

City of Cheyenne Capital Improvement Plan

FY 2020-2024





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January 31, 2020

Members of the Governing Body,

I am pleased to present the City of Cheyenne's Capital Improvement Plan (CIP) for FY 2020-2024. The CIP is an accumulation of a four-month process that assessed and prioritized the capital needs of our community for the next five years. The purpose of the CIP is to match the City's limited financial resources with the capital needs of our growing community which will allow us to continue to provide efficient services to Cheyenne's citizens.

Please keep in mind that a CIP is just that: a plan that will most likely change throughout the year. However, the CIP establishes a starting point to prioritize our capital needs and engage public discussion. My hope is that the CIP will be a valuable tool that assists the Governing Body with developing priorities including the consideration of additional revenue sources.

I look forward to productive discussions on specific projects, priorities and funding sources with the Governing Body in the coming months.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Marian J. Orr". The signature is fluid and cursive, with a long horizontal stroke at the end.

Marian J. Orr

Mayor



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EXECUTIVE SUMMARY

The Capital Improvement Plan (CIP) was developed in phases. First, each Department Director was responsible for updating projects from the previous plan as well as submitting requests for new projects. Next, projects with no funding source identified were reviewed and ranked by the Peer Review Team (PRT) consisting of the Mayor, Council Members and Department Directors from Public Works, City Engineering, Planning & Development, Police, Fire and Rescue, Community Recreation & Events, and the City Clerk with assistance from the City Treasurer’s office.

The CIP projects from each department were grouped into one of six categories which total **\$234,851,777** for the five years ending June 30, 2024 as identified below in Table 1. Quality of Life is the largest project category at 38% of the overall cost for the five years. Public Safety is the second largest category at 23% of the CIP cost, with Maintenance at 15%, Vehicles and Equipment at 12%, Transportation at 8%, and Drainage and Flood at 4%.

Table 1: CIP for Five Years Ending June 30, 2024

| Category | 2020 | 2021 | 2022 | 2023 | 2024 | Total |
|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Quality of Life | \$ 13,444,783 | \$ 34,620,600 | \$ 20,435,600 | \$ 21,023,100 | \$ 1,098,100 | \$ 90,622,183 |
| Public Safety | 29,568,886 | 4,613,000 | 11,338,000 | 1,338,000 | 6,038,000 | 52,895,886 |
| Maintenance | 18,847,124 | 5,681,454 | 2,979,390 | 2,259,584 | 4,679,290 | 34,446,842 |
| Vehicles & Equipment | 5,303,731 | 6,055,002 | 5,313,968 | 6,168,220 | 4,406,318 | 27,247,239 |
| Transportation | 2,876,959 | 5,571,459 | 4,889,209 | 1,350,000 | 4,650,000 | 19,337,627 |
| Drainage & Flood Control | 6,352,000 | 1,550,000 | 100,000 | 1,400,000 | 900,000 | 10,302,000 |
| Total | \$ 76,393,483 | \$ 58,091,515 | \$ 45,056,167 | \$ 33,538,904 | \$ 21,771,708 | \$ 234,851,777 |

EXECUTIVE SUMMARY

The Capital Improvement Plan, in the reports that follow, include various sources of funding. The total amount of projects that do not have a designated funding source (“unknown”) for the five years ending June 30, 2024 total **\$165,017,990**, or 70% of the CIP cost. A summary of the funding sources for all CIP projects as of the preparation of this report are shown below in Table 2.

The total amount of projects with an unknown source of funding is significant; however, the Peer Review Team is hoping this information will be useful in future discussions on alternative funding sources and potential new revenues.

Projects that may be included in the next Specific Purpose Option Tax (6th penny) ballot are not currently shown as funded from the 6th penny tax but rather as “unknown”. In future CIPs, if the project passes the ballot measure the funding source will be updated to 6th penny.

Table 2: Funding Sources for Five Years Ending June 30, 2024

| Funding Sources | 2020 | 2021 | 2022 | 2023 | 2024 | Total |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| General Purpose Option Tax (5th Penny) | \$ 6,862,106 | \$ 2,527,608 | \$ 2,527,375 | \$ 2,763,112 | \$ 2,080,980 | \$ 16,761,181 |
| Specific Purpose Option Tax (6th Penny) | 5,070,720 | 1,034,720 | 2,774,720 | 1,489,720 | 2,279,720 | 12,649,600 |
| Federal & State Grants | 11,573,500 | 2,990,510 | 225,000 | 228,260 | 225,000 | 15,242,270 |
| General Fund Appropriation & Reserves | 7,568,757 | 3,788,754 | 2,681,591 | 3,150,949 | 2,473,412 | 19,663,463 |
| Specific Revenue Sources | 3,085,500 | 641,140 | 672,923 | 633,710 | 484,000 | 5,517,273 |
| Loans/Bonds/Leases | - | - | - | - | - | - |
| Unknown | 42,232,900 | 47,108,783 | 36,174,558 | 25,273,153 | 14,228,596 | 165,017,990 |
| Total | \$ 76,393,483 | \$ 58,091,515 | \$ 45,056,167 | \$ 33,538,904 | \$ 21,771,708 | \$ 234,851,777 |

EXECUTIVE SUMMARY

The City's Executive Team believes that the following items are of critical importance regarding the Capital Improvement Plan (CIP), and continued review and development of these items will need to take place throughout the next fiscal year:

- ◆ **Funding Sources**

It is apparent that additional analysis of potential revenue sources for funding CIP projects is imperative to the plan's success, especially for projects with an unknown funding source. New sources of revenue will need to continue to be researched. Examples of additional revenue sources to be considered include, but are not limited to, a portion of a 7th penny sales tax, public-private partnerships, general obligation bonds, impact fees, and storm water utility districts.

