50,000
Botanic Gardens	26,635	27,063	35,335	17,500
Clean & Safe	1,932	5,026	3,013	6,000
TOTAL	\$ 374,551	\$ 322,152	\$ 314,623	\$ 293,500

COMMUNITY RECREATION AND EVENTS

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY (CONTINUED)

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Community Rec & Events Admin	\$ 511,822	\$ 687,013	\$ 554,130	\$ 554,130
Forestry	580,317	672,567	591,931	591,931
Aquatics	1,115,441	1,087,178	481,864	933,996
Programs & Facilities	-	6,706	926,198	434,168
Recreation	701,176	286,846	295,751	316,110
Recreation Buildings	(6,719)	114,647	89,720	90,060
Kiwanis Community House	48,423	-	3,314	-
Golf Courses	827,590	851,358	859,700	841,020
Parks	1,706,151	1,697,341	1,776,946	1,607,228
Cemetery	444,789	442,883	371,556	399,364
Botanic Gardens	599,185	639,206	654,427	452,158
Clean & Safe	165,124	528,940	407,131	375,010
TOTAL	\$ 6,693,298	\$ 7,014,683	\$ 7,012,668	\$ 6,595,176

CITY TREASURER

MISSION

Ensure the City's financial integrity and promote efficient, effective and accountable government.

DEPARTMENT OVERVIEW

- **Accounting:** Responsible for all accounting functions, financial reporting, general ledger management, coordination of external audit, payment processing, revenue collection and payroll functions.
- **Grants:** Monitors compliance with various private, state and federal grants, and processes reimbursement requests.
- **Treasury:** Provides daily cash management including investment of available cash balances, management and monitoring of all debt obligations.
- **Purchasing:** Monitors compliance with City purchasing policies and state statutes.
- **Budget:** Coordinates Citywide budget development and provides support and guidance to departments and other agencies. Provides monthly financial reports to City management, the Governing Body and citizens of Cheyenne.
- **Administrative Support:** Responsible for preparation and update of Capital Improvement Plan, implementation and training for software modules related to Accounting functions.
- **Community Development Block Grant:** Manages the U.S. Department of Housing & Urban Development Block Grant entitlement funding working with the low-income residents of Cheyenne.

STRATEGIC GOALS AND OBJECTIVES

- Improve collection processes of funds owed to the City of Cheyenne and work with the City Attorney Division to pursue other legal remedies for debt collection. This could include determining a threshold to file cases in Small Claims and Circuit Court. Implement stronger controls for determining how credit will be granted. Complete a request for proposals for debt collection services.
- Create a listing of all fees charged by the City, including when the fee was last increased, and present a possible ordinance change to the Governing Body with fee increases and a process to ensure that fees charged for City services keep up with inflation.
- Continue to strive to adopt a paperless operation, including the elimination of paper forms and documents. Scan and save all documents in a location that is accessible by all appropriate staff.
- Continue to offer training classes to City staff on purchasing, travel policies, Innoprise Financials software and financial management and create new classes as needed/requested.

CITY TREASURER

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- Continue to reconcile 650 General Ledger balance sheet accounts monthly to ensure accuracy of the City's financial records by finding and correcting errors.
- Continue to reconcile 21 City Funds (Special Revenue, Capital Projects , Enterprise, and Internal Service) on a monthly basis.
- Strive to have no post-audit findings through Citywide training and improved processes.
- Implement an Innoprise CityData program to improve monthly financial reporting and information.
- Create an online viewable checkbook to increase transparency of the City's financial transactions. A Request for Qualifications was done in Fiscal Year 2021 and a vendor has tentatively been selected to develop an online checkbook which will display in a database format all the City's payments including check number, date, vendor name, description, department and check dollar amount. A request for funding will be included in the Fiscal Year 2022 budget.
- Research paying expenditures via ACH to save staff time and expenses related to paper checks.
- Work with the City Attorney's Division to update contracts related to companies using City rights-of way.
- Work on solving problems with the City's Innoprise software applications, including Customer Information System (CIS), Centralized Cash Receipts (CCR) and Work Management.
- Work with Compliance Division on outstanding landscaping and construction bonds that should either be returned or posted to revenue from 2004-2016.
- Conduct Request for Proposals (RFP) process for audit services for the City, Board of Public Utilities and the Downtown Development Authority.
- Create a financial health plan for the City of Cheyenne and research doing a financial sustainability exercise similar to one conducted by the City of Laramie in FY 2017.
- Determine the City's financial health by researching reserve levels of all other first-class Wyoming municipalities and updating the General Fund Reserves Resolution that addresses the minimum level of reserves that should be held by a Wyoming municipality. Reserves are meant to buffer against volatile revenues and unexpected events such as a pandemic as well as infrastructure risks such as the need to repair or replace an asset that fails unexpectedly.