- ◆ **Building Maintenance**

There is a continued need to fund recurring asset maintenance. Additional discussion and analysis is needed during the next fiscal year to determine how to establish annual funds to complete previously identified maintenance needs, and to prevent maintenance deficits from occurring in the future.

- ◆ **Vehicle/Equipment Replacement**

Evaluation of vehicle and equipment replacement was conducted this fiscal year by the City's Executive Team to determine which City vehicles and equipment for their departments/divisions will need to be replaced during the next five fiscal years. Department Directors will be reviewing the list of vehicles and equipment annually to determine the appropriate number of vehicles the City should own, as well as the actual replacement process/timeline.



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OVERVIEW AND OBJECTIVES

Overview

The Capital Improvement Plan (CIP) is an important tool used by City officials to manage community growth, development, and resources. It also provides decision makers with an avenue for discussion on how to best implement the community's needs, goals, and objectives for successful government operation. The goal of the CIP is to identify the City's immediate capital project needs to be addressed over a five-year period. Once the capital project needs are identified, the CIP is used to develop a plan on how to meet those needs based on project priority and revenue sources available to fund them.

Additionally, the CIP is intended to accomplish evaluation of the City's facilities and infrastructure needs, and to serve as a guide for cost-effective construction and development of the City's facilities and infrastructure—both current and new. As a result, each capital project is reviewed using a systematic review and prioritization approach to ensure that the City's financial resources are utilized in the most cost-effective way possible.

Finally, the CIP is a living document that is intended to inform City officials, businesses, and residents of capital asset projects within the community that are not currently being met so measures can be taken to meet such needs. While the CIP is intended to address these projects within a five-year period, the plan must be reviewed and revised on an annual basis due to the completion of capital projects, changes to existing capital projects, and newly discovered capital projects. Project priorities may then need to be adjusted as necessary.

OVERVIEW AND OBJECTIVES

Objectives:

- ◆ Forecast the need of City facilities, equipment and infrastructure over a five-year period and into the future.
- ◆ Anticipate and project funding resources available to complete capital projects identified in the CIP.
- ◆ Promote transparent and sound financial planning for current and future capital projects.
- ◆ Prioritize and implement capital projects based on the categories of public safety, quality of life, transportation, drainage and flood, maintenance, and vehicles and equipment.
- ◆ Aid City officials in making budgetary decisions.
- ◆ Find a balance between the needs of implementing new capital development with maintaining current capital assets.
- ◆ Enhance and promote economic growth and development of the City.
- ◆ Find balance between the capital projects identified and the City's financial capability to provide for the projects, both now and in the future.
- ◆ Provide an avenue for citizens, businesses, and public interest groups to express opinions on the growth and development of City facilities and infrastructure.

WHAT IS A CAPITAL IMPROVEMENT PROJECT?

A capital improvement project is any major construction or improvement to City facilities and infrastructure. Projects may include the expansion and renovation of current City facilities, development of new facilities, acquisition of land, repaving of streets, the purchase of new fleet vehicles and equipment, and development of information technology infrastructure. Capital improvement projects are varied. Some may require years of planning and construction while others may be completed in a shorter timeframe. The only projects included in the Capital Improvement Plan (CIP) are those where the anticipated aggregate cost is \$5,000 or more, and that have a useful life span of five years or more.

Additional information on each of the project categories are provided below:

- ◆ **Public Safety**—projects pertaining to City assets that protect, preserve, and maintain the safety of the community, its environment and property.
- ◆ **Quality of Life**—projects pertaining to the enjoyment of the community's natural environments, and that provide an opportunity for citizens to participate in leisure time activities.
- ◆ **Transportation**—projects pertaining to the development, engineering, construction, and public rights-of-way within the community.
- ◆ **Drainage and Flood Control**—projects pertaining to the improvement or prevention of drainage or flooding issues within the City's infrastructure system.
- ◆ **Maintenance**—projects pertaining to the maintenance of existing City capital assets in order to keep them in a safe, operable condition in the most cost-effective manner.
- ◆ **Vehicles and Equipment**—projects pertaining to City vehicles and heavy equipment necessary for efficient day-to-day operations of the City.

WHAT IS THE CAPITAL IMPROVEMENT PLAN PROCESS?

The projects identified within the Capital Improvement Plan (CIP) are an accumulation of input from the City's governing officials, City Department Directors and staff, as well as the citizens in the community. After the needed capital projects are identified, they are provided to the City Treasurer's Department for inclusion in the plan. Additionally, projects are initiated by staff based on current City master plans such as Plan Cheyenne, the Transportation Master Plan or the Storm Water Master Plan.

The CIP always has more projects submitted than can be funded in a given year. Therefore, various criteria have been developed to be used in prioritizing capital projects. For all projects with an unknown funding source, evaluations considered the following factors: public safety, regulatory mandates, maintenance/age/condition, budget impact, wellbeing, synergy with other projects, economic development and revitalization, and whether the project helps meet a strategic goal or helps achieve a component of a master plan of the City.

Next, the Peer Review Team (PRT) prioritized the capital projects with no funding source identified using a systematic weighting process to determine which projects are the highest priority for completion. See page 25-26 for this listing. The identified and prioritized unfunded projects will be used as a guide for City officials in developing long-term goals for completion of needed capital improvements.

In developing the City's capital projects for this CIP, the following items were considered and included in all project submissions:

- ◆ The project description which includes a brief explanation of the project to be performed and the location.
- ◆ The costs of each project are broken down into the following categories (multiple categories may be identified for each project): planning/design, land acquisition, construction/maintenance, equipment/vehicles/furnishings and other.
- ◆ If known, budget impacts may be identified on some projects, and pertain to additional operating costs that will be incurred if and when the project is completed. These costs include the number of full-time equivalent positions that could be added or assigned to the project and the associated costs or savings for salaries/benefits, supplies/services, and equipment.

ANNUAL CIP TIMELINE

The annual CIP process is completed in three phases as described below:

1. Planning: The planning phase of the process identifies and prioritizes the capital needs of the City. During this phase, consideration is given to each identified capital project, its impact on the priorities of the community, and the relation to departmental master plans.
2. Project Review: This phase initiates the Peer Review Team (PRT) review process of each proposed unfunded capital project. The proposed projects are reviewed and prioritized by the PRT.
3. Mayor Review and City Council Adoption: This final phase includes review, revision, and approval of the draft CIP by the Mayor and then submission to the City Council for review. The City Council provides any feedback to the Mayor and PRT for completion of the CIP by March 1. After the CIP is finalized, City Council appropriates funds through the City budget for the first year of the CIP.

The recommended timeline is as follows:

- ◆ November 1: Proposed CIP projects due to City Treasurer's Office
- ◆ November 1-15: Proposed projects entered into CIP system and meetings with departments are conducted
- ◆ November 15-December 31: PRT reviews and prioritizes proposed projects and CIP is written by Treasurer's Office
- ◆ January 15: Draft CIP submitted to the Mayor and Department Directors
- ◆ January 15—February 15: Mayor and Department Directors provide feedback
- ◆ March 1: Draft CIP submitted to the City Council
- ◆ March: City Council Work Session
- ◆ April: Draft Resolution for Governing Body Approval of CIP

HOW WILL THE CIP BE FUNDED?

Proposed capital improvement projects, both individually and as a whole, require the use of several funding sources. Considering that the City's budget is unable to cover project costs by way of current revenue forecasts, funding sources for the Capital Improvement Plan (CIP) will need to come from other potential sources.

Considering the economic and financial pressures of aging infrastructure, it is essential that the City of Cheyenne has an effective process to identify, leverage and optimize additional revenue sources. These include, but are not limited to, a portion of a 7th penny tax, public-private partnerships, drainage improvement districts and general obligation bonding. See pages 17-24 for a description of other possible funding sources.

Additionally, the Board of Public Utilities (BOPU) frequently coordinates with the City on projects for major street repairs, such as water and sewer infrastructure needs. If a capital project involves such coordination with BOPU, the project costs are separated between the BOPU share and the City's share in the project details. Although the BOPU may be involved with certain capital projects on the current CIP list, the BOPU's share of the projected cost will not be included.

POSSIBLE REVENUE SOURCES—SALES TAX

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|--|---|--|--|---|
| State Sales and Use Tax (4%) | The state keeps 69% of the 4% sales and use tax revenues and local governments keep 31% (minus a state administrative fee). The local government portion of the 4% sales tax revenue is allocated to each government in the county proportionally, based on the population within the county. | The state sales and use tax is set by state statute. | Use of the 4% sales tax is not restricted for local governments. It can be used for operations and/or capital expenditures. | The estimated total amount collected for the City of Cheyenne is approximately \$20 million per year (FY 2019). However, these funds are primarily needed to pay for general city operations. |
| Local Optional Sales and Use Taxes (0 to 3%) | Local entities may impose a tax, not to exceed 2% (in .5% increments), upon retail sales for the purpose of general revenue, and/or a tax not to exceed 2% for specific purposes, and/or a sales tax not to exceed 1% (in .25% increments) for economic development. The maximum combination of optional taxes is 3%. | The optional sales and use taxes must be approved by two-thirds of the town and city councils within the county and by the County Commissioners before going to the public for a vote. Taxes imposed for general purpose and economic development are voted on at every other general election unless made permanent by resolution. Taxes imposed for specific purposes are imposed until a specified amount is collected. | The City of Cheyenne imposes a 1% tax for General Purposes (5th Penny) and a 1% tax for Specific Purposes (6th Penny). In previous ballots, the City has allocated 80% of the 5th penny funds to roads and the remaining 20% to other uses. However, these restrictions are not required by statute; the City could include a 5th penny ballot for general operations. The Special Purpose Tax, as noted above, is for specific projects and is dependent on the dollar amount of approved projects. A 7th penny could be implemented either as a general purpose tax or a specific purpose tax. | The 5th penny collects approximately \$14 million per year for the City (FY 2019). A 7th penny could be implemented either as a general purpose tax or a specific purpose tax. If implemented as a general purpose, it would raise approximately \$14 million per year. |