CITY TREASURER

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ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- \$3,000 - Increase Purchasing Manager's salary to bring to the mid-level point of this position and encompass added responsibilities to the position.
- \$2,000 - Increase Accounts Payable Technician salary as this position is only slightly more than the minimum for the position as well as added responsibilities to the position.
- To help offset the cost of the two proposed salary increases the Temporary/Part-Time line item of \$3,000 can be eliminated and training be lowered to \$2,000 less than Fiscal Year 2020 levels.
- The below changes are a result of FY 2021 budget cuts due to COVID-19 and would bring these specific line-items back to the amounts originally requested for FY 2022:
 - \$8,000 for professional development (training). This was budgeted at \$10,000 in Fiscal Year 2020
- \$14,500 - Development of an online checkbook on the City's website.

CITY TREASURER

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Budget and Finance	8.3	8.3	8.3	7.0
TOTAL	8.3	8.3	8.3	7.0

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Budget and Finance	\$ -	\$ -	\$ 6,098	\$ 3,000
TOTAL	\$ -	\$ -	\$ 6,098	\$ 3,000

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Budget and Finance	\$ 678,205	\$ 835,490	\$ 829,157	\$ 679,499
TOTAL	\$ 678,205	\$ 835,490	\$ 900,421	\$ 679,499

CITY ENGINEER

MISSION

The mission of the City Engineer's Office is to provide comprehensive, transparent oversight and assistance in the planning, programming, design, construction, operation, maintenance, and repair of City facilities within the public rights-of-way in order to preserve and meet the future needs of the City's infrastructure. In these efforts, the City Engineer's Office holds paramount the health, safety and welfare of the public.

DEPARTMENT OVERVIEW

- **Engineering Services:** Responsible for administering the public rights-of-way and drainage facilities under the jurisdiction of the City of Cheyenne and reviews and approves all construction plans for street improvements. The City Engineer acts as the City's floodplain administrator for both City-regulated and Federal Emergency Management Agency-regulated floodplains.
- **Construction Management:** Administers all public Capital Improvement Construction Projects in public rights-of-way including administration of the City's annual Pavement Management Program.
- **Construction/1%:** Reviews private land development proposals and plans for construction of associated facilities in public rights-of-way; oversees permitting and inspecting work performed by contractors within public rights-of-way.
- **GIS:** Maintains the City's Geographic Information System (GIS) and asset management for public facilities and maintains and creates digital mapping data and produces maps for use by the public and by various City Departments.
- **Traffic Engineering:** Ensures traffic, development, and redevelopment projects are designed following appropriate design guidelines to optimize mobility through the City. Provides oversight, evaluation, and optimization of signals, signage, pavement markings, parking, and access within the City.
- **Surveying:** Prepare, oversee, or review the preparation of maps and documents initiated by the City or private sector which require the signature of a professional licensed land surveyor. Professional services provided by a contract consultant.

STRATEGIC GOALS AND OBJECTIVES

- Implement and administer a combined and streamlined Engineering Plan Review process for development projects on behalf of the City Engineer's Department, Fire and Rescue Department, Planning and Building Departments, and Board of Public Utilities.

CITY ENGINEER

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■ **Capital Construction:**

- Implement and oversee construction of the following projects: Capitol Basin 26th Street Storm Sewer Project, College Drive Pedestrian Underpass, Carey Avenue Pedestrian Path, U.S. 30 Underpass Pump Station, and Reed Avenue Rail Corridor Projects.