POSSIBLE REVENUE SOURCES—DEBT FINANCING

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|----------------|---|--|--|---|
| Bonds | <p>Bond financing is a long-term borrowing tool used to meet the City's cash flow needs and to provide funds for capital projects. General obligation bonds are bonds that are paid off out of the City's annual revenues, usually over a period of 10 to 20 years. General obligation bonds pledge the "full faith and credit" of the issuing local government, and the entity pledging its assets agrees to use tax money to repay the debt. Revenue bonds are sold to develop projects that will produce revenue to the City in the form of user fees. The user fees are then used to pay off the bonds. Revenue bonds carry higher interest rates than general obligation bonds, but voter approval is not necessary.</p> | <p>General obligation bonds require a majority of the voters to approve the proposed mills to be assessed. The constitutional limit of general obligation debt is 4% of assessed valuation. Revenue bonds do not require a vote but are established by resolution of the governing body.</p> | <p>General obligation bonds are typically used to fund municipal projects such as schools, parks, municipal buildings, and recreation facilities. Revenue bonds are typically used to fund user supported facilities such as a landfill or parking garage.</p> | <p>The 2019 assessed valuation of the City is \$734,748,763. Per statute the maximum amount allowed for general obligation debt is 4% of the assessed valuation, which is currently \$29,389,951. As of January 2020 the City has no general obligation debt and therefore can use the full \$29,389,951. For example, if the voters approve a \$10M bond issue for 15 years at 2.5% per annum, the annual payment would be approximately \$800K. As a result, two extra property tax mills would need to be assessed for 15 years.</p> |
| Cemetery Bonds | <p>A city may issue bonds to purchase or improve lands for a cemetery.</p> | <p>Authorized by State Statute 35-8-203 et seq. The bond issue must be submitted for a vote.</p> | <p>Taxes must be used to pay the bond debt.</p> | <p>A Cemetery Bond Tax may be levied and collected on all taxable property within the city sufficient to pay the principal and interest on the bonds.</p> |

POSSIBLE REVENUE SOURCES—DISTRICTS

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|---|---|--|--|---|
| Development Districts | Development districts are designed to promote the health, safety, prosperity, security and general welfare of the people of the state and will halt or prevent the deterioration of property values or structures within central business districts. | Authorized by State Statute 15-9-201 et seq. and established after petition of 25% of nonresidential property owners, public hearing and ordinance. The Board is appointed by governing municipality, and they can acquire property by purchase, lease, license, option, gift and grant. In addition they can collect fees, issue bonds and levy ad valorem taxes, and cooperate with other local municipalities and governments. Limited to 30 mills on commercial and industrial property. | An example of a development district is the City of Cheyenne Downtown Development Authority. | Dependent on the assessed valuation in the development district. For example, the Downtown Development District has an assessed valuation of \$17,537,065 for 2019 and a 20 mill levy resulting in \$350,741 in property tax revenue for the District. |
| Local (Street) Improvement Districts/Assessment Districts | Any city may provide for the making and maintenance of local improvements and levy and collect special assessments on the property specifically benefitted to pay all or part of the cost of the improvements. | Authorized by State Statute 15-6-101 et seq. Any improvements must be ordered by ordinance and resolution (the separate legislation serves separate purposes in the process) of the Governing Body. | Assessments pay for costs of improvements. | Special assessments against benefitting property owners would depend on the assessed valuation of property in the district. |
| Lighting Districts | The governing body may create a lighting district in the business portions of the city embracing any street or avenue and abutting property and require the cost of installing the system to be paid by the owners of the property abutting the street or avenue. | Authorized by State Statute 15-6-601 et seq. and established by resolution. | Costs of installing lighting systems. | The entire cost of erecting the posts shall be borne by the owners of the property that abuts the streets within the district. Each parcel shall be assessed on the proportion which the street frontage of the parcel bears to the street frontage of the entire district. The amount of revenue collected would be dependent on the assessed valuation in the district. |
| Senior Citizen Service Districts | Senior Citizen Service Districts establish and maintain programs and services for senior citizens. | Authorized by State Statute 18-15-101 and organized by resolution of the county commissioners and public referendum, or by petition and public referendum. | Funds are used for senior citizen programs only. | Revenues are from a property tax limited to 2 mills - dependent on the assessed valuation in the district. |

POSSIBLE REVENUE SOURCES—DISTRICTS

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|--|---|---|--|--|
| Museum Districts | Museum districts may acquire and hold property for museum purposes. | A Museum District is authorized by State Statute, chapter 18-10, and may be established under the procedures for petitioning, hearing, and election for special districts as set forth in the Special Districts Elections Act of 1994 (W.S. 22-29). | Funds are used for the operations of the Museum District. | Funds are implemented through a property tax up to 1 mill. The District can also issue bonds. |
| Solid Waste Disposal Districts | Solid Waste Disposal Districts purchase land or reclaim excavated or substandard land for the disposal of solid waste, along with regulating solid waste disposal. | Solid Waste Disposal Districts are authorized by State Statute, chapter 18-11, and are established by resolution of the County Commissioners. | Funds are used for the operations of the Solid Waste Disposal District. | Revenues are raised through rate and a property tax assessment of up to 3 mills. |
| Special Cemetery Districts | Special Cemetery Districts provide and maintain cemeteries. They are required to keep and maintain existing public cemeteries in a uniform standard across the District. Cities and towns in Cemetery Districts are not allowed to run their own cemeteries, so the District is the sole provider in the areas in which they exist. | Authorized by State Statute 35-8-301 et seq. and may be established under the procedures for petitioning, hearing, and election for special districts as set forth in the Special Districts Elections Act of 1994 (W.S. 22-29). | Funds are used for the operations of the Cemetery District, which is subject to the Uniform Municipal Fiscal Procedures Act (W.S. 16-4). | Revenues are from a property tax assessment limited to 3 mills in addition to revenues from the sale of lots. The District can also issue bonds. |
| Flood Control Districts | The purpose of a Flood Control District is to control or eradicate flooding. | Authorized by State Statute 41-3-801 et seq. and may be established under the procedures for petitioning, hearing, and election for special districts as set forth in the Special Districts Elections Act of 1994 (W.S. 22-29). | Funds are used for the operation of the District. | A property tax assessment up to 12 mills based on the assessed valuation in the District. |
| Surface Water (Storm Water) Drainage Utility Act | Any governing body may establish a surface water drainage utility to design, plan, construct, reconstruct, acquire, operate, improve, extend or maintain a surface water drainage system. | Authorized by State Statute, chapter 16-10, and developed by ordinance, but the funding source is subject to voter approval. | Funding is used to pay the utility's expenses. Surplus funds must be used to pay the indebtedness of the utility. | Potential funding sources include bonds and service charges. |

POSSIBLE REVENUE SOURCES—OTHER SOURCES

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|----------------------|---|---|---|--|
| Annexations | <p>The City of Cheyenne's potential annexation areas consist of FE Warren AFB and a number of county pockets strewn throughout the City's current limits. Five square miles of potential annexation area are attributable to FE Warren AFB. According to the 2010 census, Warren AFB has a resident population of 3,072. Sales tax would be the potential revenue stream available to the City with annexation of the base. Cost implications would be minimal given that federal bases typically provide their own services. This means that with annexation, Cheyenne would not take over the provision of many of the services traditionally supplied by a municipality.</p> | <p>Before any territory is eligible for annexation, the governing body must find that the criteria found under W.S. 15-1-402 are met. In short, the annexed area must promote public health and safety for area residents; the area must constitute a natural, geographical, economic and social part of the annexing city or town; the area must be a logical and feasible addition to the annexing city or town and services must be available; and the area sought to be annexed must be contiguous with or adjacent to the annexing city or town.</p> | <p>Any revenue collected due to annexation would most likely be unrestricted.</p> | <p>The economic impact of annexing areas would be an increase in the proportionate share of sales tax collected for the State Sales Tax and the General Purpose Option Tax. For example, if the City annexes an area that includes a population of 2,000, the City would collect 67% of the County's sales tax instead of the current 64.8% resulting in additional sales tax revenue to the City of approximately \$680,000 in 2019 estimates. In addition, the assessed valuation of the City would increase by the assessed valuation of the annexed area. For example, if the annexed area had an assessed value of \$50,000,000, the additional 8 mill property tax collected would be \$400,000.</p> |
| Recreation Districts | <p>These districts are established for the purpose of providing public recreation</p> | <p>Established by school districts or governing bodies independently or jointly. Governed by a board of trustees appointed by the school boards. Revenues include gifts and donations and a tax levied by the school district. Limited to 1 mill.</p> | <p>The City benefits from the Laramie County Recreation District with grant awards for park type amenities. Examples of previous grant awards to the City include the Fitness Course, Universally Accessible Playground, Pool Play Structure, Girls Softball Field, and the Spray Park.</p> | <p>Dependent on grant award.</p> |

POSSIBLE REVENUE SOURCES—OTHER SOURCES

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|-----------------------------|--|---|---|---|
| Public-Private Partnerships | <p>A local government can form an agreement with a private entity. Under this arrangement, a government agency contracts with a private entity to construct, operate, finance, maintain, and/or manage a facility or system. Public-private partnerships come in a number of forms and arrangements depending on the project; they can be formed to accomplish a single task or to convey full ownership and operational responsibility of a facility to the private sector.</p> | Contracts | <p>Facilities management, parking and garage management, parks, public works, fleet management, street sweeping and maintenance, emergency management. A more specific example of a public-private partnership, in which the private sector would retain operational control, would be for the City to lease its existing parking facilities. This could come in the form of a long-term lease where the private firm would lease the parking garage from the City for an agreed upon term. The lease could require an upfront payment which would allow the City to pay off existing debt associated with the parking garage and fund other improvements around the City. The city of Chicago uses this partnership arrangement for city parking facilities.</p> | n/a |
| Impact Fees | <p>The levy of an assessment on new development in order to help pay for the construction of capital improvements that are beneficial for both the new development and the existing community. Impact fees are generally assessed using a fee schedule that sets a charge per dwelling or per 1,000 square feet of commercial or industrial floor space, or per impervious square footage for stormwater impact fees. The fees are one-time, up-front charges.</p> | Set by ordinance approved by the Governing Body. | <p>Impact fees are used to help finance a wide variety of public services. Examples include water, wastewater, roads, parks, fire protection, law enforcement, public buildings, off-site parking, land acquisition, tree replacement, solid waste activities, streetlights, and stormwater drainage.</p> | <p>Fees collected would vary based on development and the fee schedule. The impact fee study prepared by independent consultants in 2015 determined that a reasonable fee schedule including charges for Transportation, Public Works, Fire and Rescue and Parks and Recreation would generate \$28.5 million in the next 10 years.</p> |