■ **Pavement Maintenance and Rehabilitation Projects:**

- Implement and oversee construction of the Fiscal Year 2021 Pavement Maintenance and Rehabilitation Projects including: Miscellaneous Concrete, Mill and Overlay, Crack Seal, Slurry Seal, and Wearing Course Projects.
- Support ongoing efforts to update and maintain the City's Capital Improvement Plan including pavement management.
- Complete the design and construction of the 6 Penny Prop #5, and #8 Street Improvements in accordance with the Pavement Management Program for Fiscal Year 2022
- Continue to lead the pavement management committee to further develop and implement rehabilitation strategies including implementing a GIS based Web Application Map for upcoming Fiscal Year 2021- FY 2022 Capital Construction and Pavement Maintenance and Rehabilitation Projects.

■ **Capital Project Design:**

- Complete the design and implement construction of the Reed Avenue Rail Corridor Project, 5th Street Bridge over Crow Creek Project, Duff Storm Sewer Extension Project, and intersection of Yellowstone Road at Dell Range Blvd.

■ **Drainage:**

- Implement and oversee development of the Dry Creek Master Plan Update Project.
- Evaluate Article 3.2, Drainage Impact Studies of the current City of Cheyenne Unified Development Code and identify enhancements.
- Support ongoing efforts to coordinate a Regional Flood Control Program and Community Rating System (CRS).
- Implement, develop, enhance, update, and coordinate with the Wyoming Department of Environmental Quality on the major modification to City of Cheyenne MS-4 Permit Program.

■ **ADA Transition Plan for Public Rights-of-Way:**

- Begin development of the City of Cheyenne ("the City") Americans with Disabilities Act (ADA) Transition Plan for Public Rights-of-Way ("ADA ROW Transition Plan"). The plan is a separate from other existing City ADA Transition Plans in order to better address accessibility specifically within the City's public rights-of-way (R/W) for persons with disabilities.

CITY ENGINEER

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■ **Traffic Engineering:**

- Begin planning and implementation strategies for a traffic operations and signal timing software update.
- Evaluate Article 3.1, Traffic Impact Studies of the current City of Cheyenne Unified Development Code and identify enhancements.

■ **Other:**

- Continue to enhance relationships between the City Engineer's Department and all City Departments, State of Wyoming, Laramie County, Laramie County School District, consultants, developers, contractors, business leaders, community advocates, property owners, and citizens of the City of Cheyenne.
- Investigate additional funding sources for currently unfunded transportation and drainage projects.
- Begin implementation of a stakeholder based systematic review of construction specifications and engineering design criteria within the City of Cheyenne.
- Continue to explore opportunities to increase market competitiveness of staff salaries to aid in attracting and retaining the best talent.
- Continue to collect data for full implementation of a GIS Asset Management System for public facilities including: Right-of-way ADA compliance, pavement management, traffic control devices, storm conveyance components, and other public facilities.
- Implement and administer a combined and streamlined Engineering Plan Review process for development projects on behalf of the City Engineer's Department.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- Increase professional consulting services budget to assist with the required development and permitting requirements:
 - \$40,000 for Professional Drainage Engineer Services
 - \$75,000 for the ADA Transition Plan
 - \$50,000 for Professional City Surveyor Services
 - \$60,000 for Professional Environmental Consulting Services for MS-4 Permitting Supporting Services

CITY ENGINEER

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- \$50,000 plus benefits to increase full-time Equivalent by one (1) Entry Level Engineer/Drafter for development of inhouse maintenance and rehabilitation projects.
- \$40,000 to add three (3) Temporary Part-time Summer Intern Positions as follows:
 - One (1) Traffic Technician Support to City Traffic Engineer
 - Two (2) Data Collection Asset Management of Public Infrastructure specifically for ADA Right-of-way compliance, storm sewer conveyance components

CITY ENGINEER

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Engineering	9	11	11	10
TOTAL	9	11	11	10

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Engineering	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -

Expenditures Summary	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Engineering	\$ 988,479	\$ 1,097,055	\$ 1,043,146	\$ 1,074,190
TOTAL	\$ 988,479	\$ 1,097,055	\$ 1,043,146	\$ 1,074,190

PLANNING AND DEVELOPMENT

MISSION

The mission of the Planning and Development Services Department is to manage growth and change and encourage economic development in a way that preserves and enhances the qualities that make Cheyenne a Community of Choice; and to facilitate the development review process by providing quality, effective and efficient professional planning services.