POSSIBLE REVENUE SOURCES—STATE GRANTS

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|--|---|---|---|--|
| Wyoming Business Council | <p>The Wyoming Business Council provides grants and loans for various purposes. Grants include Business Ready Community Program and Energy Efficiency Grants. The grants are competitive and vary in amounts and match requirements.</p> | <p>Grant Applications approved by the Governing Body.</p> | <p>Wyoming Business Council grants are generally used for construction of local enhancement facilities such as the City's Youth Activity Center in the David Romero Park or for Business Ready grant projects. Examples of the City's previous Business Committed grants include the Civic Commons and FE Warren AFB Infrastructure Projects.</p> | <p>Dependent on grant award.</p> |
| State Loan and Investment Board (SLIB) | <p>SLIB provides various types of grants for cities. The most common grant has been the County Consensus Grant program. This program is funded through a legislative appropriation and is distributed to counties based on population. No match is required for Consensus Grants. In addition, SLIB provides funding for Mineral Royalty Grants (MRG) for construction of projects, fire trucks, and other large capital needs. The MRG grant is a competitive grant.</p> | <p>Grant Applications approved by the Governing Body.</p> | <p>SLIB Consensus grants have been used to provide funding for the Public Safety Center, Lake Minnehaha and West Edge Capital Planning for example. The MRG grants have been used in the past for fire truck purchases, the Transfer Station expansion, and the Civic Commons project.</p> | <p>Dependent on legislative appropriation (Consensus grants) or grant awards (MRG grants).</p> |
| Other | <p>Other state grants include State Historic Preservation Grants (SHPO) and Historic Preservation Grants. Each grant has requirements for application and use.</p> | <p>Dependent on the grant type.</p> | <p>Examples of past grants for SHPO include the Cheyenne/DDA Main Street Façade program</p> | <p>Dependent on grant award.</p> |

POSSIBLE REVENUE SOURCES—FEDERAL GRANTS

| PROGRAM NAME | PROGRAM DESCRIPTION | REQUIREMENTS TO IMPLEMENT & APPLICANT ELIGIBILITY | USE OF FUNDS | REVENUES RAISED |
|--|--|---|--|---|
| Housing and Community Development (CDBG) | The City of Cheyenne is an entitlement community which means it receives an annual entitlement to fund certain activities for low income residents. | Governing Body Approval | The allocation received is distributed to local agencies for various types of projects, including operation and capital needs. The grants are a competitive process administered by the CDBG Advisory Council. | In Fiscal Year 2019, the City received a CDBG entitlement of \$433,947 of which \$347,157 was allocated to local agencies in support and aid of the low income community. |
| Environmental Protection Agency (EPA) | The EPA provides several sources of funding. Past funding for the City of Cheyenne has been through the Brownsfields Assessment and Revolving Loan Fund program and for Clean Water and Drinking Water loans and grants. The EPA has many other grant opportunities, too numerous to list. | Applications approved by the Governing Body. | Dependent on the grant type, in the past, the City has received grants for assessment of Brownsfield properties and for water and sewer projects. | Dependent on the grant award. |
| Federal Emergency Management Agency (FEMA) | FEMA provides grants for law enforcement and firefighter programs and also for various flood control projects, among a long list of other grants. Each grant has a set of requirements to apply and qualify, and grants have varying match percentages. | Applications approved by the Governing Body. | Dependent on the grant type, in the past, the City has received grants for flood control projects such as the Henderson Basin and the Civic Commons projects. The City has also received Assistance to Firefighter Grants for fire equipment. | Dependent on the grant award. |
| Department of Transportation (DOT) | The federal Department of Transportation provides various funding for road projects, transportation planning, transit programs and Greenway projects. This is just a partial list of the many grants available from the DOT. | Applications approved by the Governing Body. | Dependent on the grant type, in the past, the City has received grants for the Transit program, the Metropolitan Planning Office, various road projects including West Lincolnway, West Pershing and the Roundabout and the Prairie/Frontier Mall Drive intersection reconstruction. | Dependent on the grant award. |