DEPARTMENT OVERVIEW

- **Development Division:** Works with developers, consultants, residents and the public to ensure that development complies with applicable plans, policies, and codes. This includes review of rezoning applications, planned unit developments (PUDs) subdivision plats, annexations, site plan review, conditional uses, variances, sign permits, and zoning enforcement. The division provides the staff support for the Cheyenne Planning Commission and Board of Adjustment.
- **Planning Division:** Provides range planning services, reviews development proposals within the City's nine historic districts, implements and manages the greenway system, coordinates future park planning, prepares long range planning documents, manages the Brownfield Revolving Loan Fund, implements projects such as the West Edge Initiative, and provides technical planning support to the City. The division is comprised of one Planner II and one Greenway and Parks Planner. The division provides staff support to the Planning Commission, Historic Preservation Board and the Brownfields Revolving Loan Committee.
- **Metropolitan Planning Organization (MPO):** Facilitates the planning for transportation needs in the City and County. The MPO is funded by the Wyoming Department of Transportation and also subsidized by Laramie County.

STRATEGIC GOALS AND OBJECTIVES

- Oversee the implementation of adopted plans such as Plan Cheyenne, West Edge Initiative, and the Reed Avenue Rail Corridor Master Plan.
- Update the Belvoir Ranch and Big Hole Master Plan to recognize changes in development patterns on the ranch, incorporate newly obtained lands, fiscally balance proposed improvements with future staffing needs, and focus on alleviating access barriers presented by the Union Pacific Railroad.
- Continue to improve transparency regarding the development process through continued improvement of the Department's website, revising applications, and improving stakeholder communication between departments and outside agencies.
- Utilize current and upcoming technology to aide in development review, facilitate meetings, and streamline the development process.
- Revise development regulations to provide clarity in development expectations, reflect best practices, and streamline the development process.

PLANNING AND DEVELOPMENT

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- Review Planning and Development related fees and financial security requirements to determine if they serve the best interests of the City, adequately represent development review costs, or create an unreasonable fiscal burden on the City.
- Update the 2006 Parks and Recreation Master Plan.
- Continue to explore options for permit/project tracking software in collaboration with other departments.
- Archive and digitize past projects.

ANTICIPATED BUDGET CHANGES FOR FISCAL YEAR 2022

- Elimination of the Assistant Director of Development (Deputy Director) and budget for retirement payout.
- Creation of an Office Manager position for clerical and staff support, as well as the necessary adjustments for benefits to fully fund the position.
- Reinstating a staff position previously cut due to Fiscal Year 2021 budget reductions as well as the necessary adjustments for related benefits to fully fund the position.
- Continuation of Fiscal Year 2020 payroll increase to continue to move staff salaries to levels comparable with regional salaries and local government planning agencies to promote employee recruitment and retention.
- Restoration of Professional Development and Professional Services accounts to pre-COVID levels.
- Increase in the Licenses and Fees account to adequately fund annual renewal of necessary software, AutoCAD, Bluebeam REVU, Adobe Creative Cloud, and the increased required contribution to the Laramie County GIS Cooperative.

PLANNING AND DEVELOPMENT

GENERAL FUND STAFFING AND EXPENDITURE SUMMARY

Full Time - Number of Positions	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Building	15	15	15	0
Planning and Development**	12	9	9	9
TOTAL	27	24	24	9

Part Time Employees - Budget	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Building	\$ -	\$ -	\$ -	\$ -
Planning and Development**	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -

Expenditures	2018 Actual	2019 Actual	2020 Actual	2021 Adopted Budget
Building	\$ 997,889	\$ 1,140,450	\$ -	\$ -
Planning and Development**	683,923	775,544	810,744	783,406
TOTAL	\$ 1,681,813	\$ 1,915,994	\$ 810,744	\$ 783,406

** - as of July 1, 2017, the Development office is shown in with Planning office