UNFUNDED PROJECTS—SORTED BY SCORE

| Projects | Department | CIP Project Number | Category | Total Project Amount for 2020-2024 | Overall Score |
|---|-------------------------|--------------------|------------------|------------------------------------|---------------|
| Hitching Post - Immediate Stabilization/Demolition | Planning & Development | PL-20-002 | Public Safety | \$ 2,108,000 | 29.20 |
| Civic Center Renovations | Community Rec. & Events | CV-14-001 | Quality of Life | 38,000,000 | 24.46 |
| Fire Station #5 Replacement | Fire | FI-14-007 | Public Safety | 5,000,000 | 24.33 |
| Fire Station #3 Replacement | Fire | FI-20-005 | Public Safety | 5,000,000 | 24.07 |
| Municipal Offices | Public Works | FA-16-001 | Quality of Life | 14,500,000 | 23.67 |
| New Apparatus for Fire Stations #4, #7, #8 & #9 | Fire | FI-20-011 | Public Safety | 2,800,000 | 23.14 |
| Portable Radio Replacement | Police | PD-14-004 | Public Safety | 1,000,000 | 22.88 |
| New City Cemetery | Community Rec. & Events | CRE-17-003 | Public Safety | 5,500,000 | 22.62 |
| New Fire Station #4 | Fire | FI-20-006 | Public Safety | 5,000,000 | 22.18 |
| Hilltop and Dry Creek Culverts | City Engineer | EN-14-017 | Drainage & Flood | 1,500,000 | 21.29 |
| New Front Line Fire Apparatus | Fire | FI-20-010 | Public Safety | 3,600,000 | 21.18 |
| New Indoor Turf Sports Facility | Community Rec. & Events | CRE-16-001 | Quality of Life | 6,750,000 | 21.02 |
| Western Hills Drainage | City Engineer | EN-14-029 | Drainage & Flood | 1,000,000 | 20.90 |
| New Fire Station #7 | Fire | FI-20-007 | Public Safety | 5,000,000 | 20.71 |
| College Drive Pedestrian Underpass Project | City Engineer | EN-20-003 | Transportation | 1,000,000 | 20.70 |
| Renovation of Fire Stations #1, #2, & #6 | Fire | FI-20-009 | Public Safety | 2,500,000 | 20.67 |
| Ballfield Renovations | Community Rec. & Events | CRE-16-004 | Maintenance | 4,335,145 | 20.51 |
| Johnson Pool Replacement | Community Rec. & Events | AQ-14-004 | Quality of Life | 10,700,000 | 20.27 |
| 19th Street Logan Ave. to Converse Ave. | City Engineer | EN-14-036 | Transportation | 1,700,000 | 20.27 |
| New Fire Station #8 | Fire | FI-20-008 | Public Safety | 5,000,000 | 20.20 |
| Dell Range/Rue Terre Intersection | City Engineer | EN-14-008 | Transportation | 1,500,000 | 20.16 |
| New Fire Station #9 | Fire | FI-14-008 | Public Safety | 5,000,000 | 20.06 |
| Sun Valley Interceptor Drain | City Engineer | EN-14-024 | Drainage & Flood | 1,000,000 | 19.81 |
| Traffic Signal Fiber Optic Extension | City Engineer | EN-14-025 | Transportation | 1,250,000 | 19.22 |
| New Fire Rescue Trucks | Fire | FI-14-010 | Public Safety | 1,100,000 | 18.96 |
| New East Community Park | Community Rec. & Events | CRE-14-010 | Quality of Life | 2,500,000 | 17.51 |
| Burlington Trl S. Industrial Rd. to Campstool Rd. | City Engineer | EN-14-033 | Transportation | 1,700,000 | 17.40 |
| Street and Alley Facility Expansion | Public Works | ST-14-001 | Maintenance | 1,980,000 | 15.04 |
| Gymnasium | Community Rec. & Events | CRE-17-004 | Quality of Life | 7,050,000 | 14.78 |
| TOTAL UNFUNDED LARGE PROJECTS 2020-2024 (GREATER THAN \$1 MILLION) | | | | \$ 145,073,145 | |

UNFUNDED PROJECTS—SORTED BY SCORE

| Projects | Department | CIP Project Number | Category | Total Project Amount for 2020-2024 | Overall Score |
|--|------------------------|--------------------|----------------------|------------------------------------|---------------|
| Westland Bridge Repairs | City Engineer | EN-16-013 | Transportation | \$ 250,000 | 23.16 |
| Dell Range & Van Buren New Signal | City Engineer | EN-14-001 | Transportation | 400,000 | 21.03 |
| Personal Protective Equipment/Turnout Gear | Fire | FI-14-001 | Public Safety | 175,000 | 20.85 |
| Replace Johnson Pool Boiler | Public Works | FA-16-017 | Maintenance | 50,000 | 20.12 |
| Replace Fuel Pumps at Fleet Maintenance Facility | Public Works | FM-14-010 | Maintenance | 23,000 | 19.81 |
| W. Fox Farm & Waltersheid New Signal | City Engineer | EN-14-042 | Transportation | 750,000 | 19.73 |
| Storey & Ridge New Signal | City Engineer | EN-14-010 | Transportation | 400,000 | 18.50 |
| Replace Johnson Pool Roof | Public Works | FA-16-008 | Maintenance | 50,000 | 18.46 |
| Dry Creek Master Plan Update | City Engineer | EN-20-004 | Drainage & Flood | 220,000 | 18.18 |
| Converse & Point Bluff Intersection Improvements | City Engineer | EN-16-002 | Transportation | 300,000 | 17.76 |
| Replace Fleet Maintenance Roof | Public Works | FA-14-007 | Maintenance | 250,000 | 17.62 |
| Dry Creek Channel Protection | City Engineer | EN-14-009 | Drainage & Flood | 200,000 | 17.55 |
| Small Fiber Connections | City Clerk | IT-20-001 | Public Safety | 25,000 | 17.51 |
| Municipal Building Sanitary Drains | Public Works | FA-16-003 | Maintenance | 10,000 | 17.22 |
| Replace Ice & Events Center Water Heaters | Public Works | FA-16-018 | Maintenance | 120,000 | 17.17 |
| Replace Parking Structure Restroom Sinks | Public Works | FA-16-013 | Maintenance | 15,000 | 16.98 |
| On Street Bicycle Facilities Phase II | City Engineer | EN-16-009 | Transportation | 100,000 | 16.31 |
| Replace UP Parking Lot Irrigation System | Public Works | FA-19-004 | Maintenance | 165,000 | 15.26 |
| Pipe Farm Training Prop | Fire | FI-20-004 | Public Safety | 500,000 | 15.21 |
| Historic Airport Fountain | Planning & Development | PL-20-001 | Quality of Life | 10,000 | 14.99 |
| Live Fire Training Prop | Fire | FI-20-002 | Public Safety | 60,323 | 14.41 |
| Youth Alternatives Replace or Repair of Retaining Wall | Mayor | YA-20-001 | Maintenance | 15,000 | 13.82 |
| Repave Fleet Maintenance Entrance and Parking Lot | Public Works | FM-16-001 | Maintenance | 50,000 | 13.36 |
| Cheyenne Fire Rescue Storage Building | Fire | FI-20-001 | Public Safety | 281,363 | 13.11 |
| Fire Training Perimeter Fence | Fire | FI-20-003 | Public Safety | 251,200 | 11.58 |
| TOTAL SMALL UNFUNDED PROJECTS 2020-2024 (LESS THAN \$1 MILLION) | | | | \$ 4,670,886 | |
| Vehicle & Equipment Replacement Plan | Public Works | FM-99-001 | Vehicles & Equipment | \$ 15,273,959 | |
| GRAND TOTAL OF ALL PROJECTS | | | | \$ 165,017,990 | |

CIP PROJECT DIVISION DIRECTORY

Projects listed in the CIP include the following project numbers: Each division is identified by a 4-digit numeric code. The project numbers are developed by using a 2-digit alpha code for each division, followed by the year the project was submitted to the plan document plus a 3-digit number. The division and contact information are as follows:

| DIVISION DIRECTORY | | | | | | |
|--------------------|------------------------------|------------|-----------------|--------------|-------------------|--------------|
| Numeric Code | Division Name | Alpha Code | Primary Contact | Number | Secondary Contact | Number |
| 1220 | Municipal Court | MC | Marian Orr | 307-637-6300 | Tony Ross | 307-773-1015 |
| 1221 | Youth Alternatives | YA | Marian Orr | 307-637-6300 | Jay Sullivan | 307-637-6487 |
| 1230 | Civic Center | CV | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1312 | Special Projects | PK | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1320 | Information Technology | IT | Kris Jones | 307-637-6334 | Tyler Nelson | 307-637-6267 |
| 1403 | Traffic | TF | Vicki Nemecek | 307-637-6259 | Craig LaVoy | 307-637-6294 |
| 1412 | Facilities Maintenance | FA | Vicki Nemecek | 307-637-6259 | Craig LaVoy | 307-637-6294 |
| 1415 | Fleet Maintenance | FM | Vicki Nemecek | 307-637-6259 | Craig LaVoy | 307-637-6294 |
| 1416 | Street and Alley | ST | Vicki Nemecek | 307-637-6259 | Craig LaVoy | 307-637-6294 |
| 1424 | Solid Waste | SA | Vicki Nemecek | 307-637-6259 | Craig LaVoy | 307-637-6294 |
| 1430 | Transit | TN | Vicki Nemecek | 307-637-6259 | Craig LaVoy | 307-637-6294 |
| 1511 | Police | PD | Brian Kozak | 307-637-6512 | Nathan Buseck | 307-637-6543 |
| 1615 | Fire | FI | Greg Hoggatt | 307-637-6315 | Steve Zimmerman | 307-638-4374 |
| 1701 | Community Rec & Events Admin | CRE | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1710 | Forestry | FO | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1721 | Aquatics | AQ | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1730 | Recreation | RE | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1739 | Ice and Events Center | IC | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1740 | Golf | GO | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1750 | Parks | PA | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1751 | Cemetery | CM | Teresa Moore | 307-638-4375 | Jason Sanchez | 307-638-4375 |
| 1754 | Greenway | GR | Charles Bloom | 307-638-4303 | Jean Vetter | 307-638-4379 |
| 1760 | Botanic Gardens | BG | Teresa Moore | 307-638-4358 | Jason Sanchez | 307-638-4358 |
| 1801 | Engineering | EN | Thomas Cobb | 307-637-4314 | Wesley Bay | 307-638-4315 |
| 1802 | GIS | GI | Thomas Cobb | 307-637-4314 | Wesley Bay | 307-638-4316 |
| 2030 | Planning/Development | PL | Charles Bloom | 307-638-4303 | Lisa Pafford | 307-637-6310 |